Conference Agenda

International Conference on Business, Economics & Management

for Sustainable Future

Tuesday, July 18th, 2023

Palembang, Indonesia

Keynote Speaker:

Sri Gunawan, DBA – Head of Forum Manajemen Indonesia
Devmali Perera, Ph.D – RMIT University, Vietnam
Nafiu Oladokun, Ph.D – Curtin University, Malaysia

Conference Chairman:

Fitriya Fauzi, Ph.D (Sekolah Tinggi Ilmu Ekonomi Serelo Lahat, Indonesia)

Program Committee/Editorial Board

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11. Mohammad Rashed Hasan Polas – (Center for Research Training & Consultancy, Sonargaon University Bangladesh, Bangladesh)

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1. Assoc. Prof. Dr. Diah Isnaini Asiati – (Universitas Muhammadiyah Palembang, Indonesia)
2. Dr. Lin Yan Syah – (Sekolah Tinggi Ilmu Ekonomi Serelo Lahat, Indonesia)
3. Dr Suresh Mani – (PES University, Bangalore, India)
4. Dr. G.D.V. Kusuma – (Sree Kavitha Institute of Management, India)
5. Dr. Salman A. Qureshi – (Allama Iqbal Open University, Islamabad, Pakistan)
6. Dr. Seema Bhakuni (Agrawal) – (AIIMS Rishikesh Quarters, India)
7. Dr. Shouvik Sanyal – (Dhofar University, Salalah, Oman)
8. Faqeer Muhammad – (Karakoram International University, Pakistan)
9. Jaheer Mukthar – (Kristu Jayanti College Autonomous Bengaluru, India)
10. Manuel Caingcoy – (Bukidnon State University, Philippines)
11. Sanni Olawale Nurudeen – (Ahmadu Bello University, Zaria, Nigeria)
12. Rolia Wahasusmiah, SE., Ak., M.Si. – (Politeknik Darussalam, Indonesia)

The conference is organized by Training and Research Institute Jeramba Ilmu Sukses (TRI-JIS) in collaboration with Forum Manajemen Indonesia Korwil Sumatera Selatan, University Bina Insan Lubuk Linggau, Indonesia and Faculty of Economics and Business University of Muhammadiyah Palembang, Indonesia.

PROGRAM RUNDOWN

International Conference on Business, Economics & Management

for Sustainable Future
Tuesday, July 18th, 2023
Palembang, Indonesia

Time	Activity	Person	Affiliation
08.45 - 09.00	Opening Ceremony	Fitriya, Ph.D	Conference Chairman TRI-JIS
09.00 - 09.45	**Keynote Speakers**	Gunawan, DBA	Head of Forum Manajemen Indonesia
09.45 - 10.00		Devmali Perera, Ph.D	RMIT University Vietnam
10.00 - 10.45		Nafiu Oladokun, Ph.D	Curtin University Malaysia
10.45 - 11.30	Question & Answer	Q/A	

PANEL SESSION I

Marketing – Room 1 – Time 11.30 – 12.40

No	Author	Affiliation	Country	Title	Moderator
1	Swapan Banerjee	Seacom Skills University	India	Perception of Buyers towards Return of Heavy Products in Online Shopping	Ratna Listiana Dewanti
2	Nadia Agustina Annisa R. Qastharin	Bandung Institute of Technology	Indonesia	Develop Marketing Strategy Based on Parents' Behavior to Increase Willingness to Buy Children's Educational Event: A Case Study of Fulola	
3	Annisa Sofiana Ratna Listiana Dewanti	Universitas Teknologi Yogyakarta	Indonesia	The Influence of Live Streaming, Content Marketing, And Ease of Transactions On Purchasing Decisions Packaged Snack Culinary MSMe Products	
4	M. Ahlun Nizar Yudha Mahrom Nadia Afriliana Aqil Albani	Universitas Muhammadiyah Palembang	Indonesia	Influence of Product, Promotion & Brand Image On The Purchase Decision Of Polytron Ac In Sukarame District	
5	Yudha Mahrom Nadia Afrilliana Sela Wati Ratna Dewi Prianti	Universitas Muhammadiyah Palembang	Indonesia	The Influence Of Product Quality, Price And Promotion On The Purchase Decision Of Vivo Smartphones In Tungkal Jaya District	

Human Resources – Room 2 – Time 11.30 – 12.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Devendra Mahato Anil Yadav	Department YBN University NamkumRanchi	India	Management Information System report of student's performance in rural school of Ranchi in Jharkhand.	Devendra Mahato
2	Yulia Ufiya Sari Anggreany Hustia Arraditya Permana Rizki Kurnia Tri Lestari	Universitas Muhammadiyah Palembang	Indonesia	Influence Of Leadership, Competence And Work Discipline On Performance Employee	
3	Rahmat Dwi Satryo Yudha Mahrom Anggreany Hustia Ega Dwi Ananti	Universitas Muhammadiyah Palembang	Indonesia	The influence of leadership and competence on employee performance in the workshop department of PT Pupuk Sriwidjaja Palembang	
4	Komaruddin Madin	Universitas Padjajaran	Indonesia	Partnership Strategy Model To Develop Business Performance In The Natural Gas Distribution Industry In Indonesia In Acceleration Of Utilization Natural Gas For The Industrial Sector	
5	Risqi Kurniawan Zaleha Trihandayani Aaraditya Permana Amelia Salsabila	Univesitas Muhammadiyah Palembang, Indonesia	Indonesia	influence of leadership, motivation, and work discipline on the performance of employees of PT. Bank Sumsel Babel Prabumulih Branch	

Human Resources – Room 3 – Time 11.30 – 12.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Rohana Ria Sardiyo Ronal Aprianto Leni Maryanti	Universitas Bina Insan	Indonesia	Analysis of Factors Of Land And Building Tax Revenue In Muara Lakitan District Musi Rawas Regency	Ronal Aprianto
2	Siti Patimah Sutanta Gunadi Rusydi Indrawati Mara Kesuma	Universitas Bina Insan	Indonesia	The Effect of Capital Quantity and Education Level On Income Of Grocery Traders At Lubuklinggau Inpres Market	
3	Melita Kurnia Betti Nuraini Ronal Aprianto Tri Utami	Universitas Bina Insan	Indonesia	The Influence of Education Level, Business Age And Understanding Of Accounting On Application Of Micro, Small And Medium Entity Financial Accounting Standards (SAK EMKM) In Lubuklinggau	
4	Yuliana Suwarno Ronal Aprianto Irma Idayati	Universitas Bina Insan	Indonesia	Planning Of Human Resources (Hr) Needs At Uptd Work Training Center (Blk) Lubuklinggau City In Fulfilling Competent Labor In The World Of Work, Lubuklinggau City	
5	Imron Sukani Intan Septiana Rahmawati Yohanes Susanto Gunadi Rusydi	Universitas Bina Insan	Indonesia	Analysis of Marketing Mix Strategy in Increasing Sales Volume at Restaurants D'best Meat Hollic Lubuk Linggau In Covid'19 Pandemic Era	

Human Resources – Room 4 – Time 11.30 – 12.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Adiwena Riza Kemala Kunto Sardiyo Ronal Aprianto Diko Ramanda	Universitas Bina Insan	Indonesia	Social Media As A Means Of Promotion For Improve Purchase Decisionskino Chips In Lubuklinggau	Muhammad Yusuf
2	Aan Agustoni Muhammad Yusuf Ronal Aprianto	Universitas Bina Insan	Indonesia	The Influence of Commitment, Discipline and Job Satisfaction on Employee Performance in Class IIA Lubuklinggau Correctional Institution	
3	Aditya Trisakti Erlangga Olivia Putri Muhammad Yusuf Mulyadi Subaeti	Universitas Bina Insan	Indonesia	The Effect of Exchange Rate, Interest Rate, Inflation And World Oil Prices On Joint Stock Price Index	
4	Wahyu Hidayat Setiyadi Mulyadi Dheo Rimbano	Universitas Bina Insan	Indonesia	The Influence Of Work Discipline, Gratitude, And Workload On Employee Performance At The Secretariat Of The General Election Commission (KPU) Of Musi Rawas District	
5	Emiliana Yohanes Susanto Gunadi Rusydi Syahril Shobirin	Universitas Bina Insan	Indonesia	The Influence Of Work Motivation And Work Environment On Teacher Performance At Ma Ittihadul Ulum Lubuklinggau City	

Human Resources – Room 5 – Time 11.30 – 12.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Rusmila Ronal Aprianto Sutanta Hardi Mulyono Bagus Saputra	Universitas Bina Insan	Indonesia	The Influence of Supervision And motivation On Job Satisfaction At PT. Wahana Semesta Linggau	Dheo Rimbano
2	Dery Aqso Mulyadi Dheo Rimbano Surajiyo	Universitas Bina Insan	Indonesia	The Relationship Between Self-Confidence And Public Speaking Ability Of Students Of The Faculty Of Education, Ahmad Dahlan University, Yogyakarta	
3	M Rasyid Ridho Putri Surya Sardiyo Mulyadi	Universitas Bina Insan	Indonesia	Implementation of Occupational Health and Safety Management System as a Role in Work Accident Prevention at PT Konsuil Perdana Indonesia Lubuklinggau Area	
4	Randy Restu Rinjani Surajiyo Herman Paleni Bonita Citra Astri Riance Ronal Aprianto	Universitas Bina Insan	Indonesia	Leadership And Supervision on Work Discipline And Its Impact On Employee Performance At Service Education Musi Rawas District	
5	Baidillah Sangkut Dheo Rimbano Yohanes Sutanto	Universitas Bina Insan	Indonesia	Systematic Literature Review: The Implementation Of Equalization From Administrative Positions To Functional Positions	

Human Resources – Room 6 – Time 11.30 – 12.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Yuyun Suwanti Reno Shadeli Yohanes Susanto Ronal Aprianto Ade Famalika	Universitas Bina Insan	Indonesia	Influence of Work Environment, Leadership and Reward Employee Performance Research and Development Agency Musi Rawas Regency	Indrawati Mara Kesuma
2	Eka Prayudhi Hoesain RD. Kusumanto Ahmad Basri	Universitas Bina Insan	Indonesia	The Effect Of Work Placement, Discipline And Work Climate On Employee Performance At The Regional Financial And Asset Management Agency In Lubuklinggau City	
3	Hendri Naldinata Gunadi Rusydi Ahmad Basri	Universitas Bina Insan	Indonesia	The Influence of Motivation, Work Discipline and Remuneration of Service in Office of Investment and One Stop Integrated Service Lubuklinggau City	
4	Sri Indah Setiawati Sardiyo RD Kusumanto Fitria Abdul Rahman	Universitas Bina Insan	Indonesia	The Influence Of Leadership On Employee Performance Through Motivation As An Intervening Variable	
5	Nurlaita RD.Kusumanto Betti Nuraini Indrawati Mara Kesuma Weni Susanti	Universitas Bina Insan	Indonesia	The Effect Of Current Ratio, Total Asset Turnover, Debt To Equity Ratio, And Working Capital Turnover On Stock Returns With Return On Assets As A Moderating Variable In Lq45 Companies	

Human Resources – Room 7 – Time 11.30 – 12.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Vina Sriayu Sardiyo Yohanes Susanto Wisdalia Maya Sari Ridho Illahi	Universitas Bina Insan	Indonesia	The Influence Of Compensation And The Employment, motivation Toward The Performance Of Employee At The Public Works, Human Settlements and Spatial Planning And Irrigation Office Of Musi Rawas Regency	Wisdalia Maya Sari
2	Ervina Sinurat RD Kusumanto Betti Nuraini	Universitas Bina Insan	Indonesia	Public Innovation Service : Systematic Literature Review	
3	Kaprawi Dheo Rimbano Sutanta Surajiyo Dewi Anggraini Silvia Noviana	Universitas Bina Insan	Indonesia	The Influence of Organizational Behavior on Benefit: Case Study of Accounting Information System Muara Enim City Hotel	
4	Mulyani Puji Lestari Lingga Yarnasari Sutanta Moch.Jasin	Universitas Bina Insan	Indonesia	Analysis Of Licensing And Non-Licensing Services In Investment Services And Integrated Services In Musi Rawas Regency Through Sub Focus: Innovation, Communication And Information Technology	
5	Ria Hasnaini Erlian Kaswara Pratama Putra Ronal Aprianto Yohanes Ssanto	Universitas Bina Insan	Indonesia	The Influence Of The Organization Culture And Supervision Toward The Employee Performance At The Public Order Enforcers Police And The Fire Company Of Musi Rawas District	

Human Resources – Room 8 – Time 11.30 – 12.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Suhaimi Ronal Aprianto Noorchamid Ustadi Elmayati	Universitas Bina Insan	Indonesia	Analysis of The Influence Of Communication And Motivation On Employee Performance	RD Kusumanto
2	Eko Siswanto Ahmad Basri Gunadi Rusydi	Universitas Bina Insan	Indonesia	The Influece of Competecy, Layout, The Office's Facilities And Infrastructure On The Quality Of Employee	
3	Ilmaidi Saputra Yohanes Susanto Muhammad yusuf	Universitas Bina Insan	Indonesia	Analysis of Human Resource Development Strategy at BKPSDM Lubuklingau City	
4	M. Zainuddin Noorchamid Ustadi RD Kusumanto	Universitas Bina Insan	Indonesia	Study of Perception And Participation Of Community Recipients Of Community Empowerment Program Assistance In National Park Forest Management a systematic review	
5	Dyan Joko Santoso Ronal Aprianto Mulyadi Betti Nuraini	Universitas Bina Insan	Indonesia	The Influence of Teacher Competence And Organisational Climate On The Performance Of Teachers Of The Public Nurseryschool In Musi Rawas District	
6	Melati Intania	Universitas Bina Insan	Indonesia		

Human Resources – Room 9 – Time 11.30 – 12.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Apendi Gunadi Rusydi Noorchamid Ustadi	Universitas Bina Insan	Indonesia	The Effect Of Career Development And Work Culture On Employee Performance With Work Motivation As Moderation At The Regional Secretariat Of Lubuklinggau City	Betti Nuraini
2	Nurrika Oktariyanti Sardiyo Mulyadi Doris Hermando	Universitas Bina Insan	Indonesia	The Influence Of Leadership Style And Work Environment On Employee Performance With Motivation As Intervening Variable	
3	Melisa Afrianti Noorchamid Ustadi Dheo Rimbano Bowo Mandal Suwarno	Universitas Bina Insan	Indonesia	The Influence of Competence and Work Environment on Employee Performance at the Lubuklinggau City DPRD Secretariat	
4	Azuwan Betti Nuraini Suwarno	Universitas Bina Insan	Indonesia	The Influence Of Competence, Motivation And Job Satisfaction On Employee Performance At Lubuklinggau Nort II Sub District Office	
5	Cety Citha Kuswara Sardiyo Ahmad Basri Dino Martiano	Universitas Bina Insan	Indonesia	The Influence Of Career Development And Organizational Culture Toward The Employee Performance With A Motivation as the intervaining variable at the cooperative office and Lubuklinggau UKM	

PANEL SESSION II

Small Business – Room 1 – Time 13.30 – 14.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Ifeanyi Okoli Nkiru Nwakoby	Nnamdi Azikiwe University Awka	Nigeria	Factors Militating The Growth Of Small Scale Businesses And Employment Creation In Awka Metropolis, Nigeria	Idriss Iaataren/Zakaria Ben Darkawi
2	Sri Yusriani Iwan Setiyawan Prambudi Muji Gunarto Miranti Lusianti Suhendro	Universitas Terbuka	Denmark Indonesia	Influence of Self-Efficacy and Peer Support on Learning Enthusiasm and Digital Competence in Online Distance Learning: A Cross-National Study on Workers and MM Program Postgraduate Students	
3	Lidia Amalia Zallas Esquer Javier Carreon Guillen Cruz Garcia Lirios	University of Sonora,	Mexico	Exploratory factorial model of corporate governance around vocational training	
4	Rosa María Rincón Ornelas Lidia Amalia Zallas Esquer Cruz Garcia Lirios Yolanda Marysol Escorza Sanchez Tirso Javier Hernandez Garcia	Universidad Autónoma del Estado de México	Mexico	Exploratory factor model of perceived security in the COVID-19 era	
5	Idriss Iaataren Houda Hefnaoui Zakaria Ben Darkawi	Econometrics	Morocco	Impact of governance on the failure of Moroccan SME exporters	

Marketing – Room 2 – Time 13.30 – 14.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Andrea Bencsik Victor Busanszki Alzbeta Simon	University of Pannonia Veszprem	Hungary, Slovakia Slovakia	GNH and artificial intelligence for sustainable knowledge	
2	Youssef Ganoune Abdellatif Ait Heda Soraya Rechidi	ENCG Agadir	Morocco Morocco Morocco	E-commerce to Sell Local Products in Morocco: Opportunities and Challenges	Tamira I. Hakiim
3	Tamira I. Hakiim Annisa R. Qastharin	Bandung Institute of Technology	Indonesia	Study of Parent Behavior Factor in Engaging to Content on Social Media Instagram: Study Case of Fulola	
4	Nurapni Wulandari Yudha Mahrom Nadia Afrilliana Cindy Olifia	Universitas Muhammadiyah Palembang	Indonesia	The Influence of Service Quality on Satisfaction Customers In Indomaret Minimarket In Seberang Ulu II District	
5	Nunung Nurbaeti, Muji Gunarto, Rifi Hamdani Sitohang, Andriani Julia Effendy Sri Yusriani	Universitas Terbuka Universitas Bina Darma Universitas Terbuka Universitas Terbuka Universitas Terbuka	Indonesia Indonesia Indonesia Indonesia Denmark	The Role of City Image to Generate the Intention to Visit: Examining the Moderation Effect of Demographic Factors	
6	Nia Maharani Yudha Mahrom Gumar Herudiansyah Muhammad Alhafidh	Universitas Muhammadiyah Palembang	Indonesia	The influence of product quality, price and promotion on the decision to purchase a Wuling brand car	

Finance – Room 3 – Time 13.30 – 14.40

No	Author	Affiliation	Country	Title	Moderator
1	Sophia Tchapo Tchaga Hysmida C. N. Ntezolo Chun Cai	Southwestern University and finance and economics The center for China's Governmental Auditing research, China	Cameroon, Congo, China	Impact of corporate governance on value relevance: a comparative analysis using West African stock exchanges	Dheo Rimbano
2	Dheo Rimbano Dini Marlita Melsi Yuniarti Dewi Anggaini Arisky Andrinaldi	Universitas Bina Insan	Indonesia	Effectiveness and Efficiency of Working Capital Use in Industrial Sector Companies Exchange in 12th Year	
3	Kaula Stephen	Kyela Polytechnic College-Department of Business Studies and Management	Tanzania	Factors influencing dividend payment decisions: A Case of Mutual Funds in Tanzania	
4	Cici Sapira Belliwati Kosim Mister Candera Ayu Lestari	Universitas Muhammadiyah Palembang, Indonesia	Indonesia	Effect Of Inflation And Exchange Rate On Sharia Stock Index In Asia Pacific With Global Sharia Stock Index As Moderator	
5	Chatri Prihantin Belliwati Kosim Dinarossi Utami Tia Afrianti	Universitas Muhammadiyah Palembang, Indonesia	Indonesia	Effect of profitability, leverage, and company size on income smoothing in pharmaceutical companies on the Indonesian stock exchange	

Finance – Room 4 – Time 13.30 – 14.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Kaula Stephen Gwahula Raphael	Kyela Polytechnic College-Department of Business Studies and Management Open University of Tanzania	Tanzania	Effects of Financial Inclusion on Socio-economic Transformation: A Case of Mbarali-Mbeya, Tanzania	Kaula Stephen
2	Jaka Satryo Belliwati Kosim Rico Apriandika	Universitas Muhammadiyah Palembang, Indonesia	Indonesia	The effect of liquidity and solvency on profitability in agricultural sector companies listed on the Indonesia Sharia Stock Index	
3	Saptiana Ervita Safitri Randy Hidayat Faisal Bimantara	Universitas Muhammadiyah Palembang	Indonesia	The Influence Of Financial Literacy And Financial Behavior on Investment Decisions In The Milenial Generation In Seberang Ulu II District, Palembang City	
4	Marlisa Juniarsi Fadhil Yamaly Ummi Kalsum Nurul Intan Dwi Astuti	Universitas Muhammadiyah Palembang	Indonesia	The Effect of Company Size and Financial Distress on the Value of Conventional Banking Companies Listed on the Indonesia Stock Exchange	
5	Ani Marsela Belliwati Kosim Arraditya Permana Sania Ramadani	Universitas Muhammadiyah Palembang	Indonesia	The Influence of Liquidity, Profitability, Leverage, And Operational Cash Flows In Predicting Financial Distress In Manufacturing Companies In The Industrial Sector Consumption Goods In (IDX)	

Human Resources – Room 5 – Time 13.30 – 14.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Ntogwa Bundala	Tanzania Police Force	Tanzania	Possibilities of Growth, Decent Jobs and Poverty Reduction without Industrialisation: Application of Discrete-Time Markov Process	Ntogwa Bundala
2	Robiatul Kholiza Zaleha Trihandayani Eni Cahyani R. A. Adra Feren Aurora	Universitas Muhammadiyah Palembang, Indonesia	Indonesia	The Influence Of Physical, Social, And Psychological Factors On Job Satisfaction Of Pt. Buyung Putra Pangan	
3	Sri Wahyuni Umi Zuraida	Bandung Institute of Technology	Indonesia	The Analysis of Influence of Shared Leadership in Organizational Commitment and Team Performance: Case Study of Fulola Startup	
4	Nadila Destriani Zaleha Trihandayani Anggreany Hustia Sefty Radianti	Universitas Muhammadiyah Palembang, Indonesia	Indonesia	The Influence of Competence, Organizational Culture and Discipline on Employee Performance at the Islamic Hospital Ar-Rasyid Palembang	
5	Zuzana Borosova Andrea Bencsik	J. Selye University, University of Pannonia Veszprem	Slovakia Hungaria	The challenge of cultural dimensions in sustainable leadership in SMEs in Slovakia and Hungary	

Human Resources – Room 6 – Time 13.30 – 14.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Assem Abdelazim	Innsbruck university	Austria	Causes of high employee turnover in the jobs of the hospitality industry	Sri Yusriani,
2	Cici Pusada, Wani Fitriah Mister Candera Andika Pematang	Universitas Muhammadiyah Palembang, Indonesia	Indonesia	The influence of competence and work environment on employee perfomance at PT. PP London Sumatera Tbk kencana sari palm oil mil Lahat	
3	Anugra Maftuhah Nurrahmi Anggreany Hustia Balqis Bahieta	Universitas Muhammadiyah Palembang	Indonesia	the influence of compensation and work discipline on employee performance	
4	Rischa Fitria Wulandari Astadi Pangarso	Telkom University	Indonesia	Does training still affect employee performance? An investigation in the context of a fast food business in Bandung, Indonesia	
5	Sri Yusriani, Shine Pintor Siolemba Patiro Iwan Setiyawan Prambudi Andriani Julia Effendy	Universitas Terbuka	Denmark, Indonesia	Exploring Work Stress and Coping Strategies in the Hotel Industry: A Preliminary Study	

Human Resources – Room 7 – Time 13.30 – 14.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Sevi Susanti Maridjon Ahmad Basri Muhammad Yusuf Suwarno	Universitas Bina Insan	Indonesia	The Effect of Work Discipline and Communication on Employee Performance at the Village Community Empowerment Service (PMD) North Musi Rawas Regency	Suwarno
2	Yesi Elvianti Betti Nuraini Dheo Rimbano Riska Febi Maya Sari	Universitas Bina Insan	Indonesia	The Influence of Education and Work Placement on Employee Commitment and Performance at the Office of Public Works Cipta Karya, Spatial Planning and Irrigation in Musi Rawas Regency	
3	Bustomi Said RD. Kusumanto Dheo Rimbano	Universitas Bina Insan	Indonesia	The Influence Of Organizational Culture And Work Environtment On Employee Performance In Class IIA Narcotics Correctional Institution Muara Beliti	
4	Doni Julianto Dheo Rimbano Mulyadi	Universitas Bina Insan	Indonesia	The Effect Of Work Environment And Discipline On Employee Performance At The Uptb Regional Revenue Agency Lubuk Linggau of South Sumatera	
5	Rice Meiliyana Bendriyadi Ronal Aprianto Suwarno	Universitas Bina Insan	Indonesia	The Effect of Compensation And Workload On The Performance Of Non-Medical Employees At Siti Aisyah Regional General Hospital Lubuklinggau	

Human Resources – Room 8 – Time 13.30 – 14.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Putri Wahyuni Dheo Rimbano Sutanta,	Universitas Bina Insan	Indonesia	The Effect Of Compensation And Motivation On Employee Performance At The Agriculture Office Of Empat Lawang Regency	Yohanes Susanto
2	M Adi Dwi Cahyo Dheo Rimbano Yohanes Susanto	Universitas Bina Insan	Indonesia	The Quality Of Public Services Influenced By Competence, Motivation And Information Technology: A Systematic Literature Review	
3	Ismed Purla Ebit Ridwan Suwarno Ronal Aprianto	Universitas Bina Insan	Indonesia	The Influence Of Competence, Motivation And Supervision On Employee Performance At The Inspectorate Musi Rawas Utara District	
4	Dony Mardan Amir Ronal Aprianto Suwarno	Universitas Bina Insan	Indonesia	The Influence of Workload And Work Commitment Through Motivation As A Moderation Variable On Employee Performance In The Development Administrative Secretariat Of Lubuklinggau City	
5	Winardi Sardiyo Ahmad Basri	Universitas Bina Insan	Indonesia	The Influence of Work Competence And Commitment On Employee Performance With The Use Of Information Technology As A Moderation Variable At The Regional Secretariat Of Lubuklinggau City	
6	Hekizaro Waruwu Ronal Aprianto M Yusuf Surajiyo Herman Pelani Wisdala Maya Sari Dhea Savira	Universitas Bina Insan	Indonesia	Spiritual Leadership and Reward on Employee Performance through Job Satisfaction as an Intervening Variable at Puskesmas Sidoharjo	

Human Resources – Room 9 – Time 13.30 – 14.40

No	Author(s)	Affiliation	Country	Title	Moderator
1	Dendi Hartansyah Yohanes Susanto Noorchamid Ustadi	Universitas Bina Insan	Indonesia	The Influence Of Work Discipline And Competence On Employee Performance Of The Inspectorate Of Musi Rawas Regency	Sutanta
2	Frans Yoba Situnite Muhammad Yusuf Ronal Aprianto	Universitas Bina Insan	Indonesia	The Influence of Organizational Culture, Motivation And Work Discipline On Service Quality AK 1 (Jobseeker) At The Manpower And Transmigration Office Of Musi Rawas Regency	
3	Teti Mimortinnilawati, Yohanes Susanto Dheo Rimbano	Universitas Bina Insan	Indonesia	The Correlation Between Discipline Motivation And Compensation On The Performance Of The Land Office Of Musirawas District	
4	Haqqy Kurniawan Noorchamid Ustadi Gunadi Rusydi Supriyanto	Universitas Bina Insan	Indonesia	The Influence Of Competence And Motivation On Employee Performance With Moderation Variables Work Commitment At Regional Secretariat Of Lubuklinggau City	
5	Miafara Dheo Rimbano Sutanta	Universitas Bina Insan	Indoesia	Influence Of Workload On The Performance Of The Secretariat DPRD Lubuklinggau City	
6	Devri Apriansyah Dheo Rimbano M Yusuf Anggi Tri Oktavia	Universitas Bina Insan	Indonesia	The Effect of Communication and Work Discipline on Employee Performance with Organizational Culture as a Moderating Variable in Social Services of Lubuklinggau City	
7	Rizki Amelia	Universitas Bina Insan	Indonesia	Motivation as a Mediation Variable on Effect Leadership and Work Environment on Teacher Performance Civil Servants at SMA Negeri 6 Lubuklinggau	

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TRAINING & RESEARCH INSTITUTE
JERAMBA ILMU SUKSES ORGANIZES

INTERNATIONAL CONFERENCE ON BUSINESS & MANAGEMENT FOR SUSTAINABLE FUTURE

Date : 18 July 2023

Start at: 09.00am

VIRTUAL CONFERENCE AND PRE-RECORDED VIDEO PRESENTATION

SPEAKERS



Sri Gunawan, DBA
(Forum Manajemen Indonesia)



Devmali Perera, Ph.D
(RMIT University, Vietnam)



Nafiu Oladokun, Ph.D
(Curtin Universty, Malaysia)

SCOPE & SUB-THEMES

Topics of interests for submission include, but are not limited to:
Business, Economics & Management: Accounting, Banking, Business, Economics, Entrepreneurship, Finance, Management, Marketing, Supply Chain, Logistics, Transportation, Tourism, Hospitality, Health Care, Human Resource, Government Administration.

IMPORTANT DATES

- Abstract Deadline : 15 June 2023
- Full Paper Deadline : 30 June 2023
- Payment Deadline : 02 July 2023
- Presentation Link Deadline : 17 July 2023
- Conference Date : 18 July 2023

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Develop Marketing Strategy Based on Parents' Behavior to Increase Willingness to Buy Children's Educational Event: A Case Study of Fulola

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Abstract

Based on the Programme for International Student Assessment (PISA) results in 2018, the quality of education in Indonesia is still underdeveloped compared to other international countries. However, Indonesia has the potential to achieve the Sustainable Development Goals by improving the quality of education. The fact shows children who use interactive learning media get 84.83% higher results than other children. As a startup engaged in children' education, Fulola offers innovation for interactive learning in the form of children' educational events that can hone multiple intelligences. Unfortunately, based on the pilot event that Fulola held in February 2023, parents don't have the willingness to buy this event. Therefore, this study aims to explore the factors that influence parents in choosing children' educational events as a basis to provide marketing strategy recommendations to increase parents' willingness to buy. This research was conducted using a qualitative method through semi-structured interviews with high economic-class parents who live in Bandung and have previous experience participating in children' educational events. Data were analyzed using the coding method. The result show social factor as the factor that most influence customer behavior in choosing Children Educational Event. The next order from the ranking result is psychological, personal, and cultural. The marketing strategy that proposed based on customer behavior was made in the form of 7Ps which consist of Product, Price, Place, Promotion, People, Process, and Physical Evidence. Hopefully, the results can contribute to making Fulola become a sustainable startup that gives impacts for the economy and education in Indonesia.

Keywords: children education event, customer behavior, marketing strategy, marketing mix (7Ps).

1. Introduction

Ever since its establishment in 2021, Fulola has been dedicated to creating interactive educational resources for children. These resources encompass Fulola Educational Books, Fulola Plantable Paper, and Fulola Digital Learning, forming a comprehensive range of integrated interactive learning media. In the beginning of 2023, Fulola introduced the Environmental Fun Journey event, a captivating educational experience designed specifically for children. This event offers interactive activities derived from Fulola's learning media products, aimed at fostering children's development across various intelligences. Fulola's distinctive products emphasize environmental themes, providing an engaging platform to enhance children's cognitive abilities.

The utilization of interactive learning media has been proven to enhance the overall quality of learning outcomes. According to Tarigan and Siagian's research in 2015, it was discovered that children who engage with interactive learning media achieve significantly higher results, with an 84.83% improvement compared to their peers who employ conventional learning methods. These findings highlight the potential for Indonesia to

make significant progress towards achieving the Sustainable Development Goals by implementing innovative educational approaches that enhance the quality of education. Aligned with the viewpoint expressed by Safitri, Yunianti, and Rostika in 2022, it is believed that embracing innovative and high-quality education can fuel the creativity of individuals, particularly the younger generation. This approach fosters their inquisitiveness and positions them as catalysts of innovation who will play crucial roles in implementing and advancing the concept of sustainable development.

PISA results in 2018 revealed that the quality of education in Indonesia lags behind other countries. Raharjo W, in 2015, emphasized the need to address this issue to prepare for the upcoming demographic bonus. Failure to do so could lead to mass unemployment and increased burden on the state. Fulola's interactive products offer a potential solution by helping parents and educators improve the effectiveness of Indonesian education, leading to more satisfying outcomes.

Fulola's products and services, which offer interactivity, require an effective marketing strategy to effectively reach the intended audience. Currently, the Marketing Team employs online and offline channels to promote Fulola's learning media products. However, the newly designed Environmental Fun Journey event lacks a marketing strategy. A pilot test program conducted in February 2023 revealed that parents showed no interest in purchasing the event. Consequently, Fulola requires a marketing strategy that can enhance parents' willingness to buy the Environmental Fun Journey event.

According to Ishak's statement in 2005, an effective marketing strategy begins with a company's understanding of customer behavior. Customer behavior refers to the study of how customers make purchasing decisions, including their choices, preferred buying locations, reasons for buying, and timing of purchases. It is influenced by four key factors: cultural, social, personal, and psychological characteristics. In order to gain a better understanding of customers' preferences for children's educational events, researchers need to identify the factors that influence customer behavior. Once customer behavior is understood, researchers can provide recommendations for marketing strategies for the Environmental Fun Journey event. This is important because, as stated by Kotler in 1988, a company that comprehends how consumers will respond to different product features, prices, and advertising appeals holds a significant advantage over its competitors. By aligning the marketing strategy with customer preferences and behavior, Fulola can enhance its competitive position and attract more parents to choose the Environmental Fun Journey event.

2. Literature Review

Marketing Strategy. According to Li F, Larimo J, Leonidou L (2021), a marketing strategy is a collection of decisions made by a company to guide its marketing activities in specific markets and segments. The primary objective of a marketing strategy is to create, communicate, and deliver value to customers in order to achieve specific financial, market, and other organizational goals. It involves determining the target markets and segments to focus on, as well as making critical choices regarding product offerings, pricing, promotion, and distribution channels. By formulating an effective marketing strategy, companies can effectively engage with their target customers, satisfy their needs, and achieve their desired business outcomes.

Marketing Mix. Within a company, the marketing mix refers to the cohesive utilization of various marketing tools with the objective of eliciting the desired response from customers (Riaz & Tanveer, 2011). According to Rafiq and Ahmed (1995), Booms and Bitner introduced the marketing mix elements, known as the 4Ps, which need to be adapted specifically for services. These modified elements include Product, Price, Place, Promotion, People, Process, and Physical Evidence. Product is something that can be presented to the market with the intention of attracting attention and satisfying a want or need (Kotler et al., 2015). Price is the monetary value assigned to a product or service in exchange for the benefits obtained through its ownership or usage (Kotler & Keller, 2012). Promotion involves the synergistic use of sales promotion, advertising, personal selling, public relations, and direct marketing techniques (Tariq Khan, 2014). Place is the location where a service is provided or consumed (Do & Vu, 2020). Process is the procedures, mechanisms, and sequence of activities that are involved in delivering a service to the customer (Mallik & Achar, 2020). People are the service personnel who are responsible for the creation and delivery of the service (Muala & Qurneh, 2012). Physical Evidence is the setting or environment in which a service is provided, which includes any tangible goods that facilitate the execution and communication of the service (Muala & Qurneh, 2012).

Customer Behavior. Every person who uses a product or service is referred to as a "consumer" in this context. It includes people who carry out communal household and family needs or make personal expenditures (Jisana, 2014). Customer behavior is the study of how people, groups, and organizations choose, buy, use, and discard goods, services, concepts, or experiences to satisfy their needs and desires (Solomon, 2020). According to Muniady et al. (2014), customer behavior is the study of how and why people decide what to buy, where and why they wish to make their purchases, and when they do so.

Factors that Influence Customer Behavior. Kotler and Armstrong classified four variables that affect consumer behavior as cultural, social, personal, and psychological in 1988. They defined culture in 1988 as the collection of core beliefs, viewpoints, aspirations, and behaviors that a person within a society learns from their family and other important institutions. Jisana described social in 2014 as those who belong to groups, clubs, families, organizations, and other groups who hold different responsibilities and positions within society. Consumer behavior can be significantly influenced by personal variables. Lifestyle, financial situation, employment, age, personality, and self-perception are a few significant personal factors that affect shopping decisions (Jisana, 2014). Perception, motivation, learning, beliefs, and attitudes are four important psychological elements that have an impact on consumer purchasing decisions (Jisana, 2014).

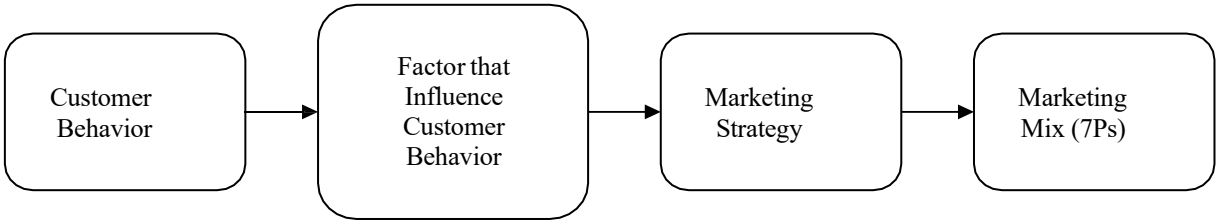


Figure 1. Conceptual Framework

Proposition 1: Several factors affect consumer behavior while deciding on children's

educational events. Proposition 2: The development of a marketing strategy is based on the variables that affect consumer behavior. Proposition 3: The seven components of marketing mix serve as guidelines for marketing strategies.

3. Research Method

Research Approach. Basic research is being conducted to comprehend consumer behavior. According to Kotler and Armstrong, four factors—cultural, social, personal, and psychological—form the basis of customer behavior. In order to inform the creation of marketing strategies, researchers will investigate the four elements that influence consumer behavior. Semi-structured interviews will be used in a qualitative manner throughout the procedure. Researchers can better comprehend people's ideas, experiences, attitudes, behaviors, and relationships by using qualitative research methodologies (Babu et al., 2013).

The researcher employed the semi-structured interview method for this study. Semi-structured interviews are a type of interview that have a more open implementation than structured interviews, but they nevertheless follow the same guidelines. With this approach, the researcher asks a series of open-ended questions. Open-ended questions give interviewers and interviewees the chance to have a more in-depth conversation when necessary (DiCicco-Bloom & Crabtree, 2006).

The population that can be employed as an informant in this study is urban-dwelling parents in Indonesia. Based on this demography, the researcher selected a sample of high-class parents domiciled in Bandung. As data collection and analysis move forward, the number of samples will be altered based on the data discovered, including whether the data is saturated and lacking in originality. Parents with prior experience attending children's educational events are required. Purposive sampling will be used by the researchers to choose the parents. The reason the researchers selected this sample is that it meets the same criteria as the market that Fulola is trying to reach. The sample also had prior experience participating in children's educational events, allowing the researcher to use the information from the sample to understand customer behavior when attending these events and, in the end, to develop a marketing plan for Fulola.

Data Analysis. During assessing the interview data, the researcher used coding techniques. In order to derive inferences from the data, the first stage in the data analysis process for qualitative data in a qualitative research approach is to code interview data (Corbin & Strauss, 1990). The Open Coding, Axial Coding, and Selective Coding are steps in the coding process. Open coding is a procedure for interpreting interview data so that it may be studied, according to Strauss and Corbin's explanation in 1990. Categories are associated to their subcategories, and these relationships are checked against data, according to Strauss and Corbin's definition of axial coding from 1990. All categories are gathered into one during the process of selective coding, and categories that need more explanation can receive descriptive details (Corbin & Strauss, 1990). The researcher ranks the answers of the informants to answer the factors that most influence customer behavior as in research question 1. Researchers must triangulate their data in order to determine the veracity of the information gathered. Data triangulation is a method for enhancing the researcher's comprehension of the data that has been gathered and comparing it with other types of information to help prevent errors in drawing conclusions.

4. Findings and Discussions

The study was carried out utilizing a qualitative methodology. A series of interviews with respondents who were parents from the middle to higher economic classes served as the data collection strategy. The responders have to have previous involvement in educational activities for kids in Bandung. The parents' home was visited during the interview process to do it in person. Each interview lasted for roughly 20 to 40 minutes per person. The researcher always sought consent before recording an interview. Data gathering was placed in the months of May and June 2023.

The number of informants who select each category results in points for that category. The same categories are then grouped into a single theme by adding up the scores from the axial coding; these points are then used to rank which can best address the study questions 1. There are also 11 themes in selective coding that have been condensed to address research questions, including cultural, social, personal, and psychological themes. 1. While using the themes of product, price, place, promotion, people, process, and physical evidence to respond to the research questions 2.

4.1 The factors that most influence customer behavior in choosing a children's education event

The researcher refers to the theory from Kotler and Armstrong (1988), which has divided the factors influencing consumer behavior into four categories: cultural, social, personal, and psychological. The answers provided by the informants involved in this interview can be classified into four factors that affect consumer behavior, namely cultural, social, personal, and psychological, proving that the theory, if applied, is also valid in the children's education industry. Based on this theory, the researcher conducted a ranking to determine the factors that most influence customer behavior in choosing children's educational events. The highest ranking was obtained by the factor that had the highest score because it was frequently mentioned by the interviewees. The result of data analysis shows that the factor with the highest score is social, with a total of 31 points. The next order from the ranking result is psychological with a score of 25 points, followed by personal with a score of 19 points, and cultural with a score of 12 points.

4.1.1 The Influence of Culture on Customer Behavior in Choosing Children Educational

Events

Table 1. The Influence of Culture on Customer Behavior in Choosing Children Educational Events

Axial Coding	Points	Selective Coding
Religion	3	Culture
How they approach	3	
Perception	3	
Total Point	12	

Based on the results of axial coding, there are three categories that influence customer behavior in terms of culture. These categories are religion, how they approach, and perception. According to the respondents' answers to each category, religion obtained a score of 3 points, how they approach obtained a score of 3 points, and perception obtained a score of 3 points. Therefore, culture influences customer behavior with a total of 12 points.

4.1.2 The Influence of Social on Customer Behavior in Choosing Children Educational Events

Table 2. The Influence of Social on Customer Behavior in Choosing Children Educational Events

Axial Coding	Points	Selective Coding
Group	4	Social
Friends	5	
Information type	4	
Word of mouth	4	
Household	2	
Their reaction to the information	3	
Social network	4	

Event manager account	3	
Fear of missing out	2	
Total Points	31	

Based on the results of axial coding, there are nine categories that influence customer behavior in terms of social factors. These categories are group, friends, information type, word of mouth, household, their reaction to the information, social network, event manager account, and fear of missing out. According to the respondents' answers to each category, group obtained a score of 4 points, friends obtained a score of 5 points, information type obtained a score of 4 points, word of mouth obtained a score of 4 points, household obtained a score of 2 points, their reaction to the information obtained a score of 3 points, social network obtained a score of 4 points, event manager account obtained a score of 3 points, and fear of missing out obtained a score of 2 points. Therefore, social factors influence customer behavior with a total of 31 points.

4.1.3 The Influence of Persona on Customer Behavior in Choosing Children Educational Events

Table 3. The Influence of Persona on Customer Behavior in Choosing Children Educational Events

Axial Coding	Points	Selective Coding
Parenting competence	4	Personal
Schedule of parents	2	
Parents' generation	5	
Privateness	1	
Cost for children education	2	
Age of children	5	
Total Points	19	

Based on the results of axial coding, there are six categories that influence customer behavior in terms of personal factors. These categories are parenting competence, schedule of parents, parents' generation, privateness, cost for children's education, and age of children. According to the respondents' answers to each category, parenting competence obtained a score of 4 points, schedule of parents obtained a score of 2 points, parents' generation obtained a score of 5 points, privateness obtained a score of 1 point,

cost for children's education obtained a score of 2 points, and age of children obtained a score of 5 points. Therefore, personal factors influence customer behavior with a total of 19 points.

4.1.4 The Influence of Psychological on Customer Behavior in Choosing Children Educational Events

Table 4. The Influence of Psychological on Customer Behavior in Choosing Children Educational Events

Axial Coding	Points	Selective Coding
Skill	5	Psychological
Involvement	5	
Children satisfaction	5	
Teamwork	2	
Interpersonal	4	
Children competence	4	
Total Points	25	

Based on the results of axial coding, there are six categories that influence customer behavior in terms of psychological factors. These categories are skill, involvement, children satisfaction, teamwork, interpersonal, and children competence. According to the respondents' answers to each category, skill obtained a score of 5 points, involvement obtained a score of 5 points, children satisfaction obtained a score of 5 points, teamwork obtained a score of 2 points, interpersonal obtained a score of 4 points, and children competence obtained a score of 4 points. Therefore, psychological factors influence customer behavior with a total of 25 points.

Table 5. Findings

Axial Coding	Selective Coding	Theory	Points	Rank
Religion	Culture	Kotler defined culture in 1988 as the collection of core beliefs, viewpoints, aspirations, and behaviors that a person within a society learns from their family and other important institutions.	12	IV
How they approach				
Perception				
Group	Social	Jisana described social in 2014 as those who belong to groups, clubs, families, organizations, and other groups who hold different responsibilities and positions within society.	31	I
Friends				
Information type				
Word of mouth				
Household				
Their reaction to the information				
Social network				
Event manager account				
Fear of missing out				
Parenting knowledge	Personal	Consumer behavior can be significantly influenced by personal variables. Lifestyle, financial situation, employment, age, personality, and self-perception are a few significant personal factors that affect shopping decisions (Jisana, 2014).	19	III
Schedule				
Age				
Privacy				
Cost for children education				
Children age				

Life skill	Psychological	Perception, motivation, learning, beliefs, and attitudes are four important psychological elements that have an impact on consumer purchasing decisions (Jisana, 2014).	25	II
Experience				
Child happiness				
Collaboration				
Social skill				
Children knowledge				

4.2 Marketing Strategy Recommendation for Children Educational Event of Fulola

The researcher refers to Rafiq and Ahmed (1995), Booms and Bitner introduced the marketing mix elements, known as the 4Ps, which need to be adapted specifically for services. These modified elements include Product, Price, Place, Promotion, People, Process, and Physical Evidence. However, recommendations for the 7P marketing strategy were created based on what the respondents said to each element and what respondents desired, as follows:

Product. Product is something that can be presented to the market with the intention of attracting attention and satisfying a want or need (Kotler et al., 2015). Parents choose programs for their children's education depending on topics they find appealing. They also take into account the particular requirements of their child based on their age at the moment. Fulola must therefore carefully choose relevant and alluring themes that pique the interest of the parents. Additionally, Fulola should make sure that the themes are in line with the educational standards appropriate for each age group. A wide variety of themes will increase parents' interest in attending Fulola's events. It is crucial to design complicated events that highlight the caliber of the programs. This is because parents look for activities that will help them meet the educational demands of their kids, which might not always be satisfied at home. Fulola can show their dedication to educational quality by offering a thorough and enriching experience.

Price. Price is the monetary value assigned to a product or service in exchange for the benefits obtained through its ownership or usage (Kotler and Armstrong, 2012). Regarding price, parents tend to be more complimentary of event quality in comparison to the price of the event in question. When you believe that the quality of the event is worthwhile, you will consider attending it. Typically, parents rent out events for prices ranging from Rp100,000 to Rp300,000. This is caused by the inability to buy responses, namely at the middle- to upper of the economic level. According to respondents, a healthy way to make payments in line with middle- to upper-class consumers' lifestyles is through the transfer method.

Place. Place is the location where a service is provided or consumed (Do & Vu, 2020). The respondents indicated that the venue was a key consideration when selecting a children's educational event. Regarding parents' flexibility in transporting their children,

respondents take into account how close the event place is. Additionally, the location itself turns into a draw because it affects the theme that the particular event presents. For instance, outdoor and nature-related activities may be conducted in settings with beautiful scenery or a natural setting. Finding locations that fit the selected themes while also taking parental accessibility into account is a tip for Fulola. It's crucial to achieve a balance between a suitable site that fits the theme and a spot that's convenient for parents. Fulola can improve the whole experience and satisfy the preferences of both parents and kids attending the educational programs by picking the right venues.

Promotion. Promotion involves the synergistic use of sales promotion, advertising, personal selling, public relations, and direct marketing techniques (Tariq Khan, 2014). Based on the information from the respondents, the common type of promotion encountered when selecting children's educational events is bundling, where parents receive a discounted price when they bring other individuals to join the event. Because parents frequently hesitate to invite others when they want to participate in an event, the majority of respondents feel that this bundling arrangement is not desirable. Fulola should stay away from this and instead look into alternate promotional tactics that can provide parents savings and advantages. As an illustration, give parents special discounts at holidays or other times of the year. Fulola can engage parents and promote their involvement in the children's educational events by providing more alluring and practical promotional incentives.

People. People are the service personnel who are responsible for the creation and delivery of the service (Muala & Qurneh, 2012). Parents believe that people are an essential component in the transmission of instructional material at the event. The way presenters or facilitators interact with and accompany their children causes great concern in parents. This covers things like their manner of speaking and their capacity for fostering a fun environment. The informants claim that whether or not a children's educational event is child-friendly depends on the attendees. Parents look for speakers and facilitators that can provide the kids the right direction and support, communicate their ideas clearly, and maintain a positive mood during the program. The youngsters that attend the event benefit greatly from their interactions by having a positive and interesting experience.

Process. Process is the procedures, mechanisms, and sequence of activities that are involved in delivering a service to the customer (Mallik & Achar, 2020). According to the interview findings, parents wanted a simple registration process while going to their children's educational programs. They also underlined how crucial it is to have an ice-breaker before the event starts to assist kids get comfortable. Additionally, it is important for information delivery to be engaging and avoid becoming boring in order to regain children's attention when they start to lose it during the event. In order to give kids a chance to unwind, the organizers can also add brief breaks. It is crucial for the planners to make sure that there aren't too many kids there, as this could cause commotion and make it difficult to give the lesson effectively. The event planners may make it easier and more pleasurable for both parents and kids by taking these factors into account.

Physical Evidence. Physical Evidence is the setting or environment in which a service is provided, which includes any tangible goods that facilitate the execution and communication of the service (Muala & Qurneh, 2012). Parents want a welcoming environment at their children's educational events when it comes to physical evidence.

Fulola is responsible for providing all necessary amenities and facilities to guarantee a successful event. This contains necessary tools and standard conveniences like restrooms and trash cans. These provisions help to create a welcoming and comfortable environment for both parents and kids. Fulola can improve the entire experience and fulfill the demands of the in attendance parents by giving priority to these practical factors.

5. Conclusion

The purpose of the study is to examine the variables that parents consider while selecting educational events for their kids and to offer marketing strategy suggestions for Fulola. Data gathered from interviews with 6 parents has been examined by the researcher. The data was also subjected to coding-based analysis, and it was triangulated with professionals to confirm its accuracy. The conclusions and analysis that respond to the research question are listed below.

What are the factors that most influence customer behavior in choosing a children's education event? The researcher refers to the theory from Kotler and Armstrong (1988), which has divided the factors influencing consumer behavior into four categories: cultural, social, personal, and psychological. The answers provided by the informants involved in this interview can be classified into four factors that affect consumer behavior, namely cultural, social, personal, and psychological, proving that the theory, if applied, is also valid in the children's education industry. Based on this theory, the researcher conducted a ranking to determine the factors that most influence customer behavior in choosing children's educational events. The highest ranking was obtained by the factor that had the highest score because it was frequently mentioned by the interviewees. The result of data analysis shows that the factor with the highest score is social, with a total of 31 points. The next order from the ranking result is psychological with a score of 25 points, followed by personal with a score of 19 points, and cultural with a score of 12 points.

What are the marketing strategy recommendations for the children's education event of Fulola? The researcher refers to Rafiq and Ahmed (1995), Booms and Bitner introduced the marketing mix elements, known as the 4Ps, which need to be adapted specifically for services. These modified elements include Product, Price, Place, Promotion, People, Process, and Physical Evidence. To ensure the success of Fulola's children educational event, a well-rounded marketing mix strategy is essential. Firstly, the product should be carefully crafted to align with relevant themes and curricula, offering educational value and engaging activities for children. Secondly, pricing plays a crucial role, and setting event prices within the range of Rp100,000 to Rp300,000 accommodates various budgets. Convenience in payment can be provided through options like bank transfers. The choice of venue is vital for parents' flexibility and children's enjoyment. Selecting an easily accessible location that is visually appealing enhances the overall experience. Moving on to promotion, adopting innovative techniques like offering discounts on specific days can attract more attendees. It is advisable to avoid excessive bundling, as transparency in pricing is paramount. The people involved in the event, including staff and instructors, must create a nurturing and supportive environment. They should be capable of delivering content in a clear and engaging manner, ensuring children feel comfortable and motivated to learn. The process should be streamlined, ensuring a hassle-free registration experience for parents. The delivery of educational material should be enjoyable and interactive,

maximizing engagement and learning outcomes. Lastly, paying attention to physical evidence is crucial. Basic amenities such as clean toilets and proper waste disposal facilities should be provided. Creating a pleasant and inviting atmosphere at the event venue contributes to a positive overall experience. By integrating these elements into their marketing mix strategy, Fulola can effectively attract and satisfy customers attending their children's educational events.

This research analyzes the factors that most influence customer behavior when choosing children's educational events and provides marketing strategies for such events. The research adopts a qualitative approach to delve into the factors that affect customer behavior, with a small number of respondents. The researcher suggests that in the future, a quantitative approach using survey methods should be considered to gain a broader understanding of parents' behavior by involving a larger number of respondents. This would allow for a more comprehensive analysis and provide a more representative view of customer behavior in the context of selecting children's educational events.

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The Influence of Live Streaming, Content Marketing and Ease of Transactions on Purchasing Decisions MSME Culinary Snacks Products

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Abstract

This study aims to analyze the effect of live streaming, content marketing, and the ease of transactions on purchasing decisions for students who make purchases of packaged snack culinary MSME products in the Special Region of Yogyakarta. The sample for this study was students in the Special Region of Yogyakarta who had purcashed snacks produced by MSME. This study employs quantitative method and uses a questionnaire distributed to students in the Special Region of Yogyakarta. Multiple linear regression is utilized to analyze the data. The results of data analysis show that simultaneously or together live streaming, content marketing, and ease of transaction has a positive and significant effect on purchasing decisions. Partially live streaming, content marketing, and ease of transaction has a positive and significant effect on purchasing decisions. The magnitude of the coefficient of determination (Adjusted R Square) is 57.1%, which means that 57.1%dependent variable i.e. purchasing decisions are influenced by variables independent live streaming, content marketing, and ease of transactions while the remaining 42.9% is influenced by variables outside this study.

Keywords: live streaming, content marketing, ease of transactions, purchase decisions.

1. Introduction

The development of information technology is currently increasing, especially after the Covid-19 pandemic. Technological developments have a major influence on economic, social and cultural changes, one of which is online buying and selling activities. The development of technology and information also has an impact on the Micro, Small and Medium Enterprises (MSMEs) sector. Micro, Small and Medium Enterprises (MSMEs) are productive businesses carried out individually, in groups, small business entities, and households. Based on the Law of the Republic of Indonesia No. 20 of 2008, the criteria for MSMEs are divided into three according to the number of assets and turnover, namely micro, small and medium enterprises (Koperasi.kulonprogokab.go.id, 2022). Culinary business is one of he most popular types of MSME business. The Special Region of Yogyakarta is one of the areas that has the largest number of culinary Micro, Small and Medium Enterprises (MSMEs) in Indonesia. According to Angelia (2022) in Goodstats.id quoted from the Central Statistics Agency (BPS), Yogyakarta is in the top 10 provinces with the most culinary businesses in 2020. Based on data from the Central Statistics Agency in June 2021, due to their preference for selling in- person, disinterest in doing business online, and lack of knowledge or experience, there are still relatively few companies conducting business. To address this, Indonesia's digital MSME program must be strengthened. First, expand access to digital funding by using data from market research, so that there will be more digital MSMEs operating online.

The growth of the digital economy provides convenience in shopping through live streaming, where shopping activities are not limited by distance and time. Live streaming is a digital marketing promotion tool that attracts many people. Live streaming allows individuals to broadcast video and audio of an event to viewers via the internet in real time (Chen et al., 2018). Business people are indirectly able to present a shopping atmosphere in front of prospective buyers directly. According to Fang Fang et al., (2019) explains how factors such as seller interactivity, seller humor, and seller attractiveness influence viewers in doing live streaming.

In the current development of information, customers request factual and useful information from content to assist in the purchasing decision-making process. Content marketing provides information about the existence of a business or brand awareness and increases interaction between customers and sellers, so that they can attract the desired target audience. Content marketing is any marketing activity that helps sell products, services or organizations by offering free information (Ryan et al., 2020). Content marketing has three main requirements, namely relevance, quality, and consistency. Apart from seeing interesting content, advances in technology have also encouraged people to make payments in digital or non-cash form.

Digital payments are considered very important in efforts to encourage economic recovery after the Covid-19 pandemic. Digital payment methods are referred to as a cashless society. Cashless payments are one of the conveniences in transactions because they are considered practical and safe. Ease of transaction is the effectiveness and efficiency felt by consumers in making payment transactions for the products they buy by going through easy steps (Yuliawan, 2018). Ease of transaction online can be in the form of an easy ordering procedure, the availability of various payment methods, an informative and enjoyable purchasing process as well as a fast and precise product delivery process. Ease of transaction online makes it easier for consumers to make product purchase decisions via the internet.

Purchasing decision is a decision made by consumers before they buy a product based on several considerations. According to Tjiptono (2014), purchasing decisions are the consumer's efforts to choose a product to consume after going through a number of steps and processes. Consumers must go through a number of steps before making a choice in order to avoid regret. The availability of digital marketing tools like live streaming and content marketing promotions, as well as the ease of transactions, are anticipated to be able to encourage consumers to buy more packaged snack and culinary products of MSME.

According to previous studies by Amin & Fikriyah (2023) and Faradiba & Syarifuddin (2021), live streaming has a favorable and significant impact on purchasing decisions. This is because sellers promote their products through features live streaming routinely and consistently, it will improve purchasing decisions. Meanwhile, research conducted by Saputra & Fadhilah (2020) explains that there is no significant direct effect between live streaming shopping to the purchase decision.

Prasetya et al. (2020) and Fadhilah & Saputra (2021) explained that content marketing has a significant impact on purchasing decisions in their studies. Interesting content marketing are important for consumers because most consumers use social media to seek

entertainment, so business actors must be able to create interesting video content according to consumer needs. In creating content, business actors can first analyze trends that are currently in demand by consumers. Meanwhile, research conducted by Huda et al., (2021) states that content marketing has no significant effect on purchasing decisions.

Lestari and Iriani (2018), Heni and Mursito (2020), and Fauzan and Sujana (2022) found in theri studies that the convenience of transactions has a favorable and significant impact on purchasing decisions. With the availability of easy payment features and a wide selection of payment methods, it is easier for consumers to make transactions. The easier it is to make transactions, the more purchasing decisions consumers will make because there is no difficulty in learning procedures when making transactions.

The ease of transaction variable in this study distinguishes it from previous studies. Technology advancements and digitalization have allowed for the integration of this variable, necessitating a change in the sales system by business actors using an electronic system. Transactions should be simpler with the electronic system, which should lead to more purchases. The major subject of this study is MSME actors in the packaged snack food industry who use program digitalization and consumer interaction to influence consumer purchasing behavior. The chance exists that MSME actors will miss out on the program's digitization benefits and will gain more if they do.

2. Literature Review

Live Streaming. Live streaming is the latest technology that can display live video as a buying and selling medium via the internet network. According to Chen et al., (2018) in live streaming sellers can influence buyers to shop, because they see a product directly. Live streaming allows individuals to broadcast video and audio of an event to viewers via the internet in real time. There are several factors that affect connectivity in applications live streaming among others, audio and bandwidth. Live streaming video application is a video service that is performed in real time. Currently, the video service has been added with many interesting features so that many people can watch it. The existence of the latest features really helps communication between sellers and buyers, because users can chat and interact with each other between buyers and hosts in real time. According to Islamy 2016 (in Setyawan & Marzuki, 2018) applications that have live video streaming services include Facebook Live streaming, TikTok Live streaming, Shopee Live streaming, Ome.TV, Instagram, and more.

Content Marketing. Content marketing is one of the marketing strategies used to introduce products to the wider community with the aim of getting people interested and to increase sales (Cahyaningtyas et al., 2021). According to Gunelius (in Prasetya et al., 2020) content marketing is direct and indirect process of promoting a business or brand through text, video or audio content that is value added either in online or offline. Ho et al. (in Asnawati et al., 2022) define the quality and quantity of information offered to customers as the content marketing dimension. Furthermore, Yusuf et al., (2020) mentions several factors that must be considered in creating interesting and creative content marketing, namely: design, current event, the reading experience, timing and tone. Design: for the purpose of grouping various content, color coding is used. Even interesting material will not have much of an impact if it is not balanced with the design that is produced. Typography layouts and additional cues can help to get the attention of

the audience. Content will get a good psychological response like the topic discussed, if the background design, color selection, and layout used are also good. Design color can also affect a brand in delivering content. Current event: good content is content that presents news about events and phenomena that are currently taking place. Thus, the content created will be read by Google and allow internet users to visit the sites and social media that we have. The reading experience: an attractive design is not only about eye-catching colors and images, but also about how the layout and fonts are used so that the content remains legible and effortless. Timing: after packaging the content attractively with an attractive and easy-to-read design, the next step that must be considered is when and how many times the content is uploaded. In building brand awareness to the public through the use of social media, it is necessary to have consistent intensity and frequency in uploading content, because not everyone immediately sees the content that has just been uploaded. Tone: characteristics of certain languages used to convey messages to the audience. The suitability of the news affects the customer's purchasing decision.

Ease of Transaction. Ease of transaction is the effectiveness and efficiency felt by consumers in making payment transactions for the products they buy by going through easy stages (Yuliawan, 2018). Lestari & Iriani (2018) explains that the convenience of transactions should be as easy to use as possible without going through a process that can make it difficult for users to process transactions.

Purchasing Decision. According to Tjiptono (2014), purchasing decisions are the consumer's efforts to choose a product to consume after going through a number of steps and processes. The stages in question are the stages from before making a purchase to the stage after making a purchase. Kotler & Armstrong (2018) claim that consumers choose to buy the most popular brand when making purchases. Customers develop brand preferences among the options available to them and may also develop purchasing intents for their top pick. In carrying out purchase intentions, consumers can make as many as five purchase decisions, namely: brand, distribution channel, amount, time, and payment method (Kotler et al., 2022).

3. Research Method

This study employed a quantitative method. The quantitative method is a type of research that uses statistics to analyze data and is founded on the positivism philoshopy. This study was carried out in the Special Region of Yogyakarta. The sample was determined using a non- probability sampling methodology called purposive sampling, which included 100 respondents. Purposive sampling technique is a sampling technique based on certain considerations (Sugiyono, 2015). Considerations or criteria of respondents in this study are as follows; (1) Active students in the Special Region of Yogyakarta, (2) Have made purchases of packaged snack culinary MSME products in the Special Region of Yogyakarta, (3) Minimum age of 17 years. The study's data was collected from a survey that was sent to students in Special Region of Yogyakarta utilizing a Google Form. Answers on each instrument item using a scale likert which has a gradation from very positive to very negative (Sugiyono, 2015). So that the answers from the questionnaire are distributed to respondents using five levels. Furthermore, data analysis technique uses multiple linear regression analysis techniques which are used to determine the effect of live *streaming, content marketing,* and the ease of transactions on purchasing decisions for students who make purchases of packaged snack culinary MSME products in the

Special Region of Yogyakarta. In this study the variables studied were independent variables, namely variables live *streaming* (X1), *content marketing* (X2), ease of transaction (X3) and the dependent variable, namely the purchase decision (Y).

4. Findings and Discussions

The influence of the independent factors on the dependent variable is examined using multiple linear regression analysis. With the use of SPSS, the multiple linear regression analysis findings are summarized in the table below:

Table 1. Multiple Linear Regression Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
B			Std. Error	Beta		
1	(Constant)	.668	1.417		.471	.638
	Live Streaming	.265	.083	.269	3.211	.002
	Content Marketing	.253	.068	.382	3.692	.000
	Transaction Ease	.243	.104	.226	2.347	.021
a. Dependent Variable: Purchase Decision						

The multiple linear regression equations shown in table 1 above can be calculated as follows: Y= 0,668 + 0,265 X1+ 0,253 X2 + 0,243 X3. The constant value (α) in Table 1 above is 0.668, which means that if the variables live streaming (X1), content marketing (X2), and ease of transaction (X3) are equal to zero, then the purchase decision (Y) for consumers is positive. This means that even if there is no live streaming, consumers will still make purchases based on content marketing and ease of transaction.

Table 2. Test F

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	215.475	3	71.825	44.939	.000[b]
	Residual	153.435	96	1.598		
	Total	368.910	99			
a. Dependent Variable: Purchase Decision						
b. Predictors: (Constant), Ease of Transactions, Live Streaming, Content Marketing						

Based on table 2 above, a significance value of 0.000 is less than 0.05 (0.000 < 0.05 leading one to the conclusion that simplicity of transaction, live streaming, and content marketing all have a simultaneous positive and substantial impact on purchasing

decisions. The F-count value of 44.939, when compared to the F-table value of 2.696, indicates that the F-count value is bigger (44.939 > 2.696). These results show that live streaming, content marketing, and the convenience of transactions has a positive and significant effect on purchasing decisions on culinary MSME consumers of packaged snacks simultaneously.

Table 3. Test t

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
B			Std. Error	Beta		
1	(Constant)	.668	1.417		.471	.638
	Live Streaming	.265	.083	.269	3.211	.002
	Content Marketing	.253	.068	.382	3.692	.000
	Transaction Ease	.243	.104	.226	2.347	.021
a. Dependent Variable: Purchase Decision						

Live streaming (X1) received a value of 0.002 0.05 based on table 3 above, and a t-count value of 3.211 that was higher than the t-table value of 1.985 (3.211 > 1.985). It follows that the first hypothesis, or H1, which has been accepted, states that there is a positive and substantial relationship between variables live streaming (X1) and purchasing decisions (Y) for student customers who buy packaged snack food products of MSME in the Special Region of Yogyakarta.

Content marketing (X2) has a variable significance value of 0.000 0.05 and t-count value of 3.692, which is higher than the t-table value of 1.985 (3.692 > 1.985). Therefore, it can be inferred that the second hypothesis, or H2, is accepted. This suggests that there is a positive and significant relationship between variables related to content marketing (X2) on consumer decision-making (Y) for students who purchase packaged snack food products of MSME in the Special Region of Yogyakarta.

The t-count value of the ease of transaction variable (X3) acquired a value of 2.347 which was more than the t-table value of 1.985 (2.347 > 1.985), and the significance value of the ease of transaction variable (X3) obtained a value of 0.021 0.05. It is therefore possible to draw the conclusion that the third hypothesis, or H3, is accepted, meaning that there is a positive and significant relationship between the ease of transaction variable (X3) and purchasing decisions (Y) for student customers who purchase packaged snack products of MSME in the Special Region of Yogyakarta.

Table 4. The Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.764[a]	.584	.571	1.26423	2.096
a. Predictors: (Constant), Ease of Transactions, Live Streaming, Content Marketing					
b. Dependent Variable: Purchase Decision					

Based on the value of the coefficient of determination (R^2) in the table above it is known that the value adjusted R Square (R^2) of 0.571 (57.1%), which means that live streaming (X1), content marketing (X2), and ease of transaction (X3) has an effect on the purchasing decision variable (Y) of 57.1% and the remaining 42.9% is influenced by other variables from outside this study.

The influence of live streaming on purchase decisions. Live streaming (X1) has a positive and significant influence partially or individually on the purchasing decision variable (Y). This is evidenced by the t-count of 3.211 greater than the t- table value of 1.985 (3.211 > 1.985) and a significance value of 0.002 less than 0.005. As a result, if the live streaming method is successful or developed further, more students will choose to buy packaged snack food products of MSME. This is also true because it will influence purchasing decisions if the product is regularly and continuously promoted through live streaming features. Instead of only looking at experience or testimonials in the form of writing on feeds from previous sellers or customers, live streaming video shows visual and aural digital content instantly and in real time while viewing marketing campaigns. The implication is that live streaming will have an impact on buying choices (Faradiba & Syarifuddin, 2021). Live streaming makes it easier for customers to get more detailed information about products because sellers (streamer) display the product automatically in real time. Customers feel comfortable buying products at the moment live streaming compared to just looking at the catalog images. This makes customers more confident in making purchasing decisions when shopping (Amin & Fikriayah, 2023).

The influencer of content marketing on purchasing decision. Content marketing (X2) partially has a positive and significant effect on the purchasing decision variable (Y). This is evidenced by the t-count test of 3.692 greater than the t-table value of 1.985 (3.692 > 1.985) and a significance value of 0.000 less than 0.005. Therefore, customer decisions to buy packaged snack food products of MSME will rise if technique content marketing is correctly established or improved again. This is due to the fact that customers care about intriguing content marketing because the majority of consumers utilize social media to find leisure. Therefore, business actors need to be able to create content marketing appealing in accordance with consumer needs. Consumer purchasing decisions can be significantly influenced by content marketing. Form content creation and publishing offline or online can influence consumers to engage with a brand (Prasetya et al., 2020). Content marketing has a greater influence on consumer purchasing decisions. Interesting video content is important for consumers because most use social media to find entertainment, so business actor must be able to create interesting video content, analyze the latest trends, and be consistent in creating content (Fadhilah & Saputra, 2021).

The influence of ease of transaction on purchase decisions. Ease of transaction (X3) has a positive and significant effect partially or separately on the purchasing decision variable (Y). This is evidenced by the t-count test of 2.347 greater than the t-table value of 1.985 (2.347 > 1.985) and a significance value of 0.021 less than 0.005. As a result, consumers will buy more packaged snack products of MSME if the simplicity of transaction technique is clearly established or improved. This occurs as a result of how simple payment features and a wide range of payment options make it simpler for customers to complete transactions. Ease of transaction has a significant effect on purchasing decisions. Ease of navigation related to how to transact to clear payments, will improve purchasing decisions. Ease of navigation is one of the indicators in the variable ease of transaction (Lestari & Iriani, 2018). The higher the convenience of transactions provided to consumers, the higher the purchase decision (Heni et al., 2020). The easier it is to make transactions, the more purchasing decisions will be made because there is no difficulty in learning the procedures when making transactions (Fauzan & Sujana, 2022).

5. Conclusion

Based on the results of the research conducted, it can be inferred that variable live streaming, content marketing, and the ease of transactions affects the purchasing decisions of student consumers in the Special Region of Yogyakarta who make purchases of packaged snack culinary MSME products. Even though the results presented do not significantly differ, the extent to which content marketing influences purchase decisions is greater than the extent to which content marketing influences purchasing decisions and the ease of transactions. This is because customers value intriguing content marketing, and the majority of consumers utilize social media to find enjoyment. Therefore, business actors need to be able to make content marketing appealing in accordance with consumer needs. The findings of the concurrent hypothesis testing demonstrate that content marketing, live streaming, and ease of transaction influence the purchasing decision.

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Influence of Product, Promotion & Brand Image on the Purchase Decision of Polytron AC in Sukarame District

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Abstract

The formulation of the problem in this study 1. Is there an influence of product, promotion and brand image on the purchasing decision of Polytron Ac in Sukarami District. 2. Is there an influence of product influence on the purchasing decision of Polytron ac in Sukarami sub-district 3. Is there any influence of promotion on the purchasing decision of polytron ac in Sukarami sub-district 4. Is there an influence of brand image on buying decision of polytron ac in Sukarami sub-district? This type of research is associative. The sample used was 100 residents in the Sukarami sub-district using a purposive sampling technique. The data used in this study are primary and secondary data. The data collection method used is through a questionnaire (questionnaire) and documentation. The data analysis technique used is Multiple Linear Regression Analysis. The results of this study indicate 1. There is an influence of product, promotion and brand image on purchasing decisions for Polytron Ac in Sukarami District. 2. There is an influence of the product on the purchasing decision of Polytron Ac in Sukarami District 3. There is an Influence of Promotion on the Purchase Decision of Polytron Ac in Sukarami District 4. There is an Influence of Brand Image on the Purchase Decision of Polytron Ac in Sukarami District.

Keywords: product, promotion, brand image, purchase decision.

1. Introduction

Every company was founded with the aim of one of the company's goals is to increase the level of profits or company profits. The level of profit can be maintained if the company can maintain and increase its sales, one of which is through seeking and developing customers. Marketing activity is a very important and influential factor for the company, for that the marketing department must have a solid strategy in seeing the opportunities or opportunities that exist, so that the company's position in the market can be maintained and at the same time it can be improved. A consumer-oriented marketing strategy is the best way a company can do. Companies in this case not only sell products, but also must understand what consumers want so that it will affect consumer purchasing decisions.

Marketing is very important for all businesses, no matter how big or small the business is. If in a business there is no marketing, then consumers will not know about a product produced from the business and make sales low. But by doing good marketing it will let many people know about your business business products, and allow many consumers to be interested, moreover your business business products have innovative quality and value, and uniqueness.

One of the studies in marketing is consumer behavior and purchasing decisions. According to Swasta and Handoko in Adnan, (2019), consumer behavior is an individual

activity that is directly involved in obtaining and using goods and services including the process of making decisions and preparing the determinants of these activities. But there are also those who interpret consumer behavior as the underlying things for making purchasing decisions, for example for low-priced goods, the decision-making process is carried out easily, while for high-priced goods, the decision-making process will be carried out with careful consideration.

According to Fandy Tjiptono (2016: 22) Purchasing decisions are a reason that drives consumers to make choices about purchasing a product as needed. Then the purchasing decision becomes an important thing to pay attention to because this will certainly be a consideration of how a marketing strategy will be carried out by the next company. The company's success in influencing consumers in purchasing decisions is strongly supported through efforts to build communication with consumers by building brands to consumers with marketing strategies, as well as innovating for new variants of a product. The complex buying decision-making process often involves several decisions. A decision involves a choice between two or more alternative courses of action. Competition is so tight nowadays that companies must be able to play a reliable marketing strategy and be able to attract consumers so they can win the market. Products that have good quality with good differentiation will be products that are likely to have loyal consumers. By understanding how consumer behavior will contribute to companies to formulate marketing strategies that will be implemented in introducing and promoting their products to the market. This means when a product is about to be produced.

Studies of consumer behavior and purchasing decisions can also be used to observe sales of air conditioners. The use of cooling systems is increasing along with the needs of human life, with applications covering various aspects of life, starting from the food industry, chemical industry, hotels, hospitals, aviation, shipping and so on. One type of cooling system that we often find is room air conditioning, also known as Air Conditioning (AC).

AC requires electricity, and almost all of its main components require electricity, and the cost of using electricity is our benchmark for saving usage. The use of air conditioning is expected to be able to condition the air in the room, so that a cool, cool and comfortable room is obtained. To achieve this goal there are several factors that can influence, among others, the performance of the air conditioner use.

2. Literature Review

Definition of Consumer Behavior Kotler (2017), buyer behavior is the starting point for consumers to make purchases. As shown in the image below:

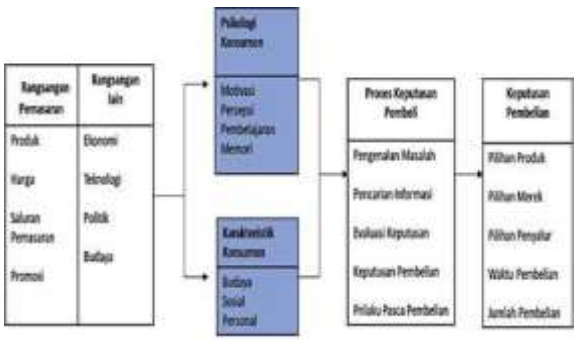


Figure 1. Model of Consumer Behavior (Kotler, 2017)

Marketing Stimulus. The theory of behaviorism uses the term stimulus paired with a response in explaining the process of forming behavior. Stimulation is something that comes from the environment that can cause a certain response to behavior. The simplest stimulus model is the response stimulus model. According to this model marketing stimuli consist of four, namely: product, price, place, promotion, other Stimuli. Other stimuli that influence consumer behavior in purchasing decisions are factors such as: economy, political, culture, technology.

Definition of Purchase Decision. According to Rudi Irwansyah et al (2021) purchasing decisions are thoughts in which individuals evaluate various options and decide on a choice of a product from many choices. According to Buchari Alma, (2016) suggests that purchasing decisions are consumer decisions that are influenced by financial economics, technology, politics, culture, products, prices, locations, promotions, physical evidence, people, process. So as to shape the attitude of consumers to process all information and draw conclusions in the form of responses that appear what products will be purchased.

Purchasing Decision Factors. According to Kotler (2009), the factors that influence consumer buying behavior in general there are two influential factors, namely: Internal factors, namely factors from within the consumer itself which include: motivation, learning attitudes and personality and self-concept. External factors, namely factors that come from outside the consumer which includes: culture and sub-culture, social class, social groups and reference groups, and family.

Purchase decisions are part of consumer behavior. With the existence of consumer behavior, namely the desire and need to buy certain products or services, a consumer decision to buy will be created. Regarding the behavior of a consumer is not easy, so it is very important for marketers to study their perceptions, preferences and behavior in shopping. Consumer behavior is a direct activity or involved in obtaining and using goods or services, including the decision-making process that precedes and determines these actions. This view of consumer behavior is broader than the traditional view, which focuses more narrowly on the buyer. Studying consumer behavior aims to know and understand various aspects that exist in consumers.

Purchasing Decision Indicator. According to Ferdinand, (2017) indicators of the occurrence of the process according to him are individuals. The indicators in question are as follows: Transactional interest , namely the desire of individuals or organizations to buy goods or services. Preferential interest is behavior in which individuals or organizations make a product their primary preference.

Explorative interest , namely the behavior of someone who is always looking for information related to the goods or services of interest. Consumers have chosen products or services, so these consumers believe that the product or service they get is the best product among the various choices available. Furthermore, these consumers will make purchasing decisions according to what they need and expect.

Product Definition. According to Keller, (2017) A product is anything that can be sold in a market for attention, acquisition, use or consumption that might satisfy a need or want.

Thus the product is a physical item such as cereal, tennis rackets, or a car; business, banking, or insurance companies; shopping stores, specialty stores, or supermarkets; prominent politicians, artists, and professional athletes; non-profit, commercial, or artistic organizations; a location that includes a city, state or country; or even political or social causes.

The definition of a product according to Kotler and Armstrong, (2017) is something that can be sold in the market to attract attention, acquisition, use, or consumption that can meet the needs or desires of consumers. Products also include services, ideas, people, organizations, places, events, or a combination of these.

Product Indicator. According to Kotler and Keller, (2017) There are 10 indicators that differentiate products which include: Form : The form of a product can include the size, shape, or physical structure of the product. Features : Product features that complement the basic function of a product. Adjustment (Customization) : Marketing can differentiate products by adapting these products to individual desires. Performance Quality : The degree to which the main characteristics of the product operate. Conformance Quality (Conformance Quality): The degree to which all units produced are identical and meet the promised specifications. Durability : Is a measure of the product's expected operating life under normal or stressful conditions, is a valuable attribute for certain products. Reliability : A measure of the probability that a product will not suffer damage or failure within a certain period of time. Ease of Repair (Repairability) : A measure of the ease of repair of a product when it malfunctions or fails. Style (Style) : Style describes a product's look and feel to buyers and creates a distinctiveness that is difficult to copy. Design (Design) : Design is the totality of features that influence the way a product looks, feels and functions for consumers. It offers both functional and aesthetic benefits and serves as our rational and emotional comparison.

Definition of Promotion. Kotler and Armstrong, (2017) state that promotion means activities that communicate product superiority and persuade target customers to buy it. According to Fandy Tjiptono, (2017) promotion is one of the determining factors for the success of a marketing program. The quality of a product, if consumers have never heard of it and are not sure that the product will be useful for them, then they will not buy it. In essence, promotion is a form of marketing communication. Marketing communication means marketing activities that seek to disseminate information, influence/persuade, and/or remind the target market of the company and its products so that they are willing to accept, buy and be loyal to the products offered by the company concerned.

Promotion Indicator. According to Kotler and Keller, (2016) promotion indicators include: Order : It is a measure of how well promotional messages are carried out and conveyed to the market. Media : Is the media used by the company in carrying out the promotion. Time :Is the duration of the promotion carried out by the company.

Definition of Brand Image. Brand Image according to Kotler in Fandy Tjiptono (2018), a brand is a sign in the form of an image, name, letters, numbers, color arrangement, or a combination of these elements that have distinguishing features and are used in trading activities of goods or service. From this definition, it can be concluded simply that brand is one of the main factors that influence customer satisfaction in purchasing products or using services.

According to Kenneth and Donald (2018) brand image reflects the feelings consumers and businesses have about the entire organization as well as individual products or product lines. Brand Image Indicator. In order for a brand image to have a good view of customers, the company must pay attention to various indicators forming a brand image. According to Kotler & Keller, (2018) brand image indicators are: Strength of brand association. It depends on how the information gets into the minds of customers and how the information persists as part of the brand image. Favorability of brand association. The success of a marketing process often depends on the process of creating profitable brand associations, where customers can believe that the attributes they provide can satisfy customer needs and wants. Uniqueness of brand association. A brand must have a competitive advantage which is the reason for customers to choose a particular brand. By paying attention to these indicators, the company will have a good brand image for its products. If the company's product brand can be remembered in the minds of consumers, it will make it easier for the company to make a profit and achieve company goals.

3. Research Method

The type of research used in this study is associative research, namely research that aims to determine the effect of two or more variables. Product Variables (X1), Promotion (X2) and Brand Image (X3), Purchase Decision (Y). The research location is Sukarame District, Palembang City, South Sumatra 30116, Indonesia. In this study, the population taken was 100 residents of the Sukarami sub-district who have permanent domiciles. While the method for taking samples using purposive sampling , which is a sample research technique in which units/people are selected as samples. The main data used in this study is primary data, namely the respondents' answers from the questionnaire used. Supporting data used secondary data. The data collection technique used in this study was using a questionnaire technique, in the form of respondents' answers to questions regarding the influence of products, promotions and brand images on purchasing decisions of polytron ac in Sukarami District and documentation data is data in the form of population, history, and research activities.

4. Findings and Discussions

The results of multiple linear regression using the SPSS program are shown in the following table:

Table 1. Multiple Linear Regression

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,385	,113		3,397	,001
X1	,407	,074	,476	5,482	,000
X2	,243	,068	,311	3,582	,001
X3	,160	,057	,187	2,810	,006

a. Dependent Variable: Y

Based on table 1. The results of multiple linear regression tests obtained using the SPSS version 22.0 program obtained multiple linear regression as follows:

Y = 0.385 + 0.407 X 1 + 0.243 X2 + 0.160 X 3

Based on Table IV.10, it can be explained that a constant of 0.385 means that if there is no product, promotion and brand image on the purchase decision of POLYTRON AC in Sukarami District, then people's purchasing decisions still exist, although relatively small. The product coefficient is 0.407 , meaning that the product coefficient has a positive effect on the POLYTRON AC Purchase Decision in Sukarami District. If the Product coefficient rises. Then the decision to purchase POLYTRON AC in Sukarami District will increase and vice versa if the product coefficient decreases. Then the decision to buy POLYTRON AC in Sukarami District will decrease. The price coefficient of 0.243 means that promotion has a positive effect on the POLYTRON AC Purchase Decision in Sukarami District. If the promotion coefficient rises. Then the decision to purchase POLYTRON AC in Sukarami District will increase and vice versa if the promotion coefficient decreases. Then the decision to buy POLYTRON AC in Sukarami District will decrease. The brand image coefficient is 0.160 , meaning that brand image has a positive effect on the purchasing decision of POLYTRON AC in Sukarami District. If the brand image coefficient increases. Then the decision to purchase POLYTRON AC in Sukarami District will increase and vice versa if the brand image coefficient decreases. Then the decision to buy POLYTRON AC in Sukarami District will decrease

Hypothesis testing. F Test (Simultaneous). Based on calculations using the SPSS application for the F test, the results of these calculations can be seen in the following table.

Table 2. Hypothesis Test Results (Simultaneous)

ANOVA[a]

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	96,450	3	32,150	168,658	,000[b]
Residual	18,300	96	,191		
Total	114,750	99			

a. Dependent Variable: Y
b. Predictors: (Constant), X3, X1, X2

Based on table 2 The F test aims to find out whether the Product (X1). Promotion (X2) and Brand Image (X3) variables simultaneously (simultaneously) influence purchasing decisions (Y), based on table IV.11 above, it can be seen that from the value of Fcount (168.658) > Ftable (2.14), the value of F table is obtained from the percentage point of the F distribution, this is reinforced by the sig F level of 0.000 <0.10, then Ho is rejected and Ha is accepted, meaning that there is significant influence of product, promotion and brand image on purchasing decisions for AC POLYTRON Sukarami sub-district.

t test (partially). The t test aims to determine whether the Product (X1), Price (X2) and Brand Image (X3) variables partially influence the purchasing decision variable. The results can be seen in table:

Table 3. t test results (partial)

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	,385	,113		3,397	,001
X1	,407	,074	,476	5,482	,000
X2	,243	,068	,311	3,582	,001
X3	,160	,057	,187	2,810	,006

a. Dependent Variable: Y

The t test is intended to partially test the independent variables on the dependent variable, as follows: Based on the table, the t test for the Product variable (X1) can be seen from the t count value (5.482) > t table 1.660 the t table value is obtained from the percentage point distribution t, this is reinforced by the sig t level 0.000 <0.10 then Ho rejected and Ha accepted, meaning that there is a significant effect of Product (X1) on the Purchase Decision of POLYTRON AC in Sukarami sub-district. Based on the table 3, the t test for the Promotion variable (X2) can be seen that from the calculated t value (3.582) > t table 1.660 the value of this t table is obtained from the percentage point distribution t this is reinforced by the sig t level 0.001 <0.10 then Ho is rejected and Ha is accepted, meaning that there is a significant effect of Promotion (X2) on the Purchase Decision of POLYTRON AC in Sukarami district. Based on the table, the t test for the Brand Image variable (X3) can be seen that from the calculated t value (2.810) > t table 1.660 the value of t table is obtained from the percentage point distribution t this is reinforced by the sig t level 0.006 <0.10 then Ho is rejected and Ha is accepted, meaning that there is a significant influence of Brand Image (X3) on AC Purchase Decision POLYTRON in Sukarami district

Coefficient of Determination. The results of the determination analysis can be seen in the following table:

Table 4. Coefficient of Determination

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,917[a]	,841	,836	,437

a. Predictors: (Constant), X3, X1, X2

Based on table above, it can be seen that the adjusted R Square value in the regression model is 0.836. This shows that the amount of Product (X1), Promotion (X2) and Brand Image (X3) contributions to the Purchase Decision of POLYTRON AC in Sukarami sub-district is 83.6%. While the remaining 17.4% is influenced by other variables not included in this study.

The Influence of Product, Promotion and Brand Image on the Purchase Decision of POLYTRON AC in Sukarami sub-district. Based on the test results of the value of Fcount (168.658) > Ftable (2.14), this is reinforced by the sig F level of 0.000 <0.10, then Ho is

rejected and Ha is accepted, meaning that there is a significant effect of Product, Promotion and Brand Image on Purchase Decision POLYTRON AC in Sukarami district. Multiple linear regression results Y= 0.385 + 0.407 X 1 + 0.243 X2 + 0.160 X 3 The product coefficient is 0.407, meaning that the product has a positive effect on the POLYTRON AC Purchase Decision in Sukarami District. The promotion coefficient is 0.243, meaning that promotion has a positive effect on the decision to purchase POLYTRON AC in Sukarami District. The brand image coefficient is 0.160, meaning that brand image has a positive effect on the purchasing decision of POLYTRON AC in Sukarami District. This is supported by the adjusted R Square value in the regression model obtained at 0.836. This shows that the amount of Product (X1), Promotion (X2) and Brand Image (X3) contributions to the Purchase Decision of POLYTRON AC in Sukarami sub-district is 83.6%. While the remaining 17.4% is influenced by other variables not included in this study. These results are supported by research conducted by Dedi Kurniawan, (2020) Under the title The Influence of Brand Image, Product Quality, Price, and Promotion on the Purchase Decision of Polytron Brand AC, Muara Tembesi district, Jambi. These results are reinforced by the results shown on the variables Product (X1), Product (X2) and Brand Image (X3) simultaneously (simultaneously) influencing purchasing decisions (Y). Respondents' answers to the Product, Promotion and Brand Image variables, which in these results prove relatively high statements of disapproval from the respondents, so that it can be seen that Products, Promotions and Brand Image on the Purchase Decision of POLYTRON AC in Sukarami sub-district are at a low level. So that this has an impact on purchasing decisions which also becomes low. This proves that Products, Promotions and Brand Image are related to each other towards purchasing decisions, which means that if there is an increase or decrease in Product, Promotion and Brand Image, it will have an impact on increasing or decreasing purchasing decisions. This is in line with the theory stated by Ferdinand, (2017) and According to Kotler and Keller, (2017) which states that purchasing decisions are influenced by product, promotion and brand image variables. As a result, it can have a low impact on purchasing decisions. This proves that products, promotions, and brand image are related to purchasing decisions, product constraints, promotions, and brand image will have an impact on increasing purchasing decisions and vice versa, preferably to the company to make Products, Promotions, and brand image for Ac Polytron so that the level of consumer confidence in Products, Promotions, and brand image for Ac Polytron is good.

Product Influence on the Purchase Decision of POLYTRON AC Sukarami sub- district. Based on the results of partial testing of the t test for the product variable (X1), it can be seen from the t count value (5.482) > t table 1.660 , this is reinforced by the sig t level of 0.000 <0.10 then Ho is rejected and Ha is accepted, meaning that there is a significant effect of product (X1) on the Decision to Purchase POLYTRON AC in the Sukarami sub-district. This is in line with the theory stated by Kotler (2009:178) which states that purchasing decisions are influenced by product variables. Product appearance is one of the variables that influence purchasing decisions. The results of this study are supported by research conducted by Dina Ristiani, (2018) entitled The Influence of Products and Services on Purchase Decisions for Panasonic AC and Their Implications for Consumer Satisfaction, where products influence purchasing decisions. Respondents' answers to the Product variable which in these results prove a relatively high statement of disapproval from the respondent, so that this has an impact on purchasing decisions which also

becomes low. This proves that the product is related to purchasing decisions, which means that if there is an increase or decrease in the product, it will have an impact on increasing or decreasing purchasing decisions. Therefore, the company must improve the quality of POLYTRON AC products so that these products can compete with AC products from other brands.

The Effect of Promotion on the Purchase Decision of POLYTRON AC Sukarami sub-district. Based on the results of the t test for the price variable (X2), it can be seen that from the calculated t value (3.582) > t table 1.660 this is reinforced by the sig t level 0.001 <0.10 then Ho is rejected and Ha is accepted, meaning that there is a significant effect of Promotion (X2) on the Purchase Decision of POLYTRON AC in Sukarami sub-district. This is in line with the theory stated by According to Ferdinand, (2017) and According to Kotler and Keller, (2017: 195) which states that Purchase Decisions are influenced by Promotion variables. Appearance Promotion is one of the variables that influence purchasing decisions. The results of this study are supported by the research of M.Akbar Satria, (2021) Effects of Product, Price and Brand Image on the Purchase Decision of Polytron Ac in Sentosa Village. Respondents who answered the Promotion variable where the results proved the relatively high statement of disapproval from the respondents, so that it could be seen that Promotion was at a low level. As a result, it can have an impact on purchasing decisions which will also be low. This proves that promotions are related to purchasing decisions. Promotion constraints will have an impact on increasing purchasing decisions and vice versa . print. As well as companies can convey interesting messages so as to attract consumers to make purchases

The Effect of Brand Image on the Purchase Decision of POLYTRON AC Sukarami sub-district. Based on the results of the t test for the brand image variable (X3), it can be seen that the t value is calculated (2.810) > t table 1.660 this is reinforced by the sig t level 0.006 <0.10 then Ho is rejected and Ha is accepted, meaning that there is a significant influence of Brand Image (X3) on the Purchase Decision of POLYTRON AC in Sukarami sub-district. This is in line with the theory stated by Ferdinand, (2017) and According to Kotler and Keller, (2017: 195) which states that purchasing decisions are influenced by brand image variables. Brand image appears to be one of the variables that influence purchasing decisions. The results of this study are supported by research conducted by Alfarizi, (2022) The Effect of Product Quality and Brand Image on the Purchase Decision of POLYTRON AC Brand in Labuhan Batu Regency. Respondents' answers to the Brand Image variable which in these results prove the statement of disapproval which is relatively high from the respondents, so that it can be seen that Brand Image is at a low level. So that this has an impact on purchasing decisions which is also low. This proves that Brand Image has a link to purchasing decisions, which means that if there is an increase or decrease in Brand Image, it will have an impact on increasing or decreasing purchasing decisions, preferably for the company in order to create a positive image of the Ac Polytron brand so that the level of consumer confidence in the Ac Polytron brand is good.

5. Conclusion

Reearchers have drawn conclusions Based on the results of SPSS calculations and discussion, researchers can conclude that: There is a significant influence of product,

promotion and brand image on purchasing decisions of POLYTRON brand AC in Sukarami sub-district. There is a significant effect of the product on the purchasing decision of the POLYTRON AC brand in the Sukarami sub-district. There is a significant effect of Promotion on the Purchase Decision of POLYTRON brand AC in Sukarami sub-district. There is a significant influence of Brand Image on the Purchase Decision of POLYTRON brand AC in Sukarami sub-district. Based on the conclusion above that there is indeed a positive and significant influence between the influence of product, promotion and brand image on purchasing decisions for POLYTRON brand AC in Sukarami sub-district , the suggestions that the researcher gives are as follows: Products. It is recommended to the company to provide good product quality with a high level of durability. It is recommended to the company to make products that are reliable in the long term. Promotion. It is suggested to the company to be fond of promoting on social media and print media. As well as companies can convey interesting messages so as to attract consumers to make purchases. Brand Image. It is suggested to the company to create a positive image of the POLYTRON brand so that the level of consumer confidence in the POLYTRON brand is good.

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The Influence of Product Quality, Price and Promotion on the Purchase Decision of VIVO Smartphones in Kecamatan Tungkal Jaya

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Abstract

This study aims to determine the effect of product quality, price and promotion on purchasing decisions for Vivo smartphones in Tungkal Jaya District. The population in this study is infinite, namely the people of Tungkal Jaya District. The sample was determined as many as 100 respondents who were taken by purposive sampling. The data used is primary data, while the on and data collection technique is a questionnaire. The analysis technique used is multiple linear regression, F test, T test, and analysis of the coefficient of determination. The results of multiple linear regression analysis show that there is a positive influence of product quality, price and promotion on purchasing decisions. The results of the F, test hypothesis show that there is a significant influence of product quality, price and promotion on Vivo Smartphone purchasing decisions in Tungkal Jaya District. The results of the t, test show the partial effect of product quality, price and promotion on Vivo smartphone purchasing decisions in Tungkal Jaya District. The results of the coefficient of determination obtained by the variables of product quality, price and promotion are able to contribute to purchasing decisions with a contribution of 32.4%, while the remaining 57.6% is explained by other variables not included in this study.

Keywords: product quality, price, promotion, purchase decision.

1. Introduction

Developments in today's modern era are information and communication technology. Current information and communication technology become an important need for society public. This need has an impact on the increasing demand for variety in the type of means of communication that resulted from more and more competition in the world common in telecommunications. That matter is commonly seen from the number of manufacturers who manufactures communication products (Smartphone) that offers this type of product new with innovation from previous products which is already circulating among the public. Where the products produced provide many conveniences for consumers in carrying out work activities and communication.

Smartphones, mobile phones that are used to communicate, have capabilities with computer-like usage and functions. There is no factory standard that determines the meaning of the smartphone. For some people, a smartphone is a phone that works with all operating system software that provides standard and fundamental relationships for application developers. A global smartphone brand from China that focuses on introducing perfect sound quality (music) and photography (camera) with cutting-edge technology, Vivo develops products that are dynamic and stylish, young and full of passion. Vivo develops and manufactures smartphones, smartphone accessories, software,

and online services. Vivo was founded in 2009, in Donggun, China, and named after the Esperanto word for life. In the first quarter of 2015, vivo topped the top 10 smartphone makers as it achieved a global market share of 2.7%. In the second quarter of 2022, Vivo is ranked 5th in controlling the global smartphone market share, with a value of 9%. Now smartphone manufacturers must continue to develop products that are marketed so that they can be utilized as much as possible by consumers. On the other hand, today's consumers do not only buy goods or services, but must also think about aspects of promotion, price, and product quality. Therefore manufacturers must have the right marketing strategy to be able to compete with other companies.

Marketing is the business function that identifies needs and wants, defines and measures them, determines the best target buyers to serve, and determines the appropriate products and services, and programs to serve these targets. companies engage customers, build strong customer relationships, and create customers to get value from customers in return (Kotler & Armstrong, 2018). Marketing has various objectives, including realizing the welfare of the company and customers, finding solutions to the problems faced, and obtaining benefits that can satisfy the needs and desires of customers. Then followed by his statement that marketing is related to an effort to satisfy customer needs (Tjiptono & Diana, 2016)

Consumer behavior is the things that underlie and make consumers make purchasing decisions (Firmansyah, 2018). When deciding to buy an item or product or service, of course, as a consumer, you always think about the item to be purchased first. Starting from the price, model, shape, packaging, quality, function or use of the item, and so on. Consumer behavior is the basis for consumers to make purchasing decisions. Consumer decision is the decision to buy the most preferred brand, but two factors can arise between purchase intention and purchase decision (Kotler & Armstrong, 2018). Purchasing decisions are complex decision-making processes often involving several decisions, a decision involving a choice between two or more alternative courses of action or behavior (Setiadi in Sunyoto, 2019).

One of the factors that influence purchasing decisions is product quality. Product quality is something that is offered to consumers in the form of goods or services to meet customer needs and desires which can then be used or felt by customers. According to Tjiptono & Chandra (2017). In addition to product quality, price must also influence purchasing decisions. price which is the amount of money charged for an item or the amount of the value of money exchanged by consumers for the benefits of owning or using the product or service. Price is a measurement or monetary unit of a product of goods or other services that is exchanged to obtain ownership rights or use of the goods or services (Malau, 2017). In addition to price, promotion also has an effect on purchasing decisions. Promotion is how producers convey messages about their products, so that consumers know the product and can be convinced that the product is needed by consumers and can provide benefits to be able to solve problems faced by consumers (Sumarwan, 2017).

Based on the top brands, it shows that Samsung is in first place leading the top brands in 2022, namely 33.00%. Oppo followed in the order of the second top brand, namely 20.60%. Then Iphone is in the order of the third top brand, namely 12.00%. Then Xiomi ranks fourth as the top brand, namely 11.20%. Meanwhile, the Vivo Smartphone ranks fifth or last for the top brands, namely 9.70%.

The researcher tried to ask 30 respondents to find out how many brands were used in the Kec. Tungkal Jaya can be seen that the Vivo smartphone is still in fifth place out of 6 smartphone brands used by the people of the district. Tungkal Jaya. Based on the pre-survey, the following results were also obtained from initial interviews with 30 people as respondents in Kec. Tungkal Jaya. The location for this research was chosen because in the Tungkal Jaya district, there are many people who use vivo smartphones. This problem can occur due to the many shortcomings of this brand, which continue to experience a decline in buyers. It's easy to heat up quickly if it's used for too long and its features are incomplete, describing variable indicators of product quality. Vivo smartphones get hot easily if they are used for too long and their features are incomplete, such as in the camera there is no time lapse, which is one of the causes of consumer disinterest.

The price of the Vivo smartphone is too expensive and the price will fall if it is resold, raising the price variable indicator. Price is an important assessment for consumers, if the price offered by the product is high then consumers also expect high quality. But often the resale price is cheap. Ads are not attractive and lack of promos raises the promotion variable indicators. Promotions carried out by Vivo are rarely seen in advertising media, losing compared to the latest competitors, this makes consumers unable to find out about new products released by Vivo smartphones.

Based on the background above, it can Based on the background described above, the researcher can formulate the main problem as follows: Is there any influence of product quality, price and promotion on purchasing decisions for Vivo smartphones in Kec. Tungkal Jaya? Is there any influence of product quality on purchasing decisions for Vivo smartphones in Kec. Tungkal Jaya? Is there an effect of price on the decision to purchase a Vivo smartphone in Kec. Tungkal Jaya? Is there any promotional influence on the decision to purchase a Vivo smartphone in the Kec. Tungkal Jaya?

2. Literature Review

Consumer behavior. According to Ginting (2019) Consumer behavior is the study of individuals, groups or organizations and the processes they use to select, secure, use, place products and so on. According to Kotler and Keller (2016) states that consumer behavior is the study of how individuals, groups and organizations choose, buy, use and dispose of goods, services or experiences to satisfy their needs and wants. A marketer must fully understand both the theory and the reality of consumer behavior. According to (Kotler, Keller, 2020) explained that the decision-making process is a basic psychological process that plays an important role in understanding how consumers actually make purchasing decisions. Based on several understandings according to experts Ginting (2019), Kotler and Keller (2016), Kotler, Keller, (2020) it can be concluded that consumer behavior is the study of how individuals, groups, organizations, choose, buy, use, place products so that the basic psychological processes that play an important role in understanding how consumers actually make purchasing decisions.

Buying decision. According to Firmansyah (2019) purchasing decisions are problem-solving activities carried out by individuals in selecting appropriate behavioral alternatives from two or more alternative behaviors and are considered the most appropriate action in buying by first going through the stages of the decision-making process. According to Tanady & Fuad (2020) consumer purchasing decisions are influenced by how a purchase

decision-making process is carried out. According to Yusuf (2021) a purchasing decision is a thought in which an individual evaluates various options and makes a choice on a product from many choices. It can be concluded that purchasing decisions are one of the stages of consumer behavior that underlies consumers to make purchasing decisions before post-purchase behavior and how individuals, groups, and organizations choose, buy, use, and how goods or services satisfy their needs and wants. According to Kotler & Armstrong (2018) Purchasing decisions have the following indicators: product selection, brand selection, dealer selection, time of purchase, number of purchases, payment methods.

Product quality. According to Firmansyah (2019) Product quality is something to be used, cared for, consumed or owned with the aim of satisfying consumer needs and desires. It can be concluded that all tangible or tangible production results can be seen, felt, and touched. According to Marmis (2018) product quality is the ability of a product to perform its functions, this includes overall durability, reliability, stability, ease of operation and product repair as well as other product attributes. According to Ernawati (2019) that product quality is an important factor that influences every customer's decision to buy a product. The better the quality of the product, the higher the interest of consumers who want to buy the product. According to Kotler and Armstrong (2013), there are seven dimensions of product quality, namely as follows: performance, durability, features, conformance to specification, reliability, esthetics, perceived quality.

Price. According to Firmansyah (2019) price is to achieve company targets, earn profits from sales, increase and develop product production, as well as expand marketing targets, setting the price of a product or service depends on the goals of the company or seller who markets the product. According to Kotler & Armstrong (2018) price is the amount of money charged for a product or service, or the amount of value exchanged by customers for the benefits of owning or using the product or service. In a narrow sense, price is the amount of money charged for a product or service. According to Nasution (2020) Price is something that means a lot to consumers and sellers. For consumers, price is the cost of something. Meanwhile, for the seller, price is one of the determining factors for the buyer to determine the decision to buy a product or service.

According to Kotler in Krisdayanto (2018) indicators that characterize prices are: price affordability, price conformity with service quality, price competitiveness, price compatibility with benefits, promotion. According to Kotler & Armstrong (2018) sales promotion is a short-term promotional mix tool. Sales promotions provide short-term incentives to encourage the purchase or sale of a product or service. According to Zahara & Sembiring (2020) promotion is an activity to provide information to the public about the products to be offered so that consumers are interested in buying the products or services offered. According to Firmansyah (2019) marketing carries out promotions to communicate information about their products and influence consumers to buy them.

Based on the explanation above, it can be concluded that promotion is a very important activity in marketing a product or service so that it can be interesting to buy the product, promotional activities must be designed as attractive as possible and the information conveyed must be easily understood by the public so that people who read it can be interested and easily understandable.

Purba (2019) conducted a similar study entitled the effect of price and product quality on Vivo smartphone purchasing decisions for students in the faculties of economics and social sciences. The results of this study indicate that price has a positive effect. So the price and product quality affect the decision to purchase Vivo Smartphone products for students of the Faculty of Economics and Social Sciences at Sari Mutiara Indonesia University in Medan with a calculated value greater than the table (74.419 > 2.36).

Furthermore, Prawira (2019) conducted similar research with the title of the effect of promotion, price and product quality on purchasing decisions for vivo smartphones in the people of the city of Yogyakarta. The results of this study indicate that promotion and product quality have a significant effect on purchasing decisions while prices do not have a significant effect on purchasing decisions. Simultaneously the promotion, price, and quality variables have a significant effect on purchasing decisions.

3. Research Method

The population in this study is infinite, namely the people of Tungkal Jaya District. The sample was determined as many as 100 respondents who were taken by purposive sampling. The data used is primary data, while the data collection technique is a questionnaire. The analysis technique used is multiple linear regression, F test, T test, and analysis of the coefficient of determination.

4. Findings and Discussions

Table 1. Multiple Linear Regression

Model	Unstandardized Coefficient		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	3,770	1,118	
Product Quality (X1)	266	105	272
Price (X2)	173	073	222
Promotion (X3)	207	089	236

Based on the results of the multiple linear regression analysis above, it shows that between product quality, price and promotion, it is known that the product quality variable has the most dominant positive value. This means that product quality is the most influential factor in purchasing decisions for Vivo smartphones in Tungkal Jaya District.

Table 2. F TEST Results (simultaneous)

	Model	Sum of Squares	Df	Mean Square	F	Sig
1	Regression	285,080	3	95,027	16,837	000[b]

	Residual	541,830	96	5,644		
	Total	826,910	99			

Based on the F Test Table (Anova) above, it can be seen that the Fcount value is 16.837 > Ftable 2.699, with a sig.F level of 0.000 <0.05 (significant), then Ho is rejected and Ha is accepted, meaning that there is an influence on Product Quality, Price and Promotion on Vivo Smartphone Purchasing Decisions in Tungkal Jaya District.

Table 3. Partial Hypothesis Test Results t

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(Constant)	3.770	1.118		3.71	.001
	Product Quality	266	105	272	2,522	013
	Price	173	073	222	2,367	020
	Promotion	207	089	089	2,311	,023

Based on the (partial) t test table above, it can be seen as follows: The tcount for product quality is 2.522 > ttable 1.984, with a sig.t level of 0.013 <0.05 (significant), then Ho is accepted and Ha is rejected, meaning that there is a significant effect of Product Quality on Vivo Smartphone Purchasing Decisions in Tungkal Jaya District. The tcount value for the price is 2.367 > ttable 1.984, with a sig.t level of 0.020 <0.05 (significant), then Ho is accepted and Ha is rejected, meaning that there is a significant effect of price on Vivo Smartphone Purchasing Decisions in Tungkal Jaya District. The tcount for promotion is 2.311 > ttable 1.984, with a sig.t level of 0.023 <0.05 (significant), then Ho is accepted and Ha is rejected, meaning that there is a significant influence of Promotion on Vivo Smartphone Purchasing Decisions in Tungkal Jaya District.

5. Conclusion

From the research results it can be concluded and tested the hypothesis on the influence of product quality, price and promotion. There is a significant influence of product quality, price and promotion on purchasing decisions for Vivo smartphones in Tungkal Jaya District. There is a significant effect of product quality on purchasing decisions for Vivo smartphones in Tungkal Jaya District. There is a significant effect of product prices on purchasing decisions for Vivo smartphones in Tungkal Jaya District. There is a significant effect of product prices on purchasing decisions for Vivo smartphones in Tungkal Jaya District. Based on the description and conclusions, the authors provide suggestions from this study: On the product quality variable, researchers suggest that

Vivo Smartphone management maintains or is committed to making products whose product quality has been recognized in the community by considering in terms of performance, durability, suitability, features, reliability, aesthetics and the quality perspective of the Smartphone product Alone. On the price variable, the researcher suggests that Vivo Smartphone management make a policy on prices and make price comparisons of products again and also adjust prices to be even more competitive. On the promotion variable, the researchers suggest that they should provide attractive and innovative promotions to increase product sales, by utilizing social media, advertisements and so on, so that the promotions that have been carried out can attract the attention of potential consumers so that the company's image and Vivo products get better.

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Introduction of Management Information System Report for Student's Performance in School of Ranchi in Jharkhand

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Abstract

In the school education, we mostly measure the academic performance of students in terms of % of marks, pass, fail, rank, division etc based out of the education provided. But now we should think beyond this parameter , an in-depth analysis of each student's performance by evaluating the management information system reports. This MIS report will help to teachers, principal, students and parents who are the key stakeholder in school education to analyse the student's performance. It also helps to School Management to develop policy and procedures which in turn improves the quality of education. This MIS reports will be prepared based out of raw data, which is easily available in our regular teaching classes. These raw data are processed and transformed into information using IT computation technique. This Paper explains the concept of data, related information and MIS. The importance of MIS, its rapid growth and latest trends in MIS are discussed in this paper. A MIS tool has been developed to generate the MIS report automatically, after surveying the different schools of Ranchi to understand the teaching techniques. Right now, we have different manual techniques or pen and paper methods to maintain such students performance report. Now we have the technology era where information must be in finger tips. The parents or school management is also expecting the information as on demand.

Keywords: management information system, student performance, rural school.

1. Introduction

Computers began to emerge in the 1940s and 50s, punch cards in 1970s were replaced by magnetic storage media like tapes and disks. Between the 1970s and the early 1990s, as computers got smaller, quicker, and more affordable, MIS expanded beyond accounting to include inventory, sales, marketing, production, and engineering. MIS mostly started to becoming a summarised report for the top management.

This research evaluates management information system report about student's performance and its usage in schools by teachers, parents, principal and school management committee. It helps to deal on (1) How to increase the quality of education? (2) How It shows the path to make student's attention towards education? (3) Why More than 50% students in fifth grade are unable to read a second grade text book in Govt. School? (4) How it influence the student's productivity? (5) How it improves the teaching technique?

The research objectives are (1) to study the awareness level of MIS report among students, teachers, parents, principal and school management committee of schools in Ranchi, Jharkhand; (2) to study on different teaching techniques and identify areas of

improvement; (3) to study about the accurate and real-time data regarding student academic progress; (4) to study the students approaches and interest towards study; (5) to study the overall analysis of rural school performance in Ranchi, Jharkhand.

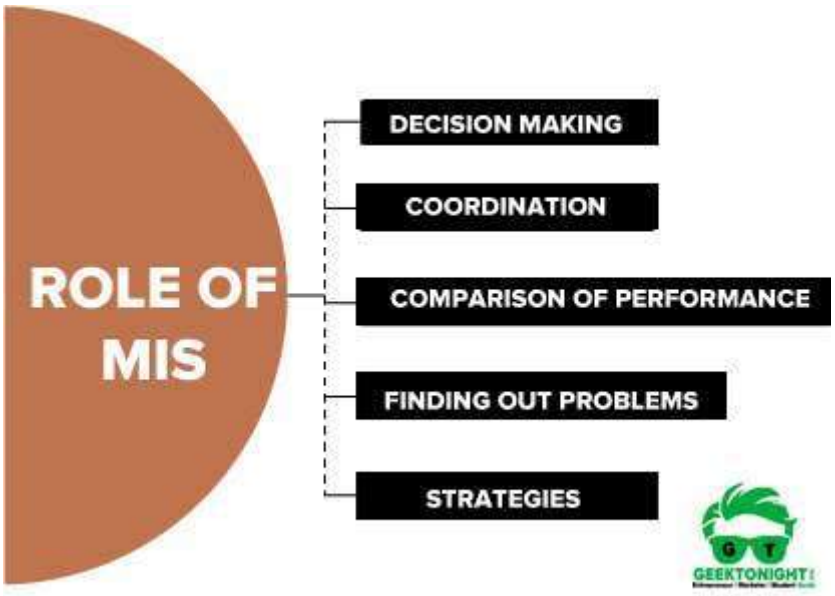
This study is restricted to analyse the student's performance based on different techniques used by schools within Ranchi, Jharkhand. The key stakeholders are students, teachers, parents, principal and school management committee of schools shall be engaged in this research.

The following are the research questions: (1) What type of information parents expect about their children? What are the challenges parents, teachers, school management facing about their students to improve the quality of education? (2) What are the different parameters required to evaluate student's performance? (3) What are the approaches taken to improve the student's performance? (4) What about the teacher's comfort level regarding usage of IT for the implementation of MIS tool?

2. Literature Review

A detailed review of collection of available knowledge from journals, conference papers, news papers has been done and found that the research in Management Information System field is mostly done in manufacturing industry sector. It is unique and original research where MIS tool shall be developed for school education sector. since similar work has not been carried out previously. So, this research will: (1) Help school management committee in improving the quality of education thru MIS Report; (2) Help School Management to make their staff IT enabled; (3) Support in better implementation of Digital India to various educational institutes; (4) Help policy makers of education department at State and Central government level to evaluate Students performance report.

There are different kind of roles described in MIS and some of the important MIS roles are given below :



Decision making. Management Information System (MIS) plays a significant role in the

decision-making process of any organization. In any organization, MIS is a tool which can help to provide information about the organization and this information is used further to make right decisions.

Coordination among the department. Management Information System satisfy multipe need of an organization across the different functional department.

Finding out problems. As we know that MIS provides relevant information about every aspects of activities. In day-to-day, management information report is a summary type of report for all departments to understand the health condition of organization. By seeing these reports, we can find out the problems, if any.

Comparison of business performance. MIS store all past data and information in its database. By extracting the past historical data, we can compare the organization performance with the current. By this approach we can increase the organization performance.

Strategies for an organization. Today each business is running in a competitive market. An MIS is a great tool which helps the organization to evolve appropriate and right strategies for the business to achieve the organization's goal.

The study of people, technology, organisations, and their interrelationships is known as management information systems (MIS). MIS professionals help organisation realize maximum benefit from investment in personnel, equipment, and business processes. MIS is a people-oriented field that emphasises technology-assisted service.

The phrase management information systems is made up of three elements; in order to comprehend the meaning of this term, you must first comprehend the meanings of management, information, and systems. It is preferable to comprehend each component of the term.

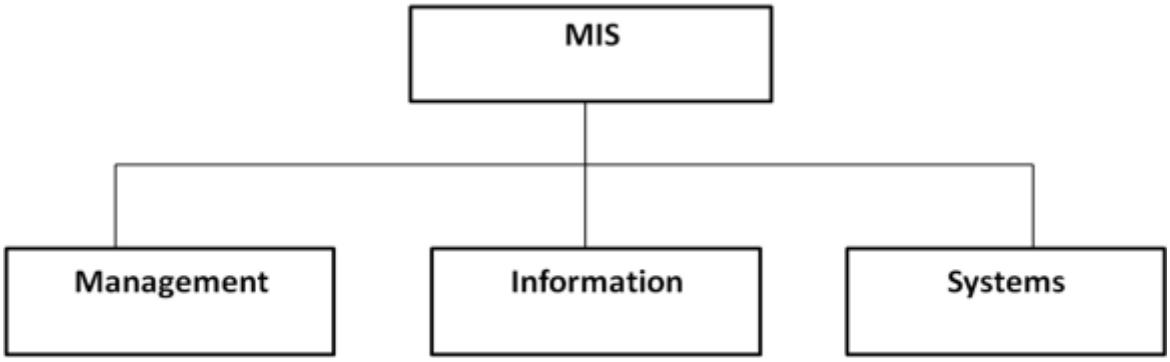


Figure 1. The Meaning of Management Information System (MIS)

Management. Management is to achieve organizational goals efficiently and effectively through planning, organizing, directing and controlling organizational resources, it's ability to achieve the goals by others. Management is the organization and coordination of the activities of a business in order to achieve defined objectives. Management is often known as a factor of production along with the key factors of any organisation like machines, materials, and money.

Data and Information. Data is raw unprocessed facts and figures that have no context or purposeful meaning and information is processed data that has meaning and is presented in a context. Data is a raw fact and can take the form of a number or statement such as a date or a measurement. information is generated through the transformation of data. Information as data that have been converted into a meaningful and useful context for specific end users.

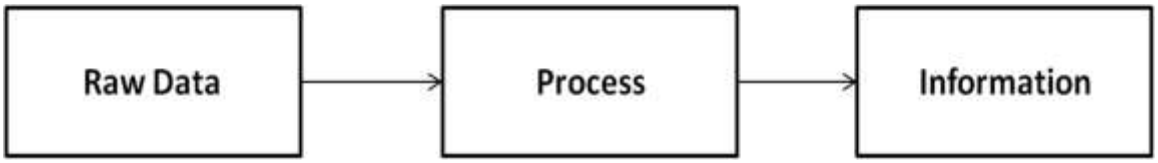


Figure 2. Transforming Data into Information

Types of information. Harsh, Connor & Schwab [6] suggested a classification of information into four categories: Descriptive Information, Diagnostic Information, Predictive Information and Prescriptive Information

Descriptive information. Staring point in the classification of information is the descriptive information, which is the base for all other types of information. Descriptive class of information scenario building of the business at a particular point of time. As an example of an School education system, it deliberates about: (1) Number of students enrolled, Compare the numbers with previous years data. (2) Disciplines like Science, Commerce, Arts, Computer etc running at 10+2 level. (3) Placement and higher education. (4) Marketing strategy adopted and its impact on the enrolment.

Diagnostic information. Diagnostic information provides insight in to the problems. What are the reasons of the problems? What has not been done? What should have been done? These are the areas of coverage of diagnostic information. The types of information needed in this class of information in case of the education institutes are: (1) Why the registration of students is below expectation? (2) Where is more registration and why? (3) What are reasons of students taking admission in this school? (4) Has the marketing strategy adopted given commensurate results? (5) Why students initially registered switched over to other schools? (6) Is the fees charged competitive in comparison to other contemporary schools?

Based on the diagnostic information education planners and regulators set norms and standards. Gap analysis is carried out to identify the areas of concerns as well as areas of opportunities. The information available is used for appropriate action plans.

Predictive information. Predictive information is relating to question “What if….?” This class of information helps in analyzing the future strategies to be considered and adopted. This information attempts to identify the desirable outcomes. The predictive information is vital for forecasting, planning future strategies, looking for resource mobilization in coming years and what type of marketing strategies will be more practical. Budgeting techniques, simulation models and other management tools adopted by the organizations use predictive information extensively.

Prescriptive information. Prescriptive information addresses the question of what should be done and what can be done. The basic source for such analysis is the domain of

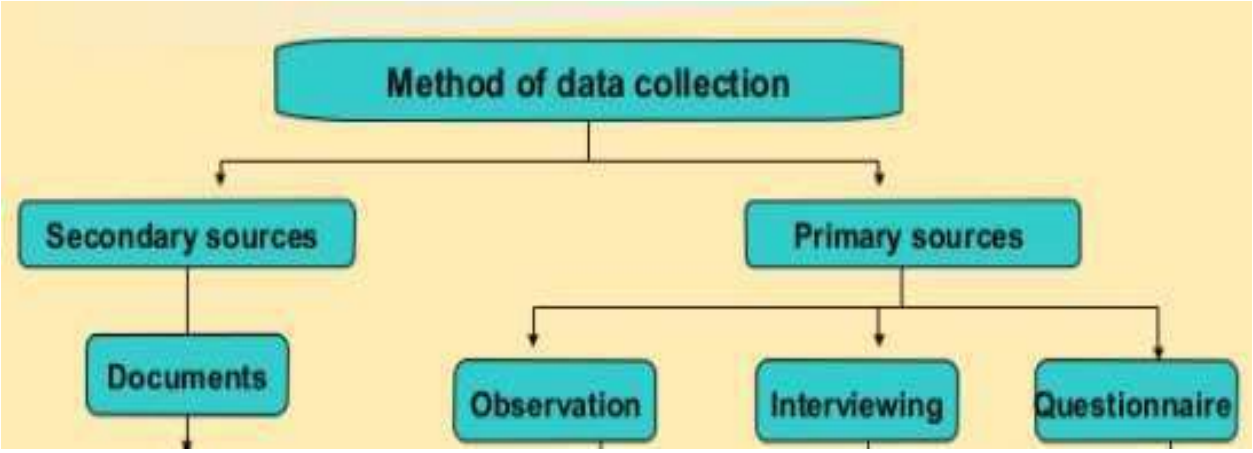
predictive information. The output of the predictive information is deliberated in the context of goals and values set for the organization. For example, an school may offer integrated courses which ensure the students can prepare Engineering entrance or competition test at a later date when they have to go for higher education. The competition at that stage may be very critical. But a student of the same school will have more chances to get admission in higher courses due to intimate knowledge of the standard and norms of the school. Even the school have more confidence on the likely performance of its own students.

A system can be defined as a collection of components that work together towards a common goal. The objective of a system is to receive inputs and transform these into outputs. A set of policy and procedures helps to achieve organisation's goal. A system is a set of five major interrelated components namely people, business processes, data, hardware, and software, with a clearly defined boundary, working together to achieve a common set of objectives by accepting inputs and producing outputs in an organized transformation process. It's a people process in order to improve business processes.

Management information system is type of information systems that take internal data from the system and summarized it to meaningful and useful forms as management reports to use it to support management activities and managerial decision making. Management information systems basically concerned with converting data from internal sources into information which is then communicated to managers at all the levels, in all functions to make timely and effective decisions for planning, directing and controlling the activities for which they are responsible.

3. Research Method

Here, the research methodology refers to the overall strategy that we choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring we will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. Data collection is a process of collecting information from all the relevant sources to find answers to the research problem , test the hypothesis and evaluate the outcomes. Most of the organizations collect data to make better decisions**.** Without data, it would be difficult for organizations to make appropriate decisions, and so data is collected at various points in time from different audiences. Although data is a valuable asset for every organization, it does not serve any purpose until analyzed or processed to get the desired results. Data collection is a real challenge for researchers and it requires much time and effort. For our research we have to visit schools of Ranchi where data to be collected. The data sources can be either the existing data or the new data. Existing data such as Report Card, Attendance Register, Teacher remarks on notebooks and other documents can be of great value in our research studies. We categorize data collection methods into primary methods of data collection and secondary methods of data collection. The method of data collection is based out of the given techniques as mentioned in given diagram.



Primary Sources. Primary data is collected from the first-hand experience and is not used in the past but the best data source is student's Report Card. The data gathered by primary data collection methods are specific to the research's motive and highly accurate. For our research, we are mostly dependent of school students aging between 10 to 15 years so chances of data collection accuracy is little bit less whereas data collection accuracy becomes highly accurate when we collect data from teachers. Primary data collection methods can be divided into two categories: quantitative methods and qualitative methods. Quantitative Methods. Quantitative research presents data in a numerical format, enabling researchers to evaluate and understand this data through statistical analysis. It answers questions such as "who?", "when?" "what?", and "where?". Common examples include interviews, Questionnaire , and case studies/document review. Generally, quantitative data tells us what respondents' choices are and qualitative tells us why they made those choices. These methods of primary data collection are generally used to make long-term forecasts. Statistical methods are highly reliable as the element of subjectivity is minimum in these methods.

Qualitative Methods. Qualitative methods are especially useful in situations when historical data is not available. Or there is no need of numbers or mathematical calculations. Qualitative research is closely associated with words, sounds, feeling, emotions, colors, and other elements that are non- quantifiable. These techniques are based on experience, judgment, intuition, conjecture, emotion, etc. Quantitative methods do not provide the motive behind participants' responses, often don't reach underrepresented populations, and span long periods to collect the data. Hence, it is best to combine quantitative methods with qualitative methods.

Observation. Observation technique is used to record the student's behaviours and actions during class. Observational measurement can be unstructured or structured. Unstructured observations are done spontaneously and recorded as what is seen in words. Whereas, in structured observations, the researcher should carefully decide what to observe, how to observe, how long, and how to record the observed data. Observational measurement are usually more subjective than other methods of data collection. However, in some situations, observation may be the only way to collect information. In structured observations the specific behaviours of study subjects or the events to be observed or studied should be carefully defined.

In observation measurement, the observer plays an important role. A participant observer plays an active role and take part in the activity or event being observed. The nonparticipant observer adopts a passive role while observing the phenomena of interest. If observations are done by more than one data collector, establishing interrater reliability is vital. Here, Behaviours of student's are measured in terms of Concentration on studies, Follow School Discipline, Attention etc

Interviewing. In this method, the interviewer asks questions either face-to-face or through telephone to the respondents. In face-to-face interviews, the interviewer asks a series of questions to the interviewee in person and notes down responses. In case it is not feasible to meet the person, the interviewer can go for a telephonic interview, e-mail, WhatsApp. This form of data collection is suitable when there are only a few respondents. It is too time-consuming and tedious to repeat the same process if there are many participants. In order to student's performance, we need to get a detailed information from parents, teachers, principals, and the number of respondents are more so didn't get much output by this menthod.

Questionnaire. A questionnaire is a printed set of questions, either open-ended or closed-ended. The respondents are required to answer based on their knowledge and experience with the issue concerned. The questionnaire is a part of the survey, whereas the questionnaire's end-goal may or may not be a survey. We prepared different set of questionnaires for parents, students, teachers and school management.

Surveys. Surveys are used to collect data from the target audience and gather insights into their preferences, opinions, choices, and feedback related to their products and services. Most survey software often a wide range of question types to select. Here, we use a ready-made survey template to save on time and effort. Considering the Covid19, most of the surveys are being conducted online. Once the data is collected, survey software can generate various reports and run analytics algorithms to discover hidden insights. Mostly the data is used to feed in Excel and get report for the survey dashboard.

Delphi Technique. In this method, market experts are provided with the estimates and assumptions of forecasts made by other experts in the industry. Experts may reconsider and revise their estimates and assumptions based on the information provided by other experts. The consensus of all experts on demand forecasts constitutes the final demand forecast. In our research this technique is not used extensively.

Focus Groups. In a focus group, a small group of people, around 8-10 members, discuss the common areas of the problem. Each individual provides his insights on the issue concerned. A moderator regulates the discussion among the group members. At the end of the discussion, the group reaches a consensus. We have used this technique by sitting with all teachers of any school and then discussed with the possible solution of the concerned questions.

Secondary source of data is the data that has been used in the past**.** Data collected from a source that has already been published in any form is called as secondary data. The review of literature in any research is based on secondary data. It is collected by someone else for some other purpose. The researcher can obtain data from the different documents, both internal and external, to the organization. Internal sources of secondary data: School's health and safety records, Mission and vision statements, Financial Statements,

School Magazines, Report Card, Attendance Register. External sources of secondary data: Government reports, Press releases of Toppers name, Journals, Libraries, Internet.

The secondary data collection methods, too, can involve both quantitative and qualitative techniques. Secondary data is easily available and hence, less time-consuming and expensive as compared to the primary data. However, with the secondary data collection methods, the authenticity of the data gathered cannot be verified. Secondary data can be less valid but its importance is still there. Sometimes it is difficult to obtain primary data; in these cases getting information from secondary sources is easier and possible. Sometimes primary data does not exist in such situation one has to confine the research on secondary data. Sometimes primary data is present but the respondents are not willing to reveal it in such case too secondary data can suffice.

4. Findings and Discussions

(1) More than 50% students in fifth grade are unable to read a second grade text book in Govt. School. (2) Lack of committed teachers, proper text books and learning material not taught in the schools. (3) Due to speaking in regional language at home, Students get difficulty while reading and writing book in Hindi/English. (4) Very low number of parents understand the target for higher studies and Goal/Ambition of their children. (5) No specific tool or any measurement criteria set to measure the performance of students. (6) Guardians are pressurizing to promote their ward for next class irrespective of marks in their examination. Hence majority of students do not bother to study, which means a decline in their education level. (7)Few students do not complete Home Work, Class work regularly. (8) Attendance, Discipline and Books / Note Books are not maintained regularly by students.

5. Conclusion

In conclusion, this paper contributes to the understanding of the role of Management Information Systems in school education. It analyzes the each and individual student's performance which in turns help to improve quality education. By using the information technology, the student performance report is made automated. This paper provides valuable guidance for schools Management to enhance their data management and decision-making processes for improved student outcomes.

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The Influence of Leadership, Competence and Work Discipline on Employee Performance

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Abstract

The purpose of this study was to determine the influence of leadership, competence and work discipline on the performance of employees at PT. Astra Honda Motor (AHM) Palembang. This research includes associative research. The population in this study were 114 people with a sample of 54 people using the *cluster random sampling technique* . The data collection method in this study is a questionnaire (questionnaire) and documentation. The data analysis technique used is multiple linear regression with the F hypothesis, t test, and the coefficient of determination. The results of the research analysis that: there is a significant influence of leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang; there is a significant influence of leadership on the performance of employees of PT. Astra Honda Motor (AHM) Palembang; there is a significant effect of competence on the performance of employees of PT. Astra Honda Motor (AHM) Palembang; there is a significant effect of work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang, the coefficient of determination is 86.1%.

Keywords: leadership, competency, discipline, performance.

1. Introduction

PT. Astra Honda Motor (AHM) Palembang is a company engaged in the sale and *service* of motorcycles, especially for the Honda brand, by *cash* or credit. To achieve high sales productivity , employees are needed who have the ability and skills to create a productive, prosperous and nationally competitive workforce. However, in practice, there are still constraints that make sales productivity less than the company's target. Following up on the information obtained by the author based on observation, the majority of leaders have not been able to analyze the condition of employees in carrying out their operational work activities, such as leaders not paying attention and being less active in providing solutions when work targets have decreased. Then there has not been proper communication between leaders *and* subordinates, such as when the leadership gave instructions to its employees to be disciplined when arriving on time when there were Honda motorcycle exhibition events . This shows that there is no good communication to employees who need guidance from the leadership. Then the leadership has not been open in listening to employee complaints, such as complaints of obstacles faced by employees in achieving the work target itself. In general, the knowledge of employees who are inadequate in their field of work, such as in administration and *marketing ,* is still found by employees who lack competence in terms of administration and *marketing* , so they are often assisted by parties from other fields of work. Then the lack of understanding of employees in their field of work, such as employees who do not yet have the ability to use and operate *a flywheel holder . flywheel The holder* is a tool that is often used by mechanics to hold the

clutch and magnet housings on motorbikes when they are released. This tool is very useful because it makes work easy and shortens mechanical work.

The lack of ability or skill of employees also hinders work, such as employees in the frontliners *who* have not been able to provide maximum service to customers who come, employees are found to be still busy interacting with fellow employees when there are customers in the counter queue. In the majority, there are many employees who arrive late and leave earlier than the set time, this shows that there is no supervision of employees in realizing discipline, such as being late, leaving early. The sanctions given to employees have not been maximized, such as the absence of employees every Friday at 07.30 WIB there are morning exercise/exercise activities. In addition, the lack of strict leadership in imposing sanctions or reprimands on employees who commit violations, such as the sanctions given to employees who violate the rules, still does not have a deterrent effect on employees who are only given a warning without issuing a warning letter. The purpose of this research was to find out and analyze: The influence of leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang, The influence of leadership on the performance of employees of PT. Astra Honda Motor (AHM) Palembang, The effect of competence on the performance of employees of PT. Astra Honda Motor (AHM) Palembang, Effect of work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang.

2. Literature Review

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Therefore, employee performance needs to be considered in an effort to achieve maximum goals. The success of employee performance in achieving maximum goals requires work discipline from employees. Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Wibowo, 2017: 3). There are several factors that affect employee performance including leadership, competence and work discipline (Kasmir, 2018).

Leadership is the behavior of a leader in organizing, managing and ordering his subordinates to carry out the tasks and responsibilities given. Leadership of an activity influences other people to work together to achieve certain desired goals. The process of influencing led employees can be done through words and actions. Oral can be done by communicating, conveying common goals, providing criticism and suggestions, reprimands, and so on. Actions can be taken by providing examples or role models for employees, or directly accompanying employees in carrying out work. Leadership as the ability to influence or encourage a person or group of people to work voluntarily to achieve certain goals or objectives in certain situations (Afandi, 2018).

Competence is a person's character, attitude and ability to carry out or do a job that affects work performance when faced with a situation in the workplace. Competence describes what employees do in the workplace at various levels and details the standards for each level, identifying the characteristics of knowledge and skills required by individuals to enable them to carry out their duties and responsibilities effectively. Competence is what people bring to work in the form of different types and levels of behavior. Competence

determines aspects of the work performance process (Sudarmanto, 2019).

Work discipline is an employee's effort to carry out his work activities seriously. Work discipline can have an impact on the personal lives of employees that affect the company. Organizations need to monitor every action and behavior carried out by employees while working. If there is an act of fraud that is not in accordance with the rules or something that is disallowed from the existing facts, the company should stipulate penalties for its employees. Discipline is a person's awareness and willingness to comply with all company regulations and applicable norms. Awareness is the attitude of someone who voluntarily obeys all rules and is aware of their duties and responsibilities (Hasibuan, 2016).

3. Research Method

This study uses associative research, namely research to determine the effect of leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. The research location was conducted at PT. Astra Honda Motor (AHM) Palembang, which is located at Jalan Jenderal Ahmad Yani No. 99, Ex. 14 Ulu, Kec. Seberang Ulu II, Palembang City, South Sumatra Province, Postal Code 30119. The population in this study were all permanent employees of PT. Astra Honda Motor (AHM) Palembang which works in all divisions or *departments* with a total of 114 employees. In this study, researchers used a *sampling technique* which refers to the *cluster random sampling method* , so the sample in this study was 54 permanent employees of PT. Astra Honda Motor (AHM) Palembang . In this research, the data used are primary data about leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. The secondary data used is data in the form of documents from the company, such as company profiles or the history of the establishment of PT. Astra Honda Motor (AHM) Palembang. The data collection method that will be used in this study is a questionnaire (questionnaire) which was distributed to all employees of PT. Astra Honda Motor (AHM) Palembang as respondents and documentation.

4. Findings and Discussions

Multiple linear regression analysis is used to determine the effect or relationship linearly between two or more *independent variables* with one *dependent variable* . The results of multiple linear regression can be seen in the following table.

Table 1. Multiple Liner Regression Results

Model		B	Error	Betas	t	Sig.
1	(Constant)	1.112	, 167		2,670	,000
	Leadership	,407	,098	,659	4,142	,000
	Competence	,436	.084	,707	5,199	,000
	Work Discipline	,304	, 163	,398	4,251	,000

a Dependent Variable: Employee Performance

Based on the table above, the regression equation is obtained as follows: Y = 1.112 + 0.407X 1 + 0.436X 2 + 0.304X 3. Based on the above equation, shows that: The regression coefficient for constant is 1.112. That is, if the value of leadership, competence and discipline is 0 (fixed), it will increase employee performance to remain positive even though the value is relatively small. The positive leadership regression coefficient is 0.407. That is, if leadership increases, it will be followed by increased employee performance, while the others remain the same. If leadership decreases, it will be followed by a decrease in employee performance. The positive competency regression coefficient is 0.436. That is, if competence increases, it will be followed by increased employee performance, while the others remain the same. If competence decreases, it will be followed by a decrease in employee performance. The regression coefficient of positive work discipline is 0.304. That is, if work discipline increases, it will be followed by an increase in employee performance, while the others remain the same. If work discipline decreases, it will be followed by a decrease in employee performance.

Hypothesis Test together (F Test / Simultaneous Test). Testing the effect of the *independent variables* together (simultaneously) on changes in the value of the *dependent variable* , is carried out by testing the magnitude of changes in the value of the *independent variables* , for this it is necessary to carry out the F test. The results of the F Test (Simultaneous Test) can be seen in the following table.

Table 2. F Test Results (Simultaneous Test)

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	24,246	3	9,082	3,354	,000
	residual	3,662	50	,073		
	Total	27,908	53			

Dependent Variable: Employee Performance

Predictors: (Constant), Work Discipline, Competence, Leadership

Determine the value of F_{table} with 90% confidence level and error rate (α) 10% = 0.1 with the formula: df n_1 = k–1 and df n_2 = n–k (n = number of samples and k = number of variables) , then: df n_1 = 4–1 = 3; df n_2 = 54–4 = 50. So, table F value = 2.20. Based on the table above, it can be seen that the calculated F value = 3.354 > F_{table} = 2.20 with Sig. F 0.000 < 0.1; then Ho is rejected and Ha is accepted. This means that there is a significant influence of leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang.

Individual Hypothesis Test (t test). This test is used to determine whether two unrelated samples have different averages. The t test is carried out by comparing the difference between the two average values with the standard *error* of the difference in the mean of the two samples. The results of the t test (Partial Test) can be seen in the following table.

Table 3. t test results (partial test)

Model		B	Error	Betas	t	Sig.
1	(Constant)	1.112	, 167		2,670	,000
	Leadership	,407	,098	,659	4,142	,000
	Competence	,436	.084	,707	5,199	,000
	Work Discipline	,304	, 163	,398	4,251	,000

a Dependent Variable: Employee Performance

Determine the value of t_{table} with a confidence level of 90% and an error rate (α) of 10% = 0.1 with the formula: df = n–k (n = number of samples and k = number of variables), then: df = n–k = 54 –4 = 50. So, the value of t_{table} = 1.29 (Appendix 12). Based on the table above, it can be seen that: The leadership coefficient has a positive value of 0.407 with a $t_{count\ value\ of}$ 4.142 > a t -table value of 1.29. Sig test results. t 0.000 < 0.1. This means that there is a significant influence between leadership on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. The competency coefficient has a positive value of 0.436 with a t count value of 5.199 > a t table value of 1.29. Sig test results. t 0.000 < 0.1. That is, there is a significant influence between competence on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. The coefficient of work discipline has a positive value of 0.304 with a t count value of 4.251 > a t table value of 1.29. Sig test results. t 0.000 < 0.1. This means that there is a significant influence between work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. The coefficient of determination (R^2) measures how much influence the *independent variable* has on the *dependent variable* . The Coefficient of Determination value uses the *R Square value*. The results of the Coefficient of Determination (R^2) can be seen in the following table.

Table 4. Result Coefficient of Determination (R^2)

Model	R	R Square	Adjusted Square	Rstd. Error of the Estimate
1	.932 (a)	,869	,861	,2706

a Predictors: (Constant), Work Discipline, Competence, Leadership

Based on the table above, it can be seen that the coefficient of determination (*R Square*) is 0.861. This shows that the contribution of all independent variables of leadership, competence and work discipline to the performance of PT. Astra Honda Motor (AHM) Palembang with 86.1%; the remaining 13.9% can be influenced by other variables not included in the analysis model of this study.

The Influence of Leadership, Competence and Work Discipline on Employee

Performance at PT. Astra Honda Motor (AHM) Palembang. Based on the results of the regression analysis together with a confidence level of 90%, it shows that there is a significant influence of leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. That is, between leadership, competence and work discipline together can affect employee performance, this is also proven through the test of the coefficient of determination which shows the contribution caused by the variables of leadership, competence and work discipline can cause changes of 86.1% to employee performance PT. Astra Honda Motor (AHM) Palembang. The results of this study prove that leadership, competence and work discipline affect employee performance, as is the case with PT. Astra Honda Motor (AHM) Palembang is low, due to low leadership, competence and work discipline. Because if it is related to the general description of the respondents' answers which show statements proving that leadership, competence and work discipline are at a poor level, so the impact on employee performance is low. These results are in line with the theory stated by Kasmir (2018) factors that influence employee performance, namely: 1) abilities and skills, 2) knowledge, 3) work plans, 4) personality, 5) work motivation, 6) leadership, 7) leadership style, 8) organizational culture, 9) job satisfaction, 10) work environment, 11) loyalty, 12) commitment, and 13) work discipline. These results are supported by research conducted by Setia Tjahyanti (2020), entitled The Influence of Leadership, Competence and Work Discipline on Employee Performance in the Human Resources and Facility Management Directorate. The results of the study show that simultaneously leadership, competence and work discipline affect the performance of Human Resources and Facility Management Directorate employees. The results of I Wayan Gede Adi Saputra's research (2022), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at the Gianyar Regency National Land Agency Office. The results of the study show that leadership, competence and work discipline simultaneously affect employee performance at the Gianyar Regency National Land Agency Office. The results of Firman Eksan's research (2020), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra International Daihatsu, Tbk, Cibubur. The results of the study show that leadership, competence and work discipline simultaneously affect the performance of PT. Astra International Tbk Daihatsu, Tbk Cibubur. The results of Komang Alit Harta Nugraha's research (2020, with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra Motor Honda Denpasar. The results show that leadership, competence and work discipline simultaneously affect employee performance at PT. Astra Motor Honda Denpasar. The results of Komang Alit Harta Nugraha's research (2020), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra Motor Honda Denpasar. The results showed that simultaneously leadership, competence and work discipline on the performance of employees at PT. Astra Motor Honda Denpasar. The results of Nugroho Bagaskoro's research (2020), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra Component Indonesia. The results of the study show that simultaneously leadership, competence and work discipline affect the performance of employees at PT Astra Components Indonesia. The results of Ramadani Syahid Hidayat's research (2022), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Toyota Astra

Financial Services Surabaya. The results of the study show that leadership, competence and work discipline simultaneously affect the performance of employees at PT. Toyota Astra Financial Services Surabaya.

The Influence of Leadership on Employee Performance at PT. Astra Honda Motor (AHM) Palembang. Based on the results of the regression analysis it is known that there is a positive influence of leadership on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. These results prove that if leadership can be improved, it will have a positive impact on improving the performance of PT. Astra Honda Motor (AHM) Palembang. The results of hypothesis testing partially prove that leadership has a significant effect on the performance of employees of PT. Astra Honda Motor (AHM) Palembang is low, due to low leadership. Because if it is connected with the general description of the respondents' answers which show statements proving that leadership is at an unfavorable level, so that the impact on employee performance is low. This result is in line with the theory stated by Afandi (2018) leadership as the ability to influence or encourage a person or group of people to work voluntarily to achieve certain goals or objectives in certain situations. Leadership is a process of influencing others, understanding, and at the same time agreeing with what is being done, including how the task is done properly (Busro, 2018). These results are supported by research conducted by Eva Amalia (2016), entitled The Influence of Leadership, Competence and Work Discipline on Employee Performance at the Banjarmasin City Education Office. The results of the study show that partially leadership has a positive and significant effect on employee performance at the Banjarmasin City Education Office. The results of Chotamul Fajri's research (2021), with the title The Influence of Leadership, Competence and Work Discipline on the Performance of Hokben Citra Garden West Jakarta Employees. The results of the study show that partially leadership has a significant influence on the performance of Hokben Citra Garden West Jakarta employees.

The Effect of Competence on Employee Performance at PT. Astra Honda Motor (AHM) Palembang. Based on the results of the regression analysis, it is known that there is a positive effect of competence on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. These results prove that if competence can be increased, it will have a positive impact on improving the performance of employees of PT. Astra Honda Motor (AHM) Palembang. The results of hypothesis testing partially prove that competence affects the performance of employees of PT. Astra Honda Motor (AHM) Palembang is low, due to low competence. Because if it is related to the general description of the respondents' answers which show statements proving that competence is at a poor level, so that the impact on employee performance is low. This result is in line with the theory stated by Spencer (in Moeheriono, 2017) competence is the underlying characteristic of a person related to the effectiveness of individual performance in his work or the basic characteristics of individuals who have a causal relationship or as a causal relationship with the criteria used as a reference, effective or perform excellent or superior at work or in certain situations. Competence as a characteristic of a person's ability that can be proven, thus giving rise to a work achievement or performance (Dassler, 2017). These results are supported by research conducted by Eksan (2020), entitled The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra International Daihatsu, Tbk, Cibubur. The results showed that partially

competence has a positive and significant effect on the performance of employees of PT. Astra International Tbk Daihatsu, Tbk Cibubur. The results of Komang Alit Harta Nugraha's research (2020), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra Motor Honda Denpasar. The results showed that there was a partial positive and significant influence on employee performance at PT. Astra Motor Honda Denpasar.

The Effect of Work Discipline on Employee Performance at PT. Astra Honda Motor (AHM) Palembang. Based on the results of the regression analysis, it is known that there is a positive effect of work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. These results prove that if work discipline can be improved, it will have a positive impact on improving the performance of PT. Astra Honda Motor (AHM) Palembang. The results of hypothesis testing partially prove that work discipline affects the performance of employees of PT. Astra Honda Motor Palembang is low, due to low work discipline. Because if it is connected with the general description of the respondents' answers which show statements proving that work discipline is at an unfavorable level, so that the impact on employee performance is low. This result is in line with the theory stated by Hasibuan (2016) discipline is the awareness and willingness of a person to comply with all company regulations and applicable norms. Awareness is the attitude of someone who voluntarily obeys all rules and is aware of their duties and responsibilities. So, employees will comply with all their duties properly without any coercion. Work discipline can be interpreted as the implementation of management to strengthen organizational guidelines (Davis in Mangkunegara, 2017). These results are supported by research conducted by Nugroho Bagaskoro (2020), entitled The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Astra Component Indonesia. The results of the study show that partially work discipline has an influence on employee performance for employees at PT Astra Components Indonesia. The results of Ramadani Syahid Hidayat's research (2022), with the title The Influence of Leadership, Competence and Work Discipline on Employee Performance at PT. Toyota Astra Financial Services Surabaya. The results showed that partially work discipline has a positive effect on employee performance at PT. Toyota Astra Financial Services Surabaya.

5. Conclusion

Based on the results of research and discussion, it can be concluded as follows: There is a significant influence of leadership, competence and work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. There is a significant influence of leadership on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. There is a significant effect of competence on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. There is a significant effect of work discipline on the performance of employees of PT. Astra Honda Motor (AHM) Palembang. Leaders are expected to improve their leadership in leading employees, because a leader in leading his employees will affect employee performance, because the job of a leader is to provide direction and guidance to employees to work towards achieving company goals. The company, should improve competence, by holding competence development can be done in various ways, including through continuous training for employees, coaching (*coaching*), and can also be through job rotation to

further hone skills and gain work experience. PT. Astra Honda Motor (AHM) Palembang, should improve work discipline, by means of which leaders must be responsible for the example of leaders, firmness, and punitive sanctions, such as providing strict sanctions for violators of the rules, providing compensation for employees who arrive late, leaders should be more assertive to subordinates in order to improve employee performance.

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The Influence of Leadership and Competence on Employee Performance at the Workshop Department of PT. Pupuk Sriwidjaja Palembang

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Abstract

This study aims to determine the effect of Competency Leadership on Employee Performance at PT Pupuk Sriwidjaja Palembang. The type of research used is associative research. Data collection techniques by distributing questionnaires. The population of this research is 74 employees and the sample is 43 employees. The data analysis used is qualitative and quantitative analysis by testing using a cluster sampling technique with a significant level of 5%. The results showed that there was a positive and significant influence on Leadership, Employee Performance Competence in the Workshop Department with an F Count of 45.981> F Table of 2.70 with a significant level of F 0.000 < Sig a 0.05. Leadership has a positive and significant effect on employee performance with a t-value of 2.304 tables of 1.983 or a significant level of performance of 0.05. Competence has a positive and significant effect on employee performance with a tcount value of 0.023 of 4.826 > table of 1.983 or a significant level of tcount 0.000 0.05. The Coefficient of Determination Test shows that the variable Leadership, Competence on Employee Performance at the Workshop Department of PT Pupuk Sriwidjaja is 57% while the remaining 43% is explained by other variables not included in this study.

Keywords: leadership, competence, employee performance.

1. Introduction

Improving employee performance, companies must have leadership and maintain the competence of their employees, by taking methods such as through education, training. Through these processes, employees are expected to maximize responsibility for their work because employees have been provided with education and training appropriate to their work and also leaders are able to control their subordinates and convey their ideas and make decisions to speed up the completion of work so that company goals can be achieved. Leadership is a determining factor in a company. Success or failure of a company in achieving a goal is influenced by the way a leader. A leader in a company can be effective if the leader is able to manage the company and influence the behavior of subordinates so they want to work together in achieving company goals. The definition of leadership according to (2009:170) leadership is the way a leader influences the behavior of subordinates, so they want to work together and work productively to achieve company goals. According to Edy Sutrisno (2009: 213) leadership is a process of one's activities to move others by leading, guiding, influencing, other people to do something in order to achieve the expected results.

Effective leadership must have an impact on all work in achieving company goals. Without leadership or guidance, the relationship between individual goals and

organizational goals may become tenuous (weak). This situation creates a situation where individuals work to achieve their personal goals, while the whole organization becomes inefficient in achieving its goals, leadership is an activity of influencing people so that they want to work together to achieve employee goals. which are desired.

Leadership is needed if an organization is to be successful. What's more, good employees always want to know how they can contribute to achieving goals and at least 2 employees need leaders who have the ability to make decisions to keep their goals going according to plan with organizational goals. The success of a leader is inseparable from the ability of a leader to communicate with his subordinates and the help of those around him. as well as in the ability to control these subordinates to agree on what the leader expects in achieving its goals. As for other things that need to be considered by the company, namely competence, the concept of competence is actually not a new thing. That the results of attitudes and knowledge tests, school achievement and diplomas cannot predict performance or success in life. Increasing competence is a strategy directed at increasing efficiency, effectiveness, and responsiveness in order to improve organizational performance regardless of its dimensions which can be in the form of efforts to develop human resources, organizational knowledge, and institutional reform. Competence is an ability that is based on skills and knowledge supported by work attitude and its application in carrying out tasks and work in a place that meets the specified work requirements Edy Sutrisno (2019).

Workshop Department: PT. Pupuk Sriwidjaja Palembang is part of a company whose role is to maintain various factory equipment. The head of the workshop department at PT. Pupuk Sriwidjaja. Palembang needs to know the influence of leadership on employees to be able to provide ideas, communicate, and control their subordinates as well as competence to improve employee performance, because a leader must be able to set a good example for employees and apply an optimistic way of thinking in order to comply with company regulations so as to improve employee performance.

Table 1. Results of Employee Job Implementation Workshop Department

Year	Job Orders	Job Realization	Percentage (Accomplishme nt)	Percentage (not yet reached)
2019	24,931	21,234	85%	15%
2020	25.123	21,911	87%	13%
2021	23,667	20,454	86%	14%

Data source PT PUSRI Workshop Department

Based on the results of observations, there are still employees who have inconsistent performance. This can be seen from table 1.1 where employees have not been able to perform optimally, because the placement of employees in this company is not in accordance with their expertise, because the expertise possessed by employees can

determine the quality produced by employees in the company. In addition to quality, the quantity of work produced by employees has not been able to achieve work realization, because employees often delay work so that work is not completed on time. This has been proven in 2021 where the percentage of achievement is only in the range of 86 percent. The working time given by the company to complete the target is also sufficient to complete the target, but employees have not been able to reach the target set by the company due to lack of supervision from superiors so that it has decreased every year. Companies must improve the performance of employees in completing targets with the timeliness specified by the company, so that everything the company wants is achieved.

The next obstacle faced by the workshop department of PT. Pupuk Sriwidjaja Palembang can be seen from the leadership and decision-making factors of the leaders who are not quite right which makes many work targets not on point. Another problem is that the leadership is still lacking in creating communication such as conveying ideas and giving them to them. message to his subordinates so that the subordinates lack or cannot understand the intent by means of a general term that is good, besides that there is a lack of ability to control subordinates, namely using personal power or position power effectively and in its place for the long term interests of the company. This includes telling subordinates what to do in a tone that varies from assertive to demanding or even threatening, the goal is to get tasks done properly. Leadership, competence also needs to be highlighted because of the nature of employees where some employees often seem to talk too long and forget responsibilities according to their expertise, then employees still do not have good knowledge at work, due to lack of training and certification from the company to increase insight and skills or employee skills, causing employees not to have qualified skills in operating a tool that is in the company so as to make the job completion time longer.

Based on the background description above, the importance of leadership and employee competence to achieve company goals at PT. Pupuk Sriwidjaja Palembang, the researcher is interested in discussing and conducting research with the title influence of leadership and competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. This study aims to determine the effect of leadership and competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang.

2. Literature Review

Employee Performance. According to Wibowo (2014) Performance is the implementation of the plans that have been prepared, the performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. According to Mangkunegara (2013) performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned. Meanwhile, according to Rivai (2013), performance is a general term used part or all of the actions or activities of an organization in a period with a reference to a number of standards such as past costs projected on the basis of efficiency, accountability or management accountability and the like. Performance factors according to Pandi Afandi (2021) set work requirements. Competence includes: 1) Ability, 2) Clarity and acceptance. The level of worker motivation, namely the energy that drives, 4) Competence 5) Facilities. 6) Work culture 7) Leadership. 8) Work discipline. According

to Kasmir (2019), employee performance indicators include: 1) Quality of work, 2) Quantity of work, 3) Timeliness, 4) Responsibility. 5) Liveliness.

Leadership. According to Hersey and Blanchard (Sunyoto, 2016), Leadership is every effort of someone who tries to influence the behavior of a person or group, efforts to influence this behavior aim to achieve individual goals, friends goals, or together with possible organizational goals. same or different". Meanwhile, according to Effendi (2014) Leadership is an activity influencing research Previously with the ability to convince others to direct the process of achieving predetermined organizational goals. In other words, leadership is defined as a series of structuring activities in the form of: the ability to influence the behavior of others in certain situations so that they are willing to work together to achieve the goals that have been set. According to Taryaman (2016) in general it can be said that leadership is a science and art to influence other people or a group of individuals to work together, not bringing each other down in order to achieve organizational goals. According to Kartono (2014), a person's leadership can be seen and assessed from several indicators as follows: 1) Ability to Make Decisions. 2) Motivating Ability. 3) Communication Skills. 4) Ability to Control Responsibilities of Subordinates. 6) Ability to Control Emotional.

Competence. Sutrisno (2019) competence is an ability that is based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refers to the specified work requirements. Spencer in Mocheriono (2012) competence is a characteristic that underlies a person related to the effectiveness of individual performance in his work or individual characteristics that have a causal or causal relationship with the criteria used as a reference, effective or superior performance at work in certain situations. Wibowo (2016) competence is an ability to carry out or perform. a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Competency indicators according to Gordon in Sutrisno (2019) are as follows: 1) Motivations. 2) Traits. 3) Self-concept, Knowledge, 5) Skills.

Efry Kurnia's research, Raihanah Daulay (2021) conducted research with the title analysis of the impact of leadership and competence on employee performance. The results of the study prove that partially leadership has no effect on employee performance. Partially competence has a significant influence on employee performance. Simultaneously leadership and competence has a significant influence on employee performance.

Syopwani's research (2017) conducted research with the title influence of leadership and competence on the performance of employees of the South Jakarta Pancoran sub-district office, the results of the study proved that the leadership of the sub-district head had a positive and significant influence on employee performance, the leadership of the sub-district head had a positive and significant influence on performance employee.

Erfan Esnawan, Donny Dharmawan (2019) conducted research with the title influence of leadership and competence on the organizational performance of PT. SAMICK INDONESIA,. The results of the research show that the leadership and competence variables have a positive and significant effect on the organizational performance variables of PT. Samick Indonesia.

Sangkot Idris Ritonga, Wahyu Azhar Ritonga. Syafaruddin, Ali Mukti Tanjung. M.Ali

Musti (2020) conducted research with the title influence of the leadership and competency of the school principal on teacher performance at Harapan Al-Washliyah Sigambal Vocational School, Labuhanbatu Regency. , the magnitude of the influence of competency on teacher performance at Harapan Al Washliyah Sigambal Vocational School, Labuhanbatu Regency, the magnitude of the influence of principal leadership and teacher competency on Harapan Al-Washliyah Sigambal Vocational High School, Labuhanbatu Regency, The results prove the magnitude of the influence of the principal's leadership on teacher performance at Harapan Al SMKS -Washliyah Sigambal, Labuhanbatu Regency, the magnitude of the influence of competence on teacher performance at SMKS Harapan Al Washliyah Sigambal, Labuhanbatu Regency, the magnitude of the influence of the principal's leadership and simultaneous teacher competence on teacher performance at SMKS Harapan Al-Washliyah Sigambal, Labuhanbatu Regency.

3. Research Method

This type of research uses associative research. The population is 74 employees with a total sample of 43 employees. The sampling technique is cluster sampling technique. The data used is primary data cluster sampling technique. The data used is primary data. Methods of data collection using a questionnaire and in the form of documentation. The analysis technique uses multiple linear regression.

4. Findings and Discussions

Table 1. Multiple Linear Regression Analysis

	Model	*Unstandardized Coefficients*		*Standardized Coefficients*
		B	*Std. Error*	*Betas*
1	(Constant)	0.165	0.268	
	Leadership (X1)	0.439	0.125	0.410
	Competency (X2)	0.500	0.118	0.496

Based on the table, the constant value is 0.165 (positive). The coefficient value of the leadership variable is 0.439 (positive), The coefficient value of the competency variable is 0.500 (positive), From the simultaneous coefficients an equation can be formed as follows: Y-0.165+0.439 X1+0.500 X2. The results of the multiple linear regression analysis above show that the competency variable is more dominant in influencing employee performance than leadership, meaning that competence has the most impact on employee performance Workshop Department PT. Pupuk Sriwidjaja.

Table 2. F test results

Model	*Sum of Squares*	*Df*	*MeanSquare*	*F*	*Sig.*

1	Regression	24,071	2	12,036	40,984	0.000
	residual	11,747	40	0.294		
	Total	35,818	42			

Based on the Anova table, it can be seen that the value of Fcount is 40.984> F Table 2.44, with a sig F level of 0.000 0.1 (significant), then Hol is rejected and Hal is accepted, meaning that there is a significant influence of leadership and competence on the performance of the PT Fertilizer workshop employees Sriwijadja Palembang.

Table 3. t test results (partial)

Model		*Unstandardized Coefficients*		*Standardized Coefficients*	*Q*	*Sig.*
		B	*std. Error*	*Betas*		
1	(Constant)	0.165	0.268		0.616	0.542
	Leadership	0.439	0.125	0.410	3,507	0.001
	Competence	0.500	0.118	0,,496	4.96	0.000

The calculated t value for leadership is 3.507 > ttable 1.683, with a sig level of 0.001 <0.1 (significant), then Ho2 is rejected and Ha2 is accepted, meaning that there is a significant influence of leadership on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. The calculated t value for competency is 4.235 > ttable 1.683, with a sig.t level of

0.000 0.1 (significant), then Ho3 is rejected and Ha3 is accepted. Meaning that there is a significant effect of competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang

Table 4. Determination Coefficient Results Summary models

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.820a	0.672	0.656	0.541 91

Based on the calculation results in the table, the adjusted R Square value (coefficient of

determination) is 0.656 or 65.6%, meaning that the leadership and competence variables can contribute to the ups and downs of employee performance, with the magnitude of the change caused by 65.6%. While the remaining 34.4% is explained by other variables not included in this study.

The Influence of Leadership and Competence on Employee Performance. Based on the results of the simultaneous joint analysis that has been carried out in this study, it proves that there is a positive and significant influence of leadership and competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang This means that leadership and competence have a relationship and have a positive or unidirectional linear relationship with employee performance variables. These results explain that every time there is an increase in good. leadership and competence in a better direction, it will lead to an increase in employee performance which is getting better. These results are supported by the theory stated by Pandi Afandi (2021), the factors that influence employee performance, some of which are leadership and competence as in the theory and its compatibility with the results of this study which prove that leadership and competence affect employee performance. The results of this study are in line with research conducted by Efry Kurnia and Raihanah Daulay (2021), Syarwani (2017), Efran Emawan and Donny Dharmawan (2019), Sangkot Idris Ritonga, Wahyu Azhar Ritonga, Syafaruddin Ali Mukti Tanjung and M. Ali Musti (2020), as well as research by Lily Desianti Permatasari and Agus Hermani DS (2019), with the results of their research proving that leadership and competence have a significant effect on employee performance. The similarities between this research and previous studies lie in similar research variables, namely leadership and competence as independent variables, and performance as the dependent variable. The results of this study and previous studies have similar results which both prove that there is a significant influence of leadership and competence on performance. The difference between this research and previous research lies in the object of research and the number of samples used. This result is reinforced by the frequency of respondents' answers in Table leadership and Table competence which shows the low level of leadership and competence of employees in the Workshop Department of PT. Pupuk Sriwidjaja Palembang In this regard, the respondents also acknowledged that the performance of employees in the Workshop Department of PT. Pupuk Sriwidjaja Palembang is still relatively low through relatively high disagree answers (Table IV3 employee performance). So the results of the respondents' answers can be said to be interrelated and reciprocal, which means that if leadership and competence can be increased to a positive or much better level, then this will trigger an increase in employee performance to be more.

The Influence of Leadership on Employee Performance. Based on the partial analysis results has been carried out in this study, proving that there is a positive and significant influence of leadership on employee performance in the Workshop Department of PT Pupuk Sriwidjaja. This means that leadership is related and has a positive or direct linear relationship with employee performance variables. These results explain that every time there is an increase in leadership in a better direction, it will lead to an increase in employee performance which is getting better. These results are supported by the theory stated by Pandi Afandi (2021), one of the factors that influence employee performance is leadership. As in this theory and its suitability with the results of this study which proves

that leadership has an effect on employee performance. The results of this study are in line with research conducted by Efry Kurnia and Raihanah Daulay (2021), Syarwani (2017), Efran Esnawan and Donny Dharmawan (2019), Sangkot Idris Ritonga, Wahyu Azhar Ritonga, Syafaruddin Ali Mukti Tanjung and M. Ali Musri (2020), as well as research by Lily Desianti Permatasari and Agus Hermani DS (2019), with the results of their research proving that leadership has a significant effect on employee performance. The similarities between this research and previous studies lie in similar research variables, namely leadership as the independent variable, and performance as the dependent variable. The results of this study and previous studies have similar results which both prove that there is a significant influence of leadership on performance. The difference between this research and previous research lies in the object of research and the on number of the sample used. PT. Pupuk Sriwidjaja Palembang, it can be explained based on the statements put forward by respondents in the following indicator: The ability to make decisions, the leadership takes inappropriate actions, so that employees do not feel helped by the leadership's decisions. As a result, decisions taken by the leadership cause conditions that make it difficult for employees, so that the implementation of employee work becomes hampered and affects their performance which is not optimal. The communication skills of the leadership convey ideas/ideas that are not clear, so that employees find it difficult to understand what is being conveyed from the leadership. As a result, employees become confused because they cannot understand the instructions conveyed by the leadership. leadership, so that the performance achieved by employees becomes less good. The ability to control the leadership's subordinates who cannot manage employees according to the directions they give, because the employees have not done the work according to the leadership's directions. As a result, employees become less coordinated and not well directed, so that the results of the work carried out by employees will deviate from what was planned and have an impact on the resulting performance.

The Effect of Competence on Employee Performance. Based on the results of the partial analysis that has been carried out in this study, it proves that there is a positive and significant influence of competency on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. This means that competence has a relationship and has a positive or direct linear relationship with employee performance variables. These results explain that every time there is an increase in competence in a better direction, it will lead to an increase in employee performance which is getting better. These results are supported by the theory stated by Pandi Afandi (2021: 86), one of the factors that affect employee performance is competence. As in this theory and its suitability with the results of this study which proves that competency affects employee performance. The results of this study are in line with research conducted by Efry Kumis and Raihanah Daulay (2021), Syarwani (2017), Efran Esnawan and Donny Dharmawan (2019), Sangkot Idris Ritonga, Wahyu Azhar Ritonga, Syafaruddin Ali Mukti Tanjung and M. Ali Musri (2020), as well as research by Lily Desianti Permatasari and Agus Hermani DS (2019), with the results of their research proving that competency has a significant effect on employee performance. The similarities between this research and previous studies lie in similar research variables, namely competency as the independent variable, and performance as the dependent variable. The results of this study and previous studies have similar results which both prove that there is a significant influence

of competence on performance. The difference between this research and previous research lies in the object of research and the number of samples used.

Based on the results of research that proves that there is a significant effect of competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang, it can be explained based on the statements put forward by respondents in the following indicators: Traits: employees have not been able to analyze the problems they face and are unable to solve problems on their own and do not work well, besides that employees give an attitude that is not responsive in carrying out work. As a result, employees become sluggish and work, so that work processes become more time-consuming, thus the work results achieved by employees are not optimal and result in low performance. Employee knowledge lacks knowledge about the objectives of the Workshop Department, because employees lack supporting experience (knowledge) in completing work. As a result, employees do not have a clear direction for achieving work that must be achieved, so that the process of achieving performance is low. Employee skills have not been able to complete the job with the skills they have, because the standard skills of employees in choosing work methods are not yet effective and efficient. As a result, the resulting performance is low, inadequate work skills can result in work implementation not being optimal because there are many errors in the work process.

5. Conclusion

Based on the results of research and discussion, it can be concluded, as follows: (1) There is a significant influence of leadership and competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. (2) There is a significant influence of leadership on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. (3) There is a significant effect of competence on employee performance in the Workshop Department of PT. Pupuk Sriwidjaja Palembang. Based on the conclusions obtained, the following suggestions can be put forward: Workshop Department PT. Pupuk Sriwidjaja Palembang is expected to be able to improve leadership problems that are still not optimal in leading employees, because one of the causes of low employee performance is leadership. The leadership issues that need attention include increasing the ability of leaders to make decisions that are able to support the implementation of the work of employees, improving communication from leadership to employees so that the instructions given are clear, as well as the ability of leaders to control employees so that employees become more coordinated in carrying out their work. Workshop Department PT. Pupuk Sriwidjaja Palembang is expected to be able to increase employee competence so that it is more optimal in carrying out its work, because inadequate competence is also the cause of low employee performance. The issues of employee competence that need attention include: encouraging the formation of positive attitudes of employees in carrying out their work, increasing employee knowledge related to their field of work, and increasing employee skills in the carrying out their work.

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Analysis of Factors of Land and Builing Tax Revenue in Muara Lakitan District Musi Rawas Regency

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Abstract

The problem in this research is about what factors are the causes of not achieving the target of landand building tax revenue in Muara Lakit District, Musi Rawas Regency. Data collection techniques are interviews and documentation. Data analysis is qualitative with analysis technique by using descriptions or explanations of factors that cause the land and building tax revenue target not to beachieved.Results of the analysis showed that the realization of land and building tax revenues has decreased from year to year. Conclusion that the most dominant factor affecting the target of land and building tax revenue was the level of awareness and compliance of taxpayers who were still lowin fulfilling their tax obligations in Muara Lakitan District, Musi Rawas Regency.

Keywords: tax revenue, taxpayer awareness, compliance.

1. Introduction

The Republic of Indonesia is a legal state based on Pancasila and the 1945 Constitution which has established taxation obligations as one of the manifestations and obligations of the state as a participation in state financing and national development to achievea just and prosperous society. Taxes according to article 1 of Law No.28 of 2007 concerning general provisions and tax procedures are mandatory contributions to the state owed by individuals or entities that are compelling based on the law, with no direct reciprocity and areused for state purposes for the greatest prosperity of the people.

There are many factors that support the success or failure of a development. One ofthe factors that has a very dominant influence on the success of development is funds, in order to finance development, one of the sources of funds for development is obtained from the tax sector. The equitable distribution of the results of national development continues to advance along with the passage of time, despite experiencing many obstacles and obstacles as our nation is currently experiencing. The equalization of the results of national development is an ongoingand sustainable activity that aims to improve the welfare of the people, both materially and spiritually. To realize this goal, it is necessary to pay a lot of attention to the problem of development financing, with the increasing need for development funds encouraging the government to explore its sources of income intensively.

Taxes are an important source of revenue for a country in order to finance independent development. The government realizes that to finance and ensure the successful implementation of development, it no longer relies solely on revenue from the oil and gas sector, therefore the government must seek State revenue from other sectors such as State revenue from the tax sector, one of which is Land and Building Tax (PBB).

Law of the Republic of Indonesia article 1 No.28 of 2009 Land and Building Tax isa tax on land and buildings owned, controlled, and utilized by individuals or entities. The results of PBB contribute to local revenue as a fund to finance the local budget so that this becomes one of the special concerns for the central government on the development of local revenue to increase local income. However, in the current process the results achieved have not provided maximum results. This is related to the constraints faced by the local governmentand the community, namely low community income, high population growth, increasing unemployment, lack of legal awareness, lack of knowledge, information, collection systems, community participation in carrying the burden of development and the burden of urban PBBobligations.

Muara Lakitan Subdistrict as part of Musi Rawas Regency certainly requires considerable funds in organizing regional development activities in various sectors. The development funds are fully endeavored by the government and are sourced from local government revenues. The efforts made by the local government are increasing in line with the development and progress achieved at this time, as a consequence, a large enough fund is needed to finance regional expenditures. In the government's efforts to realize a just and prosperous society, both material and spiritual, a lot of funds are needed. One source of fundsderived from the region itself is through the taxation sector, namely Land and Building Tax (PBB). In Muara Lakitan District, the condition of Land and Building Tax each year does notreach the target.

2. Literature Review

Tax. Article 1 of Law No. 28 of 2007 concerning General Provisions and Tax Procedures is a mandatory contribution to the state owed by individuals or entities that are compelling based on the law, with no direct reciprocity and used for state purposes for the greatest prosperity of the people. The definition can be noted a conclusion of elements or characteristics inherent in the definition of tax, among others: Taxes are collected by the State. In this case, whether the Central Government or the local government based on the power of the law and its implementing rules, this tax collection can beimposed. In the payment of taxes, it cannot be shown that there is an individual counterparty by the government or there is no direct relationship between the amount of tax payments and individual counterparty. The operation of the government in general is a counterparty of the State.

Land and Building Tax. Law of the Republic of Indonesia article 1 No.28 of 2009 Land and Building Tax is a tax on land and/or buildings owned, controlled, and/or utilized by individuals or entities, except areas used for plantation, forestry, and mining business activities. According to Soemarso (in Wahidah, 2017) Land and Building Tax is a tax imposed on property in the form of land and buildings. According to Diana Sari (in Budget, 2015) Land and Building Tax is an objective tax which means that the amount of tax payable is determinedby the state of the object, namely the earth (land) and / or building. The conditions and circumstances of the tax subject (who is the bearer or payer of PBB) do not participate in determining the amount of tax payable. From the definition of Land and Building Tax above, the researcher concludes that Land and Building Tax is a state recipient from the people of theobject or land, land and / or buildings that most of the results are submitted to the respective regions to increase regional income, the amount of tax is determined by the state of the object,namely the earth / land / building.

Purpose of Land and Building Tax. Land and Building Tax Objectives Sumitro (2002: 19) as for the purpose of taxesLand and Buildings are: Simplify tax laws and regulations so that they are easily understood by taxpayers. This meansthat with the simplification of the law, it makes

it easier for taxpayers to understand the obligations in the field of taxation. Provides a legal basis for the collection of tax on immovable property and at the same time harmonizes tax on immovable property in all regions. Providing legal certainty to the people so that the extent of their rights and obligations. This means that with legal certainty, it is hoped that the people will further realize that the obligation in increasing people's awareness in paying taxes will make it easier for the State to be good in the field of development. Eliminate double taxation as a result and laws of the same nature. The aim is that laws of thesame nature do not become an obstacle to the payment of taxes by the people, so double taxation must be eliminated. Providing income to the region is very necessary to uphold the regional economy and regional development. This is done by paying taxes, where the tax payments received will be used again for the development of the region concerned. Increase income for the region. Taxes are the biggest factor in the field of regional development, because regional development is derived from local taxes obtained.

3. Research Method

According to Mudjiarahardji (Sujarweni, 2015) data analysis is an activity to organize, sort, classify, code or mark and categorize so that findings are obtained based on the focus or problem to be answered. Through this series of activities, qualitative data which is usually scattered and piled up can be simplified to finally be understood easily. After the data is collected, then analyzing qualitative data is very difficult because there are no standard guidelines, no linear process and no systematic rules. Dataanalysis is carried out during field data collection and after all data is collected with an interactive model analysis technique. In this study, data collection was carried out by searching, recording and collecting data through interviews, documentation and observation. collecting data throughinterviews, documentation and observation. The data obtained is written in the form of detailed reports or data. Field data that is compiled based on the data obtained is reduced, summarized, selected key things, focused onimportant things. things, focused on the important things. The data from the results ofreducing and focused on selecting based on all concepts, themes and certain categories will provide a sharper picture of the observations. provide a sharper picture of the results of the observations as well as make it easier for the researchers to look back for data in additionto the previous data obtained if needed. obtained if needed. The data obtained is categorized according to the subject matter and made in the form of a matrix so that it makes it easier for researchers to see patterns of relationship between one data and other data. Inference activities are further steps from data reduction and presentation activities. Data thathas been reduced and presented systematically will be concluded temporarily. The conclusions obtained in the early stages are usually less clear, but in the later stages they willbecome firmer and have a strong basis. Temporary conclusions need to be verified. Techniques that can be used to verify are triagulation of data sources and methods, peer discussions and member checking.

4. Findings and Discussions

Land and Building Tax Revenue 2015-2019. Muara Lakitan District, Musi Rawas Regency, the condition of Land and Building Tax from 2015-2019 has not reached the target. In 2015 the realization of land and building tax revenue was Rp. 107,623,181 of the target of Rp. 231,966,639 or 46.40% percent, in 2016the realization of land and

building tax revenue was Rp. 164,044,168 of the target of Rp. 220,278,7711 or 74.47% percent, in 2017 the realization of land and building tax revenue wasRp. 233,070.799 from the target of Rp. 244,368,229 or a percentage of 95.38%, in 2018 the realization of Land and Building Tax revenue of Rp. 330,449,661 from the target of Rp. 370,760,392 or a percentage of 89.13% and in 2019 the realization of Land and Building Taxrevenue of Rp. 329,967,258 from the target of Rp. 329,967,258 or a percentage of 100%. Objective conditions like this will certainly be sought for solutions so that revenue, especially the PBB sector in Musi Rawas Regency can be maximized. However, to achieve thetarget in PBB revenue, there are several obstacles that make PBB never reach the predetermined target, such as the lack of awareness of taxpayers (WP) in paying off the PBB.The non-achievement of the tax target set by the region is of course very influential on the performance assessment of the Regional Tax and Retribution Management Agency, thecontribution of regional revenue in supporting financing, the regional revenue and expenditure budget. Analysis of Factors of Land and Building Tax Revenue. In carrying out every job, humans often find obstacles or obstacles that are faced. Likewise with the Regional Tax and Retribution Management Agency of Musi Rawas Regency, in carrying out Revenue on Land and Building Tax there are several obstacles found.

The factors causing the unachievement of land and building tax revenue are lack of tax awareness and compliance, tax avoidance and SPPT did not a reach the tax payer. Lack of awareness and compliance of taxpayers Muara Lakitan District Musi Rawas Regency are important factors in the taxation system. Even whatever tax administration and administration system is used, if compliance can be realized, the tax is strongly influenced bythe high and low level of their understanding of the provisions of taxation. Tax avoidance is carried out by the Muara Lakitan Subdistrict community with the intention of releasing themselves from taxes or reducing them. In essence, what is at issue hereis a form of simulation (pretend action), the actual situation is hidden. The avoidance done by land and building taxpayers is by pretending not to know about the tax object they have or notrecognizing the number of PBB objects they have. This condition causes the land and buildingtax collection apparatus to have difficulty in collecting data on the tax object. This avoidance will certainly reduce the amount of Land and Building Tax revenue in Muara Lakitan District,Musi Rawas Regency. SPPT that does not reach the taxpayer can be caused because the taxpayer concerned is domiciled outside the area or outside the City so that to submit SPPT the authorities have difficulty because they do not have the address of the taxpayer outside the area or outside the City.

5. Conclusion

Based on the data obtained, there is a level of taxpayer compliance from 2015 - 2019. From the 5 years of data above that from 2015 - 2018 taxpayers have not complied with tax paymentobligations, especially land and building tax. tax payment obligations, especially Land and BuildingTax, but in 2019 the level of tax compliance is achieved. The factors that cause the target of land and building tax collection not to be achieved In Muara Lakitan District, Musi Rawas Regency is the level of awareness and compliance of tax payers.Tax payers who are still low, self-avoidance of taxes, neglecting taxes, SPPT does not reach the tax payer.up to the tax payer. Based on the results of interviews from several of these causal factors,which greatly affects the target of Land and Building Tax revenue is the level of taxpayer awareness and compliance that is still low. awareness

and compliance of taxpayers who are still low in fulfilling their tax obligations. Taxation.Efforts made by the Regional Tax and Retribution Management Agency of Musi Rawas Regencyto increase its PBB revenue are tax collection intensification, increased supervision and control, conducting counseling to the community and distributing SPP.

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The Effect of Capital Quantity and Education Level on Income of Grocery Traders at Lubuklinggau Inpres Market

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Abstract

This study was to determine the effect of the quantity of capital and the level of education on income of grocery traders at lubuklinggau inpres market. This research was quantitative study with 40 respondents. Instrument tests in this study were validity and reliability tests. The data analysis method used inferential analysis consisting of multiple linear regression analysis, classical assumption test, regression line variance analysis, multiple determination coefficients, F test, t test, multiple regression line effectiveness, standard error of estimate. The results of this study indicate that the variable quantity of capital has a positive and significant effect on income of grocery traders at lubuklinggau inpres market. The variable level of education has no influence and was significant to income of grocery traders at lubuklinggau inpres market. In together, the variable quantity of capital and education level has a positive and significant influence on income of grocery traders at lubuklinggau Inpres market.

Keywords: quantity of capital, level of education, income

1. Introduction

National development covers all aspects of life, one of which is in the economic sector. Economic development is something that absolutely must be implemented if a nation wants to improve the standard ofliving and welfare of its people. Economic development must be pursued with the existing capabilities and capacities, both with the ability of the nation itself and with the help of other countries. In other words, development itself is a conscious and directed effort of a nation to improve the welfare of its people through the utilisation of all available resources, both from within and from abroad. Development in the economic sector is carried out to achieve equitable distribution of development results, one of which is the traditional trade centre.

According to Rosetyadi (2012), traditional markets have always been a national indicator of food stability such as rice, sugar and other basic necessities. If there is a shortage of one of the basic needs such as rice, for example, this can cause the government to panic because rice is the main staple food in Indonesia.

In starting a trading business, one of the important things needed is capital. The amount of capital has a very important role in doing business, including trading. In Indonesia, the problem of capital is the dominant problem for trade (Yutinus, 2002). Capital is the main factor needed to develop a business unit. Low capital is one of the obstacles for a business activity. According to Ramlan Tapelo (2013) the higher the quantity of capital used, this will affect the level of income earned by basic food traders during a period,because excess or lack of capital can affect the company's activities.

People in Lubuklinggau struggle to earn income through the informal sector with limited

skills. They had Informal sector with their limited abilities. The most common informal sector in Lubuklinggau is that of grocery traders. This sector is also very important for the labour force that does not meet formal education requirements.

Education is considered a means to obtain quality human resources, because, education is considered capable of producing a high-quality workforce, has a pattern of thought and a modern way of acting. It is human resources like this that are expected to be able to move the wheels of development forward by increasing the income of the businesses they run.

Presidential Instruction Market (Pasar Inpres) is one of the traditional markets in Lubuklinggau; Inpres market trader area was located on Jendral Sudirman Street, Pemiri Village, West II Lubuklinggau District. Inpres market was a potential market because of its location in the city centre, Inpres market was also the largest traditional market in Lubuklinggau. Lubuklinggau Inpres Market was a strategic trading area as a regional service centre that serves the surrounding areas, such as Musi Rawas and North Musi Rawas districts. Inpres Market was a potential market, as it was located in the city centre.

Because of the various traders at Inpres Lubuklinggau market, researchers focus their research on grocery traders because the grocery business was a business in demand by many people, both from people who have large and small capital. Every day there were more and more people who have a grocery business, because everyone must need basic necessities.

Based on the description above, the researcher was interested in conducting research with the title "The Effect of Capital Quantity and Education Level on Income of Grocery Traders at Lubuklinggau Inpres Market".

2. Literature Review

The definition of capital according to the big Indonesian dictionary is money used as a principal (parent) to trade, release money, and so on; property (money, goods and so on) that can be used to produce something that increases wealth. Capital in this sense can be interpreted as a sum of money used in carrying out business activities. According to Lilik Siswanta (2011), capital is a form of wealth in the form of money and goods owned by someone that can be used directly or indirectly in the production process to produce output. Capital is very vital in a business or company. Without capital the business cannot run properly, starting from large businesses and even small businesses need capital to run their business. Meanwhile, according to Wibowo and Abu Bakar (2008), capital is the remaining rights to a company's assets after deducting third party rights. According to Mardiyatmo (2008) capital is divided into three, namely: own capital, foreign capital, and joint venture capital.

The 1945 Constitution explicitly regulates the importance of education for citizens of the Republic of Indonesia. Article 31a of the 1945 Constitution reads "every citizen has the right to receive instruction". While article 31b reads "the government shall endeavour and organise a national teaching system, which shall be regulated by law". The mandate of this law clearly illustrates that education has considerable benefits so that it becomes the right of every citizen to get it and becomes an obligation for the State to organise it.

According to Carter V, Good in Robinson Tarigan (2006) education is the development

of a person'sskills in the form of attitudes and behaviours that apply in his society and the social process in which a person is influenced by a guided environment (eg school) so that he can achieve social skills and develop his personality. Dwi Suryanto (2011) explains that education is a very useful investment for economic development.

Income according to Soediyono (2012) is the income received by members of society for a certain period of time as a reward for the factors they contribute in participating in shaping national production. According to Zaki Baridwan (2002) revenue is the volume of goods sold multiplied by the total price of goods before deducting costs. Revenue is a very important element in a trading business, because in doinga certain business you want to know the value or amount of income earned while doing this business. In the economic sense, income is a reward for the use of factors of production owned by the household sector and the corporate sector which can be in the form of wages/wages, rent, interest and profits/profits (Sukirno S, 2000). BPS provides an understanding of income which is classified into three, namely as follows: (1) Income in the form of money, which is income in the form of regular money that is usually receivedas a reward or contraprestasi. (2) Income in kind, is as income that is regular in nature but not always in the form of compensationreceived in the form of goods and services. (3) Receipts that are not income, namely receipts in the form of savings withdrawals, sales of usedgoods, loans, gifts, inheritances and so on.

3. Research Method

The research uses quantitative research methods with an associativ approach. The effect of the quantity of capital and the level of education on income of grocery traders at Lubuklinggau Inpres market was discussed in this study. This study uses quantitative causal research methodology. The quantitative research method was also known as the international approach because it haslong been a model and direction for other researchers conducting their own studies. Research that can be achieved (obtained) using statistical techniques or other quantification techniques were referred to as quantitative research. (Measurements). The independent variables in this study were the quantity of capital (X1) and the level of education (X2) and the dependent variable was income (Y). This study uses primary data and then tabulated using the SPSS computer programme. In this study, the analysis method used was the Multiple Regression Analysis method.

4. Findings and Discussions

The Effect of Capital Quantity on Income of Grocery Traders. From the research results obtained $_{t}$ table 1.68385 and t_{itung} 15.299. Because the t_{count} of 15.299 (rounding) was greater than the $_{ttable}$ 1.68385, thus the quantity of capital affects the income of grocery traders in the Lubuklinggau Inpres market. This means that grocery traders with large capital will earn more income than traders who trade with small capital.

The results showed that the quantity of capital has a positive and significant effect on the income of grocery traders at Lubuklinggau Inpres market, meaning that if grocery traders increase business capital and increase the quantity and type of goods sold, then the income of grocery traders will increase. Conversely, if the grocery trader reduces his business capital, the income will decrease.

The results of this study were in line with the results of research conducted by Prisilia

Monica (2019) with the research title Analysis of the Effect of Capital, Length of Business, and Number of Workers on Micro, Small and Medium Enterprises Income in Langowan Timur District with the results of the research t count for the business capital variable = 13.347 while the t table (α0.05/2; 30-3-1 to α 0.025; 26) is 2.056. The t test results show that tcount (13.347) > t table (2.056), thus it can be concluded that business capital has an influence on the income of MSME entrepreneurs in Langowan Timur District.

This research is also in accordance with the results of research conducted by Syafrilia Syaifullah (2019) with the research title Factors Affecting the Income of Street Vendors on Jalan Talasalapang, Rappocini District, Makassar City, Based on the results of data analysis, it was obtained that the t value of capital was 5.609 with a probability of 0.000. The probability value is smaller than 0.05 (0.000<0.05) it means that capital affects the income of street vendors on Jalan Talasalapang, Rappocini District, Makassar.

This research is also strengthened by the results of research conducted by Nirwana (2021) results showed that business capital has an influence on trader income. It was shown through the resultsof the T test the regression coefficient of the business capital which in this study is variable X1 has a significance value of 0.000 or less than 0.05, which means that there was an influence between business capital variable on the income variable as variable Y.

Cobb-Douglas theory states that capital affects production output. This condition shows that the higher the capital will be able to increase production output, because the production process requires costs used for labour and the purchase of raw materials and equipment (Sulistiana, 2013). As capital andlabour increase, productivity and income will also increase (Frabdorf, 2008).

The Effect of Education Level on Income of Grocery Traders. From results of the research obtained $_{ttable}$ 1.68385 and t_{count} 0.131. Because the t_{count} of 0.131 (rounding) is smaller than the $_{ttable}$ 1.68385, thus the level of education has no effect on the income of grocery traders at Lubuklinggau Inpres market. Thus the level of education only affects the ability formally while the amount of income is determined by the ability technically and the amount of capital used.

The results showed that the level of education did not have a positive and significant influence on the income of grocery traders at Lubuklinggau Inpres Market. This implies that the higher the level of education of basic food traders will not simultaneously increase income and vice versa the low level of education of basic food traders will not necessarily reduce the income of basic food traders at Inpres Lubuklinggau market.

This research was also reinforced by the results of research conducted by Aulia AR (2018) which shows that the variable level of education was has not significant to income level of losari beach street vendors in Makassar. A person's level of education in trading was not influenced by the income of street vendors on Losari Beach, Makassar. The results of this study were also in line with Teguh Susilo (2015) which states that the level of education was not significant to the income of fried food entrepreneurs in Makassar. This research was also reinforced by the results of research conducted by Aulia AR (2018) which shows that the variable level of education is not significant to the income level of street vendors on losari beach, Makassar. A person's level of education in trading was not

influenced by the income of street vendors on Losari Beach, Makassar.

The results of this study were also in line with Nirwana (2021) which states that the level of education was not significant to the income of traders around the UIN alauddin makassar campus. The results of this study on the level of education on the income of traders, it was known that the significance value for the effect of education level (X3) on income (Y) is 0.333> 0.05. So it can be concluded that there was no significant influence on the level of education (X3) on income (Y). In line with research conducted by Wahyono (2017), the results of the analysis obtained a sign value. 0.299. This shows that the education variable partially has no influence on the income of traders in Bantul Market. In other words, how high the education of the traders will not affect their income.

The Effect of Quantity of Modan and Level of Education on the Income of Basic Food Traders. On results of the test conducted, the calculation results obtained $_{Ftable}$ = 3.62 and F_{hitung} = 142.241 (rounding). Because F_{hitung} = 142.241 is greater than F_{tabel} = 3.62, thus simultaneously the quantity of capital and the level of education affect the income of grocery traders at Lubuklinggau Inpres market. The results showed that together, the quantity of capital and the level of education had a very strong and significant influence on the income of grocery traders in the Lubuklinggau Inpres Market. This was reinforced by the results of research conducted by Putu Martini Dewi (2014) Capital and education simultaneously affect the income of UMKM in the Imam Bonjol Area, West Denpasar.

5. Conclusion

From the research results obtained t_{table} 1.68385 and t_{hitung} 15.299. Because the t_{count} of 15.299 (rounding) was greater than the $_{ttable}$ 1.68385, thus the quantity of capital affects the income of grocery traders at Lubuklinggau Inpres market. It means that grocery traders with large capital will earn more income than traders who trade with small capital. The results showed that the quantity of capital has a positive and significant effect on income of grocery traders at Lubuklinggau Inpres market, It means that if grocery traders increase business capital and increase the quantity and type of goods sold, then income of grocery traders will increase. Conversely, if the grocery trader reduces his business capital, the income will decrease.

Then there was no significant effect of the variable level of education on the variable income of grocery traders in the Lubuklinggau Inpres market, seen from the t_{table} value of 1.68385 and t_{count} 0.131. Because the t_{count} of 0.131 (rounding) was smaller than the $_{ttable}$ 1.68385, thus the level of education has no effect on the income of grocery traders at Lubuklinggau Inpres market. Thus the level of education only affects the ability formally while the amount of income is determined by the ability technically and the amount of capital used. It because traders have not need specific skills learnt in formal education.

Based on the results of the test conducted, the calculation results obtained F_{table} = 3.62 and F_{hitung} = 142.241 (rounding). Because F_{hitung} = 142.241 is greater than F_{tabel} = 3.62, thus simultaneously the quantity of capital and the level of education affect income of grocery traders at Lubuklinggau Inpres market. The results showed that together, the quantity of capital and the level of education had a very strong and significant influence on income of grocery traders at Lubuklinggau Inpres Market.

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The Influence of Educational Level, Business Age and Understanding of Accounting on Application of Micro, Small and Medium Entity Financial Accounting Standards (SAK EMKM) in Lubuklinggau

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Abstract

The purpose of this study was to determine the effect of education level, business age and understanding of accounting on the implementation of (SAK EMKM) in Lubuklinggau SMEs simultaneously and partially. The research methodology usesa quantitative research by using interview, data collection techniques, documentation and questionnaires. The population in this study was 5,303 SMEs with a sample of 98 SMEs using the slovin formula. The results of simple linear regression testing found there was an effect of education level on the application of SAK EMKM with a sig value of 0.000 <0.05. There was an effect of business age on the application of SAK EMKM with a sig value of 0.000 <0.05. There was an influence of understanding of accounting on the application of SAK EMKM with a sig value of 0.000 <0.05. The results of multiple linear regression testing show that there was an effect of education level, business age and understanding of accounting on the application of SAK EMKM with a coefficient of determination of 0.473 and obtaining an F test with an F count of 28.180 > F table 3.09 and sig 0.000 <0.05.

Keywords: education level, business age, accounting understanding, SAK EMKM.

1. Introduction

MSMEs have a very large role in the development and progress of the national economy, as evidenced by an increase in MSME business units of 57,895 or 99%, employment of 114 million people or 96%, and contributing to gross domestic product of 5,444 or 60% during 2013 (Ministry of Cooperatives and UMKM, February 2019).

The problem is that most MSMEs do not understand the importance of recording and preparing financial reports. Recording and preparation of financialreports is needed by MSME players to find out the company's financial position and performance more accurately and relevantly. In addition, by compiling clearand accurate financial reports, MSME actors make it easier to increase capital. The cause of MSMEs not providing or compiling financial reports in theirbusiness is due to a lack of human resources who have the ability to prepare financial reports and MSMEs are too focused on production and operational processes, so they do not pay attention to recording or bookkeeping (Romy, 2018)

IAI has issued financial accounting standards for micro, small and medium entities (SAK EMKM) which have been approved by the financial accounting standards board on 18 May 2016 and are effective from 1 January 2018. With the existence of SAK EMKM it can help and facilitate MSME actors in applying accounting to businesses so that they

can easily prepare financial reports according to standards.

The level of education is the level of education possessed by SMEs. In Ayu Putu et al's research (2017) stated that the education level of MSME owners had a significant effect on the implementation of SAK ETAP. This shows that the higher the education level of MSME actors, the better the implementation of SAK ETAP in MSME. However, as a result of research by other parties, Novia et al (2018), the educational level of MSME owners has no significant effect on the implementation of SAK ETAP in MSME, this is due to the motivation and perceptions of MSME owners on the importance of financial reporting.

According to Novia et al (2018) business age is the length of time a company has been established, developed and survived. The age of the company is calculated from the time the company was founded based on the deed of establishment. Generally, one thinks that the longer and more mature the company or business is established, the better the application of SAK EMKM owners will be in making financial reports according to standards. This is not necessarily the case because in Novia et al's research (2018) business age does not have a significant effect on the implementation of SAK ETAP in MSMEs, this is because old and old businesses often neglect not keeping records or bookkeeping. This research is also in line with Romy's research (2018) that business age has no significant effect on the application of SAK EMKM to MSMEs due to the personality and perceptions of MSME owners of the importance of financial reports.

According to Rinny (2016) Understanding of Accounting is understanding accounting knowledge, namely how MSME actors understand and understand accounting knowledge regarding bookkeeping and preparation of financial reports. In the research conducted by Romy (2018) understanding of accounting has a positive effect on the implementation of SAK EMKM in MSMEs. This means that the higher the accounting understanding of MSME owners, the better the application of SAK EMKM to their business. This is in line with Rinny's research (2016) which states that understanding accounting has a significant effect on the application of SAK ETAP to MSMEs. Lubuklinggau has 5,303 MSMEs spread across various sub-districts, west 1 has 845 MSMEs, west II has 838 MSMEs, south 1 has 497 MSMEs, South II has 482 MSMEs, east 1 has 707 MSMEs, east II has 773 MSMEs, north I has 486 MSMEs , north II as many as 675 MSMEs. Seeing that the number of MSMEs is quite large and continues to grow, the application of SAK EMKM will be increasingly needed by MSME actors so that they can run their business as optimally as possible to obtain the desired profit.

2. Literature Review

SAK EMKM. According to IAI in SAK EMKM (2018: 1) Micro, small and medium entities are entities without significant public accountability, as defined in the financial accounting standards of entities without public accountability (SAK ETAP), which meet the definition and criteria of micro, small and medium enterprises as stipulated in the laws and regulations in force in Indonesia, for at least two consecutive years. According to Sofia et al, (2017: 12) Micro, small and medium entity financial accounting standards (SAK EMKM) are accountingstandards used by entities that do not or have not met the accounting requirements in SAK ETAP.

Level of education. According to Law No. 20 of 2003, education is a conscious and

planned effort to create a learning atmosphere and learning process so that students actively develop their potential to have religious spiritual strength, self- control, personality, intelligence, noble character, and the skills needed by them. , society, nation and state. The level of education includes elementary, junior high school, high school, diploma, bachelor, master, doctoral and specialist. According to Mudyahardjo (2002) in the book Rulam (2017: 32) Education in a broad sense is basically all educational events starting from educational events that are designed programmed to education that takes place naturally.

Business Age. According to Novia and Sulastiningsih (2018) business age is the length of time a company has been established, developed and survived. The age of the company is calculated from the time the company was founded based on the deed of establishment. According to Nugroho (2012) in Romy's journal (2018) Company age is the beginning of a company carrying out operational activitiesso that it can maintain the company's *Going concern or maintain its existence inthe business world.*

Accounting Understanding. According to Arikunto (1995) in the journal Rinny (2016) Comprehension (*Comprehension*) students are asked to prove that they understand simple relationships between facts or concepts. The definition of understanding accounting is understanding accounting knowledge, namely how MSME actors understand and understand accounting knowledge regarding bookkeeping and preparation of financial reports. According to Ani et al (2016: 03) Accounting is a systematic process for processing transactions into financial information that is useful for its users.

3. Research Method

This research was conducted on MSMEs registered with the Office of Cooperatives and Micro, Small and Medium Enterprises in Lubuklinggau for 7 months from January to July 2023. According to Sugiyono (2017) Population is a generalized area consisting of objects/subjects that have certain qualities and characteristics determined by researchers to study and then draw conclusions. The populationin this study are 5,303 MSMEs registered with the Office of Cooperatives and Micro, Small and Medium Enterprises in Lubuklinggau. According to Sugiyono (2017) The sample is part of the number and characteristics possessed by the population. If the population is large, and it is not possible for research to study everything in the population, for example due to limited funds, manpower and time, the researcher can use samples taken from that population. To determine the minimum sample in this study, use the Slovin formula. According to Sujarweni (2015) Data collection techniques are a way of conducting research to reveal or capture quantitative information from respondents according to the scope of the research. Data collection techniques used by researchers were interview techniques, questionnaires and documentation.Direct interviews with MSME actors, questionnaires, namely giving questions or statements to respondents online via smartphone, documentation in the form of evidence in the form of photos with MSME actors.

4. Findings and Discussions

The Office of Cooperatives and Micro, Small and Medium Enterprises (MSMEs) was located in West II of Lubuklinggau, while the duties andfunctions of the service are as follows: The agency has the task of assisting the mayor in carrying out regional authorities

in the field of cooperatives, small and medium enterprises and carrying out co-administration tasks given by the government or provincial government. The Office has the function of formulating technical policies, facilitation, coordination and technical guidance in the field of institutions and supervision, empowerment and development of cooperatives, empowerment of micro-enterprises.

Descriptive test of identity frequency data from respondents consisting ofgender and monthly income. Based on data obtained from research respondents consisting of 98 MSMEs, then a frequency was created using the SPSS 20.00

Table 1. Descriptive by Gender

Gender	Number of Respondents	Percentage (%)
Man	62	63,3
Woman	36	36,7
Amount	98	100

Table 2. Descriptive by Income

Monthly income	Number of Respondents	Percentage (%)
5 million – 25 million	48	49.0
25 million – 50 million	37	37,8
50 million – 100 million	10	10,2
100 million – 150 million	3	3.0
Amount	98	100

We can analyze the above table on the *asymp line. Sig (2-tailed)* bottom row, if the significant value of each variable is > 0.05 then the normality test canbe fulfilled. That the value of the education level variable (X_1) is *asymp. Sig (2-tailed)* of 0.216 > 0.05, operating age variable (X_2) *asymp. Sig (2-tailed)* of 0.027 > 0.05, accounting understanding variable (X_3) *asymp. Sig (2-tailed)* of 0.126 > 0.05 and SAK EMKM variable (Y) *asymp. Sig (2-tailed)* is 0.684 > 0.05. Of all the variables above the *asymp value. Sig (2-tailed)* > 0.05 so that the normality test data is declared fulfilled normally and the data is suitable for further analysis.

Table 3. Results of Testing the Classical Assumptions level of education

			Sum of Squares	Df	Mean Square	F	Sig.
		(Combined)	299,710	15	19,981	2,599	,003
SAK EMKM (Y) * Education Level (X_1)	Between Groups	Linearity	207,447	1	207,447	26,983	,000
		Deviation from Linearity	92,263	14	6,590	,857	,606
	Within Groups		630,412	82	7,688		
	Total		930,122	97			

Table 4. Results of the Classical Assumption Test for operating life

			Sum of Squares	Df	Mean Square	F	Sig.
		(Combined)	382,713	13	29,439	4,517	,000
SAK EMKM (Y) *	Between Groups	Linearity	280,159	1	280,159	42,990	,000
		Deviation from	102,554	12	8,546	1,311	,228
Business		Linearity					
Age (X_2)	Within Groups		547,409	84	6,517		
	Total		930,122	97			

Table 5. Classical Assumptions Test Results for understanding accounting

			Sum of Squares	Df	Mean Square	F	Sig.
SAK		(Combined)	443,117	14	31,651	5,394	,000
EMKM (Y) * Understand	Between Groups	Linearity	314,311	1	314,311	53,568	,000
		Deviation from	128,806	13	9,908	1,689	,079
ing of		Linearity					
Accounting	Within Groups		487,005	83	5,868		
(X_3)	Total		930,122	97			

Variable (X1) 0.606 > 0.05, business age (X2) 0.228 > 0.05 accounting understanding (X_3) of SAK EMKM (Y) in the *deviation from linearity column* of 0.079 > 0.05, it can be concluded that the level of education, age of business and accounting understanding of SAK EMKM has a linear relationship.

Table 6. Simple Linear Regression Test for Education Level (X_1)

	Model	Unstandardized Coefficients		Standardized Coefficients
		B	std. Error	Betas
1	(Constant)	26,746	3,252	
	Education level (X_1)	,402	,077	,472

Table 7. Results of the analysis of the correlation coefficient (R) level ofeducation (X_1) to SAK EMKM (y)

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,472 [a]	,223	,215	2,744

The t test was carried out to prove the hypothesis whether research level of education (X_1) has an effect on SAK EMKM (Y) by comparing t_{count} with t table

Table 8. Multiple Linear Regression Test

	Model	Unstandardized Coefficients		Standardized Coefficients
		B	std. Error	Betas
	(Constant)	10.547	3,642	
1	T.P (X_1)UU(X_2)PA (X_3)	,205 ,293 ,290	,071 .080 .085	,240 ,319 ,317
a. Dependent Variable: SAK EMKM (Y)				

Table 9. Test Results Test F

Model		Sum of Squares	Df	MeanSquare	F	Sig.
	Regression	439,826	3	146,609	28,108	,000 [b]
1	residual	490,297	94	5,216		
	Total	930,122	97			
a. Dependent Variable: SAK EMKM (Y)						
b. Predictors: (Constant), understanding of accounting (X_3), level of education (X_1), age of business (X_2)						

Based on the table above, the SPSS output results show that the value off $_{count}$ was 28.108 and f $_{table}$ was 2.70 if f $_{count}$ > f $_{table}$ then Ho was rejected and Ha was accepted and if f $_{count}$ <f $_{table}$ then Ho was accepted and Ha was rejected. The results show that 28.108 > 2.70 and sig 0.000 <0.05 so that it can be seen that it has an effect, so it can be concluded that Ho was accepted, which means that there was an influence on the level of education, age of business and understanding of accounting on the application of SAK EMKM in UMKM Lubuklinggau.

5. Conclusion

This research was conducted on MSMEs in Lubuklinggau to determine the effect of education level, age of business and understanding of accounting on the application of SAK EMKM. Thus it can be concluded the results of the study as follows: The results of testing the first hypothesis with simple linear regression foundthat there was an effect of

education level on the application of SAK EMKM, which was 47.2% and the remaining 52.8% was influenced byother variables. The results of testing the second hypothesis with simple linear regression found that there was an effect of business age on the application of SAK EMKM of 54.9% and the rest was influenced by other variables of 45.1%. The results of testing the third hypothesis with simple linear regressionfound that there was an influence of accounting understanding on the application of SAK EMKM by 58.1% and the remaining 41.9% was influenced by other variables. The results of testing the fourth hypothesis show that 28.104 > 2.70 and sig 0.000 <0.05 so that it can be seen that it has an effect, so it can be concludedthat Ho was accepted, which means that there was an influence on the level of education, age of business and understanding of accounting on the application of SAK EMKM in UMKM in Lubuklinggau was 47.2% and the rest was influenced by other variables of 52.8%.

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Planning of Human Resources Needs at UPTD Work Training Center Lubuklinggau City in Fulfilling Competent Labor in the World of Work, Lubuklinggau City

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Abstract

The aim of the research was to find out the exact human resource needs in human resource planning at the UPT BLK Employment Office of Lubuklinggau City so that they can carry out their main tasks and functions. This study used a qualitative research method by analyzing data from direct observation at the UPT BLK Employment Office of Lubuklinggau City. The results of the study were concluded 1). The need for HR for the position of Functional Instructor is 5 people; 2). HR requirements for the positions of Coordinator of Planning Management and Coordinator of Management of Implementation and Evaluation of 2 people; 3). The need for Management Competency Training at UPT is 6 people. The addition of HR for the Functional Position of Instructor and the improvement of Competency Skills for management at UPT BLK Lubuklinggau is very necessary so that the vision and mission of developing Lubuklinggau City Human Resources can be carried out, so that its existence is able to make a significant contribution to the progress of the people of Lubuklinggau city through Skills Training, in order to improve the quality and labor productivity in the city of Lubuklinggau. In order to spur and inform the public, it is necessary to introduce the UPT BLK profile as a whole with the expectations of the community, the world of work with the government is committed to making BLK the most appropriate means to improve the quality of human resources in the city of Lubuklinggau so that a reduction in the Open Unemployment Rate (TPT) in the city of Lubuklinggau can be achieved.

Keywords: workforce, job seekers, work training center.

1. Introduction

According to BPS data released in September 2022, the Open Unemployment Rate (TPT) was 6.27%, the total workforce in Lubuklinggau City in August 2021 was 128.89 thousand people, an increase of 7.84 thousand people compared to August 2020. In line with the increase in the number of the workforce , the Labor Force Participation Rate (TPAK) also increased by 3.35 percentage points. The August 2021 Open Unemployment Rate (TPT) was 6.27 percent, a decrease of 1.14 percentage points compared to August 2020. Reducing the unemployment rate apart from opening up job opportunities must also be balanced by competent and decent human resources to be employed and increased skills based on competence and expertise in Lubuklinggau is very important, so that positions or job vacancies that are opened can be filled by the right human resources.

For this reason, the Manpower Office through the Regional Technical Implementation Unit (UPTD) in accordance with the Main Duties and Functions of the Labor Law No. 07 of 2003 is to hold Skills Training for the general public, especially people belonging to the Open Unemployment category. During the establishment of the UPTD, skills

training was highly anticipated by the people of Lubuklinggau City with the high demand for training at the Musrembag (Lubuklinggau City Regional Consultation Council) and the high interest of applicants who wanted to find work by increasing their skills through training at the Lubuklinggau City BLK to be free from the Unemployment category.

Therefore, skills training program activities must be appropriate and according to the needs of society and the world of work. For this reason, so that the Duties and Functions of the UPTD BLK can be carried out properly, it is necessary to have data on HR needs and HR Competency Requirements at the UPT BLK (Work Training Center) Lubuklinggau by carrying out audits and proper planning as a whole between the HR needs of instructors and training providers in meeting the needs and the unemployment reduction target is achieved so that the mandate of the law can be carried out properly, correctly and efficiently for the welfare of society.

Human resource management (HR) at the Vocational Training Center (BLK) is one of the important factors in optimizing the role of BLK in carrying out main tasks and functions, namely making a competent workforce. HR Management According to (Arif Yusuf Hamali 2018, 2) states that: "HR management is a strategic approach to skills, motivation, development, and management of organizing resources". According to (Prasadja Ricardianto 2018, 15) states that: "Human Resource Management is a science or method of how to regulate the relationship and role of resources (labor) owned by individuals efficiently and effectively and can be used optimally so that (goals) together maximum company, employees and society". According to (H. Suparyadi 2015, 2) states that: "Human resource management is a system that aims to influence the attitudes, behavior, and performance of employees so that they are able to make an optimal contribution in order to achieve company goals". According to (Bray & Rue 2015, 2) says that: "Human resource management is the design of activities that include procurement and coordination of human resources". According to (Mangkunegara 2016, 7) says that: "HRM is a planning, organizing, implementing and supervising procurement, development, remuneration, integration, maintenance, and separation of workforce in order to achieve organizational goals".

Occupational Training Centers or BLK are infrastructure and facilities for training places to gain skills or those who wish to deepen expertise in their respective fields. In general, BLK opens several vocational fields such as Motorcycle Engineering Vocational, Computer Technician Vocational, Computer Operator Vocational, Fashion Dressmaking Vocational, Refrigeration Engineering Vocational, Housekeeping Vocational, Hairstyling Vocational, Leather Cosmetology Vocational, Bridal Make-up Vocational, Vocational Food Administration and so on. BLK can also facilitate expertise in foreign languages such as English, Japanese and Korean.

One of the causes is a lack of expertise or competence, and to overcome this problem, supporting factors in the implementation of Skills Training Activities for Job Seekers as an effort to increase competency, productivity and absorb new workers as well as overcome employment problems, especially for unemployed workers and underemployment which has an impact on increasing income so that the level of social welfare increases, adequate human resources and competency are needed so that the objectives of the UPT establishment can be implemented in order to reduce unemployment and make Lubuklinggau City a civilized metropolitan city along with data

on human resource needs and human resource competency requirements in UPT BLK (Work Training Center) Lubuklinggau. The need for instructor resources and training providers in meeting the needs and targets for reducing unemployment is to meet demand. Based on this phenomenon, the researcher conducted this research.

2. Literature Review

Human Resource Management Audit and Planning. According to Kasmir (2016) human resource management is the process of managing people, through planning, recruitment, selection, training, development, compensation, career, safety and health and maintaining industrial relations until termination of employment in order to achieve company goals and increase stakeholder welfare. According to Bayangkara (2014) mentions several benefits of an HR audit, including: Identify the contribution of the HR department to the organization; Improving the professional image of the HR department; Support the higher responsibility and professionalism of HR department employees; Clarify the duties and responsibilities in the HR department; Encouraging the diversity of HR policies and practices; Finding critical issues in the field of HR; Ensuring compliance with laws and regulations, in HR practices; Lowering HR costs through more effective HR procedures; Increase the desire for change in the HR department; Provide a careful evaluation of the HR information system.

Management Audit. Management audit according to Bayangkara (2011) is an evaluation of the efficiency and effectiveness of company operations. In the context of a management audit, it covers all of the company's internal operations that must be accountable to various parties with higher authority. Meanwhile, the definition of management audit according to Agoes (2013) Management audit is an examination of the operational activities of a company, including accounting policies and operational policies determined by management, to find out whether these operating activities have been carried out effectively, efficiently and economically.

According to Bayangkara (2014) management audit aims to identify activities, programs and activities that still require improvement, so that with the recommendations given later improvements can be achieved in the management of various programs and activities in the company. In connection with this objective, the emphasis of the audit is directed primarily at various audit objects which are expected to be repaired in the future, as well as preventing the possibility of various losses occurring. In detail the objectives of the management audit, namely: To assess the performance (performance) of management and various functions within the organization; To assess whether the various resources (human machines and other assets) owned by the company have been used efficiently and economically; To assess the company's effectiveness in achieving the goals (objectives) set by top management; To be able to provide recommendations to top management in correcting weaknesses in the implementation of the internal control structure of the management control system and company operational procedures in order to increase the economic efficiency and effectiveness of the company's operations.

Human Resource Planning System. The definition of system has a very broad meaning and can be applied to anything we call a system. This is as stated by Jeffrey L. Whitten in Placidus Sudibyo (1994), that: "The system is a collection of parts or things related to each other so as to form a single unit". According to Sandra E. O' Connell in William P.

Anthony, et.al. (1999): "a system is a set of activities that takes inputs, transforms them into useful items (output). Most systems also have some form of control mechanism that enables supervisors to manage the operation of the system. A system may be a sub-system or part of a larger system. The HR planning system model as stated by Andrew E. Sikula in A.A. Anwar Prabu Mangkunegara (2001) consists of five components, namely human resource goals, organizational planning, auditing human resources, forecasting human resources and implementing human resource programs. In the HR planning system, there is an HR planning process that changes or transforms inputs into outputs. Inputs in the HR planning system include: Development goals, strategic plans and operational plans; Information generated from job/position analysis, namely job/position descriptions and job/position specifications; Documents containing employment data/information from all officials, staff and employees working in organizational units; Document the results of research on internal management, especially those related to HR management from related organizations; Analysis techniques that can be used to forecast demand and supply; Changes in the environment, especially technology, aspirations and skills of workers in the labor market; A set of computers, and other tools needed to obtain data and process data; People as a source of data / information; Compiler of HR planning.

3. Research Method

This type of research was carried out using a qualitative descriptive approach with a case study type. Descriptive research is research that is directed at providing symptoms, facts or events in a systematic and accurate manner regarding the characteristics of certain populations or areas. According to Sugiyono (2013) Observation as a data collection technique has specific characteristics when compared to other techniques, because observation is not limited to people, but also other natural objects. Observation techniques are carried out by observing behavior, events or activities that occur in schools related to the quality of human resources (HR). This observation serves to record phenomena, facts from the object under study. Interview is a data collection method that requires direct communication between the researcher and the subject or respondent. Collection and analysis of data in this study, namely the process of inputting the data that has been obtained, organizing data and systematically structuring interview transcripts, documents and other materials to then be interpreted and given meaning to increase understanding of the research focus which is then presented in the research results. Data analysis techniques were carried out since data was collected from the field during the research so that the process of data collection and data analysis can be carried out simultaneously and integrated.

4. Findings and Discussions

Audit Implementation. Executor: Yuliana / NIM. Time : 13-18 September 2022. Place: UPT Employment Training Center, Lubuklinggau City Employment Service. Method : Fulfillment Approach (Compliance Approach) & comparison (Comparative).

HR Needs for Instructor Position. Calculated with the Fulfillment Approach. Calculating the Number of Needs for 1 Instructor in 1 year in accordance with 3 Packages (1 package = 240 Lesson Hours (JP)) = 16 people = 48 People / Year in accordance with the Minimum Instructor Credit Score Calculation (MenpanRb no.82 of 2020 and Permenaker no 07 of 2022 concerning Technical Instructions for Functional PAK Instructors). - According to

the data (see Training Registrant). - Needs 628/48 = 14 Instructors / Year. - The number of instructors with certified functional ASNs is 7 people and 2 ASNs who have just completed training 9 x 48 people = 432 people/year. So there is a shortage of 14-9 = 5 ASN instructor functional positions. Types of Needs for Instructor Positions Judging from the Equipment data and Training Needs requests (see Training Registrants), the recommended recruitment of ASN Instructors is from 5 shortages of functional instructor positions with details of 1 Catering Major, 1 Beauty Person, 1 Refrigrant Instructor (AC) , 1 Agriculture Instructor, 1 Sewing Instructor.

Calculation of HR Audit for Organizing Training counts. It is calculated by comparing the regulations that apply in accordance with the Technical Guidelines for the Establishment of BLK, there is an organizational structure that is not in accordance with standards which indicates a shortage of human resources in training providers. There is a shortage of 2 UPT BLK management coordinators in the city of Lubuklinggau, namely: Coordinator of Programs and Evaluation; 1 ASN certified competency in the Field of Programs and Evaluation; Coordinator of Implementation and Empowerment Sector 1 Person certified in Implementation competency.

Planning in Improving HR Competency Training in the Implementation Management of UPT BLK Lubuklinggau. Furthermore, based on table data on the Implementation Management Competency of UPT BLK Lubuklinggau, Management / Organizer Data it can be seen that there is still a lack of competency training in UPT management so that 13 people must immediately apply for training with details: 1 person Competency of Head of Administration; 1 Competency Training and Development Coordinator; 1 Person Marketing and Cooperation Competence; 1 Implementation Analyst and accreditation; 3 Goods and Assets Analysts; 1 Computer Manager training administration; 5 Instructor Positions.

5. Conclusion

Supporting factors in the implementation of Skills Education and Training Activities for Job Seekers as one of the efforts to increase competence, productivity and absorption of new workers as well as overcoming employment problems, especially for unemployed and underemployed workers which have an impact on increasing income so that the level of community welfare increases it is necessary to have adequate human resources and HR competencies so that the implementation of the objectives of the establishment of UPT can be implemented in order to reduce unemployment and make Lubuklinggau City a civilized metropolis along with data on HR needs and HR Competency Requirements at UPT BLK Lubuklinggau it can be concluded. The need for HR for Functional Instructor positions is 5 people. HR Requirements for the positions of Coordinator of Planning management and Coordinator of Management of Implementation and evaluation of 2 people. The need for Management Competency Training at UPT is 6 people.

Suggestions and recommendations for increasing UPT BLK Human Resources in Lubuklinggau City to increase, it is necessary: There is a need for policy planning and handling strategies that are careful, comprehensive and structured, therefore in the framework of expanding employment / employment opportunities so as to reduce unemployment. Availability of competency skill enhancement for functional instructor positions to adapt to the ever-evolving needs of the business world. There are many

established companies engaged in the health, tourism and hospitality, culinary, transportation, retail and supermarket sectors. Availability of Competency Skill enhancement for the position of Training Organizer Management and Instructors so that the implementation of the UPT BLK Lubuklinggau organization is in accordance with the rules for implementing applicable laws and regulations. Addition of Training Equipment Facilities and Infrastructure according to Standards so that the Training runs according to standards.

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The Role of the Department of Youth and Sports of Lubuklinggau City in Development of Youth and Sports

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Abstract

Basically the main objective of implementing the regional autonomy policy is to free the central government from all burdensome and unnecessary governmental tasks because it is more effective if it is handled by the regional government. in the youth and sports sector by the Lubuklinggau City Youth and Sports Office in fostering activities in the youth and sports sector. The problems in this study are formulated: (1) what is the role of the Lubuklinggau City Youth and Sports Office in fostering Youth and Sports? (2) What is the role of the Lubuk Linggau City Youth and Sports Office in fostering the Youth and Sports sector in terms of Sports Cultivation? (3) What is the role of the Lubuk Linggau City Youth and Sports Office in fostering the Youth and Sports sector in terms of quality local government institutions and management? (4) What are the inhibiting factors in fostering sports activities in Lubuklinggau City?This research was conducted using a normative and empirical approach with primary data and secondary data, where each data was obtained from field study research and literature study, data analysis was carried out qualitatively. Based on the results of research and discussion, full authority in terms of fostering all youth and sports affairs, especially in Lubuklinggau City, lies with the Youth and Sports Office of Lubuklinggau City, as written in Regulation of the Minister of Youth and Sports Number 33 of 2016 concerning Guidelines for Nomenclature of Regional Devices and Work Units at the Youth and Sports Service Article 2 paragraph (2), namely youth and sports affairs as referred to in paragraph (1) must be held by all provinces and districts/cities. But in reality the national sports system has not been implemented properly. This found identification of problems based on the duties and functions of regional apparatus services, namely the lack of existing facilities and infrastructure which contributed to the lack of sports achievements in Lubuklinggau City, both government and private owned, competitions were still lacking.

Keywords: department of youth and sports, development.

1. Introduction

The authority of the autonomous regions to regulate and manage the interests of the local community according to their own initiative based on the aspirations of the people in accordance with laws and regulations, according to the explanation regarding the principle of regional autonomy is contained in Article 1 of Law Number 23 of 2014 concerning Regional Government. Furthermore, in Law Number 23 of 2014 concerning Regional Government it reads that regional autonomy is the right, authority and obligation of an autonomous region to manage and regulate its own government affairs and the interests of its people in accordance with applicable laws and regulations. Regions have the authority to make regional policies to provide services, increase participation, initiate initiatives, and empower communities aimed at increasing people's welfare.

2. Literature Review

The system for management, guidance and development of national sports is regulated in the spirit of regional autonomy in order to realize the ability of established regions and

communities to independently develop sports activities, especially traditional sports activities. What is meant among other things, sports actors, sports organizations, sports funds, sports facilities and infrastructure, community participation, and sports support including science, technology, information and the national sports industry whose benefits can be felt by all parties. Based on Law Number 23 of 2014 concerning Regional Government, government affairs consist of absolute, concurrent, and general government affairs. Concurrent government affairs become regional authorities where youth and sports affairs are included in mandatory government affairs that are not related to basic services.

3. Research Method

In this study, researchers used a type of qualitative research with a descriptive approach. Descriptive method is a method that is described and analyzed in a study. In this study the data collection techniques applied were observation, interviews and documentation. Researchers carry out monitoring by collecting research data using sensory devices or first experiences at research sites. Then interviews were conducted with the Head of Service, the Secretary, the Head of Youth Services, the Head of Sports Achievement Improvement, the Head of Sports Cultivation, the Head of Sports Infrastructure and Partnerships, the Head of Sports Infrastructure and Partnerships and the Head of the Regional Technical Implementation Unit (UPTD). In this study the data analysis applied was interactive analysis which consisted of the process of data collection, data reduction, data presentation and drawing conclusions.

4. Findings and Discussions

Based on the 2020-2024 RPJMN Policy Directions and Strategies, the Ministry of Youth and Sports has prioritized policy directions and strategies as follows: Improving the quality of youth, there are three important points which include: Strengthening institutional capacity which is a cross-stakeholder system, as well as developing the role of the business world and society in organizing youth services with integrity; Increase the social and political active participation of youth. Socially and politically active youth, including through the role of youth in international forums, youth exchanges, and participation in environmental preservation; Prevention of risky behavior in youth, including prevention of the dangers of violence, bullying, drug abuse, alcohol, the spread of HIV/AIDS, and sexually transmitted diseases.

In the field of sports, namely: Developing a culture of increasing sports achievements at the national and international levels which includes among others: Strengthening and structuring sports regulations; Development of sports culture in society through family, education and community channels; Structuring a tiered and continuous sports coaching system based on Olympic sports which is supported by the application of sport science, sports statistics and a system of remuneration and awards. Structuring sports institutions to improve sports achievements, increase the availability of sports personnel, increase the availability of international standard sports personnel, increase sports facilities and infrastructure to international standards that are disabled friendly, and develop the role of the business world in sports assistance and financing.

In this case, full authority in terms of fostering all youth and sports affairs, especially in Lubuklinggau City, lies with the Youth and Sports Office of Lubuklinggau City, as written in the Regulation of the Minister of Youth and Sports Number 33 of 2016 concerning Guidelines for Nomenclature of Regional Devices and Work Units in the Office Youth and Sports Article 2 paragraph (2), namely youth and sports affairs as referred to in paragraph (1) must be organized

by all provinces and districts/cities.

The role of the Department of Youth and Sports is very important in the preservation and development of sports activities, however, in its implementation according to the perspective of Law no. 3 of 2005 concerning the national sports system has not been implemented properly. This found identification of problems based on the duties and functions of regional apparatus services, namely the lack of existing facilities and infrastructure which contributed to the lack of sports achievements in Lubuklinggau City, both government and private owned, competitions were still lacking so that in the future Dispora will hold more competitions both local, national and international scale. Besides that, there is a lack of entrepreneurial youth in Lubuklinggau City, a lack of holding entrepreneurship seminars for youth so that in the coming year more and more young people are interested in entrepreneurship, there is still a lack of professional human resources in the field of youth and sports, a lack of training for sports apparatus and staff so that problems this can be minimized.

The purpose of fostering recreational/traditional sports carried out by the government is contained in Law no. 3 of 2005 concerning the National Sports System, namely the following article: (1) The development and development of recreational sports is carried out and directed at promoting sports, in this case sports as an effort to develop public awareness in improving health, fitness, joy and social relations. (2) Guidance and development as referred to in paragraph (1) is carried out by the regional government, and/or the community by building and utilizing potential resources, infrastructure and facilities for recreational sports. (3) Fostering and developing traditional recreational sports is carried out by exploring, developing, preserving, and utilizing traditional sports in society. (4) The coaching and development of recreational sports is carried out on a community basis by taking into account the principles of easy, attractive, beneficial and mass. (5) The development and development of recreational sports is carried out in order to grow and develop studios and activate sports associations in society, as well as organize tiered and sustainable recreational sports festivals at the regional, national and international levels.

5. Conclusion

The Lubuklinggau City Youth and Sports Office is one of the institutions that has authority in terms of sports. The role of the Department of Youth and Sports is very important in the preservation and development of sports activities, however, in its implementation according to the perspective of Law no. 3 of 2005 concerning the national sports system has not been implemented properly. This found identification of problems based on the duties and functions of regional apparatus services, namely the lack of existing facilities and infrastructure which contributed to the lack of sports achievements in Lubuklinggau City, both government and private owned, competitions were still lacking so that in the future Dispora will hold more competitions both local, national and international scale. Besides that, there is a lack of entrepreneurial youth in Lubuklinggau City, a lack of holding entrepreneurship seminars for youth so that in the coming year more and more young people are interested in entrepreneurship, there is still a lack of professional human resources in the field of youth and sports, a lack of training for sports apparatus and staff so that problems this can be minimized.

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Social Media as a Means of Promotion for Improve Purchase Decisions Kino Chips in Lubuklinggau

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Abstract

This study aims to determine the effect of social media as a promotional tool to increase purchasing decisions for kino chips in Lubuklinggau. In this study, data collection was carried out by distributing questionnaires to 100 respondents using the incidental sampling method. This type of research uses quantitative methods, data collection methods in this study use interviews, observation and documentation which are carried out at UKM Kino chips Lubuklinggau. The data analysis technique used was the classical assumption test (linearity test and normality test), multiple linear regression, t test and f test, where researchers used the help of the SPSS version 22 program. The results of the regression analysis obtained the equation: y = 4.485 + 0.556 + 0.429 which means that purchasing decisions are influenced by social media and promotions. The results of the social media t test yield tcount = 3,735 which is greater than the ttable value of 1,985. The promotional value tcount = 4,255 is greater than the ttable value of 1,985 which means that social media and promotions have a partial effect on increasing the purchase decision of kino chips in Lubuklinggau. In conclusion, social media and promotion together have a significant effect on increasing the purchase decision of kino chips in Lubuklinggau. This is evident from the results of the F test obtained arithmetic of 57,978 which is greater than the value of ftable = 3.09 and the sig f simultaneous significance level is 0.000.

Keywords: social media, promotion, purchase decision.

1. Introduction

Social media is a digital platform that can be used for both personal and organizational purposes to interact with one another . Use as a promotional medium can be done by creating content in the form of images, writing, videos and a combination of all of them . The huge business potential in social media is used by business people to increase promotion through social media. There are several choices of social media that can be used and the selection of social media used must also consider users or those who use social media. Popular social media in Indonesia include YouTube, Facebook, WhatsApp, Twitter (Soleh et al., 2021) .

Marketing is not enough just with product development, quality improvement, affordable prices, strict product distribution, but most importantly companies must be able to communicate with consumers to carry out promotions. According to (Simamora, 2020) promotion is all forms of communication that are used to confirm (to inform), persuade (to persuade), and remind (to remind) the target market about products produced by organizations, individuals or households.

2. Literature Review

The use of social media can be used as a seller-buyer transaction. Marketing activities using social media or through blogs, social networks, Facebook and Instagram are

strategic steps in promoting product results. Promotion on social media is influencing users to use the products offered with unique and interesting content shown on a homepage in an application (Suwardi & Yusuf, 2021) .

Promotion through social media under the auspices of trusted companies and products can influence purchasing decisions as the product of first choice compared to other products. Therefore, (Indika & Jovita, 2017) invites marketers or business people to use social media to promote their products, because social media is an important marketing tool to reach the younger generation market segment more quickly and effectively.

The use of social media as a promotion to increase purchasing decisions has been carried out by kino chips as a media for sales promotion. A phenomenon related to social media is the use of influencer services. *Influencers* are indeed very helpful in terms of promotion on social media, but their services are quite expensive for SMEs and posts on social media accounts must be unique and interesting content to convince consumer purchasing decisions.

The phenomenon related to promotion, namely the existence of social media for UKM kino chips only focuses on social media promotion because kino chips see opportunities from social media as a marketing tool that can reach the younger generation market segment more quickly and effectively. This phenomenon is of interest to researchers to find out how much influence the increase in purchases using social media and promotions has.

3. Research Method

This research was conducted with a quantitative type approach. Quantitative type research can be used to examine a population, collect data that has statistical properties and aims to test hypotheses determined by the researcher himself (Zainullah, 2021) .The population in this study uses a population whose exact number is unknown (Sugiyono, 2018) . The sample is part of the number and characteristics of the population (Sugiyono, 2018) . The method in this study is *non-probability sampling* , namely sampling by not giving each population unit the same opportunity to be sampled. How to take samples using *Incidental approachsampling*, is a sampling technique whose determination is based on coincidence, that is, anyone who accidentally (accidentally) meets the researcher will be used as a sample (Kurniawan & Puspitaningtyas, 2019) . The sample used in this study is 100 people with consumer studies who have bought or will buy kino chips in Lubuklinggau City.

The types of data used in this research are secondary data and primary data. Primary data is data obtained directly by researchers , primary data taken by researchers is the distribution of questionnaires to consumers of kino chips in Lubuklinggau City. Secondary data is data obtained indirectly or through other sources, for example through company records or archives, or provided by the mass media . In this study researchers used primary data. Data collection techniques used in this study were observation, questionnaires and documentation. In this study the researcher made observations by collecting data which was carried out by direct observation of the object under study. Collecting data researchers conducted a questionnaire. The questionnaire is a set of written questions that have been formulated beforehand, in which the respondents write or record their answers, generally in predetermined alternatives. Therefore, the

researchers distributed questionnaires to Kino chips Lubuklinggau UKM consumers. Documentation is used to obtain data regarding the general description of related agencies, vision, mission and organizational structure of Kino Chips. In this technique the researcher obtains data in the form of an overview of the business.

In principle, research is measuring social and natural phenomena. Researching with existing data is more appropriate if it is called making a report rather than conducting research. However, on the lowest scale, reports can also be expressed as a form of research (Sugiyono, 2018) . Validity test is a test carried out to determine the validity/accuracy/accuracy of a question item in measuring the variables studied (Kurniawan & Puspitaningtyas, 2019) . The validity test in this study was carried out at UKM babanana chips Lubuklinggau with a total of 20 respondents. he Reliability Test is a test carried out to determine the reliability (level of trust) of a question item in measuring the variables studied (Kurniawan & Puspitaningtyas, 2019) . This test uses the Alpha formula which according to Rukajat (2018) to find reliability values. The normality test is in testing the regression model of confounding or residual variables having a normal distribution. The T and F tests assume that the residual values follow a normal distribution, how to detect them with graphical analysis and statistical tests (Rukajat, 2018) . The use of the normality test in the regression model is normally distributed if the significant value is > 0.05 (Aprianto, 2017) . The linearity test is a way to see if the model specifications used are correct or not or to find out if the empirical studies used must be linear, quadratic and cubic (Rukajat, 2018) . The use of the linearity test has a normal relationship if the independent variable and the dependent variable are <0.05 (Aprianto, 2017) . Multiple linear regression is used to test the effect of the independent variables on the dependent variable (Pamuskas & Zuhro, 2016) . Rukajat (2018) says the multiple linear regression formula is as follows: $Y = a + b_1X_1 + b_2X_2 + e$

4. Findings and Discussions

Results Validity Reliability. Before the statistical test is carried out, the question/ statement items will first be tested using validity and reliability tests. The data tested comes from the independent variables, namely social media and promotions, as well as the purchase decision dependent variable. Where the validity and reliability tests were tested outside the population and sample, which was carried out on 20 respondents with babanana chips SMEs with a value of $r_{table} = 0.444$. Based on the results of calculating the validity test of Social Media (X1) conducted on 20 customer respondents at UKM Babanana Chips Lubuklinggau with 8 questions, all items per indicator are above the smallest value of 0.508 against r table 0.444 in other words that all statement items regarding the Media variable Social (X1) can be declared valid, because overall r_{count} (CITC) > r_{table} at a significant level of 5% so that it is feasible for further research. The validity of the Promotion (X2) which was carried out on 20 customer respondents at UKM Babanana Chips Lubuklinggau with 10 questions, all items per indicator were above the smallest value of 0.566 against r_{table} 0.444 in other words that all statement items regarding the Promotion variable (X2) can be declared valid, because overall r_{count} (CITC) > r_{table} at a significant level of 5% so that it is feasible for further research. The validity of the Purchase Decision (Y) conducted on 20 customer respondents at UKM Babanana Chips Lubuklinggau with 10 questions, all items per indicator are above the smallest value of 0.658 against r_{table} 0.444 in other words that all statement items

regarding Decision variables. Purchase (Y) can be declared valid, because overall r $_{count}$ (CITC) > r $_{table}$ at a significant level of 5% so that it is feasible for further research. Reliability is carried out to measure whether the measurement result score is free from measurement errors or shows a consistent level of measuring instrument. The results of the reliability test show that the measuring instrument used is 100% reliable if the alpha value is > 0.5 or 0.444. From the processed data using the *reliability analysis test* , it shows that all data can be declared reliable, this can be seen from the alpha value obtained > 0.5 or 0.444. The results of processed data can be seen in the table below.

Table 1. Reliability Test Results

NO	Variable		Cronbach's Alpha	rtable = 0.05 N=20	Reliability
1	Social media		0.795	0.444	*Reliable*
2	Promotion		0.904	0.444	*Reliable*
3	Buying decision		0.937	0.444	*Reliable*

The normality test is intended to determine whether the residuals of the regression model studied are normally distributed or not. The method used to test for normality is to use the Kolmogorov-Smirnov test > 0.05 , then the normality assumption is fulfilled.

Table 2. Normality

		Unstandardized residual
N		100
Normal Parameters [a,b]	*Means*	.0000000
	std. Deviation	3.14223678
Most Extreme Differences	*absolute*	086
	Positive	086
	Negative	-.085
Test Statistics		086
asymp. Sig. (2-tailed)		.063 [c]

A significant value is obtained from the Exact Sig. (2-tailed) is 0.063 > 0.05, it can be concluded that the assumption of normality is fulfilled and this research can be used in

further research.

Linearity testing needs to be done, to find out which model is proven to be a linear model or not. The criteria in the linearity test are that two variables are said to have a linear relationship if they obtain a significance value of f < 0.05 or f > 0.05, then the X variable has a relationship with the Y variable.

Table 3. Linearity Test Results

Variable	Significance	Information
Social media	0.070	linear
Promotion	0.300	linear

Based on table 3 above, it shows that the first result of the significance of the social media variable (X1) on purchasing decisions (Y) is 0.070. This means 0.070 > 0.05 . So it can be concluded that the two variables can be said to be related linearly. Then the results of the significance of the promotion variable (X2) on the purchase decision (Y) is 0.300. This means 0.300 > 0.05 . So it can be concluded that the two variables can be said to be related linearly. Recapitulation of multiple linear regression results can be seen in the following table:

Table 4. Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	4,485	3,510		1,278	.204
	Social media	.556	.149	.371	3,735	.000
	Promotion	.429	.101	.423	4,255	.000
a. Dependent Variable: Purchase Decision						

Based on table 4 above, it is known that the results of the regression calculations obtained the value of b1 = 0.556 and b2 = 0.429 while the value of a = 4.485. Then these values are entered into the multiple linear regression equation as follows: Y = 4.485+ 0.556X1 + 0.429X2. A constant value of a = 4.485 states that if there is no change in Social Media and Promotion or the value is zero then the value of the Purchase Decision variable is 4.485. Social Media regression coefficient of b1 = 0.556 states that every increase in social media by one unit will increase Purchase Decision of 0.556. Promotion regression coefficient of b2 = 0.429 states that each increase in promotion by one unit will increase the Purchase Decision by 0.436.

Table 5. T Test Results (Partial)

	Model	t	Sig.
1	*(constant)*	1,278	.204
	Social media	3,735	.000
	Promotion	4,255	.000

The significance value of all variables has a value of more than t_{table} = 1.985. The conclusion that can be drawn is that social media and promotion partially have a significant effect on increasing the purchase decision of kino chips in Lubuklinggau.

Table 6. F Test Results (Stimulants)

Model		*Sum of Squares*	Df	*MeanSquare*	f	Sig.
1	*Regression*	1168,508	2	548,254	57,978	.000 [b]
	residual	977,492	97	10,077		
	Total	2146,000	99			

Based on the analysis of research data with the f test, it was found that the calculated f value obtained was 57.978 while the f_{table} was 3.09 . The criterion for this test is if $f_{count} > f_{table}$ then the hypothesis is accepted and vice versa.This shows that there is a significant influence between Social Media and Promotion on purchasing decisions.

Social Media on Purchase Decision. The results of the equation for the estimated value of the regression function Y = 4.485 + 0.556 indicate that for every one unit increase in social media value, the purchase decision value increases by 0.556. The results of this study indicate that there is a significant relationship between social media and purchasing decisions. Testing the hypothesis with the t test determines the value of t_{table} with a level of confidence with a level of 0.05 . So it can be seen from the results of the calculation of the social media variable t test (X1) that it has a tcount of 3.735 > ttable value of 1.985 . This shows that HI is accepted so that partially the social media variable has a significant influence on increasing the purchase decision of kino chips in Lubuklinggau. This means that the research hypothesis which states that "it is suspected that social media has an effect on increasing the purchase decision of kino chips in Lubuklinggau" is proven and the hypothesis is accepted. this is in line with previous research conducted by (Adhawiyah & Anshori, 2019) that social media has an effect on purchasing decisions. The results of this study are in line with the view (Suwardi & Yusuf, 2021) that promotions on social media influence users to use the products offered with unique and interesting content shown on a homepage in an application.

Effect of Promotion on Purchase Decision. The results of the equation for the estimated value of the regression function Y = 4.485 + 0.429. It shows that for every one unit

increase in social media value, the value of the purchase decision increases by 0.429. The results of this study indicate that there is a significant relationship between promotions and purchasing decisions. Testing the hypothesis with the t test determines the value of t $_{table}$ with a level of confidence with a level of 0.05 . So it can be seen from the results of the calculation of the promotion variable t test (X2) that it has a $_{calculated\ t\ value}$ of 4.255 > t $_{table\ value}$ of 1.985. This shows that H2 is accepted so that partially the promotion variable has a significant effect on increasing the purchase decision of kino chips in Lubuklinggau. This means that the research hypothesis which states that "promotion has an effect on increasing the purchase decision of kino chips in Lubuklinggau" is proven and the second hypothesis is accepted. this is in line with previous research conducted by (Lininati, 2019) that promotions affect purchasing decisions. The results of this study are in line with the view (Indika & Jovita, 2017) Promotion through social media under the auspices of trusted companies and products can influence purchasing decisions as the product of first choice compared to other products.

Influence of Social Media as a means of promotion to increase purchasing decisions. The results of the recapitulation of multiple linear regression as for the regression equation to estimate the dependent variable using all independent variables are as follows : Y = 4.485 + 0.556 + 0.429. A constant value of a = 4.485 states that if there is no change in social media and promotions or the value is zero then the value of the Purchase Decision variable is 4.485. The social media regression coefficient of b1 = 0.556 states that every increase in social media by one unit will increase the Purchase Decision by 0.556. The promotion regression coefficient of b2 = 0.429 states that each increase in promotion by one unit will increase the Purchase Decision by 0.429. Testing the third hypothesis is the calculation f test obtained f $_{count}$ = 57.978 > f $_{table}$ = 3 .09 . So social media and promotions are positively and significantly related to purchasing decisions. This proves that the third hypothesis of this study which reads "It is suspected that social media is a means of promotion to increase purchasing decisions" is proven true and the third hypothesis can be accepted. The results of this study indicate that social media and promotions are partially or simultaneously related to purchasing decisions. With the understanding that if social media and promotions are carried out optimally together, then it will make a good contribution and have a positive and significant impact on increasing purchasing decisions for kino chips in Lubuklinggau. This is in line with previous research conducted by (Lukito & Fahmi, 2020) which states that promotions with social media have a positive and significant effect on purchasing decisions. This positive influence shows that promotion with effective social media will further increase purchasing decisions.

5. Conclusion

Social media partially has a significant effect on increasing the purchase decision of kino chips in Lubuklinggau. It can be seen from the processed data shows that the t count = 3.735 is greater than the t $_{table\ value}$ of 1.985 with a sig significant level. = 0.000. Promotion partially has a significant effect on increasing the purchase decision of kino chips in Lubuklinggau. It can be seen from the processed data shows that the t count = 4.255 is greater than the t $_{table\ value}$ of 1.985 with a sig significant level. = 0.000. Social media and promotion together (simultaneous) have a significant influence on increasing the purchase decision of kino chips in Lubuklinggau. It can be seen from the processed data, it shows that the $_{calculated\ f\ value}$ = 57.978 is greater than the f $_{table\ value}$ = 3.09 and the significance level

simultaneously sig f is 0.000. Kino Chips social media accounts must be more active in conveying information and providing innovations to create more interesting content in the form of images, writing, videos to combine everything so that consumers can understand and be more interested in the information posted on social media. Promotion of kino chips must be increased not only through social media but also offline or directly to the public so that the general public is more familiar with kino chips, so that they can have more influence in making purchasing decisions. Based on the results of the research above, both individually (partially) and jointly (simultaneous) it turns out that social media and promotion variables strongly influence the level of purchasing decisions. So based on the results of the research, in this case the Lubuklinggau kino chips UKM should maintain commitment and increase consumer loyalty so that trusted products can influence purchasing decisions as the product of first choice compared to other products.

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The Influence of Commitment, Discipline and Job Satisfaction on Employee Performance in Class IIA Lubuklinggau Correctional Institution

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Abstract

The research entitled The Influence of Commitment, Discipline and Job Satisfaction on Employee Performance is a quantitative study, conducted at the Lubuklinggau Class IIA Lubuklinggau Correctional Institution. The research objective was to determine the effect of commitment, discipline and job satisfaction on employee performance in Class IIA Lubuklinggau Correctional Institution simultaneously and partially. The sample in this study were all employees at Class IIA Lubuklinggau Correctional Institution with a total of 50 employees. The data analysis technique used in this study is multiple linear regression testing, coefficient of determination test, F test and t test. The research results obtained are 1). The partial test (t-test) conducted proves that commitment has an effect on employee performance, with a value of tcount 4.415 > ttable 2.008 and a Sig value of 0.002 <0.05. 2). Discipline affects employee performance, with a value of tcount 4.717 > ttable 2.008 and a Sig value of 0.004 <0.05. 3). Job satisfaction affects employee performance, with a value of tcount 3.678 > ttable 2.008 and a Sig value of 0.007 <0.05. 4). Commitment and discipline simultaneously have a significant effect on employee performance, with an Fcount of 35.633 > Ftable of 3.20 and a Sig value of 0.000 <0.05. 5). Discipline and job satisfaction simultaneously have a significant effect on employee performance, with an Fcount of 32.188 > Ftable of 3.20 and a Sig value of 0.000 <0.05. 6). Commitment and job satisfaction simultaneously have a significant effect on employee performance, with an Fcount of 28.570 > Ftable of 3.20 and a Sig value of 0.000 <0.05. 7). Commitment, Discipline and Job Satisfaction simultaneously have a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution, where Fcount is 25.610 > Ftable 2.81 and also a sig of 0.000 <0.05.

Keywords: commitment, discipline, job satisfaction, employee performance.

1. Introduction

Shifting in perspective on roles and functions of human resources (HR) has occurred in the last few years. In the beginning, human resources were nothing more than another factor of production, while now human resources are seen as a strategic factor and are very decisive in realizing the vision and mission of the organization compared to other factors. This shift has consequences for changes or shifts in the perspective of thinking and practice of human resource management, both within public organizations and business organizations. Changes occur at the level of terminology and the substance they contain. Initially, human resources used the terminology of personnel, personnel administration (AK), or personnel management (MP). Then, changed to the terminology of Human Resource Management (MSDM). In the new paradigm (HRM), the human resources (HR) division has a contribution in determining the future of the organization through a functional orientation, not just monitoring, directing and controlling, but development, creativity, flexibility and proactive management.

Performance as the main focus of human resource management plays a central role in the success of achieving organizational goals. Performance is a measure of an outcome. The results of a job can be in the form of goods or services. A person's performance can be seen from the goods or services produced by that person. If the goods or services produced are as expected, then it can be said that the person has good performance, and vice versa (Robbins, 2018). The Lubuklinggau Class IIA Correctional Institution has the duty to carry out periodic and ongoing coaching for inmates of correctional facilities, with the aim that prisoners realize their mistakes and no longer wish to commit crimes and become responsible citizens for themselves, their families and their environment. The success of the coaching task carried out by the Lubuklinggau Class IIA Correctional Institution is largely determined by the performance of the existing apparatus.

Lubuklinggau Class IIA Correctional Institution is still faced with a series of employee performance challenges. As an institution with the main task and function of coaching the inmates, the communication and interpersonal skills of the prison apparatus are an absolute prerequisite for the success of the tasks and functions of the coaching carried out. The communication and interpersonal skills of the prison apparatus are still less than expected. Personal conflicts between officers and inmates that still occur are evidence of a communication barrier.

Performance is closely related to work motivation that exists in an employee. Work motivation is influenced by various factors, such as: adequate facilities and infrastructure, the level of appreciation and fair treatment from the organization. Lack of facilities and infrastructure is the main obstacle that has an impact on decreasing the performance of Class IIA Lubuklinggau Correctional Institution employees in quality and quantity. In addition to the above, the lack of employee discipline also has an impact on decreasing employee performance. The success of organizational performance is largely determined by the success of the organization in managing human resource commitment. In other words, employee commitment to the organization is very important, because if employees are committed to the organization, they will be more productive. Without high commitment from employees, there will be no performance produced by these employees. According to (Mathis & Jackson, 2018), commitment is the level of trust and acceptance of the workforce towards organizational goals and has a desire to remain in the organization.

High commitment from employees will produce behavioral derivatives in the form of caring. The manifestation of employee care is reflected in the clean and tidy working conditions of employees, well-maintained facilities and the use of office facilities in accordance with their designation. Field evidence found that there were still unclean and untidy workplaces, office facilities that were damaged prematurely, and use of office facilities for personal gain. Employees' passion for work is the result of personal commitment. The high desire to work is implemented in the form of maximum quality of work results and high quantity of work. The fact is that there are still employees who lack the desire to work. (Krietner, 2018) states that discipline is an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around him. Good employee discipline will accelerate the achievement of organizational goals. Discipline is very necessary for the individual concerned and the organization. Discipline has a close relationship with performance.

The key word of discipline is obedience to applicable regulatory norms. The obedience of Class IIA Correctional Institution Lubuklingau staff towards regulatory norms is still lacking. Discipline enforcement must start from the top leadership of the organization. Organizational leaders should first set an example in enforcing discipline. The lack of exemplary discipline shown by organizational leaders makes it difficult to enforce discipline among their subordinates. The obedience of Class IIA Lubuklinggau Correctional Institution employees during working hours is still lacking. Employees who are often late for work and absent without explanation are strong indicators of a lack of adherence to predetermined working hours.

Discipline cannot be separated from the concept of reward and punishment. It is appropriate for employees who have high dedication and discipline to be rewarded, and employees who are not disciplined to be given punishment. The process of implementing the concept of reward and punishment in Class IIA Lubuklinggau Correctional Institution is still not optimal. Lack of respect for employees with high discipline will reduce their work motivation. Punishments that are not strict against employees who are not disciplined will create a bad stigma against the leadership.

Herzberg in (Busro, 2018) defines job satisfaction as a positive feeling which is the result of an evolution of the results obtained with the expected results. Thus, job satisfaction is a complex problem, because it comes from various elements of work, such as the type of work itself, salary/wages, promotions, supervision, colleagues or overall work results.Job satisfaction felt by employees of the Lubuklinggau Class IIA Correctional Institution, is still lacking between employee expectations and the existing real conditions. Salaries that are still inadequate compared to the duties and responsibilities carried out are the mainstay of the lack of job satisfaction felt by employees. In addition, the lack of appreciation from the community as a result of negative perceptions of Correctional Institutions also reduces perceived job satisfaction. The existing collegial and primordial culture has implications for unequal/unfair treatment between employees with one another. A series of existing job satisfaction problems require a thorough and measurable solution, so that the job satisfaction felt by employees can be increased. This research was conducted aiming to find out whether: Commitment, discipline and job satisfaction simultaneously have a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution;Commitment and discipline simultaneously have a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution;Discipline and job satisfaction simultaneously have a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution;Commitment and job satisfaction simultaneously have a significant effect on employee performance at the Lubuklinggau Class IIA Correctional Institution;Commitment partially has a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution;f. Discipline partially has a significant effect on the performance of employees in Class IIA Lubuklinggau Correctional Institution; and Partially, job satisfaction has a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution.

2. Literature Review

Commitment. (Robbins & Judge, 2019) says that commitment to the organization is a work attitude that reflects how a person (likes or dislikes) towards the organization where he works if he likes the organization then he will try to keep working, where the

organization as a a strong bond where someone is involved in the organization. (Rahmawati & Prasetyo, 2017) states that commitment reflects the strength, involvement and loyalty of employees to the organization. This involvement and loyalty is greatly influenced by the large number of jobs assigned to employees according to their expectations. The indicators used to measure the level of service quality are as follows: Willingness of Employees, Employee Loyalty, Employee Pride.

Disicipline. (Rivai, 2018) put forward the definition of work discipline as a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of a person to comply with all organizational regulations. Porter defines organizational commitment as a strong belief and self-acceptance of organizational goals and values, a willingness to give great effort to the interests of the organization, and a strong desire to remain in the organization (Hafid, 2018). The indicators used to measure organizational culture are as follows: Purpose and Capabilities, Exemplary Leader, Refund, Justice, Internal Control, Sanctions and Punishments.

Job Satisfaction. (Davis & Newstroom, 2018) put forward the definition of job satisfaction as an employee's feeling of pleasure or displeasure with his work. (Robbins, 2018) states that job satisfaction is a general attitude towards one's work; the difference between the amount of reward an employee receives and the amount of reward they believe they should receive. The indicators used to measure the level of motivation are as follows: The work itself, Salary, Colleagues, Promotion, Supervision.

Employee Performance. (Ardini & Fadli, 2017) state that performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributes to the economy. (Rivai, 2018)states that performance is the willingness of a person or group of people to carry out an activity and refine it according to responsibility with the expected results. The indicators used to measure work discipline are as follows: Quality, Quantity, Implementation of tasks, Responsibility.

The performance produced by employees is influenced by various variables that influence it. Of the many variables that affect performance include: commitment, discipline and job satisfaction. Based on the results of research conducted (Ardini & Fadli, 2017), (Ilahi et al., 2017), and (Adil et al., 2018) commitment and discipline partially or simultaneously have a positive and significant effect on performance. The influence of discipline and organizatonal culture variables on performance is supported by the results of research conducted by (Runtunuwu et al., 2015) and research (Pratama & Dihan, 2017) which prove the significant effect of discipline variables on performance . The effect of job satisfaction on performance is proven by the results of a study conducted by (Suroto et al., 2018), (Sari, n.d.), (Mukhlis et al., 2018) which proves that the job satisfaction variable has a significant effect on the employee performance. The results of research conducted by (Sulistiawan et al., 2017), (Leatemia, 2018), (Wahdaniah & Gunardi, 2018) and (Suparno & Sudarwati, 2014) which prove the significant effect of employee performance variables.

3. Research Method

The population according to (Sugiyono, 2019) is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by

researchers to study and then draw conclusions. (Arikunto, 2018) defines the population as the entire object of research. Thus, the population is not only people but also objects and other natural objects. The population is also not just the amount that exists in the object or subject being studied, but includes all the characteristics or properties possessed by the subject or object itself. The population in this study were all employees in the Lubuklinggau Class IIA Correctional Institution, totaling 50 employees.. According to (Sugiyono, 2019) the sample is part of the number and characteristics possessed by the population. So the sampling technique is a saturated sample according (Sugiyono, 2019) is a sampling technique when the population is used as a research sample. Where all members of the population are used as samples in the study. The object of research is 50 people who are all employees in Class IIA Lubuklinggau Correctional Institution.

4. Findings and Discussions

Multiple linear regression is used to determine the multiple linear regression equation and calculate the magnitude of the influence of commitment, discipline and job satisfaction on performance in Class IIA Lubuklinggau Correctional Institution . From the results of the questionnaire that was distributed to 40 respondents, the answers were obtained from the results of data processing with the SPSS Ver. program. 24 for Windows obtained the following results

Table 1. T Test Result

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	25.073	4.288		5.183	.024
	COMMITMENT	.307	.127	.290	4.415	.002
	DISCIPLINE	.414	.135	.417	4.717	.004
	JOB SATISFACTION	.272	.102	.202	3.678	.007

Based on the calculation results above, it can be seen that the value of the commitment variable has a tcount of 4.415 > ttable of 2.008 and a Sig value of 0.002 <0.05. This shows that the commitment variable partially has a significant effect on performance. Discipline has a tcount of 4.717 > ttable of 2.008 and a Sig value of 0.004 <0.05, this shows that the discipline variable partially has a significant effect on performance. Job satisfaction has a tcount of 3.678 > ttable of 2.008 and a Sig value of 0.007 <0.05, this shows that the variable of job satisfaction partially has a significant effect on performance. From the table, the value a = 25.073, b1 = 0.307, b2 = 0.414 and the value b3 = 0.272. Then the values of a and b are arranged into a multiple linear regression equation of performance = a + b1 commitment + b2 discipline + b3 job satisfaction, then the regression equation is: Y = b1 X1 + b2 X2 + b3 X3 + a.

The regression coefficient value representing the commitment variable obtained indicates that any change in the commitment variable will increase performance. The regression coefficient value representing the discipline obtained indicates that any change in the disciplinary variable will increase performance. The regression coefficient value representing job satisfaction obtained indicates that any change in the job satisfaction variable results in increased performance.

Coefficient of Determination. Based on the results of the data processing above, it is known that the coefficient of determination can be used to determine the influence of the dependent variable in explaining variations in changes in the independent variables. The value of the correlation coefficient is a value to measure the strength of the influence between the response variable Performance (Y) with all explanatory variables, commitment, discipline and job satisfaction.

Table 2. Coefficient of DeterminationTest Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791[a]	.625	.601	2.49607

From the calculation of the coefficient of determination, it is obtained that the value of R is 0.791. This means that there is a positive relationship between the variables of commitment, discipline and job satisfaction on employee performance in Class IIA Lubuklinggau Correctional Institution which is very strong. If commitment, discipline and job satisfaction increase, performance will also increase. Then from the calculation of the coefficient of determination (R2) of 0.625. This means that the magnitude of the influence of commitment, discipline and job satisfaction on performance in Class IIA Correctional Institution Lubuklinggau, is 0.601 or 60.1%, while the remaining 39.9% is influenced by other variables not included in this study such as organizational culture, leadership, supervision, and so on.

Simultaneous Test of Commitment and Discipline. Research in Class IIA Correctional Institution Lubuklinggau, using 2 independent variables namely: commitment and discipline with performance as the dependent variable. To see the effect of the two independent variables on the dependent variable, a simultaneous significance test of the commitment and discipline variables was carried out. The results of the simultaneous significance test of the commitment and discipline variables can be seen in the table below:

Table 3. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	461.148	2	230.574	35.633	.000[b]
	Residual	304.132	47	6.471		
	Total	765.280	49			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), DISICIPLINE, COMMITMENT

Based on the recapitulation of the results of the F test above, it can be explained that the variables Commitment and Discipline with Performance in the Lubuklinggau Class IIA Correctional Institution , with a value of Fcount = 35.633 > Ftable = 3.20 with a significance level of Sig = 0.000 <α = 0.009 with a significance level of 95% and a = 5%. This means that together the Commitment and Discipline variables have a significant influence on Performance in Class IIA Lubuklinggau Correctional Institution . Thus the hypothesis in the research is proven and acceptable.

Discipline and Job Satisfaction Simultaneous Significance Test. To see the effect of the two independent variables on the dependent variable, a simultaneous significance test of the Discipline and Job Satisfaction variables was carried out. The results of the simultaneous significance test of the Discipline and Job Satisfaction variables can be seen in the table below:

Table 4. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	442.338	2	221.169	32.188	.000[b]
	Residual	322.942	47	6.871		
	Total	765.280	49			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), JOB SATISFACTION, DISCIPLINE

Based on the recapitulation of the results of the F test above, it can be explained that the variables Discipline and Job Satisfaction on Performance in Class IIA Lubuklinggau Correctional Institution , with a value of Fcount = 32.188 > Ftable = 3.20 with a significance level of Sig = 0.000 <α = 0.05, with a level of 95% significance and a = 5%.

This means that together the Discipline and Job Satisfaction variables have a significant influence on performance in Class IIA Lubuklinggau Correctional Institution . Thus the hypothesis in the research is proven and acceptable.

Simultaneous Significance Test of Commitment and Job Satisfaction. To see the effect of the two independent variables on the dependent variable, a simultaneous significance test of the Commitment and Job Satisfaction variables was performed. The results of the simultaneous significance test can be seen in the table below:

Table 5. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	419.896	2	209.948	28.570	.000[b]
	Residual	345.384	47	7.349		
	Total	765.280	49			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), JOB SATISFACTION, COMMITMENT

Based on the recapitulation of the F test results above, it can be explained that the variable Commitment and Job Satisfaction on Performance in Class IIA Lubuklinggau Correctional Institution , with a value of Fcount = 28.570 > Ftable = 3.20 with a significance level of Sig = 0.000 <α = 0.05, with a level of 95% significance and a = 5%. This means that together the Commitment and Job Satisfaction variables have a significant influence on Performance in Class IIA Lubuklinggau Correctional Institution . Thus the hypothesis in the research is proven and acceptable.

Simultaneous Significance Test of Commitment, Work Discipline and Job Satisfaction

To find out whether the Commitment, Discipline and Job Satisfaction variables have a significant effect on Performance in Class IIA Lubuklinggau Correctional Institution , the Simultaneous Significance test or F Test was used with the help of the SPSS program with the results dee 6. scribed in the table below:

Table 6. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	478.682	3	159.561	25.610	.000[b]
	Residual	286.598	46	6.230		
	Total	765.280	49			

a. Dependent Variable: KINERJA

b. Predictors: (Constant), KEPUASAN KERJA, KOMITMEN, DISIPLIN

Based on the recapitulation of the F test results above, it can be explained that the variables Commitment, Discipline and Job Satisfaction on Performance in Class IIA Lubuklinggau Correctional Institution , with a value of Fcount = 25.610 > Ftable = 2.81 with a significance level of Sig = 0.003 <α = 0.05. With a significance level of 95% and a = 5% and denominator db = n-k-1 = 50 – 3 – 1 = 46 and db quantifier k = number of variables – 1 (k = 3). This means that together the variables Commitment, Discipline and Job Satisfaction have a significant influence on performance in Class IIA Lubuklinggau Correctional Institution . Thus the hypothesis in the research is proven and acceptable.

The Effect of Commitment on Performance. From the results of the t test above, it can be said that the variable commitment to performance in Class IIA Lubuklinggau Correctional Institution shows a tcount value of 4.415 > ttable of 2.008 and a Sig value of 0.002 <0.05. Thus, the proposed research hypothesis is proven and acceptable. Commitment is an important variable for employees in Class IIA Lubuklinggau Correctional Institution . The higher the level of commitment an employee has, the better the implementation of duties and responsibilities. However, high commitment from employees cannot be obtained immediately, but is a process that involves all components in the organization. Kanter in Sopiah (2014: 131) states that the high commitment shown by employees begins with the application of the basic principles of commitment. The principles of continuity, integration and control applied by the organization to employees can shape and foster the level of commitment that employees have. Therefore, organizations should pay great attention to establishing the level of commitment possessed by employees, through continuous and integrated efforts but still within the control corridor determined by the organization. The results of the partial test (t test) for the commitment variable show that the commitment variable has a partially significant effect on the performance of employees in the Lubuklinggau Class IIA Correctional Institution . The results obtained are in line with the results of research conducted by(Adil et al., 2018). The results of the research conducted prove that the organizational commitment variable has a significant influence on the performance of employees of the North Sulawesi Province Manpower and Transmigration Service.

The Effect of Discipline on Performance. From the results of the t test on the discipline variable on employee performance at the Lubuklinggau Class IIA Correctional

Institution, the tcount value is 4.717 > ttable 2.008 and the Sig value is 0.004 <0.05. Based on the results obtained from the partial significance test (t test), it can be interpreted that partially the disciplinary variable has a significant influence on the performance of employees in Class IIA Lubuklinggau Correctional Institution . Thus the hypothesis proposed in the study is proven and acceptable. Discipline cannot be separated from the main duties and functions of the Correctional Institution as an institution that oversees the convicts (convicts) who are involved in cases of violations of the law. If employees do not have a high level of discipline, especially at the level of employees who look after the inmates, it is very likely that unwanted things will happen. Therefore, discipline for employees of the Lubuklinggau Class IIA Correctional Institution is a vital factor determining the success of carrying out their duties. Violations committed by employees generally have motives and backgrounds that underlie the acts of violations committed. Lack of examples and examples from leaders, lack of appreciation from the organization for employees who have high dedication and sanctions and punishments that do not provide a deterrent effect for violators, are triggering factors for disciplinary violations. Therefore, organizations should pay attention to the factors that influence the level of employee discipline. From the series of factors stated above, organizations can sort out which factors are more dominant to develop, and which factors are administrative in nature. Organizational attention to factors that influence discipline will have an impact on employee behavior patterns at work. Good work behavior will have an impact on good performance as well. The results of the research conducted show that the discipline variable has a partially significant influence on the performance variable. The results obtained are in line with the results of research conducted by (Runtunuwu et al., 2015). From the results of research conducted on employees at the Manado City Integrated Licensing Service Agency, it was found that the disciplinary variable has a positive and significant effect on employee performance.

The Effect of Job Satisfaction on Performance. Based on the recapitulation of the t test above, it can be explained that the variable of job satisfaction on performance in the Lubuklinggau Class IIA Correctional Institution , shows a tcount value of 3.678 > ttable of 2.008 and a Sig value of 0.007 <0.05. This shows the research hypothesis is proven and the hypothesis is accepted. Job satisfaction is something that is intrinsic, generally influenced by the amount of remuneration, working environment conditions and awards received by employees from the organization. From the results of observations and data on the results of questionnaires distributed to employees at the Class IIA Lubuklinggau Correctional Institution, it was found that most employees were not satisfied with the amount of salary/remuneration received from the organization. Even though the government has determined the amount of remuneration and other income benefits received by employees, however, the amount of income received has not included social cost components in the remuneration received by employees. The existing conditions have an impact on decreasing job satisfaction felt by employees of the Class IIA Lubuklinggau Correctional Institution. The perceived less conducive working conditions also contribute to the job satisfaction felt by employees. The placement process is less than optimal, lack of fairness between employees in the organization, and a strong culture of primordialism in the organization. Problems that arise related to job satisfaction variables felt by Class IIA Lubuklinggau Correctional Institution employees are in line with the opinion of Marihot Tua Efendi, who stated that job satisfaction is influenced by

factors, including: salary, job, co-workers, promotions and superiors. The results of the research conducted are in line with the results of research conducted by (Ilahi et al., 2017). Research entitled The Effect of Job Satisfaction on Work Discipline and Organizational Commitment (Study on Employees of PT. PLN (Persero) East Java Distribution Malang Area) proves that job satisfaction has a direct influence on work discipline.

The Effect of Commitment and Discipline on Performance. Testing the hypothesis on the commitment and discipline variables in this study obtained a value of Fcount = 35.633 > Ftable = 3.20 with a significance level of Sig = 0.000 <α = 0.05 with a significance level of Sig = 0.000 <α = 0.05, with a significance level 95% and a = 5%. This means that together the commitment and discipline variables have a significant influence on the performance of employees in Class IIA Lubuklinggau Penitentiary. Thus the hypothesis proposed in this study is proven and acceptable. Commitment and discipline as important variables that influence performance should be the concern of organizational leaders. Efforts to increase the level of employee commitment and discipline can be pursued by improving the existing work system within the organization through simplification of the bureaucracy, increasing employee transparency and integrity. Discipline can be improved through the application of strict sanctions and punishments and provides a deterrent effect for violators. However, before imposing sanctions and punishments on violators, organizational leaders as role models in the organization should first set an example in applying discipline. The research results obtained are in line with the results of research conducted by (Adil et al., 2018) entitled Effects of Organizational Commitment and Work Discipline, and Non-Financial Compensation on Employee Performance at the Department of Manpower and Transmigration of North Sulawesi Province. Differences in research results are influenced by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location. This has an effect on the research results obtained.

The Effect of Discipline and Job Satisfaction on Performance. Testing the hypothesis on the commitment and discipline variables in this study obtained a value of Fcount = 35.633 > Ftable = 3.20 with a significance level of Sig = 0.000 <α = 0.05 with a significance level of Sig = 0.000 <α = 0.05, with a significance level 95% and a = 5%. This means that together the commitment and discipline variables have a significant influence on the performance of employees in Class IIA Lubuklinggau Correctional Institution . Thus the hypothesis proposed in this study is proven and acceptable. Commitment and discipline as important variables that influence performance should be the concern of organizational leaders. Efforts to increase the level of employee commitment and discipline can be pursued by improving the existing work system within the organization through simplification of the bureaucracy, increasing employee transparency and integrity. Discipline can be improved through the application of strict sanctions and punishments and provides a deterrent effect for violators. However, before imposing sanctions and punishments on violators, organizational leaders as role models in the organization should first set an example in applying discipline. The research results obtained are in line with the results of research conducted by (Adil et al., 2018) entitled Effects of Organizational Commitment and Work Discipline, and Non-Financial Compensation on Employee Performance at the Department of Manpower and Transmigration of North Sulawesi Province. Differences in research results are influenced

by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location. This has an effect on the research results obtained.

The Effect of Commitment and Job Satisfaction on Performance. The results of the recapitulation of the results of the F test on the variables of commitment and job satisfaction on performance in the Lubuklinggau Class IIA Correctional Institution , yield a value of Fcount = 28.570 > Ftable = 3.20 with a significance level of Sig = 0.000 <α = 0.00, with a significance level of 95% and a = 5%. Thus, together the variables of commitment and job satisfaction have a significant influence on performance in Class IIA Lubuklinggau Correctional Institution. The research results obtained are in line with the results of research conducted by Kelimeda, Hairudinor, M. Nur Iman Ridwan and Juhriansyah Dalle. The results of the research conducted were also corroborated by the results of research conducted by(Adil et al., 2018). Differences in research results are influenced by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location. This has an effect on the research results obtained.

The Effect of Commitment, Work Discipline and Job Satisfaction on Performance. The results of multiple linear regression calculations obtained the following equation: value a = 25.073, b1 = 0.307, b2 = 0.414 and b3 = 0.272 values then the values a and b are arranged into a multiple linear regression equation Y = a + b1X1 + b2X2 + b3X3, then the regression equation is as follows: performance = 25.073 + 0.307 commitment + 0.414 discipline + 0.272 job satisfaction. From the equation of the estimated value of the regression function above, it can be seen that the constant obtained is 25.073. This illustrates that without being influenced by the independent variables of commitment, discipline and job satisfaction, the performance value is β/a = 25.073. While the value of the regression coefficient representing the commitment variable has a value of 0.307 indicating that any change in the commitment variable, the performance will change in a direct proportion of 0.307 assuming the other independent variables are constant. Then the value of the regression coefficient representing the disciplinary variable is obtained by a value of 0.414 indicating that any change in the disciplinary variable, the performance will change in a direct proportion of 0.414 assuming the other independent variables are constant. The regression coefficient value representing the job satisfaction variable has a value of 0.272 indicating that any changes in the job satisfaction variable, the performance will change in a direct proportion of 0.272 assuming the other independent variables are constant. From the calculation of the coefficient of determination, the R value is 0.791. This can be interpreted that the magnitude of the contribution of commitment, discipline and job satisfaction with the performance of employees in the Lubuklinggau Class IIA Correctional Institution is very strong. Then from the calculation of the coefficient of determination (R2) of 0.625. It means that the magnitude of the influence of commitment, discipline and job satisfaction on employee performance in the Lubuklinggau Class IIA Correctional Institution is 0.601 or 60.1%, while the remaining 39.9% is influenced by other variables not included in this study. Testing the hypothesis in this study obtained a value of Fcount = 25.610 > Ftable = 2.81 with a significance level of Sig = 0.000 <α = 0.05, with a significance level of 95% and a = 5% and denominator db = n-k-1 = 50 – 3 – 1 = 46 and db quantifier k = number of

variables – 1 (k = 3). This means that together the variables of commitment, discipline and job satisfaction have a significant influence on performance in Class IIA Lubuklinggau Correctional Institution . Thus the hypothesis in the research is proven and acceptable.

5. Conclusion

Simultaneously, commitment, discipline, and job satisfaction have a significant influence on the performance provided by employees at the Lubuklinggau Class IIA Correctional Institution. Simultaneously commitment and discipline have a significant influence on the performance of employees in Class IIA Lubuklinggau Correctional Institution. Simultaneously, discipline and job satisfaction have a significant influence on employee performance in Class IIA Lubuklinggau Correctional Institution. Simultaneously commitment and job satisfaction have a significant influence on employee performance in Class IIA Lubuklinggau Correctional Institution. Partially, commitment has a significant influence on employee performance in Class IIA Lubuklinggau Correctional Institution. Partially, discipline has a significant influence on employee performance in Class IIA Lubuklinggau Correctional Institution. Partially, job satisfaction has a significant effect on employee performance in Class IIA Lubuklinggau Correctional Institution. After conducting research, it can be suggested: Commitment as a significant and influential variable on performance should get more attention from the organization. Efforts to increase employee commitment can be pursued through increasing employee awareness of the importance of commitment for employees at work. In addition, the organization must provide appropriate rewards for employees who have a high commitment to work. It is necessary to review the factors causing the low work discipline of employees. Lack of understanding of employee role and function, lack of role figures and lack of supervision accompanied by strict sanctions against violations of work discipline need to receive attention and in-depth evaluation by the regional leadership of the Lubuklinggau Class IIA Correctional Institution , so as to create high work discipline from employees. Compensation (income) as an important factor determining job satisfaction felt by employees, needs to be continuously improved by the organization. Even though organizations have limited budgets, increasing employee income can be pursued through efficiency in using the budget, optimizing the use of resources used to complete work, or increasing organizational income through other sources outside th budget provided by the government. Good performance is impossible to achieve without the support of all employees in the organization. However, mere support does not have much impact on the quality of work produced without an understanding of the main tasks and functions as well as the high responsibility of employees to carry out their duties and responsibilities.

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The Effect of Exchange Rate, Interest Rate, Inflation and World Oil Prices on Composite Index

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Abstract

This study aims to analyze the influence of macro economy between composite stock prices index. The dependent variable in this study was represented by the composite stock price index, while the independent variables consist of exchange rate, interest rate, inflation and oil price. The sampling used in this research observation period were 6 years during 2010-2015, then the data was analyzed by Multiple Linear Regression Test. The results of this study indicate that there were three variables that affect the composite stock price index, it's a exchange rate, interest rate and oil prices, while inflation have no effect on composite stock price index. Anova test result indicates exchange rate, interest rate, inflation and oil price simultaneously influence the composite stock price index. The test result show that these variables have significant positive impact on stock prices, i.e 0,000.

Keywords: exchange rate, interest rate, inflation, oil price, composite index

1. Introduction

The rapid development and development in the economic field that has occurred from year to year shows the great enthusiasm of investors and ordinary people to be able to experience a more prosperous life in society. The capital market is also growing along with the rapid development of all publicly listed companies because the capital market is seen as a vehicle that can raise the movement of long-term funds from the public to be deposited with productive issuers. The capital market is also a representation for assessing the condition of companies in a country, because almost all industries in a country are represented by the capital market. Capital markets that have experienced an increase (bullish) or decreased (bearish) can be seen from the rise and fall of listed stock prices which are reflected through an index movement or better known as the Composite Index. The condition of the capital market in Indonesia this year is inseparable from the economic slowdown, both at the global and domestic levels. Composite Stock Price Index (IDX) year to date in 2015 (2 January to August 7) saw a decline of -9,01% or in levels 4.770,30. However, when viewed over the last five years, the performance of the Indonesian Capital Market is still growing. There was an increase in the JCI by 29% in 2015 compared to 2010 which was recorded at the level of 3,203.51. Then, judging from the number of companies listed on the Indonesia Stock Exchange (IDX), there was a growth of 23%, from 420 companies in 2010 to 516 companies on August 7 2015. Then, in the value of stock market capitalization there was an increase of 52% for five last year. The share capitalization value reaches Rp 4,932.29 trillion as of August 7 2015. Meanwhile, at the end of 2010 it was recorded at IDR 3,247.10 trillion. (marketers.com).

2. Literature Review

According to Nurhaida, Chief Executive of the Capital Market Supervision of the Financial Services Authority (Marketeers.com, 11 August 2005) In the last five years, the JCI in Indonesia is still relatively better than the development of indices in several global exchanges. Indonesia is still better than Australia (ASX), Malaysia (KLCI), Singapore (STI), and others whose JCI growth rates are below Indonesia in the past five years.

Based on the chart, the trend of stock price movements on the stock exchange is very fluctuating and tends to increase from year to year. This depends on the strength of supply and demand for stocks. In the capital market, fluctuations in stock prices make the stock exchange attractive to several groups of investors. On the other hand, increases and decreases in stock prices can occur due to fundamental, psychological, and external factors.

The movement of the index is of course influenced by investors' expectations of state and global fundamental conditions. Various events and changes in macroeconomic indicators also play a role in a country's economic growth, which directly or indirectly influence the development of the capital market. Capital market performance is influenced by macroeconomic conditions such as exchange rates, interest rates, inflation and world oil prices. These macroeconomic conditions will greatly affect the ability of investors to understand and predict macroeconomic conditions in the future useful in making profitable investment decisions. Tandelilin (2001).

The value of the rupiah exchange rate against the US dollar is one of the factors that also influences the movement of the stock index in the Indonesian capital market. The stability of exchange rate movements is very important, especially for companies that are active in export-import activities that cannot be separated from the use of foreign currencies, namely the United States dollar as a transaction tool or a currency that is often used in trade. Exchange rate risk is closely related to fluctuations in domestic currency exchange rates with other countries' currencies. For a company that is export-import oriented, depreciation of the value of foreign currencies will result in imported goods being expensive. If most of the company's raw materials use imported materials, this will automatically result in an increase in production costs. This increase in production costs will certainly reduce the company's profit level. The decline in the company's profit rate will certainly affect investors' buying interest in the company's shares. In general, this will lead to a weakening of the stock price index in that country.

An increase in interest rates can increase the burden on companies (issuers) which can further reduce share prices. This increase also has the potential to encourage investors to divert their funds to the money market or savings and time deposits so that investment on the stock exchange floor decreases and can further reduce share prices.

Inflation is the tendency of goods to increase in general and within a certain period of time (Case and Fair, 1999). The unidirectional relationship between inflation and stock prices is that the higher the inflation, the higher the goods and services, which in turn increases the company's profit and its stock price. Aziz (2013).

The fluctuating movement of world crude oil prices is an indication that affects a country's capital market. The increase in world crude oil prices will indirectly impact the export and import sectors of a country. For oil-exporting countries, the increase in world crude oil prices is a distinct advantage for the company. Because oil prices are currently high,

investors tend to invest their funds in various oil and mining commodity sectors. However, if oil prices are falling, investors tend to seek profits by selling their shares.

As stated above, there are many factors that influence the capital market. Fluctuations in macroeconomic variables such as exchange rates, interest rates, inflation and world oil prices have played a vital role in the movement of the Jakarta Composite Index. Of course, these variables will also be a benchmark for investors to participate in making important decisions in investing in the capital market. Here is complete data. When interest rates fall, the JCI also falls. This happened during the 2014-2015 period. Meanwhile, when interest rates rise, the JCI also rises. this happened in the period 2012-2014. This is of course contrary to what has been described above, that interest rates have a negative influence on the JCI. Meanwhile, when the inflation rate fell from 6.96 to 3.79 in 2011, this did not cause the JCI to fall. JCI even increased sharply from 3,096.13 to 3,746. It can also be seen that when world oil prices fall, the JCI increases. This happened in 2013-2014. This condition is certainly not in accordance with the description above that world oil prices have a positive influence on the JCI.

Hypothesis. Allegedly the Exchange Rate, Interest Rate, Inflation and World Oil Prices affect the Composite Stock Price Index. Allegedly the Exchange Rate affects the Jakarta Composite Index. It is suspected that interest rates have an effect on the Jakarta Composite Index. It is suspected that inflation has affected the Jakarta Composite Index. It is suspected that world oil prices have an effect on the Jakarta Composite Index.

3. Research Method

Given the breadth of discussion that can be carried out on macroeconomic factors, the authors limit the use of these macroeconomic factors only in the form of Exchange Rates, Interest Rates, Inflation and World Oil Prices which are considered to represent macroeconomic factors in researching listed stock prices of the Jakarta Composite Index. on the Indonesian Stock Exchange. The research conducted is descriptive in nature, namely research that describes a phenomenon that occurs in research, in which the sequence of stages is in the form of collecting data, processing data, and analyzing data. Priyatno (2008). The data collected is secondary data, namely primary data that has been further processed and presented either by the primary data collector or by other parties, for example in the form of tables or diagrams. Umar (1998, p. 69). The type of data is quantitative data, namely data in the form of numbers or numbers. In accordance with the criteria, quantitative data can be processed or analyzed using statistical and mathematical calculation techniques. The data used in this study is monthly data for the 2010-2015 period in the form of: The closing price of the manufacturing sector stock price index is obtained from www.finance.yahoo.com; Prices for SBI exchange rates and interest rates are obtained from www.bi.go.id; The inflation rate is obtained from www.bps.go.id; World oil prices are obtained from www.economagical.com; Reading materials sourced from print media, electronic media, internet and books and other literature. The population used in this study is all data on the JCI, exchange rates, BI interest rates, inflation and world oil prices (based on West Texas Intermediate standards). Meanwhile, the data used as a sample in this study are JCI data, exchange rates, SBI interest rates, inflation and world oil prices (based on West Texas Intermediate standards) which are limited to closing data at the end of each month during the observation period between 2010- 2015. The reason for choosing the year period used is to get more accurate results

according to the current situation. The selection of monthly data is to avoid bias that occurs due to market panic in reacting to information, so that using monthly data is expected to obtain more accurate results.

4. Findings and Discussions

Multiple regression analysis techniques are used to predict the dependent variable if the independent variable is increased or decreased. The regression equation can be seen from the *coefficient* test table based onthe SPSS version 16 output shown in the following table:

Table 1. Multiple Linear Regression Output

Model	Unstandardized Coefficients		Standardized Dized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-113.388	761.150		-.149	.882
EXCHANGE	.501	.055	1.191	9.044	.000
VALUE					
LEVEL_SBI	-32262.653	10707.898	-.355	-3.013	.004
INFLATION	59.704	92.706	.049	.644	.522
OIL	15.819	3.694	.413	4.282	.000

a. Dependent Variable: JCI

Based on the calculations through theSPSS program shown in Table 1 above, a regression equation model is obtained to determine how macroeconomic variables affect the Composite Stock Price Index as follows: IHSG = -113.388+0.501 X1- 32262.653 X2+59.704 X3+ 15.819 X4+ e

From the results of the multiple linear regression equation, the following analysis can be done: The constant value of -113.388 means that if the value of the independent variables X1, X2, X3 and X4 is equal to zero, then the JCI value will be -113.388. X_1 regression coefficient of 0.501 means that if the X_1 variable increases by 1 point, it will increase the JCI by0.501. The X_2 regression coefficient of - 32262.653 means that if the X_2 variable increases by 1 point, it will reduce the JCI by - 32262.653. The X_3 regression coefficient of 59.704means that if the X_3 variable increases by 1 point, it will increase the JCI by59.704. The X_4 regression coefficient of 15.819means that if the X_4 variable increases by 1 point, it will increase the JCI by15.819.

The F statistical test basically shows whether all independent variables includedin the model have a simultaneous influence on the dependent variable. The results of thisF test calculation using SPSS version 16 canbe seen in the table below:

Table 2. F Test Output

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2.281E7	4	5702773.434	26.017	.000[a]
Residuals	1.469E7	67	219196.331		
Total	3.750E7	71			

Predictors: (Constant), OIL, INFLATION, RATE_SBI, EXCHANGE RATE

Dependent Variable: JCI

Based on the SPSS results in table 2,it is known that the F sig value of 0.000 is smaller than the significance level of 0.05. These results indicate that the variables of Exchange Rate, Interest Rate, Inflation and World Oil Price simultaneously has a significant influence on the JCI.

The t test aims to test the effect of the independent variable (partially on thedependent variable. The results of the *coefficients* regression analysis test using SPSS version 16 are shown in the table below:

Table 3. T Test Output

Model	Unstandardized Coefficients		Standar dized Coeffici ents	t	Sig.
	B	Std. Error	Beta		
(Constant)	-113.388	761.150		-.149	.882
EXCHANGE	.501	.055	1.191	9.044	.000
VALUE					
LEVEL_SBI	-32262.653	10707.898	-.355	-3.013	.004
INFLATION	59.704	92.706	.049	.644	.522
OIL	15.819	3.694	.413	4.282	.000

a. Dependent Variable: JCI

By looking at table 3 with a significance level of 0.05, the regression equation above when associated with the hypothesis test that the author proposes has the following meaning: Hypothesis Test of the Effect of Exchange Rate on JCI. The Exchange Rate variable has apositive and significant effect on the Composite Stock Price Index. This is indicated by the t sig value of 0.000 which is smaller than thesignificance level of 0.05. Thus the hypothesis H_0 which states the Exchange Rate has no significant effect on the Composite Stock Price Index is rejected and which states that the Exchange Rate has a significant effect on JCI is accepted.

Hypothesis Test of the Effect of Interest Rate on JCI. The Interest Rate variable has a negative and significant effect on JCI. This is indicated by the t sigvalue of 0.004 which is less than the significance level of 0.05. Thus the hypothesis H_0 which states the Interest

Rate has no significant effecton JCI is rejected and H_a which statesthe Interest Rate has a significant effect on JCI is accepted.

Hypothesis Test of Inflation Effect on JCI. Inflation variable has a positive and insignificant effect on JCI. This isindicated by the t sig value of 0.522 which is greater than the 0.05 significance level. Thus the hypothesis H_0 which states Inflation has no significant effect on stock prices is accepted and Ha which states Inflation has a significant effect on the JCI is rejected.

Test Hypothesis Effect of World Oil Price to JCI. Variable Price Oil Price variable. has apositive and significant effect on price stock price. this isindicated by the t sig value of 0.000 more smaller from significance level of 0.05. Thus thehypothesis H_0 which states Inflationdoes not have a significant effect to the stock price is rejected and which states Inflation has a significanteffect on JCI is accepted.

The analysis of the coefficient of determination (R^2) is used to determine howmuch percentage of the contribution of the influence of the independent variables simultaneously on the dependent variable (Priyatno, 2013: 56). The results of the calculation of the coefficient of determination can be seen in the following table:

Table 4. Regression Coefficient Output

Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate
1	.780a	.608	.585	468.18408

Predictors: (Constant), OIL, INFLATION, RATE_SBI, EXCHANGE RATE

Dependent Variable: JCI

Table 4 shows the R value which explains the level of influence between the independent variable and the dependentvariable. From the processed data obtained the coefficient of determination of 0.585, meaning that this value indicates that theeffect of independent variables, namelychanges in Exchange Rates, Interest Rates, Inflation and World Oil Prices on JCIexplained by this equation model is 58.5% and the remaining 41.5% is influenced by other factors not included in this regression model.

In simultaneous hypothesis testing, the variables of Exchange Rate, Interest Rate, Inflation and World Oil Price showed that there was a strong and significant influence on the JCI. While from the partialhypothesis test, from the variables of Exchange Rate, Interest Rate, Inflation and World Oil Prices, only Inflation did not show a significant influence on the JCI. The discussion of the hypothesis test results is as follows:

The results showed that the variables of Exchange Rate, Interest Rate, Inflation and World Oil Price have a strong and significant effect on JCI. Simultaneously the Exchange Rate, Interest Rate, Inflation and World Oil Price variables have a strong and significant influence on the Composite Stock Price Index. This can be seen from the results of the F

test obtained with an F sig of 0.000 which is smaller than the significance level of 0.005. The magnitude of the influence of the independent variables Exchange Rate, Short Interest Rate, Inflation and World Oil Prices on JCI explained by this equation model is 58.5% and the remaining 41.5% is influenced by other factors not included in this study. The large and strong influence of Exchange Rate, Interest Rate, Inflation and World Oil Price on JCI which reached 58.5% is in accordance with the theory which says that theoretically the factors that influence the price of oil and gas are the same as those that influence the price of oil. External factors (macro environment), whichin this study are the variables of Exchange Rate, Interest Rate, Inflation and World Oil Price.

The results showed that the Exchange Rate variable had a positive and significant effect on JCI. From the t test results (partial) obtained t sig of 0.000 smaller than the significance level of 0.05. These results indicate that the Exchange Rate variable has a positive and significant effect on JCI. Thusthe hypothesis H0 which states the Exchange Rate has no significant effect on the JCI is rejected and $_{Ha}$ which states the Exchange Rate has a significant effect on the JCI is accepted. The value of the regression coefficient that occurs in this study ispositive. This indicates that the higher the Exchange Rate the higher the JCI. The results of this study are inaccordance with the theory that the exchange rate and stock prices have aunidirectional relationship, where thestronger the rupiah against the dollar (thelower the rupiah per dollar) causes increasedcapital inflows into Indonesia which ultimately increases national income and stock prices. This study is consistent with those conducted by Witjaksono (2010), Thobarry (2009), Suyanto (2007) and Hasibuan (2009)which state that the Exchange Rate has asignificant effect on JCI.

The results showed that the Interest Rate variable has a negative and significant effect on JCI. From the t test results (partial) obtained t sig of 0.004 is smaller than the significance level of 0.05. These results indicate that the Interest Rate variable has a negative and significant effect on JCI. Thus the hypothesis H0 which states the Interest Rate has no significant effect on stock pricesis rejected and Ha which states the Interest Rate has a significant effect on the JCI is accepted. The regression coefficient in this study is negative. This indicates that the higher the Interest Rate the lower the JCI. The results of this study are in accordance with the theory that the Interest Rate has a negative relationship with the JCI, where when interest rates rise, stockprices will decline. An increase in interest rates will result in an increase in lendingrates. An increase in deposit interest rates results in an increase in lending rates by banks, so that the interest costs borne bydebtors who are mostly in the business sector become greater, this results in a decrease in profit levels and even companiescan lose money. Companies that experience interest rate risk, their stock prices will fall because investors see the company as having poor prospects. This research is consistent with that conducted by Suyanto (2007) which states that the level of interest rate riskis not good. Interest rate has a significant influence on JCI.

The results showed that the Inflation variable had a positive and insignificant effect on stock prices. From the t test results (partial) obtained t sig of 0.522 greater than the significance level of 0.05. These results indicate that the Inflation variable has a positive and insignificant effect on JCI. Thusthe hypothesis $_{H0}$ which states Inflation has no significant effect on JCI is accepted andHa which states Inflation has a significant effect

on JCI is rejected. The results of this study are not in accordance with the theory that has been previously stated. The absence of a significant effect indicates that the ups and downs of inflation in the 2010-2015 period did not have a major impact on stock price movements. These results indicate that inflationary conditions cause investors not towant to speculate or tend to wait so thatinflation conditions are more stable, so that the risk of loss experienced by investors is not large. This research is consistent with Azis (2013) and Maryanne (2009) who state that Inflation has no significant effect on stock prices.

The results showed that the World OilPrice variable has a positive and significant effect on JCI. From the t test results (partial) obtained t sig of 0.000 less than the significance level of 0.05. These results indicate that the World Oil Price variablehas a positive and significant effect on JCI. Thus the hypothesis H_0 which states that World Oil Prices have no significant effect on JCI is rejected and H_a which states that World Oil Prices have a significant effect onJCI is accepted. The results of this study are inaccordance with the theory that indirectlythe increase in world crude oil prices will affect the export and import sectors of a country. For oil exporting countries, the increase in world oil prices is an advantage for the company because high prices make investors tend to invest their funds in variousoil and mining commodity sectors, so that demand for these shares increases and causes the composite stock price index torise. This research is consistent with that conducted by Witjaksono (2010) whichstates that World Oil Prices have a significant influence on the JCI.

5. Conclusion

This study aims to obtain empirical evidence regarding the effect of exchangerates, interest rates, inflation and world oil prices on the Composite Stock Price Index. Based on the test results that have been carried out on the sample during 2010-2015, the conclusions are as described in the following section: From the results of simultaneous testing, it shown that there was asignificant influence between Exchange Rates, Interest Rates,Inflation and World Oil Prices on theComposite Stock Price Index. From the partial test results, it shown that there was a significant influencebetween the Exchange Rate and the Composite Stock Price Index. From the partial test results, it shown that there was a significant influencebetween the Interest Rate on the Composite Stock Price Index. From the partial test results, it shown that there was no significant influence between Inflation on the Composite Stock Price Index. From the partial test results, it shown that there was a significant influence between the World Oil Price and the Composite Stock Price Index.

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The Influence of Work Discipline, Gratitude and Workload on Employee Performance at the Secretariat of the General Election Commission (KPU) of Musi Rawas District

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Abstract

Every employee in the organization is required to make a positive contribution through good performance, considering that organizational performance depends on the performance of its employees. Every organization, institution or company needs human resources to achieve its goals. Resources are needed to create power, movement, activities, activities and actions in an organization, institution or company. This study used a quantitative approach, data analysis was carried out using SPSS version 24. The sample used in this study was 99 respondents. The results showed that: Employee discipline partially affected the performance of employees at the KPU Secretariat of Musi Rawas Regency, the results of the t test showed that the calculated t value was greater than t table (2.342 > 1.984); Gratitude partially affects the performance of the KPU Secretariat staff at Musi Rawas Regency, the t test results show that the calculated t value is greater than t table (3.653 > 1.984); Workload partially affects the performance of the KPU Secretariat staff at Musi Rawas Regency, the t test results show that the calculated t value is greater than t table (2.611 > 1.984); Furthermore, Work Discipline, Gratitude, and Workload jointly (simultaneously) have a significant effect on the performance of KPU secretariat employees in Musi Rawas Regency, where the calculated f value is greater than f table (34.312 > 2.696).

Keywords: work discipline, gratitude, workload, performance.

1. Introduction

Every employee in the organization is required to make a positive contribution through good performance, considering that organizational performance depends on the performance of its employees (Gibson, et all, 1995). Performance is the degree to which employees achieve job requirements efficiently and effectively (Simamora, 2006). Employee performance is work performance, namely the comparison between work results that can be seen in real terms with work standards that have been set by the organization. Then Robbins (2008) defines performance, namely a result achieved by employees in their work according to certain criteria that apply to a job. Every organization, institution or company needs human resources to achieve its goals. Resources are needed to create power, movement, activities, activities and actions in an organization, institution or company. Employees as human resources are the most important asset owned by an organization, institution or company. Human resources are part of an advancement in science, development and technology.

Therefore, in the current era where technology and civilization are very advanced, it demands competent human resources who have high enthusiasm and discipline. Discipline as a form of employee self-control and regular implementation in showing the level of seriousness of employees' work in a company or organization, where employees

who do not comply with regulations not set by the company will receive sanctions. Work discipline as an operative function of human resource management is very important because the better the discipline of a company's employees, the higher the work performance achieved and will create quality employees. Good discipline from employees will also show that the organization can maintain and maintain the loyalty and quality of its employees, from discipline it can also be seen the value of the quality of work from its employees.

The performance of employees at the Musi Rawas Regency KPU Secretariat is certainly supported by many factors, including work discipline, gratitude, workload, and other factors. Work discipline is one of the factors that greatly determines employee performance. In carrying out their work, employees of the Musi Rawas Regency KPU secretariat still have problems related to employee work. From the results of observations it is known that, the work discipline of some employees is still not good.

In their daily lives, some employees are often late when they come to the office, so that more or less affects their performance, then there are still employees who have not been able to manage time during working hours so that work becomes sluggish. Of course this needs to be considered and corrected, because if employees are not disciplined, it will have a negative impact on work results so that it can harm the organization. Furthermore, related to Gratitude, some employees still feel less grateful for their work, so that in carrying out work it is not totality and less than optimal, even though if someone is grateful and enjoys his work, then he will wholeheartedly carry out every task and responsibility given.

Then related to workload, it is known that there are still employees who feel burdened with the tasks and responsibilities given, so they are not able to work optimally even though the tasks and responsibilities given are in accordance with their competence and placement, there are still employees who feel burdened with work that is more than other colleagues, even though the main function is the same. Of course this kind of thing must be a concern, that assigning tasks and responsibilities must be in accordance with their respective duties and functions, when the load is burdened with too much work, then of course it will affect the performance and quality of work. The problems that occur in the end affect the performance of the organization. Where the impact resulting from the problems that occur include work that is not in accordance with the expected goals.

2. Literature Review

Work Discipline. Discipline is the attitude, behavior and actions that are in accordance with company regulations, both written and unwritten. The regulations in question include absenteeism, slow entry, and early return of employees. So this is an employee disciplinary attitude that needs to be addressed properly by the management. Many define discipline as when employees always come and go home on time. That opinion is only one demanded by the organization. Therefore, discipline can be interpreted as behavior that is written or not written. (Hasibuan, 2009). Work discipline is the behavior of an employee in carrying out responsibilities, such as obeying the hours of coming and going home in accordance with predetermined provisions, besides that discipline can also be the responsibility of completing employee work so that it can be maximized and optimal. Work discipline can be defined as an attitude of respect, respect, obedience and adherence

to applicable regulations, both written and unwritten and able to carry them out and not shy away from accepting sanctions if he violates the duties and authority given to him. (Sastrohadiwiryo, 2003).

Gratitude in the Islamic encyclopedia is asysyukr which means words, deeds, and attitude of gratitude or al-hamdu which means praise. Meanwhile, according to syara', it is an acknowledgment of the blessings bestowed by Allah SWT accompanied by submission to Him and using these blessings according to the will of Allah SWT. According to Imam al-Ghazali, gratitude is knowing that the favors obtained come from Allah SWT, feeling joy because they have received these favors, and using the favors obtained for purposes determined and liked by the giver of favors, namely Allah SWT. (Oktaviana, 2022). Meanwhile, in the concept of western psychology, according to Emmons and McCoullough, gratitude is taken from the Latin gratia which is a form of grace (grace), gratefulness. Gratitude according to McCoullough et al is a general tendency to recognize & respond gratefully and gratefully for the roles of kindness and benefits provided by others as well as experiences & positive results one gets. (McCoullough, 2014).

Workload. According to Vanchapo (2020) workload is a process or activity that must be completed by a worker within a certain period of time. If a worker is able to complete and adapt to a given number of tasks, then this does not become a workload. However, if the worker is not successful then the tasks and activities become a workload. Another opinion put forward by Linda (2014) states that workload is an effort that must be made by someone based on a request for the work to be completed. According to Monika (2018) workload is a process carried out by a person in completing the tasks of a job or a group of positions that are carried out under normal circumstances within a certain period of time. Dhania (2010) concluded that workload is a number of activities in physical and psychological form that require mental abilities and must be completed within a certain period of time.

Performance is a means to improve those who do not do their job well in the organization. Many organizations are trying to achieve the goal of a position that is the best and trusted in their field. For this reason, it really depends on the implementers, namely the employees so that they achieve the goals set by the organization (Oporma et al, 2013). Performance is used for assessing the success or failure of the implementation of activities, programs, policies in accordance with the goals and objectives that have been set in order to realize the mission and vision of the organization. Mangkunegara (2001), defines performance as the result of work in quality and quantity achieved by an employee in the ability to carry out his duties in accordance with the responsibilities given to him. According to Rivai and Sagala (2010) performance is the real behavior displayed by each individual at work as work performance according to his role in the job given to him by the company where he works. Mangkunegara (2011), performance is the result of work in quality and quantity achieved by an employee in carrying out his work in accordance with the responsibilities given to him.

3. Research Method

In this study, researchers used explanatory research that used a quantitative approach. According to Sugiyono (2013), the explanatory research method is a research method that intends to explain the position of the variables studied and the influence between one

variable and another. Based on the type of explanatory level research, this type of research is associative research which aims to determine the relationship between two or more variables through hypothesis testing. (Sugiyono, 2017). In this study, researchers tried to explain the relationship between the variables of work discipline (X1), Gratitude (X2), Workload (X3) and Employee Performance (Y). This research uses a descriptive research method that uses a quantitative approach, with a causal associative design to find and examine the relationship between variables, namely work discipline (X1), Gratitude (X2), workload (X3) and employee performance (Y). The population in the study amounted to 99 employees, consisting of 29 people from the KPU and 70 people from the PPK Secretariat. In this study, the determination of the sample using saturated sampling method, namely the determination of the sample with all members of the population used as a sample. This is often done when the population size is relatively small, so that all members of the population are sampled. Thus, the sample used in this study amounted to 99 respondents.

4. Findings and Discussions

From the data processing that has been done, the partial t test results are obtained as follows.

Table 1. t test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.378	3.465		3.284	.001
	Disiplin	.342	.128	.316	2.342	.009
	Gratitude	.417	.133	.401	2.653	.001
	Beban Kerja	.483	.106	.351	2.611	.003

Based on the table above, the tcount value for the Work Discipline variable (X1) is 2.342, so the tcount value is greater than the ttable value (2.342 > 1.984) and the significant value of the Work Discipline variable is less than 0.05, so it can be stated that the Work Discipline variable (X1) partially has a significant effect on performance. Furthermore, the tcount value for the Gratitude variable (X2) is 2.653, so that the tcount value is greater than the ttable value (2.653 > 1.984) and the significant value of the Gratitude variable is less than 0.05, so it can be stated that the Gratitude variable (X2) is significantly partial significant effect on performance. Then, the tcount value for the Workload variable (X3) is 2.611, so that the tcount value is greater than the ttable value (2.611 > 1.984) and the significant value of the Workload variable is less than 0.05, so it can be stated that the Workload variable (X3) partially has a significant effect on performance.

Table 2. f test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1073.226	2	536.613	34.312	.000[b]
	Residual	1287.764	97	13.847		
	Total	2360.990	99			
a. Dependent Variable: Kinerja						
b. Predictors: (Constant), Beban Kerja, Gratitude, Disiplin Kerja						

Based on the results of data processing in the table above, the Fcount value is 38.753, with a significance of 0.000. So that Fcount > Ftable (34.312 > 2.696), thus it can be concluded that Ho is rejected and Ha is accepted, which means that the Variables of Work Discipline (X1), Gratitude (X2), and Workload (X3) jointly affect performance (Y).

Based on the analysis that has been carried out, the results show that partially Work Discipline (X1) has a significant effect on performance. These results indicate that if each dimension and indicator of work discipline is improved, it will have a positive influence and can improve employee performance. Furthermore, the variable Gratitude (X2) partially has a significant effect on performance, these results indicate that, if each dimension and indicator of Gratitude is increased, it will have a positive influence and can improve employee performance. Then, the Workload variable (X3) partially also has a significant effect on Performance, these results indicate that, if each dimension and Workload indicator is corrected, it will have a positive influence and can improve employee performance.

5. Conclusion

The results showed that: Employee discipline partially affected the performance of employees at the KPU Secretariat of Musi Rawas Regency, the results of the t test showed that the calculated t value was greater than t table (2.342 > 1.984); Gratitude partially affects the performance of the KPU Secretariat staff at Musi Rawas Regency, the t test results show that the calculated t value is greater than t table (3.653 > 1.984); Workload partially affects the performance of the KPU Secretariat staff at Musi Rawas Regency, the t test results show that the calculated t value is greater than t table (2.611 > 1.984); Furthermore, Work Discipline, Gratitude, and Workload jointly (simultaneously) have a significant effect on the performance of KPU secretariat employees in Musi Rawas Regency, where the calculated f value is greater than f table (34.312 > 2.696).

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The Influence of Work Motivation and Work Environment on Teacher Performance at MA Ittihadul Ulum Lubuklinggau City

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Abstract

The problem in this research is there is any influence of work motivation and work environment on teacher performance at MA Ittihadul Ulum Lubuklinggau? The purpose of this study was to determine the effect of work motivation and work environment on teacher performance at MA Ittihadul Ulum Lubuklinggau. This type of research is quantitative. Sampling using saturated samples as many as 40 people. Data collection was carried out by means of a questionnaire. Data analysis using f test. The result of the research is that there is an influence of motivation on teacher performance at MA Ittihadul Ulum, Lubuklinggau City with tcount = 5.082, greater than ttable = 2.042. There is an Influence of Work Environment on Teacher Performance at MA Ittihadul Ulum, Lubuklinggau City with t count = 3.200 greater than t table = 2.042. The Influence of Motivation and Work Environment on Teacher Performance at MA Ittihadul Ulum, Lubuklinggau City with a value of tcount = 17.360, greater than ttable = 2.042. This proves the hypothesis in the research is proven and the hypothesis is accepted.

Keywords: motivation, environment, performance.

1. Introduction

Education plays a very important role in changing the behavior of human life through several ways, namely the formation of character, personal and mental so as to create human qualities that are able to analyze problems, find answers and implement them in social life. According to Soekidjo, education in general is all efforts planned to influence other people, both individuals, groups, and communities so that they can do what is expected by the perpetrators of the education (reni listyawati, 2017) Human resources are a very important aspect for the progress and development of a company or organization. Quality human resources can increase the success and achievement of goals for companies or organizations and schools. The spearhead in efforts to improve the quality of education is the teaching staff, namely the teacher. In this case teachers are very influential in the education system, therefore they must get the main attention. In addition, teachers also get the main role in educational development, they are very directly responsible and as a determinant of the quality of student output, especially in the learning process. Therefore, any efforts and programs implemented in order to improve the quality of education will not be successful if there is no support by professional teachers.

One of the efforts to produce human resources who have competence, personal quality and have a creative attitude is through the education sector. Education basically plays an important role in the process of improving the quality of human resources. This is explained in Law No. 20 of 2003 concerning the National Education System, which states

that the National Education System functions to develop abilities and form the character and civilization of a dignified nation in order to educate the nation's life. In connection with the function of the national education system, the government is required to work smart to build Indonesian people who are able to face competition armed with superior creativity and life skills.

Providing motivation to someone is a chain that starts from needs, raises desires, causes tension, causes action, produces decisions, the beginning of the motivation chain starts with needs being met, looking for ways to meet needs, goal-oriented behavior, performance generation, causing rewards and punishments. Unmet needs are assessed from decisions, tension, encouragement, search behavior, needs are satisfied, and stress reduction. teachers who have high work motivation and are supported by conducive work environment conditions will strive to master materials, manage teaching and learning programs, manage classes, use media / sources, master educational foundations, manage teaching and learning interactions, assess student achievement, recognize the functions and programs of guidance and counseling services, recognize and organize school administration, understand the principles and interpret the results of educational research for teaching purposes.

2. Literature Review

There are several factors that affect teacher performance, including the work environment. The work environment for teachers can be interpreted as a scope or area in developing competencies and knowledge, as well as insights that are owned to help carry out work activities that lead to improved teacher performance. Therefore, a good work environment participates in helping achieve the expected school goals in accordance with the vision and mission that have been formed. The more fulfilled the needs of a teacher carrying out learning activities, the higher the teacher's desire to improve their performance, especially in carrying out their duties and obligations in educational institutions. This is due to a comfortable work environment, as well as meeting the standards of decent needs, both physical and non-physical work environment, where the work environment will always contribute to the comfort of teachers in performing their duties.

Teachers as educators must be able to improve the quality of human resources (HR), namely students. Teachers are able to equip students with knowledge and skills so as to create human resources that are able to compete. One way that teachers can participate in achieving educational success is by improving their performance as a teacher. Supriadi argues that teacher performance is the teacher's effort in improving student learning achievement through teaching. This means that teachers must be able to improve student learning achievement so that it is optimal, namely by the way teachers carry out teaching and learning activities (KBM) using a variety of learning methods so that the material is easily understood by students and not boring when KBM (Handayani, 2009) Teacher performance contains three elements, namely the first element of time, the performance achieved by the teacher is assessed in one round of time, for example 3 months, semester, or year. Second, the results element, the performance achieved by the teacher is assessed from the results or achievements of the students who have been taught. Third, the method element, the performance achieved is measured by the method or process of KBM carried out by the teacher must be effective and efficient, and teachers who work motivated by

themselves. So the performance of a teacher can be seen from these three elements.

Based on observations and observations at MA Ittihadul Ulum Lubuklinggau that there are still obstacles or problems in achieving teacher performance. The problem that is still faced by teachers in achieving performance is not optimal in the learning process. The teacher's job is to create a learning program, carry out learning, conduct evaluations, carry out analysis and carry out follow-up of the analysis results.

The working environment in the scope of MA Ittihadul Ulum Lubuklinggau is good, the facilities and infrastructure that support the performance of teachers have been fulfilled, there are only a few Madrasahs that are still developing in improving the quality of the work environment, because the Madrasah is a Madrasah that is classified as young. In terms of professionalism, there are still many teachers who carry out their learning in the old way and with the same media, in the sense that teachers do not carry out learning using the methods and media provided, there are even teachers who only use book media in teaching. This includes not preparing learning administration at the beginning of learning activities, they will prepare these documents when there is accreditation and or when there are assessment activities only.

There are still teachers who lack discipline at work, this is because their work motivation is lacking, this is related to their unfulfilled job satisfaction. Teachers who are less creative in teaching are because the salaries they receive are not maximized, such as teachers who have not been certified and inpasing, they only get salaries from the foundation. However, on the contrary, there are some teachers who are increasingly increasing their creativity, even though they have not received the maximum salary. This happens because they think that their careers are not finished, so they always improve their performance in the learning process. Although teachers do not create academic documents at the beginning of learning and do not use methods and media creatively, teaching and learning activities are still conditional and can run smoothly. Based on these conditions, researchers are interested in conducting a more in-depth study. In connection with that, the researcher took the title "The Effect of Work Motivation and Work Environment on Teacher Performance at MA Ittihadul Ulum Lubuklinggau.

3. Research Method

This research is the design in this study, namely, associative research design in which research is conducted to determine the effect, relationship, and to test the hypothesis. To complete this research, first the researcher made observations at MA Ittihadul Ulum Lubuklinggau City to observe the phenomena of existing problems. After making observations, the researcher identified existing problems from the results of observations and limited the research problem so as not to expand on the problem to be studied. After that, the researcher makes a framework that contains the independent variable and the dependent variable to be studied.

4. Findings and Discussions

Madrasah Aliyah Ittihaadul Ulum is ± 200 meters from the highway, precisely on Malabar Street No. 11 Rt 8 Kel. Jawa Kiri, Lubuklinggau Timur II Subdistrict, Lubuklinggau City. Madrasah Aliyah Ittihaadul Ulum Lubuklinggau City in 1993. This information was obtained by the author based on the results of interviews on October 17, 2019 with the Chairman of the Darma Foundation who is now held by his son and the Head of MA Ittihaadul Ulum Lubuklinggau City at his home, so the author can briefly compile the

history of the establishment of Madrasah Aliyah Ittihadul Ulum Lubuklinggau City. As mentioned above, MA Ittihaadul Ulum Lubuklinggau City was established in 1993 by the Darma Foundation with 12 students. In the beginning, Madrasah Tsanawiyah Ittihaadul Ulum Lubuklinggau City was named Madrasah Tsanawiyah Hubbul Aitam. However, because Madrasah Tsanawiyah Hubul Aitam was made into an Islamic Boarding School (Pondok Pesantren Ittihadul Ulum), then in 1994 it was renamed MA Ittihadul Ulum Lubuklinggau.

The validity test conducted at MA Hubbul Aitam Lubuk Kupang aims to see the extent to which the indicators that form the concept can represent the variables formed in the study. A concept can represent the variables formed if the corrected item total correlation value (validity value)> r (0.444) with an alpha value of 5%. if the test results are compared with the rtable value, with the validity level (α 5%) = 20, namely 0.444. The validity of all respondent data in this study is presented in table 4.1 below:

Table 1. Results of the Motivation Variable Validity Test (X1)

No.	Statement Item	*rcount*	r_{tabel} *N=20*	Validity
1	you always complete the tasks from the Principal well	0,723	0,444	*Valid*
2	You always guide and direct every student who faces problems / difficulties	0,687	0,444	*Valid*
3	You look for various information to complete the task at hand	0,950	0,444	*Valid*
4	You are always active in participating in organizational activities at school	0,723	0,444	*Valid*
5	You have the opportunity to participate in activities outside of school to develop your knowledge.	0,691	0,444	*Valid*
6	When faced with a difficult task, you are more motivated to work harder.	,613	0,444	*Valid*
7	You do not give up easily in facing the task at hand	0,723	0,444	*Valid*
8	You complete your own tasks without depending on others.	0,687	0,444	*Valid*

9	You always complete your assignments within the allotted time.	0,950	0,444	*Valid*
10	You always think innovatively and creatively	0,723	0,444	*Valid*
11	You like to look for new things that are useful for knowledge.	0,691	0,444	*Valid*
12	You like to solve difficult (challenging) problems	0,950	0,444	*Valid*

From the table above, it can be seen that all question items on the Motivation variable (X1) all question items above the rcount value are greater than the rtable (0.444). So it is feasible to use for further research instruments. While the results of the environmental validity test can be seen in the following table:

Table 2. Results of the Work Environment Variable Validity Test (X2)

No.	Statement Item	*rcount*	r*tabel* *N=20*	Validity
1	Your classroom/workplace is always cleaned by staff.	0,625	0,444	*Valid*
2	Office equipment is always cleaned	0,904	0,444	*Valid*
3	Your workspace is always bright because there is sunlight from outside.	0,897	0,444	*Valid*
4	Your workspace is always bright because of the lights	0,904	0,444	*Valid*
5	Air exchange in your classroom/workspace is always smooth	0,897	0,444	*Valid*
6	Is the air conditioner/fan in your classroom/workspace always turned on?	0,679	0,444	*Valid*
7	The atmosphere where you work (school) is always calm	0,802		

	and comfortable		0,444	*Valid*
8	The environment around / outside the school is always calm so that it supports KBM	0,904	0,444	*Valid*
9	The school is always guarded by a 24-hour security guard.	0,802	0,444	*Valid*
10	Valuables left in the teacher's room are always safe	0,625	0,444	*Valid*
11	The arrangement of office/school equipment is always neatly organized	0,904	0,444	*Valid*
12	Principals and teachers always greet each other when they meet.	0,625	0,444	*Valid*
13	Principal and teachers complete tasks together	0,904	0,444	*Valid*
14	The principal always helps if a teacher/employee is affected by a disaster	0,897	0,444	*Valid*
15	There is always good communication between teachers	0,904	0,444	*Valid*
16	Fellow teachers/peers greet each other	0,897	0,444	*Valid*
17	In completing tasks at school you always cooperate with your peers	0,679	0,444	*Valid*
18	Fellow teachers/colleagues always help if someone is affected by a disaster	0,802	0,444	*Valid*

From the table above, it can be seen that all question items on the environmental variable (X2) have rcount greater than the rtable value (0.444). So it is feasible to use for further research instruments.

Table 3. Teacher Performance Variable Validity Test Results (Y)

No.	Statement Item	*rcount*	r_{tabel} *N=20*	Validity
1	You always make lesson plans for every meeting	0,893	0,444	*Valid*
2	You always plan learning objectives before carrying out learning	o,674	0,444	*Valid*
3	You always plan the management of KBM well, so that learning takes place smoothly	0,917	0,444	*Valid*
4	You always make plans in assessing student achievement	0,781	0,444	*Valid*
5	You conduct an assessment of students' readiness to receive the lessons/materials to be given.	0,786	0,444	*Valid*
6	You always use a variety of learning methods in teaching so that students can easily understand the material presented.	0,694	0,444	*Valid*
7	You always choose learning media in accordance with the learning objectives, subject matter, and students' abilities and interests.	0,893	0,444	*Valid*
8	You always determine learning materials/resources for students	0,674	0,444	*Valid*
9	You always use the learning facilities at school	0,917	0,444	*Valid*
10	You always manage the class well so that learning activities run effectively	0,781	0,444	*Valid*

11	You conduct question and answer activities during the teaching and learning process	0,786	0,444	*Valid*
12	You always involve the role of students in teaching and learning activities	0,694	0,444	*Valid*
13	You always conduct an initial test to students before the KBM starts	0,893	0,444	*Valid*
14	You always conduct an evaluation at the end of the lesson topic	0,674	0,444	*Valid*
15	Assessment of students' cognitive abilities	0,917	0,444	*Valid*
16	Assessment of students' affective abilities	0,781	0,444	*Valid*
17	Assessment of students' psychomotor skills	0,786	0,444	*Valid*
18	You always analyze the results of the evaluation that has been carried out	0,694	0,444	*Valid*
19	For students who have not completed the learning, remedial work is carried out.	0,781	0,444	*Valid*

The Effect of Motivation on Teacher Performance at MA Ittihadul Ulum Lubuklinggau City. Motivation is a condition that moves teachers in achieving educational goals. The higher the teacher's motivation, the higher the performance and vice versa, the lower the teacher's motivation, the lower the performance. Motivation is the power that results from a person's desire to satisfy and fulfill their needs. Simple Linear Regression Motivation on Teacher performance at MA Ittihadul Ulum Lubuklinggau City obtained a value of a = 15.588 and a value of b = 0.876 then the values of a and b are arranged into a simple linear regression equation Y = a + bX, then the regression equation is: Y = 15.588 + 0.876X. From the equation of the estimated value of the regression function above, it can be seen that the constant value obtained is 15.588, this illustrates that without being influenced by the independent variable environment, Teacher performance is equal to the value of β / a = 15.588. The regression coefficient value representing the performance variable obtained is 0.876, indicating that any change in the Motivation variable will change Teacher performance directly proportional, which is 0.876 with the assumption that the other independent variables are constant. The results of the calculation of the correlation coefficient obtained the value of R is 0.405. which means that the relationship

between the Motivation variable (X1) and teacher performance (Y1) shows a moderate relationship and the positive correlation value means that the correlation or relationship between Motivation (X1) and teacher performance (Y) is unidirectional. Someone who has work motivation has the characteristics mentioned above. If someone has these characteristics, it means that person has a strong enough motivation. Such motivational characteristics will be very important in teaching and learning activities. Because teaching and learning activities will succeed well, if the teacher is diligent in carrying out his work, tenacious in solving problems and obstacles independently. Productive teachers will not get stuck in something routine. In addition, they must also have the courage to defend their opinions if they are sure and rational. Even sensitive and responsive to various general problems and think about how to solve them. The results of the t test above can be explained that the Motivation variable on teacher performance at MA Ittihadul Ulum Lubuklinggau City shows the value of tcount = 5.082 greater than ttable = 2.042 with dk = n-2 = 40 - 2 = 38 and a significant level of sig = 0.004, this means that partially the environmental variable has a significant effect on teacher performance at MA Ittihadul Ulum Lubuklinggau City. This proves that the hypothesis in the study is proven and the hypothesis is accepted.

The Effect of Work Environment on Teacher Performance at MA Ittihadul Ulum Lubuklinggau City. The environment is something that exists in nature that has a certain meaning and/or influence on individuals. The work environment can be interpreted as everything that is around the workplace. The work environment is defined as everything that is around the employee that can affect him in carrying out and completing the tasks assigned to him in an area. Simple Linear Regression of Work environment on Teacher Performance at MA Ittihadul Ulum Lubuklinggau City obtained a value of a = 26.177 and a value of b = 0.311 then the values of a and b are arranged into a simple linear regression equation Y = a + bX, then the regression equation is: Y = 26.177 + 0.879X. From the equation of the estimated value of the regression function above, it can be seen that the constant value obtained is 26.177, this illustrates that without being influenced by the independent variable environment, the teacher's performance is equal to the value of β / a = 26.177. The regression coefficient value representing the environmental variable obtained is 0.311, indicating that any change in the environmental variable will change teacher performance directly proportional, which is 0.311 with the assumption that the other independent variables are constant. The results of the calculation of the correlation coefficient obtained the value of R is 461. which means that the relationship between the Motivation variable (X1) and performance (Y2) shows a moderate relationship and the positive correlation value means that the correlation or relationship between Motivation (X1) and teacher performance (Y) is unidirectional. Factors of the work environment from a physical point of view that are directly felt by humans, for example, sultry, noisy, dirty, cramped. In addition, there are also non-physical (psychological) factors, namely harmonious working relationships between superiors and subordinates. A clean, comfortable and quiet work environment will give teachers a sense of pleasure. Therefore, a pleasant work environment can have a positive effect on teacher performance. Motivation variable on teacher performance at MA Ittihadul Ulum Lubuklinggau City shows the value of tcount = 3.200 greater than ttable = 2.042 with dk = n-2 = 40 - 2 = 38 and a significant level of sig = 0.004, this means that partially the environmental variable has a significant influence on the performance of teachers at MA Ittihadul Ulum

Lubuklinggau City. This proves that the hypothesis in the study is proven and the hypothesis is accepted. The function of the work environment is to create work passion, so that productivity and work performance increase. Meanwhile, the benefit of working with motivated people is that the work can be completed appropriately, which means that the work is completed according to the correct standards and within the specified time scale. Their work performance will be monitored by the individual concerned and will not cause too much supervision and their morale will be high.

The Effect of Motivation and Work Environment on Teacher Performance at MA Ittihadul Ulum Lubuklinggau City. Teacher performance can be defined as a condition that shows the ability of a teacher to carry out his duties and describes the actions displayed by the teacher during the learning process (jikap) Characteristics of effective teachers can be seen from their performance, not only from the expected student learning outcomes but by optimal learning. Supriadi stated that teacher performance is the teacher's effort in improving student learning achievement through teaching. Simple Linear Regression Motivation and work environment on Teacher Performance at MA Ittihadul Ulum Lubuklinggau City obtained a value of a = 11.546 and a value of b1 = 0.753 and b2 = 0.200 then the values of a and b are arranged into a simple linear regression equation Y = a + bX, then the regression equation is: Y = 11.546 + 0,200X + 0,200. From the equation of the estimated value of the regression function above, it can be seen that the constant value obtained is 11.546, this illustrates that without being influenced by the independent variable job satisfaction, teacher performance is equal to the value of β / a = 11.546. Internal factors are factors that come from within the teacher that affect their performance, such as abilities, skills, personality, perceptions, motivation work experience and family background. While external factors are factors that come from outside the teacher that can affect their performance, such as salary, infrastructure, work environment, and leadership. The regression coefficient value representing the job satisfaction variable obtained is 0.753, indicating that any change in the job satisfaction variable will change teacher performance directly proportional, which is 0.200 with the assumption that the other independent variables are constant. The results of the calculation of the correlation coefficient obtained the value of R is 0.696. which means that the relationship between the variables Motivation and work environment shows a moderate relationship and the positive correlation value means that the correlation or relationship between Motivation and work environment is in the same direction. The results of the t test above can be explained that the Motivation variable on teacher performance at MA Ittihadul Ulum Lubuklinggau City shows the value of Fhitung = 17.360, this means that partially the job satisfaction variable has a significant effect on teacher performance at MA Ittihadul Ulum Lubuklinggau City. This proves that the hypothesis in the study is proven and the hypothesis is accepted. The results of this study are in line with research conducted by Eliyanto in (2018), The Effect of Work Motivation and Work Environment on the Performance of Muhammadiyah High School Teachers in Kebumen Regency, it can be concluded that work motivation has a significant effect on the performance of Muhammadiyah Kebumen High School teachers, because the significant t value of 0.000 is smaller than a of 0.05 and the work environment has a significant effect on teacher performance and work motivation and work environment together have a significant effect on teacher performance at Muhammadiyah High School Kebumen Regency. Pratiwi Indah Sari entitled The Effect of Work Environment, Work

Motivation on the Performance of Teachers of SMK Negeri 10 Muaro Jambi, Based on the results of the study, it can be concluded that performance is not solely measured by how a teacher is able to be responsible for his students, but how the teacher is able to dedicate themselves to the development of education in the school (work environment) (Sari, 2018). Bella Shandy and Stefanus Rumangkit (2017) entitled The Effect of Motivation and Work Environment on Teacher Performance at Madrasah Aliyah Diniyyah Putri Lampung, simultaneously testing that motivation and work environment affect the performance of Madrasah Aliyah Diniyyah Putri Lampung Teachers.

5. Conclusion

Based on the results of research and discussion, it can be concluded that: 1. There is an influence of motivation on teacher performance in MA Ittihadul Ulum Lubuklinggau City with tcount = 5.082 greater than ttable = 2.042. 2. There is an Effect of Work Environment on Teacher Performance at MA Ittihadul Ulum Lubuklinggau City with tcount = 3.200 greater than ttable = 2.042. 3. The Effect of Motivation and Work Environment on Teacher Performance at MA Ittihadul Ulum Lubuklinggau City with a tcount value = 17.360 greater than ttable = 2.042.

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The Influence of Supervision and Motivation on Job Satisfaction at PT. Wahana Semesta Linggau

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Abstract

This study focuses on the problem of the effect of supervision and motivationon job satisfaction at PT. Wahana Semesta Linggau with 38 people as the sample. While the questionnaire instrument from the respondents was taken directly. Then the data was analyzed quantitatively using SPSS 22 *tools* withsimple linear regression analysis techniques and multiple linear regression. So it can be concluded that: (a) Partial supervision has an influence on job satisfaction (b) Motivation partially has an influence on job satisfaction. (c) The results of the study show that there is no significant effect simultaneouslybetween supervision and motivation on job satisfaction at PT. Wahana Semesta Linggau.

Keywords: supervision, motivation, job satisfaction.

1. Introduction

One of the important roles of human resources in a company is creating an effective work system. Because human resources are closely related to organizational strategy. To create good human resources in a company, it is necessary to have a monitoring and motivation system that is designed effectively so that employees can do their jobs well. Basically, the company's expectations for its employees are not only competent and skilled, but also the most important thing is that these employees have a great ability to work and develop optimally. Based on observations made by researchersat PT. Wahana Universe Linggau, the supervision carried out by the leadership on their employees is still not effective because there are still employees who do not work on time.In addition, researchers also found the problem that employees' motivation is still low atwork so that many problems arise in the company. So this research needs to be done in order to develop the knowledge of employees and leaders how important the role of supervision and motivation is on employee job satisfaction.

This research was conducted at PT. Wahana Semesta Linggau for with the intentionthe following objectives To determine the effect of supervision on employee job satisfaction atPT.Wahana Semesta Linggau, To determine the effect of motivation on employee job satisfaction at PT. Wahana Semesta Linggau and To determine the effect of supervision and motivation on employee jobsatisfaction at PT. Wahana Semesta Linggau.

2. Literature Review

Supervision is basically fully directed to avoid the possibility of misappropriation or deviation from the objectives to be achieved. Supervision is the process of monitoring, evaluating, and reporting plans for achieving the goals set for corrective action for further

improvement (Fahmi 2016). Supervision is a managerial activity, carried out with the intention that there are no irregularities in carrying out work. A deviation or error occurs or not during the execution of work depending on the ability and skill level of the employees. Supervisioncarried out by the leadership, especially in the form of built-in control, is a managerial activity carried out with the intention that there are no irregularities in carrying out work(Kadarisman 2015). Supervision (controlling) of human resources is an activity carried out to control the implementation of tasks or work carried out by someone, so that the work process is in accordance with the desired results (Kadarisman 2015).\

Supervision is a process to ensure that organizational and management goals are achieved (Fahmi 2016). Supervision is the process of setting performance measures and taking actions thatcan support the achievement of the expected results in accordance with the performance of the employees who have been determined. Controlling is the process of measuring performance and taking action to ensure desired results. Supervision is also a process to ensure that all activities carried out are in accordance with what has been planned. The process of ensuring that actual activities conform to the planned activities (Subagyo 2017).

Motivation is one of the things that influence human behavior, motivation is alsoknown as a driver, desire, support or needs that can make a person excited and motivatedto reduce and fulfill their own impulses, so that they can act and act according to certainways that will lead to the optimal. Motivation is an encouragement that grows from within a person both from withinand outside of himself to do work with high enthusiasm and use all the abilities and skillshe has to achieve satisfaction according to what is desired (Ansory and Indrasari 2018). Motivation is a driving force that can trigger a person's work passion so that theywant to work together, work effectively and integrate with all efforts to achieve satisfaction (Novia R. Silaen 2021). Motivation is an encouragement from within a person that causes that person to carry out certain activities in order to achieve a goal (Ansory and Indrasari 2018).

Each individual has a different level of satisfaction according to the rating systemthat applies to him. The higher the assessment of the activities felt in accordance with individual wishes, the higher the satisfaction with these activities. By fulfilling all the needs or desires in employees, a feeling of satisfaction will be created, and employees with a high level of satisfaction will automatically experience an increase in performance. Job satisfaction itself is defined as a positive attitude which is based on the evaluation results of what is expected to be obtained through the efforts made in carryingout a job with the results or rewards it receives (Suparyadi, 2015).

Job satisfaction is a feeling that supports or does not support an employee's self related to his work or with his condition. Job satisfaction is basically something that is individual (Mangkunegara, 2011). Job satisfaction is a person's perspective, both positive and negative, about his work (Siagian, 2013). Job satisfaction is a pleasant or unpleasant emotional state for employees looking at their jobs (Edy Sutrisno, 2014).

3. Research Method

Simple Linear Regression Test: Testing the relationship with the independent and dependent variables (Sugiyono,2018). Correlation Coefficient Test: To prove the prediction of the relationship of a variable in the population by looking at the related

sample variables and calculating the coefficients between the variables in the sample (Sugiyono, 2018). T test: To test the significance using the t test. t arithmetic > t table at an error level of 5% or an error level of 1%, the t test or significance test is used to test the significance of the relationship (Sugiyono, 2018). Test Multiple Linear Regression: Test for the prediction of the dependent variable with the condition that there areat least 2 independent variables (Sugiyono, 2018). Determination Coefficient Test: To measure the influence of research variables simultaneously (Sugiyono, 2018). F test: To determine whether or not the independent variable influences the dependent variable simultaneously (Sugiyono, 2018).

4. Findings and Discussions

Simple Linear Regression Test
Supervision Variable (X1) on Job Satisfaction

Coefficients [a]

Model		UnstandardizedCoefficients B	UnstandardizedCoefficients std. Error	Standardized Coefficients Betas	t	Sig.
1	(Constant)	11,740	5,242		2,239	.031
	Supervision	,927	, 117	,798	7,956	,000

a. Dependent Variable: Job Satisfaction

The table above is processed by SPSS version 22 in this test which obtained a constant of 11.740 with b = 0.927. Thus, the following is the regression equation:

Y = a+b bX 1

Job Satisfaction = 11.740 + 0.927 supervision.

a = 11.740 a means that mark the 11,740 is mark consistent variable satisfaction work . bX = 0.927 . That is, value satisfaction Work increase 0.927 each 1%value addition variable supervision. So that second variable This Havetendency.

Motivation Variable (X 2) on Job Satisfaction

Coefficients [a]

Model		UnstandardizedCoefficients B	UnstandardizedCoefficients std. Error	Standardized Coefficients Betas	t	Sig.
1	(Constant)	23,676	6,724		3,521	,001
	Motivation	,752	,170	,593	4,418	,000

a. Dependent Variable: Job Satisfaction

The table above is processed by SPSS version 22 in this test which obtained a constant of 23.676 with b = 0.752. Thus, the following is the regression equation.

Y = a+ bX1

Job Satisfaction = 23.676 + 0.752 motivation.

a = 23.676 a means that mark the 23,676 is mark consistent variable satisfaction work . bX = 23.676 . That is, value satisfaction Work increase 23,676 each 1% value addition variable motivation. So that second variable This Have tendency.

Correlation Coefficient Test
Supervision Correlation Coefficient Test (X 1)

Summary models

Model	R	R Square	Adjusted RSquare	std. Error of the Estimate
1	,798 [a]	,637	,627	3,786

a. Predictors: (Constant), Monitoring

From this test, the coefficient value of supervision variable (X1) and job satisfaction (Y) is 0.798 at intervals of 0.000-1.000 and R Square is 0.637.This means that these two variables have a very strong influence becausethe correlation value is positive.

Motivation Correlation Coefficient Test (X 2)

Summary models

Model	R	R Square	Adjusted RSquare	std. Error of the Estimate
1	,593 [a]	,352,334		5,063

a. Predictors: (Constant), Motivation

From this test, the coefficient values of motivation (X2) and job satisfaction (Y) were 0.593 at intervals of 0.000-1.000 and R Square 0.352.This means that these two variables have a very strong influence becausethe correlation value is positive.

T test
Supervision T Test (X 1)

Coefficients [a]

Model		UnstandardizedCoefficients		Standardized Coefficiens		
		B	std.ErrorBetas		t	Sig.
1	(Constant)	11,740	5,242		2,239	.031
	Supervision	,927	, 117	,798	7,956	,000

a. Dependent Variable: Job Satisfaction

From the table the obtained results t testing that variable supervision (X1)of satisfaction work (Y) with t count > t table (2.239 > 2.208), t significant level = 0.0 31 < (a) 0.05. So that in a manner Partial Ha accepted and H0 isrejected. So variable X1 effect against Y.

Motivational T Test (X2)

Coefficients [a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	23,676	6,724		3,521	,001
	Motivation	,752	,170	,593	4,418	,000

a. Dependent Variable: Job Satisfaction

From the table the obtained results t testing that variable motivation (X2) against satisfaction work (Y) with t count > t table (3.521 > 2.208), t significant level = 0.0 01 < 0.05. So that in a manner Partial H_a accepted and H_0 is rejected. So variable X2 has an effect against Y.

Multiple Linear Regression Test

Coefficients [a]

Model		UnstandardizedCoefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	11.173	5,618		1,989	.055
	Supervision	,890	, 169	,766	5,270	,000
	Motivation	,057	,185	,045	,309	,759

a. Dependent Variable: Job Satisfaction

From the processed SPSS version 22 in the test above, the followingregression equation is obtained:

$Y = \alpha + b_1 X_1 + b_2 X_2$
$Y = 11.173 + 0.890 X_1 + 0.057 X_2$

a = 11.173 a means that mark the 11.173 is mark constanta that showsmark variable satisfaction work 13.352 if second variables (X_1 and X_2)exist change .
bX 1 = 23.676 , bX2 = 0.057 . That is, value satisfaction Work increaseeach 1% value addition variable supervision And or motivation. So that second variable This Have tendency.

Correlation Coefficient Test

Summary models

Model	R	R Square	Adjusted R Square	std. Error of theEstimate
1	,799a	,638	,618	3,834

a. Predictors: (Constant), Motivation, Monitoring

In this test it was found that there is a large influence between the 2 variableswith the proven

value of R = 0.799 with a coefficient of R^2 = 0.638. So thatthese two variables contribute to Y.

F test

ANOVA [a]

Model		Sum ofSquares	df	Mean Square	F	Sig.
1	Regression	908,502	2	454,251	30,898	,000 [b]
Residual		514,551	35	14,701		
Total		1423,053	37			

a. Dependent Variable: Job Satisfaction
b. Predictors: (Constant), Motivation, Monitoring

Calculated F value 3 0.898 > Ftable 3, 26, significance level 0.000 < Ftable(α) 0.05, f= (k, nk) = 2-38 = 3.26. This is what makes Ho is rejected and Ha is accepted. Kindly simultaneous second variable this influence significantfor variable dependent, so the hypothesis is accepted.

The following are the results of the research that has been conducted regarding the influence of supervision and motivation on job satisfaction at PT. Linggau Semesta Linggau rides:

The correlation coefficient in the study on supervisory variables (X1) to satisfaction (Y) has a significant relationship to job satisfaction (Y) with t count > t table (2.203 > 2.208), significance = 0.031 < 0.05, simple linear regression results are obtained b = 0.927, a = 11.740. Thus the monitoring variable has asignificant effect on job satisfaction at PT. Wahana Semsta Linggau. These results are consistent with research (Fitrianingrum, 2015) regarding the effectof supervision with work discipline at the Samarinda Ulu District Office, Samarinda City. Obtained rxy count > rxy table (0.775 > 0.381), N = 27, and *a constant of* 5% with a simple regression test obtained Y' = 6.48 + 1.15X.

The results of the study show that the correlation coefficient between motivational variables (X2) and satisfaction (Y) has a significant relationship to job satisfaction (Y) with significance = 0.001 <0.05, t count > t table ie 2.521 > 2.208 with regression results simple linear obtained b = 0.752, a = 23.676. Thus the motivation variable has a significant effect on job satisfaction at PT.Wahana Semesta Linggau. These results are in accordance with research (Rizal Radiman, 2019) regarding the influence of work discipline motivationalvariables at the Public Works and Public Housing Office of Aceh Tamiang Regency. The difference, in previous research is not significant. From the partial test, it was found that t count > t table (1.254 > 1.668) r xy count > r xy table (0.775 > 0.381), a significance of 0.214 > 0.05.

The results showed that the resulting significance value was 0.055 > 0.05, t count > t table (1.989 > 2.208), with linear regression results obtained bX1 = 0.890 bX2 = 0.057 and a = 11.173. From the value of R = 0.799 it is evident that the two variables X1 and X2 have a strong influence. Supported by the results of the coefficient of determination = 0.638, which means that these twovariables also contribute to each other. As well as obtaining F count > F table (30.898 > 3.26), the simulranean significance is 0.000 < (a) = 0.05, F (k, nk) = F (2-38) = 3.26. This shows that Ha is accepted and Ho is rejected. So thatthe

influence of the two variables is significant on job satisfaction.

5. Conclusion

Following are the conclusions from this study: (1) The results of the analysis carried out were obtained that hypothesis First (H1)on variable supervision (X1) exists influence significant to satisfaction work atPT. Wahana Semesta Linggau. Obtained t count > t table (2.203 > 2.208) and significance 0.031 < 0.05. This become because Ho was rejected and Ha accepted. It means, Correct exists if variable the influence significant to satisfaction work. (2) The results of the analysis carried out were obtained that hypothesis Both (H2) exist influence significant variable motivation (X2) to satisfaction work at PT.Wahana Semesta Linggau. Obtained t count > t table (2.521 > 2.208) and significance 0.001 < 0.05. This becomes cause ho is rejected and Ha accepted.It means, Correct exists if variable the influence significant to satisfaction work. (3) The results of the analysis carried out were obtained that hypothesis Third (H1)on variable supervision motivation (X1) and motivation (X2) exists influence significant to satisfaction work at PT. Wahana Semesta Linggau. Obtained t count > t table (1.989 > 2.208) and significance 0.055 < 0.05 with the results of linear regression obtained bX 1 = 0.890 bX 2 = 0.057 and a = 11.173. As wellas obtaining F count > F table (30.898 > 3.26), the simulranean significance is 0.000 < (a) = 0.05, F (k, nk) = F (2-38) = 3.26. This shows that Ha is acceptedand Ho is rejected. It means, Correct exists if second variable the influence significant to satisfaction work.

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The Relationship between Self-Confidence and Public Speaking Ability of Students of the Faculty of Education Ahmad Dahlan University Yogyakarta

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Abstract

This research was conducted at the Faculty of Psychology, Ahmad Dahlan University Yogyakarta. The purpose of the study was to determine the relationship between self-confidence and the ability to speak in public (Public Speaking). The population in this study were students with characteristics including students of the Faculty of Education, Universitas Ahmad Dahlan Yogyakarta, Class of 2002, 2003, 2004 (Semester III, V, VII), and Male and Female Students. The sampling technique used was Cluster randon sampling, namely students of the Faculty of Education semester V and semester VII of Ahmad Dahlan University Yogyakarta while the remaining one semester, namely third semester students were sampled during the trial. The data analysis technique used in this study is Pearson's Product moment correlation. The results showed that there is a very significant positive relationship between self-confidence and public speaking ability, meaning that the higher the self-confidence, the higher the ability to speak in public while the lower the self-confidence, the lower the ability to speak in public.

Keywords: confidence, speaking ability

1. Introduction

Humans are social creatures that will not be separated from their environment and always live in groups ranging from small groups, such as families to large groups such as social organizations. Humans interact in every group, one of them, by communicating with others in their environment.

A community leader, a leader, a leader, students, and educators must have the expertise to present thoughts and ideas through both formal and informal forums. A student no matter how brilliant his achievements are, if he cannot express his knowledge in public or to others, it will be difficult to gain the trust of others.

Students often get assignments from their lecturers related to public speaking, including the presentation of papers to the front of the class. This ability to speak in public is not enough attention, so the ability of students becomes very concerning. Students are the younger generation who are expected to be able to make donations. His thinking and creativity to participate in the success of development. These contributions can be realized in the form of scientific work or their efforts to influence or motivate attitudes and thus the behavior of the surrounding community in a better direction, so that students are required to be able to communicate with others, one example of the ability to communicate that must be possessed by students is the ability to speak in public including if he is needed to be able to speak in public (public speaking).

The ability to be able to do public speaking well is highly demanded of students as prospective leaders of the nation and young intellectuals. Students are required to have better public speaking skills than high school students. Students who study at universities are faced with learning situations that demand independence, activeness and fullness. initiative in seeking information, with a view to preparing themselves to become independent and innovative individuals when involved in the community to devote the knowledge gained in college.

This is where the important role of communication is felt, especially verbal communication. Communication is a medium for individuals (students) to express and express their ideas and opinions, so that others can understand the ideas or ideas that are thought and desired. Ironically, this ability to speak in public is rarely trained, and rarely done well.

Public speaking can be used to express ideas, feelings and imagination. Public speaking is a formal situation so that the speaker will be the center of attention and have many opportunities to be seen by the crowd, both appearance and speech. In addition, in general, it can also increase knowledge and expand the horizon of experience.

The ability to speak in public (public speaking) in each student is different and not everyone can do public speaking well. Low self-confidence can lead to feelings of restlessness, anxiety and tension when speaking in public. Self-confidence is important because self-confidence will facilitate individual adjustment to the environment. People who have high self-confidence tend to be optimistic, confident in themselves, do not attach importance to themselves, and always think positively so that they can accept the presence of others without prejudice. High self-confidence is a positive attitude characterized by a person's ability to know the capacity he has in doing an action without having to compare himself with others, quite ambitious, responsible, optimistic, creative, independent, aware of his limitations with various potentials possessed.

Students who have self-confidence will feel satisfied with the results achieved in accordance with their capacity or ability, namely: the ability of individuals to behave as they need to obtain the expected results, so they no longer feel the need to compare themselves with others.

The ability to speak in public is still a problem among college students. This ability is indispensable for a college student. Many students feel hesitant when they have to make decisions, anxious when appearing in public caused by feelings of uncertainty or distrust in their abilities and appearance.

Public speaking difficulties are still often found in students. The phenomenon of difficulty in doing public speaking well is found when students are required to speak in public, so many students try to avoid public speaking for fear reasons.

Facts at the University that the author encountered through observation and interviews in real life. At one time there was a student who could not present in front of the class just because he was afraid of public speaking or failed every time he did so that the student ignored the success of the student himself. Some cases that the author never forgets are the result of fear of public speaking, a student avoids it. The opportunity to speak in a small meeting, however short, is missed, so the possibility of learning gradually, simply

disappears. Avoidance after avoidance continues what was once just a lack of confidence turned into a real phobia

The ability to speak in public (public speaking) is considered important because it is the ability to convey information, ideas, thoughts orally in public both formally and informally, both in large groups and in small groups. Most students have difficulty in doing public speaking due to lack of confidence so the author is encouraged to conduct research entitled The Relationship between Self-Confidence and Public Speaking Ability in Students of the Faculty of Education, Universitas Ahmad Dahlan.

2. Literature Review

(Rogers, 2004) Rogers defines public speaking as the ability to control oneself, control emotions, have the power of speech and openness to a group of people. Public speaking is the process of conveying information that individuals have to a group of people, in detail, detail and globally. With the intention of influencing and raising the spirit that can cause inspiration and emotions of the dengamya (Rakhmat, 2000).

According to (Mukti & Terbuka, 1994) public speaking is the ability to pronounce articulated sounds or say words to express, express something, convey thoughts, ideas and feelings to answer and ask, the listener receives information through a series of words if communication takes place face-to-face, plus the speaker's hand and mouth gestures.

The success of public speaking, according to (Sukadi, 2004) is determined by the preparation that the speaker has, namely a) Long-term preparation, Preparation made to appear to speak in public which is not yet clear in reality. There are three things that need to be done, namely, growing a healthy person, enriching knowledge and experience, training yourself in every available opportunity. b) Short-term preparation Preparation made to deal with a public speaking task that is clear when and where (another day, a week, or a month or two months).

According to (Anwar, 1995) what affects the success of public speaking is a. Physical preparation. Efforts are made to maintain health to stay in top condition. This preparation has a huge influence on personal appearance when speaking in public. On the contrary, the mind is largely determined by physical health. b. Mental preparation: Efforts made to engender courage and confidence in oneself so as to give rise to feelings of being able to speak in public. c. Material preparation, Efforts made to master the material to be delivered in front of the forum systematically so that it is easily understood by others.

Kepercayaan diri atau self confidence menurut The American Heritage Dictionery di definisikan sebagai "consciousness of ones own powers and abilities" yaitu kesadaran akan kekuatan dan kemampuan diri sendiri, sementara Webstery New World Dictionary mendifinisikan sebagai' reliance on one own powers' yaitu bergantung pada kekuatan diri sendiri (Widarso, 2005)

According to (Lautser, 2001) self-confidence is an attitude or feeling of confidence in one's abilities so that individuals have a sense of security, confidence in one's own abilities, tolerance, normal ambition, independence, optimism. Someone who is confident will not be excessive caution, tends to be a tolerant person and has reasonable ambitions, while people who lack confidence have the characteristics of feeling insecure, afraid, less free and tend to blame external conditions as the cause of the problems they face.

3. Research Method

3.1 Validity and Reliability

Measurement tools in social research in general, must meet two main requirements, namely validity and reliability. The level of confidence in the conclusions of a social study will depend among other things on the relevance and accuracy of the data obtained. The validity and reliability of measuring instruments have a very important role in a research in efforts to develop social sciences in general and psychology in particular. Valid and reliable measuring instruments are reflected in the coefficients of validity and reliability that will produce accurate, objective and accountable information data.

Validity: Validity comes from the word validity which means the accuracy and accuracy of a measuring instrument or test in performing its measuring function. A test can be said to have high validity if the measuring instrument or test can carry out its measuring function, or provide precise and accurate measuring results in accordance with the purpose of the measurement (Azwar, 2001).

Reliability: Reliability is translated from the word reliability (Azwar, 2001) Reliability means the level of reliability of the results of a measurement. Measurements that have high reliability are measurements that are able to provide reliable measurement results, this is referred to as reliable (Azwar, 2001) Reliability has various other names such as reliability, reliability, reliability, consistency, stability and so on, but the main idea in the concept of reliability is the extent to which the results of a measurement can be trusted. Reliability in this study is known by using the reliability of the alpha coefficient.

3.2 Data Analysis Methods

This data analysis method is carried out with the aim that research data that is still in the form of rough data becomes easier to read and interpret. The statistical technique used to analyze the data from this study is the product moment correlation from Pearson. The reason for using statistical analysis techniques is because this study will try to test the hypothesis of the relationship between one independent variable and one dependent variable. Data analysis will be done computationally with SPSS for Windows Realease 12.0.

4. Findings and Discussions

The trial was conducted on 50 subjects, from 50 data analyzed using a computer program from SPSS For Window 12.0. This analysis uses an item reliability and validity program that aims to determine the validity of the item and the reliability of the scale prepared. The validity of an item is measured using an item validity test that has an item difference power of 0.30. The results of the analysis of the public speaking scale showed that of the 48 items tested, there were 42 items that could be used with an item difference between 0.3081-0.7423 with the alpha reliability coefficient of the 42 items was 0.9517. The following is the spread of the public speaking scale after item analysis and reliability tests.

Tabel 1. Distribution of scale items after trial

Aspects	Aitem Favorable				Aitem Unfavorable				Total
	Valid	Number	Knockout	Number of	Valid	Number	Knockout	Number of	

	item	of Valid Items	items	Deciduous Items	item	of Valid Items	items	Deciduous Items	
Self-Control	4,8,9,29,41	5	35	1	11,26,31,48	5	34	1	12
Controlling Emotions	16,18,20,25,27	5	42	1	44,2,36,47,17	5	43	1	12
The Power of Speaking	1,7,5,23,24,37	6	-	-	13,15,19,30,32,33	6	-	-	12
Openness	3,6,10,12,38	5	28	1	14,22,39,45,46	5	40	1	12
Total		21		3		21		3	48

Research data collection tools as many as 42 items with distribution in table 2

Table 2. Distribusi Skala Public speaking skills

Aspects	Favorable item		Aitem Unfavorable		Total
	Item No	Sum	Item No	Sum	
Self-Control	4,8,9,29,41	5	11,26,21,31, 48	5	10
Controlling Emotions	16,18,20,25,27	5	44,2,36,47,17	5	10
The Power of Speaking	1,7,5,23,24,37	5	13,15,19,30,32,33	6	12
Openness	3,6,10,12,38	6	14,22,39,45,46	5	10
Total		21		21	42

The validity of an item is measured using an item validity test that has an item difference power of 0.30. The results of the confidence scale analysis of the 48 items tested there are 35 items that can be used with an item difference between 0.399 - 0.644 with the alpha reliability coefficient of the 35 items is 0.9136. The following is the deployment of the confidence scale after item analysis and reliability trials.

Table 3. Distribution of scale items after trial

Aspects	Favorable item				Aitem Unfavorable				
	Valid	Number of Valid	Knockout	Number of Deciduous	Valid	Number of Valid	Knockout	Number of	Total

	item	Items	items	Items	item	Items	items	Deciduous Item	
A Sense of Security	3,15,35,37	4	-	-	17,14	2	16,48	2	8
Confident in one's own abilities	24,28,45,46	4	-	-	26,39	2	19,32	2	8
Tolerance	4,8,9,11	4	-	-	7,14	2	33,47	2	8
Normal ambition	38	1	25,34,36	3	2,27,29,30	4	-	-	8
Independence	6,10,31	3	20	1	12,21,42	3	40	1	8
Optimistic	1,5,41	3	23	1	13,18,43	3	22	1	8
Total		19		5		16		8	48

Research data collection tools as many as 35 items with the following dissemination:

Table 4. Distribution of self-confidence scales

Aspects	Aitem Favorable		Aitem Unfavorable		Total
	Item No	Sum	Item No	Sum	
A Sense of Security	3,15,35,37	4	17,14	2	6
Confident in one's own abilities	24,28,45,46	4	26,39	2	6
Tolerance	4,8,9,11	4	7,14	2	6
Normal ambition	38	1	2,27,29,30	4	5
Independence	6,10,31	3	12,21,42	3	6
Optimistic	1,5,41	3	13,18,43	3	6
Total		19		16	35

Descriptive data on public speaking skills and confidence are shown in the following table:

Tabel 5. Statistical description of research data

Variabel	∑ Item	Empirical score				Hypotenic score			
		Min	Mak	Rerata	SD	Min	Mak	Rerata	SD
Confidence	35	77	126	100,97	8,99	35	140	87,5	17,5
Public Speaking	42	101	134	111,74	6,67	42	168	105	21

Based on the description of the data shows that the empirical average of public speaking ability is 111.74 with standard deviation (SD) = 6.67. In terms of confidence, the empirical mean is 100.97 with standard deviation (SD) = 8.99. Researchers then grouped the scores of the public speaking scale and the confidence scale into three. categories, namely low, medium and high by dividing the standard deviation (SD) into three parts. Level categorization aims to place individuals into separate groups in tiers according to a continuum based on the measured attributes (Azwar, 2003).

$(M + 1\alpha) \leq x$ = Tall

$(M - 1\alpha) \leq x < (M+1\alpha)$ = Keep

$X < (M-1\alpha)$ = low

Ket :

M = Mean empirik

A = Standar deviasi

Confidence

$X < [100,97-1(8,99] = 92$
$[100,97 – (8,99)] \leq X\ [100,97+1(8,99)] – 92 \leq X < 110$
$[100,97 + 1\ (8,99] \leq X = 110$

Table 6. Categories Empirical score of self-confidence variables based on normal distribution

Interval	Frekuensi	Presentase (%)	Kategori
$X < 92$	8	11,42	Low
$92 < X \leq 110$	52	74,28	Keep
$X \leq 110$	10	14,28	Tall

Based on the table above, it can be concluded that most subjects have moderate self-confidence, while based on the empirical average of self-confidence (M = 100.97) see

table 7, then if classified in the self-confidence scale categorization table, it is medium. Speaking of these two data, it can be concluded that the research subjects have a moderate level of confidence.

Public speaking scale

X < [111, 74 - (6, 67)] = 105

[111, 74 - (6, 67)] <= X < [111, 74 + 1(6, 67)] = 105 <= X < 115

[111, 74 + 1(6, 67)] <= X = 115

Table 7. Categories of empirical scores of variable public speaking ability based on normal distribution

Interval	Frequency	Presentase (%)	Category
X < 105	10	14,28	Low
105 < X ≤ 118	49	70	Keep
X ≤ 118	11	15,71	Tall

Based on the table above, it can be concluded that most of the subjects have moderate public speaking skills. Meanwhile, based on the empirical average of public speaking ability (M = 111.74) see table 7, then if classified in the categorization table of the public speaking ability scale, it also shows that the subject has the ability to speak in public, which is medium. Speaking of these two data, it can be concluded that the research subjects have a moderate level of public speaking ability is keep.

The normality test is carried out to find out whether the sample taken comes from the same population (population distribution data) normall professionally by looking at deviations (Santoso, 2001). frequency of observation of the distribution of symptoms studied from theoretical frequency, (Hadi, 2000).

The rule used to determine whether or not the distribution is normal is if p > 0.05 then the distribution is normal, on the other hand if p < 0.05 then the distribution is abnormal. The normality test in this study used Kolmogorof Smirnov's technique using the SPSS For Window Release 12.0 computer facility. Normality test on the scale of public speaking ability price Z = 1.306p = 66 > 0.5 then the variable score of public speaking ability has a normal distribution. The normality test on the confidence scale shows Z = 0 .705 p = 0.703 because p = 0.703 > 0.5 then the confidence variable score also shows the normal distribution. The normality test results are presented in the following table:

Table 8. Normality test

Variabel	Mean	SD	Z	P	Spread
Confidence	100,97	8,996	0,705	0,703	Usual
Public Speaking	111.74	6,678	1.306	0,066	Usual

Skills

The linearity test is analyzed with the module of linear program assumptions. Linear testing aims to see whether from the spread of points that indicate the values of variables can be drawn a straight line leading to a linear relationship between these variables. (Hadi, 2000). The results of the linearity test between public speaking ability data and confidence data showed a linear relationship. Based on the ANOVA test or F test, the F count is 1.387 with a significance of 0.619 because the probability is 0.619 > 0.5, then there is a linear relationship between the two variables. The following are the results of the linearity assumption test of the research variables:

Table 9. Linear test

Variabel	F	Siginifikansi	Information
Confidence with public speaking skills	1.387	0,169	Linier

Test the hypothesis in this study using the Product Moment correlation technique from Pearson because the data of each variable meets the requirements of the normality test and linearity test, namely the score of each variable is normally distributed and the two variables have a linear relationship.

The results of the Product Moment correlation analysis show that there is a very significant correlation. From the results of the correlation analysis, Product moment produces r of 0.459 with p = 0 with an R square (R) value of 0.211 so that it can be concluded that self-confidence contributes 21.1% to the ability to speak in public and from other external factors contributes 78.9%. This is indicated by the magnitude of the correlation coefficient between

Confidence with public speaking ability of r xy = 0.459 p = 0 (p < 0.1) which means there is a very significant positive correlation between confidence and public speaking ability. This shows that the higher the confidence, the higher the public speaking score and the lower the confidence score, the lower the public speaking score.

The results of quantitative research show that there is a very significant relationship between self-confidence and the ability to speak in public. This is shown by the magnitude of the correlation coefficient between self-confidence and the ability to speak in public is 0.459; p = 0 (p < 0, 1) This means that if students have high self-confidence, it will be followed by high public speaking skills, otherwise if self-confidence is low, it will be followed by low public speaking skills. This research means supporting the opinion (Rogers, 2004) which says that one of the factors that affect the ability to speak in public is the personality factor, in this study is the confidence factor. The results showed that there was a very significant positive relationship between self-confidence and public

speaking ability that the higher the confidence score, the higher the speaking ability score in the future.

Students who have high self-confidence will dare to convey ideas, ideas and can have effective conversations, can imagine and visualize the current sequence of events from the developed story and speak without relying too much on notes. Self-confidence is needed by every student, without high self-confidence students will feel clumsy, awry, and unable to do something optimally when they want to appear in public (Widarso, 2005).

Students are required to have high self-confidence so that they can speak well in public in the learning and teaching process, discuss actively and dare to speak in public, so that later they can apply well the knowledge gained during college. This is in accordance with (Rogers, 2004) which states that the ability to speak well in public is very important for a number of professions, this ability is almost always needed in every type of profession, especially if the career wants to continue to climb. Inability to speak in public is not only embarrassing, but can also hinder promotion and destroy opportunities to demonstrate expertise.

Students who are afraid of public speaking, or fail every time students do, then students ignore the success of the students themselves. In the end, the confidence possessed becomes a very valuable moral for achieving success. (Rogers, 2004) states that people who are afraid of public speaking usually try to avoid it. The opportunity to speak in a small meeting, however short, is missed, so the possibility of learning gradually, simply disappears. Avoidance after avoidance continues to continue what was once just a lack of confidence, turning into a real phobia. The bad situation became worse.

These outside factors are because the frequency of practice is high enough to greatly help mastery of public speaking. No matter how hard it is to convince yourself, that you can speak well in public, without training, most likely the esophagus feels dry, the heart beats hard, and the memory is suddenly lost when you start talking (Rogers, 2004).

In our peaceful and independent country, the possibility of having to appear in public is greater. Students need to practice although it is not clear when students must appear in public. The main thing is to get used to appearing in front of the public, besides, get used to appearing to speak. The habit of public speaking will foster confidence which is very important in public speaking, as well as provide concrete experience how to speak in front of a number of people who stare and listen to us. The ability to speak is like a plant that dies easily. If the ability to speak is not yet profound, it requires continuous maintenance. If it is not maintained within three months, he will die. In other words, if the ability to speak has not taken off, he will easily fall (Kasiyarno., 1992).

Most likely another factor that affects public speaking ability is preparation. As stated by (Sukadi, 2004), many people make new preparations after knowing that in the near future (a day two days, a week two weeks, a month two months) he will have to speak in public, before facing the reality of going to perform, people will not make any preparations. Such an attitude is not quite right, although do not know when to speak in public, instead prepare yourself. Moreover, students as prospective scholars, prospective leaders, as citizens who are aware of their rights and obligations in time must definitely appear.

The main tools of speech are the mouth, face and limbs. The main of the three is the mouth. Most speakers can use assistive devices, such as props, microphones, slides, OHPs, and electronic equipment. Given the importance of the role of the mouth, face, and limbs as means of expression in public speaking, speakers need to understand and master these tools optimally. A trained mouth will be able to produce compelling voice quality, pronunciation (articulation), and songs (intonation). The face with its expression commonly called mimic will be able to use the content of the speaker's heart charmingly. Limbs with proper motion will be able to clarify, emphasize, and reinforce the intent of speech. This can be one of the factors that cause people to have the ability to speak in public.

The results of the descriptive analysis classified in the categorization score showed that the empirical mean of public speaking ability was (M = 111.74) with a percentage of 70% indicating the medium category, the high category of 15.71% and the low category of 14.28%. The results of the analysis for self-confidence resulted in an empirical mean of (M = 100.97) which showed the medium category with a percentage of 74.28%, the high category of 14.28%, and the low category of 11.42%.

Oral communication has become more important than ever. Students in this era of globalization have far more opportunities to hear oral communication through radio, tape recorders, television, films. So that students can not only act as receptive or passive listeners, students must develop oral skills more productively, namely the ability to speak in public. Students are required to have high self-confidence so that they can carry out oral communication in the learning and teaching process, for example discussing actively and daring to speak in public so that later they can apply very well the knowledge that has been gained while in college.

5. Conclusion

In this section the main ideas of the manuscript are presented, the results obtained and their novelty are indicated. Research that has been done shows that there is a very significant positive relationship between self-confidence and the ability to speak in public, meaning that the higher the confidence, the higher the ability to speak in public, while the lower the confidence, the lower the ability to speak in public.

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Implementation of Occupational Health and Safety Management System as a Role in Work Accident Prevention at PT Konsuil Perdana Indonesia Lubuklinggau Area

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Abstract

The problem in this study is that in the implementation of SMK3 there is still a lack of awareness of technical personnel about the use of personal protective equipment and is classified as achieving both quite well and further improvement is needed. This study uses qualitative research methods to analyze data from direct observations at PT Konsuil Perdana Indonesia Lubulinggau Area, results of interviews with the head of engineering and his staff, and evaluation of the literature study of theories and expert opinions as supporting data. The implementation of SMK3 has been planned and implemented quite well in PT Konsui Perdana Indonesia Lubuklinggau Area. And from the comparison of research results in accordance with the regulation of the Minister of Manpower No. 05/MEN/1996 it is higher, namely 60% with quite good criteria. Meanwhile, according to occupational safety and health indicators, it is 52% with quite good criteria. The conclusion of this research is the implementation of SMK3 which uses the application of the Regulation of the Minister of Manpower Number: PER.05/MEN/1996 and K3 indicators. The implementation of SMK3 has a fairly good effect on PT Konsuil Perdana Indonesia Area Lubuklinggau, seen from the number of technical personnel who have accidents and occupational disease is still relatively low and does not affect the implementation of work.

Keywords: occupational safety, health, accidents.

1. Introduction

Human resources are an important element in running an organization. Human resources are resources that have many potentials such as reason, feelings, skills, thinking abilities, physical power and knowledge. Human resources are the most important asset in doing business in a company, With human resources, organizational plans can run well and company goals are able to run optimally. Work safety is a way to protect the physical well-being of employees with the aim of preventing accidents from occurring at work that cause an injury (Catrina &; Andi, 2012) Occupational health is a state and condition free from a physical and psychological disorder by the organization to its employees (Lijan, 2019). According to M. Sulaksmono (1997) accidents are unexpected and unwanted events and can disrupt activities that have been arranged The application of sist safety and health of its employees. Based on observations made at PT Konsuil Perdana Indonesia Lubuklinggau Area, regarding work safety, there are still negligent technical personnel in the use of tools.

Personal protection such as safety helmets where helmets can keep the head of work in carrying out their work and can protect if work accidents occur and also the presence of

engineering personnel who are not careful in the installation and inspection of electrical installations that cause electrocution. Researchers also see that there is still a lack of awareness of technical personnel in the use of personal protective equipment, especially safety helmets, but the procedures applied are good enough, it's just that there is negligence of technical personnel. Furthermore, from his occupational health, researchers have made direct observations and direct interviews with the head of the area and staff of PT Konsuil Perdana Indonesia Lubuklinggau Area that the workplace is close to the highway and causes noise and interferes in the work of the staff and with air ventilation that does not exist and causes air in and out is not good. On the basis of this phenomenon, the researcher conducted further studies by conducting this research.

2. Literature Review

Work Accident. An accident is an event that is uncertain, because it cannot be predicted when it will occur, where it will occur, and the size of the losses incurred. So people often assume that this accident is related to one's fate. Even though the accident is always preceded by symptoms that indicate there will be an accident. While work accidents are unexpected and unplanned events that result in injuries, illnesses, losses to humans, goods and the environment. Meanwhile, according to Ridley (2008), the triggers for work accidents are as follows: Working state, The fallacy of people, Unsafe action. According to Bird and Germain (1990), there are three types of work accidents, namely: Accident, namely an unexpected event that causes harm to both humans and property; Incident, namely an unexpected event that has not resulted in a loss; Near Miss, which is an almost accidental event in other words this event almost led to incidents and accidents.

Causes of work accidents. A work accident occurs due to more than one cause. Accidents can be prevented by eliminating the things that cause them. There are two main causes of accidents. First, unsafe acts. Second, the working conditions are not safe. People who get injured accidents are often caused by other people or because of their own actions that do not support safety. 85% of accidents are caused by wrong human actions, even though there are actually other unseen causes. According to the BST Transportation Education and Training Agency book, Module 4: Personal Safety and Social Responsibility, the Ministry of Transportation explains that accidents in the workplace can be broadly grouped into two causes: human and condition.

Unsafe acts by humans (Unsafe Acts), for example: Carrying out work without authority or being authorized fails to secure or alert someone; Running a tool or machine at a speed outside the safe limit; Causing safety devices to not work; Using a broken tool; Work without the correct procedures; Not wearing safety clothing or personal protective equipment (PPE); Using tools incorrectly; Joking at work; Drunk, sleepy and others. Unsafe conditions, for example: Inadequate safety equipment; Damaged or unusable materials or equipment; Poor ventilation or lighting; The environment is too crowded, damp and noisy; Explosion or fire hazard.

The current situation that occurs based on the author's experience on the ship is as follows: Lack of equipment and discipline of the ship's crew for work safety. In carrying out the work of the ship's crew, it seems that they pay little attention to work safety. Because they do not know in depth the ins and outs of work and safety. Apart from that, they are only concerned with the completion of work so that safety efforts are not given much attention.

Work safety equipment or personal protective equipment for crew members is not given enough attention. Work safety equipment (personal protective equipment) supplied by the office for crew members are only helmets, wearpacks and gloves, which should be: Safety clothes (Wearpack / Overall); Safety shoes (Safety Shoes); Safety hat (Safety Helmet); Ear plugs (Ear Plugs); Gloves (Safety Gloves); Glasses (Safety Glases); Mask (Mask).

Definition of Occupational Safety and Health. Occupational Safety and Health (K3) is one of the efforts to create a workplace that is safe, healthy, free from environmental pollution, so as to reduce and or be free from work accidents and work-related diseases which in turn can increase work efficiency and productivity.

Occupational Safety and Health Regulations. Regulations related to occupational safety and health include the following: Law no. 1 year 1970 regarding work safety. Ministerial Regulation No. 4 of 1980 concerning the requirements for the installation and maintenance of light fire extinguishers. SOLAS 1974 and its amendments regarding ship safety requirements. STCW 1978 Amendment 1995 regarding training standards for seafarers. ISM Code regarding the international management code for the safe operation of ships and pollution prevention.

Work Safety Equipment. According to the work safety law no. 1 of 1970, article 12b and article 12c, that workers are required to: 1) Understand personal protective equipment; 2) Fulfill and comply with all work safety requirements. Article 13 also states that anyone who enters a workplace is required to comply with all occupational safety and health instructions and must use the required personal protective equipment.

Use of Work Safety Equipment. These work safety tools have their respective roles in work safety whose main function is to protect us from danger or to reduce the risk of injury or loss that we get. The types of work safety equipment and their uses can be seen in the table below: 1. Protective Clothing; 2. Helmet; 3. Safety Shoes (Security); 4. Gloves.

Reasons for the Importance of Work Safety. In his book Bangun (2012) states that there are three reasons for the importance of work safety and it is an obligation for every company to implement them, including reasons for the importance of work safety are moral, legal, economic reasons. 1. Morals; 2. Law; 3. Economy.

3. Research Method

This study uses qualitative research methods to analyze data from direct observations at PT Konsuil Perdana Indonesia Lubulinggau Area, results of interviews with the head of engineering and his staff, and evaluation of the literature study of theories and expert opinions as supporting data. Data Source The following is an explanation according to Sugiyono (2018): Primary data is data obtained directly from the source. In this study, researchers obtained primary data documentation in the form of employee data, company profile data, vision and mission, organizational structure and others and from the results of interviews, and which were sourced from the main information of the Area Head Rinaldi, A.Md. and supporting information from his staff, namely Asnul Fadli as secretary, as M Puad Head of Engineering, and Manpower. Doi Fatullah, Rikka Engineering at PT Konsuil Perdana Indonesia Lubuklinggau Area. Secondary data is a source that does not directly provide data to data collectors, for example through other

people or through documents, such as getting references from books/journals and documentation. According to Nursafitra, Agustang, and Idhan (2021) in research data collection techniques through : Observation, Interview, Documentation.

According to (Sugiyono, 2018) data analysis techniques, namely: Data Reduction. Concept formation process. Researchers make observations and collect data and then select the data to be used. Data Presentation (Data Display). Matching completeness data available and present the data so that it is easier to understand. Drawing Conclusions (Verification). Conclusions from the description and description of an object that is not yet clear so that after research it becomes clear.

Data Validity Check. According to Sugiyono (2018): Triangulation of Sources Researchers will obtain data from various sources Then observed to draw conclusions. Triangulation Triangulation Technique. Checking data to the same source with different techniques. By matching the data and interview results by interviewing the main information with the father of the area head of PT. Indonesian Financier Consuil Mr. Rinaldi, A.Md. Supporting information for his staff are Asnul Fadli as secretary, M Puad as Head of Engineering, and Technical Personnel Doi Fatullah, Rikka. From the results of direct observations at PT Konsuil Perdana Indonesia Lubuklinggau Area and corroborated by the documents and files provided. In this study, in validating the results of the data obtained, researchers use source triangulation techniques, meaning information or obtained from various different subjects with one data collection tool, then triangulated data confirmation.

4. Findings and Discussions

The results of the study used aqualitative research methodology whose data were obtained from direct observation to PT Konsuil Perdana Indonesia Lubuklinggau Area, then conducted interviews on the main information with Mr. head of the area Rinaldi A.Md and supporting information Asnul Fadly, Doi Fatullah, M Puad and Rikka which have been matched also with documentation. From the results of research interviews on the Application of SMK3 at PT Konsuil Perdana Indonesia Lubuklinggau Area has an achievement of 60% so that it is included in the criteria quite well, and from the results of research interviews according to K3 indicators at PT Konsuil Perdana Indonesia Lubuklinggau Area the results of achievement with an average of 52% in the criteria are quite good the results of the research data. The data is the result of interviews with area heads and staff as well as direct observation which is matched with questionnaire data and documentation. Questionnaire data was obtained from interviewing 5 respondents, namely 1 area head Rinaldi, 1 deputy area head M. Puad, 1 secretary Asnul Fadly, technical personnel Doi Fatullah and Hasbullah. Questionnaire data on each respondent will be clarified through interviews and direct observation, to find out each clarity of implementation of each as a guide to the results of the questionnaire data obtained.

Various regarding the implementation of SMK3 as a role in preventing work accidents at PT Konsuil Perdana Indonesia Lubuklinggau Area in accordance with the regulation of the Minister of Manpower No 05 / MEN / 1996 which regulates the implementation of an occupational safety and health management system that uses its basic principles, namely in the form of commitment, planning, implementation, evaluation, and review and improvement. From the results of the comparison of research interview results

according to indicators (K3) at PT Konsuil Perdana Indonesia Lubuklinggau Area, the results were achieved with an average of 52% in fairly good criteria, namely occupational safety and health indicators in the form of environmental conditions, air regulation, lighting arrangements, equipment use and physical and mental conditions of employees. And according to researchers, the results in accordance with the regulation of the Minister of Manpower No 05 / MEN / 1996 are higher, namely 60% with chiteria quite good. Meanwhile, according to occupational safety and health indicators.

In this study, the author takes into consideration the results of research relevant to the research (Pangkey et al., 2012), The problem in this study is how to implement an Occupational Safety and Health Management System that is run as protection by construction services and their workforce to reduce the occurrence of work accidents that occur. This research uses qualitative research methods to make direct observations at the project site, then conduct interviews from the results of interviews, evaluate data and other supporting data such as literature studies. It can be concluded that the application of SMK3 has been well implemented at the construction project site. The application uses the equivalent of (OHSAS) 18001: 1999 which has similarities with SMK3 regulated in the Regulation of the Minister of Manpower Number: PER.05 / MEN / 1996. The application of SMK3 is very good for construction companies and their workforce, which can prevent work accidents from occurring and occupational diseases are still relatively low and do not interfere with work.

5. Conclusion

Planning for the implementation of SMK 3 at PT Konsuil Perdana Indonesia Lubuklinggau Area according to the regulation of the Minister of Manpower No 05 / MEN / 1996 which regulates the implementation of an occupational safety and health management system that Using the basic principles of commitment, planning, implementation, evaluation, and review and improvement. and has an achievement of 60% so that it is included in the criteria is quite good. And the results of the comparison of research interview results according to indicators (K3) at PT Konsuil Perdana Indonesia Lubuklinggau Area in the form of environmental conditions, air regulations, lighting settings, equipment usage, physical and mental condition of employees. The results achieved with an average of 52% in the criteria are quite good. And according to researchers, the results of achievement are both quite good and need to be improved again in the future for even better achievements.

Changes after the implementation of SMK3 as a role in preventing work accidents at PT Konsuil Perdana Indonesia Lubuklinggau Area are technical personnel who are more obedient, orderly, the rules for using personal protective equipment and reducing the occurrence of work accidents that occur, but there is also still one of them who is negligent.

The evaluation carried out in the implementation of SMK3 at PT Konsuil Perdana Indonesia Lubuklinggau Area is encouraged to always obey the rules, wear personal protective equipment in accordance with SOP when installing and inspecting electrical installations, in every work work, and maintain the equipment so that it remains maintained**.**

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Leadership and Supervision on Work Discipline and Its Impact on Employee Performance at Service Education Musi Rawas District

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Abstract

This study aims to determine and test the effect of leadership on work discipline, to determine the effect of supervision on work discipline, to determine the effect of leadership on employee performance, to determine the effect of supervision on performance, to determine the effect of work discipline on employee performance, to determine the effect of leadership on employee performance through work discipline, to determine the effect of supervision on employee performance through work discipline. This research was conducted at the Musi Rawas District Education Office, with a population of 66 employees. The sample in this study were employees who worked at the Musi Rawas District Education Office, totaling 65 employees. The reason for not including the Head of the Education Office is because it is a research subject related to variables. This research method uses quantitative research using causal relationships and types of primary data. Data collection techniques by observing, interviewing, distributing questionnaires and documentation. The analytical method uses Smart PLS 3.2.9. The results of this study indicate that leadership has a positive and significant effect on work discipline with a t-statistic value of 1.653> 1.64 (t-table) and a p-value of 0.099> 0.05. Leadership has a positive but not significant effect on employee performance with a t-statistic value of 1.372 <1.64 (t-table) and a p-value of 0.171> 0.05. Supervision has a positive and significant effect on work discipline with a t-statistic value of 15.743> 1.64 (t-table) and a p-value of 0.000 <0.05. Supervision has a positive but not significant effect on employee performance with a t-statistic value of 0.427 <1.64 (t-table) and a p-value of 0.670 > 0.05. Work discipline has a positive and significant effect on employee performance with a t-statistic value of 1.937> 1.64 (t-table) and a p-value of 0.053> 0.05. Leadership on employee performance with work discipline as a mediating variable with a t-statistic value of 1.105<1.64 (t-table) and a p-value of 0.135>0.05. Supervision of employee performance with work discipline as a mediating variable with a t-statistic value of 1.992 > 1.64 (t-table) and a p-value of 0.023 <0.05. so there are direct and indirect influences between leadership on employee performance, and monitoring of employee performance through work discipline as a mediating or intervention variable.

Keywords: leadership, supervision, work discipline, work performance.

1. Introduction

This study aims to determine and test the effect of leadership on work discipline, to determine the effect of supervision on work discipline, to determine the effect of leadership on employee performance, to determine the effect of supervision on performance, to determine the effect of work discipline on employee performance, to determine the effect of leadership on employee performance through work discipline, to determine the effect of supervision on employee performance through work discipline. This research was conducted at the Musi Rawas District Education Office, with a population of 66 employees. The sample in this study were employees who worked at the Musi Rawas District Education Office, totaling 65 employees. The reason for not including the Head of the Education Office is because it is a research subject related to variables. This research method uses quantitative research using causal relationships and types of primary data. Data collection techniques by observing, interviewing, distributing questionnaires and documentation. The analytical method uses Smart PLS 3.2.9. The

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2. Literature Review

Leadership is the process of influencing the activities of individuals and groups in an effort to achieve goals in certain situations. (Sutrisno, 2017). Leadership is the process of influencing individual and group activities in an effort to achieve goals in certain situations. Efforts to influence many people through communication to achieve goals (Nugraha, 2017). (Nugraha, 2017). Leadership is the ability to provide constructive influence to others to carry out a cooperative effort to achieve planned goals. (Donni, 2017b). From several definitions of leadership, researchers concluded that leadership is an ability to influence a person or group in achieving predetermined goals.

Supervision. In order to sell a goal organizations, including the state as the largest power organization should be carry out management functions consisting of: planning (planning), organizing (organizing), giving encouragement (actuating), and supervision (controlling) (Terry, 2007). According to him, supervision is an effort to control the bureaucracy or organization must be implemented properly, because: "If not carried out, sooner or later will result in the death/destruction of something organization or bureaucracy itself" (Terry, 2007).

Work Discipline. In order to be able to understand the discipline of work, it is necessary to know the understanding of the work discipline. Etimologically, the discipline is derived from the English disciple which means "followers" or "successors", "teaching", "training", and so on. Discipline is a particular condition in which the people who are part of an organization are subject to existing rules with pleasure. Work is all human activity carried out to a set goal. Discipline is the consciousness and willingness of a person to obey all corporate rules and applicable norms (Hasibuan, 2010). Work discipline is a tool that managers use to change a behavior and some attempt to raise awareness and willingness of a person to obey all corporate rules and applicable social norms (Rivai, 2014).

Discipline is the attitude of a person's readiness and reluctance to abide by and obey the norms of regulation that apply around him, good employee discipline will accelerate the company's goals while degraded discipline would become a barrier and slow the

achievementof the company's goals (Sutrisno, 2019). Based on the above research, it can be concluded that discipline is a tool or means for an organization to maintain its existence. With high discipline, officials will obey all existingrules, so that the business of the work can be in accordance with the established plan.

Employee performance is the result of work and work behavior achieved in completing the tasks and responsibilities given in a certain period. (Cashmere, 2019). Employee performance is about doing work and the results achieved from that work. Performance is about what is done and how it is done. (Wibowo, 2017)Employee performance is the result of employee work seen from the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization. (Sutrisno, 2015). From several definitions of employee performance, the researcher concludes that employee performance is the result achieved by individuals and groups in achieving the goals set by the organization.

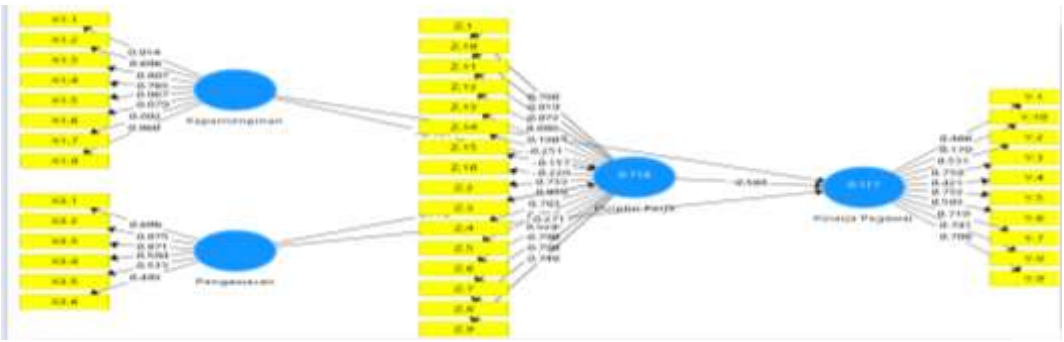
3. Research Method

Based on this picture, the research method is applied first to be used in solving the problem to be studied. This study used a quantitative research method. It can be interpreted as a research method used to research populations and samples, collecting data using instrument testing, analyzing data to answer the formulated problems and hypotheses. Structural equation and measurement model based on Partial Least Square (PLS). Smart PLS 3.0 software to help analyze the relationship between latent variables. Partial Least Squares (PLS) is a multivariate statistical technique that performs comparisons between multiple dependent variables and multiple independent variables. PLS is a variant-based SEM statistical method designed to solve multiple regression when specific problems occur in the data, such as small study sample sizes, missing values, and multicollinearity.

4. Findings and Discussions

Evaluation of the measurement model (Outer Model) is carried out to assess the validity test and model reliability test. Outer models with reflexive indicators are evaluated through convergent and discriminant validity of indicators forming latent constructs and composite reliability as well as Cronbach alpha for block indicators. The convergent validity test can be seen from the loading factor value for each construct indicator. The rule of thumb that is usually used to assess convergent validity is that the loading factor value must be more than 0.7 for confirmatory research and the loading factor value between 0.6-0.7 for exploratory research is still acceptable and the Avarage Varince Extracted (AVE) value must be > 0.5. However, for research in the early stages of developing a measurement scale, the loading factor value of 0.5-0.6 is still considered sufficient (Ghazali. Imam, 2015). The following is the Outer Model Test result which shows the Outer Loading value using the Smart PLS 3.2.9 analysis tool.

Figure 1. *Outer Model*



The results of the AVE index, Reliability Composite, and Cronbach Alpha can be seen from:

Table 1. Validity Convergent

Construct	AVE	Reliability Composite	Cronbach's Alpha	Rule Of Thumb
leadership	0.680	0.944	0.933	0.954
supervision	0.479	0.840	0.798	0.865
Discipline	0.396	0.855	0.799	0.927
performance	0.369	0.843	0.809	0.787

To see the value of the Loading factor data construct of leadership, supervision, work discipline and employee performance can be seen from table 4.45 the value of the Loading factor: After re-estimating by eliminating 18 indicators out of 40 indicators, and leaving 22 indicators for each construct, there is no Loading factor value below 0.70. The results of the re-estimation can be seen in the following figure:

Figure 2. Outer Model Re-estimation Test Results



Table 2. Validity Convergent Modification

Construct	AVE	Reliability Composite	Cronbach's Alpha	Rule Of Thumb
leadership	0,710	0,945	0,933	0,948
supervision	0,727	0,842	0,626	0,630
Discipline	0,620	0,942	0,931	0,933
Performance	0,605	0,821	0,705	0,724

The following is the result of re-estimation to see the Loading factor value of all data on the construct of leadership, supervision, work discipline and employee performance can be seen in table 4.47:

Table 3. Latent interconstruct correlations

construct	Leadership	Supervision	Discipline	performance
leadership	1.000	0,378	-0,434	-0,038
supervision	0,378	1.000	0,848	-0,203
Discipline	-0,434	0,848	1.000	-0,279
Performance	-0,378	-0,203	-0,279	1.000

Based on the output analysis, the correlation variable latent value is greater than the Avarange Variance Extracted (AVE) Square Root value, as shown in table 4.50 below:

Table 4. Latent Value of Correlation Variable, AVE, and Square Root of AVE

Construct	Leadership	Supervision	Discipline	performance	AVE	AVE
Leadership	1.000	0,378	-0,434	-0,038	0,710	0,843
Supervision	0,378	1.000	0,848	-0,203	0,727	0,853
Discipline	-0,434	0,848	1.000	-0,279	0,620	0,787
Performance	-0,038	-0,203	-0,279	1.000	0,605	0,778

To measure reliability in a construct with reflex indicators can be done in two ways, namely with Cronbach Alpha and Composite Reliability which is often called Dillon Goldsteint's, with a value that must be more than 0.70

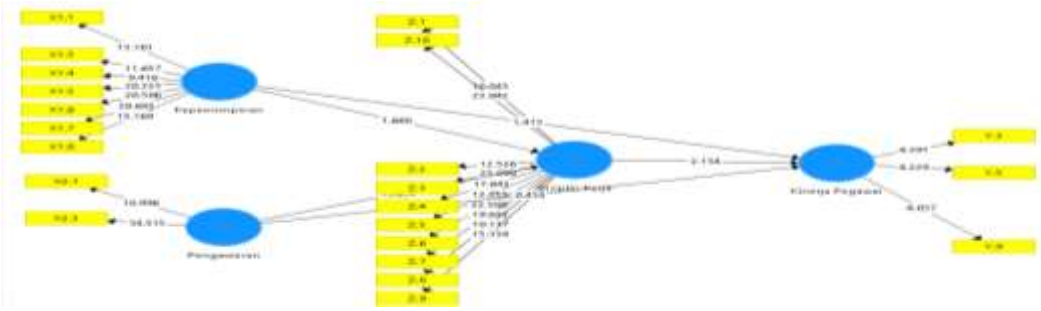
Table 5. Reliability and Validity Construct

Construct	Cronbach's Alpha	Reliability Composite	AVE	Rule Of Thumb
Leadership	0,933	0,945	0,710	0,948
Supervision	0,626	0,842	0,727	0,630
Work Discipline	0,931	0,942	0,620	0,933
Performance	0,705	0,821	0,605	0,724

In table 5 it can be seen that all variable values in reliability testing using either Cronbach Alpha or Composite Reliability have values above 0.70 and validity testing uses Avarange Variance Extracted (AVE) with values greater than 0.50. therefore it can be concluded that the variables tested are valid and reliable, so that structural model testing can be carried out.

Structural models in PLS are evaluated using the endogenous construct R^2, path coefficient values or t-values for each path to test the significance between constructs in the structural model. Following are the estimation results of the Inner Model after Bootstrapping using Smart PLS a

Figure 3. *Inner Model Result*



In assessing this model begins by looking at the R-Squares for each endogenous latent variable as the predictive power of the structural model. The following is the estimation of the R-Square output value:

Table 6. R-Square

Construct	R-Square	R-Square Adjusted
Discipline	0,734	0,726
Performance	0,112	0,609

f-Square and *Predictive Relevance* (Q^2). Besides looking at the large R-Squares value, evaluation of the PLS model can be done with Q^2 predictive relevance or often called

predictive sample reuse. This technique can represent a synthesis of cross validation and fitting functions with predictions of observed variables and construct parameter estimates. Following are the output results from f-Square contained in the table below:

Table 7. f-Square

Construct	Leadership	Supervision	Discipline	Performance
Leadership			0,057	0,034
Supervision			2,053	0,004
Discipline				0,063
Performance				

Hypothesis Test. The basis used in testing this hypothesis is to determine the estimated value of the path coefficient contained in the output path coefficients by looking at the significant relationship between constructs which is intended to be seen by the value of t-statistics. Where valid indicators have a T-Statistics value > 1.96 or > 1.64 and also a p Value <0.05. In this way, the estimation of measurements and standard errors are no longer calculated with statistical assumptions but are based on empirical observations with the resampling bootstrapping method in this study, so that one can know whether a hypothesis is accepted or rejected and vice versa. The following is a table of T-Statistics/ Path Coefficients (Direct Effects) for determining the submission of hypotheses between constructs as follows:

Table 8. T-Statistic/ *Path Coefficients* (*Direct Effect*)

Construct		Original Sampel (O)	Sampel Average (M)	Standar Deviasi (STDEV)	T Statistik (|O/STDEV|)	P Value
Leadership Discipline	→	-0,133	-0,468	0,083	1,653	0,099
Leadership Performance	→	-0,194	-0,205	0,140	1,372	0,171
Supervision Discipline	→	0,798	0,797	0,051	15.743	0,000
Supervision Performance	→	0,113	0,126	0,261	0,427	0,670
Discipline Performance	→	-0,458	-0,468	0,020	1,937	0,053

Based on table 4.54 T-Statistics/Path Coefficients for determining the proposed hypothesis, the direct effect of the relationship between constructs is explained as follows: The leadership construct has a t-statistic value of 1.653 > 1.64 (t-table) and a p value of 0.099 > 0.05 which means that the leadership variable has a positive and significant effect on work discipline.

The leadership construct has a t-statistical value of 1.372 <1.64 (t-table) and a p-value of 0.171 > 0.05 which means that the leadership variable has a positive but not significant effect on employee performance. The control construct has a t-statistic value of 15.743 > 1.64 (t-table) and a p value of 0.000 <0.05, which means that the control variable has a positive and significant effect on work discipline. The control construct has a t-statistic value of 0.427 <1.64 (t-table) and a p-value of 0.670 > 0.05, which means that the control variable has a positive but not significant effect on employee performance. The work discipline construct has a t-statistic value of 1.937 > 1.64 (t-table) and a p value of 0.053 > 0.05 which means that the work discipline variable has a positive and significant effect on employee performance.

Path analysis techniques are used to analyze the pattern of relationships between variables with the aim of knowing the direct and indirect effects of the independent variable (Exogen) on the dependent variable (Endogen). In addition, path analysis also tests mediating/intervening variables (Ghazali. Imam, 2015). The following table 4.55 the effect of indirect influence (indirect effect) on determining the submission of the hypothesis between constructs as follows:

Table 9. (*Indirect effect*)

Construct	Original Sampel (O)	Average Sampel (M)	Standar Deviasi (STDEV)	T Statistik (|O/STDEV|)	P Value
Leadership → Discipline → Performance	0,061	0,068	0,055	1,105	0,135
Supervision → Discipline → performance	-0,366	-0,373	0,184	1,992	0,023

Based on table 4.55 T-Statistics/Path Coefficients for determining the proposed hypothesis, the indirect effect of the relationship between constructs is explained as follows: 1. The leadership construct on employee performance with work discipline as a mediating variable has a t-statistical value of 1.105 <1.64 (t-table) and a p-value of 0.135 > 0.05 which means that the leadership variable through work discipline as a mediating variable has an effect positive but not significant to employee performance. 2. The control construct on employee performance with work discipline as a mediating variable has a t-statistic value of 1.992 > 1.64 (t-table) and a p value of 0.023 <0.05 which means that the variable of supervision through work discipline as a mediating variable

has an effect positive and significant to employee performance.

5. Conclusion

Based on the results of data analysis and discussion described in the previous chapter, it can be concluded that: Leadership has a positive and significant effect on work discipline in the Musi Rawas District Education Office, with a t-statistical value of 1.653 > 1.64 (t-table) and a p-value of 0.099 > 0.05. This shows that the better the leader is in providing directions and regulations, the higher the level of work discipline applied in the Musi Rawas District Office. Leadership has a positive but not significant effect on employee performance at the Musi Rawas District Education Office, with a t-statistical value of 1.372 <1.64 (t-table) and a p-value of 0.171> 0.05. This shows that the better the leader influences subordinates and the ability of the leader's position as supervisor to work effectively and efficiently, the higher the employee's performance results in completing the tasks assigned at the Musi Rawas District Office. Supervision has a positive and significant effect on work discipline at the Musi Rawas District Education Office, with a t-statistic value of 15.743 > 1.64 (t-table) and a p-value of 0.000 <0.05. This shows that the better the supervision carried out by the regulatory leadership, the higher the level of work discipline applied at the Musi Rawas District Office. Supervision has a positive but not significant effect on employee performance at the Musi Rawas District Education Office, with a t-statistic value of 0.427 <1.64 (t-table) and a p-value of 0.670 > 0.05. This shows that the better the supervision carried out by the leadership, both directly and indirectly, the higher the results of employee performance in completing the tasks assigned at the Musi Rawas. Work discipline has a positive and significant effect on employee performance at the Musi Rawas District Education Office, with a t-statistic value of 1.937 > 1.64 (t-table) and a p-value of 0.053 > 0.05. This shows that the better the level of discipline exercised by the leadership in providing directions and regulations, the higher the employee's performance in completing the tasks assigned at the Musi Rawas District Office. Leadership on employee performance with work discipline as a mediating variable has an indirect but not significant positive effect on the Musi Rawas District Education Office, with a t-statistic value of 1.105 <1.64 (t-table) and a p-value of 0.135 > 0.05. This shows that the better the level of discipline exercised by the leadership in providing directions and regulations, the higher the employee's performance in completing the tasks assigned at the Musi Rawas District Office. Supervision of employee performance with work discipline as a mediating variable has a direct and significant positive effect on the Musi Rawas District Education Office, with a t-statistic value of 1.992 > 1.64 (t-table) and a p-value of 0.023 <0, 05. This shows that the better the supervision carried out by the leadership, both directly and indirectly, the higher the level of discipline towards regulations and also the higher the results of employee performance in completing tasks assigned at the Musi Rawas District Office.

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Systematic Literature Review: The Implementation of Equalization from Administrative Positions to Functional Positions

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Abstract

This study aims to answer how the equalization from administrative to functional positions occurs. The method used is the Systematic Literature Review (SLR) approach to journals that were published from 2020 to 2023, based on the required topic and locus. Systematic Literature Reviews are a literature review method that identifies, assesses, and interprets all findings on research topics to answer research questions. This study concludes that equalization has been implemented in reference to Permepan RB Number 17 of 2021 regarding the equalization of administrative positions into functional positions. In practice, the equalization of administrative positions into functional positions still prioritizes qualifications and competencies, and it was carried out prior to changes in the organizational structure. This has become a new problem for the post-equalization government agencies to address. On the other hand, the transfer from an administrative position to a functional position creates distinct anxiety for the apparatus regarding their career development in the future.

Keywords: transfer of positions, administrative position, functional position, human resource management.

1. Introduction

Position equalization is a form of bureaucratic simplification that is the focus of the priority program of the Advanced Indonesia Cabinet under the leadership of President Ir. Joko Widodo and Ma'ruf Amin. The aim of this program is to improve the quality of public services and the performance of public organizations, which are still considered too bureaucratic and have long spans of command. Regulation-wise, the implementation of position equalization is mandated by Government Regulation Number 17 of 2020 (President of the Republic of Indonesia, 2020) as an amendment to Government Regulation Number 11 of 2017 concerning Civil Servant Management. This amendment was issued as an implementing regulation of the Law in the context of bureaucratic structuring (Article 350A).

At the technical level, it is stipulated through the PAN RB RI Ministerial Regulation Number 28 of 2019 concerning the Equalization of Administrative Positions into Functional Positions. Finally, this regulation has been amended through the Republic of Indonesia PAN RB Ministerial Regulation Number 17 of 2021 (Ministry of PAN & RB, 2021).

(Rakhmawanto, 2021) disclosed the results of the analysis, showing that the simplification of the bureaucracy has not been effectively implemented. In this case, the implementation of equalizing administrative positions with functional positions still prioritizes qualification and competency aspects. However, the majority of administrative

officials who are transferred to functional positions do not meet the educational and competency requirements needed for those positions.

The policy of equalizing positions is an instrument taken by the government that is used in the context of developing the career apparatus, but in practice, it was disclosed (Marthalina, 2021) in her research entitled "Analysis of the Impact of Career Development for Civil Servants After the Implementation of the Transfer of Structural Positions to Functional Positions" at the Ministry of PAN RB RI stated that the implementation of the equalization of structural positions into functional positions has not had an impact on the career development of apparatus at the Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia. This is due to several challenges of change that still need to be adjusted by the existing apparatus and organizations. Another thing that is considered for career development in functional positions is the organizational design that is expected to be proportional which can accommodate the working mechanism of functional positions.

The policy of equalizing positions is an instrument taken by the government that is used in the context of career development. Several other studies (Panca Timur, Widya et al., 2022; Rusliandy, 2022; Tuasamu et al., 2022) generally reveal problems in implementing simplification of the bureaucracy faced with several things, namely: the organizational design has not been designed to accommodate the performance of functional positions, the management of functional positions has not been professional in some supervisory agencies, the types of functional positions that are not yet available, competency gaps, and patterns of work relationships that have not been maximized. Individual performance assessments have not been aligned with organizational performance.

In line with the above, according to Daud and Rosadi (Nisa et al., 2022), one of the effects of transferring administrative officials to functional positions that are more competency-based or expertise is that it is not certain that the employees with the qualifications for the functional positions are precise. According to Insani et al. (2021) in his research, he recommends that arrangements for the transfer of administrative positions to functional positions need to be improved by taking into account organizational factors, resources, the development and management of awards, and employee relations..

The various problems above confirm that the policy of equalizing positions has not been implemented effectively and still leaves homework to be completed. From the apparatus side, for example, aspects of career development, work mechanisms, and management of functional positions must be the main priority that must be prepared after the equalization of positions. This is not without reason, bearing in mind that the apparatus that is the object of implementing this policy is the driving force, which determines the sustainability of the organization.

2. Literature Review

Equalization of positions is a form of Bureaucratic Simplification, which is the priority program focus of the Advanced Indonesia Cabinet. The aim is to improve the quality of public services and the performance of public organizations that are still considered too bureaucratic and have long spans of command. The implementation of the equalization of positions is mandated by Government Regulation Number 17 of 2020, as a change from Government Regulation Number 11 of 2017 Concerning Civil Servants

Management.

At the technical level, it is stipulated through the Republic of Indonesia PAN RB Ministerial Regulation Number 28 of 2019 Concerning the Equalization of Administrative Positions into Functional Positions, as amended through the Republic of Indonesia PAN RB Ministerial Regulation Number 17 of 2021.

According to the general provisions of the Republic of Indonesia PAN RB Ministerial Regulation Number 17 of 2021, it is stated: The equalization of positions is the appointment of administrative officials to functional positions through adjustments/inpassing in equivalent functional positions. Therefore, it can be concluded that the equalization of positions involves transferring structural administrative officials to functional positions. As explained by Fitrianingrum et al. (2020), Panca Timur Widya et al. (2022), and Setiawan et al. (2022), the equalization of positions refers to the transfer of administrative positions to functional positions.

Referring to the provisions in the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 17 of 2021 and the Regulation of the Minister of Administrative and Bureaucratic Reform of the Republic of Indonesia Number 25 of 2021, the stages of simplifying the bureaucracy are carried out in three stages, namely: (1) Simplification of the organizational structure; (2) Equalization of positions; and (3) Adjustment of the work system. This was also stated by Nisa et al. in their research entitled "Analysis of the Implementation of Bureaucratic Simplification Policies in the Sphere of the Provincial Government of South Kalimantan" in 2022.

3. Research Method

This study uses a Systematic Literature Review (SLR) approach with data sources derived from electronic journal literature that has been published via the internet. Data collection was carried out by searching the internet using Google Scholar. The research data population includes journals that focus on simplifying bureaucracy and equalizing positions in local governments, as well as several relevant journals that are only used as library materials. As opinion (Triandini et al., 2019) a Systematic Literature Review is a method used to refer to certain research or research methodologies and developments carried out to collect and evaluate related research on a particular topic of focus. Another opinion, according to (Latifah & Ritonga, 2020) A systematic literature review is a research method that reviews a particular topic by emphasizing a single question that has been systematically identified, assessed, selected, and concluded according to predetermined criteria. This is done based on evidence from quality research that is relevant to the research question. *Search process* or The process of searching for the data needed in this study was carried out by surfing the internet using Google Scholar to find the journals required. This was done through the use of specific keywords such as "equalization of positions" and "simplification of the bureaucracy". The criteria set for this study were also taken into consideration during the search: the data used is in the range of 2020-2023, data obtained from the source https://scholar.google.co.id/, the data used is only journals that have been published, in accordance with the topic of equalization of positions and simplification of the bureaucracy, the research locus is only on local government, the discussion can answer the research question. Research questions in this study were made based on the needs of the research topic regarding the

implementation of equalization of positions, which focus on five elements known as PICOC, namely: (1) Population, the target group for investigation; (2) Intervention (I), determining aspects of the investigation or problems of interest to researchers; (3) Comparison (C), aspects of the investigation that will be compared with interventions; (4) Outcomes (O), the effect of the intervention; and (5) Context (C), setting or investigative environment (Wahono, 2016).

4. Findings and Discussions

A literature search was conducted in June 2023. The initial search process was carried out based on the year of publication in the 2020-2023 range, using the keywords "equalization of positions" and "bureaucratic simplification". The search results found 174 articles, which were then selected. The literature used consists solely of journal papers that meet the set criteria. The selection process is also carried out by examining the title, abstract, locus, and full text, so that the results of the main study are obtained, which will be used for further analysis.

Table 1. Search Filtering

No	**Criteria**	**Amount**
1	Invalid (non-journal article)	108
2	In accordance with the topic of equalization of positions	66
3	The locus does not meet the criteria	42
4	The discussion cannot answer the research question	17
5	Selected articles	7

From the table above, it can be seen that out of the 174 search results, there were 108 invalid articles, namely not journals but theses or dissertations, and the discussions were not in accordance with the topic of equality. There were 66 articles that fit the topic of equalization of positions, but 42 articles did not match the desired focus, and 17 articles had discussions unrelated to the research question. 7 articles were selected as the main articles.

Table 2. Main article

Article	Researcher/ Title	Result
1	Wilga Lazul Nuviandra, Munari Kustanto Implementation Of Equivalent Officials On Career Patterns Of Functional Officials Results Results In The Government Of	The implementation of equalization of positions still needs to be improved too. There needs to be more consistency in the regulations governing the equalization policy, so simplifying the competencies and age limits of officials resulting from the equalization can hinder their career patterns. Available positions were found due to the equalization that was not following their educational

	Sidoarjo District	background and competence. As many as 30% of functional officers who have been equalized are over 53 years old, so it has the potential to affect their performance in functional positions
2	Dicky Hariya Pratama, Gatot DH Wibowo, Chrisdianto Eko Purnomo / Implementation of Equalization of Administrative Positions into Functional Positions in Local Government (Studies in the Regional Government of NTB Province)	The Implementation of Regulations on the Equalization of Administrative Positions Into Functional Positions in the Regional Government of the Province of NTB is not effective, this is due to communication factors, resources, dispositions and bureaucratic structures which are still in an adaptive process and are not optimal in supporting organizational equalization policies in the Regional Government of the Province of NTB
3	Zendy N. Mailensun Implementation of the Policy for Equal Positions in the Structural Secretariat of the Minahasa Regency Regional Secretariat	there are four factors that influence the implementation of equalization of positions at the Regional Secretariat of Minahasa Regency, namely communication, resources, disposition, and bureaucratic structure. Unclear communication and no tiered top-down or bottom-up causes confusion for civil servants whose positions are equalized regarding their career development. Resources of funds, equipment and infrastructure are also not optimal. The disposition of PNS whose positions are equalized is quite high, but the lack of knowledge and socialization causes confusion about the terms of office that must be fulfilled.
4	Latifa Suhada Nisa, Sri Setyati, Maliani, Dewi Siska, Siska Fitriyanti Analysis Of Implementation Of Bureaucracy Simple Policy In The Government Of South Kalimantan Province	The problem faced by the South Kalimantan Provincial Government after the implementation of equalization is that the work system needs to be adjusted. In addition, implementing a policy that is still partial creates jealousy, inequality and work demotivation. This also impacts the irrelevance of the job made and approved by the Ministry of Home Affairs to be implemented at the next inauguration due to mutations,promotions, and retiring employees.
5	Hadi Tuasamu, Hartaty Hadady, Johan Fahri / Intervention Of Equal Position: Analysis Of The Effectiveness Of Equivalent Administrative To Functional Positions In The Regional Secretariat Of North Maluku Province	The results of the study analysis show that the policy of equalizing administrative positions to functional positions has not been implemented effectively. The impact on the equalization of administrative positions into functional positions is still in accordance with the indicators of organizational efficiency. Administrative officers who are transferred to majority functional positions do not meet the educational and competency requirements required in the functional positions they will occupy, because the equalization of positions provides a lot of tolerance for the requirements of functional positions.
6	Hani Marta Theodora, Pery Rehendra Sucipta, Irman / Legal	The implementation of Permen PAN RB No. 17 in 2021 raises legal issues that need serious attention, not only by

	Implications of Equalization Administrative Position Become The Functional Position In The Government Of Riau Islands	the Regional Government but also by the Central Government. Because there is a regulation that the equalization of employment positions of state agencies is carried out after completing the process of organizational simplification, but the legal regulations governing the simplification of the organizational apparatus exist.
7	Made Anik Widyastuti, Putu Indah Rahmawati, Ni Made Ary Widiastini / The Influence of Civil Servants' Perceptions on Position Transfer Policies on Work Objectives in the Buleleng Regency Government	This transfer of position will change the organizational structure and affect the career, mindset and job satisfaction of Civil Servants (PNS) but the implementation of this transfer is still not optimal because there are still obstacles faced, such as the process and procedures for assessing credit scores for promotions that do not exist. clarity. Based on the results of quantitative analysis with descriptive statistics that the perception of civil servants is higher in structural positions than in functional positions because civil servants feel a high level of job satisfaction while still occupying structural positions compared to after being transferred to functional positions. There is a significant difference in the job satisfaction of civil servants before the transfer of positions (structural) and job satisfaction of civil servants after the transfer of positions (functional). Job satisfaction in structural positions is greater than after being transferred to functional positions with dominant indicators shown by promotion,competence and income/salary.

Table 3. Method, Theory and Problems

Artikel	Method (RQ1)	Theory (RQ2)	Problems (RQ3)
1	Qualitatif	George Edward III (Comunication, Resource, organisation structure, dispositions)	The lack of optimal communication dimension again has an impact on other dimensions. Inconsistency which ultimately results in confusion in the process of equalizing positions makes the dimensions of implementation attitudes also not optimal.
2	Legal Empirics	George Edward III (Comunication, Resource, organisation structure, dispositions)	Communication factors, resources, dispositions and bureaucratic structures are still in the process of being adaptive and not optimal in supporting equalization policies.
3	Qualitatif	George Edward III	Unclear communication and no tiered top-down or bottom-up causes confusion for PNS whose positions

		(Comunication, Resource, organisation structure, dispositions)	are equal regarding their career development. Funding, equipment and infrastructure resources are also not optimal. The disposition of civil servants whose positions are equalized is quite high, but the lack of knowledge and socialization causes confusion about the job requirements that must be met.
4	Qualitatif	Process of Policy Implementation	Problems arising from the implementation of the equalization policy, including related to the implementation of the policy which is still partial, causing jealousy, gaps and work motivation for equalization JF, besides that JF's knowledge of equalization of his new position is still very minimal.
5	Qualitatif (Descriptof)	Robbins : Organizational Effectiveness	Management of functional positions that are not yet professional. Types of functional positions that are not yet available in several Agencies/ Agencies. Selection for transfer to functional positions is not yet stringent, resulting in a gap in competency. Patterns of interaction or work relationship arrangements that have not maximized functional positions. The transformation of performance management is still characterized by individual performance assessments that are not yet in line with organizational performance. Lack of performance management
6	normative legal research	Nur Hasan Ismail : Legal Certainty	This reluctance in setting this policy can be attributed to a number of factors as Rusliandy (2022) stated in his research, namely the absence of an organizational design suitable for the performance of the positions. capacity, the types of positions that regional organizations need are not readily available. leads to a mismatch between the performance of functional officials and the performance of the organization.
7	Mixed (*qualitative* *descriptive and quantitative*)	Policy Implementation (not Specific) Civil Servants' Perceptions Job Satisfaction	Concerns and problems with the transfer of structural to functional positions are related to the process of promotion of functional officials because until now there has been no information regarding the team of supervisors/assessors of credit scores, technical instructions and the assessment process. In addition, there are still many civil servants who are still confused about their functional positions due to lack of understanding in the management of functional positions in the personnel department

From the table above, based on the 7 (seven) selected main articles, a review was carried out to obtain answers to the research questions that had been developed.

Research Method (RQ1). To answer research questions about the method used there were

4 (four) researchers (Mailensun, 2022; Nisa et al., 2022; Nuviandra & Kustanto, 2023; Tuasamu et al., 2022) using a descriptive qualitative approach, 2 (two) researchers (Pratama et al., 2023; Theodora, 2023) use normative law research and 1 (one) researcher (Widyastuti et al., 2022) using a combined approach of qualitative and quantitative. Almost all researchers use a descriptive qualitative approach, either by means of library research, observation or in-depth interviews. This is considered appropriate to describe the implementation of the equalization of positions that have been carried out.

Theory (RQ2). In analyzing the implementation of the policy of equalizing administrative positions into functional positions, the theories used by researchers are very diverse, but the theory is the most widely used (Mailensun, 2022; Nuviandra & Kustanto, 2023; Pratama et al., 2023) is the theory of public policy implementation by George C. Edward III. This is done by analyzing four dimensions, namely communication, resources, bureaucratic structure, and attitude of implementers (dispositions).(Nuviandra & Kustanto, 2023). Researcher (Theodora, 2023) conduct an analysis using the theory of legal certainty from Nur Hasan, while researchers (Nisa et al., 2022) using the theory of policy processes and researchers (Tuasamu et al., 2022) menggunakan analisis Organizational effectiveness dari Robbins. And, (Widyastuti et al., 2022) who uses a mixed method in his research using Policy Implementation theory for qualitative research and Civil Servants Perception and Job Satisfaction for quantitative research.

Problems (RQ3). If using George C. Edward III's theory of public policy implementation, the problems encountered in the implementation of the equalization of administrative positions into functional positions are generally due to the not yet optimal communication dimension in implementing policies. The inconsistency of the communication factor causes other factors to be disrupted, thus hindering the implementation of equalization of positions. If seen from the theory of policy processes conducted by researchers (Nisa et al., 2022) the problem encountered is the implementation of policies that are still partial, causing jealousy, gaps and work motivation for equalizing JF, in addition to that JF's knowledge of equalization of his new position is also still very minimal. When viewed from the theory of legal certainty, the problem that appears is that there is no organizational design that is in accordance with the performance of the position, capacity, the type of position needed by regional organizations is not available which ultimately causes a mismatch between the performance of functional officials and organizational performance. When viewed from Organization effectiveness (Robbins) theory, the problems encountered are functional position management that is not yet professional, types of positions are not yet available, competency gaps, patterns of interaction or working relationships that have not accommodated functional positions, individual performance assessments are not aligned with organizational and management performance still weak performance. And, when viewed from quantitative research through employee perceptions and job satisfaction, a number of problems were found. Concerns and problems with the transfer of structural to functional positions are related to the process of promotion to functional officials because until now there has been no information regarding the credit score monitoring/assessment team, technical instructions and the assessment process . In addition, there are still many civil servants who are still confused about their functional positions due to a lack of understanding in the management of functional positions in the staffing department.

5. Conclusion

The results of the Systematic Literature Review (SLR) of all research contained in journals that have been published from 2020 to 2023 state that the implementation of the policy of equalizing administrative and functional positions is still not effective and optimal. This can be seen from the many problems found during and after the implementation of the policy. Some of the causes of the ineffective implementation of this policy are the dimensions of communication, the very short implementation time, the lack of supporting regulations, and the inconsistency of laws and regulations, which create ambiguity in policy implementation. Additionally, the readiness of the functional position supervisory agencies and the readiness of the apparatus themselves to occupy functional positions that have not been well organized also contribute to the implementation challenges of the equalization of positions policy, which essentially involves the abolition of the obligations of the central government to regional governments.

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Influence of Work Environment, Leadership and Reward Employee Performance Research and Development Agency Musi Rawas Regency

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Abstract

Research conducted at the Musi Rawas District Research and Development Agency aims to see whether there is an influence on the work environment, leadership and *rewards* on the performance of Musi Rawas District Research and Development Agency employees. Where the data analysis in this study uses multiple regression analysis. From 42 questionnaires distributed to all employees of the Musi Rawas Regency Research and Development Agency, the following research results were obtained: 1) the p-value for the work environment variable (X1) of 0.0001 < 0.05 shows that H1 is accepted, namely the Work Environment has a significant partial effect on the Performance of Musi Rawas Regency Research and Development Agency Employees, 2) the p-value for the leadership variable (X2) of 0.0000 < 0.05 shows that H2 received, namely Leadership has a significant partial effect on the Performance of Musi Rawas Regency Research and Development Agency Employees, 3) the p-value for the reward variable (X3) of 0.0453 < 0.05 shows that H3 is received, namely Reward has a partial significant effect on the Performance of Musi Rawas Regency Research and Development Agency Employees, 4) and the Prob value (F-statistic) of 0.0000 < 0.05 shows that H4 is accepted, namely the Work Environment, Leadership and Reward have a significant effect simultaneously on the Performance of Musi Rawas District Research and Development Agency Employees.

Keywords: work environment, leadership, reward, employee performance.

1. Introduction

The importance of quality human resources needs to be followed up with various strategies aimed at optimizing employee performance. The employee performance optimization strategy is carried out by first analyzing the factors that affect the performance of these employees. The determinants chosen in this study are several factors that have been proven to have a significant influence on employee performance in several previous studies.

Based on previous research, there are several factors that can affect employee performance, including leadership style, work environment and rewards. Leadership style is one of the factors that has an influence on employee performance because organizational leaders must be able to protect and motivate employees to be able to achieve organizational goals. Success in achieving organizational goals depends largely on the role of the leader. Leaders must have a leadership style that is an ability to influence employees to carry out their orders happily and without coercion.

While the work environment can directly affect the development of employee performance because it is felt every day by all employees. The work environment in the organization can be divided into two, namely the physical work environment and the non-

physical work environment. Lighting/light, temperature, noise, odors, humidity, air circulation, coloring, decoration, music, and safety are components that exist in the physical work environment of the organization. The work environment plays a role in creating a stimulus for employees to be able to work better. Creating a comfortable, safe, and pleasant work environment is one way to improve employee performance. The selection of physical work environment is a variable of this study to see whether the existing physical work environment can affect employee performance.

Furthermore, the last factor that can affect employee performance is Reward. Reward is one of the factors that is considered important and is the concern of every organization in maintaining and improving employee performance. According to (Sofiati, 2021) Reward is a pleasant award given to employees with the aim that these employees always do good and commendable work. In the management concept, Reward is one of the tools to improve employee performance. Where in this study the indicators used in the Reward variable are wages, salaries, incentives, benefits, interpersonal rewards, promotions.

2. Literature Review

Leadership is a very important factor in organizational management. Leadership is needed because there are limits in a person so that the need to lead and be led arises. Leadership is described in terms of habits in the way it influences others, individual characteristics, and position in the organization. According to (Kunanto, 2021) Leadership is defined as an art of influencing the behavior of others both towards individuals and groups, where a leader contributes highly to an organization. Leaders have the authority to lead and provide direction to their subordinates to be willing to do their work to achieve organizational goals. The leader is also someone who uses the authority he has to organize, direct, control subordinates and be responsible which in the end all parts of the work can be coordinated to achieve the desired goals.

According to (Kunanto, 2021) The work environment is defined as a side or room that is outside but has the power to be able to influence organizational performance, the work environment in a general sense is everything that is outside the organization that has the potential to affect the organization while the work environment in a special sense is everything that is directly related to employees when carrying out their duties

According to (Beni Setyadi, 2015), the work environment consists of physical and non-physical work environments. According to (Sedarmayanti, 2016) the physical work environment is a physical condition that is around employees and has a direct or indirect influence. Some factors according to (Sedarmayanti, 2016) that can affect the formation of a physical work environment are: air circulation; noise; odors; color layout; lighting/light; music; decoration; and security. While the non-physical work environment is all conditions that occur related to work relationships, both with superiors and with fellow colleagues, or with subordinates.

According to (Sofiati, 2021) Reward is a pleasant award given to employees with the aim that these employees always do good and commendable work. In the management concept, Reward is one of the tools to improve employee performance. Man always has ideals, hopes and desires. This is what the Reward method takes advantage of. Rewards are an educational tool that is easy to implement and very pleasing to employees. For this reason, reward in a work process is needed as motivation to improve employee

performance. According to (Dicky, 2017) the Reward indicator (reward) is as follows: wages, salary, incentives, benefits, interpersonal awards and promotion. Wages are rewards paid based on hours worked, amount goods produced or many services rendered. Salaries are a form of periodic payments given to employees stated in an employment contract. Incentives are special compensation given to companies outside the basic salary that aims to increase motivation or ncourage the performance of these employees. Benefits are everything that is given to employees and is something that is not related to employee performance, but is based on seniority or attendance records such as health dependents, childbirth costs, leave money, insurance guarantees, home maintenance costs, telephone credit top-up, and the like. Interpersonal Awards Or commonly referred to as interpersonal appreciation, superiors has a certain amount of power to distribute awards interpersonal, such as status and recognition. Promotion is an attempt to put the right people on the right job. Performance when measured accurately, often give significant consideration in the allocation of awards promotion. So that Reward in this study can also be defined as compensation where according to Mondy in (Ningrum &; Soehari, 2019) compensation is the total of all rewards received by employees in lieu of services provided. In general, compensation aims to attract, retain, and motivate employees. Compensation given to employees is expected to improve employee performance.

There are several views from several experts in the field of management on the definition of performance based on what they experience and feel, where some of these definitions include: in the book Corporate Human Resource Management (Mangkunegara Anwar, There are several views from several experts in the field of management on the definition of performance based on what they experience and feel, where some of these definitions include: in the book Corporate Human Resource Management (Mangkunegara Anwar, 2015), explaining performance is the result of a process that is measured both in quality and quantity as an achievement of a person in carrying out a task according to the capacity of responsibility possessed. according to Mathis-Jackson in (Hermansyah &; Indarti, 2015), explained that performance affects how many employees Contributing to the organization in other words performance is What an employee does or does not do.

3. Research Method

This type of research uses a quantitative research approach and the type of data used in this study is primary data where the data on the work environment, leadership, reward and employee performance used in this study were obtained from the results of questionnaires given to all employees of the Musi Rawas Regency Research and Development Agency, both Civil Servants (PNS) and Non-Civil Servants. Based on the conceptual framework, the data analysis technique used to build a determinant model of the Performance of Musi Rawas District Research and Development Agency Employees uses techniques multiple linear regression analysis with the Ordinary Least Square method, the analysis was performed using the Eviews 9 application with the equation Model as follows:

$KP= \beta\_0+\beta\_1 (LK)+\beta\_2 (LS)+\beta\_3 (Rwd)+\varepsilon.$

4. Findings and Discussions

Validity Test Results. Validity test is testing the results of research data obtained from

questionnaires that have been filled out by respondents. An instrument is declared valid or valid if it has high validity, conversely, an instrument that is less valid means it has low validity. Based on the results of the calculation of the validity test of the Employee Performance variable (Y) conducted on 44 respondents at the Musi Rawas Regency Research and Development Agency with 9 statement items, all of these indicator items are above the r value of thetable 0.297 in other words that all statement items regarding the *Reward* variable can Declared valid because overall r calculate > rtable at a significant level of 5% so it is suitable for use for further research instruments.

Reliability testing is a process used to measure the level of consistency or stability of a measuring instrument or instrument. Reliability tests are used to find out how well a measuring instrument can measure something with the same result if it is used at different times or if it is used by different meters. In this study reliability testing was done by calculating the value of *Cronchbach's Alpha*, if the value *Cronchbach's Alpha* > 0.6 then the research instrument stated reliable. Based on calculations show that the variable instrument used in research trials is reliable, because all *Cronbach's Alpha* values of each variable are greater than 0.60 so that all variables can be declared reliable and can be continued to the next stage of analysis

The heteroscedasticity test aims to test whether in the regression model there is an inequality of variance from the residual of one observation to another (Ghozali, 2018). In this study to detect the presence of heteroscedasticity can be done by means of the Harvey test. Where the Harvey test is a process of progressing the absolute residual value to the variable independent. The basis for making the decision is that if the *pvalue* > 0.05, it can be concluded that there is no heteroscedasticity problem in the regression model formed.

Autocorrelation test aims to determine assumption deviations, namely the correlation caused by residuals in one observation with other observations in the regression model. The condition that must be met is the absence of autocorrelation. The test method that is often used is the *Durbin-Watson* test (DW test). The basis for decision making is that if the p-value > 0.05, it can be concluded that there is no autocorrelation problem in the regression model formed. The test results can be seen in the table below

Table 1. p-Value Breusch-Godfrey Serial Correlation LM Test *Breusch-Godfrey Serial Correlation LM Test*

F-statistic	2.403884	Prob. F(2.38)	0.1040
Obs*R-squared	4.941669	Prob. Chi-Square(2)	0.0845

From table 1 above, it can be seen that the *p-value* of 0.0845 is greater than the significant alpha value of 0.05, this shows that there is no autocorrelation problem in the regression model formed

Table 2. Multiple Regression Analysis Results

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	16.19470	0.922007	17.56461	0.0000

X1	0.095081	0.022270	4.269469	0.0001
X2	0.364238	0.035991	10.12018	0.0000
X3	0.055106	0.026661	2.066936	0.0453

From table 2 it can be seen that the multiple linear regression equation model can estimate the value of Employee Performance influenced by Work Environment, Leadership and Reward is: Y = 16.194 + 0.095 X 1 + 0.364 X 2 + 0.055 X3

Table 3. Value of Coefficient of Determination (R^2)

R-squared	0.978788	Mean dependent var	40.90909
Adjusted R-squared	0.977197	S.D. dependent var	2.923984
S.E. of regression	0.441544	Akaike info criterion	1.289430
Sum squared resid	7.798447	Schwarz criterion	1.451629
Log likelihood	-24.36747	Hannan-Quinn criter.	1.349582
F-statistic	615.2300	Durbin-Watson stat	2.635258
Prob(F-statistic)	0.000000		

Table 4. *P-value t-value* test

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	16.19470	0.922007	17.56461	0.0000
X1	0.095081	0.022270	4.269469	0.0001
X2	0.364238	0.035991	10.12018	0.0000
X3	0.055106	0.026661	2.066936	0.0453

In the table above can be seen the *p-value* of all independent variables Work Environment (X1), Leadership (X2) and Rewawrd (X3) less than the significant value of 0.05, it can be concluded that Work Environment (X1), Leadership (X 2) and *Rewawrd* (X3) partially has a significant influence on Employee Performance (Y).

Table 5. *Prob Values (F-statistic)*

R-squared	0.978788	Mean dependent var	40.90909
Adjusted R-squared	0.977197	S.D. dependent var	2.923984
S.E. of regression	0.441544	Akaike info criterion	1.289430
Sum squared resid	7.798447	Schwarz criterion	1.451629
Log likelihood	-24.36747	Hannan-Quinn criter.	1.349582
F-statistic	615.2300	Durbin-Watson stat	2.635258
Prob(F-statistic)	0.000000		

In the table above, it can be seen that the value of *Prob (F-statistic*) is less than the significant value of 0.05, it can be concluded that all independent variables of Work Environment (X1), Leadership (X2) and *Reward* (X3) together have a significant influence on Employee Performance (Y).

5. Conclusion

The average score regarding employee perception of the work environment of 4.36 is included in the very appropriate category. This means that all employees think that the existing work environment is what they want. The average score regarding employees' perceptions of leadership style of 4.18 is included in the appropriate category. What this means is that employes think that the leadership style applied by the way the leader makes decision and the leader's way of building relationship with employes is appropriate. The average score regarding employee perception of reward of 4.33 is included in the very appropriate category. This means that employees think that the rewards given in the form of honorarium, benefits and additional employee income given every month are very appropriate. The average score regarding employee perception of reward of 4.55 is included in the very appropriate category. This means that employees think that performance in terms of quality, quantity, and punctuality is very in accordance with the situation in the field.

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The Effect of Work Placement, Discipline and Work Climate on Employee Performance at the Regional Financial and Assets Management Agency in Lubuklinggau City

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Abstract

The purpose of research to determine the influence of work placements, discipline and work climate to employee placements in Of Office of Regional Financial and Asset Management Lubuklinggau City both simultaneously and partially. The sample in this research as many as 50 employees in Office of Regional Financial and Asset Management Lubuklinggau City. Data analysis technique used in this research is multiple linear regression test, coefficient of determination test, F test and t test. The results obtained are 1). The partial test (t test) performed proves work placements has a significant effect on employee performance where tcount 3,624 > ttable 2,008 and also sig 0,024 < 0,05. 2). Discipline significantly influence the performance where tcount 4,061 > ttable 2,008 and also sig is 0,018 < 0,05. 3). Work Climate significantly influence the performance where tcount 4,661 > ttable 2,008 and also sig is 0,012. 4). Work Placements, Discipline and Work Climate have significant influence simultaneously to employee performeance in Office of Regional Financial and Asset Management Lubuklinggau City, where Fcount 6,208 > Ftable 2,81 and also sig of 0,006 < 0.05.

Keywords: work placement, discipline, work climate and employee performance

1. Introduction

Human resources are one of the important factors in development. The results of various studies show that the quality of human resources is a determining factor (determinant factor) of productivity, both at the macro and micro levels. Human resources at the macro level are the age of the workforce that has the potential to behave productively (with or without education) that are able to meet their own needs and those of their families. Micro human resources are people who work within an organization called employees. Talking about human resources in relation to employees as the main component, it cannot be separated from performance. Performance is the result of work that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals legally, not violating the law and not contradicting morals and ethics. Performance is a multi-dimensional concept which includes three aspects, namely: attitude, ability and achievement.

The performance of employees at the Lubuklinggau City Regional Financial and Asset Management Agency is still not optimal. Less than optimal employee performance is influenced by factors such as the disproportionate staffing process, educational

background that is not linear with the duties and responsibilities received, and the low level of work discipline possessed by employees. Performance problems that exist in the Lubuklinggau City Regional Financial and Asset Management Agency, include: employees who delegate their duties and responsibilities to others. the low quantity of performance produced, the quality of periodic reports that are not optimal and the process of carrying out tasks and responsibilities that are not in accordance with existing standard procedures. Employee placement is the appointment of employees to occupy or do a new job. (Suwatno & Priansa, 2019)defines placement as the process of placing employees as elements of implementing work in positions that are in accordance with their abilities, skills and expertise. Placement can occur if a new employee or old employee gets a promotion, transfer or demotion.

The process of assigning employees to strategic positions (Head of Agency, Head of Division and Head of Section) is generally filled by employees who still have a family relationship (nepotism) or have emotional closeness (collegial) with the Regional Head. This condition is the impact of regional autonomy, where the Regional Head has the prerogative right in the process of placing employees.

Order is the hallmark of organization, and discipline is one method of maintaining that order. The main aim of discipline is to increase efficiency as much as possible by preventing wastage of time and energy. Discipline tries to overcome errors and omissions caused by inattention, incompetence and tardiness. In short, discipline seeks to protect good behavior by establishing the desired response (Krietner, 2018). Employee work discipline within the Financial Management Agency and Regional Assets of Lubuklinggau City is still not optimal and requires improvement. Lack of work discipline level owned by employees are reflected in the level of employee discipline towards working hours. There are still employees who do not comply with the determined working hours. This can be seen from employees who enter and leave work not on time, employees who are not at work during working hours, and employees who do not come to work without explanation.

Enforcement of work discipline is impossible without an example from the leadership. A leader must be a role model in implementing employee work discipline. The process of enforcing discipline (discipline enforcement) and giving sanctions (punishment) to employees who violate work discipline rules must be imperative and impartial. A conducive work climate will linearly improve employee performance. Work climate is a series of behavioral variables that refer to values, trust, and main principles which act as a basis for an organization's management system (Robbins, 2018). Work climate is something that is perceived, as a subjective influence of the formal system, management style, and other factors in the organization that affect attitudes, beliefs, values, and motivation of people who work in a particular organization (Stringer, 2018). The work climate should be defined clearly and in detail so that it can be understood by every employee in carrying out their duties.

The working climate conditions that developed in the Lubuklinggau City Regional Financial and Asset Management Agency were still not conducive. Unhealthy competition that brings each other down is a strong indicator of a less conducive working climate. Differences in interpretation of the vision and mission of the organization are often the triggering factors for the emergence of problems between internal division.

2. Literature Review

Performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with their responsibilities with the expected results (Andi Ratna Sari Dewi, 2017). Performance is the appearance of the work of personnel in an organization. Performance can be an individual performance or a work group of personnel. The appearance of the work is not limited to personnel holding functional or structural positions, but also to the entire range of personnel within the organization [5]. Performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with the responsibilities with the expected results (Rivai, 2018). The indicators used to measure the level of employee performance are as follows: Quality, Quantity, Punctuality, Effectiveness, Independence.

Placement as a process of assigning tasks and jobs to workers who have passed the selection to be carried out according to a predetermined scope, and be able to account for all risks and possibilities that occur for the tasks and work, authority and responsibility (Muchlis et al., 2017). placement as a follow-up to selection, namely placing prospective employees who are accepted in the positions or jobs they need and at the same time delegating authority to that person (Runtunuwu et al., 2015). Placement of employees is the process of distributing tasks and jobs to workers who have passed the selection to be carried out in accordance with a predetermined scope, and are able to account for all risks and possibilities that occur for their duties and work, authority and responsibility (Dwiyanto, 2018). The indicators used to measure the level of work placement are as follows: Education,Working Knowledge, Work Skills,Work Experience.

The work environment as a whole of work facilities and infrastructure around employees who are doing work that can affect the implementation of work(Sutrisno, 2020). The work environment includes the workplace, work facilities and tools, cleanliness, lighting, calm, including the working relationship between the people in that place. The work environment is a very important component when employees carry out work activities (Sulistiawan et al., 2017). By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on employee performance at work. The work environment is the whole of the tools and materials faced by the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group (Sedarmayanti, 2017). The indicators used to measure the level of disicipline are as follows: urpose and Capability, Exemplary Leader, Refund, Justice, Internal Supervision, Sanctions and Punishments, Firmness, Human Relations

The work environment as a whole of work facilities and infrastructure around employees who are doing work that can affect the implementation of work(Sutrisno, 2020). The work environment includes the workplace, work facilities and tools, cleanliness, lighting, calm, including the working relationship between the people in that place. The work environment is a very important component when employees carry out work activities (Sulistiawan et al., 2017). By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on employee performance at work. The work environment is the whole of the tools and materials faced by the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group (Sedarmayanti, 2017). The

indicators used to measure the level of work environment are as follows: Structure, Standard, Responsibility, Awards, Support, Commitment.

The performance produced by employees is influenced by various variables that influence it. Of the many variables that affect performance include: work placement, discipline and work climate. Based on the results of research conducted (Runtunuwu et al., 2015), (Runtunuwu, Hiskia Jonest, 2015) and (Muchlis et al., 2017) work placement and discipline partially or simultaneously have a positive and significant effect on performance. The influence of work climate variables on performance is supported by the results of research conducted (Rahsel, 2016) and research (Pratama & Pasaribu, 2020) which prove the significant effect of work climate variables on performance.

3. Research Method

The research design used is a quantitative associative design which aims to describe the relationship between the variables to be tested. In addition, the causal associative design is used to explain and describe certain phenomena in a variable, symptom or condition, so that the data obtained can be analyzed to determine the effect of the relationship between the independent variable and the dependent variable. In this study the first independent variable (X1) is work placement, the second independent variable (X2) is discipline, the third independent variable (X3) is work climate and the dependent variable (Y) is employee performance.

The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions [14]. The population is the entire object of research [15]. The population in this study were all employees in the Regional Financial and Asset Management Agency of Lubuklinggau City. The sample is part of the number and characteristics possessed by the population [14]. So the sampling technique is a saturated sample. Saturated sample is a sampling technique when the population is used as a research sample [14]. Where all members of the population are used as samples in the study. The object of research were 50 civil servants at the Regional Financial and Asset Management Agency for Lubuklinggau City.

Multiple linear regression analysis according to (Sugiyono, 2019) is used by researchers, if the researcher intends to predict the state (up and down) of the dependent variable (criterion), if two or more independent variables as predictor factors are manipulated (up and down in value). So multiple regression analysis will be carried out if the number of independent variables is at least 2 (two).

4. Findings and Discussions

The Lubuklinggau City Regional Financial and Asset Management Agency has a position as a supporting element for the Mayor's duties with the main task of carrying out the preparation and implementation of regional policies in the field of Regional Finance and Asset Management as well as carrying out co-administration tasks given by the City Government or Provincial Government. The functions attached to the Lubuklinggau City Regional Financial and Asset Management Agency include formulating technical policies and planning, implementing and coordinating and cooperating with relevant agencies/institutions in the context of regional financial and asset management..

The reliability test was carried out to measure the construct level of each measurement item for each variable. The level of reliability of measurement items can be seen from the value of Cronbach's Alpha. The level of reliability for each research variable can be seen in the table below:

Table 1. Performance Variable Reliability Test Results

No.	Variable	*Cronbach's Alpha* Value	Level of Reliability
1	Placement	0,768	High Reliability
2	Discipline	0,736	High Reliability
3	Work Climate	0,782	High Reliability
4	Employee Performance	0,842	High Reliability

From the results of data analysis, the Cronbach's Alpha value for the placement variable was 0.768. the Cronbach's Alpha value for the discipline variable is 0.736, the Cronbach's Alpha value for the work climate variable is 0.782, and the Cronbach's Alpha value for the employee performance variable is 0.842. All Cronbach's Alpha values are above 0.60. Thus, it can be concluded that all research variables have a high level of reliability

Multiple linear regression is used to determine the multiple linear regression equation and calculate the magnitude of the influence of Work Placement, Discipline and Work Climate on Performance at the Financial Management Agency and Regional Assets of Lubuklinggau City. From the results of the questionnaire that was distributed to 50 respondents, the answers were obtained from the results of processing the data with the SPSS Ver. program. 24 for Windows obtained the following results.

Table 2. T Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	53.381	13.357		3.997	.000
	PENEMEPATAN	.349	.179	.097	3.624	.024
	DISIPLIN	.415	.165	.009	4.061	.018
	IKLIM KERJA	.481	.164	.104	4.661	.012

a. Dependent Variable: KINERJA

Based on the calculation results above, it can be seen that the Job Placement value has a tcount value of 3.624 > ttable 2.008 and a Sig value of 0.024 <0.05. This shows that the

Job Placement variable partially has a significant effect on performance. Discipline has a tcount of 4.061 > ttable of 2.008 and a Sig value of 0.018 <0.05, this shows that the Discipline variable partially has a significant effect on performance. Working climate has a tcount of 4.661 > ttable of 2.008 and a Sig value of 0.012 <0.05, this shows that the working climate variable partially has a significant effect on performance. From the table, the value a = 53.381, b1 = 0.349, b2 = 0.415 and the value b3 = 0.481. Then the values a and b are arranged into a multiple linear regression equation Performance = a + b1 Work Placement + b2 Discipline + b3 Work Climate, then the regression equation is: Y = b1 X1 + b2 X2 + b3 X3 + a. The regression coefficient value representing the Job Placement variable obtained indicates that any change in the Job Placement variable results in increased performance. The regression coefficient value representing Discipline obtained indicates that any change in the Discipline variable will increase performance. The regression coefficient value representing the Work Climate obtained indicates that any change in the Working Climate variable will increase performance.

Based on the results of the data processing above, it is known that the coefficient of determination can be used to determine the influence of the dependent variable in explaining variations in changes in the independent variables. The value of the correlation coefficient is a value to measure the strength of the influence between the response variable Performance (Y) with all explanatory variables, Work Placement, Discipline and Work Climate.

Table 3. Coefficient of DeterminationTest Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632a	.440	.384	3.61709

a. Predictors: (Constant), WORK CLIMATE, DISCIPLINE, PLACEMENT

b. Dependent Variable: PERFORMANCE

From the calculation of the coefficient of determination, it is obtained that the value of R is 0.632. This means that there is a positive relationship between the variables of Work Placement, Discipline and Work Climate on employee performance at the Financial Management Agency and Regional Assets of Lubuklinggau City which is very strong. If Work Placement, Discipline and Work Climate increase then Performance will also increase. Then from the calculation of the coefficient of determination (R2) of 0.440. It means that the magnitude of the influence of Work Placement, Discipline and Work Climate on Performance in the Financial Management Agency and Regional Assets of Lubuklinggau City, is 0.384 or 38.4%, while the remaining 61.6% is influenced by other variables not included in this study such as cultural variables organization, work environment, commitment, and so on.

Table 4. Simultaneous Significance Test Results

Model	Sum of Squares	df	Mean Square	F	Sig.

1	Regression	342.465	2	132.232	8.094	.010[b]
	Residual	614.915	47	13.083		
	Total	617.380	49			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), DISCIPLINE, PLACEMENT

Based on the recapitulation of the results of the F test above, it can be explained that the variable Work Placement and Discipline with Performance at the Financial and Asset Management Agency for the City of Lubuklinggau, with a value of Fcount = 8.094 > Ftable = 3.20 with a significance level of Sig = 0.010b <α = 0, 05 with a significance level of 95% and a = 5%. This means that together the variables of Work Placement and Discipline have a significant influence on the Performance of the Financial Management Agency and the Regional Assets of Lubuklinggau City. Thus the hypothesis in the research is proven and acceptable.

Table 5. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	343.091	2	154.527	4.118	.009[b]
	Residual	614.289	47	13.070		
	Total	617.380	49			

a. Dependent Variable: KINERJA

b. Predictors: (Constant), IKLIM KERJA, DISIPLIN

Based on the recapitulation of the results of the F test above, it can be explained that the variables of Discipline and Work Climate on Performance at the Financial Management Agency and Regional Assets of Lubuklinggau City, with a value of Fcount = 4.118 > Ftable = 3.20 with a significance level of Sig = 0.009b <α = 0, 05, with a significance level of 95% and a = 5%. This means that together the variables of Discipline and Work Climate have a significant influence on the Performance of the Financial Management Agency and the Regional Assets of Lubuklinggau City. Thus the hypothesis in the research is proven and acceptable.

Table 6. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	338.202	2	144.101	6.316	.012[b]

	Residual	609.178	47	12.961
	Total	617.380	49	

a. Dependent Variable: KINERJA

b. Predictors: (Constant), IKLIM KERJA, PENEMEPATAN

Based on the recapitulation of the results of the F test above, it can be explained that the variable Work Placement and Work Climate has on Performance at the Financial Management Agency and Regional Assets of Lubuklinggau City, with a value of Fcount = 6.316 > Ftable = 3.20 with a significance level of Sig = 0.012b <α = 0 .05, with a significance level of 95% and a = 5%. This means that together the variables of Job Placement and Work Climate have a significant influence on the Performance of the Financial Management Agency and the Regional Assets of Lubuklinggau City. Thus the hypothesis in the research is proven and acceptable.

Table 7. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	382.251	3	152.750	6.208	.006[b]
	Residual	609.129	46	13.242		
	Total	617.380	49			

a. Dependent Variable: KINERJA

b. Predictors: (Constant), IKLIM KERJA, DISIPLIN, PENEMEPATAN

Based on the recapitulation of the results of the F Test above, it can be explained that the variables of Work Placement, Discipline and Work Climate on Performance at the Financial Management Agency and Regional Assets of Lubuklinggau City, with a value of Fcount = 6.208 > Ftable = 2.81 with a significance level of Sig = 0.006b <α = 0.05, with a significance level of 95% and a = 5% and denominator db = n-k-1 = 50 – 3 – 1 = 46 and db quantifier k = number of variables – 1 (k = 3). This means that together the variables of Work Placement, Discipline and Work Climate have a significant influence on the Performance of the Financial Management Agency and the Regional Assets of Lubuklinggau City. Thus the hypothesis in the research is proven and acceptable.

The Effect of Placement on Performance. Based on the recapitulation of the t test above, it can be explained that the variable Job Placement on Performance at the Financial Management Agency and Regional Assets of Lubuklinggau City, shows a tcount of 3.624 > ttable of 2.008 and a Sig value of 0.024 <0.05. This shows the research hypothesis is proven and the hypothesis is accepted. The results of this study are in accordance with the results of research conducted by (Runtunuwu et al., 2015), showing that work placement has a positive and significant effect on performance. The placement process at the Lubuklinggau City Regional Financial and Asset Management Agency is not yet

optimal. The close kinship in the organizational environment often creates a culture of premordiality and collegialism. Placements that are made no longer prioritize the principle of the right man in the right place, but are more inclined to those who have connections with superiors and organizational leaders.

The Effect of Discipline on Performance. The results of the t test show that the Discipline variable on employee performance at the Financial and Asset Management Agency for the City of Lubuklinggau shows a tcount value of 4.061 > ttable of 2.008 and a Sig value of 0.018 <0.05. This value can be interpreted that partially the Work Discipline variable has a significant influence on the Performance of the Lubuklinggau City Regional Financial and Asset Management Agency. This shows the hypothesis in the research is proven and the hypothesis is accepted. The results of this study are in accordance with the results of research conducted by(Al Faruq, Amin Kunefi El Fachmi dan Herry Suherman, 2017), which stated that work discipline has a positive and significant effect on employee performance. The level of employee attendance is an indicator of employee work discipline. The level of employee absenteeism at the Regional Financial and Asset Management Agency for the City of Lubuklinggau still ranges from 5% to 8%. Theoretically, the maximum tolerable absenteeism rate is 3%. Thus it can be concluded that the level of work discipline of employees in the Financial Management Agency and Regional Assets of Lubuklinggau City still needs to be improved.

The Effect of Work Climate on Performance. Based on the recapitulation of the t-test above, it can be explained that the variable Work Climate on Performance at the Financial Management Agency and Regional Assets of Lubuklinggau City, shows a tcount value of 4.661 > ttable of 2.008 and a Sig value of 0.012 <0.05. This shows the research hypothesis is proven and the hypothesis is accepted. Work climate aims to increase the perceptions of organizational members both individually and in groups regarding what is or happens in the internal environment of the organization on a regular basis, which influences organizational attitudes and behavior and the performance of organizational members in achieving goals (Wirawan, 2015). The results of this study are in accordance with the results of research conducted by (Rahsel, 2016) which stated that the work climate has a positive, significant and simultaneous effect on the performance of Central Administration employees at Padjadjaran University, Bandung. A conducive and mutually supportive work climate is a determining factor for the success of organizational performance.

The Effect of Placement and Discipline on Performance. Testing the hypothesis on work placement and work discipline variables in this study obtained a value of Fcount = 8.094 > Ftable = 3.20 with a significance level of Sig = 0.010 < α = 0.05, with a significance level of 95% and a = 5% and the denominator db = n-k-1 = 50 – 2– 1 = 47 and db quantifier k = number of variables – 1 (k = 3). This means that together the variables of Job Placement and Discipline have a significant influence on employee performance at the Lubuklinggau City Regional Financial and Asset Management Agency. Thus the hypothesis in the research is proven and acceptable. Placement is the allocation of employees to certain work positions. For this reason, the work placement process carried out must pay attention to a series of influential factors, so that the placement carried out can be effective according to the expected goals. The results of this study are in accordance with the opinion of (Kurniawan et al., 2018) which states that work placement (X1) and discipline

(X2) simultaneously have a positive effect on employee performance at PT. Bank Capital Indonesia Tbk. Branch of Kuningan Tower Jakarta. Differences in research results are influenced by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location.

The Effect of Discipline and Work Climate on Performance. Summary of the results of the F test on the variables of Discipline and Work Climate on employee performance at the Financial and Asset Management Agency for the City of Lubuklinggau, yields a value of Fcount = 4.118 > Ftable = 3.20 with a significance level of Sig = 0.009 <α = 0.05, with a significance level 95% and a = 5%. This means that together the variables of Work Discipline and Remuneration have a significant influence on the performance of the Lubuklinggau City Regional Financial and Asset Management Agency. Thus the hypothesis in the research is proven and acceptable. The results of this study are in accordance with the results of research conducted (Runtunuwu, Hiskia Jonest, 2015) which concluded that discipline has a positive and significant effect on employee performance at the Manado City Tepadu Licensing Service Agency. Thus the hypothesis in this study is proven and acceptable.

The Effect of Placement and Work Climate on Performance. The results of the recapitulation of the results of the F test on the variables of Work Placement and Work Climate on Performance at the Financial and Asset Management Agency for the City of Lubuklinggau, yield a value of Fcount = 6.316 > Ftable = 3.20 with a significance level of Sig = 0.012 <α = 0.05, with a level 95% significance and a = 5%. This means that together the variables of Job Placement and Work Climate have a significant influence on the Performance of the Financial Management Agency and the Regional Assets of Lubuklinggau City. The results of this study are in accordance with the results of research conducted by (Rahsel, 2016) proving that either partially or simultaneously the work climate has a positive and significant effect on employee performance in the General Administration Section of UNPAD. Work Placement is the dominant variable in the research mentioned above. Thus the hypothesis proposed in this study is proven and acceptable.

The Effect of Placement, Discipline, and Work Climate on Performance. The results of multiple linear regression calculations obtained the following equation: value a = 53.381, b1 = 0.349, b2 = 0.415 and b3 = 0.481 values then the values a and b are arranged into a multiple linear regression equation Y = a + b1X1 + b2X2 + b3X3, then the regression equation is as follows: Performance = 53.381 + 0.349 Work Placement + 0.415 Discipline + 0.481 Work Climate. From the equation of the estimated value of the regression function above, it can be seen that the constant obtained is 53.381. This illustrates that without being influenced by the independent variables Work Placement, Discipline and Work Climate, the performance value is β/a = 53.381. Testing the hypothesis in this study obtained a value of Fcount = 6.208 > Ftable = 2.81 with a significance level of Sig = 0.006 <α = 0.05, with a significance level of 95% and a = 5% and denominator db = n-k-1 = 50 – 3 – 1 = 46 and db quantifier k = number of variables – 1 (k = 3). This means that together the variables of Work Placement, Discipline and Work Climate have a significant influence on performance in the Lubuklinggau City Regional Financial and Asset Management Agency. Thus the hypothesis in the research is proven and acceptable.

5. Conclusion

Based on the research results obtained, the researchers submit suggestions that can be used as material for consideration for the organization for future improvements, as follows: (1) The work placement process carried out by the organization should be improved periodically and continuously. The process of job placement carried out by the organization must pay attention to a series of indicators such as the knowledge and experience possessed by employees, the personality characteristics of employees and the duties and responsibilities that will be accepted by employees at the place of assignment. In addition, the independence and integrity of personnel who have authority in work placements are also important factors that determine the success and effectiveness of placements by organizations. (2) From the results of field observations, the majority of employees who lack discipline at work are due to having a side business outside of their position as civil servants. Even though the state has provided a salary, the income received has not been able to cover monthly expenses, especially children's education and social costs (wedding invitations, funerals, community gatherings). For this reason, the enforcement of sanctions and disciplinary punishment cannot be imposed unilaterally. It is necessary to study further the causes of employees violating discipline. (3) Working climate conditions greatly determine the success of achieving organizational goals. For this reason, a conducive and mutually supportive work climate is absolutely necessary in supporting the successful achievement of organizational goals. This can be implemented through activities aimed at fostering togetherness between employees and parts of the organization such as outbound training, motivational seminars and employee union forums. Conflict as a triggering factor for the breakdown of the work climate must be resolved immediately so as not to affect the existing work climate. (4)Performance as a major factor in organizational success is influenced by several factors including work placement, discipline and work climate. Therefore, organizations should pay attention to the factors that affect employee performance. Efforts to improve and improve the factors that influence employee performance are absolute things that must be done. Improvements and improvements made can be internal or external.

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The Influence of Motivation, Work Discipline and Remuneration of Service in Office of Investment and One Stop Integrated Service Lubuklinggau City

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Abstract

This research was conducted in Office of Investment and One Stop Integrated Service Lubuklinggau City. The purpose of research to determine the influence of motivation, work discipline and remuneration of service performance in Office of Investment and One Stop Integrated Service Lubuklinggau City both simultaneously and partially. The sample in this research as many as 41 employees in Office of Investment and One Stop Integrated Service Lubuklinggau City. Data analysis technique used in this research is multiple linear regression test, coefficient of determination test, F test and t test. The results obtained are 1). The partial test (t test) performed proves motivation has a significant effect on employee performance where tcount 4,695 > ttable 2,019 and also sig 0,001 < 0,05. 2). Work Discipline significantly influence the performance where tcount 4,806 > ttable 2,019 and also sig is 0,001 < 0,05. 3). Remuneration significantly influence the performance where tcount 5,817 > ttable 2,019 and also sig is 0,000. 4). Motivation, Work Discipline and Remuneration have significant influence simultaneously on Service in Office of Investment and One Stop Integrated Service Lubuklinggau City, where Fcount 8,203 > Ftable 2,86 and also sig of 0,000 < 0.05.

Keywords: motivation, work discipline, remuneration, service

1. Introduction

Basically every human being needs service, even in the extreme service cannot be separated from human life. The community at all times always demands quality public services from service providers (bureaucrats), even though these demands are often not in line with expectations because empirically the public services that have occurred so far are still characterized by: convoluted, expensive and tiring.This tendency occurs because the community is still positioned as the party that "serves" and not the one being served. Therefore, basically it is necessary to reform public services by returning and placing "servants" and those "served" to their true meaning.

The quality of public services at the Investment and One-Stop Services Office of Lubuklinggau City can be said to be less than optimal. This condition is caused by several factors including: level of professionalism, inadequate level of welfare, educational background and placement of employees that are not yet ideal, performance appraisal that is less objective, collegial and premordial culture that is still strong, as well as other civil servant internal problems.Motivation plays an important role in the process of public service. Employees who have high motivation tend to give better public service for customers. According to motivation is a factor driving a person to carry out a certain

activity, motivation is often interpreted as a driving factor for human behavior.

The motivation shown by employees is influenced by several factors including: the awards received by employees in the implementation of public services, the level of financial and non-financial security felt by employees at work, interactions and communication patterns that exist within the organization. The dominant factor that often reduces employee motivation in carrying out public services at the Investment and One-Stop Service Office of Lubuklinggau City is the lack of appreciation received by employees from the community and superiors.Lack of employee motivation will have an impact on the quality of public services produced. Common impacts are delaying work (delay), not providing accurate information (inaccurate information) and acting or serving errors (incorrect action or failure to take any action). For this reason, employee motivation in carrying out public service processes needs to be maintained and continuously improved.

In order to support the public service process, Civil Servants must have a good work discipline attitude. This is important for organizational growth. High work discipline has a linear correlation with an employee's service performance, so it needs to be introduced, socialized and enforced so that employees are motivated to discipline themselves and the work environment in carrying out work both individually as well as in groups. Without good discipline, it is difficult for organizations to achieve optimal results. Work discipline as a person's awareness and willingness to comply with company regulations and applicable social norms (Charles Bohlen Purba, Siti Nurma, 2017). Discipline as a person's willingness that arises with his own awareness to follow the rules that apply in the organization (Handoko, 2018). Maintaining and improving discipline is quite difficult because many factors influence it. This can be seen from the motivation of employees at work, the role models of leaders, the monitoring process, and the enforcement of sanctions and punishments.

The quality of the service process provided by civil servants (PNS) is closely related to the rumeneration or monthly income received by the employees themselves. It is undeniable that the amount of salary received by civil servants is currently inadequate. Looking at the amount of basic salary currently received by civil servants, it cannot be said that it is sufficient to meet the basic needs of a family. To cover the existing gap, the government provides additional income in the form of office allowances and performance incentives which are expected to meet the basic needs of employees in order to provide optimal service to the community.

2. Literature Review

Service Quality. Loina (2014) defines service as an overall process of forming a corporate image, both through the news media, forming the corporate culture internally, as well as communicating about the company's views to government leaders and other interested public. Agung Kurniawan (2017) expressed another opinion regarding the meaning of service. Services are defined as the process of providing services to the needs of people or communities who have an interest in the organization in accordance with the basic rules and or services as an appearance performance, intangible and quickly lost, more can be felt than by using research indicators on the results and processes of services in the Department Investment and One-Stop Services in Lubuklinggau City Regency. These

indicators are (a) reliability, (b) empathy, (c) responsiveness.

Motivation. Stephen P. Robbin (2105) who says motivation is a process that produces an intensity, direction or individual persistence in an effort to achieve a goal. Adair (2014: 192) explains the definition of motivation is what makes people do something, but the more important meaning of the word motivation is what makes people really try and expend energy for what they do. The indicators used in this study refer to the explanation put forward by Hasibuan (2016), namely (a) physiology, (2) security, (3) social, (4) appreciation, and (5) self-actualization.

Work Discipline. Rivai (2015) suggests the definition of work discipline as a tool used by managers to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness of a person to comply with all company regulations. Muchadarsyah Sinungan (2013: 146) defines work discipline as a mental attitude that is reflected in the actions or behavior of individuals, groups, or society in the form of obedience to rules or provisions set for a particular purpose

Remuneration. According to Moorhead and Griffin (2015) that employee performance is largely determined by three factors, namely motivation, ability and environment. To achieve a high level of performance, one must be willing to do a good job (motivation), must be able to do the job effectively (ability) and must have the materials, resources, equipment to do the job (environment). Kadarisman (2015) explains that discussing motivation is inseparable from the driving factors (motives) why humans want to behave, act and act. These driving factors are often identified with needs or desires. The needs or desires felt by everyone are different, so before giving motivation to subordinates, leaders need to conduct a survey of the needs and desires of their employees. Yukl (2017: 131) explains that McClelaland's theory of needs which consists of achievement (Achievemnet), power (Power), and affiliation (Affiliation) are three important needs and can help in explaining.

The performance produced by employees is influenced by various variables that influence it. Of the many variables that affect performance include: motivation, work disicipline and remuneration. Based on the results of research conducted (Nurlaely & Riani, 2016) and (Ardini & Fadli, 2017) (Indrawati, 2019) motivation and work disicipline partially or simultaneously have a positive and significant effect on performance. The influence of remuneration variables on performance is supported by the results of research conducted (Mukhlis et al., 2018) and research (Nasution, 2019) which prove the significant effect of remuneration variables on performance . The effect of remuneration and motivation on performance is proven by the results of a study conducted by (Fitria et al., 2014) (Teja, 2017) and (Mukhlis et al., 2018) which proves that the remuneration and motivation variable has a significant effect on the employee performance.

3. Research Method

The research design used is a quantitative associative design which aims to describe the relationship The research design used is a quantitative associative design which aims to describe the relationship between the variables to be tested. In addition, the causal associative design is used to explain and describe certain phenomena in a variable, symptom or condition, so that the data obtained can be analyzed to determine the effect of the relationship between the independent variable and the dependent variable. In this

study the first independent variable (X1) is motivation, the second independent variable (X2) is work discipline, the third independent variable (X3) is remuneration and the dependent variable (Y) is service quality. The population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then drawn conclusions The population is the entire object of research The population in this study were all employees in the Regional Financial and Asset Management Agency of Lubuklinggau City. The sample is part of the number and characteristics possessed by the population. So the sampling technique is a saturated sample. Saturated sample is a sampling technique when the population is used as a research sample. Where all members of the population are used as samples in the study. The object of research were 50 civil servants at the Regional Financial and Asset Management Agency for Lubuklinggau City. Primary data is a data source that directly provides data to data collectors (Sugiyono, 2019). Respondents' answers to the statements in the distributed questionnaires are the primary data source in the study. Secondary data is a data source that does not directly provide data to data collectors in research (Sugiyono, 2019). Secondary data in this study is in the form of data related to research variables such as: absence recap, vision and mission of the organization, periodic work results reports, and other relevant supporting data.

4. Findings and Discussions

The Effect of Motivation on Service Quality. Based on the recapitulation of the t test above, it can be explained that the variable Motivation on Quality of Service at the Investment Service and One-Stop Services in Lubuklinggau City shows a tcount value of 4.695 > ttable of 2.019 and a Sig value of 0.010 <0.05. This shows the research hypothesis is proven and the hypothesis is accepted. The results of research conducted in the field show that motivation has a significant influence on the quality of service at the Investment and One-Stop Service Office of Lubuklinggau City and the results of calculating the correlation coefficient obtained the value of R = 0.632. Means between the variable Motivation (X1) and Quality of Service (Y) shows a strong relationship. (Robbins, 2018) who says motivation is a process that produces an intensity, direction or individual persistence in an effort to achieve a goal. (Greenberg & Baron, 2018) state that motivation aims to arouse, direct, and maintain the behavior of each individual towards achieving goals. The results of this study are in accordance with the results of research conducted by Sri Gusti Bima Harya Teja (2017), showing that work motivation has a positive and significant effect on performance

The Effect of Work Discipline on Service Quality. The results of the t test show that the variable Work Discipline on Employee Service Quality at the Investment and One-Stop Service Office of Lubuklinggau City shows a tcount value of 4.695 > ttable of 2.019 and a Sig value of 0.001 <0.05. This value can be interpreted that partially the Work Discipline variable has a significant influence on the Quality of Service at the Investment and One-Stop Services Office of Lubuklinggau City. This shows the hypothesis in the research is proven and the hypothesis is accepted. From the results of research conducted in the field, it shows that Work Discipline has a significant influence on the quality of service at the Investment and One-Stop Services Office of Lubuklinggau City with a correlation coefficient of 0.632, which means that there is a strong relationship between the variables of Work Discipline (X2) and Quality Service (Y). High work discipline will improve

service quality, conversely if work discipline is not good it will also have an impact on decreasing the quality of service provided. The results of this study are in accordance with the results of research conducted by (Khongida et al., 2018), which states that work discipline has a positive and significant effect on employee performance.

The Effect of Remuneration on Service Quality. Based on the recapitulation of the t-test above, it can be explained that the Remuneration variable on Service Quality at the Investment and One-Stop Service Office of Lubuklinggau City shows a tcount value of 5.817 > ttable of 2.019 and a Sig value of 0.000 <0.05. This shows the research hypothesis is proven and the hypothesis is accepted. The results of research conducted in the field show that remuneration has a significant influence on the quality of service at the Investment and One-Stop Services Office of Lubuklinggau City and the results of calculating the correlation coefficient obtained the value of R = 0.351. Means between the variable Remuneration (X3) and Quality of Service (Y) shows a strong relationship. (Sastrohadiwiryo, 2018) put forward the definition of remuneration as a reward for services or remuneration provided by the organization to the workforce because the workforce has contributed energy and thoughts for the progress of the organization in order to achieve the set goals. Remuneration aims to create an appropriate reward system for employees and the organization, so that employees feel bound and motivated to produce optimal performance for the organization where they work (Ivancevich, 2018). Moorhead & Griffin in McKenna (2014: 608) states that remuneration aims to attract, retain and motivate qualified employees. The results of this study are in accordance with the results of research conducted by Ratna Ursula Setiadi, Pompong Budi Setiadi, and Indroyono (2016) stating that remuneration has a positive, significant and simultaneous effect on employee performance. The current level of remuneration received by state civil servants cannot be said to be adequate. However, the Regional Government provides regional performance allowances and incentives for high performing civil servants.

The Effect of Motivation and Work Discipline on Service Quality. Testing the hypothesis on motivation and work discipline in this study obtained a value of Fcount = 12.149 > Ftable = 2.86 with a significance level of Sig = 0.000 <α = 0.05, with a significance level of 95% and a = 5% and denominator db = n-k-1 = 41 – 2 – 1 = 38 and db quantifier k = number of variables – 1 (k = 2). This means that together the variables of Motivation and Work Discipline have a significant influence on the performance of employees at the Investment and One-Stop Services Office of Lubuklinggau City. Thus the hypothesis in the research is proven and acceptable. The results of this study are in accordance with the opinion of (Khongida et al., 2018) which states that organizational motivation (X1) and work discipline (X2) simultaneously have a positive effect on employee performance at CV. Denov the Brilliant Son of Tulungagung. Differences in research results are influenced by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location. The research was conducted at the Investment and One Stop Service Office of Lubuklinggau City, by taking a sample of 41 respondents, while the research was conducted at PG. Toelangan Sidoarajo used a larger number of respondents so that the variations in the respondents' answers became more diverse. This certainly affects the results of research

The Effect of Work Discipline and Remuneration on Service Quality. Recapitulation of the results of the F test on the variables of Work Discipline and Remuneration on the

Quality of Service at the Investment and One-Stop Service Office of Lubuklinggau City yields a value of Fcount = 10.447 > Ftable = 2.86 with a significance level of Sig = 0.018 <α = 0.05, with a level 95% significance and a = 5%. This means that together the variables of Work Discipline and Remuneration have a significant influence on the Quality of Service at the Investment and One-Stop Services Office of Lubuklinggau City. Thus the hypothesis in the research is proven and acceptable. The results of this study are in accordance with the results of research conducted by (Ogen et al., 2018) which resulted in the conclusion that work discipline has a positive and significant effect on the performance of the Muna District resort police apparatus. Research conducted by Sri Gusti Bima Harya Teja in 2017 provides evidence that remuneration has a positive and significant effect on the performance of employees of the Surakarta Customs and Excise Service Office. Thus the hypothesis in this study is proven and acceptable.

The Effect of Motivation and Remuneration on Service Quality. The results of the recapitulation of the results of the F test on the variable Motivation and Remuneration on Service Quality at the Investment and One-Stop Service Office of Lubuklinggau City yield a value of Fcount = 12.091 > Ftable = 2.86 with a significance level of Sig = 0.000 <α = 0.00, with a level 95% significance and a = 5%. This means that together the variables of Motivation and Remuneration have a significant influence on the Quality of Service at the Investment and One-Stop Services Office of Lubuklinggau City. The results of this study are in accordance with the results of research conducted by (Setiadi et al., 2016) which proves that either partially or simultaneously motivation and remuneration have a positive and significant effect on employee performance at PT. Indonesian Cement. Motivation is the dominant variable in the research mentioned above. Thus the hypothesis proposed in this study is proven and acceptable

The Influence of Motivation, Work Discipline and Remuneration on Service Quality. The results showed that partially or simultaneously, organizational culture, service quality and The results of multiple linear regression calculations obtained the following equation: value a = 0.793, b1 = 0.555, b2 = 0.623 and b3 = 0.760 values then the values a and b are arranged into a multiple linear regression equation Y = a + b1X1 + b2X2 + b3X3, then the regression equation is as follows: Performance = 0.793 + 0.555 Motivation + 0.623 Work Discipline + 0.760 Remuneration. From the equation of the estimated value of the regression function above, it can be seen that the constant obtained is 0.793. This illustrates that without being influenced by the independent variables Motivation, Work Discipline and Remuneration, the Performance value is β/a = 0.793. Testing the hypothesis in this study obtained a value of Fcount = 8.203 > Ftable = 2.86 with a significance level of Sig = 0.000 <α = 0.05, with a significance level of 95% and a = 5% and denominator db = n-k-1 = 41 – 3 – 1 = 37 and db quantifier k = number of variables – 1 (k = 3). This means that together the variables of Motivation, Work Discipline and Remuneration have a significant influence on the quality of service at the Investment and One-Stop Services Office of Lubuklinggau City. Thus the hypothesis in the research is proven and acceptable. From the research, the results show that there is a simultaneous influence of motivation, work discipline and remuneration variables on service quality. Motivation as the most influential variable, must be examined regarding the factors that influence it. Herzberg in Sedarmayanti (2014) expressed views on the factors that influence employee motivation, including: Intrinsic motivation factor and Extrinsic

motivation factors. The results of this study are in accordance with the results of research conducted by Ratna Ursula (Setiadi et al., 2016) which proves that either partially or simultaneously motivation and remuneration have a positive and significant effect on employee performance at PT. Indonesian Cement. (Ogen et al., 2018) conducted research which resulted in the conclusion that work discipline has a positive and significant effect on the performance of the Muna District resort police apparatus. Research conducted by (Teja, 2017) provides evidence that remuneration has a positive and significant effect on the performance of employees of the Surakarta Customs and Excise Service Office. Thus the hypothesis in this study is proven and acceptable.

5. Conclusion

From the results of the research conducted, the authors draw conclusions about the results of the research conducted, as follows: Simultaneously motivation, work discipline, and remuneration have a significant influence on the services provided by employees at the Lubuklinggau City One-Stop Investment and One-Stop Services Office. Simultaneously motivation and work discipline have a significant influence on the services provided by employees at the Investment and One-Stop Services Office of Lubuklinggau City. Simultaneously, work discipline and remuneration have a significant influence on the services provided by employees at the Lubuklinggau City One-Stop Investment and One-Stop Services Office. Simultaneously, motivation and remuneration have a significant influence on the services provided by employees at the Investment and One-Stop Services Office of Lubuklinggau City. Partially, motivation has a significant influence on employee services at the Investment and One-Stop Services Office of Lubuklinggau City. Partially Work Discipline has a significant influence on employee services at the Investment and One-Stop Services Office of Lubuklinggau City. Partially Work Discipline has a significant influence on employee services at the Investment and One-Stop Services Office of Lubuklinggau City.

Based on the conclusions above, several things can be suggested to the Investment and One-Stop Services Office of Lubuklinggau City as follows: Motivation is something that is intrinsic, must be grown and maintained through a set of rules that are binding and have consequences (reward and punishment). Motivation and the process of building a team (team building) must be carried out continuously, so that the level of employee commitment is maintained. It is necessary to review the factors that cause low employee discipline. Lack of understanding of the job and function of employees, lack of role figures and lack of supervision accompanied by strict sanctions for violations of work discipline need to receive attention and in-depth evaluation by regional leaders of the Lubuklinggau One Stop Investment and One-Stop Services Office, so as to create good work discipline. employee height. The process of awarding remuneration to employees must go through task and position analysis, evaluation of positions, to determine the amount of remuneration received by employees. Accuracy in the process of providing remuneration to employees will have an impact on improving the performance of services provided by employees, so that services will also increase. Good service quality is impossible to achieve without a strong encouragement from within the employee to achieve the goals of his assignment. Work motivation and discipline starts from the desire to achieve (sense to achieve) owned by employees. Organizations must encourage, facilitate and synchronize these desires with the goals to be achieved by the organization.

Coherence between the desires of employees and organizational goals will produce optimal service quality output from employees. In addition, adequate remuneration received by employees will increase the motivation and work discipline of employees in carrying out their duties and functions of service to the community. Indicators that affect service quality must be taken into account by policy makers (decision makers) in determining the process of achieving service quality.

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The Influence of Leadership on Employee Performance through Motivation as an Intervening Variable

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Abstract

The purpose of this study was to determine the effect of leadership on employee performance through motivation as an intervening variable at the Secretariat Office of the DPRD Lubuklinggau City. The population and sample of the study amounted to 32 state civil servants. Methods of data analysis using quantitative analysis. The results showed that leadership had an effect on employee performance with a value of tcount = 7.563 > ttable = 1.695 significant 0.000 <0.05. Leadership has an effect on motivation with a value of tcount = 5.043 > ttable = 1.695, significant 0.000 <0.05. Motivation has an effect on employee performance with a value of tcount = 7.525 > ttable = 1.695, significant 0.000 <0.05. Leadership has an effect on employee performance through motivation as an intervening variable with a value of tcount = 3.114 > ttable = 1.695. The conclusion is that leadership influences employee performance through motivation as an intervening variable at the Secretariat Office of the DPRD Lubuklinggau City.

Keywords: leardership, motivation, employee performance.

1. Introduction

An organization in the current era of globalization is required to be able to compete to maintain the survival of the organization. It is undeniable that every organization has short-term and long-term goals for profit. However, achieving these goals is not easy because the problem of Human Resources is still an obstacle for management. Human Resources is one of the distinguishing factors from one organization to another.

Almost all organizations want Human Resources to have high performance. Because if Human Resources have low performance, the goals expected by the organization will be difficult to achieve. To improve performance, leadership and motivation are needed to organize Human Resources properly.

The effectiveness of Human Resources and organizational management is highly dependent on the quality of leadership. In order for organizational goals to be achieved, leadership is also needed from a leader to manage, organize, and lead Human Resources to work well. Good leadership can provide encouragement and make subordinates always carry out the work given with full responsibility.

In addition to leadership, motivation is needed so that Human Resources can perform seriously. Every Human Resource really needs a motivation both from external and internal himself. For this reason, the organization needs to pay attention to its Human Resources by providing motivational encouragement so that they are always enthusiastic in carrying out the work given.

The phenomenon regarding leadership issues is that first, leaders are still not firm in reprimanding subordinates who are not disciplined at work; second, leaders are not optimal in strengthening a sense of work unity, such as not being sensitive to complaints, suggestions and criticism from subordinates. Then, there are also problems regarding motivation, namely, first, not all employees are given the opportunity to participate in expressing opinions to set goals; second, there is still a lack of leaders in giving praise to encourage employees in carrying out work. Furthermore, regarding employee performance, a problem was found, namely the lack of discipline of employees in utilizing working time optimally, making the achievement of the set goals slow; secondly, the lack of solid employee cooperation makes the set goals not yet achieved optimally.

2. Literature Review

Employee performance is the result of work and work behavior achieved in completing the tasks and responsibilities given in a certain period. (Cashmere, 2019). Employee performance is about doing work and the results achieved from that work. Performance is about what is done and how it is done. (Wibowo, 2017)Employee performance is the result of employee work seen from the aspects of quality, quantity, work time, and cooperation to achieve the goals set by the organization. (Sutrisno, 2015). From several definitions of employee performance, the researcher concludes that employee performance is the result achieved by individuals and groups in achieving the goals set by the organization.

Employee performance measurement can be done using indicators (Donni, 2016) namely: (1) Quantity of Work. Quantity of work relates to the volume of work and work productivity produced by employees within a certain period of time. (2) Quality of Work. Quality of work relates to considerations of accuracy, precision, neatness, and completeness in handling tasks within the organization. (3) Independence (Dependability). Independence relates to consideration of the degree of an employee's ability to work and carry out tasks independently by minimizing the assistance of others. Independence also illustrates the depth of commitment possessed by employees. (4) Initiative. Initiative relates to considerations of independence, flexibility of thinking, and willingness to accept responsibility. (5) Adaptability. Adaptability concerns the ability to adapt, considering the ability to react to changing needs and conditions. (6) Cooperation. Cooperation relates to consideration of the ability to work with, and for, others. Do assignments, including overtime with a vengeance.

Leadership is the process of influencing the activities of individuals and groups in an effort to achieve goals in certain situations. (Sutrisno, 2017). Leadership is the process of influencing individual and group activities in an effort to achieve goals in certain situations. Efforts to influence many people through communication to achieve goals (Nugraha, 2017). (Nugraha, 2017). Leadership is the ability to provide constructive influence to others to carry out a cooperative effort to achieve planned goals. (Donni, 2017b). From several definitions of leadership, researchers concluded that leadership is an ability to influence a person or group in achieving predetermined goals.

A leader must have several leadership advantages (Kartono, 2020). In this study, researchers made it an indicator of leadership, including: (1) Capacities are intelligence,

alertness, verbal facility, originality, and judgment; Achievements are degrees, knowledge, gains in sports and athletics, etc; (2) Responsibility is being independent, taking initiative, persevering, resilient, confident, aggressive, and having a desire to excel; (3) Participation is being active, having high sociability, being able to get along, being cooperative or like to work together, easily adjusting, having a sense of humor; (4) Status, which includes a fairly high socio-economic position, popularity, fame.

Motivation is a desire that arises from within a person or individual because he is inspired, encouraged and encouraged to carry out activities with sincerity, pleasure and sincerity so that the results of the activities he does get good results and quality. (Afandi, 2016). Motivation is an impetus for a series of human behavior processes towards achieving goals. While the elements contained in motivation include elements of arousing, directing, maintaining, showing intensity, being continuous and the existence of goals (Wibowo, 2017). (Wibowo, 2017). Motivation is a condition that moves employees to be able to achieve the goals of their motives (Mangkunegara, 2015). (Mangkunegara, 2015). From several definitions of motivation, researchers conclude that motivation is a desire that moves a person in carrying out their activities to get good results.

The motivation indicators used in this study include (Afandi, 2018) among them are: (1) Merit pay, which is everything in the form of goods, services, and money which is the compensation received by employees because of their services involved in the organization; (2) Working conditions, namely the condition or state of the work environment of a company that is the workplace of employees who work in that environment. Good working conditions are comfortable and support workers to be able to carry out their activities properly; (3) Work facilities, namely everything contained in the organization that is occupied and enjoyed by employees, both in direct relation to work and for the smooth running of work; (4) Work achievement, namely the results achieved or desired by everyone at work. For each person, the measurement is not the same because humans are different from each other; (5) Recognition from superiors, namely statements given from superiors whether their employees have applied the motivation that has been given or not; (6) The work itself, i.e. employees who do the work by themselves whether their work can be a motivation for other employees.

3. Research Method

Research Stages above the research flow made by researchers and will be carried out in this study with the following explanation: Field studies/activities, researchers conducted initial activities in the Lubuklinggau City DPRD Secretariat Office environment to make observations. Then, researchers documented activities in the field and later distributed research questionnaires to obtain the expected data in this study; Data collection, researchers collected primary data by using a questionnaire as a data collection tool. The questionnaire was distributed to employees of the Lubuklinggau City DPRD Secretariat Office. Then, for secondary data, researchers collected it from existing data taken and obtained from the Lubuklinggau City DPRD Secretariat Office and other sources such as employee data, general descriptions, books and articles; Data processing, after the questionnaire questionnaire is distributed and the data is collected. Then the data is analyzed to get and find out the results of the conclusion whether it is in accordance with the expected research objectives.

Population is the whole of the object of research which can be in the form of humans, animals, plants and so on. (Syofian, 2017). The population in this study were employees of the Lubuklinggau City DPRD Secretariat Office, totaling 32 ASN employees. A sample is a data collection procedure, where only part of the population is taken and used to determine the desired characteristics and characteristics of a population. (Syofian, 2017). So, the sample in this study from a total of 33 employees was taken 32 ASN employees of the Lubuklinggau City DPRD Secretariat Office and 1 person was not sampled because he was a leader. So this research sample technique uses the saturated sample method, namely the entire population is sampled in this study.

4. Findings and Discussions

Table 1. Normality Test Results One-Sample Kolmogorov-Smirnov Test

		Leadership_X	Motivation_Z	Performance_Employee_Y
N		32	32	32
Normal Parameters[a,b]	*Mean*	57,72	69,66	83,06
	Std. Deviation	4,488	7,056	6,190
Most Extreme Differences	*Absolute*	,144	,120	,214
	Positive	,078	,120	,086
	Negative	-,144	-,120	-,214
Kolmogorov-Smirnov Z		**,812**	**,681**	**1,209**
Asymp. Sig. (2-tailed)		**,524**	**,743**	**,108**

Table 1 above the normality test results show the Leadership variable (X) obtained a positive *Kolmogorov- Smirnov Z* value of 0.812 with an *Asymp. Sig. (2-tailed) value* of 0.524> 0.05. Then, the Motivation variable (Z) obtained a positive *Kolmogorov-Smirnov Z* value of 0.681 with an *Asymp. Sig. (2-tailed)* of 0.743>0.05. Furthermore, the Employee Performance variable (Y) obtained a positive *Kolmogorov-Smirnov Z* value of 1.209 with an *Asymp. Sig. (2-tailed)* of 0.108>0.05. So, based on the results of this normality test, researchers concluded that the *Kolmogorov-Smirnov* normality test was normal.

Table 2. Linearity Test Results of Leadership and Employee Performance (*ANOVA Table*)

			Sum of Squares	*df*	*Mean Square*	*F*	*Sig.*
Performance_Employee_Y *	*Between*	*(Combined)*	1032,042	16	64,503	6,209	,000
		Linearity	779,212	1	779,212	75,004	**,000**

Leadership_X	*Groups*	*Deviation from Linearity*	252,830	15	16,855	1,622	**,179**
	Within Groups		155,833	15	10,389		
	Total		1187,875	31			

Table 2 above the results of the linearity test of Leadership and Employee Performance show the significant value of *Linearity* is 0.000 <0.05, and the significant value of *Deviation from Linearity is* 0.179> 0.05. So, researchers concluded that the results of the linearity test of Leadership and Employee Performance are linear.

Table 3. Linearity Test Results of Motivation and Employee Performance (*ANOVA Table*)

			Sum of Squares	*df*	*Mean Square*	*F*	*Sig.*
Performance_Employee_Y * Motivation_Z	*Between Groups*	*(Combined)*	1022,875	17	60,169	5,105	,002
		Linearity	776,520	1	776,520	65,887	**,000**
		Deviation from Linearity	246,355	16	15,397	1,306	**,311**
	Within Groups		165,000	14	11,786		
	Total		1187,875	31			

Table 3 above the results of the linearity test of Motivation and Employee Performance show the significant value of *Linearity* is 0.000 <0.05, and the significant value of *Deviation from Linearity is* 0.311> 0.05. So, researchers concluded that the results of the linearity test of Motivation and Employee Performance are linear.

Table 4. *Coefficients*[a] Leadership (X) on Employee Performance (Y)

Model		*Unstandardized Coefficients*		*Standardized Coefficients*
		B	*Std. Error*	*Beta*
1	*(Constant)*	**18,588**	8,550	
	Leadership_X	**1,117**	,148	,810

Table 4 regression calculation results above, the simple linear regression equation is as follows: Y = 18.588 + 1.117 X. The meaning of the equation is that the constant value of a = 18.588 units means that if there is no Leadership variable, the Employee Performance variable is 18.588 units. While the Leadership regression coefficient value is b = 1.117 units, meaning that every time there is an increase of one unit of the Leadership variable, it will increase the Employee Performance variable by 1.117 units.

Table 5. *Correlations of* Leadership (X) and Employee Performance (Y)

		Performance_Employee_Y	Leadership_X
Pearson Correlation	Performance_Employee_Y	1,000	,810
	Leadership_X	,810	1,000

Table 5. above shows that, the result of the correlation coefficient test (r) between the Leadership variable (X) and the Employee Performance variable (Y) the value obtained is 0.810. This means that the relationship between the Leadership variable (X) and the Employee Performance variable (Y) can be said to be very strong, namely 0.810 because this value is in the coefficient interval of 0.80-1.000.

Table 6. *Coefficients*[a] Leadership (X) on Employee Performance (Y)

Model		*t*	*Sig.*
1	*(Constant)*	2,174	,038
	Leadership_X	**7,563**	**,000**

Table 6 shows the results of the t test (partial) of the Leadership variable (X) on the Employee Performance variable (Y). The results obtained are the value of tcount = 7.563> ttable $_{(32-1\ =\ 31)}$ = 1.695 and the significant value obtained is 0.000 <0.05. This means that the Leadership variable (X) has a significant influence on the Employee Performance variable (Y) in the Lubuklinggau City DPRD Secretariat Office.

Table 7. *Coefficients*[a] Leadership (X) on Motivation (Z)

Model		*Unstandardized Coefficients*		*Standardized Coefficients*
		B	*Std. Error*	*Beta*
1	*(Constant)*	**8,200**	12,223	
	Leadership_X	**1,065**	,211	,677

Table 7 regression calculation results above, the simple linear regression equation is as follows: Y = 8,200 + 1,065 X. The meaning of the equation is that the constant value of a = 8,200 units means that if there is no Leadership variable, the Motivation variable is 8,200 units. While the regression coefficient value of Leadership is b = 1.065 units, meaning that every time there is an increase of one unit of Leadership variable, it will increase the Motivation variable by 1.065 units.

Table 8. *Correlations* Leadership (X) and Motivation (Z)

		Motivation_Z	Leadership_X
Pearson Correlation	Motivation_Z	1,000	,677
	Leadership_X	,677	1,000

Table 8 above shows that, the test results of the correlation coefficient (r) between the Leadership variable (X) and the Motivation variable (Z) the value obtained is 0.677. This means that the relationship between the Leadership variable (X) and the Motivation variable (Z) can be said to be strong, which is 0.677 because this value is in the coefficient interval 0.60-0.799.

Table 9. *Coefficients*[a] Leadership (X) on Motivation (Z)

	Model	*t*	*Sig.*
1	*(Constant)*	,671	,507
	Leadership_X	**5,043**	**,000**

Table 9 shows the results of the t test (partial) of the Leadership variable (X) on the Motivation variable (Z). The results obtained are the value of tcount = 5.043> ttable $_{(32-1 = 31)}$ = 1.695 and the significant value obtained is 0.000 <0.05. This means that the Leadership variable (X) has a significant influence on the Motivation variable (Z) in the Lubuklinggau City DPRD Secretariat Office

Table 10. *Coefficients*[a] Motivation (Z) on Employee Performance (Y)

	Model	*Unstandardized Coefficients*		*Standardized Coefficients*
		B	*Std. Error*	*Beta*
1	*(Constant)*	**33,652**	6,598	
	Motivation_Z	**,709**	,094	,809

Table 10 regression calculation results above, the simple linear regression equation is as follows: Y = 33.652 + 0.709 X. The meaning of the equation is that the constant value of a = 33.652 units means that if there is no Motivation variable, the Employee Performance variable is 33.652 units. While the Motivation regression coefficient value is b = 0.709 units, meaning that every time there is an increase of one unit of the Motivation variable, it will increase the Employee Performance variable by 0.709 units.

Correlations of Motivation (Z) and Employee Performance (Y)

		Performance_Employee_Y	Motivation_Z
Pearson Correlation	Performance_Employee_Y	1,000	,809
	Motivation_Z	,809	1,000

Table 11 above shows that, the result of the correlation coefficient test (r) between the Motivation variable (Z) and the Employee Performance variable (Y) the value obtained is 0.809. This means that the relationship between the independent variable Motivation (Z) and the dependent variable Employee Performance (Y) can be said to be very strong, namely 0.809 because this value is in the coefficient interval 0.80-1.000.

Table 12. *Coefficients*[a] Motivation (Z) on Employee Performance (Y)

Model		*t*	*Sig.*
1	*(Constant)*	5,100	,000
	Motivation_Z	**7,525**	**,000**

Table 12. shows the results of the t test (partial) of the Motivation variable (Z) on the Employee Performance variable (Y). The results obtained are the value of tcount = 7.525> ttable $_{(32-1\ =\ 31)}$ = 1.695 and the significant value obtained is 0.000 <0.05. This means that the Motivation variable (Z) has a significant influence on the Employee Performance variable (Y) in the Lubuklinggau City DPRD Secretariat Office.

Table 13. *Model Summary*[b] Leadership (X) on Motivation (Z)

Model	*R*	*R Square*	*Adjusted R Square*	*Std, Error of the Estimate*
1	,677[a]	**,459**	,441	5,277

Table 13 above the value of R^2 or *R Square* contained in the *model summary* table is 0.459, this shows that the contribution or contribution of the Leadership variable (X) to Motivation (Z) is 45.9%. The remaining 54.1% is the contribution of other variables not included in the study, such as work discipline variables, organizational culture, and work environment.

Table 14. *Coefficients*[a] Leadership (X) on Motivation (Z)

Model		*Unstandardized Coefficients*		*Standardized Coefficients*
		B	*Std. Error*	***Beta***
1	*(Constant)*	8,200	12,223	
	Leadership_X	1,065	,211	**,677**

Table 14 above in the regression output in the *coefficients* table section, it can be seen that the *beta* value of the Leadership variable (X) is = 0.677 units. Then for the value of R^2 of 0.459, so that the value of e1 can be found by the formula e1 = √ (1-0.459) = 0.735.

Table 15. *Model Summary*[b] Leadership (X) on Employee Performance (Y) through Motivation (Z)

Model	*R*	*R Square*	*Adjusted R Square*	*Std, Error of the Estimate*
1	,884[a]	**,781**	,766	2,996

Table 15 above the value of R^2 or *R Square* contained in the *model summary* table is 0.781, this shows that the contribution or contribution of the Leadership (X) and Motivation (Z) variables to Employee Performance (Y) is 78.1%. The remaining 21.9% is the contribution of other variables not included in the study, such as work discipline variables, organizational culture, and work environment

Table 16. *Coefficients*[a] Leadership (X) on Employee Performance (Y) through Motivation (Z)

Model		*Unstandardized Coefficients*		*Standardized Coefficients*
		B	*Std, Error*	***Beta***
1	*(Constant)*	15,133	6,993	
	Leadership_X	,668	,163	**,485**
	Motivation_Z	,421	,104	**,480**

Table 16 above in the regression output in the *coefficients* table section, it can be seen that the *beta* value of the Leadership variable (X) = 0.485 units. Meanwhile, the *beta value of* the Motivation variable (Z) = 0.480 units. Then for the value of R^2 of 0.781, so that the value of e2 can be found by the formula e2 = √ (1-0.781) = 0.468. The direct effect of Leadership (X) on Employee Performance (Y) is 0.485 units. Meanwhile, the indirect effect of Leadership (X) on Employee Performance (Y) through Motivation (Z) = 0.677 x 0.480 = 0.325 or the total effect = 0.485 + 0.480 = 0.965.

5. Conclusion

Based on the results of the research that has been done, then to answer the formulation of the problem and prove the hypothesis that has been put forward, it can be concluded that: a) Leadership affects employee performance in the Lubuklinggau City DPRD Secretariat Office. $_{tabel}$The results obtained are the value of tcount = 7.563> tcount = 1.695 with a significant value obtained 0.000 <0.05. b) Leadership affects motivation in the Office of the DPRD Secretariat of Lubuklinggau City. The results obtained are the value of $_{tcount}$ = 5.043 > t_{tabel} = 1.695 with a significant value obtained 0.000 < 0.05. c) Motivation affects Employee Performance at the Lubuklinggau City DPRD Secretariat Office. The results

obtained are the value of t_{count} = 7.525> t_{tabel} = 1.695 with a significant value obtained 0.000 <0.05. d) Leadership affects employee performance through motivation as an intervening variable in the Lubuklinggau City DPRD Secretariat Office. The results obtained are the value oft_{count}=3.114>t_{tabel}=1.695.

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The Effect of Current Ratio, Total Asset Turnover, Debt to Equity Ratio and Working Capital Turnover on Stock Returns with Return on Assets as a Moderating Variable in LQ45 Companies

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Abstract

This research aimed to analyze the effect of variable Current Ratio (CR), Total Asset Turnover (TAT), Debt Equity Ratio (DER), and Working Capital Turnover (WCT) with stock return, put the test and analyze is Return on Asset (ROA) moderate effect on relations Current Ratio (CR), Total Asset Turnover (TAT), Debt Equity Ratio (DER), and Working Capital Turnover (WCT) with Stock return in Company LQ45. Population in this research as much 45 Company with 5 selected as sample of the research during period 2009-2015 with multi-shapes sampling in a purposive. The data is analyzed using multiple regression analysis and moderated regression anlysis. The result of this research proving that : CR, TAT, DER, and WCT have no effect on stock return, Return on Asset (ROA) have moderate Current Ratio (CR) on stock return, but Return on Asset (ROA) have no moderate Total Asset Turnover (TAT), Debt Equity Ratio (DER), and Working Capital Turnover (WCT) with stock return.

Keywords: fundamental ratio, return on assets, stock returns.

1. Introduction

The capital market is a meeting between parties who have excess funds and those who need funds by trading securities (Tandelilin, 2010). With the capital market, investors can invest their funds into the company. In supporting the economy, the capital market has an important role, because the capital market can connect those who need funds with those who have excess funds. In addition, the capital market can encourage the creation of an efficient allocation of funds, because with the capital market, the excess parties Funds (investors) can choose investment alternatives that provide the most optimal return (Tandelilin, 2010). For an investor, investment in selected securities is certainly expected to provide a rate of return in accordance with the risks that must be borne by investors. For investors, this rate of return is the main factor because return is the result obtained from an investment (Jogiyanto, 2013).

Income from stock investment or return can be in the form of dividends and capital gains. Investors often want immediate profits so they want profits in the form of capital gains rather than dividends (Jogiyanto, 2013). In the capital market, not all shares of companies that have a good profile will provide good returns to investors so a more in-depth analysis of the company is needed. A company may experience fluctuating returns at any time because various kinds of factors both micro and macro. Investors need to conduct an in-depth analysis of these changes. One way is to conduct fundamental analysis based on financial ratios.

Fundamental analysis is an analysis to calculate the intrinsic value of the company using company financial data, the intrinsic value of the company can be realized with the stock price (Jogiyanto, 2013). For investors, financial statements are an important factor to determine which securities to choose as investment options. In addition, financial statements are the easiest and cheapest analytical tool to get by investors / potential investors. In addition, accounting reports are enough to describe to us the extent of the development of the company's condition and what it has achieved (Tandelilin, 2010).

In previous studies, there are still inconsistent results. For example, the results of research on the effect of liquidity ratios proxied by Current Ratio on stock returns. In research conducted by Yuliantri & Sujana (2014); Ulupui (2010); Wibowo and Wartini (2014) who stated that the Current Ratio is significant against stock returns. Contrary to the research of Aditya &; Isnurhadi (2013), Hutauruk et al, (2014); Farkhan &; Ika (2012); Teddy et al, (2016) showed that the effect of Current Ratio is not significant on stock returns. The effect of the ratio of activity to stock returns also still shows mixed results. Research conducted by Yuliantri &; Sujana (2014); Martani et al, (2009), Teddy et al (2016) showed Total Asset Turnover is significant to stock returns. However, the results of the study contradict Aditya &; Isnurhadi (2013); Hutauruk et al, (2014); Ulupui (2010); Farkhan & Ika (2012) show that Total Asset Turnover is not significant to stock returns. Furthermore, the findings on the effect of financial leverage on stock returns. Research results of Yuliana et al, (2013); Suherman &; Siburian (2013); Arista &; Astohar (2012); Oktiar (2013) concluded that the Debt to Equity Ratio has a significant effect on stock returns. But contrary to research results that the Debt to Equity Ratio is not significant to stock returns (Aditya &; Isnurhadi, 2013; Hutauruk et al, 2014; Malintan, 2012; Ulupui, 2010; Farkhan &; Ika, 2012; Teddy et al, 2016). Research conducted by Farkhan & Ika (2012); Arista (2012) shows that Return on Assets has a significant effect on stock returns. But contradicting the results of Asmi's (2014) research; Yunita (2013) that Return on Assets does not have a significant effect on stock returns.

Based on the findings that are still mixed, the motivation of this study is to re-examine the effect of liquidity ratios, financial leverage, activity, markets and on stock returns. Then this study also conducts moderation testing by including the role of profitability ratios proxied Return On Asset (ROA) as a moderation variable to see whether Return On Asset (ROA) strengthens or weakens the influence of liquidity ratios, financial leverage, activity, markets and on stock returns.

There is also the formulation of the problem in this study is : Does the Current Ratio (CR) have a positive effect on stock returns in LQ45 companies? Does Total Asset Turnover (TAT) have a positive effect on stock returns in LQ45 companies? Does the Debt to Equity Ratio (DER) have a positive effect on stock returns in LQ45 companies? Does Working Capital Turnover (WCT) have a positive effect on stock returns in LQ45 companies? Does Return on Assets (ROA) moderate the relationship between Current Ratio (CR), Total Asset Turnover (TAT), Debt Equity Ratio (DER), and Working Capital Turnover (WCT) and stock returns in LQ45 companies?

2. Literature Review

Signaling Theory. Information is an important element for investors and business people because information essentially presents information, records or images both for past,

current and future conditions for the survival of a company and how the securities market is. Complete, relevant, accurate and timely information is needed by investors in the capital market as an analytical tool to make investment decisions (Jogiyanto, 2013).

The assumption of signaling theory is that company managers have more accurate information about the company that is not known to outsiders (investors). This will result in an information asymmetry between interested parties (Jogiyanto, 2013). Information asymmetry is a condition where private information is only owned by investors who only get information. It will It can be seen that if management does not fully convey all the information obtained about all things that can affect the company, then generally the market will respond to the information as a signal to an event that will affect the value of the company which is reflected through the stock price (Jogiyanto, 2000).

Shares can be defined as securities as evidence of participation or individual owners or institutions in a company. (Brigham, 2011). Return is the return on an investment which is usually expressed as an annual percentage rate. Return is the result obtained from investment. Here is the formula of stock return (Jogiyanto, 2013).

Current Ratio. According to Brigham & Houston (2011), the current ratio is the most common measure of a company's ability to pay debt in the short term..

Total Asset Turnover. According to Brigham & Houston (2011), Total asset turnover measures the turnover of all company assets from all company assets. This ratio is calculated by comparing sales to total assets.

Debt to Equity Ratio. According to Brigham & Houston (2011), Debt to equity ratio is a simple leverage calculation that compares the total debt owned by the company with the total equity (own capital) in carrying risk. Total debt is total liabilities, while total equity is total own capital.

Working Capital Turnover. Working Capital Turnover According to Brigham and Houston (2011), a ratio that shows the ability of net working capital rotates in one period of the cash cycle of the company. When the volume of sales increases, investment in inventory and receivables also increases, which means also an increase in working capital.

Return On Asset. According to Brigham & Houston (2011), Return on assets (ROA) is used to measure management's ability to generate overall profits.

Hipotesis: H_1 : Current Ratio (CR) has a positive effect on stock returns in LQ45 companies; H_2 : Total Asset Turnover (TAT) has a positive effect on stock returns in LQ45 companies; H_3 : Debt to Equity Ratio (DER) positive effect on stock returns in LQ45 companies; H_4 : Working Capital Turnover (WCT) positive effect on stock returns in LQ45 companies; H_5 : Return on Asset (ROA) moderating the relationship between Current Ratio (CR), Total Asset Turnover (TAT), Debt to Equity Ratio (DER), and Working Capital Turnover (WCT) with stock returns in LQ45 companies.

3. Research Method

The data used in this study is secondary data obtained from the Indonesia Stock Exchange (www.idx.co.id) in the company's performance summary.The population of this study were all company shares listed in the calculation of the LQ45 index for the period 2009 - 2015. The population in this study consisted of 45 companies. The sample selection was

carried out based on purposive multi-shapes sampling, with the following criteria:Focused on the stocks of companies that are included in the calculation of the LQ 45 index consistently during the observation period of 2009 - 2015. Never suspended/stopped trading by the Indonesia Stock Exchange. Companies whose financial statements must have financial ratios or factors to calculate complete financial ratios. Thus companies that have a connoted ratio of n/a (not available) and banking companies are excluded from the sample. The Company presents the necessary data on financial ratios that will be examined, both through annual reports and financial statements during observations. Based on these criteria, the companies that will be used as research samples as many as 5 companies, each sample will be observed financial ratios to be examined from 2009-2015.

Multiple regression analysis is used to obtain a regression coefficient that will determine whether the hypothesis created will be accepted or rejected. Model I Regression Equation:

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$

Moderated Regression Analysis (MRA) or interaction test is a special application of linear multiple regression where in the regression equation contains an element of interaction (multiplication of two or more independent variables) (Ghozali, 2011).

$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5Z + b_6[\{X_1*Z\}]+ b_7[\{X_2*Z\}] + b_8[\{X_3*Z\}] + b_9 \{[X_4*Z\}] + e.$

4. Findings and Discussions

Table 1. Regression Result

Model		Standardized Coefficients	T	Sig.
		Beta		
1	(Constant)		-,918	,366
	Current Ratio	,359	1,034	,309
	Total Asset Turnover	,258	,862	,395
	Debt to Equity Ratio	,206	,720	,477
	Working Capital Turnover	-,010	-,055	,957
a. Dependent Variable: Return Saham				

Based on Table 1 above, the regression coefficients used are standardized coefficients because the independent variables in this study have different sizes so that the multiple linear regression equation is as follows :

Model Regression Equation I:

$Y = b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + e$

$Y = 0,359X_1 + 0,258X_2 + 0,206X_3 – 0, 010\ X_4 + e$

Table 2. Results of Moderated Regression Analysis

Coefficients[a]				
Model		Standardized Coefficients	T	Sig.
		Beta		
1	(Constant)		-1,365	,185
	Current Ratio	,064	,169	,867
	Total Asset Turnover	,362	1,011	,322
	Debt to Equity Ratio	,603	1,699	,102
	Working Capital Turnover	-,091	-,292	,772
	Return on Asset	-1,446	-,958	,347
	CR*ROA	1,820	3,034	,006
	TAT*ROA	,134	,150	,882
	DER*ROA	-,546	-,543	,592
	WCT*ROA	-,221	-,635	,531
a. Dependent Variable: Stock Return				

Model Regression Equation II :

$Y = b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5Z + b_6[\{X_1*Z\}]+b_7 [\{X_2*Z\}] + b_8[\{X_3*Z\}] + b_9 \{[X_4*Z\}] + e$

$Y = 0{,}064X_1 + 0{,}362X_2 + 0{,}603X_3 – 0{,}091X_4 – 0{,}091 – 1, 446Z + 1{,}820X_1*Z – 0{,}134X_2*Z – 0, 546X_3*Z - 0{,}221X_4*Z$

Results of the First Hypothesis Testing (H_1). Based on Table 1, it can be seen that the calculated value is 1.034 with a significance level of 0.309. Because the significance value is greater than 0.05, it can be concluded that the Current Ratio (CR) has no effect on stock returns. The results of this study supportresearch conducted by Hutauruk et al, (2014); Farkhan &; Ika (2012); Aditya and Isnurhadi (2013); and Teddy Kurniawan et al (2014), concluded that CR does not have a significant effect on return. However, the results of this study contradict Yuliantri & Sujana (2014) which states that CR is significant to stock returns. Farkhan & Ika (2012) stated that if the company's current assets rise, it shows that the company is able to pay off its short-term obligations which will later increase the company's profitability and will also affect stock returns. However, the investors are more Pay attention to other ratios, which can consistently affect stock returns, for example in cash ratios or cash positions.

Results of the Second Hypothesis Testing (H_2). Based on Table 1, it can be seen that the

calculated value is 0.862 with a significance level of 0.395. Because the significance value is greater than 0.05, it is concluded that Total Asset Turnover (TAT) has no effect on stock returns. The results of this study are in line with those conducted by Farkhan & Ika (2012); Aditya &; Isnurhadi (2013); Hutauruk et al, (2014), which concludes that TAT has no significant effect on returns. However, this result contradicts the research of Martani et al, (2019) states that TAT has a significant effect on stock returns.

Third Hypothesis Testing Results (H_3). Based on Table 1, we can see the calculated value of 0.720 with a significance level of 0.477. Because the significance value is greater than 0.05, it is concluded that the Debt to Equity Ratio (DER) has no effect on stock returns. The results of this study are in line with those conducted by Farkhan & Ika (2012); Malintan (2012); Aditya & Isnurhadi (2013); Hutauruk et al, (2014). However, the results of this study contradict Arista &Astohar (2012); Oktiar (2013); Yuliana et al, (2013); Suherman & Siburian (2013), which states that DER has a significant effect on stock returns. Malintan (2012) stated that the greater the value of DER will increase the company's dependents. DER that is too high has a negative impact on company performance, because the higher level of debt means that the company's interest expense will be greater and will reduce profits. Level High debt and charged to shareholders, will certainly increase investment risk to shareholders.

Results of Testing the Fourth Hypothesis (H_4). Based on Table 2, it can be seen that the calculated value is -0.055 with a significance level of 0.957. Because the significance value is greater than 0.05, it is concluded that Working Capital Turnover (WCT) has no effect on stock returns. The direction of the regression coefficient seen for this variable is negative, so it can be interpreted that the influence that given by the variable WCT to the stock return is negative.

Results of the Second Hypothesis Testing (H_5). Based on the results of the Moderated Regression Analysis (MRA) analysis in Table 2, the CR*ROA interaction calculation value is 3.034 and the significance value is 0.006 < 0.05, the TAT*ROA interaction is 0.150 and the significance value is 0.882 > 0.05, the DER*ROA interaction is -0.543 and the significance value is 0.592 >0.05, the WCT*ROA interaction count is -0.635 and the significance value is 0.531 > 0.05. Thus ROA is not a moderating variable that strengthens or weakens the relationship between TAT, DER, and WCT to stock returns, but ROA moderates the relationship of CR to stock returns. This shows that high and low ROA does not affect the relationship of TAT, DER, DPR, WCT with stock return, but affects the relationship of CR with stock return.

Result Of The Coefficient of Determination. The strength of the influence of the independent variable on the dependent variable can be known from the magnitude of the value of the determinant coefficient (R2) which is between 0 (zero) and 1 (one). The lower the R2 value explains the more limited the ability of the independent variable to explain the dependent variable.

Table 3. Regression Model R^2 Test Results I

Model	Adjusted R Square	
1	,180	

a. Predictors: (Constant), WCT, DER, TAT, CR
b. Dependent Variable: Stock Return

In the coefficient of determination of the regression model I, an adjusted R Square value of 0.180 was obtained. This means that 18% of stock returns can be explained by Current Ratio (CR), Total Asset Turnover (TAT), Debt to Equity Ratio (DER), Working Capital Turnover (WCT), while the other 82% can be explained by other factors besides these independent variables.

Table 4. Regression Model R^2 Test Results II

Model Summary[b]		
Model	Adjusted R Square	
1	,353	
a. Predictors: (Constant), WCT*ROA, DER, CR*ROA, TAT, CR, WCT, TAT*ROA, DER*ROA, ROA		

In the coefficient of determination of the regression model II, an adjusted R Square value of 0.353% was obtained. This means that 35.3% stock returns can be explained by Current Ratio (CR), Total Asset Turnover (TAT), Debt to Equity Ratio (DER), Working Capital Turnover (WCT), CR*ROA Interaction, TAT*ROA Interaction, DER*ROA Interaction, and WCT*ROA Interaction, The other 64.7% can be explained by factors other than the independent variable.

5. Conclusion

Based on the results of the tests that have been carried out, it can be concluded that: *The variables Current Ratio (CR), Total Asset Turnover (TAT), Debt Equity Ratio (DER), and Working Capital Turnover (WCT) did not affect the return of shares in LQ45 companies for the period 2009-2015 on the IDX. Return on Asset* (ROA) does not moderate the relationship between Total Asset Turnover (TAT), Debt Equity Ratio (DER), and Working Capital Turnover (WCT) to stock returns, but partially moderates the relationship between CR and stock returns in LQ45 companies on the IDX. In the R2 Test Regression Model I variables Current Ratio (CR), Total Asset Turnover (TAT), Debt Equity Ratio (DER), and Working Capital Turnover (WCT) are only able to explain the variability of stock returns by 18%, the rest is explained by variables that are not included in the model. While in the R2 Test Regression Model II it was only 35.3%.

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The Influence of Compensation and the Employee Motivation toward the Performance of Employee at the Public Works, Human Settlements and Spatial Planning and Irrigation Office of Musi Rawas Regency

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Abstract

The aim of this study is to see the effect of compensation and working motivation toward employer performance. This study uses observation, questionnaire, documentation and literatures as collecting data method. Based on the result of this study, compensation variable obtains that t count (5,012) is bigger than t table (1,683) by means compensation variable is significantly positive effect toward employer performance. For working motivation variable, it is obtained that t count (2,550) is bigger than t table (1,683) by means working motivation variable has significant and positive effect toward employer performance whereas F count test is 174,509 is bigger than F table (3,23) and significance level as simultaneously is 0,000 <(α) = 0,05 by means Ho is rejected and Ha is accepted in other words, all independent variable (compensation and working motivation) has significant effect toward employer performance. Cooficient determinant R^2 value is 0,892 or 89,2 percent by means compensation and working motivation contributes the impact toward employer performance with 89,2 percent while 10,8 percent is influenced by external factors such as education, training, dicipline and others.

Keywords: compensation, working motivation, performance.

1. Introduction

Many things can influence the employee's performance well or how productive the human resources are. These two things are how well employees are paid and how motivated them in working. The fair and decent compensation for employees is one of the considerations. Allotment compensation can also increase themotivation of new employees to work for the institute, so the look institue can increase on the view of the publics. It is hoped that by fulfilling these regulations, the employee performance will increase. (2019, Mangkunegara).

The Contract for using the service or staff working is given by the staff working is for the compensation. The total of packages that organizations give to the employees in return for their work is known as compensation. 2018 (Wibowo, 2018), allowances, bonuses and commissions are examples of the financial Compensation. The form of non-financial compensation include In contrast, non-financial compensation includes authority, responsibility, and training.

Sunyoto (2018) says that motivation is a psychological process that shows how a person's

attitudes, needs, perceptions, and decisions interact with one another. In daily life, motivation is defined as the whole process of encouraging or motivating employees to work together freely and without coercion. The level of the employee motivation is the most important factor in work. Even though the facilities are quite complete and the employees have reached their potency, the job will not do like is hoping without the motivation.

The employee performance is influenced by compensation and motivation significantly. Every organization can give compensation that is proportional to the burden borne by the employees because the compensation can be a motivation for someone to work and affect the employees' morale and discipline. The employees is working better can receive the compensation in incentives form, such as the commissions, bonuses, promotions or awards such as certificates

The phenomena that were seen during the first observation is there were still employees who complained about the compensation received, both in the total it or the time it was received. There isn't activities also reduces the motivation of employees to come on time.

2. Literature Review

An effective strategy for maintaining the employees is by offering the compensation in addition to salary. The employees receive the compensation from the company in various forms, including cash, depending on the capabilities business. The total of indicators make each compensation up.

The indicator of compensation is as stated by Simamora (2018) are as follows: (1) Salaries and wages: The workers in production and maintenance often receive wages. Salary usually refers to an annual, monthly, or weekly rate of pay, while wages usually refers to an hourly rate pay. (2) Incentive is a term that refers to any compensation other than salary or wages offered by a business. (3) Benefits are the health and life insurance for retirement plans, paid vacation time and other work-related benefits. (4) Facility usually refer to employee benefits such as access to company airplanes or company cars.

Adha dkk. (2019) said that motivation is the provision of a driving force that arouses enthusiasm for working, allows one to collaborate effectively, work with integrity, and make every effort to achieve satisfaction. The main factors that motivate individuals to work include the following indicators of work motivation: Physical needs, such as the need for facilities that can be found in the workplace, such as facilities that make it easy to complete work in the office; The need for security includes physical security, stability, dependability, security, and freedom from threatening forces such as danger, fear, and anxiety; The social needs, needs that must be met based on shared interests in society—fulfilled together, such as good interpersonal relationships; The need is to be appreciated, or the need is to be noticed, is synonymous with the need is for a status, fame, attention, and reputation; The requirement of encouragement to achieve the goals, the encouragement requirement to achieve something you want, such as a leadership motivation.

Robbins S. (2018) says that performance indicators are tools that measure how well employees do their jobs. Here are some employee performance measures: (1) Work quality: Employee perceptions of the quality of work produced and the perfection of tasks

on the skills and abilities of employees can be used to measure the quality of work; (2) Quantity: The quantity produced is measured in terms of the number of units and activity cycles completed. To measure employee performance, quantity (unit/cycle) is a measure of the number of work units and activity cycles completed by employees; (3) Punctuality: Employees performance can also be assessed based on the time the employees completes their work that has been given to them so that as not to interfere with other work that is part of the employee's responsibilities; (4) Effectiveness: Effectiveness is the extent to which organizational resources—people, money, technology, and raw materials—are took advantages maximum to increase the results are achieved by each unit; (5) Independence: A person's independence level is how far a person will do his or her job responsibilities without supervision or assistance. That is, self-employed workers, or workers who do their own work, do not need to be supervised and can do their own work. tasks without asking for help, direction, or supervision.

3. Research Method

This research uses descriptive statistics and a quantitative approach. Because examining the influence of compensation and the work motivation toward the employee performance at the Office of Public Work, Spatial Planning, and Irrigation of Musi Rawas District, so the research used associative research. Descriptive statistics are used in this research by a quantitative approach. This research uses associative research because it examines the influence of the compensation and the work motivation toward the employee performance at the Office of Public Work, Spatial Planning and Irrigation, Musi Rawas Regency.

According to Sugiyono (2019), population is a generalization that refers to a group of objects or the subjects that have a certain number and the characteristics that have been determined by the researcher so they can be investigated and deduced from them.The population in this research are all employees who work permanently at the Department Cipta Karya Public Works, Spatial Planning and Irrigation totaling 171 civil servant, which consists of several sectors, namely: Secretariat with 41 employees; The Corruption Eradication Committee (Cleaning, Landscaping and Electricity) has 30 employees; Cipta Karya, Spatial Planning is 22 employees; Irrigation sector is 57 employees; The sector of Technical Development, Supervision and Control is consist of 21 employees.

The sampling technique is used in this research was purposive random sampling, namely random sampling so as to provide equal opportunities for each member of the population to become the research sample. (Sugiyono, 2019).

According to Arikunto (2019), the total of sample is determined so that the research can be considered a population research if the total of respondents is less than 100. Conversely, the sampling is 10% to 15% or 20% to 25%. of the total population if more than 100 respondents. 171 x 25% = 42.75 is the research sample. Therefore this study used a sample is consist of 43 employees.

The correlation variables between one of independent variable (X) and the dependent variable (Y) is that is called by "simple linear regression analysis" (Sugiyono, 2019). The purpose of this analysis is to predict the value of the dependent variable (Y) in the event that the value of the independent variable (X) changes, and to ensure that there is a positive or negative correlation between the independent variable and the dependent variable.

4. Findings and Discussions

At the Cipta Karya Public Works Office, the Spatial Planning and Irrigation Section of Musi Rawas Regency, the first hypothesis (H1) from the analysis of compensation (X1) toward the employee performance (Y) gets a significance value of 0.000 <0.05 which indicates that there is a direct and significant connection between the influence compensation for the employee performance. The results of the comparison between t-count and t-table are t-count (5.012) and t-table (1.683). As a result, the compensation variable (X1) has a value of 5.012 > 1.683 which indicates tha thet compensation has a positive and significant influence toward the employee performance.

Analysis of the Work Motivation (X2) toward the Employee Performance (Y) get a second hypothesis result (H2) with a significant value of 0.015 < 0.05 which indicates tha thet work motivation has a direct and significant influence toward employee performance at the Cipta Karya Public Works Department. Office of Spatial Planning and Irrigation of Musi Rawas Regency. After comparing the arithmetic $_t$count and $_t$table, obtained $_t$count (2.550) and $_t$table (1.683). So that a value of 2.550 > 1.683 is obtained for the work motivation variable (X2) indicating that the work motivation has a positive and significant influence toward the employee performance.

Analysis of X1 and X2 toward Y get the result of a significance value of 0.000 ± 0.05 for the third hypothesis (H3) which indicates that the compensation and the work motivation have a direct and significant influence toward the employee performance at the Public Works Office Cipta Karya Tata Ruang. and irrigation in Musi Rawas Regency.

Ho was rejected and Ha was accepted because the Fcount obtained was 174.509 Ftable = 3.23 and the simultaneous significance level was 0.000 () = 0.05. It shows that the compensation and the work motivation, two independent variables, have a significant influence toward the employee performance when they are combined. The determination value of R = 0.947 shows a strong connection between the employee performance and work motivation and the compensation. The coefficient of determination R2 (Adjusted R square) is 0.892 (89.2%), which indicates that compensation (X1) and the work motivation (X2) influence to the employee performance (Y) by 89.2% and 10 respectively .8%. The remaining % is influenced by education, training, discipline, and other variables are not included in this research.

5. Conclusion

From the analysis of X1 and X2 toward Y, the third hypothesis (H3) has a significance value of 0.000 <0.05 which indicates that there is a direct and significant connection between the influence of the compensation and the work motivation toward the employee performance at the Public Works Department Spatial Planning and Irrigation Cipta Karya Section in Musi Rawas Regency. The determination value, R = 0.947, shows a strong connection between the employee performance and the work motivation and the compensation. The coefficient of determination R2 (Adjusted R square) is 0.982 (89.2%), which indicates that the compensation (X1) and the work motivation (X2) influence the employee performance (Y) by 89.2% and 10,8% respectively. The remaining % is influenced by education, training, discipline, and other variables are not included in this research.

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Public Innovation Service: Systematic Literature Review

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Abstract

Public service innovation is being carried out by the government in the education, health, personnel services and many other sectors. Public service innovation is carried out with the aim of improving the quality of public services with the main objective of meeting community expectations and building positive public trust. Plus in the industrial era 4.0 where information technology is growing. Changing the service manual to digital is a challenge for the government to achieve a better quality of public services. Therefore, various academic studies have been published to provide knowledge and an overview regarding innovations carried out by the government, both at the central and regional levels. The purpose of this study is to describe and describe the innovations that have been carried out by several regions in providing public services in the form of applications to the community. The theory used is Roger's innovation attribution theory in which there are 5 indicators namely relative advantage, compatibility, trialability, complexcity, and observability. This research uses the Systematic Literature Review method. Using an understanding of previous research data sourced from journal references on the internet related to concepts and discussions that are the same as the topics raised. From the analysis of several previous studies it was concluded that in general public services using applications have met the indicators of Roger's attribution theory and provide convenience in service. Has the relative advantage of comprehensiveness, complexity, trialability, and visibility. There are agencies that lack the attributes of complexity and trialability but as a whole have provided convenience in public services.

Keywords: innovation, public service, systematic literature review.

1. Introduction

Public service innovation is being carried out by the government, both the central government and local governments. This is due to the directives from the President of the Republic of Indonesia contained in the 5 Presidential Work Priorities for 2019-2024 number 4 namely Bureaucratic Reform with 3 important points namely Speed of serving and giving permission, erasing linear, monotonous mindsets and being stuck in comfort zones and Adaptive. innovative and competitive. The Ministry of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia is spelled out in the 2015-2019 Ministry of Administrative and Bureaucratic Reform objectives in point 4 namely "The realization of good and quality public services, achieved among others by achieving the target of increasing the capacity of public service delivery and improving the quality of public services. Achievement of targets The increasing capacity of public service delivery is indicated by indicators of the increasing number of IPs whose innovations have received international recognition. While the target of increasing the quality of public services is measured by the national public service index value indicator. (www.menpan.go.id)

Law number 25 of 2009 concerning Public Services is one of the policies made to strengthen the importance of improving public services in Indonesia. Why is public

service important? Public services are important because in terms of the quality of public services, the government has not been able to provide quality services in accordance with the challenges faced, namely the development of community needs which are increasingly advanced every year and also the challenges of increasingly fast global competition. The mandate in Law number 25 of 2009 concerning Public Services requires the government to meet the needs of every citizen in the form of providing excellent public services in order to meet the basic needs and civil rights of every citizen over public goods, public services and administrative services.

Policies regarding public services are made by the government with the aim of providing support so that the improvement of the quality of public services continues to be carried out. These policies include: Law Number 23 of 2014 concerning Regional Government, Government Regulation Number 38 of 2017 concerning Regional Innovation, Regulation of the Minister of Administrative and Bureaucratic Reform Number 91 of 2021 concerning Development of Public Service Innovations and Minister of Home Affairs Regulation Number 104 of 2018 concerning Assessment and Awarding and/or Regional Innovation incentives.

Law Number 23 of 2014 concerning Regional Government at point considers b "that the administration of regional government is directed at accelerating the realization of community welfare through improving services, empowerment and community participation, as well as increasing regional competitiveness by taking into account the principles of democracy, equity, justice, and the peculiarities of a region within the system of the Unitary State of the Republic of Indonesia" and in articles 386-390 that the administration of regional administration is directed at accelerating the realization of social welfare through improving services, empowerment, and community participation, as well as increasing regional competitiveness by taking into account the principles of democracy, equity, justice, and uniqueness of a region within the system of the Unitary State of the Republic of Indonesia;

This provides a springboard for regions to innovate on their own. Local governments are flocking to make applications that aim to make the quality of service more enjoyable for the community, faster, more efficient, effective, avoid KKN practices, not complicated and not selective in completing services.

The achievement of massive and evenly distributed bureaucratic reform in the field of public services is being carried out to improve the quality of services. For this reason, the Ministry of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia since 2013 has issued circular letter No. 15 of 2013 concerning Public Service Innovation Competitions. Regional Governments massively develop innovations to facilitate the implementation of tasks and functions in their respective regions.

Improving the quality of service is slowly increasing along with the awareness of the local government to implement innovation. Improving the quality of public services is the estuary/outcome of the implementation of bureaucratic reform in local governments. The community's expectations for quality public services continue to increase and develop dynamically in line with the rapid development of information technology.

Various efforts have been made by local governments to speed up services, simplify service processes and mechanisms and increase the capacity of human resource service

personnel. This has been felt by increasing the quality of public services in local governments from year to year and has received appreciation from the community, but not all of them have been able to meet all the needs and expectations of the community which continues to grow due to the influence of globalization and technological developments. Improving the quality of public services is an effort to improve the quality and innovation of public services on a regular basis according to the needs and expectations of the community. In addition, improving the quality of public services is carried out to build public trust in public service providers in the context of improving people's welfare by making public complaints a means to improve public services.

This journal is a journal that wants to describe public service innovations that have been carried out by the central and regional governments. Take a deeper look at the innovations that have been developed by the government in order to improve the quality of services for both the community and the state civil apparatus that use public service innovations themselves.

By using the theory of innovation characteristics from Roger where to see the application of these innovations, sooner or later to be adopted or accepted by service users or society in general. The theory of innovation characteristics according to Roger consists of 5 namely relative advantage, compatibility, complexity, triability, and observability.

The application of innovation in an area is not the same as other areas. The same innovation with the same goal can have different innovation characteristics. In this journal, we will look at what innovations are made in an area and how these innovations are implemented and the constraints and obstacles that exist when associated with Roger's innovation characteristics. The aim is to become a reference for readers regarding several public service innovations that the author has summarized and to understand the form of innovation and the application of the characteristics of innovation whether it can be captured or accepted quickly or slowly by the community and service users. What are the constraints and obstacles related to Roger's 5 innovation characteristics?

2. Literature Review

Public Service. According to Law Number 25 of 2009 defines public service as an activity or series of activities in the framework of fulfilling service needs in accordance with statutory regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers. The essence of public service according to LAN (2000) is the fulfillment of services to the community as a manifestation of the government's obligations as a public servant (Meilina: 2017). Public service is the provision of services (serving) the needs of people or communities who have an interest in the organization in accordance with the main rules and procedures that have been determined. The definition of public service is the conclusion from several definitions of public service is a series of activities carried out by government institutions both at the central and regional levels, BUMN and BUMN in the form of goods, services, and/or administrative services with the aim of meeting the needs of people who have an interest in government institutions is in accordance with applicable laws and aims to achieve public satisfaction. The targets to be achieved through the public service quality improvement program are: Improving the quality of public services (faster, cheaper, safer, and more accessible) to the government. Increasing the number of service units that

obtain international service standards for the government. Increased public satisfaction index for the implementation of public services by each government.

Innovation according to Roger is an idea, practice or object that is considered new by individuals from one unit of adoption to another. Innovation is an idea, either in the form of new or newly discovered products or services. Based on Permen PANRB No. 91 of 2021 states that public service innovation, hereinafter referred to as innovation, is a breakthrough type of service in the form of original creative ideas/ideas and/or adaptations/modifications that provide direct or indirect benefits to the community. The definition of innovation summarized by Mulyadi Deddy et al (2016) from various sources is as follows: The process of thinking and implementing an idea that has elements of novelty and expediency, The answer to all problems in the organization, New inventions that are different from existing or previously known (ideas, methods, or tools), An idea, practice, or object that is perceived as new by another individual or unit of adoption.

Roger explained that there are 5 characteristics of innovation that can be used to see the implementation of an innovation, namely: relative advantage, compatibility, complexity, triability, observability. Relative advantage. An innovation must have a relative advantage/more value compared to previous innovations. There is always a novelty value inherent in innovation which is a characteristic that distinguishes it from the others. Relative advantage is the degree to which a new idea is considered better than previous ideas. Relative profit levels are often expressed in terms of economic profits. However, the relative advantage dimension can also be measured in other ways (Hanafi, 1987). Besides being able to be measured by economic gain, relative advantage can also be examined through the amount of savings, or safety, or its effect on the social position that will be accepted by the communicant as an adopter (Levis, 1995).

Compatibility. New innovations must have compatibility with previous innovations. Has the same values and benefits as previous innovations that have been understood by service users. Conformity is the degree to which an innovation is perceived as consistent with existing values, past experiences, and the needs of recipients (Rogers, 1983). An innovation can be compatible or incompatible (1) with sociocultural values and beliefs, (2) with previously introduced values, (3) with the recipient's needs for the innovation (Rogers, 1983).

Complexity is the degree to which a new innovation may be more difficult to accept/understand and use (Rogers, 1983). New innovations certainly have more advantages compared to previous innovations. With more advantages, it is not a problem for society to accept the complexity of these new innovations.

Triability is the level at which an innovation can be tried on a small scale (Rogers, 1983). Tried ideas are usually adopted more quickly than innovations that cannot be tried first. An innovation that can be tried will minimize the risk for the user. An innovation that is not easy to try can be caused by complex equipment and requires large costs or capital, takes a long time so it is difficult to adopt (Levis, 1995). So the innovation must be publicly tested first on service users.

Observability is the degree to which the results of an innovation can be seen by others. The results of certain innovations are easy to see and communicate to others, while some are not (Rogers, 1983). An innovation will be adopted more quickly when its effects or

results are easily or quickly seen or observed by recipients

Factors supporting innovation according to Everett M. Rogers (2015) are: There is a desire to change oneself, from not being able to become able and from not knowing to knowing; There is freedom of expression; The existence of knowledgeable and creative mentors; Availability of facilities and infrastructure; Harmonious environmental conditions, both in the family environment, association, and school. Governance innovation factors are difficult to implement in the public sector according to Borins and Drucker in the e-Journal of Public Policy and Management Vol.4, No.3 (2016) seen from 2 factors namely; Internal factors and External factors. Internal factors include: There is an attitude of skepticism and reluctance to change; Dependence on the central budget; The mission of the public sector is to ensure a fair allocation of resources, not to provide. External factors include: Derived from the community as users of public services. External factors that can hinder innovation in the public sector are caused by public doubts about program creativity. The application of an innovation or change must be able to adapt the characteristics of the community in that environment.

3. Research Method

The method used here is the Systematic Literature Review (SLR) method. This method is a literature review method in which we study a particular trending topic and understand the state-of-the-art of a topic. The SLR method is carried out to identify, evaluate and interpret all research results that are relevant to certain questions, certain topics, and phenomena that are of concern to researchers (Kitchenham, 2004). The steps involved in conducting a Systematic Literature Review (SLR) are: (1) (determine the research topics to be identified. Here the topic taken is related to public service innovation and whether the public is quick or slow in receiving information through these public service innovations based on Roger's Innovation Attribution Theory namely relative advantage, compatibility, trialability, complexcity. complexity), and observability (ability to be observed). (2) search for literature (identification). Collecting literature according to the topic through both international journals and national journals. Gather as many as possible who have the same topic and theory. (3) selecting the appropriate literature results. After searching the literature and collecting the same topics and theories, the next step is to select the appropriate literature results. (4) analysis of the results of the literature from articles that pass, (5) make conclusions in research.

4. Findings and Discussions

In implementing innovation it is necessary to pay attention to whether the innovation meets the characteristics of the innovation itself. How the government in doing serious innovation and always make improvements. What is the main goal to improve existing services in government and how does the public respond in accepting these innovations. Based on the 6 journals described above, we can see the characteristics of innovation when analyzed from the implementation of E-services, Samdes, Tanggerang Live, Digital Village, UP3SK services, and PERMATA services that have been carried out seriously by the government and received good responses from users. services or the community and the implementation of the service itself. Various efforts have been made to make it easy for the public to take part in every government service such as processing of population cards, land certificates, birth and death certificates, PBB payment services, Tangerang

Live services.

Each region has different complexity, suitability, possibility to try, relative advantage and observability. And the levels of society are also different. But overall, the innovations made are considered to have good relative advantages in terms of economy, convenience and speed. Innovations are designed to benefit the community and the government itself, making services faster, easier and more efficient in terms of time and procedures, which can be done at any time. Judging from the complexity, most of them experience complications. Moreover, the typology of our society is still unable to adapt to technology. Still used to the manual method. However, in some areas, frequent socialization for the community or training for employees who are directly involved with innovation will be less complicated and even more profitable. It's easier, faster, more practical and provides convenience for the user/community.

The suitability or compatibility of the innovations described above, almost all of them still use or use existing innovations. Except for the Digital Village innovation in the Naikoten II sub-district where it was the first innovation there. However, all products in the application are service products that previously existed and were converted into digital form. It can be concluded that the suitability of innovation is very good because it does not change the values, meanings, requirements that previously existed. So that people are no longer difficult to adapt to these innovations. Doing the same with different methods from manual to digital.

Obervability of each innovation can be observed for the most part. Involving mass media such as TV, newspapers, radio and other media simultaneously will make innovation easy to observe and when observed will make people more concerned about engaging in government services.

It turns out that there are quite a lot of supporters and obstacles to innovation for the government in making innovations. As an example of an obstacle to digital village innovation there is an obstacle, namely a decrease in the level of employee discipline due to a decrease in workload due to the emergence of this innovation. On the one hand, innovation makes it easier for employees to perform services, but on the other hand, it actually reduces employee discipline. This needs to be anticipated and looked for solutions because basically innovation simplifies and speeds up the service process and has an impact on the amount of work time and decreased workload. How to address this by the government so that it does not become a new problem.

In addition, the obstacles that always occur for innovation are system errors, slow internet networks in some areas, dependence on the main server which is usually at the center, budgets for innovation continuity, employee rotation which has an impact on the budget for training for new employees, and what often happens is that there are still manual services even though they have used innovation.

The last inhibiting factor is sometimes still there. In the midst of technological developments to facilitate services, they still receive services manually. There needs to be a joint commitment to invite the public to better understand and support the government in efforts to improve the quality of public services. So that people will get used to technology and change.

Supporting factors for the innovation itself include infrastructure facilities which are mostly supported by the government, such as computers, printers, internet networks, servers, although sometimes there are errors, training for employees related to innovation, government policies through mayor regulations, support from the Ministry of State Administrative and Bureaucratic Reform through innovation competitions. at the regional and central levels, and many more.

Table 1. Findings

No	Penulis	Judul Jurnal	Metode/Responden	Karakteristi Inovasi	Faktor Pendukung/ Penghambat
1.	Riza Maharani Alfrida, Dr. Retno Sunu Astuti, M.Si	Characteristics of E-Service Innovation at the Semarang City Population and Civil Registry Service (Case Study of Birth and Death Certificate Services)	Descriptive research / Qualitative approach Purposive sampling: people who use e-services and employees at Disdukcapil Data Collection Techniques: Interviews, Field Observations and Documentation	Relative advantage: economic value where people do not need to pay for transportation to Disdukcapil but only from the computer. Satisfaction because the community does not need to go back and forth to the office to take care of the deed. Compatibility: The submission requirements are still the same as the old one, only the service is done online via a computer. Complexity: Disdukcapil itself experiences complications related to servers that like errors and are still dependent on the central server. Possibility to try: trials and errors have been carried out by Disdukcapil Semarang and public tests have also been carried out on sub-district heads, midwives, the hospital and Head of Government Semarang. Outreach to the public is carried out through mass media such as newspapers, radio, TV and websites. Observability: E-services are easy for the public to understand but do not necessarily make people able to use them because they are not used to using technology. Ease of understanding has no impact on improving the management of birth and death certificates by the community.	Support Factor: Desire/push to change (manual services become online) from Semarang City Disdukcapil and infrastructure (E-Service system, network, computer, internet, and printer) owned by Semarang City Disdukcapil. Obstacle Factor: People who do not understand technology, it is difficult to change people's mindsets and habits to use technology. Still prefer to do services manually / conventionally.
2.	Sehsa Cantika,	Analysis of Public Service	Descriptive Research with a	Relative Advantage: Land Office: Improving	Support Factor: existing

	Dewi Rostyaningsih, Titik Djumiarti	Innovation Implementation At the Semarang City Land Office (Permata Innovation Program) (Case Study of Independent Land Deed Services)	Qualitative Approach Respondents: Counter Manager, Land Office Staff, KKP Web Office admin, PJ Permata Program, PPAT Service Users in the Innovation Program. Data collection: Interviews, Field Observations and Documentation	performance and credibility. Reach of the Land Office is easier so that service users can register at their respective offices. PPATK fills in the data themselves so as to simplify the tasks of the Land Office and cut service procedures more quickly and effectively. Complexity: there are in the range of services, procedures for the use of infrastructure by the office but this can be overcome by conducting training Compatibility: The Sarpas for the PERMATA program are the same as the existing Sarpras in the Office. The requirements are still the same as before and the rates remain the same. The difference lies in the input of service user data which was previously done by the office. Possibility to try: has been tested on employees at the land office and server errors often occur, hindering the service process. Observability: the program is hard to read because it often experiences errors on the server. Training has been carried out but if the system error will make people slow to use.	infrastructure. Defense Office employees who have conducted training to be able to use the system. Also Training for PPATK (service users) The sense of security that is given to service users (PERMATA) because it frees customers from risks and doubts. Reach is faster and easier and can be done anywhere, both by Land office employees and service users. Obstacle Factor: Servers that always have errors and cause delays in service management.
3.	Hamdan, Akmal Ibrahim, Muh Tang Abdullah.	Service Unit Public Service Innovation Population Registration and Civil Registration Roving (Up3sk) in	Qualitative Research with a case study approach.	Relative Advantages: Relative advantages that need to be measured in every innovation, namely: economic benefits, convenience in use, work faster and work easier. Compatibility: Still following the previous	Support Factors: Complete infrastructure and ball pick-up procedures that make it easy for the community. The Implementing Unit has been

		Pinrang District		service standards. However, the difference is that employees can directly print documents where the community serves, without having to go to the office first. Complexity. There is no meaningful fuss. The service unit implementer is able to handle problems related to the network for people who are far from urban areas. Possibility to try: it is very possible to try because officers from Canada as trainers always provide intensive training to employees. Observability: for the innovation community it is very helpful because it provides convenience/satisfaction in managing their environmental documents and there are no more fraudulent practices or additional costs. more benefits for society in remote areas greatly helped by this innovation	trained because training is always carried out for government employees who are involved in the service. No additional costs and easier and more effective reach. Providing even more convenience for those in remote rural areas. Obstacle Factor: There are no obstacles in the implementation of this UP3SK. All sides support .
4.	Widi Setya Anjani Pipin Hanapiah Rudiana	Public Service Innovation by the Regional Revenue Agency of West Java Province through Village Entry Samsat Activities	Qualitative Method Descriptive Approach Data Collection Techniques: Literature Study, Field Study	Relative Advantage: Advantages over Samdes service: Fast, easy and cheap service Appropriateness: still using procedures like manual procedures but officials come to the villages. Services are only carried out at one counter, not divided up to make it easier for the community. Complexity: only intended for strategic villages not for remote villages. Insufficient Human Resources. Depends on the internet network.	Support Factor: Easy reach. Located in strategic villages that have "Fat" Taxpayers. This makes it easy for people to take care of taxpayers close to where they live. Adequate infrastructure and Samsat officers who are friendly and

				Possibility to try: a public test has been carried out, but at the start of the launch, only about 20 people attended. But now it has been tried by the community. Observability: satisfying and easily accepted by society.	easy to explain service procedures. Obstacle Factor: The internet network is sometimes bad. There hasn't been much outreach to the community regarding this SAMDES so that many people don't know about it. Only in strategic villages, not remote villages.
5.	Wahyu Hidayat	Analysis of Tangerang Live Application-Based Public Service Innovation in Tangerang City	Qualitative Research with a descriptive approach Data Collection Techniques: Observation, Interview, Documentation. Purposive Sampling: 3 Diskominfo employees who hold the application, Kasi, Head of UPT and 1 operator and 7 application users.	Relative Advantage The advantage for the Government is being able to understand the needs and aspirations of the community because the implementation of the Tangerang Live Application public service is based on the real needs and aspirations of the community. Whereas for the community: Providing guarantees that public services become more responsive, meaning that the implementation of public services is based on the real needs of the service user community so that there is a match between the services provided and the needs of society Complexity: in implementing the Tangerang Live Application the complexity that is owned is not important because the procedure for its use has of course been socialized through print, electronic and	Support Factor: Facilities and infrastructure that are always being improved from version 3.0.0 to 3.7.0 The PANRB Ministry encourages agencies to innovate with the aim of improving community services. Tangerng government support with Mayor Regulation Number 3 of 2016. Obstacle Factor: Lack of Outreach to the community.

				face-to-face media. Compatibility: The Tangerang Live application is compatible with the previous application. The previous application was not immediately discarded but became part of the Tangerang Live Application. The Tangerang Live application also has compatibility with the required facilities and infrastructure, namely, technological devices such as; server, internet network and control room or known as command center. Possibility to try: has been tested for approximately 3 months and is always being improved from version 3.0.0 to 3.7.0 to suit the needs of the community. Observability: After the government has made efforts to socialize the procedures and how to use the Tangerang Live Application Service innovation, the public can observe the convenience and advantages of the Tangerang Live Application service.	Human Resources. Not all people understand how to use Tangerang Live. Not yet accessible by IOS smartphones.
6.	Gerry Indra Satria Banabera	Analysis of Digital Village Governance Innovations in Progress Public Services in East Nusa Tenggara	Qualitative Research with a descriptive approach Technique Respondents: Community and Kelurahan Naikoten II employees	Relative Advantage Facilitate the government in providing services to the public and make the public aware of the importance of managing population data and PBB payments Increase the creativity of the kelurahan and make the kelurahan proud because it can provide unlimited services during office hours.	Support Factor: Utilization of existing facilities and infrastructure as well as information and communication technology in providing services. Increasing

				Compatibility: The first innovation so that there is no compatibility with previous innovations. However, the products in it are already existing products from 2011 This innovation is also able to adapt to the conditions and needs of the people of Naikoten II Village, Complexity: Has complications both for the village and the community. However, this is considered low in terms of community support and involvement in digital village innovation. Possibility to try: Received a positive response when the public test was carried out. It has been carried out by other sub-districts in Kupang so that the level of possibility of being tried is the same as other sub-districts in Kupang. Observability: Increase the effectiveness of services provided by the government with fast and easy procedures. Overall satisfaction is felt by the community which is indicated by the conveniences that are felt in accordance with the initial objectives of developing this innovation. Because it is easy to observe, it has an impact on reducing government performance, such as saving time, costs and more efficient	efficiency and effectiveness in providing services to the community. Triggering public awareness for managing personal data and paying off land and building tax payers. There is full support from the community with the implementation of this innovation. Issuance of a Mayor Regulation which is the legal basis/normative reference for the implementation of this innovation. There is a third party that cooperates in funding the development Obstacle Factor: Reliance on 1 (one) staff/computer operator to access and operate the server computer. Most often there is network damage and server failure which disrupts service activities.

					There is still a lack of adjustment by some people so that they are still served manually. There is no special budget from the Regional Government to fund the implementation of this innovation. There is frequent rotation or mutation of employees which will affect the service process in the Naikoten II sub-district. The reduced level of employee discipline due to reduced workload due to this innovation.

5. Conclusion

It can be concluded that the government needs to continue to develop existing innovations. Making innovations that are integrated, not making many innovations but not integrated. Continuing to continue to develop existing innovations to be better and more perfect because this will reduce the budget spent. Providing continuous training or training for government employees and continuing to promote innovation so that they become part of our own society. One Agecny One Innovation. One agency one innovation. the government is encouraged to become an agent of innovation in each place so that the ultimate goal of public services is to meet the needs of the community through improving the quality of services can be achieved and public reform as expected by the President can be realized quickly. Greetings Innovation.

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The Influence of Organizational Behaviour on Usability Accounting Information System: Case Study of Muara Enim City Hotel

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Abstract

With regard to hotels located in Muara Enim city, one of the interesting topics to examine is the relationship between organizational behavior and the effectiveness of accounting information systems. Taking a quantitative approach, data for this study was collected through the use of questionnaires. Respondents totaled 138 and served as the population and sample group for this study. Using the techniques of correlation coefficient test, regression test, and t-test, we obtained our data analysis in this study. The result of the regression equation is Y = 29.874 + 0.291, while the coefficient of determination (R) obtained is 0.324. This implies that the value of our dependent variable, Organizational Behavior, is explained through the use of accounting information system, which is our independent variable. With a significant value of less than 0.05, the effect of organizational behavior on the effectiveness of accounting information systems is evidenced by calculating the t value of 2.991 exceeding the t table of 1.657. Thus, this study established a correlation between organizational behavior and effectiveness.

Keywords: behavioral factors, accounting information system, organizational behavior.

1. Introduction

The study of organizational behavior has its roots in behavioral science, which has long concentrated on the behavior of people within an organization. This field of knowledge has improved over time and now incorporates insights from a wide range of behavior-related disciplines. In parallel, we are witnessing a growing appreciation of the strategic importance of organizational behavior as an applied science. Hotels, on the other hand, are structures intended for individuals seeking temporary lodging, facilities, and services for a fee. These establishments may include various buildings belonging to the same entity, except commercial and administrative spaces.

2. Literature Review

To ensure a company's activities run smoothly, an Accounting Information System is essential. These systems process data quickly and accurately, providing critical information that improves the overall performance of the company. The hospitality industry is no exception, accounting plays a role in revealing information about hotel operations. These financial insights allow management to create better budgets and make decisions about future activities. With improved analysis and control, hotel operations can achieve optimal performance and offer the best products to customers.

In the average hospitality establishment, cashiers are of several types - FO cashier, bar cashier, restaurant cashier, etc. - to keep operations running smoothly. To cope with the

little expenses that arise, such as returning change to guests or providing small loans for things like taxi rides, cash is set aside. This petty cash is available to several people, including the general cashier who works in the back office. Public cashiers have access to a limited amount of cash that they can use for emergency payments, as determined by management policy. Any withdrawals made by the general cashier must first be approved by the department head.

3. Research Method

This study reviews the effect of organizational behavior on the benefits of the Muara Enim city hotel accounting information system. The nature of this research is a Quantitative research method. Another name for the quantitative research method is the international method, because this research method has really been around long enough as a reference and tradition for researchers to carry out research. Quantitative research describes a type of research that produces findings that can be achieved (obtained) by using statistical procedures or other methods of quantification of measurement (Wahyu et navy (AL)., 2019).

Instrument Testing. For Sugiyono (2019) the instrument trial was tried to test the measuring equipment used whether it was valid and reliable. Because by using valid and reliable instruments in data collection, it is expected that the research results will be valid and reliable. Therefore, in this research, a questionnaire trial needs to be tried to recognize the validity and reliability of the contents of the questionnaire. In addition, the test is also intended to identify whether there are problem items that have answers that are less objective, less clear or confusing (Vladimir, 2017). Validity Test. For Sugiyono (2019) True research results if there is a similarity around the data collected and the actual information related to the subject matter under study. Effective instrumentation means that the measuring instrument used to obtain information is effective. Effective means that the instrument can be used to measure what should be measured. Valid indicates the level of accuracy between the actual information about the subject and what the researcher can collect. Reliability Test. For Sugiyono (2019) The reliability test describes the dimensions of stability and stability of informants while responding to problems related to the structure of the problem which describes the size of a variable and is arranged in the form of a questionnaire. Reliability tests can be tried together on all items. If the Alpha value is 0, 60 to reliable. 4.Normality Test. The use of parametric statistics is public if the information of each variable to be analyzed must be reasonably contributed, therefore, before hypothesis testing is attempted, the normality of information will first be tested. There are some methods to test the normality of information, one of which is Chi squared. The formula under Chi squared(x^2) (Sugiono, 2019). Linear Test. The linear test is intended to recognize how more than one variable has a bond that will be linear or not.

4. Findings and Discussions

Based on the results of testing hypothesis 1 that has been tried first, it is found that the Organizational Behavior variable together has an influence on the Benefits of Accounting Information Systems at Hotels in Muara Enim City. The results of this test are in line with some previous research, among others, the results of research by Musfirah Hasan which creates if the organizational behavior component significantly affects the benefits of the Accounting Information System. Not only that, research attempted by Kayati on the effect

of organizational behavior on the benefits of regional financial accounting information systems found that the organizational behavior component significantly affects the benefits of regional financial accounting information systems.

From the results of the simple Linear Regression calculation, the value of a = 29, 874 and the value of b = 0, 291 were obtained after that the values of a and b were arranged into a simple liner regression equation Y = a + bX so that the regression equation was Y = 29, 874 + 0, 291 which means that if the Organizational Behavior variable(X) has no transformation or its value is zero until the value of the Accounting Information System(Y) benefit variable is 29, 874. The Organizational Behavior(X) regression coefficient of b1 = 0, 291 explains if each increase in Organizational Behavior is one unit until the matter will increase the benefits of the Accounting Information System(Y) by 0, 291. Conversely, each decrease in Organizational Behavior(X) by one unit so that about it will reduce the Benefits of Accounting Information Systems(Y) by 0, 291.

The coefficient value obtained by the R number is 0, 324 about this proves that the Organizational Behavior(X) variable on Accounting Information Systems(Y) has a strong bond. Meanwhile, the direction of the bond is positive because the R value is positive. From the calculation of the t test, it is explained that the Organizational Behavior variable(X) on the Accounting Information System(Y) at the Hotel in Muara Enim City proves that the tcount = 2, 991 is greater than the t table value = 1, 657 about this means that partially the Organizational Behavior variable(X) has a significant effect on the benefits of the Accounting Information System(Y) at the Hotel in Muara Enim City. Based on the results of the information processing above, it can be proven if H1 = Organizational Behavior(X) has a positive effect on Accounting Information Systems(Y) about this convincing hypothesis in the research is tested and the hypothesis is accepted.

For Ghozali (2011: 160) The normality test aims to test whether in the regression model, confounding or residual variables have a fair distribution. The validity test is tried on hotels in Muara Enim City in order to see to what extent the indicators that make up the concept can represent the variables built in the research. A concept can represent the variables built if the corrected item total correllation value (validity value) r(0, 166) with an alpha value of 5%(0, 05). if the test results are compared with the rtable value with the validity level (α 5%) = 138, namely 0, 166.

Descriptive analysis of self-evidence of frequency information from respondents consisting of gender category, age, last education of respondents and tenure of respondents. There is also sourced information obtained from research respondents consisting of 138 people after which frequencies are made using the SPSS 22, 0 For Windows computer application. The results of the test of normality above prove that the asym. sig(2- tailed) for the organizational behavior variable has a value of 0, 015, while the sig for the accounting information system variable has a value of 0, 023 because the significance for both variables all prove greater than 0, 05. Thus it can be concluded that the distribution of information on the two variables can be declared normal.

5. Conclusion

Based on the research results, it can be concluded that Organizational Behavior has a positive effect on the benefits of Accounting Information Systems, which means that the more top influence of organizational behavior so that it will continue to be the top of the

Accounting Information System. Organizational behavior serves to increase the benefits of Accounting Information Systems. There is a significant effect of the influence of Organizational Behavior on the benefits of the Accounting Data System. That is, it continues to be good training, clarity of purpose and superior support provided so that it will provide an increase in the Accounting Data System. Based on the results of the calculation if the sum of the calculated t values exceeds the sum of the t table values, it means that the Organizational Behavior(X) variable has a significant impact on the Accounting Data System at Muara Enim City Hotel(Y). According to the calculation of simple linear regression results, the results obtained mean that if the Organizational Behavior variable(X) has no change or the value is zero so that the value of the Accounting Information System(Y) variable The regression coefficient of Organizational Behavior(X) is one unit so that about it will increase the Accounting Information System(Y). If there is a positive influence between Organizational Behavior on Accounting Data Systems as a Moderating variable in Muara Enim City Hotels. This means that the greater the score of Organizational Behavior, the greater and the level of Accounting Data Systems.

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Analysis of Licensing and Non-Licensing Services in Investment Services and Integrated Services in Musi Rawas Regency through Sub Focus: Innovation, Communication and Information Technology

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Abstract

Licensing and non-licensing services are one of the most important parts of determining the success and quality of services at the Investment Service and One-Stop Integrated Services DPMPTSP Musi Rawas Regency. It is realized that creating quality, dynamic services so that they are able to keep abreast of developments and expectations of community business actors is not an easy thing and requires a series of continuous and sustainable efforts. Improving good service is a requirement that must be met by the government. As a service that deals with investment affairs and one-stop integrated services, the aim is to increase the investment value of PMDN and PMA. The One-Stop Integrated Service which is a center for licensing and non-licensing services, the Implementation of Licensing and Non-licensing by PTSP is required to use PSE Electronic Services, this is a strategic policy that needs to be followed up and implemented as a form of service strategy to the community. The design used in this study is descriptive qualitative by using SWOT analysis which describes, describes, and describes the object under study. The results of the study show that the Musi Rawas Regency One Stop Service Investment Service has a strategic role and a big challenge. Based on the results of the SWOT analysis, there are priority strategies in licensing services, namely the use of information technology, innovation in services and leadership support for the development of information and communication technology and the sustainability of innovation is urgently needed, provided that it is guided by existing regulations or rules.

Keywords: licensing, non-licensing, innovation.

1. Introduction

Licensing and non-licensing services are one of the most important parts of determining the success and quality of services at the Investment Service and One-Stop Integrated Services DPMPTSP Musi Rawas Regency. It is realized that creating quality, dynamic services so that they are able to keep abreast of developments and expectations of community business actors is not an easy thing and requires a series of continuous and sustainable efforts. Improving good service is a requirement that must be met by the government.

Value of investment and investment activities in Musi Rawas: Of the 24 plantation companies that have invested in Musi Rawas Regency according to the 2017 Investment Activity Report, only 16 plantation companies have actively submitted LKPM reports, the PMDN company is Rp. 3,091,064,511,398, - for PMA of Rp. 2,131,854,758,858, - and a factory of Rp. 298,410,061,556,-.

The models for companies investing in Musi Rawas Regency consist of 2 models, namely: PMDN and PMA. PMDN (Domestic Capital Company): Companies whose investment realization value is in rupiah (Rp.). PMA (Foreign Capital Company). The investment potential of Musi Rawas Regency includes: plantation, agriculture, livestock, fisheries, mining and energy, industry and trade, tourism. Plantation has 25 plantation companies. Agriculture, In 2017 Musi Rawas Regency experienced a rice surplus of 119,804 besides that Musi Rawas Regency was also an Organic Food Producer. Livestock, Investment in the livestock sub-sector is relatively smaller than other economic sectors. Fisheries in 2017, total aquaculture production from pools of rushing water, still water ponds, cultivation in paddy fields, floating net cultivation and tarpaulin pond cultivation reached 65,727.41. Mining and Energy, Musi Rawas Regency has promising mining potential and investors are needed to manage it. Industry and Trade, The industrial sector is one sector that can increase added value, broad employment opportunities, availability of quality goods and services, market competitiveness, increase non-oil and gas exports and technology development. Musi Rawas Regency also has investment potential in the tourism sector.

In accordance with Government Regulation Number 18 of 2016 concerning Regional Apparatuses, the Regional Government of Musi Rawas Regency updated the Regional Apparatus Work Unit to become a Regional Apparatus Organization as stipulated in Musi Rawas Regent Regulation Number 61 of 2016 concerning Organizational Structure, Duties and Functions of the Investment Service and One-Integrated Services Musi Rawas Regency Door DPMPTSP. As a service that deals with investment affairs and one-stop integrated services, the aim is to increase the investment value of PMDN and PMA. The One-Stop Integrated Service which is a center for licensing and non-licensing services, which was formed through Minister of Home Affairs Regulation number 24 of 2006 concerning Guidelines for the Implementation of One-Stop Integrated Services which was then confirmed by Presidential Regulation Number 97 of 2014 concerning the Implementation of One-Stop Integrated Services, which regulated in Article 17 reads Licensing and Non-licensing by PTSP is required to use Electronic Services PSE, this is a strategic policy that needs to be followed up and implemented as a form of service strategy to the community. This has also been supported by Presidential Instruction Number 03 of 2003 concerning national policies and strategies for the development of e-government.

2. Literature Review

Innovation. Basically innovation can provide added value and of course be useful for the general public as well as for the creators themselves. The following is a discussion of matters relating to innovation according to the opinions of experts. Innovation according to Schumpeter (1934) in Wawan Dewandto et al (2014) is a new combination of production factors created by entrepreneurs and innovation thinking is an important driving force in economic growth. According to Hurley and Hult (1998) in Aang Curatman et al (2016: 3) define innovation as a company mechanism for adapting in a dynamic environment, therefore companies are required to be able to create new thoughts, new ideas and offer innovative products and service improvements that satisfy customers. Muluk (2008) in Daryanto (2016) The definition of innovation in public services can be interpreted as achievements in achieving, increasing, and improving the effectiveness,

efficiency, and accountability of public services produced by initiative approaches, methodologies, and or new tool in community service. According to Kotler in Moh Alifuddin & Mashur Razak (2015) defines innovation as something related to goods, services or ideas that are perceived as new by someone. Even though this idea has existed for a long time, this can be said to be an innovation for people who have just seen or experienced it.

Based on the opinion of the experts above, innovation has four characteristics, namely: Having uniqueness/specificity means that an innovation has unique characteristics in terms of ideas, programs, arrangements, systems, including the possibility of expected results. Has the characteristics or elements of novelty, in the sense that an innovation must have characteristics as a work and fruit of thought that has a degree of originality and novelty. The innovation program is carried out through a planned program, in the sense that an innovation is carried out through a process that is not in a hurry, but innovation is carefully prepared with a clear and planned program in advance. Innovations that are rolled out have goals, innovation programs that are carried out must have a direction to be achieved, including directions and strategies to achieve these goals.

Communication. According to Hubeis, et al in Rumsari (2016) communication is the process of conveying a message by someone to another to inform or to change attitudes, opinions, or behavior either directly (orally) or indirectly (media), the process of conveying meaning to ideas or ideas conveyed either intentionally or unintentionally. According to Kumar (2014), in order to create effective communication, there are 7 (seven) principles that must be met, namely: Completeness. Communication must be complete. In a sense, communication must convey all the facts needed by the audience. The sender of the message must consider what the audience thinks and send the message accordingly. Brief. Communicating what we want to express in words without any reference to other principles. Conciseness is needed in effective communication. Considerations . Effective communication must consider the things that are owned by the audience such as the audience's point of view, background, mindset, level of education, and others. As communicators, we must make an effort to think about who is the target audience and the things attached to them. We also have to be able to ensure that we can manage the target audience's self-esteem and will not hurt the target audience's emotional side. In compiling messages, we must be able to package messages in such a way that is tailored to the needs of the audience. Clarity. Effective communication must have clarity of the message conveyed or the goals to be achieved. In communication, clarity can make it easier for audiences to interpret and understand the contents of the message. Certainty. concrete communication means to be clear and specific. Concreteness strengthens self-confidence. A concrete message is supported by data and facts, uses clear words and can build reputation, and a concrete message will not be misinterpreted by the public. Politeness. The message conveyed should be able to show the expression of the sender of the message so as to gain the respect of the audience. Accuracy. In communication, accuracy means the absence of errors in communication. The messages conveyed are precise, clear, and timely. If the communication is done correctly it will be able to increase the confidence of the audience because the right message has a big impact on the audience. The correct message can also check the level of precision and accuracy of the data and facts used in the message. The correct message also uses the appropriate

language in the message.

Information Technology is the field of technology management and covers a wide range of areas which include but are not limited to such things as processes, computer software, information systems, computer hardware, program languages and construction data. In short, what makes data, information or knowledge perceived in any visual format, through any mechanism of multimedia distribution, is considered part of Information Technology. The definition of information technology according to Sutabri (2014: 3) is as follows: "Information technology is a technology used to process data, including processing, obtaining, compiling, storing, manipulating data in various ways to produce quality information, namely relevant information , accurate and timely, for personal, business and government use and is strategic information for decision making". The definition of information technology according to Mulyadi (2014: 21) is "Information technology includes computers (both hardware and software), various electronic office equipment, factory equipment and telecommunications." Abdul Kadir (2014: 15) argues that information technology in line have the following roles: Information technology replaces the role of humans. In this case, information technology automates a task or process. Information technology strengthens the role of humans, namely by presenting information on a task or process. Information technology plays a role in restructuring the role of humans. In this case, technology plays a role in making changes to a set of tasks or processes.

The application of information technology systems through online systems helps the public to get easy and fast services because filling out forms online can be done anywhere and anytime, but in the implementation process, the use of this online system is still not integrated with related technical OPDs. In general, the benefits of information technology include: Make it easier for us to obtain information and communicate; The opening of new business opportunities; There is an increase in the quality and quantity of public services; There is an increase in distance information services in the health sector (telemedicine); The creation of e-Learning as a means of improving the education system; Creating jobs; Enrich knowledge and knowledge in all fields including the cultural aspect; Promoting the democratic process in all respects.

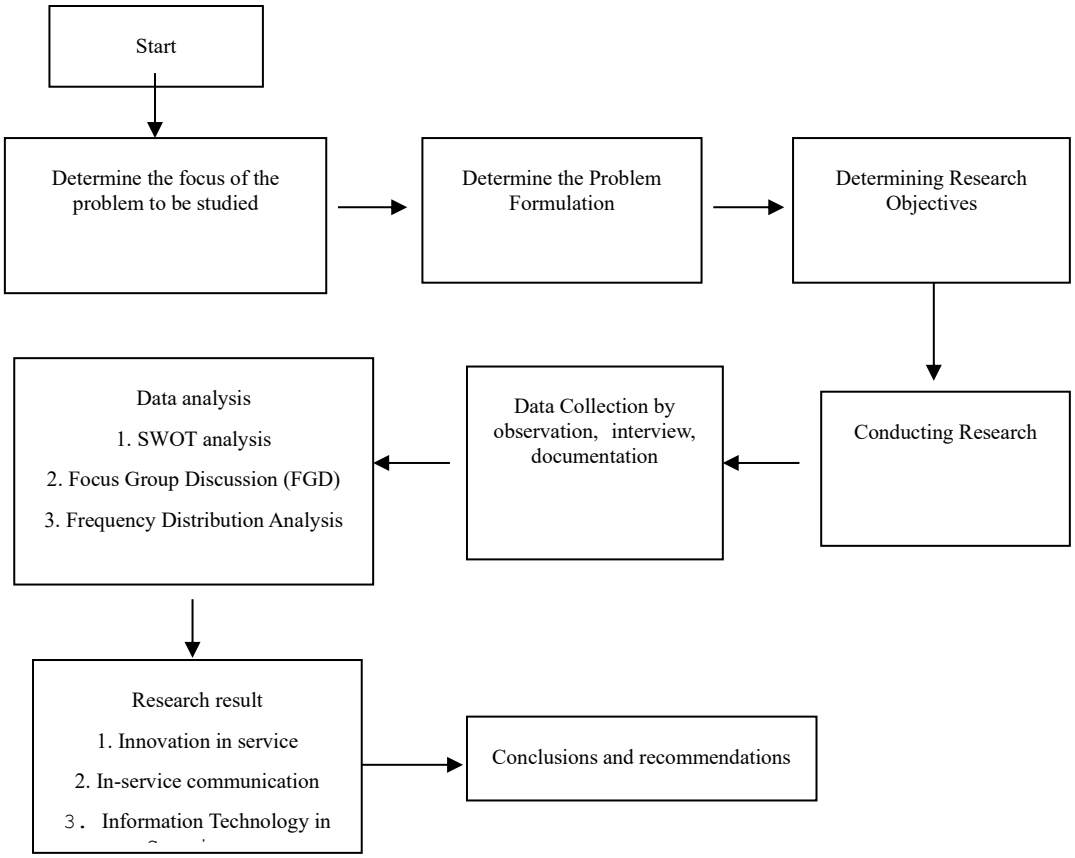
According to Muchtar A.F service is an attitude that can result in a feeling of satisfaction or dissatisfaction experienced by consumers when the action process occurs. Meanwhile, according to Antonius Aditya & Onno Purbo, service is a product that provides solutions to customers (Carapedia, 2015). In Permen pan & RB Number 14 of 2017 that public services are all service activities carried out by public service providers as an effort to fulfill the needs of service recipients, as well as in the framework of implementing statutory provisions. Service providers can provide the best service supported by information technology (IT) which is also developing in the current technological era. The development of this technology is increasingly complex day by day which allows everything to be faster and more affordable. Lovelock, Christoper H, (1991) according to the 2017 revision of LAN says that "services are products that are intangible, last for a while and are felt or experienced." , and lasts a moment or does not last long, but is experienced and can be felt by the recipient of the service. According to Fandy Tjiptono (2014) the definition of "Quality of service focuses on efforts to fulfill the needs and desires of consumers and the accuracy of their delivery to offset consumer expectations".

Meanwhile, according to Wyock (in Lovelock, 1988) quoted by Fandy Tjiptono (2014) service is the level of excellence (excellent) expected and control over these advantages to meet consumer needs. There are three types of services, namely: Oral service; Service with writing; Service by deed.

From the definitions above, it can be concluded that service is a product provided to customers with the aim of providing satisfaction with the solutions provided by companies/organizations. The government seems to have taken steps to overcome the obstacles to the One Stop Service (OSS) or One Stop Service (OSS), namely by making a policy as one of the efforts to attract investors to invest in Indonesia. This study is intended to obtain an ideal form of policy in building the One Stop Integrated Service using the system approach method: Describe the national policy related to one-stop integrated services; Describe regional policies related to one-stop integrated services; Analyze the existing conditions and then make recommendations in the form of policies and implementation of the ideal one-stop service.

3. Research Method

The research design is used as the basis for the research strategy so that researchers can obtain research data in accordance with the research objectives. The design used in this research is descriptive qualitative which is to describe, describe, and describe the object under study.

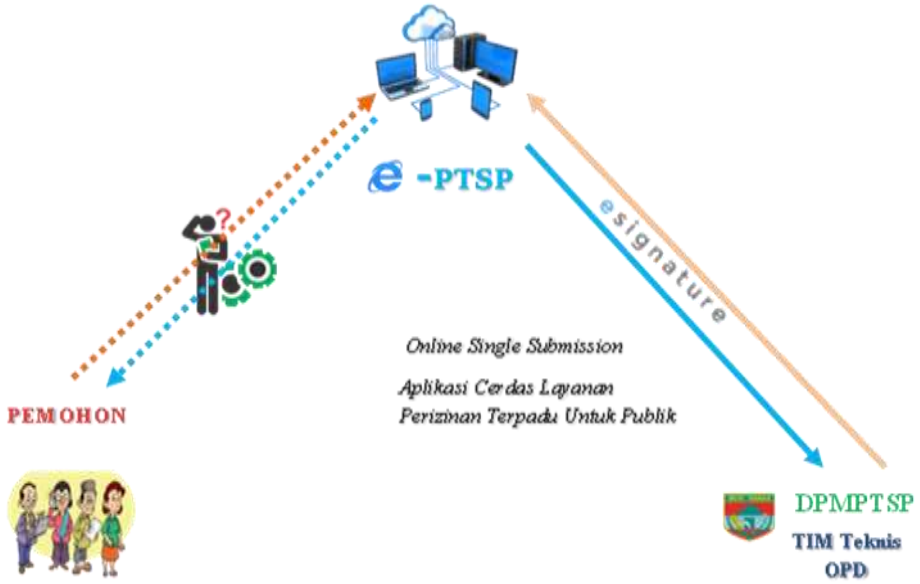


4. Findings and Discussions

The author conducts open interviews with internal informants and semi-open interviews

with external informants, where the interviews are conducted as part of the techniques that researchers use in research. / questionnaire to business actors / communities who come to take care of licensing and non-licensing at the Office of Investment and One Stop Integrated Services, Musi Rawas Regency. In this chapter the researcher will explain the results of the research from the results of the interviews and questionnaires that have been carried out. At this stage the researchers in collecting data also conducted directed discussions regarding licensing and non-licensing services with a sub focus on innovation, communication and information technology for services to several informants/parties in charge. Informants in this study are people who have the potential to provide information about how innovation, communication and information technology affect or not the services at the Investment and One Stop Services Office of Musi Rawas Regency. The informants in this study were the State Civil Apparatus (ASN) at the Investment and One-Stop Service Office of Musi Rawas Regency and external informants, including: Head of DPMPTSP of Musi Rawas Regency; Head of the Licensing and Non-Licensing Services Division of DPMPTSP Musi Rawas Regency; Head of Licensing and Non-Licensing Reception and Research Section of DPMPTSP Musi Rawas Regency; Head of data section and reporting of licensing and non-licensing DPMPTSP of Musi Rawas Regency; The front office staff consists of 4 (four) people; Back Office staff is 3 (three) people; Business actors/community users of services.

Basically integrated licensing services are very complex services, licensing is one of the important aspects of public service. The quality of public services in the field of licensing and non-licensing plays an important role in attracting investors to invest in an area. The quality of licensing services themselves can also be identified from local government regulations in supporting and providing legitimacy for licensing agencies in the regions to provide services more efficiently and effectively. Is a thought related to one of the obstacles to the emergence of interest in investing for business actors/the public is the business licensing process which seems complicated and not transparent. This provides a basis for local governments to make improvements to the licensing process in a new institutional form known as One Stop Service (OSS). In an effort to increase investment inflows of Foreign Capital Companies (PMA) and Domestic Capital Companies (PMDN) to the regions, the implementation of OSS is very strategic and urgent, with the OSS application, the bureaucratic chain that has so far seemed to slow down the licensing system will be trimmed, where the licensing process and the nomenclature will change significantly. Investors need investment licensing services with certainty of costs, time and clear requirements. In addition to OSS, SICANTIK Cloud is also implemented, SICANTIK stands for Smart Application Integrated Licensing Services for the Public in the form of a cloud system that can be used by government agencies free of charge. SICANTIK itself is a web-based application that is integrated with Online Single Submission (OSS) for business permits and other services carried out at the Investment and One-Stop Services Agency (DPMPTSP) which seeks permits that are not regulated in Government Regulation number 24 of 2018 regarding electronically integrated licensing services.



Service flow with the OSS and SICANTIK Cloud applications.. From the results of interviews and distribution of questionnaires / questionnaires, a SWOT analysis can be obtained as follows:

SO, WO, ST, WT Strategy Analysis

Internal / Eksternal	Strenght (S)	Weakness (W)
	Facilities and infrastructure supporting information technology/web-based services (E-PTSP). number of permits and non-permits served. E-PTSP Management HR.	With the issuance of Presidential Decree No. 91 of 2017 concerning the acceleration of business implementation and Government Regulation Number 24 of 2018 concerning Electronically Integrated Business Licensing Services (One Single Submission / OSS). Where the system in DPMPTSP has not been integrated with each related technical Regional Apparatus Organization. technical problems such as frequent power outages and a substandard internet network.
Opportunitis (O) National policy to support investment implementation that is integrated with the One Stop Integrated Service (PTSP). Human resources are quite pro-active. Has outlets for licensing and non-licensing services. Potential Investment Opportunity	SO Strategy (Strength and Opportunity Strategy) Increasing the role of DPMPTSP in developing investment potential in Musi Rawas Regency by utilizing information technology. Utilizing an integrated system (One Single Submission (OSS) and SI CANTIK Cloud in implementing one-stop integrated licensing services;	WO strategy (Weakness Strategy and Opportunity) The quantity and quality of apparatus human resources in the application of the business licensing system are integrated electronically. Increase the provision of infrastructure. Prepare data based on investment potential

Information Services (investment exhibitions and promotions). Applicable rules/regulations or actual conditions that are considered to provide opportunities for DPMPTSP to grow and develop in the future.	One-door integrated licensing services are carried out professionally based on SOPs. The support of the Central Government and the commitment of regional leaders as a driving force to immediately carry out system development (migration from a manual system to a new/online system) for one-stop integrated licensing.	and integrated regional permits. Licensing services integrated with central policy;
Treats (T) Ignorance/not yet understanding of the community/business actors regarding the online licensing system so that information technology functions cannot be utilized properly.	ST Strategy (Strategy of Strengths and Threats) Increasing the quantity and quality of apparatus human resources in planning investment development based on investment potential in Musi Rawas Regency; Increasing the provision of DPMPTSP infrastructure so that it can keep abreast of existing information technology developments; Prepare data based on investment potential and integrated regional permits. Licensing services are carried out with a one-stop integrated service system integrated with central policy.	WT Strategy (Weaknesses and Threats Strategy) Improving the quality of apparatus human resources in investment services; Providing data based on regional investment potential in order to support coordination with related institutions in organizing investment in the region; Increasing the provision of DPMPTSP infrastructure facilities to improve services to the community.

From the table above, an explanation of the SO, WO, ST, WT strategies can be described as follows: SO (Strength-Opportunity) Analysis. Increasing the role of DPMPTSP in developing investment potential in Musi Rawas Regency with Information technology through the use of integrated systems (OSS) and SICANTIK Cloud in implementing one-stop integrated licensing services and utilizing licensing and non-licensing service outlets at certain events such as District-level Musrenbang, investment fairs and so on. Utilizing existing innovations to maximize the One Single Submission (OSS) integrated system and SI CANTIK Cloud in implementing one-stop integrated licensing services, and creating new innovations and replicating them from other areas in accordance with the conditions of the DPMPTSP of Musi Rawas Regency. Improving the quality of human resources that are owned with the aim of providing better service to the community/business actors so that people become satisfied with the services provided and their level of trust increases, so that thoughts about convoluted and long services will fade by themselves. Improving the quality of human resources can be done by involving human resources in training related to services. One-stop integrated licensing services are carried out professionally based on existing SOPs and revised regulations so that they do not conflict with regulations issued by the central government or regional governments. Utilize the response and commitment of regional leaders as a driving force to immediately carry out system development (migration from a manual system to a new/online system) for one-stop integrated licensing

WO (Weaknesses-Opportunities) Analysis. Increasing the quantity and quality of apparatus human resources in terms of using applications and systems that are integrated electronically and also need to carry out online integration with related Technical OPDs

so that it makes it easier for the flow of services and the services provided are maximized. The use of applications such as OSS and SICANTIK Cloud can help the community/business actors in the position of permits they are proposing, whether they are in the process, not yet active or whether the permits are already active; Procurement and improvement of existing facilities and infrastructure so that existing facilities and infrastructure at DPMPTSP can keep abreast of information technology developments that continue to develop. Carry out more active coordination with the Regional Apparatus Organizations in charge by taking advantage of the positive response of regional leaders such as increasing power for the Investment and Integrated Services Service obtained from the PUCKTR Service, for substandard internet networks assisted by Diskominfo in increasing bandwidth. Implementation of licensing services with a one-stop integrated service system that is integrated with central policy. In Law Number 25 of 2007 concerning investment, at the national level there has been an "umbrella" for the implementation of one-stop integrated services. Matters relating to what is one stop integrated service, the purpose of its formation, its institutions, the relationship between the central government and regional governments have been regulated more strictly. This firmness can create certainty for central and regional government officials in carrying out their duties, certainty for investors, and certainty for general public.

ST (Strength-Threat) Analysis. Disseminate the OSS system and the SiCantik Cloud application to both public service ASNs and the community. Increasing the utilization of Online Corner in active assistance services for business actors through OSS and SICANTIK Cloud, with the hope that information and verification services will be faster, efficient and transparent so that the optimization of the information service verification system and licensing procedures is achieved so that community satisfaction with the services provided increases according to DPMPTSP's vision is "Fast, Precise and Quality in One-Stop Integrated Services Towards Perfect Quality 2021". Increase the professionalism of the DPMPTSP apparatus in order to face competition in investment services with other regions, which means that services are mainly in the form of communication. Simplification of licensing and non-licensing.

WT (Weakness-Threat) Analysis. Routine socialization to the public regarding the online licensing system so that the public can know and understand that online licensing can make things easier, not the other way around. Increase the provision of DPMPTSP infrastructure, especially those that support the smooth running of services in order to increase investment understanding to related agencies and the public. Improving coordination and communication with related technical OPDs as well as business actors/community.

5. Conclusion

The use of information technology has been proven to have a positive impact on services at the Musi Rawas District Investment and One-Stop Services Office in assisting OPD performance related to online licensing services. The innovations that have been implemented provide many benefits, especially for business actors/communities, where they can find out the process from the application to the issuance of permits because the information will be sent directly to the email of the business actor/community using the service. Leader support (leadership support) for the development of information and communication technology and the sustainability of innovation is urgently needed,

provided that it is guided by existing regulations or rules. Based on the description of the results of the research and discussion as previously stated, there are several recommendations offered for improvement and progress of the Investment Service and One Stop Integrated Services of Musi Rawas Regency, as follows: 1. For Musi Rawas District Government: • Need to strengthen HR capabilities by: 1. Formal education, employee education to follow the level of educators. 2. Technical training to meet the skill needs of service personnel. 3. Providing a reward and punishment system. Improvement of supporting infrastructure: By providing an adequate budget in terms of fulfilling the required infrastructure. • It is necessary to carry out more widespread socialization to the community, one of which is by socializing together/coinciding with the District-level MUSRENBANG. It is necessary to change the mindset of service staff, namely the mindset that has developed among them so far is that the bureaucracy has a higher position than the community.

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The Influence of the Organization Culture and Supervision toward the Employee Performance at the Public Order Enforces Police and the Fire Company of Musi Rawas District

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Abstract

The paper deals with the influence of organization culture and supervision toward the employee performance at Public Order Enforcers Police and the Fire Company of Musi Rawas District. This research used the method of observation, interview, questionnaire and documentation. Organization Culture Variable (X1), has a significant influence toward the Performance (Y), it can be seen through the first hypothesis which states a partially significant influence between the Organization Culture Variables (X1) toward the Performance (Y). Based on the result of data processing, the calculated t-value for the Organization Culture Variable (X1) was 9.813 while the value of t-table was 1.663. It was found that t-count was greater than t-table, so it was partially concluded that the Organization Culture Variable (X1) has a significant influence toward the Performance (Y). Thus, Supervision Variable (X2) has an influence toward the Performance (Y). It can be seen from the hypothesis that there was a significant effect between the Supervision Variable (X2) and the Performance (Y). Meanwhile the result data processing of the t-count for the Supervision Variable (X2) was 9.249 while the value of t-table was 1.663. From this data, it was found that t count > t table, so it can be concluded that the Supervision Variable (X2) has a positive influence toward the Performance Variable (Y). The Organization Culture (X1), Supervision Variables (X2) have a significant influence toward Performance (Y). It can be seen that the third hypothesis which states that the variables of Organizational Culture (X1), Supervision (X2) have a positive influence toward the Performance (Y). Finally, the results data processing of F-count value was 73.846 and the value of F-table was 3.105. Then it can be seen that F-count > F-table, so it can be concluded that the Organization Culture Variable (X1), Supervision (X2) has a significant effect on Performance (Y). It showed that the Independent Variables (Organization Culture, Supervision) have an influence toward the Dependent Variable (Employee Performance).

Keywords: organizational, culture, supervision, performance.

1. Introduction

The Firefighters in Musi Rawas Regency Service are in charge of responding the firefighting. The fire company is an element that is formed by the government at Musi Rawas Regency to be given responsibility for carrying out a duty of handling fires. The problems are found in the public order enforcers' police and the fire company of Musi Rawas Regency are related to an organization culture that is not conducive, where there is still a lack of feeling or individual behavior that identifies themselves as part of the organization and employees only think about personal interests and not think to a wider in the scope of the organization. Furthermore, in the sector of supervision, namely the supervision of leaders is not routine and regular so that employees are still not supervised; there is still a lack of strict action of the foul which is committed by the employees. In

this research, the performance problems were found, namely, there are still the employees who had not been able to carry out their duties in accordance by the organization goals, there is still a lack of the collaboration between the employees and superiors, the quality and quantity of their job was still low.

2. Literature Review

Human resources are a factor to achieve the organization success. The challenge that we will face is how to prepare a qualified and innovative human resources. Therefore, organizations must compete to boost the employee morale, and also the ability to provide the best service to the public and quality services. In order for the tasks in the organization to work, of course, you have to prepare aspects of the organization culture, the supervision, the employee performance. Therefore, the organization must try to improve its employee performance (Edison, 2018).

The organization culture (Wirawan, 2019) said that the norm and values are developed by the leader for a long time to be applied in the activities of an organization so it influences the mindset and behavior of members to produce the products. Organization culture is a set of values adopted for the work organization guidelines lines. In addition, supervision (Busro, 2018) cited that the process of implementing an organization so that the work is carried out base on the plan which is determined by using the predetermined standards and certain actions. Supervision is a process of determining what must be achieved. Then, performance (Priansa, 2018) stated that an action according to the size that applies at a certain time regarding work and actions. Performance is quality and quantity performance achieved by employees or employees.

3. Research Method

The location of this research was the public order enforcers' police and the fire company of Musi Rawas Regency. The address is on Pangeran Moehamad Amin Street, Muara Beliti Baru Village, Muara Beliti District. The time of the research was carried out from on January 2022 until on June 2022. The population is a generalization of the objects and subjects that have characteristics set by the researcher and then it is learned and given a conclusion. (Sugiyono, 2016). The population in this research were 87 the employees of Fire Company at Musi Rawas Regency. The sample was the number of characteristics was possessed by the population. (Sugiyono, 2016). The sample technique of this research used a saturated sample. Saturated sample was a technique for determining the sample (Sugiyono, 2016). So this research used a sample of 87 respondents. The data sources used primary data and secondary data. Primary data was obtained through observation and observation at the place of the research site by a systematic and questionnaire way while the secondary data is through the documentation.

4. Findings and Discussions

The analyses of the simple linear regression, the analysis the correlation coefficient (r) and t-test analysis of organization culture variables (X1) toward the performance (Y). The calculation of simple linear regression from value b1 = 0.437 and value a = 8.358 and value into simple linear regression $\hat{Y}$ = 8.358 + 0.437 X1 that the organization culture variable (X1) and the performance variable value (Y) was = 8.358. The regression coefficient of the organization culture variable (X1) was b1 = 0.437, the organization

culture variable (X1) will increase the performance variable (Y) to 0.437. Conversely the performance variable (Y) was 0.437. The correlation coefficient value r = 0.729. It indicates that the organization culture variable (X1) toward the performance (Y) have a strong and a positive connection. The T test results t-count Organization Culture (X1) t-count of 9.813 > t-table value of 1.663 or and it's said Organization Culture Variable (X1) have a significant effect on performance variable (Y). From data processing it can be proven that H1 = organizational culture (X1) has a positive effect on performance (Y). The hypothesis states that there was a significant influence partially between the Organization Culture variables (X1) toward the Performance (Y). Based on the results of data processing, the t-count value of the Organization Culture Variable (X1) was 9.813 and the t-table is 1.663. So t-count was bigger than t-table. It was concluded that the Organization Culture Variable (X1) has a positive influence toward the performance variable (Y).

Simple Linear Regression Analysis, the Correlation Coefficient Analysis (R) and the Control Variable t Test (X2) toward the Performance (Y). Based on the calculation of Simple Linear Regression, then b2 = 0.456 and a = 10.954 then enter into the Simple Linear Regression equation $\hat{Y}$ = 10.954 + 0.456 X2 then the value of the Monitoring variable (X2) and the value of the Performance variable (Y) = 10.954. The Regression Coefficient of the Monitoring Variable (X2), namely b2 = 0.456, the Monitoring variable (X2) will increase the Performance variable (Y) = 0.456. So the Monitoring variable (X2) will decrease the performance variable (Y) = 0.456. The correlation coefficient value is obtained by the number R = 0.708. It means that the control variable (X2) has a strong connection toward performance (Y). It is known that the tcount of the Supervision variable (X2) with a tcount of 9.249 > ttable value = 1.663 and it is said that the Supervision variable (X2) has a tcount = 9.249 > ttable = 1.663 and it is said that the Supervision Variable (X2) affects the Performance variable (Y). The hypothesis states that there is a partial significant between influences the Monitoring Variable (X2) toward performance (Y). Based on the data processing, the tcount value for the Supervision variable (X2) is 9.249 while ttable = 1.663. So tcount > ttable. So it can be concluded partially that the Supervision variable (X2) has a positive influence toward the Performance variable (Y).

Multiple Linear Regression Analysis, the Coefficient of Determination Analysis (R2), and f test of the Organization Culture (X1) and the Monitoring (X2) variables toward the Performance (Y). From the regression equation $\hat{Y}$ = 5.850 + 0.282 X1 + 0.268 X2 with a value = 5.850 it explains that the Organization Culture (X1) and the Supervision (X2) variables don't have change so the value is zero and the Performance variable (Y) = 5.850. The Regression Coefficient of Organization Culture Variable (X1) b1 = 0.282 states that an increase in the Organization Culture variable (X1) by one unit will increase the performance variable (Y) = 0.282. The Regression Coefficient of the Monitoring variable (X2) b2 = 0.268 that an increase in the Monitoring variable (X2) by one unit will increase the Performance variable (Y) = 0.268. The coefficient of determination is obtained by the RSquare (R2) figure of 63.70%. This value means that the Organization Culture (X1) and the Supervision (X2) variables have an influence of 63.70% toward the performance variable (Y) while the remaining 36.30% and are influenced by other variables. Using a 95% confidence level, a = 5%, df1 (number of variables – 1) = 2 and df2 (n – k – 1) or

(87 – 2 – 1) = 84. Fcount = 73.846 a significance level of 0.000. Where Fcount is greater than Ftable then Ho is rejected and Ha is accepted. Conversely, if Fcount is greater than Ftable then Ho is accepted and Ha is rejected. The Fcount research (73.846 > F table (3.105) means that Ho is rejected and Ha is accepted. It means that there is a significant influence of the Organization Culture (X1) and the Supervision (X2) toward the Performance (Y). So from the results of data processing it is proven that H3 = the Organization Culture (X1) and the Supervision (X2) have a positive influence toward the performance (Y). The third hypothesis states that there is a significant influences that also give the same influence, they are the Variables of Organization Culture (X1) and the Supervision (X2) that have a positive influence toward performance (Y). Based on the results of data processing, the value of Fcount is (73.846) and Ftable = 3.105. So it can be seen that Fcount>Ftable. So it can be concluded simultaneously that Organization Culture Variables (X1) and the Supervision (X2) have a significant positive influence toward the performance (Y).

5. Conclusion

Based on the results of the research that has been described above, it can be concluded as follows: Variable Organization Culture (X1) has a significant influence toward the performance (Y), it can be seen from the first hypothesis which states that there is a significant influence partially between Organization Culture Variables (X1) toward the Performance (Y). Based on the data processing, the tcount value for the Organization Culture Variable (X1) = 9.813 while ttable = 1.663. So tcount > ttable. So it is concluded that the Organizational Culture Variable (X1) has a significant positive influence toward the Performance Variable (Y). V Monitoring variable (X2) has a significant influence toward the performance variable (Y). It can be seen that monitoring variable (X2) has an influence towrd the performance (Y). Based on the results of the data processing, the tcount value for the Supervision variable (X2) is 9.249 while ttable = 1.663. So tcount is greater than ttable. It can be concluded that the control variable (X2) has an influence toward the performance variable (Y). V Variables Organization Culture (X1) and the Supervision (X2) have an influence toward the Performance (Y) It can be seen from the third hypothesis stating that there is a significant influence jointly between the variables Organization Culture (X1) and the Supervision (X2) having a positive influence toward the Performance (Y) . Based on the results of the data processing, the value of Fcount is 73.846 while Ftable is 3.105. It can be seen that Fcount > Ftable. So it can be concluded simultaneously that the Organization Culture Variables (X1) and the Supervision (X2) have a significant positive influence toward the performance (Y).

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Analysis of the Influence of Communication and Motivation on Employee Performance

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Abstract

The purpose of this study was to find out and analyze how much influence communication and motivation have on the performance of employees in the Security Division of the Public Service Police Unit in Musi Rawas Regency. The population and sample in this study were 37 people. Methods of data analysis techniques using quantitative research methods. The results of multiple linear regression analysis can be obtained with the regression equation: $\acute{Y} = 25.525 + 0.393X_1 + 0.296X_2$, the overall multiple linear regression coefficient values are positive, meaning that if the value of the independent variables in the form of communication and motivation increases, it will encourage an increase in employee performance. The results of the determination coefficient of variations in changes in Employee Performance values can be explained by Communication and Motivation simultaneously of 61.7%. Simultaneously communication and motivation have a significant effect on employee performance as evidenced by the F_{count} value of 27.356 > F_{table} = 3.28 with a significant (0.000) < (0.05). The conclusion of the research is that the variables of Communication and Motivation have a significant effect on the variable of Employee Performance in the Security Division of the Public Service Police Unit in Musi Rawas Regency.

Keywords: communication, motivation, employee performance

1. Introduction

To form a good cooperation within the organization, it is clear that there is a need for good communication between the elements within the organization. Good communication will lead to mutual understanding and comfort in work. In accordance with this fact, how much the role of the communication function in the organization is often ignored. This kind of thing that often happens in organizational development is about the occurrence of miss understanding (misperception) in communication.

Good communication is not just talking or correspondence. However, you can also use the latest communication tools that quickly convey all instructions, instructions, suggestions, and so on, but this does not guarantee that communication has been carried out properly. Because there could be miss communication and miss undertsand. The Civil Service Police Unit of the Musi Rawas Regency is an organization that is closely related to cooperation in carrying out security tasks. For this reason, good communication is needed, as well as having a leader who is capable of communicating to eliminate the miss communication and miss understanding.

A collaboration carried out by individuals within the organization has the hope that their needs will be met. So, in human organizations bring with them the various needs and desires of each individual who is a member of the organization. Therefore, to realize work harmony in fulfilling the two interests of each member of the organization, cooperation between members is needed. Human resources as the greatest organizational potential

inevitably have to work together with different individual characteristics. For this reason, in developing an organization based on cooperation, it is necessary to have a clear performance and organizational structure so that the organization works effectively. This is closely related to a person's motivation in doing his work.

Basically motivation can spur employees to work hard so they can achieve the main goals of the organization or educational institution. Employees who have high work motivation, always have the enthusiasm or drive to work hard, as energy to generate self-motivation so as to achieve a standard of excellence, besides that this is because they have good self-control so they do not require strict supervision in achieving predetermined work performance. The importance of motivation and the ability possessed by employees has a very close relationship with directing the organization in a predetermined direction. That's why through development and training, motivation is a very appropriate alternative as an effort to improve the quality of performance.

Motivation in an organization or company aims to encourage the morale of employees to want to work hard by providing all abilities and skills for the realization of an organization. Leaders who direct through motivation will create conditions in which employees feel inspired to work. Highly motivated employees are essential if high performance results are to be achieved consistently.

Based on the phenomena and results of observations that the authors obtained, that there are still many Sat. Pol. PPs holding positions do not yet understand good communication techniques, for example, directions given to subordinates are often carried out in an indirect way (via short messages/cellphones). On the other hand, the lack of communication tools such as HT, telephone, and assignment orders to support the smooth implementation of tasks, as well as the employees' own busyness, among others, having various tasks such as being on duty at the official residence of the Regent, Deputy Regent, Chair of the DPRD and The Agropolitan Center post, resulting in a lack of coordination which often results in many other security tasks such as securing demonstrations, securing important events and so on, has not been maximized.

Furthermore, the phenomenon that occurs is hampering the success of the organization in achieving the expected goals, this is caused by some employees not carrying out their duties as they should. For example, the attitude of some employees who do not have self-awareness in carrying out security duties, for example, is lazy to control. This is basically a responsibility that must be carried out so that the mission and vision of the organization can be achieved. Meanwhile, the lack of encouragement and opportunities given by the leadership to employees to progress in increasing knowledge. On the other hand, work challenges are often encountered which are difficult to overcome and sometimes even threaten personal safety. From the problems above, the work results obtained are less than optimal which can result in decreased employee performance.

From the background of the problems above, the authors are very interested in conducting research on Analysis Of The Influence Of Communication And Motivation On Employee Performance In The Security Field Of Pamong Praja Police Unit, Musi Rawas District.

2. Literature Review

According to Webster in Thoh (a2012), The term communication comes from the Latin

term Communicare, the past participle form of communication and communicates which means a tool for communicating, especially a system of sending and receiving news, such as telephone, telegraph, radio, and so on. In addition, communication is a process of delivering, or notifying and receiving information, signs or news through speech, movement, writing, and so on. Then according to Cartier and Harwood (in Thoha, 2012) communication is a process of repeating memories. According to Kohler (in Muhamad, 2009) With good communication an organization can run smoothly and successfully and vice versa, the lack or absence of organizational communication can get stuck or fall apart. Effective communication is important for all organizations. Therefore, organizational leaders and communicators within the organization need to understand and perfect their communication skills.

Once the importance of communication in human life, Lasswell (in Cangara, 2011) suggests that the function of communication includes: Humans can control their environment, Adapt to the environment they are in, and Transforming social heritage to the next generation. Communication functions can also be traced from the type of communication itself. Communication is divided into four types, namely communication with oneself (intrapersonal communication), interpersonal communication (interpersonal communication), public communication, and mass communication.

In terms of taxonomy, motivation comes from the word "movere" in Latin, which means to move. Various things that are usually contained in various definitions of motivation include desires, hopes, needs, goals, objectives, encouragement and incentives. Thus it can be said that a motive is a mental state that encourages, activates or moves and that motive directs and distributes the behavior, attitudes and actions of a person which is always associated with achieving goals, both organizational goals and personal goals of each member of the organization concerned. .(Sondang P. Siagian, 2012). Motivation is an important component in achieving the success of a work process, because it contains a motivating element for someone to do work alone or in groups. An encouragement can come from within himself, in the form of self-awareness to work better or to provide the best for the group for various good and noble reasons. (Geringsupriyadi, and Guno, 2009). Motivation comes from the word motivation, which means encouragement of inner strength, while to motivate means encouraging to behave or try. (Sihotang, 2007).

Factors that motivate many people According to Herzberg, in Terry and Rue, (2010)) and used by researchers as indicators are: 1. Success. The ability to go through and overcome from one failure to the next without losing enthusiasm; 2. Confession. The urge to get statements and appreciation for positive work results from others; 3. Responsibility. Human awareness of his behavior or actions that are intentional or unintentional so that it encourages him to carry out his work functions properly; 4. Progress. An increase in what we have or an increase in what we have so that we can achieve better changes and increase satisfaction in meeting the needs of life; 5. Work challenges. Encouragement for the work itself or the work environment in the form of obstacles in the work so as to increase concern for overcoming and completing the work.

Performance is the result obtained by an organization, whether the organization is profit oriented or non-profit oriented, which is produced over a period of time. Furthermore, Indra Bastian stated that performance is a picture of the level of achievement of the implementation of an activity/program/policy in realizing the goals, objectives, mission,

and vision of the organization contained in the formulation of an organization's strategic planning. (Fahmi, 2013). When workers clearly understand what is expected of them and receive the necessary support to contribute to the organization in an efficient and productive manner, their sense of purpose, motivation and self-esteem will increase. Costello (in Wibowo, 2009). Performance is the implementation of the plans that have been compiled. Performance implementation is carried out by human resources who have the ability, competence, motivation, and interests. (Wibowo, 2009).

To measure the extent to which the performance of individual employees. According to Jhon Bernadin (1993) in Handayani, 2010 (Scientific Journal of Public Administration and Development) uses 6 criteria, namely: 1. Ability. Is the level of an employee who has the expertise/skills in carrying out his work function; 2. Cooperation. Performance is influenced by other resources such as work mechanisms, namely cooperation; 3. Initiative. Related to the power of thought and creativity in forming ideas to plan something related to organizational goals; 4. Reliability. This is the level of an employee who will be able to carry out his work functions and have work commitments and responsibilities; 5. Quality. Quality of work is measured from employee perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees; 6. Quantity. It is the amount produced, expressed in terms such as number of units, number of activity cycles, completed.

3. Research Method

This research uses quantitative methods. Quantitative method is a research method that uses a lot of numbers. Starting from the data collection process to its interpretation. While the research method is an in-depth and careful study of all facts. Data collection technique this study was carried out in several ways, such as questionnaires, observation, and documentation. Questionnaire In this study the data collection technique used was by asking questions in writing to the respondents. Observation Observation is data through the process of recording the behavior of subjects (people) objects (objects) or systematic events without any questions or communication with the individuals studied. Observation includes all matters relating to the observation of activities or conditions of behavior or non-behavior. Documentation Documentation is usually done to collect secondary data from various sources both personally and institutionally, including: Employee Absenteeism, Organizational Structure, Regulations, Organizational history and so on.

4. Findings and Discussions

Data Normality Test. In the Kolmogorov Smirnov test so that the results can be determined whether the data has a normal distribution or not. The data is said to be normal if the significance value is (> 0.05).

Table 1. One-Sample Kolmogorov-Smirnov Test

		X1	X2	Y
N		37	37	37
Normal Parameters[a,b]	Mean	80,8108	78,4865	80,4865
	Std. Deviation	7,76687	8,15687	6,48769
Most Extreme Differences	Absolute	,093	,102	,146
	Positive	,080	,075	,083
	Negative	-,093	-,102	-,146
Kolmogorov-Smirnov Z		**,565**	**,620**	**,887**
Asymp. Sig. (2-tailed)		**,907**	**,836**	**,411**

To analyze it, look at the bottom row "Asymp. Sig. (2-tailed)". if the significant value of each variable is more than (> 0.05) then the normality test can be fulfilled. Based on the results of the normality test, it shows that the significance value is (> 0.05), so that the data can be said to be normal. In the table above the significant value "Asymp. Sig. (2-tailed)" is more than (> 0.05). So it can be concluded that the normality test is fulfilled.

Linearity Test. In testing the linearity of the relationship used the F test technique. The purpose of the linearity test is to find out whether between the variables X Communication and Motivation and the Variable Y Employee Performance have a linear relationship or not. To analyze it using the results of the SPSS output data seen in table 2, and table 3 "ANOVA Table", as follows:

Table 2. Linearity Test ANOVA

			Sum of Squares	Df	Mean Square	F	Sig.
Y * X1	Between Groups	(Combined)	1093,910	13	84,147	4,593	,001
		Linearity	838,475	1	838,475	45,771	,000
		Deviation from Linearity	255,435	12	21,286	1,162	**,364**
	Within Groups		421,333	23	18,319		
	Total		1515,243	36			

The results of the linearity test above prove that the relationship that occurs between the independent variable and the dependent variable is linear. In table 2, which describes the test of the linear relationship between Employee Performance and Communication, the value of Sig. on the Deviation of Linearity of 0.364.

Table 3 Linearity Test ANOVA

				Sum of Squares	Df	Mean Square	F	Sig.
Y * X2	Between Groups	(Combined)		1087,243	12	90,604	5,081	,000
		Linearity		780,444	1	780,444	43,763	,000
		Deviation from Linearity		306,799	11	27,891	1,564	**,173**
	Within Groups			428,000	24	17,833		
	Total			1515,243	36			

The results of the linearity test above prove that the relationship that occurs between the independent variable and the dependent variable is linear. In the table above, which describes the test of the linear relationship between Employee Performance and Motivation, the value of Sig. on the Deviation of Linearity of 0.173.

Table 4. Calculation Results of Multiple Regression Equations

Model		Unstandardized Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	25,525	7,472	
	X1	,393	,131	,471
	X2	,296	,125	,372

The regression equation obtained from data processing is as follows: Ý = 25.525 + 0.393X1 + 0.296X2 From the multiple regression equation then: a = 25.525 This shows that if the Communication and Motivation variable does not change or the value is zero, then the value of the Employee Performance variable is 25.525 b1 = 0.393 This shows that if the value of the Communication variable increases by one unit. Then the value of the Communication variable will change positively by 0.393 units. Conversely, if the Employee Performance regression value drops by one unit. Then Employee Performance is also predicted to decrease by 0.393 units. Therefore it can be concluded that Communication has a unidirectional relationship to Employee Performance b2 = 0.296 This shows that if the value of the Motivation variable increases by one unit. Then the value of the Motivation variable will change positively by 0.296 one unit. Conversely, if the employee performance regression value decreases by one unit, then employee performance is also predicted to decrease by 0.296 units. Therefore it can be concluded that motivation has a unidirectional relationship to employee performance.

Table 5. Calculation Results of the Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,785[a]	,617	,594	4,13285

Analysis of the determinant coefficient (R2¬) obtained, which is equal to 0.617, can be interpreted that variations in changes in the value of the dependent variable (Employee Performance) can be explained by all independent variables (Communication and Motivation) together (simultaneously) of 61.7% and explained by other variables not included in this study of 38.3% such as Leadership, Work Environment, Work Discipline, Supervision, and others.

Table 6. Calculation Results of the Test F

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	934,508	2	467,254	27,356	,000[a]
	Residual	580,735	34	17,080		
	Total	1515,243	36			

Simultaneous test (F test) was conducted to see the effect of the independent variables on the dependent variable together. Based on the recapitulation of the results of multiple linear regression tests, it was found that the Fcount value obtained was 27.356 > Ftable = 3.28 and the significance level simultaneously sig F was (0.000) < α (0.05). This shows that together (simultaneously) the independent variables of the study (Communication and Motivation) have a significant influence on the dependent variable (Employee Performance).

The value of the regression equation is Ý = 25.525 + 0.393X1 + 0.296X2. From this equation, it can be seen that the overall multiple linear regression coefficient values are positive, this implies that if the values of the independent variables in the form of Communication and Motivation increase or are increased, it will encourage increased employee performance in the security sector of the Civil Service Police Unit of Musi Regency Rawas.

The value of the determinant coefficient (R2) obtained is 0.617 which means that variations in changes in the value of the dependent variable (Employee Performance) can be explained by all independent variables (Communication and Motivation) together (simultaneously) of 61.7% and explained by other variables not included in this study amounted to 38.3% such as Leadership, Work Environment, Work Discipline, Supervision, and others.

Based on the recapitulation of the results of the multiple linear regression test, it was found that the Fcount obtained was 27.356> Ftable = 3.28 with the denominator (n-k-l) = 37 – 2 – 1 = 34, and the significance level simultaneously sig F was (0.000) < α (0.05). This shows that simultaneously (simultaneously) the independent variables (Communication and Motivation) have a significant influence on the dependent variable

(Employee Performance). The results of the simultaneous test (F test) also prove that the first hypothesis of this study which reads "Allegedly there is a significant influence between Communication and Motivation together on Employee Performance in the security sector of the Civil Service Police Unit of Musi Rawas Regency, the hypothesis is accepted. And the purpose of this study is to find out the Analysis of the Effect of Communication and Motivation on Employee Performance in the field of security for the Civil Service Police Unit in Musi Rawas Regency, which has been achieved.

The results of the research can be related to the results of previous studies conducted by Dyah Ayu Sekarningtyas with the research title Analysis of the Influence of Communication and Emotional Intelligence on employee performance (study at the department of transportation, communication and informatics in Pemalang Regency).The research was conducted at the Department of Transportation, Communication and Informatics of Pemalang Regency regarding the effect of communication and emotional intelligence on employee performance. The results show that there is a positive and significant influence between Communication and Emotional Intelligence on employee performance at the Department of Transportation, Communication and Information Technology, Pemalang Regency. Namely the first hypothesis question that communication has a positive effect on employee performance is accepted. This is shown from the results of the t test calculation, where for the communication variable obtained t count of 4.557 with a probability of 0.000. Using a significance level of 5%, a probability value of less than 0.05 is obtained, meaning that H1 is accepted and H0 is rejected. Means that the communication variable has a positive and significant influence on employee performance. The better the communication at the Department of Transportation, Communication and Informatics, the better the performance of employees. And the second hypothesis question that emotional intelligence has a positive and significant effect on employee performance is accepted. By using a significance level of 5%, a probability value of less than 0.05 is obtained, meaning that H2 is accepted and H0 is rejected. Means that the emotional intelligence variable has a positive and significant influence on employee performance. The better the emotional intelligence at the Department of Transportation, Communication and Information of Pemalang Regency, the better the employee's performance will be. This is because employees are able to control their emotions well in different working conditions and situations every day, which ultimately has a positive impact on their performance.

Emotional intelligence is as important as a combination of technical and analytical skills to produce good performance. But unfortunately there are still organizations that have not been able to realize the importance of emotional intelligence caused by the assumption that emotional intelligence has no permanent aspect, because emotion is an individual state that is always changing. Based on the results of multiple regression analysis, it can be seen that the variable that has the greatest influence on employee performance is the communication variable (X_1), which has a greater regression coefficient (beta) than the emotional intelligence variable, which is equal to 0.424, while the emotional intelligence variable (X_2) has a the regression coefficient is 0.228. Then the test results show that the Adjusted R Square coefficient of determination is 0.300. this small coefficient of determination indicates that the ability of the independent variable to explain the dependent variable is very limited. This means that communication and emotional

intelligence can only affect employee performance by 30%, while the remaining 70% is influenced by other variables.

5. Conclusion

Based on the results of the research analysis and discussion that was carried out previously, it can be concluded that: Analysis of the Influence of Communication and Motivation on Employee Performance in the Security Sector of the Public Service Police Unit in Musi Rawas Regency, namely between the independent variables X1, namely Communication and X2, namely Motivation towards the independent variables (Y) namely the performance of employees in the security sector of the Civil Service Police Unit in Musi Rawas Regency together has a significant effect. And the hypothesis in this study is that it is suspected that there is a simultaneous influence of Communication (X_1) and Motivation (X_2) on Employee Performance in the security sector of the Civil Service Police Unit, Musi Rawas Regency (Y), where Ftable = 3.28. while the Fcount value obtained is 27.356> Ftable = 3.28 means that Ho is accepted, meaning that Communication and Motivation together have a significant effect on Employee Performance in the security sector of the Civil Service Police Unit in Musi Rawas Regency. and the level of significance simultaneously sig F is (0.000) < α (0.05). proven true and the hypothesis is accepted.

In closing, the researcher finally provides suggestions that might be of benefit to the advancement in the field of security for the Civil Service Police Unit in Musi Rawas Regency as follows: 1. For research objects, employees should improve communication so that they can increase employee performance more optimally. 2. For research objects, it is better if the leadership is more effective in providing motivation to all employees of the civil service police unit in Musi Rawas Regency. 3. For the research object, all employees should carry out the vision and mission more in the field of security for the Civil Service Police Unit, Musi Rawas Regency.

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The Influence of Competency, Layout, Office Facilities and Infrastructure on the Quality of Employee Service

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Abstract

The problem of this study was poor service quality because employees often delay work and there's a buildup of activities. This phenomenon should be addressed immediately so as not to interfere with the process of achieving organizational goals through appropriate competencies. A well-implemented office layout will enable employees to carry out their work easily and comfortably so as to create good quality work. Work cannot be completed by employees quickly and easily without adequate infrastructure. This study aimed to explore data and information related to the existence of (1) the effect of competence on employee service quality; (2) lay out or office layout on employee service quality; (3) knowing the effect of office facilities and infrastructure on employee service quality. This study used the systematic literature review method by using an understanding of previous research data sourced from journal references on the internet related to the concepts and discussions that're the same as the topics raised. The results of this study showed that competency, lay out, office facilities and infrastructure were very supportive to improve the quality of employee service.

Keywords: competence, layout, facilities, infrastructure, service, quality.

1. Introduction

With the rapid development of the world today, technology makes the boundary between information and human needs even closer. This speed and accuracy is also needed in the process of interaction between the government and citizens, but unfortunately the high mobility of citizens is not balanced with the accuracy and speed of the government in terms of services, especially services to the public (Sudarmanto, 2014). Every citizen has the right to quality public services from the government bureaucracy. Citizens also have the right to be protected from their rights, to have their voices heard, and to be respected for their values and preferences. The implementation of public services will never be separated from the relationship between the government as service providers and the community as users of public services provided by the government (Rivai, 2015).

As for improving the quality of services provided to the community, the government through the Minister of State Apparatus Empowerment and Bureaucratic Reform has made a regulation of PermenPANRB Number 15 of 2014 concerning Service Standard Guidelines. Where the regulation aims to provide certainty, improve the quality and performance of services in accordance with the needs of the community and in line with the ability of the organizers so as to gain public trust and have targets so that each operator is able to compile, establish, and implement Public Service Standards properly and consistently.

There are several factors that can improve the quality of services in the organization, namely human resource competence, office layout, facilities and infrastructure. Human

resource competence is a factor that can influence the quality of service. Human resource competence is the ability and characteristics possessed by a person in the form of knowledge, skills, and behavioral attitudes needed in carrying out the duties of his position in the work environment. Competency levels are needed in order to determine the expected level of performance for good or average categories. The determination of the required competency threshold will certainly be used as a basis for the process of selection, succession, succession planning, performance evaluation, and human resource development (Kadek Desiana Wati: 2015). Menurut Wirawan (2009) stated that human resource competence is describing the characteristics of knowledge, skills, behaviors and experiences that humans have to perform a particular job or role effectively. Decree of the Head of the State Civil Service Agency of the Republic of Indonesia Number 46A of 2003 concerning Guidelines for the Preparation of Competency Standards for Structural Positions of Civil Servants states that the competence of human resources is as follows: "The abilities and characteristics possessed by a Civil Servant in the form of knowledge, skills, and behavioral attitudes needed in carrying out the duties of his position, so that the Civil Servant can carry out his duties professionally, effective and efficient.

Office layout in English is called "office layout" which has an important role in creating employee comfort and job satisfaction, therefore it must pay attention to the placement of office equipment, equipment, and furniture. There are several definitions of office space according to experts. Sumanyang dalam Armiati (2016) said that the layout is the physical arrangement of a work terminal along with equipment and equipment that refers to the production process, so layout is the overall shape and placement of facilities needed in the production process or arrangement of existing equipment in the company so as to achieve efficiency. While according to Laksmi (2008) cited that office layout is an arrangement of furniture and equipment on the available floor area or can also be interpreted as determining space needs and detailed use of a space to prepare a practical arrangement of physical factors that are considered necessary for the implementation of office work at a reasonable cost. In addition, according to Sedarmayanti & Nursiswanto (2014) told that the material and psychological conditions contained in an organization can be influenced by the office layout applied. There are various things that can be taken into consideration for the formation of office layout, namely a comfortable office layout model, good air circulation, clean environmental conditions, appropriate room color, bright lighting. From some understanding of layout/layout from experts, it can be concluded that office layout or office layout is a main and important thing in doing work and duties by employees. Office layout that is a way to arrange and tidy up office machines, supplies and office furniture used in appropriate and appropriate locations with room conditions. Therefore, employees are able to do their work easily, productively, and have a sense of comfort so that good quality work can be created.

Regulation of the Minister of Home Affairs number 7 of 2006 concerning the development of work facilities and infrastructure in supporting the improvement of local government work in article 1 explains the definition of infrastructure. Facilities are facilities that support directly to achieve goals in the implementation of local government. While the infrastructure in question is a form of facility that indirectly supports the work system of the agency in sync with the predetermined target. According to Bohari (2019) stated that if the infrastructure is good, it can affect the performance of good employees

as well and if the infrastructure is bad, then employee performance will also not be optimal. Meanwhile, according to Hamalik (2015) said that facilities and infrastructure are all forms of intermediaries used by people to spread ideas, so that the idea can reach the recipient. From some of the opinions above, it can be concluded that office facilities and infrastructure are very important and main components in the running of a job. Work cannot be completed by employees quickly and easily without assistance from adequate infrastructure. Therefore, the existence of infrastructure facilities will certainly affect the results of employee performance and the quality of employee service.

Quality is an action taken to provide optimal service is very important to do. Public services must be given seriously because they are duties and functions inherent in every government apparatus. The level of quality of public service performance has a broad influence in various aspects of life, especially to achieve the level of community welfare (Nasution, 2015). According to Zeithaml, Parasuraman and Berry in Pasolong (2011) explained that to determine the quality of service felt by consumers, there are indicators of consumer satisfaction measures located on five dimensions of service quality according to what consumers say. The five dimensions are: Tangibles, quality of service in the form of physical office facilities, computerized administration, waiting rooms, information places etc; Reliability, ability and reliability to provide reliable service; Responsiveness, ability to assist and provide services quickly, precisely and responsively to consumer desires; Assurance, the ability and friendliness and courtesy of employees in assuring consumer trust; Empaty, firm, sincere and attentive attitude towards consumers.

2. Literature Review

Research conducted by Zainal (2017) for the research entitled the effect of human resource quality on service quality at the Gresik Petrochemical Family Employee Cooperative. The research conducted by Zainal (2017) has differences from previous studies where the results of research obtained by HR competencies do not affect the quality of service. Likewise, since the calculated t value of 1.878 means it is smaller than the table t value 2,045 means Ho is accepted. This means that HR competence does not affect the quality of service at K3PG within the 5% confidence level. From the model summary table, it can be known that the value of R2 (Adjusted R Square) = -0.017. Jadil contributed the influence of competency variables on service quality variables by -1.7%. A value of -0.017 means below zero so that HR competence actually does not give influence / does not contribute at all to the quality of service. Logically, the value of 0 is the lowest value of influence contribution. In other words, 101.7% (100%-1.7%) were influenced by other variables that were not studied in this study. Keywords: Competence, quality, service.

According to research conducted by Mohram (2018) found that his research used a quantitative approach. Data collection techniques used primary and secondary data collection techniques. In this study, there are several problems studied, namely whether there is an influence between the ability of human resources on public services, how much influence the ability of human resources on public services, how much influence the ability of human resources on public services. And how is the process of public service at the Occupation and Civil Registration Office of Nagan Raya Regency. From the results obtained based on the processing of questionnaire data, there is an influence between the ability of human resources to public services at the Population Office and civil registration

of Nagan Raya Regency.

3. Research Method

The research method used the literature review system (SLR), which is a research method used by reviewing and summarizing the results of research that has been done (primary research) to present more complete facts (Siswanto, 2012). Based on search data using keywords and criteria in the database above, it can be grouped into 10 journals that can be used as a reference for writing this research. The steps used for research using this SLR are as follows (Anugraheni et al., 2020): Determine the research topic to be carried out related to service quality, namely the influence of competence, lay out, office facilities and infrastructure on the quality of employee service; Determine the keywords used to find primary research or literature, namely: competence, lay out, facilities and infrastructure, quality of service; Look for articles related to predetermine keywords, both national and international atricets. The number of articles needed is as much as possible, but still relevant to the purpose of this study; The collected articles were 17 articles then entered the selection stage related to suitability with the research topic. The results of the selection found that there were 10 relevant articles; Articles that have passed the selection will be reviewed one by one; Create a concept map from 10 articles that have been reviewed in the form of antecedent tables containing information related to service quality; Start compiling articles based on the literature that has been obtained.

4. Findings and Discussions

In Law No. 25 of 2009 concerning public services, it defines that public services are activities or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident of goods, services, and administrative services provided by public service providers. Service quality is an important component that must be considered in public services, the term quality of public services certainly cannot be separated from perceptions of service quality. According to Sampara (1999) in Hardiansyah (2011) stated that service quality is a service provided to consumers in accordance with service standards that have been standardized in providing services as a good service development.

Quality and public services need to be carried out continuously, even though the complaints received by organizations from the community are relatively low. Therefore, efforts are needed to improve public services through comprehensive improvements covering aspects of personnel, facilities and infrastructure, service processes and office layouts, so that it is expected to produce excellent public services, namely fast, precise, cheap, safe, fair and accountable services.

Table 1. Literature Used

References	Research Title	Research and Sample Methods	Data Collection Methods	Research Conclusion
Fafika Himmatul Aula1, Jaka Nugraha2 (2020)	The influence of office layout and infrastructure on employee performance	Quantitative approach of the population in this study with a total of 105 employees. The sample used was 83 using probability sampling with simple random	Using observation, interviews, and questionnaires using the Likert scale.	With the results of simultaneous hypothesis tests that show that H3 is accepted, which means that office layout and

References	Research Title	Research and Sample Methods	Data Collection Methods	Research Conclusion
		sampling techniques		infrastructure facilities have a significant influence on employee performance
Mella Alkhori Datus Salam1, Brillian Rosy2 (2022)	The influence of infrastructure facilities and the quality of administrative services of the population and civil registration office on community satisfaction	The research used is descriptive research through a quantitative approach	The data collection technique through questionnaires and the data analysis technique used is multiple linear regression with the help of spss application version 26	Based on the results of the study, it can be concluded that simultaneously the variables of infrastructure facilities and service quality have a direct influence on the variables of community satisfaction
Muhammad Sabil Ardy (2021)	The influence of human resource competence, facilities and infrastructure, service processes on the quality of service in Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kab. Pangkep	The research used used a quantitative approach method with a sample of 86 people applying for permits	Data collection method using questionnaires and processed using SPSS	Based on the results of the research obtained simultaneously the competence of human resources, facilities and infrastructure has a positive and significant influence on the quality of service.
Asniwati, Syafruddin Kitta (2019)	The Influence of Employee Competence and Office Work Facilities on Service Quality through Employee Performance in Kantor Kecamatan Karossa Kabupaten Mamuju Tengah	The research analysis used is path analysis with the aim of determining the direct or indirect influence of a set of independent variables (exogenous) on bound variables (endogenous). The total study population was 42 people	Data collection methods are used by observation, interviews, and using closed questionnaires (questionnaires).	Based on the results of this study, the results of Work Competencies and Facilities have a positive and significant effect on Work Quality through Performance
Anggraini Bintang Saraswati (2019)	The influence of service facilities, employee competence, and interpersonal communication	The research used used quantitative approach method with a sample population of 115 respondents	Data collection methods are observation, interviews, documentation, and	Based on the results of the study, the conclusion of this study is that there is a positive and significant

References	Research Title	Research and Sample Methods	Data Collection Methods	Research Conclusion
	on the quality of service in Kantor Kecamatan Klaten Tengah Kabupaten Klaten		questionnaires. Analysis techniques using the help of programs *IBM SPSS 21.0 for windows*	influence between service facilities, employee competence, and interpersonal communication on service quality seen simultaneously or partially.
Yessy Budaya Gultom (2021)	The influence of competence, facilities and infrastructure on the quality of service on puskesmas Sipaung Kecamatan Rengat Kabupaten Indragiri Hulu	The research used used quantitative methods with a sample of 81 respondents	Data collection method with interviews and questioners using multiple linear regression analysis methods.	Based on the results of the study proved a significant influence between Competence, Facilities and Infrastructure on the quality of service in puskesmas Sipaung Kecamatan Rengat Kabupaten Indragiri Hulu dan terdapat hubungan yang positif.
Sarnia, Sulhan Manaf, Aris Mahmud (2022)	The Effect of the Workload of Health Workers and Facilities on Improving the Quality of Health Services di Puskesmas Siontapina Kabupaten Buton	The study used quantitative research design with a survey approach. The sample of this study took 10% of the existing population of 127 people.	Data collection techniques in this study are distributing questionnaires, and collecting secondary data.	The results showed that the workload and facilities simultaneously had a significant effect on the quality of health services at the Siontapina Health Center, Buton Regency with a coefficient of determination of 42.5%, the high and low quality of health services in Puskesmas Siontapina affected by workload and facility factors.
Adelia Ovi Inzaghi, Brillian Rosy (2022)	The influence of employee competence and work facilities on the quality of public services in Kantor Desa Purworejo	The research method used is quantitative, this is shown by the use of purposive sampling techniques on a sample of 31 respondents.	The data collection technique uses a questionnaire method using a closed question type. The resulting	From the results of the study, conclusions can be drawn on employee competence, showing that there is a partial influence on the

References	Research Title	Research and Sample Methods	Data Collection Methods	Research Conclusion
			analysis of the data used is multiple linear regression.	quality of public services and work facilities partially have no effect on the quality of public services and simultaneously on employee competence and work facilities affect the quality of public services.
Tri Indarwati (2020)	The Influence of Competence, Discipline and Work Environment on Service Quality Kantor Camat Denpasar Timur	The research method used was by using quantitative methods, with a population of 31 people	Data collection techniques using questionnaires and analysis techniques used are linear regression analysis	The results of the study obtained the results of Competence has a positive and significant effect on employee performance on service quality Kantor Camat Denpasar Timur Because partially, the test results obtained the competency regression coefficient of 0.670 and the competency t-test coefficient of 2.4187 with a significant coefficient of 0.023.
Mursalin (2021)	The influence of archive governance, education level and work facilities on the quality of service in Kantor Dinas Perpustakaan Dan Kearsipan Kabupaten Majene	The method used in this study used quantitative research methods with a total research population of 56 people.	Data collection techniques used using questioner and documentation methods	From the results of the study, the following results were obtained: There is a positive and significant influence on archive governance, education level and work facilities together on service quality kantor Dinas Perpustakaan dan Kearsipan

References	Research Title	Research and Sample Methods	Data Collection Methods	Research Conclusion
				Kabupaten Majene and Work facilities have the most dominant influence on service quality kantor Dinas Perpustakaan dan Kearsipan Kabupaten Majene

5. Conclusion

Quality of Service is an action taken by an organization/company in the form of intangible things but can be felt by service recipients/consumers. Service Quality Measurement can be seen from a service that has been received by service recipients/consumers to meet their needs and expectations. According to Parasuraman, Zeithaml, and Berry in Tjiptono (1998) who conducted special research on several types of services, identified ten main factors that determine the quality of public services, namely: Realibility, which includes work consistency (performance) and the ability to be trusted (dependability). This means that the company provides its services right the first time and has fulfilled its promises; Responsiveness, namely the willingness or readiness of employees to provide services needed by customers; Competence, this means that every employee of the company has the knowledge and skills needed to be able to provide certain services; Access, that is easy to contact or meet, which means the location of service facilities is easy to reach, waiting time is not too long, communication channels are easy to contact; Courtesy, namely the attitude of courtesy, respect, attention, and friendliness of the company's personal contacts; Communication, namely providing information that customers can understand and always listening to customer suggestions and complaints; Credibility, that is, honest and trustworthy. It concerns the company's name and reputation, personal characteristics, personal contacts, and interactions with customers; Security, i.e. safe (physically, financially and confidentially) from danger, risk or doubt; Understanding/knowing the customer, i.e. an effort to understand customer needs; Tangible, i.e. all physical evidence such as employees, facilities, equipment, physical appearance of services such as plastic credit cards.

Based on the results of research using the Literature Review System (SLR), namely by reviewing or summarizing the results of the research, it was concluded that there was a positive or significant influence between competence, layout, facilities and infrastructure on the quality of employee services. And it is hoped that in the future employees can further improve their competence related to mastery of skills and knowledge to be faster and more precise in carrying out the service process for employees, improving comfort for employees when queuing or performing services by arranging waiting rooms and decent and good seats and allowing good air circulation and good facilities and infrastructure to be further improved By adding supporting facilities and infrastructure and work facilities in an effort to improve the quality of services provided to employees.

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Analysis of Human Resources Development Strategy at BKPSDM in Lubuklinggau

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Abstract

This study aims to analyze Human Resources (HR) development policies and performance achievements at the Personnel and Human Resources Development Agency in Lubuklinggau by using SWOT analysis. Data collection was carried out using interviews, observation, and documentation studies. The result of the analysis showed that the position of BKPSDM in Lubukliggau was in prime condition and steady in the development of apparatus human resources, it was possible to continue to increase growth and achieve maximum progress even though it has a considerable threat. The recommended method strategy given was a progressive strategy, meaning that the organization was in steady state. The HR development strategy can be carried out progressively towards improving HR by increasing various activities that encourage the development of HR apparatus intensively and continuously. In order for the implementation of HR development for apparatus at the BKSDM Office in Lubuklinggau to run well and according to needs. Finally, it was suggested that determining the training priority scale should be based on the results of the training needs analysis. Then the implementation of mutations and promotions was carried out based on career patterns, workload analysis and position analysis.

Keywords: human resources, development, strategy.

1. Introduction

In a local government organization, it always want the apparatus resources have to be able to make a major contribution to the organization, but in reality what happened is that the ability of these resources has not been able to give hope to the leaders of the organization, so that in this case it is the obligation of organizational leaders to be able to develop apparatus resources, this development effort has consequences for time and costs that must be provided. According to Kadarisman (2012) defines career development of personnel resources as an activity that must be carried out by an organization so that knowledge, ability and their skills in accordance with the demands of the work they do with this development activity and it is hoped that it can improve and overcome deficiencies in the implementation of work better in accordance with the development of science and technology used by the organization. Then, Suwatno and Priansa (2011) suggests that career development is a formal approach used by organizations to ensure that employees with the right quality and experience are available when needed, whereas according to Mangkunegara (2011) career development is a staffing activity that helps employees plan future careers so that the organization and the employees concerned can develop themselves to the maximum. According to the research results of Dono (2015) said that competence, career development and training together affect employee performance.

The Personnel and Human Resources Development Agency in Lubuklinggau, especially

the technical implementing unit in the Field of Education and Training (UPT Diklat) has a very decisive responsibility and role in forming apparatus human resources, in this case civil servants as public servants and improving the quality of government administration in the field of human resources management apparatus. Seeing the magnitude of this responsibility, in carrying out its duties and functions, of course it needs to be supported by human resources who have the ability, professionalism and broad insight to enable the organization to move forward and be innovative. BKPSDM in Lubuklinggau only a small number of employees have the opportunity to take part in the development. Government Regulation Number 11 in 2017 article 203 paragraphs (3) stated that every civil servant has the same rights and opportunities to be involved in competency development. Then paragraph (4) stated that competency development for each civil servant is carried out for at least 20 (twenty) hours of lessons in 1 (one) year. However, in reality this has not been fulfilled. Based on the results of observations in this study, it was shown that the needs of employees who have competence according to education and their main tasks and functions have not been fulfilled; there are several officials who have not attended leadership-training education and training. Not optimal fulfillment of education and training needs, both structural training and technical training, and the need for employees to be able to fill vacant position formations has not been fulfilled. From the results of initial observations and interviews since 2021 and 2022, the following data was obtained.

Table 1.Data for Employees Participating Training in 2021 to 2022

No	**Name of Activity**	**Number of Participants**	
		2021	2022
1	Leadership/Managerial Education and Training		
	National Leadership Training	1	1
	Administrator Leadership Training	1	8
	Supervisory Leadership Training	4	
2	Functional Education and Training		
	Workshop on Equal Perceptions of Agenda II and Agenda III in CPNS Basic Training	7	1
3	Technical Education and Training		
	Goods and Services Procurement Training	7	
	Computer Pranata Training	-	1

	Management of Training (MoT)	-	5
	Training Officer Course (ToT)	1	1
	Making an Android-Based Attendance Application Without Coding	-	1
	Basic Training for Prospective Civil Servants	-	3
	Coaching dan Mentoring		1
	Amount	21	22

In 2021, it only around 40% of employees were participating in education and training, and in 2022 it will be 41% of the total 52 employees, while those participating in study assignments at the master's level from 2015 to 2021 are still 20% employees or no employees follow study assignments. In the 2018-2023 BKPSDM Strategic Plan Document for Lubuklinggau. There were several other problems related to the development of apparatus resources, namely; the training that has been carried out has not made a good contribution because it has not been based on individual, job and organizational needs. One of the reason for the absence of an Education and Training Needs Analysis. As a result, employees who attend education and training have not shown significant performance improvements.

Seeing that the percentage of employees participating in training and study assignments at the BKPSDM in Lubuklinggau was still low, competency development for each civil servant is carried out for at least 20 (twenty) hours of study in a year. Besides that, the implementation of transfers and promotions as a form of employee development in the form of career planning has not been optimally carried out according to regulations. There were many employees with a working period of more than 5 (five) years who have not yet been transferred. This can cause employees to feel bored with their work. Then there were several employees who have met the requirements to be promoted but have not been promoted for more than 5 (five) years in the same position. This can also make employees less enthusiastic about their work so that their work productivity decreases. Furthermore, the competency discrepancies with those required in the position, both in terms of educational qualifications and expertise. This happens because there was no pattern of career development as a reference for apparatus resources in planning career paths and development. Apparatus development that has been carried out is as illustrated in table below.

Table 2. Development of Human Resources at BKPSDM Lubuklinggau Based on Rank and Group

No	Room	Class				Amount
		I	II	III	IV	

1	A	0	0	10	3	
2	B	0	0	10	3	
3	C	0	2	11	2	
4	D	0	2	7	0	
Amount			4	38	8	52

From the data of table above, it can be seen that group IV dominated the highest position in the organizational structure, meaning that the composition of the management was more dominant or the administrative officers were more dominant. Apparatus development was seen from education at BKPSDM Lubuklinggau as illustrated in table below.

Table 3. Human Resources Development at BKPSDM Lubuklinggan Based on Formal Education Level

No	Employee	Formal Education Level				Amout
		SLTA	D-3	S-1	S-2	
1	ASN	7	4	24	17	
Amount		7	4	24	17	52

The various problems that exist today were closely related to the implementation of the development of apparatus resources. BKPSDM in Lubuklinggau encountered many obstacles in the human resource procurement management process. These constraints were in the form of internal constraints related to the analysis of the implementation of education and training as well as the strategy for developing apparatus resources which have not been fully implemented properly and external constraints in the form of the availability of apparatus resources and service quality which has not been optimal. Education and training provided to apparatus resources can trigger productivity in the career development of the apparatus concerned. According to Noer Muhammad (2019) suggested that being an apparatus that has high dedication if you want very fast career development includes; (1) being a proactive employee, being an employee or member of an organization today no longer assumes that your career can just go up along the career path that has been set by the organization, you must act more strategically by mastering skills that you can sell in order to obtain a higher position; (2) become a CMO for yourself, namely being able to market or advertise yourself in terms of career development efforts, learn to become a Chief Marketing Officer (CMO), always try to analyze, improve and improve performance and be able to stand out in the workplace, one of which was through education and training; (3) ask for feedback, even if it's negative, ensure that strengths and weaknesses in soft-skills are an important first step to make improvements, how to measure your own ability was to ask for feedback from others, seek feedback about what

was done, no matter how bad about feedback was very important for career development. Finally based on the explanation above, the writer try to analyze for a research entitled analysis of human resources development strategy at BKPSDM in Lubuklinggau.

2. Literature Review

Determination of competency standards is also a step to reinforce and clarify qualifications in carrying out their duties or responsibilities in accordance with competence. Competence has multifunctions which are useful as a reference in the context of: selection/recruitment, compensation, observation/training (observation/coaching), performance appraisal, educational and organizational alignment needs assessment, career planning (career planning), and succession planning (succession planning), and promotion/placement (promotion/placement). The development of apparatus resources (SDA) based on competency standards requires adjustments in the implementation of apparatus education and training. Directions, approach and training materials for civil servants in overcoming the competency gaps. Therefore, the strategy for organizing ASN training is directed at competence

Research (Fadilla Astra, 2016) examined that the leadership competency level of the State civil apparatus was significantly influenced by the competency development of the apparatus followed, namely leadership/structural training of 74% and 26% determined by other variables. (Rosianton Herlambang, 2014) cited that on Human Resources (HR) competency development concluded that HR competency development brings change by increasing contribution and fluency of tasks and encouraging employee motivation to excel, while the inhibiting factor in apparatus competency development is in the form of employee responsiveness in taking advantage of opportunities for capacity and competency development , diversity of views among employees to develop competence, and limited budget allocations to improve employee competence

Other research highlights the problem of human resources in Indonesia, namely the distribution of civil servants that has not been evenly distributed based on competence, and there is still a lot of accumulation of civil servants in urban areas. This study describes and assesses the role of special regional civil service agencies in DIY in implementing civil development. This research uses a qualitative methodology, where the object of this research is the Regional Civil Service Agency which is one of the best practices in the development of civil servants. The findings from this study indicated that employee development can be through several things including: education and training, position rotation and promotion (Koeswayo, 2014).

3. Research Method

This research was conducted at the BKPSDM Office in Lubukinggau, with a total of 52 civil servants. The research method was carried out using a descriptive qualitative approach which analyzed the human resource development strategy for apparatus at the Personnel Agency and the development of human resources in Lubuklinggau. According to Sugiyono (2012) qualitative research is a research that is used to examine the conditions of natural objects, where the researcher was the key instrument. In qualitative research, data was obtained from various sources. Here the role of the researcher was as the main data collector. With this method, researchers could understand and describe the development of apparatus resources at Civil Service and Human Resource Development

in Lubuklinggau. Data collection techniques were carried out by means of observation, interviews, and document review. The data was then processed to be classified and analyzed in depth to answer research problems. Data processing was carried out using SWOT analysis as a priority strategy determination which's the output of this research. In this study, the analysis used was the analysis of KAFI (Conclusion of Internal Factor Analysis) and KAFE (Conclusion of External Factor Analysis). This analysis was a systematic identification of various factors in order to maximize strengths and opportunities but simultaneously minimize weaknesses and threats.

4. Findings and Discussions

Analysis KAFI and KAFE. The results of the KAFI and KAFE assessments were then carried out by a final assessment by finding the average (mean) value for determining the weight value, and looking for the median value for determining the rating value, so that the final results will be obtained from the KAFI and KAFE analysis. The results of the calculations showed that the strength score was 1.71 and the weakness score was 1.18. It means that the BPKAD in Lubuklinggau was still said to be in a strong position because the strength aspect was still greater than the weakness aspect. As for the conclusions of the external factor analysis, it showed that the BPKAD in Lubuklinggau did not really have a threat to the development of its human resources because the threat score was still lower, namely 1.28 when compared to the opportunities which amount to 1.34. The calculation table for KAFI and KAFE was as follows:

Table 4.Conclusion of Internal Factor Analysis (KAFI)

No	Strategic internal factors	Weigh t	Rating s	Score (BxR)
	Strength			
1	Availability of adequate quantity of human resources apparatus	0,08	4	0,32
2	Have a clear organizational structure and duties so that there is no overlap in the implementation of tasks.	0,13	3	0,39
3	There is a leadership commitment in the development of apparatus human resources	0,13	4	0,52
4	There is a Strategic Plan that contains programs or activities as a reference in the implementation of its main tasks and functions	0,16	3	0,48
	Number of strength	0,50		1,71
	Weakness			

1	The training needs analysis has not yet been carried out	0,10	2	0,20
2	The low motivation of employees in following the development of apparatus human resources is due to the lack of educational assistance	0,08	2	0,16
3	Inadequate infrastructure facilities to support the development of HR apparatus	0,08	3	0,24
4	Unclear pattern of career development	0,10	3	0,30
5	Limited activity budget for apparatus human resource development	0,14	2	0,28
	Number of Weakness	0,50		1,18
	Total Number	1,00		

Table 5. Conclusion of External Factor Analysis (KAFE)

No	Strategic External Factors	Weight	Ratings	Score (BxR)
	Opportunity			
1	The number of alternative HR development activities	0,08	2	0,16
2	Employee welfare improvement	0,13	3	0,39
3	Opportunities for cooperation with institutions/bodies, especially in the field of apparatus human resource development, are open	0,10	3	0,30
4	The use of Information Technology is growing	0,11	3	0,33
5	There is an opportunity to carry out comparative studies regarding the system and work procedures of personnel, especially in the field of apparatus development to other regions	0,08	2	0,16
	Number of Opportunity	0,50		1,34
	Threat			

1	Less optimal service	0,10	3	0,30
2	There is a change in policy that affects BKPSDM services in Lubuklinggau	0,06	3	0,18
3	The need for fast, better and cheaper public services as a manifestation of good governance	0,13	2	0,26
4	The more critical mindset of society	0,09	2	0,18
5	The development of the bureaucracy raises increasingly stringent competitiveness	0,12	3	0,36
	Number of Threat	0,50		1,28
	Total Number	1,00		

After compiling the KAFI and KAFE matrices, a strategy quadrant analysis was then carried out using a cartesian diagram. KAFI was depicted on the horizontal X axis and KAFE on the vertical Y axis. The coordinates of KAFI are determined using the formula:

$$\text{Axis X} = \frac{(\text{Score Strenght} - \text{Score Weakness})}{2}$$

$$X = \frac{(1{,}71 - 1{,}18)}{2} = \frac{0{,}53}{2} = 0{,}27$$

KAFE coordinates are determined using the formula

$$\text{Axis Y} = \frac{(\text{Score Opportunity} - \text{Score Threat})}{2}$$

$$Y = \frac{(1{,}34 - 1{,}28)}{2} = \frac{0.06}{2} = 0.03$$

Cartesiam diagram. Based on the cartesian diagram, it was known that in the quadrant analysis of human resource development strategies, apparatus was in quadrant I (progressive). This means that the position of the BKPSDM in Lubuklinggau was in prime condition and steady in the development of apparatus human resources. So that it's really possible to continue to expand, increase growth and achieve maximum progress even though it has a sizeable threat. The strategy recommendations given were progressive strategy, the meaning that the organization was in steady state. The human resources development strategy can be carried out progressively towards improving it by increasing various activities that encourage the development ofhuman resources apparatus intensively and continuously. To achieve the long-term goal of being the best in producing clean and dignified local government services and management towards the 2023 Lubuklinggau Vision, it must go through achieving short-term and sustainable targets to provide encouragement and support for improving the quality of sustainable

apparatus resources to improving services and community welfare in the city of Lubuklingau.

5. Conclusion

Based on the results of the SWOT analysis and discussion as previously stated, it can be concluded that the position of BKPSDM in Lubuklinggau was in prime condition and steady in the development of apparatus human resources. So that it was really possible to continue to increase growth and achieve maximum progress even though it has a sizeable threat. The HR development strategy can be carried out progressively towards improving human resources by increasing various activities that encourage the development of human resources in an intensive and continuous manner. In order to achieve the long-term goal of being the best in producing services in the administration of regional government as well as realizing the 2023 Lubuklinggau Vision, it must be through achieving short-term and sustainable targets to provide encouragement and support for improving the quality of sustainable apparatus resources for improving services and community welfare in Lubuklinggau.

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Study of Perception and Participation of Community Recipients of Community Empowerment Program Assistance in National Park Forest Management: A Systematic Review

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Abstract

The management of forest areas in Indonesia faces various challenges and pressures, several factors triggering the high pressure on these forest areas, including population growth that continues to increase, limited land for cultivation, lack of awareness of the people living around the area and low welfare of the people around the area. The existence of the community around the forest area and the high dependence of the community on it is the starting point of the problem causing social conflict due to different interests between the people who live next to the forest area and the interests of managing the forest itself. The Integrited Conservation Development Project (ICDP) program is one of the programs that aims to resolve prolonged conflicts between communities around the area and area managers, which prioritizes the principles of agreement, equality and mutual benefit by prioritizing the principles of mutual trust, mutual respect. respect) and mutual benefit, Wardodjo W (2020).

Keywords: perception, community participation, empowerment program, forest management.

1. Introduction

The management and development of conservation forest areas, one of which is the Kerinci Seblat National Park (TNKS), continues to face pressures and challenges, one of which is due to the existence and interests of the people living around the area. Communities living around forest areas are an integral part of the area management system, so that community development efforts are continuously being made so that they can play an active role in any conservation efforts as well as trying to improve people's welfare and the quality of human life.

It is realized that it is very important for the community to be involved in a conservation area management system in accordance with the mandate of Law No.5/1990 and Law No.41/1999, where the community and the government have the same obligations and responsibilities in preserving the forest. forests can also occur as a result of other problems in the form of social conflicts that occur in connection with the recognition of the rights (property rights) of people who live around the forest to use or manage forests (Colchester and Fay, 2007; Kartodihardjo, 2007).

Based on the facts, the dominant disturbance or threat to the TNKS forest area is the result of illegal logging activities and encroachment or illegal cultivation. There are several main factors that cause this to happen, including: (1) from the side of the government or

management that is still not optimal with various kinds of deficiencies, (2) from the side of the community itself who do not have the level of awareness of the benefits and importance of preserving conservation areas (3) increasing population growth and the need for cultivated land. It is realized that the dependence of the community around the forest is very high, this is one of the main challenges in conserving the TNKS forest area besides the limited land for cultivation due to uncontrolled population growth.

2. Literature Review

Community development around conservation and management areas is something that cannot be separated. Direct or indirect interaction between village communities around forest areas has been going on for a long time, when the intended interaction is an action that can damage it, it will become a threat to the sustainability of the forest itself. Based on data from the TNKS Center for 2020, there are 342 villages directly adjacent to the National Park area and around 616,865 residents. Community pressure on buffer zones to enter forest areas is the impact of several factors, including the importance of livelihoods, low education levels, population growth and land ownership (Sawitri, 2013 in Hamdan, et al 2017)

Community characteristics are very closely related to people's perceptions or understanding of government programs in community empowerment (Zainuddin M, 2014). Slamet (2003) added in Kamahi, M.Z (2021) that community characteristics are closely related to participation in a development program. Hamdan, at. al. (2017) the age of people living in forest buffer areas affects the level of concern and acceptance of new things, where the older the age, the less concern and acceptance of new things. Differences in education levels and lack of socialization greatly affect people's perceptions of the forest area in Wahyuni (2012) in Hamdan, at.al (2017). The work of people who live in forest buffer zones influences awareness of the importance of forests. People who have jobs in agriculture have a higher awareness of forests because they feel forests are a source of water for agriculture. Meanwhile, far and close to where people live from the area is not a determinant of the level of dependence on the forest, but rather is determined by other agricultural activities and the influence of community leaders who care about the forest (Hamdan, at al. 2017). According to Yetty S, at al (2019) community characteristics, especially education and income levels, greatly influence community perceptions and participation in forest management.

Zainuddin M (2014) that the level of perception of the community receiving government program assistance in forest management is very good, this shows that the assistance provided benefits the community. According to Wulandari (2010) in Suhesti E and Hadinoto (2019) perception is the process of a person's awareness of an object that is stimulated through the five senses. Setiastri, C.T, at.al (2019) good community perceptions in supporting government programs are determined by the character of the community itself, including education level, livelihoods, and middle to upper economic status. Meanwhile, according to Ngakan (2006) in Hamdan, at.al (2017) that the level of community perception of forest resources is divided into three levels, where 1) perception is high, if they understand well that their lives depend on forest biological resources and want these resources continue to be managed sustainably, 2) medium perception, if they realize their life depends on forest biological resources but do not understand if these forest resources need to be managed sustainably so that benefits can be obtained

sustainably, 3) low perception, if the respondent's answer fall into the category of not realizing that they depend for life on forest biological resources, or there are other interests that tend to make them think that there is no need to preserve forests. Community perceptions based on characteristics according to age, education, occupation and income levels show that most people already know the functions and benefits of forest areas so they have an attitude of supporting sustainable management (Yetty S at.al .2019)

Some research results show differences related to the relationship between perceptions and community participation in forest management (Hudiyani I, at.al 2017) in Suhesti and Hadiono (2019), Purnomo at.al (2017) in Suhesti and Hadiono (2019) found no relationship between perceptions and community participation in forest management in KPH Sarolangun. Likewise, Tesfaye's research (2017) in Suhesti and Hadiono (2019) which shows that the good perception of the Ethiopian community towards forest management is not followed by good participation either. However, according to research by Ayunita and Hapsari (2012) and Hehanussa (2013) in Suhesti and Hadiono (2019) it was found that there is a relationship between community perception and participation in the management of conservation forest areas. According to Dafis Krech (1976) in Zainuddin M (2014) that perception depends on the individual's expectations of the object, if the object will bring positive things then people's perceptions tend to accept the object and provide full support.

According to Zainuddin M (2014) The participation of beneficiary communities in preserving the TNKS forest based on the rank spearmen correlation test shows that the relationship between community characteristics and the HKD fund management work group has a correlation value of 0.90, where the calculated rs value is compared to the rs table showing that rs count > rs table, then H0 is rejected and H1 is accepted, which means there is a participation relationship between the two respondents. Then the relationship between public perception of the benefits of HKD funds has a correlation value of 0.80, the calculated rs value compared to rs table shows that rs count > rs table, then H0 is rejected and H1 is accepted, this illustrates that there is a relationship between the two variables and when interpreted with the interpretation table of the Correlation Coefficient of the de Vaus version shows that the two variables have a very strong relationship. Meanwhile, according to Setiastri CT, *at.al.* (2019) that the level of participation or behavior of the community around the mangrove forest is of poor value, resulting in a decrease in the diversity of mangrove species and disturbance of the mangrove forest. Community participation in forest conservation efforts will be constrained if inhibiting factors such as low education levels, unsupportive infrastructure and low community income Budi Yanto, EW (2013).

3. Research Method

This research is a systematic review (Systematic Review, using the PRISMA method (Preferred Reporting Items for Systematic Reviews and Meta-analyses) which is carried out systematically by following the correct research steps or protocols. The procedure of this systematic review consists of several steps, namely 1) compiling Background and Purpose, 2) Research Question, 3) Searching for the literature 4) Selection Criteria 5) Practical Screen 6) Quality Checklist and Procedures 6) Data Extraction Strategy, 7) Data Synthesis Strategy. This research was conducted in May 2023. A search for research articles that were relevant to the topic of this research was carried out using the keywords:

prevention, control, management of leptospirosis leptospirosis health education, interventions on knowledge of leptospirosis, methods of teaching leptospirosis, control of leptospirosis, prevention of leptospirosis, intervention of leptospirosis, knowledge intervention for leptospirosis, health education for leptospirosis obtained from Google Schoolar, PubMed, Researchgate and gray literature. The population in the study were all articles published in national and international journals and gray literature which had topics on Perception and Participation. communities in empowerment programs in forest management.

4. Findings and Discussions

Community Characteristics. Based on the article search that has been carried out, there are 3 articles which state that community characteristics influence the management of forest areas. As the analysis carried out shows that the characteristics of community education affect the level of perception and participation in forest management, it is assumed that higher education will have better insight and mindset in perceiving forest areas, (Hamdan, at.al 2017). Meanwhile, according to Yetty S, at. al (2019) that the characteristics of a person's educational level are a reference for seeing the level of mastery of science and its application in life behavior. The low level of education and limited access to information will affect the level of participation. According to Irawan A, at al (2017) the socio-economic characteristics of the community are key factors in implementing forest management programs. The social characteristics of the community must be considered in managing community-based forest areas because they influence one's perceptions and behavior. Mamuko, at al (2016) in Irawan (2017) that the education factor which is one of the socio-economic factors influences perceptions and participation in forests and rehabilitation programs and forests. Based on the foregoing, the characteristics of the level of community education are one of the most influential factors in determining the level of community perception and participation in the implementation of government programs related to forest area management.

Community Perception. Perception is generally interpreted as a way of viewing society or a person towards an object, both physical and social objects. According to Pahlevi (2007) in Salim Mando LOA, at.al (2020) perception is a process for making judgments or building impressions about various kinds of things that are in one's sensory field. Based on the search for articles that have been carried out, there are 9 articles which state that people's perceptions of forest management are largely determined by the characteristics of the people themselves. According to Damanik RN, at.al (2013) that people's perceptions are good when they understand well that they depend on forest biological resources and want these resources to be managed sustainably. Meanwhile according to Samosir, YNO at. al (2014) that people's perceptions are high because they are aware that their lives depend on the forest, so forest resources need to be maintained and their potential increased and managed sustainably. Meanwhile, according to Hamdan, at.al (2017) that the level of community perception is different and is greatly influenced by the characteristics of the community itself such as age, education, occupation, distance between residence and area, length of stay and involvement in the program being carried out. Irawan A, at.al (2017) community perceptions and behavior towards forests are largely determined by the social characteristics of the community. Good perceptions of government programs do not have a significant influence on people's behavior towards

forests, however, people's behavior towards forests is largely determined by social characteristics in the form of education, income from outside the forest area and interactions with forests. Karimah and Rahayu (2018) conveyed a different matter, community perceptions have a significant influence on forest management, but efforts must be made to change the community's mindset towards forests and involvement in exploiting the potential of forest resources such as tourism activities.

According to Setiastri, *at.al* (2019) a good level of community perception of the forest is supported by the characteristics of the community itself, including education level, livelihoods, and middle to upper economic status. Suhesti E and Hadinoto (2019) community perceptions of the Forest Farmers Group (KTH) have a good perception of the agroforestry program allegedly related to a fairly good educational background. Likewise, according to Yetty S, at.al (2019) that community perceptions of support and concern for sustainable forest management are determined by characteristics according to age, education, employment and income. Added Salim Mando, LOA,. *at.al* (2020) that community perceptions of forest management through reforestation activities based on age characteristics, education and type of income have a significant relationship.

Based on the opinions and results of the researchers above, the characteristics of the community or respondents, especially the level of education, have a very important role in determining the level of public perception of the forest area management program.

Society participation. According to Sumaryadi, I (2010) Participation is the participation of a person or group of people in the development process both in the form of statements and in the form of activities by providing input of thoughts, energy, time, expertise, capital/materials and taking part in utilizing and enjoying the results of development. Zainuddin, M (2014) that there is a close relationship between community/group characteristics and perceptions of participation in forest area management. Based on a search of 10 articles related to participation, that there is a relationship between community characteristics and perceptions of empowerment programs in managing forest areas. According to Budi Yanto (2013) community participation in forest conservation management can be seen well from the livelihood system, but there are problems if inhibiting factors are not considered such as level of education, infrastructure and income. Samosir, *at.al* (2014) community participation looks different between those directly involved and not in institutions implementing government programs in managing forest areas. Meanwhile, according to Demanik, RN at.al (2013) that community perceptions are not directly proportional to community participation in the management of the Bukit Barisan Tahura forest, this is due to the understanding that there are certain parties who have the authority to manage forests sustainably. Irawan A, *at.al* (2017) community participation or behavior in forest management is not directly proportional to community perception, but participation or behavior is influenced by community characteristics such as educational factors, income level, and level of interaction with the forest.

According to Awaluddin, RA, at.al (2017) that community participation in forest conservation is supported by a good institutional role, productive age to increase welfare, while the inhibiting factors are the functions of forests that have not been felt economically, quality of human resources, accessibility and area of arable land . Karimah, ZZ, and Rahayu (2018) community participation increases in forest management when there is social interaction between the individual concerned and other community

members and other problems under certain conditions. Setiastri, CT at.al (2019) community participation in the management of mangrove forests varies but is generally still low, this is due to a poor understanding of the functions and benefits of mangrove forests.

According to Qodriyatun SN, (2019), the role or participation of the community will be good if it is involved in planning, implementing and evaluating the management of forest areas, such as being involved in preparing zoning, safeguarding and being given the opportunity to give opinions regarding forest conditions. Meanwhile, according to Suhesti E and Hadinoto (2019) community participation in forest management is not only influenced by perceptions but also influenced by other factors, one of which is very influential is the economic or income factor. Yetty, S *at.al* (2019) community participation in forest management is influenced by community characteristics such as level of education, age and livelihoods, this is related to the level of mastery of knowledge and its application, experience in living life and family economic level. The level of community participation in government programs in managing forest areas based on the search results of the article above, states that participation will increase if the characteristics, especially the factors are level of education, income/economy, interaction/involvement in management and age/experience in living life

5. Conclusion

The results of a systematic review of articles related to community characteristics towards government programs in managing forest areas include age, education level, income, distance/interaction with the forest and employment. Community perceptions of government programs in forest area management are not directly proportional to community behavior/participation in sustainable forest area management. Community participation in government programs in managing forest areas can vary due to several factors, but a good level of participation is strongly influenced by the characteristics of the community, especially factors of education level, economy and interaction/dependence on forest functions and benefits.

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The Influence of Teacher Competence and Organizational Climate on the Performance of Teachers of the Public Nursery School in Musi Rawas District

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Abstract

This study aims to determine the effect of teacher competence and organisational climate on the performance of teachers of the MI Negeri Sekabupaten Musi Rawas. The population in this study were all teachers working at MI Negeri Sekabupaten Musi Rawas, totalling 40 people with sampling by means of *saturated sampling*. The research sample was 40 people. Data collection techniques in writing this thesis using observation, documentation and questionnaires. The analysis technique uses simple regression analysis,correlation test, determination test, t test and F test. Based on the results of data analysis and discussion that has been described in the previous chapter, it can be concluded that 1) There is an influence of teacher competence on teacher performance at the State MI Pondok in Musi Rawas Regency. This is based on the value of tcount = 6.608 greater thanthe value of t_{tabel} (1.991) with a significance level of sig.= 0.05. 2) There is an effect of organisational climate on teacher performance at Mazro'illah Islamic Boarding School Lubuklinggau City. This is based on the value of tcount =4.197 greater than the value of t_{tabel} (1.991) with a significance level of sig.= 0.005. 3) There is an effect of teacher competence and organisational climate on teacher performance at the Yayasan Pondok MI Negeri Sekabupaten Musi Rawas. This is based on the $_{Fcount}$ value obtained is 11.901> F_{tabel} = 2.33 and the level of significance simultaneously sig F is 0.000

Keywords: teacher competence, organizational climate, performance

1. Introduction

As an educational institution, of course, it must have a plan to create a conducive learning atmosphere and learning process so that students can activelydevelop the potential of students with the aim that students have a holistic personality. The values that will be instilled in education include: spiritual, religious, self-control, personality, intelligence, noble character and skills needed for personal, community, nation and state. The development of education is the for the progress and glory of thenation and state.

Discussing performance will not be separated from the factors that can affect one's performance. Teacher competence and organisational climate are part of the factors that can affect performance. Problems with the suitability of teacher competence and an organisational climate that is not conducive can result in low performance in the company. Teacher competence is generally defined as proficiency, skill and ability. In the context of human resource management, the term teacher competence refers to the attributes/characteristics of a person making him successful in the job. Teacher competence is a fundamental characteristic of a person thathas a directeffect on, or can predict excellent performance (Sedarmayanti, 2017). state that teacher competence is the level of ability, knowledge, technology that can predict excellent performance.

From some of the above definitions, it can be concluded that teacher competence is the knowledge, skills and abilities that a teacher should be able to do in carrying out his job. and can be manifested in real work that can benefit themselves and the environment. From some of the above definitions, it can be concluded that teacher competence is the knowledge, skills and abilities that a teacher should be able to do in carrying out his job. and can be manifested in real work that can benefit oneself and the environment. Given the problems that exist inthe Yayasan Pondok Pesantren Mazro'illah school regarding teacher competence, there is still a lack of expertise in carrying out their work, it is because the tasks taught are still not in accordance with the teaching department and do not master the field of study being taught,for example, teachers majoring in English do not necessarily have the expertise to teach mathematics. And the teacher's ability to manage time in completing his dutiesis still not appropriate. In an organisation, teacher competence must be supported by the organisational climate of the manger or leader towards workers, the role of teacher competence and the application of the organisational climate of the leadership isclosely related to performance. this role must be able to feedback the leadership in advancing the organisation.

According to Gibson et al. states that the organisational climate is the nature of the work environment or the physicological environment in the organisationthat is felt by workers or members of the organisation and is considered to affect the attitudes and behaviour of workers towards their work (Satria, 2015). Almost in line, that the organisational climate is the human environment in which the organisation'sTeachers dotheir work. Each individual will feel the existence of conditions that lead them to a perception that states whether their organisational environment is in accordance with what is planned, if the conditions of the organisational environment grow with a good working relationship between its personnel, then the conditions ofthe organisation will be created conducively, this situation is called the organisational climate and the climate cannot be touched but it exists like the air in the room rotates and affects events in an organisation. In other words, climate can be viewed as the "personality" of the organisation as seen by its members (Davis, 2016).

Understanding the organisational climate, teachers are expected to create a comfortable atmosphere for the teacher when they are at school, so that this will motivate teachers to improve their teaching quality, and subsequently will produce good qualityeducation. Based on the preliminary research, the average organisational climate in MINegeri Sekabupaten Musi Rawas is still not conducive. This can be seen from the atmosphere when in the teacher's office room is less comfortable because the teacher's office room is located next to the class and the situation is still narrow with a large number of teachers, as well as the facilities and infrastructure of the teacher's office room which is still insufficient, it is very influential on the performance of the teacher concerned, and there are still teachers who form their own groups and there arealso teachers who are alone, this behaviour is due to conflicts between teachers and. it is also very influential on the performance of the teacher concerned.

According to (Supardi, 2014) Teacher performance is the ability of a teacher to carry out learning tasks and responsibilities for students under guidance by improving studentachievement. Teacher performance can be interpreted as a condition that shows the ability of a teacher to carry out his duties and describes the actions displayed by

the teacher in orduring learning activities, teacher performance is not only shown by work results, but also shown by behaviour at work. With the duties and responsibilities of teachers are really required to have high performance. With high performance, the level of human resources in Indonesia will begin to gradually increase. From the description above, it can be concluded that the success of education is largely determined by the performance of teachers. in the world of education is a priority, teachers bear the task of teaching. In addition, he has to make his students intellectually smart.

However, given the problems that occur with the suitability of teacher competence and the atmosphere of an organisational climate that is not conducive, teacher performance decreases. Yayasan Pondok Pesantren Mazro'illah is the oldest boarding school in Lubuklinggau and this pesantren is also a bright spot for people in Lubuklinggau and its surroundings, why because since the establishment of this pesantren it has inspired many people to establish the same religious . But Mazro'illah has become an *icon of* religious events in Lubuklinggau because many *events* inLubuklinggau and its surroundings have many students and ustadz - ustadznya who appear as performers of these religious events.

However, based on the temporary observations of researchers at this ,there are several phenomena that occur where regarding the issue of the suitability of teachercompetencies such as, there is still a lack of expertise in carrying out their work and the ability of Teachers to manage time in completing their tasks is still not appropriate. Then the organisational climate is not conducive where the atmosphere of the teacher's office space is not comfortable, there are still teachers who form their own groups, there are also teachers who are alone due to conflicts between teachers. Furthermore, performance, the problem of the suitability of teacher competence and the non- conducive organisational climate resultedin decreased teacher performance. Based on the above background, the researcher is interested in conducting a research entitled "The Effect of Teacher Competence and Organisational Climate on Teacher Performance of Yayasan Pondok MI Negeri Sekabupaten Musi Rawas".

2. Literature Review

In essence, every organisation is established to achieve a predetermined goal. Whether these goals have been achieved or not, must be a serious concern by the management of the organisation. If the organisation's goals are not achieved as expected, it can be said that the performance of the organisation is still low. Performance is the result of work that has a strong relationship with the organisation's strategic goals, customer satisfaction and makes an economic contribution and there is awork evaluation from the leadership. The influential factorin the performance of an organisation is the human factor as its workers (Mengkunegara, 2017). Performance is the result or level of overall success of a person during a certain period in carrying out tasks compared to various possibilities, such as work standards / goals orcriteria (Robbins, 2014). Performance is the result ofa person's work and work behaviour in a period usually 1 year. Then performance can be measured from its ability to complete the tasks and responsibilities given (Cashmere, 2016). This means that performance contains an element of achievement standards that must be met, so that those who reach the predetermined standards are performing well or vice versa for those who are not achieved are categorised as performing less or not well.

The performance process method can be done through: (a) Developing a work plan is a

stage in agreeing on work targets that must be achieved in the next period. (b) Implementation is a job or plan carried out by the teacher as well as possible in accordance with what has been previously determined. (c) Supervision or review, conducting supervisory activities or reviewing the realisation of the work plan to determine the progress that has occurred. (d) Never showing laziness (e) Taking breakson time and leaving the workplace after working hours (f) Never being absent from work for improper reasons, and almost never being absent due to illness Cashmere, 2016).

Teacher competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the work attitude required by the worker. Thus,teacher competence shows the skills or knowledge characterised by professionalism in a particular field as something important, as the flagship of that field (Wibowo, 2016). Teacher competence is a map of the Teacher's capacity for the job attributes he carries, which is a collection of abilities, skills, maturity, experience, effectiveness, efficiency and success in carrying out job responsibilities (Priansa, 2018). Teacher competence is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and workin the workplace that refers to established work requirements (Sutrisno, 2015).

Based on some of the above opinions, it can be concluded that teacher competence is an ability and characteristic possessed by a teacher in the form of knowledge, expertise, and skills that can help complete his work.

Organisational climate is a condition or reflection ofthe culture formed, a good organisational climate at work creates comfort, mutual respect andtogetherness at work (Wirawan, 2015). A good organisational climate is the initial capital of an organisationto be able to influence the behaviour of organisational members and can shape the characteristic values of the organisation, the organisational climate is a concept that describes the internal atmosphere of the organisational environment that its members feel during their activities in order to achieve organisational goals, the organisational climate can be suppressive, neutralor supportive.

The organisational climate is essentially the environment within an organisation that is perceived either directly or indirectly by individuals who work in it, which is assumed to affect their motivation and behavior (Sutrisno, 2015). Organisational Climate as something that can be measured in the work environment both directly and indirectly affects and their work where they work (Priansa, 2018).

Organisational climate is an internal environment that represents factors in the organisation that create a culture and social environment where goal achievement activities take place. From several definitions of organisational climate, it can be concluded that a workenvironment around the workplace will affect their behavior and forms of cooperation to achieve common goals within the company (Darzani, 2015). Indicators of organisational climate according to Stringer are as follows (Wirawan, 2015): structure, standard, responsibility, confession, support and commitment.

3. Research Method

The core of this research is quantitative causal research method. The population of this study is the teacher of the of the State MI cottage in Musi Rawas' district, totalling 34

people. In this study the sample used was the civil servant teacher of the Regional Inspectorate of Musi Rawas Regency with a total of 64 teachers. The data collection technique used is raw data in the form of data obtained based on research using a research questionnaire, research instrument testing techniques using validity and reliability tests, while classical hypothesis testing uses normality tests and linearity tests, as well as statistical techniques.

4. Findings and Discussions

The simple linear regression test is used to determine the effect of Teacher Competenceon Teacher Performance of MI Negeri Sekabupaten Musi Rawas.From therecapitulation of the simple linear regression results **Y = 57.840 + 0.572X1**. From the equation of the estimatedvalue of the regression function above shows that the constantvalue obtained is a = 57,840. This shows that without being influenced by the independent variable Teacher Competence (X_1), the Performance (Y) is 57.840 units. The regression coefficient value representing the Teacher Competency variable obtained is $b_1 = 0.572$, indicating that any change in the performance (Y) is equal to 57.840 units. One unit on Teacher Competence, then Performance will change directly proportional, namely by 0.572 units. To measure the percentage contribution of the independent variable and the dependent variable as a whole, the correlation coefficient is measured. The correlation coefficient (R) of the independent variable Teacher Competence (X_1) obtained, is 0.610. This can be interpreted that the relationship between the independent variable Teacher Competence (X_1) to the dependent variable Performance (Y) partially can be said to be strong.

Simple linear regression test is used to determine the effect of Organisational Climate on Teacher Performance of State MI in Musi Rawas Regency. From the recapitulation of simple linear regression results$Y = 47.985 + 0.694X_2$. From the equation of the estimated value of the regression function above shows that the constant value obtained is a = 47.985. This shows that without being influenced by the independent variable Organisational Climate(X), the Performance (Y) is 47.985 units. The regression coefficient value representing the Organisational Climate variable obtained is $b_2 = 0.694$, indicating that every change in one Organisational Climate, the Performance will change directly proportional, which is 0.694 units. To measure the percentage contribution of the independent variable and the dependent variable as a whole. The correlation coefficient (R) of the independent variable Organisational Climate (X_2) obtained, is 0.791. This can be interpreted that the relationship between the variables free Organisational Climate (X_2) to the dependent variable Performance (Y) partially can be said to be strong. To see the partial effect of each independent variable on the dependent variable can be explained by using the t test. Based on the results of the t test calculation, it is explained that the Organisational Climate Variable (X_2) on Performance (Y) showsthe value of t_{count} =4.197 greater than the value oft_{tabel} (1.991) with a significance level of sig.= 0.005. Thismeans that partially the Organisational Climate variable (X_2) has an influence on Performance (Y).

This is in line with relevant research conducted which concluded that work motivation and organisational climate simultaneously have a positive and significant influence on the performance of teachers of State Elementary Schools in Rembang District by 57.0%. Furthermore, 43.0%, this research uses a quantitativeapproach with an explanatory *survey* method because the data obtained in the form ofnumbers and processing using statistical

methods are used and then interpreted. Based on the data collected, it shows that the work motivation of public primary school teachers in Rembang sub-district is 79.26% in the very high category and 20.73% in the high category. This means that most teachers have shown very high work motivation.

The role of the leadership as a whole is very significant in this effort, where the quality of human resources as government officials must be used as a motivator in coordinating and organising teachers so that they are able to have a good Organizational Climate in the current era of globalisation. Opinion that Organisational Climate is the process of conveying messages that include information and *meaning* from a person or group referred to as the sender of the message (*sender*) to another party who receives the message (*receiver)*. Effective transfer requires not only the transmission of data, but that someone sends news and receives it is highly dependent on certain skills (reading, writing, listening, speaking, etc.) to make successful information exchange.

Multiple linear regression tests are used to determine the effect of the primary data tested, which comes from 2 independent variables, namely the effect of Teacher Competence and Organisational Climate on the Performance of State MI Teachers in Musi Rawas Regency. From the results of the recapitulation of multiple linear regression resultsY **=43.168+ 0.596X_1 + 0.574X_2**. The results of the Multiple Linear Regression test show that a) The value (constant) shows a value of 43.168 units, meaning that if the value of the *independent* variable (Teacher Competence and Organisational Climate) is zero, the value of the *dependent variable* (Performance) is 43.168 units in this case if the independent variable increases or is influenced in one unit, the independent variable will increase or be fulfilled. b)The regression coefficient value of the Teacher Competence variable (X_1) on the Performance variable (Y) is b_1= 0.596 units, which means that if Teacher Competence (X_1) increases by one unit, there will be an increase in Performance of 0.596 units. c) The regressioncoefficient value of the Organisational Climate variable (X_2) on Performance (Y) is b_2

= 0.574 units, which means that if the Organisational Climate (X_2) increases by one unit, there will be an increase in Performance of 0.574 units.

The coefficient of determination (R^2) obtained, is 0.715, which means that the variation in changes in the value of the dependent variable (Performance) can be explained by all independent variables (Teacher Competence and Organisational Climate) together (simultaneously) by 58.20% and the remaining 41.80% is influencedby other variables. In addition, to see the effect of the independent variables on the dependent variable together, a simultaneous test (F test) is carried out. Where based onthe recapitulation of the results of multiple linear regression tests, it is found that the $_{Fcount}$ value obtained is 11.901> F_{tabel} = 2.33 and the level of significancesimultaneously sig F is 0.000. This shows that together (simultaneously) the independent research variables (Teacher Competence and Organisational Climate) have a significant influence on the dependent variable (Performance). The results of this simultaneous test (F test) also prove that the third hypothesis of this study, namely Teacher Competence and Organisational Climate affect the Performance of Teachers of State MI in Musi Rawas Regency.

This shows that together (simultaneously) the independent research variables (Teacher Competence and Organisational Climate) have a significant influence on the dependent

variable (Performance). The results of this simultaneous test (F test) also prove that the third hypothesis of this study, namely Teacher Competence and Organisational Climate affect the Performance of Teachers of State MI in Musi Rawas Regency. In addition, to see the effect of the independent variables on the dependent variable together, a simultaneous $_{Fcount}$ value obtained is 11.901> F_{tabel} = 2.33 and the level of significance simultaneously sig F is 0.000. When viewed from the results of relevant research conducted, the two independent variables, namely Teacher Competence and Organisational Climate, affect performance. The Organisational Climate in the work environment must be considered, namely how to create a good Organisational Climate so thatin the future in carrying out tasks and in providing direction to can run smoothly and on target, thus performance can be carried out optimally. Teacher competence should further improvethe improvement of the work environment so that they feel comfortable and can be more concentrated in completing work. Performance is considered important for organisations because the success of an organisation is influenced by performance itself. To maintain and uphold good performance there are many things that influence including Teacher Competence and Organisational Climate.

Teacher competence is a driving factor for someone to carry out activities in order to get the best results. Therefore, it is not surprising that those who have high work competence usually have high performance as well. Therefore, teacher competence needs to be raised so that they are responsible for their duties. Defines that Teacher Competence is the provision of driving force that creates a person's work enthusiasm so that they want to work together, effectively and integrated with all their efforts to achieve satisfaction. In addition to Teacher Competence, a factor that affectsperformance is Organisational Climate. In carrying out work, it cannot be separated from the Organisational Climate with co-workers, superiors and subordinates. A good Organisational Climate can be an appropriate means of improving performance. Through the Organisational Climate can also cooperate with each other. That Organisational Climate is the transfer of meaning and understanding of meaning to others in the form of symbols, symbols, or certain languages so that people who receive information understand the intent of the information.

This is in line with research conducted by Harni Ningsih with the title Effect of Teacher Competence and Organisational Climate of Sub-district Assistance Facilitators on the Performance of BUMDES East Sejahtera Village Ujungbatu Timur..Where the Performance variable (Y), Teacher Competence (X1), Organisational Climate (X2).Hypothesis testing using the t test shows that the two independent variables studied are proven to have a significant partial effect on the dependent variable of board performance.Then through the F test it can be seen that the two independent variables studiedsimultaneously affect the dependent variable of board performance.The R Square number of 0.851 indicates that 85.1% of the board performance variable can be explained by the two independent variables in the regression equation. While the remaining 14.9% is explained by other variables outside the two variables used in this study. So it can be concluded that there is an influence of Teacher Competence and Organisational Climate on the performance of Mazro'illah Pesantren Teachers. Performanceis the result of work that can be achieved by a person or group of peoplein an organisation in accordance with their respective authorities and responsibilities, in order to achieve the objectives

of the organisation concerned legally, not against the law and in accordance with morals and ethics. Where this performance is related to Teacher Competence and Organisational Climate between Teachers.

5. Conclusion

There is an influence of teacher competence and organisational climate on teacher performance at the Yayasan Pondok MI Negeri Sekabupaten Musi Rawas. This isbased on the value of F_{hitung} obtained is 11.901> F_{tabel} = 2.33 and the level of significance simultaneously sig F is 0.000.

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The Influence of Career Development and Work Culture on Employee Performance with Work Motivation as Moderation at the Regional Secretariat of Lubuklinggau City

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Abstract

This study aims to test empirically the effect of career development and work culture on employee performance with motivation as a moderating variable. The population in this study were employees at the Regional Secretariat Office of Lubuklinggau City. The sample in this study were all employees at the Regional Secretariat Office of Lubuklinggau City. The number of samples in this study were 30 respondents. The data used is primary data obtained from the results of distributing questionnaires to employees of the Regional Secretariat Office of Lubuklinggau City. The method used is Moderated Regression Analysis (MRA) with the help of SPSS software. The test shows that the first hypothesis, namely career development, has an effect on employee performance. The second hypothesis is that work culture influences employee performance. The third hypothesis is that work motivation can moderate the effect of career development on performance. The fourth hypothesis of work motivation can moderate the effect of work culture on employee performance.

Keywords: performance, career development, work culture, work motivation.

1. Introduction

The success of an organization, both large and small, is largely determined by the quality of human resources (HR) whose role is to plan, implement and control the organization concerned (Bukit et al., 2017). The success of the organization depends on the quality of the human resources that run it. The potential of existing employees in an organization must be utilized as well as possible so as to provide maximum results.

Human resources are central in organizations and companies, because the quality of the organization itself is very dependent on the quality of human resources as employees and service providers. In an organization of human resources in accordance with the needs, a strategy is needed in managing human resources. Good human resource management will provide progress for agencies, especially in dealing with situations and conditions that are always changing and developing.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him, (Mangkunegara, 2016). Performance itself is the result achieved by an employee in carrying out activities within a certain period of time. Every organization tries to improve the performance of its employees in order to achieve the goals set by the organization.

Efforts to improve employee performance can be pursued by developing employee

capabilities with career development opportunities, because employee development is a form of attention and recognition from the organization or leadership to employees who demonstrate work ability, diligence and work compliance and discipline. Employee performance is very important in government agency organizations to achieve its goals, so every government organization makes various efforts to improve it by increasing the competence of each employee.

Career development is very influential which is very large for encouraging the performance of employees who are able to contribute to the development and progress of an organization. A boss needs to pay close attention to career development to encourage his subordinates. Career development is the process of increasing individual work ability achieved in order to achieve the desired career (Alif, 2015).

To improve employee performance, agencies should also pay attention to the work culture contained in these agencies. Culture in an organization, both government and private organizations reflects the image of the organization. Organizations that have a positive culture will show a positive image, and vice versa if the work culture is not going well it will give a negative image to the organization.

Work culture becomes a value that is very necessary in encouraging employees to carry out their activities and solving problems they face in achieving the final results expected by the organization. Work culture cannot be separated from human resources (HR) itself, because work culture is very closely related to attitudes/behaviors and human thinking paradigms in creating adequate work productivity. So as a state apparatus, every human being who is/works in government agencies should be able to create a conducive work culture, where this is a basic requirement in creating modern (effective) performance.

At present the demand to obtain and develop qualified employees continues to be urgent so that this is a special concern for an agency to get employees who are highly motivated to carry out their duties as optimally as possible so that employee performance can increase. Without employees who have high motivation in the field of work and their responsibilities, an agency will fail to realize its existence. Basically motivation can spur employees to work hard so they can achieve their goals. This will improve employee performance so that it affects the achievement of organizational goals (Rivai, 2016).

Based on the initial observations that the researchers made, information was obtained that there were still many employees whose performance was still low and not yet optimal to meet performance standards which was characterized by a lack of employee attention to agency goals, employee work results did not meet the standards contained in agencies, responsibilities in each job given still lacking, there is work that is not in accordance with predetermined standards.

Based on data from the Office of the Regional Secretariat of the City of Lubuklinggau, it shows that the motivation of employees in the general section of the Regional Secretariat of the City of Lubuklinggau is low, this is evidenced by the lack of interest of employees to increase their level of education. The data shows that there are 12 staff who still have high school education. In addition, motivational problems are also characterized by employees not having high enthusiasm and responsibility in carrying out each of their duties, employees also still do not meet standards, and motivation from superiors to improve employee performance is still very weak.

Based on data on the rank and class of employees at the Regional Secretariat of Lubuklinggau City, it can be seen that the level of career development for employees is still low, due to the minimum level of education of employees so this can certainly affect employee career development delays. This phenomenon is caused by a lack of employee attention to career planning and development, a lack of organizational support and attention in career development, the lack of organizational roles in providing feedback on good performance in career development.

Problems found regarding work culture, namely the lack of implementation of result orientation, people orientation, team orientation, this can be seen from the cohesiveness of employees who are still lacking in collaborating to complete the work given, the lack of employee innovation in completing work and hesitation in decision making , there are still employees who do not have aggressiveness in working both individually and in teams.

To achieve its goals and functions, the Lubuklinggau City Blood Secretariat Office must improve employee performance. By paying attention to factors that can affect employee performance including motivation, career development and work culture of each employee. Because these factors have a strong influence in improving employee performance.

Previous research on the influence of work attitudes and organizational culture on performance with work motivation as a moderating variable explains that the existence of a moderating variable, namely the motivational variable, further strengthens the interaction of the influence of organizational culture variables on performance (Rayyani, 2021). Other studies regarding the influence of career development and HR planning on employee performance through work motivation as a moderating variable show the results that motivation moderates the effect of career development on employee performance (Manu et al., 2022).

Subsequent research explaining the influence of organizational culture and employee mutations on employee performance with work motivation as a moderator variable through organizational commitment shows the results that motivation is able to moderate the effect of organizational culture on performance (Aditianto et al., 2020). Research on the influence of career development on employee performance through the mediation of work motivation shows the result that motivation moderates the influence of career development on performance (Dewi & Utama, 2016).

2. Literature Review

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Kasmir, 2016). Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization (Sutrisno, 2015). Performance is the embodiment of work that has been produced or carried out by employees (Priansa, 2017).

Performance can be interpreted as the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interest. Work results that have a strong relationship with the organization's strategic objectives, customer satisfaction and economic

contribution (Wibowo, 2017). Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards set by the organization. Therefore, if there are no goals and targets set in measurement, it is impossible to know the performance of a person or the performance of an organization if there are no benchmarks for success (Danuarta, 2017).

Motivation is an encouragement for someone to do work (Kasmir, 2016). Motivation is the impetus for a series of processes of human behavior in achieving goals (Wibowo, 2016). Work motivation is a desire that arises from within a person or individual because he is inspired, encouraged and driven to carry out activities with sincerity, pleasure and earnestness so that the results of the activities he does get good and quality results (Pandi, 2018). Motivation is a process of trying to influence or encourage the people they lead to do the work they want, according to certain goals that have been set beforehand. Motivation comes from the Latin word movere which means encouragement or movement. Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction (Hasibuan, 2020). Motivation is the desire that exists in an individual who stimulates him to take actions, both from an active perspective (motivation as a positive effort) and from a passive perspective (motivation as a stimulus and need) (Sedarmayanti, 2016).

Career development is the process of increasing individual work ability achieved in order to achieve the desired career. The goal of career development is to match the needs and goals of employees with the career opportunities available in this organization and in the future (Alif, 2015). Career development is a condition that indicates an increase in the serious improvement of a person in an organization in a predetermined career path in the organization concerned (Wirotomo & Pasaribu, 2015). Career development is basically an increase in employee work in this case money can reflect someone's ability in the organization at work, meaning that performance can be measured or determined by the value that has been determined in the organization (Prakoso & Farida, 2018). Career development is a staffing activity that helps employees plan their future careers at the company so that the company and the employee concerned can develop themselves optimally (Pardamean, 2021). Career development is a formal approach that organizations use to ensure that people with the right qualifications and experience are available when needed (Priansa, 2018). The development of an individual's career path in a position or rank that can be achieved during work in an organization (Sutrisno, 2017).

Work culture is a system of shared values in an organization that determines the level of how employees carry out activities to achieve organizational goals (Robbins, 2015). Work culture, namely habits that are carried out repeatedly by employees in an organization, violations of these habits do not have strict sanctions, but morally organizational actors have agreed that these habits are habits that must be obeyed in the context of carrying out work to achieve goals (Nawawi, 2017). Work culture is a common perception held by members of an organization, a system of shared meaning (Wibowo, 2018). Work culture is about how people feel doing a good job what makes equipment and people work together in harmony (Danuarta, 2017). Work culture is the informalization of a set of values and norms that become a control tool for employees within the organization in

interacting with the environment (Tampubolon, 2015). Work culture is a pattern of basic assumptions to act, determine, or develop organizational members in overcoming problems by adapting them from outside and integrating into the organization so that employees can work calmly and thoroughly, and also benefit employees (Arta, 2018).

3. Research Method

This study uses a causal quantitative research design consisting of several stages including formulating problems, studying theories, formulating hypotheses, collecting data, processing data, and drawing conclusions. the research subjects used in this study were employees of the Regional Secretariat Office of Lubuklinggau City, while the objects of this study were employee performance, motivation, career development and work culture. This research is categorized as a population research because all populations are used as units of observation or research targets, amounting to 30 people.

This type of research is quantitative research. The data used is primary data. The data collection technique in this study is a questionnaire, then the data obtained will be analyzed using Moderated Regression Analysis (MRA). The purpose of moderating regression is to find out whether the moderating variable will strengthen or weaken the relationship between the independent variable and the dependent variable (Ghozali, 2016). Moderation analysis is used to determine whether work motivation variables can strengthen or weaken the relationship between career development and work culture on employee performance.

4. Findings and Discussions

Test Results t. Based on the results of calculations with the SPSS for Windows version 23 program, the coefficients in the Multiple Linear Regression equation are obtained as shown in the following table:

Table 1. Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.750	5.373		1.629	0.109
	Career development	0.638	0.079	0.623	8.040	0.000
	Work Culture	0.364	0.079	0.356	4.590	0.000

From the table above it is known that the value of t count (8.040) > t table (1.697) or Sig. (0.000) < 0.05. This means that the career development variable has a significant effect on employee performance. Thus it can be concluded that the first hypothesis (H1) career development has an effect on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted. It is known that the value of t count (4.590) > t table

(1.697) or Sig. (0.000) < 0.05. This means that the work culture variable has a significant effect on employee performance. Thus it can be concluded that the second hypothesis (H2) work culture influences employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

The results of calculating the coefficient of determination with the SPSS for Windows version 23 program can be seen in the following table:

Table 2. Results of the Coefficient of Determination

Model	*R*	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*
1	0.911[a]	0.829	0.820	2.44054

From the table above, it shows that the coefficient of determination (R2) obtained is 0.829 which can be interpreted, changes in the value of the dependent variable on employee performance are explained by all independent variables, namely career development and work culture simultaneously by 82.9%. The rest (100% -82.9%), namely 17.1%, is influenced by other variables not examined in this study.

The results of the F test (simultaneous) on competency and motivation variables on employee performance can be seen in the following table:

Table 3. F test results

Model		*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
1	*Regression*	1621.302	2	540.434	90.734	0.000[b]
	Residual	333.548	27	5.956		
	Total	1954.850	39			

The table above shows, the F_{count} value obtained is 90.734 with a significant value of 0.000 <0.05. This shows, simultaneously the independent variables of career development and work culture have a significant influence on the dependent variable of employee performance.

The results of the calculation of the *Moderated Regression Analysis* (MRA) test can be seen as follows:

Table 4. *Moderated Regression Analysis Results*

	Unstandardized	Standardized		

Model	Coefficients		Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	1.174	5.579		.210	0.834
Pengembangan Karir	0.303	0.098	0.244	3.088	0.003
Motivasi Kerja	0.498	0.087	0.486	5.738	0.000
PK*MK	0.312	0.076	0.305	4.111	0.000

From the table above it is known that t count (4.111) > t table (1.697) and Sig. (0.000) < 0.05. The table above shows that the career development variable has a significant level of 0.000, which is less than 0.05. The parameter coefficient value is 0.312 and is positive. This means that the value of the employee performance variable will increase by 0.312 if the value of the career development variable moderated by the work motivation variable increases and the other independent variables have a fixed value. It can be concluded that work motivation moderates the relationship between career development and employee performance. Where work motivation can strengthen the influence of career development on employee performance. This proves that good career development can improve employee performance. This means that the more career development owned by employees with moderated work motivation, the employee's performance will increase. Thus it can be concluded that the third hypothesis (H3) work motivation can moderate the influence of career development on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

Table 5. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.901[a]	0.923	0.807	1.19842

From the table above it is known that the R square value is 0.923, which means that the influence of career development on performance with work motivation as a moderating variable is 92.3%.

Table 6. Results *Moderated Regression Analysis*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	17.495	8.435		2.074	0.048
Work Culture	0.830	0.230	0.458	3.613	0.001
Work motivation	0.829	0.208	0.506	3.988	0.000
BU*MK	1.409	0.158	0.860	8.922	0.000

From the table above it is known that t count (8.922) > t table (1.697) and Sig. (0.000) < 0.05. The table above shows that the work culture variable has a significant level of 0.000, which is less than 0.05. The parameter coefficient value is 1.409 and is positive. This means that the value of the employee performance variable will increase by 1.409 if the value of the work culture variable is moderated by the work motivation variable and the other independent variables have a fixed value. It can be concluded that work motivation commitment moderates the relationship between work culture and employee performance. Where work motivation can strengthen the influence of work culture on employee performance. This means that the higher the work culture with moderated work motivation, the employee's performance will increase. Thus it can be concluded that the fourth hypothesis (H4) work motivation can moderate the influence of work culture on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

Table 7 Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.895[a]	0.910	0.793	2.61695

From the table above it is known that the R square value is 0.910, which means that the influence of work culture on performance with work motivation as a moderating variable is 91.0%.

The Effect of Career Development on Employee Performance at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant influence of career development on employee performance. This shows that the higher the opportunity in career development owned by employees, the employee's performance will also increase. The results of this study support the theory that career development is basically an increase in employee work in this case money can reflect someone's ability in the organization at work, meaning that performance can be measured or determined by the values that have been determined in the organization (Prakoso & Farida, 2018). The results of this study are in line with research conducted by (Putri & Frianto, 2019) and

(Wiliandari, 2019) This study states that career development has an effect on employee performance.

The Influence of Work Culture on Employee Performance at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant influence of work culture on employee performance. This proves that the higher the level of work culture, the higher the performance. The results of this study support the theory (Nawawi, 2017) who said that work culture is a habit that is carried out repeatedly by employees in an organization, violations of this habit do not have strict sanctions, but morally organizational actors have agreed that these habits are habits that must be obeyed in the context of carrying out work to achieve objective. Work culture is a pattern of shared basic assumptions learned by certain groups to overcome problems of external adaptation and internal integration. The results of this study support research conducted by (Adha et al., 2019) which states that work culture has a significant effect on employee performance.

The Effect of Career Development on Employee Performance in Moderation of Work Motivation at the Lubuklinggau City Regional Secretariat Office. The results of the study indicate that there is a significant influence of career development moderated by work motivation on employee performance. This means that work motivation can moderate the effect of career development on employee performance. Career development is a formal approach that organizations use to ensure that people with the right qualifications and experience are available when needed (Priansa, 2018). In accordance with the theory that career development is a condition that indicates an increase in the serious increase of a person in an organization in the career path that has been set in the organization concerned (Wirotomo & Pasaribu, 2015). The results of this study are supported by research conducted by (Herningsih & Purwanti, 2020) and (Natalia & Netra, 2020), The research results show that work motivation can moderate the effect of career development on employee performance.

The Influence of Work Culture on Employee Performance in Moderation of Work Motivation at the Regional Secretariat Office of Lubuklinggau City. The results of the study show that work motivation moderates the relationship between work culture and performance, this is because a work culture supported by work motivation can improve performance. This shows that the increasing work culture that is supported by work motivation will also increase the performance at the Lubuklinggau City Regional Secretariat Office. A work culture is built and maintained, shown from the philosophy of the founders and leaders (Robbins, 2015). Furthermore, this culture is strongly influenced by the criteria used in hiring employees. The actions of the leader will greatly influence the behavior that is acceptable and which is not. How the form of socialization will depend on the success achieved in applying the values in the selection process. A work culture is built and maintained, shown from the philosophy of the founders and leaders (Robbins, 2015). Furthermore, this culture is strongly influenced by the criteria used in hiring employees. The actions of the leader will greatly influence the behavior that is acceptable and which is not. How the form of socialization will depend on the success achieved in applying the values in the selection process.

The results of this study are also supported by previous studies related to the influence of work culture on employee performance with work motivation as a moderating variable

by (Rayyani, 2021) and (Aditianto et al., 2020) which shows that work culture is strengthened by the support of work motivation has a close relationship with improving employee performance.

5. Conclusion

Based on the data that has been collected and the tests that have been carried out, the following conclusions can be drawn: The results of the first hypothesis test indicate that career development has a significant effect on employee performance. The results of testing the second hypothesis indicate that work culture has a significant effect on employee performance. The results of testing the third hypothesis indicate that the interaction of career development and work motivation has an effect on employee performance. The results of testing the fourth hypothesis indicate that the interaction of career development and work motivation influences employee performance.

Suggestions for future researchers are: future research is expected to increase the population, research will be better if it does not only use questionnaires but is equipped with interview techniques or other methods in order to obtain valid data in accordance with the actual reality.

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The Influence of Leadership Style and Work Environment on Employee Performance with Motivation as Intervening Variable

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Abstract

The purpose of this study was to determine the effect of Leadership Style and Work Environment on Performance with Motivation as an Intervening Variable at Industry of Department, Trade and Cooperatives, North Musi Rawas Regency. The population and sample of the study were 97 state civil servants. Data analysis method was used in this study was quantitative method. The results of study showed that leadership style had an effect on employee performance with value of t count = 6.665 > t table = 1.660, with significant 0.000 <0.05. Work environment has an effect on employee performance with value of t count = 6.011 > t table = 1.660, with significant 0.000 <0.05. Leadership style has an effect on motivation with value of t count = 3.805 > t table = 1.660, significant 0.000 <0.05. Work environment has an effect on motivation with value of t count = 3.984 > t table = 1.660, significant 0.000 <0.05. Leadership Style and Work Environment have an effect on motivation with value of F count = 10,839 >F table = 3,09 significant 0.000 <0.05. Motivation has an effect on employee performance with value of t count = 4.807 >t table = 1.660, significant 0.000 <0.05. Leadership Style, Work Environment and Motivation have an effect on employee performance with value of F count = 24,332 >F table = 2.70, with significant 0.000 <0.05. Leadership style has an effect on employee performance with motivation as an intervening variable with value of t count = 2,410 >t table = 1,660. Work Environment has an effect on Employee Performance with Motivation as an intervening variable with a value of t count = 2,416 >t table = 1,660. From this study it can be concluded that leadership style and work environment give significant effect on employee performance with motivation as an intervening variable at department of Industry, Trade and Cooperatives, North Musi Rawas Regency.

Keywords: leadership style, work environment, motivation, employee performance

1. Introduction

In this era of autonomy, the government institution or organization is claimed to have effective, efficient, and have to more increase the performance. In the Concise, the local government is claimed to have the performance that has orientation for the public interest and encourage the government to always responsive to the environment, by giving the best service transparently, have good quality and good division for the government. To increase effectiveness, efficiency, and the performance of institution has to been noticed the human resources too. The progress of organization is influenced by the quality of the good human resources that can adapt with the change situation.

To reach the purpose of success organization is very the depending on the role of the leader. The leader has to have the ability to influence the subordinate to can work the leader's order happily without coercion. The style of leadership is the leader's way to work how the leader can influence the member to reach the some purposes. The leader style is applied in a institution will be able affected the motivation that appear in

subordinates' mind.

Beside a leadership style, the work environment can also influence the development of employees. The work environment can be regarded as one of the important components for employees in finishing their work. There are two work environments in companies or government institution, namely the physical work environment and the non-physical work environment. The role of the work environment can be said to be important in creating an incentive for subordinates to be able to work better. The creation of a comfortable, safe and enjoyable work environment is one way for an institution to be able to increase the performance of its employees.

The high spirit employee's will increase organizational life, therefore it is needed by fulfilling physical and non-physical needs to spur the employee's spirit for reaching organizational purposes.. Motivation can be said to be a driving force or driving force that can come from individuals or from organizations that are able to create a desire to carry out an activity or activities.

Based on the reaching of information, still there is the lack of civil servants, the leadership style is applied by the leaders of the Office of Industry, trade and Cooperatives of North Musi Rawas also not in accordance with the condition of existing employees because the leadership does not give opportunities for employees to convey ideas and the leadership does not include employees in decision making, lack of following up on civil servant and non-civil servant employees who are not disciplined and civil servant and non-civil servant employees who do not carry out their work according to their duties and responsibilities.

The work environment also does not support the performance of its employees in supporting the completion of work because the place is still in rental conditions, the electricity is not stable, the room temperature is hot due to low electricity voltage so that the AC or other air conditioners can not be useful better, and there are odors around in the workplace so that it does not provide comfort at work, there is noise that makes employees feel uncomfortable, and the decoration of the workplace is less attractive. This is also appeared by the low level of employee motivation, causing employee performance to decrease because employees feel unhappy with the work being done and do not try their best to get good work performance.

2. Literature Review

The Leadership style is a pattern of attitudes and behavior that showed in processing to influence the person (Matondang, 2018). The Leadership style is the leader's way to act or How the leader influences the members to reach the goals (Edison et al., 2018b). So, based on some of these opinions, leadership style is a method used by leaders in influencing, directing, encouraging and controlling subordinates in achieving certain organizational goals.

The work environment is a place that exists on the organization, both the physical environment, or the social environment, and the virtual environment that can be used to improve employee performance and company performance on continuing (Busro, 2017). The work environment is something that are there at the work environment who can influence themselves in doing tasks such as temperature, humidity, ventilation, lighting,

noise, cleanliness of the workplace and the adequacy of work equipment (Pandi, 2016). Based on some of these opinions, it can be concluded that the work environment is everything that exists around employees that can influence employees in doing the tasks are charged by an organization.

The Work motivation is A behavior and the factors that influence employees for behaving towards their work (Pandi, 2016). Work motivation is a process that shows individual intensity, direction, and persistence as an effort to achieve the goals og organization (Donni, 2018). So, based on some of these opinions motivation is a factor that can influence and encourage employees to be able to work successfully so that employee's desires and he goals of organization can be achieved.

The employee performance is about doing the job and the results that achieved from the job. Performance is about what is done and how the way to do it (Wibowo, 2017). Performance is the degree of task preparation that manage the person's job (Pandi, 2016). So, the performance is the willingness of a person or group of people to aado activities or to perfect them in accordance with their responsibilities with the expected results. Performance is the result achieved by someone according to the standards that apply to the job in question. Based on some of these opinions, performance is the work achieved by an employee in quality and quantity in doing the tasks in accordance with the responsibilities is given.

3. Research Method

The nature of this research is a quantitative causal research method. Quantitative research methods can be interpreted as research methods based on the philosophy of positivism, used to examine populations or samples, data collection using research instruments, data analysis is quantitative/statistical, with the aim of testing established hypotheses (Sugiyono, 2019). The design or research design used in this study uses the variables that have mutual influence, namely between the variables that have elements that influence and are influenced. This study will use 2 (two) independent variables, the first is intervening variable and the second is dependent variable. The independent variable is consists of leadership style and work environment while the intervening variable is motivation and the dependent variable is performance.

The population in this research were the employees of the Office of Industry, Trade and Cooperatives of North Musi Rawas Regency with the status of civil servants and non-civil servants, totaling 98 (ninety eight) people. The sampling technique used is saturated sampling, namely samples which, when added in number, will not increase representation so that it will not affect the value of the information that has been obtained and is a sampling technique that is taken as a whole because the number of samples is not more than 100 people. The number of samples in this study (98-1) = 97 respondents consisting of 14 civil servants (PNS) and 83 non-civil servants (PNS), while 1 person as a leader was not used as a sample. In this research, the data collection technique used by conducting interviews (interviews) and then distributing questionnaires related to the indicators are used related by the work units.

4. Findings and Discussions

Result Test of The Leadership Style (X_1) toward The Performance Employee (Y)

Table 1. *Coefficients*[a] The Leadership Style toward The Performance Employee

Model		t	Sig.
1	*(Constant)*	7,858	,000
	The Leadership Style (X_1)	**6,665**	**,000**

The first table shows the results of the t (partial) test for the Leadership Style variable (X1) toward The Employee Performance variable (Y). The results obtained are t_{hitung} = 6,665 > $t_{tabel\ (97-1=96)}$ = 1,660 and the significant value obtained is 0.000 <0.05. That is, the variable Leadership Style (X_1) has a significant influence toward The Employee Performance variable (Y) at the Office of Industry, Trading and Cooperatives, North Musi Rawas District.

Result Test of The Employee environment (X_2) toward the Employee Performance (Y)

Table 2. *Coefficients*[a] The Employee environment toward the Employee Performance

Model		t	Sig.
1	*(Constant)*	8,420	,000
	Employee environment(X_2)	**6,011**	**,000**

The 2**nd** table shows the results of the (partial) t-test for the Work Environment variable (X_2) toward the Employee Performance variable (Y). The results obtained are t_{count} = 6.011 > $t_{table\ (97-1=96)}$ = 1.660 and the significant value obtained is 0.000 <0.05. This means that the Work Environment variable (X_2) has a significant influence toward the Employee Performance variable (Y) at the Office of Industry, Trade and Cooperatives, North Musi Rawas Regency.

Result Test of the Leadership Employee (X_1) toward the Motivation (Z)

Table 3. *Coefficients*[a] the Leadership Employee toward the Motivation

Model		T	Sig.
1	*(Constant)*	4,526	,000
	Leadership style (X_1)	**3,805**	**,000**

The **3rd** table shows the results of the t (partial) test for the Leadership Style variable (X_1) on the Motivation variable (Z). The results obtained are t_{count} = 3.805 > t_{table} (97-1=96) = 1.660 and the significant value obtained is 0.000 <0.05. This means that the Leadership Style variable (X_1) has a significant influence on the Motivation variable (Z) in the Office of Industry, Trading and Cooperatives, North Musi Rawas Regency.

Result Test of the Work Environment (X_2) toward the Motivation (Z)

Table 4. *Coefficients*[a] Result Test of the Work Environment toward the Motivation

Model		t	Sig.
1	*(Constant)*	4,607	,000
	The Work Environment (X_2)	**3,984**	**,000**

The 4th table shows the results of the (partial) t-test for the Work Environment variable (X_2) toward the Motivation variable (Z). The results obtained are $t_{count} = 3.984 > t_{table}$ (97-1=96) = 1.660 and the significant value obtained is 0.000 <0.05. It means that the Work Environment variable (X_2) has a significant influence toward the Motivation variable (Z) at the Office of Industry, Trading and Cooperatives, North Musi Rawas Regency.

Motivation Test Results (Z) on Employee Performance (Y)

Table 5. Coefficients of Motivation on Employee Performance

Model		t	Sig.
1	*(Constant)*	11,929	,000
	Motivation (Z)	**4,807**	**,000**

The 5th table shows the results of the t (partial) test of the motivation variable (Z) toward the employee performance variable (Y). The results obtained are $t_{count} = 4.807 > t_{table}$ (97-1=96) = 1.660 and the significant value obtained is 0.000 <0.05. It means that the variable Motivation (Z) has a significant influence toward the variable Employee Performance (Y) at the Office of Industry, Trade and Cooperatives, North Musi Rawas District.

Result Test of the Leadership Style (X_1) and the Work Environment (X_2) toward the Motivation (Z)

Table 6. *ANOVA*" Leadership Style and Work Environment on Motivation

Model		Sum of Squares	df	Mean Square	F	Sig,
1	*Regression*	90,332	2	45,166	**10,839**	**,000[b]**
	Residual	391,688	94	4,167		
	Total	482,021	96			

The sixth table above is the result of the F test (simultaneous) on the variable Leadership Style (X_1) and Work Environment (X_2) toward the variable Motivation (Z). The results obtained are the value of $F_{count} = 10.839 > F_{table}$ (97-2-1 = 94) = 3.09 and the significant value obtained is 0.000 <0.05. That is, the variables of Leadership Style (X_1) and Work Environment (X_2) have a simultaneous significant influence on the variable Motivation (Z) in the Office of Industry, Trade and Cooperatives of North Musi Rawas District.

Results Test of Leadership Style (X_1), Work Environment (X_2) and Motivation (Z) on Employee Performance (Y)

Table 7. ANOVA[a] the Leadership Style, the Work Environment, and the Motivation toward Employee Performance

	Model	*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig,*
1	*Regression*	205,364	3	68,455	**24,332**	**,000[b]**
	Residual	261,646	93	2,813		
	Total	467,010	96			

The 7th table above is the result of the F test (simultaneous) on the variable Leadership Style (X_1), Work Environment (X_2) , and Motivation (Z) on Employee Performance (Y). The results obtained are the value of $F_{count} = 24.332 > F_{table}$ (97-3-1 = 93) = 2.70 and the significant value obtained is 0.000 <0.05. That is, the variables Leadership Style (X_1), Work Environment (X_2) , and Motivation (Z) have a significant influence simultaneously on Employee Performance (Y) variables in the Office of Industry, Trade and Cooperatives of North Musi Rawas Regency.

Result Test of Leadership Style(X1) toward Employee Performance (Y) through Motivation (Z) as an intervening variable

Table 8. Model Summary The Leadership Style Toward The Motivation

Model	*R*	*R Square*	*Adjusted R Square*	*Std, Error of the Estimate*
1	,364[a]	**,132**	,123	2,098

The 8th table above shows that the value of R^2 or R Square in the model summary table is 0.132, it shows that the contribution of the Leadership Style variable (X_1) to the Motivation (Z) is 13.2%. The remaining 86.8% is contributed by other variables not included in the study.

Table 9. *Coefficients*[a] Gaya the Leader Style toward the Motivation

	Model	*Unstandardized Coefficients*		*Standardized Coefficients*
		B	*Std. Error*	***Beta***
1	*(Constant)*	12,960	2,864	
	The Leadership style(X_1)	,224	,059	**,364**

The 9th table above is output regress in *coefficients* table is known that *beta* from The Leadership Style Variable (X_1) = 0,364 unit.Then for the value of R^2 is 0, 132, so the value of e1 can find the formula $e1 = \sqrt{(1-0,132)} = 0,932$

Table 10. *Model Summary*[b] the Leadership Style toward The employee Performance

Model	*R*	*R Square*	*Adjusted R Square*	*Std, Error of the Estimate*
1	,619[a]	**,383**	,370	1,750

The 10th table above has a value R^2 or *R Square* on *model summary* table is 0,383, this shows that the contribution of the Leadership Style (X_1) and Motivation (Z) variables to Employee Performance (Y) is 38.3%. The remaining 61.7% is contributed by other variables not included in the study.

Table 11. *Coefficients* [a] the Leadership Style toward The employee Performance by The Motivation

Model		*Unstandardized Coefficients*		*Standardized Coefficients*
		B	*Std. Error*	***Beta***
1	*(Constant)*	16,142	2,634	
	The Leadership Style (X_1)	,283	,053	**,465**
	Motivation (Z)	,269	,086	**,273**

The 11th table above is output regress in *coefficients* of is known that *beta* from The Leadership Style Variable (X_1) = 0,465 units. Whereas, the value of *beta* from The Motivation Variable (Z) = 0,273 units. Then for the value of R^2 is 0,520, so for the value of e2 can find the formula e2 = √ (1-0,383) = 0,785.

The direct influence of Leadership Style (X_1) toward The Employee Performance (Y) is 0.465 units. Meanwhile, the indirect effect of Leadership Style (X_1) toward The Employee Performance (Y) through Motivation (Z) = 0.364 x 0.273 = 0.099 or total effect = 0.465 + 0.273 = 0.738.

The influence of mediation that is shown to be significant or not is tested by the Sobel test as follows:

$$Sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sab = \sqrt{(0{,}269^2 x 0{,}059^2) + (0{,}224^2 x 0{,}086^2) + (0{,}059^2 x 0{,}086^2)}$$

$$Sab = \sqrt{(0{,}072361 x 0{,}003481) + (0{,}050176 x 0{,}007396) + (0{,}003481 x 0{,}007396)}$$

$$Sab = \sqrt{(0{,}0002518886) + (0{,}0003711017) + (0{,}0000257455)}$$

$$Sab = \sqrt{0{,}0006487358}$$

$$Sab = 0{,}025$$

Then the t value of the mediation statistic is obtained:

$$t_{count} = \frac{0,224x0,269}{0,025}$$

$$t_{count} = \frac{0,060256}{0,025}$$

$$t_{count} = 2,410$$

From the calculation results, the t_{count} value of 2.410 is greater than the t_{table} of 1.660, meaning that there is an influence between the Leadership Style toward the Employee Performance through the Motivation as a mediating or *intervening* variable.

The Work Environment Test Results (X_2) toward Employee Performance (Y) through Motivation (Z) as an intervening variable

Table 12. *Model Summary*[b] The work Environment toward The Employee Performance

Model	*R*	*R Square*	*Adjusted R Square*	*Std, Error of the Estimate*
1	,378[a]	**,143**	,134	2,085

The 12th Table above has a value is R^2 atau *R Square* it has written on the table of *model summary* is 0, 143, lt shows that the contribution to the work Environment (X_2) toward The Motivation (Z) is 14,3%. The leftover 85,7% is the contribution of the others variables that didn't enter in the research.

Table 13. *Coefficients*[a] the Work Environment toward the Motivation

Model		*Unstandardized Coefficients*		*Standardized Coefficients*
		B	*Std. Error*	***Beta***
1	(Constant)	12,794	2,777	
	The Work Environment (X_2)	,233	,059	**,378**

The 13th table above on the regression output in the table section *coefficients* it is able known that the value of *beta* from The Work Environment Variable(X_2) namely= 0,378 units. Then the value of R^2 is 0,143, so the value of e1 getting the formula e1 = √ (1-0,143) = 0,926.

Table 14. *Model Summary*[b] the Work Environment toward the Employee Performance through the Motivation

Model	*R*	*R Square*	*Adjusted R Square*	*Std, Error of the Estimate*
1	,587[a]	**,345**	,331	1,804

The 14th Table above has nilai R^2 atau *R Square* it has written on the table of *model summary* is 0,345, lt shows that the contribution to the work Environment (X_2) and The Motivation (Z) toward The Employee Performance is 34,5%. The leftover 65, 5% is the contribution of the others variables that didn't enter in the research.

Table 15. *Coefficients*[a] the Work Environment toward the Employee Performance through the Motivation

Model	*Unstandardized Coefficients*		*Standardized Coefficients*
	B	*Std, Error*	***Beta***
(Constant)	17,580	2,658	
The Work Environment (X_2)	,253	,055	**,417**
The Motivation (Z)	,280	,089	**,284**

The 15th table above on the regression output in the coefficients table section shows that the value of *beta* to the Work Environment variable (X_2) = 0.417 units. Meanwhile, the value of beta to the variable Motivation (Z) = 0.284 units. Then the value of R_2 is 0.345, so the e_2 value can be found using the formula $e_2 = \sqrt{}(1\text{-}0.345) = 0.803$.

The direct influence of the Work Environment (X_2) toward the Employee Performance (Y) is 0.417 units. Meanwhile, the indirect effect of the Work Environment (X_2) on Employee Performance (Y) through Motivation (Z) = 0.378 x 0.284 = 0.107 or total effect = 0.417 + 0.284 = 0.701.

The influence of mediation that is shown to be significant or not is tested by the Sobel test as follows:

$$Sab = \sqrt{b^2 sa^2 + a^2 sb^2 + sa^2 sb^2}$$

$$Sab = \sqrt{(0{,}280^2 x 0{,}059^2) + (0{,}233^2 x 0{,}089^2) + (0{,}059^2 x 0{,}089^2)}$$

$$Sab = \sqrt{(0{,}0784 x 0{,}003481) + (0{,}054289 x 0{,}007921) + (0{,}003481 x 0{,}007921)}$$

$$Sab = \sqrt{(0{,}0002729104) + (0{,}0004300232) + (0{,}000027573)}$$

$$Sab = \sqrt{0{,}0007305066}$$

$$Sab = 0{,}027$$

Then the t value of the mediation statistic is obtained:

$$t_{count} = \frac{0{,}233 x 0{,}280}{0{,}027}$$

$$t_{count} = \frac{0,06524}{0,027}$$

$$t_{count} = 2,416$$

From the calculation results, the t_{count} value of 2.416 is greater than the t_{table} of 1.660, meaning that there is an influence between the work environment on employee performance through motivation as a mediating or intervening variable.

Based on the results of the research that has been done, to answer the formulation of the problem and prove the hypothesis that has been raised, it can be concluded that: (1) The Leadership Style influences the Employee Performance at the Office of Industry, Trading and Cooperatives, North Musi Rawas District. The results obtained are t_{count} = 6.665 > t_{table} = 1.660 with a significant value obtained 0.000 <0.05. (2) The work environment influences the employee performance at the Office of Industry, Trading and Cooperatives of North Musi Rawas District. The results obtained are t_{count} = 6.011 > t_{table}= 1.660 with a significant value obtained 0.000 <0.05. (3) Leadership style influences motivation at the Office of Industry, Trading and Cooperatives of North Musi Rawas Regency. The results obtained are t_{count} = 3.805 > t_{table} = 1.660 with a significant value obtained 0.000 <0.05. (4) The work environment influences motivation at the Office of Industry, Trading and Cooperatives of North Musi Rawas Regency. The results obtained are t_{table}= 3.984 > t_{table} = 1.660 with a significant value obtained 0.000 <0.05. (5) Leadership Style and Work Environment influence Motivation at the Office of Industry, Trade and Cooperatives of North Musi Rawas Regency. The results obtained are F_{count} = 10.839 > F_{table} = 3.09 with a significant value obtained 0.000 <0.05. (6) Motivation influences employee performance at the Office of Industry, Trading and Cooperatives, North Musi Rawas Regency. The results obtained are t_{count}= 4.807 > t_{table} = 1.660 with a significant value obtained 0.000 <0.05. (7) The Leadership Style, The Work Environment and The Motivation affect The Employee Performance at the Office of Industry, Trading and Cooperatives of North Musi Rawas Regency. The results obtained are F_{count} = 24.332 > F_{table} = 2.70 with a significant value obtained 0.000 <0.05. (8) The Leadership style influences The Employee Performance with the Motivation as an intervening variable at the Office of Industry, Trading and Cooperatives, North Musi Rawas District. The results obtained are t_{count} = 2.410 > t_{table} = 1.660. (9) Work Environment influences Employee Performance with Motivation as an intervening variable at the Office of Industry, Trading and Cooperatives of North Musi Rawas District. The results obtained are t_{count} = 2.416 > t_{table} = 1.660.

5. Conclusion

Based on the results of the research that has been done, to answer the formulation of the problem and prove the hypothesis that has been raised, it can be concluded that: (1) The Leadership Style influences the Employee Performance at the Office of Industry, Trading and Cooperatives, North Musi Rawas District. (2) The work environment influences the employee performance at the Office of Industry, Trading and Cooperatives of North Musi Rawas District. (3) Leadership style influences motivation at the Office of Industry, Trading and Cooperatives of North Musi Rawas Regency. (4) The work environment influences motivation at the Office of Industry, Trading and Cooperatives of North Musi

Rawas Regency. (5) Leadership Style and Work Environment influence Motivation at the Office of Industry, Trade and Cooperatives of North Musi Rawas Regency. (6) Motivation influences employee performance at the Office of Industry, Trading and Cooperatives, North Musi Rawas Regency. (7) The Leadership Style, The Work Environment and The Motivation affect The Employee Performance at the Office of Industry, Trading and Cooperatives of North Musi Rawas Regency. (8) The Leadership style influences The Employee Performance with the Motivation as an intervening variable at the Office of Industry, Trading and Cooperatives, North Musi Rawas District. (9) Work Environment influences Employee Performance with Motivation as an intervening variable at the Office of Industry, Trading and Cooperatives of North Musi Rawas District.

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The Influence of Competence and Work Environment on Employee Performance at the Lubuklinggau City DPRD Secretariat

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Abstract

This research was carried out partially and simultaneously, with the data sources used were primary data using research questionnaires, data collection techniques used were observation, documentation and research questionnaires. The research method used is a quantitative method, with data analysis used is simple linear regression, correlation coefficient test, t test, multiple linear regression, determination coefficient test, and the respondent's F or sample test in this research are 57 employees of the Lubuklinggau City DPRD Secretariat employee. Testing the first hypothesis to find out the significant influence of competence on the performance of employees of the Lubuklinggau DPRD Secretariat, the value of t count is 4,552 and this table of 1,697 shows that t count> t table means that Ho is rejected and Ha is accepted. This means that there is a significant influence of competence on the performance of the Sekratriat employees of the Lubuklinggau City DPRD. Testing the second hypothesis to find out the significant influence of the work environment on the performance of the employees of the Lubuklinggau DPRD Secretariat, tcount of 11,486 and t table of 1,697 shows that t count> t table means that Ho is rejected and Ha is accepted. This means that there is a significant influence on the work environment on the performance of the Sekratriat staff of the Lubuklinggau City DPRD. Testing the third hypothesis to determine the significant influence of competence and work environment on the performance of the Sekratriat employees of the Lubuklinggau City DPRD. Ha accepted. Meaning There is a significant influence of competence and work environment on the performance of Sekratriat employees of the Lubuklinggau City DPRD.

Keywords: competence, work environment, employee performance.

1. Introduction

Preliminary observations can be seen that related to the competence of employees there are still employees who do not have the courage to work alone so that to do the work assigned to employees is not maximized. In addition, employees in completing work have not been able to do work efficiently, work that should be completed is postponed because the timeframe given is still there. There are still employees who have not been able to share their time at work so that many jobs are delayed to be completed and there are still employees who have not been able to receive input from fellow employees or from the leadership.

The work environment will be able to support employee performance, the analysis shows that there are still employees who have not been able to establish good relations between fellow employees, so they have not created a comfortable work environment. In addition, there are still employees who are unable to create a comfortable work environment because there are still employees who are not able to understand employee work rules so they come late and leave early.

Employees who have not been able to maximize competence and take advantage of a work environment that is able to support employees at work, so that the quality of work results is not satisfactory and employees at work have not been able to maximize quality and time in completing work. Based on the results of the analysis and seeing the problems that exist in the Secretariat of the DPRD Kota Lubuklinggau, the authors are interested in conducting research with the title "The Influence of Competence and Work Environment on Employee Performance at the Secretariat of DPRD Kota Lubuklinggau. This study limits the problem to the influence of competence and work environment on employee performance at the Lubuklinggau City DPRD Secretariat.

2. Literature Review

Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job, that in increasing competence employees are expected to have motives in working, characteristics in completing work, and being able to have self-concept employees to work, as well as the knowledge needed by employees to be able to improve competence, and the skills possessed by employees at work so that they can cooperate with each other in working to improve competence and optimize employee competence.

The work environment is a very important component part in employees carrying out work activities. By paying attention to a good working environment or creating working conditions that are able to provide motivation to work, the employee's work environment can be improved by maintaining employee relations, noise levels that can interfere with employee concentration at work, understanding of employee work regulations, and lighting which is one of the supports employees at work, air circulation that can support employees to create an employee work environment, as well as work security that can support the improvement and quality of employee work.

Performance is the result of the work achieved has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributes to the economy, employee performance can be improved by the employee's goals at work, understanding of employee work standards, feedback in completing work, competencies that support increased knowledge employees, understand the motives at work, as well as employees who are able to understand opportunities at work will support work that will be more optimal and optimal so that it can be completed optimally

3. Research Method

The research design used in this research is associative research, which is proving research, and finds a relationship between two or more variables. Variable relationships can be in the form of symmetrical, causal and reciprocal relationships. Because the title of this study is the effect of competence and work environment on employee performance at the Lubuklinggau City DPRD Secretariat. For each research variable, a list of 15 questions was made. Overall a list of 45 research questions includes 15 competency variable items, 18 work environment variable items, and 12 employee performance variable items.

4. Findings and Discussions

Trials of Research Instruments. Testing of the research instrument was carried out at the

Musi Rawas Regency DPRD Secretariat, with 27 employees as respondents. with 21 statements, each respondent (employee of the Musi Rawas Regency DPRD Secretariat) will answer the statement with alternative answers using a Likert scale. The results of testing the research instrument, namely the analysis of validity and reliability, are as follows:

Validity. According to Husein Umar (2013) the validity test is useful to find out whether there are statements in the questionnaire that are discarded/replaced because they are considered irrelevant. The test is carried out statistically, which is used manually or computer support, with the help of the SPSS package. The steps to measure validity are as follows: Conduct a coA test of the questionnaire by asking 27 respondents to answer the existing statements; Prepare the answer tabulation table; Calculate the correlation between data in each statement with a total score, using the product moment correlation formula. The measurement of the researcher's validity test was assisted by using a statistical program, namely the SPSS 17 program. Measuring validity can be done by comparing the r count value with the r table value. The validity test was carried out at the Secretariat of the DPRD of Musi Rawas Regency using 27 employees as research respondents. The results of this test can be seen whether the statements in the research questionnaire are appropriate or not suitable for statements on research variables. The results of data analysis can be seen as follows: From the test results shows the results of the validity test of the Competency variable (X1) out of 15 (fifteen) statements with a sample of 27 (twenty seven) respondents with a significant standard of 0.05 (5%). From sig 0.05 with 25 respondents, rtable is determined by the formula rtable=n-2 then rtable n=27-2 then rtable with n=25 value of 0.396, it can be seen that the first statement rcount is 0.518 > 0.381 the second statement is rcount is 0.542> 0.381 third statement rcount 0.722 > 0.381 fourth statement rcount 0.613 > 0.4, fifth statement rcount 0.550> 0.381, sixth statement rcount 0.642> 0.381, seventh statement rcount 0.661> 0.381, eighth statement rcount 0.583> 0.381, ninth statement rcount is 0.501> 0.381, the tenth statement is rcount is 0.722> 0.381, the eleventh statement is rcount is 0.613> 0.381, the twelfth statement is rcount is 0.550> 0.381, the thirteenth statement is rcount is 0.642> 0.381, the fourteenth statement rcount is 0.661> 0.381, the fifth statement thirteen rcount of 0.583> 0.381 with the criterion that if rcount> rtable then the data is declared valid. So from the results of the analysis it can be stated that the 15 statements on competency variables can be declared worthy of being used as research variable statements, with a Coreccted Item Total Correlation (CITC) value of rcount > 0.381, so the statement is declared valid.

The measurement of the researcher's validity test was assisted by using a statistical program, namely the SPSS 17 program. Measuring validity can be done by comparing the r count value with the r table value. The validity test was carried out at the Secretariat of the DPRD of Musi Rawas Regency using 27 employees as research respondents. The results of this test can be seen whether the statements in the research questionnaire are appropriate or not suitable for statements on research variables. The results of data analysis can be seen as follows:

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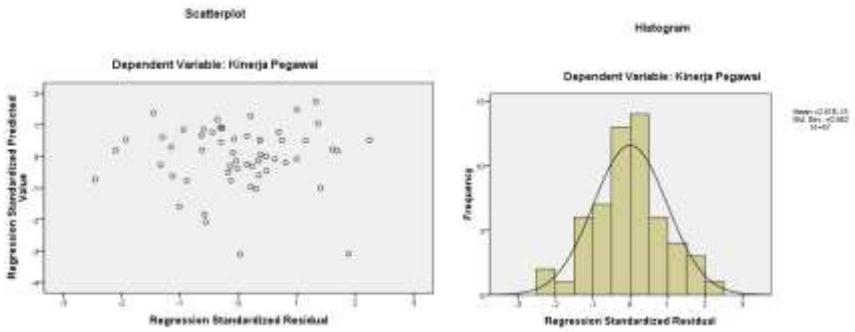
From the test results shows the results of the validity test of the work environment variable (X2) from 15 (fifteen) statements with a sample of 27 (twenty seven) respondents with a significant standard of 0.05 (5%). From sig 0.05 with 27 respondents, rtable is determined by the formula rtable=n-2 then rtable n=27-2 then rtable with n=25 value is 0.396, it can be seen that the first statement rcount is 0.603> 0.381 the second statement is rcount is 0.602 >0.381, the third statement rcount is 0.530>0.381 the fourth statement is rcount is 0.615>0.381 the fifth statement is rcount is 0.658>0.381 the sixth statement is rcount is 0.609> 0.381, the seventh statement is rcount is 0.749>0.381, the eighth statement rcount is 0.504>0.381, the ninth statement rcount of 0.639> 0.381, the tenth statement rcount of 0.574> 0.381, the eleventh statement rcount of 0.749> 0.381, the twelfth statement rcount of 0.504> 0.381, the thirteenth statement rcount of 0.658> 0.381, the fourteenth statement rcount of 0.609> 0.381, the fifteenth statement rcount of 0.749> 0.381, with the criterion that if rcount > rtable then the data is declared valid. This means that all statement items in the questionnaire can be used as a valid measurement tool in the analysis because all Corrected Item Total Correlation (CITC) values rcount > 0.381.

From the results of the test shows the results of the validity test of the Employee Performance variable (Y) from 21 (twenty one) statements with a sample of 27 (twenty seven) respondents with a significant standard of 0.05 (5%). From sig 0.05 with 27 respondents, rtable is determined by the formula rtable=n-2 then rtable n=27-2 then rtable with n=25 value is 0.396, it can be seen that the first statement rcount is 0.438> 0.381 the second statement is rcount is 0.694 >0.381, the third statement rcount is 0.769>0.381, the fourth statement is rcount is 0.683>0.381, the fifth statement is rcount is 0.708>0.381 the sixth statement is rcount is 0.480>0.381, the seventh statement is rcount is 0.740>0.381, the eighth statement rcount is 0.551>0.381, ninth statement rcount of 0.616>0.381, tenth statement rcount of 0.415>0.381 eleventh statement rcount of 0.438>0.381, twelfth statement rcount of 0.694>0.381, thirteenth statement rcount of 0.769>0.381, fourteenth statement rcount of 0.683>0.381, fifth statement rcount is 0.708>0.381, the sixteenth statement is rcount is 0.480>0.381, the seventeenth statement is rcount is 0.740>0.381, the eighteenth statement is rcount is 0.551> 0.381, the nineteenth statement is rcount is 0.616>0.381, the twentieth statement rcount is 0.769> 0.381, the twentieth statement is one rcount of 0.683> 0.381, with the criterion that if rcount > rtable then the data is declared valid. This means that all statement items in the questionnaire can be used as a valid measurement tool in subsequent analysis because the Coreccted Item Total

Correlation (CITC) value rcounts > 0.381

Reliability testing was carried out at the Secretariat of the DPRD of Musi Rawas Regency using 27 employees as research respondents. The results of this test can be seen whether the statements in the research questionnaire are appropriate or not suitable for statements on research variables. The results of data analysis can be seen as follows: it is done to see how far the indicators that form the concept and represent the variables formed in the study. From the results of the reliability test, it can be seen that the score correlation of the competency variable (X1) is the Cronbach's Alpha coefficient value (0.908) > r table (0.381) and alpha 5% (α=0.05, N=25). The results of processed data show that the indicators in the variables indicate that the data can be said to be reliable, so that it can be used as a measuring tool in further research. It is done to see how far the indicators that form the concept and represent the variables formed in the study. From the results of the reliability test it can be seen the correlation score of the Work Environment variable (X2) the value of the Cronbach's Alpha coefficient (0.917) > r table (0.381) and alpha 5% (α=0.05, N = 25). The results of processed data show that the indicators in the variables indicate that the data can be said to be reliable, so that it can be used as a measuring tool in further research. It is done to see how far the indicators that form the concept and represent the variables formed in the study. From the results of the reliability test, it can be seen that the correlation score of the Employee Performance variable (Y) has a Cronbach's Alpha coefficient value (0.938) > rtable (0.381) and alpha 5% (α = 0.05, N = 25). The results of processed data show that the indicators in the variables indicate that the data can be said to be reliable, so that it can be used as a measuring tool in further research.

One of the requirements tests that must be met in the use of parametric analysis is the normality test of population data. The purpose of the normality test is to find out whether the data we have is normally distributed or not, so that if the data is normally distributed it can be used in parametric statistics and data. considered to be representative of the population. Testing is carried out on all questions that have been declared valid and reliable. The method commonly used to carry out the normality test is using the One Sample Kolmogorov Smirnov Test, where the data distribution is said to be normal if the results of the One Sample Kolmogorov Smirnov calculation produce a significant value or probability value > 0.05.



By looking at Figure above, the histogram graphic display and the normal plot can be concluded that the histogram graph provides a pattern that is not skewness (skewness) under normal circumstances. While the normal plot graph looks spread around the

diagonal line, evenly distributed which is under normal circumstances, then from the results of the identification of the images contained above it can be concluded that the distribution is normal. It can be seen that the line "Asymp, Sig. (2-tailed)" bottom row. If the significant value of each variable is more than >0.05 then the normality test can be fulfilled. Based on the results of the normality test, it shows that the competency sig is 0.689, the working environment sig is 0.453 and the employee performance sig is 0.514, it can be concluded that the significant value is > 0.05 so that the data is declared normal, and the normality test is fulfilled and normal the results of the linearity test prove that the influence that occurs between the independent variable and the dependent variable is linear, the Sig deviation linearity value is 0.019> 0.05. If the significant value of the deviation is greater than 0.05, it means that the relationship between the predictor and the dependent variable is linear, so the significance in the ANOVA table meets the linear requirements. The results of the linearity test prove that the influence that occurs between the independent variable and the dependent variable is linear, the Sig deviation linearity value is 0.052> 0.05. If the significant value of the deviation is greater than 0.05, it means that the relationship between the predictor and the dependent variable is linear, so the significance in the ANOVA table meets the linear requirements.

This research was conducted at the Secretariat of DPRD Kota Lubuklinggau with the formulation of the problem in this research is how competence influences employee performance, how does the work environment affect employee performance, and how does competence and work environment influence employee performance. This research was carried out partially and simultaneously, with the data source used was primary data using research questionnaires, data collection techniques used were observation, documentation and research questionnaires. The research method used is quantitative method, with data analysis used is simple linear regression, correlation coefficient test, t test, multiple linear regression, coefficient of determination test, and F test. Respondents or samples in this study were employees of the Lubuklinggau City DPRD Secretariat totaling 57 employees. The results of the research and discussion are as follows:

The Influence of Competence on the Performance of Secretariat Employees of the DPRD Kota Lubuklinggau. Simple linear regression to find out the regression equation, the regression equation can be used to predict how high the value of the dependent variable is when the independent variable values are manipulated (changed) the results of the regression equation used are Y = a + bX, then the output equation can be Y = 43,196 +0.707X, then the SPSS output results show a = 43,196. This means that if there are no competency variables, employee performance is 43,196, competency coefficients b = 0.707 is a regression coefficient, which means if the Lubuklingga City DPRD Secretariat increases 1 unit, it will increase employee performance of 0.707. This research was conducted to determine the relationship between competency/work environment variables on employee performance at the Lubuklinggau City DPRD Secretariat. The results of data processing show that the R or Multiple R value indicates a correlation between the independent variable and the dependent variable of 0.523 and based on the table shows that the coefficient relationship level is moderate. This research was conducted to determine the significant effect of competence on the performance of employees of the Lubuklinggau City DPRD Secretariat. of 1,684 this shows that tcount > ttable means that Ho is rejected and Ha is accepted. This means that there is a significant

influence of competence on the performance of employees of the Lubuklinggau Municipal DPRD Secretariat.

The Influence of the Work Environment on the Performance of Secretariat Employees of the Lubuklinggau City DPRD. Simple linear regression to find out the regression equation, the regression equation can be used to predict how high the value of the dependent variable is if the independent variable values are manipulated (changed) the results of the regression equation used are Y = a + bX, then the output equation can be Y = 24,202 +0.989X, then the SPSS output results show a = 24,202. This means that if there are no work environment variables, employee performance is 24,202, work environment coefficients b = 0.989 is a regression coefficient, which means if the Lubuklingga City DPRD Secretariat increases 1 unit, then will increase employee performance by 0.989. This research was conducted to determine the relationship between competency/work environment variables on employee performance at the Lubuklinggau City DPRD Secretariat. The results of data processing show that the R or Multiple R values indicate a correlation between the independent variable and the dependent variable of 0.848 and based on the table shows that the level of the coefficient relationship is very strong. This research was conducted to determine the significant effect of the work environment on the performance of employees of the Lubuklinggau City DPRD Secretariat. ttable of 1,684 indicates that tcount > ttable means that Ho is rejected and Ha is accepted. This means that there is a significant influence of the work environment on the performance of employees of the Lubuklinggau Municipal DPRD Secretariat

The Influence of Competence and Work Environment on the Performance of Lubuklinggau Municipal DPRD Secretariat Employees. Multiple linear regression to find out the regression equation, the regression equation can be used to predict how high the value of the dependent variable is when the independent variable values are manipulated (changed) the results of the calculation of the SPSS output obtain a value of b1 = 0.243 b2 = 0.895 and a value = 14.411 then a and b is arranged into a multiple linear regression equation Y = a +b1X1 +b2X2, so the regression equation is Y = 15.411+0.243X1+0.895X2. That means that the equation is that the value of the constant a = 15,411 means that if there are no competency and work environment variables, then the employee's performance is 15,411 while the regression coefficient value b1 = 0.243 this means that there is an increase in the competency variable by one unit, it will increase employee performance by 0.243 units. Then the value of the regression coefficient b2 = 0.895 this means that every time there is an increase in one unit of the work environment variable there will be an increase in employee performance of 0.895 units. The coefficient of determination that this test is carried out to measure the ability of the model to explain the variance of the dependent variable, the results of the calculation of the coefficient of determination above, it can be seen that the value of R2 is 0.744 meaning that the value of the coefficient of determination is 0.744 and the rest (100-74.4%) 25.6% is influenced by other variables such as , supervision. Work discipline, employee abilities, job placement, promotions, education, and others that are not included in the research variables. This test was conducted to determine the significant effect of competence and work environment on the performance of employees of the Lubuklinggau City DPRD Secretariat, the Fcount value was 78,598 and Ftable was obtained from: Ftable = n – m – 1 = 57-2-1 = 54 (seen in table F 50 is of 3,180) Ftable of 3,180 indicates that Fcount >

Ftable means that Ho is rejected and Ha is accepted. This means that there is a significant influence of competence and work environment on the performance of employees of the Lubuklinggau Municipal DPRD Secretariat.

5. Conclusion

After conducting research and discussion by achieving the research objectives, it can be concluded that: Testing the first hypothesis to determine the significant effect of competence on the performance of employees of the Lubuklingga City DPRD Secretariat, the tcount is 4.552 and the ttable is 1.697. This means that there is a significant influence of competence on the performance of employees of the Lubuklinggau Municipal DPRD Secretariat. Testing the second hypothesis to determine the significant effect of the work environment on employee performance at the Lubuklingga City DPRD Secretariat. The tcount is 11,486 and the ttable is 1,697. This means that there is a significant influence of the work environment on the performance of employees of the Lubuklinggau Municipal DPRD Secretariat. Testing the third hypothesis to determine the significant effect of competence and work environment on employee performance at the Lubuklinggau City DPRD Secretariat, the Fcount is 78,598 and Ftable is 3,180. This shows that Fcount > Ftable means that Ho is rejected and Ha is accepted. This means that there is a significant influence of competence and work environment on the performance of employees of the Lubuklinggau Municipal DPRD Secretariat

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The Influence of Competence, Motivation and Job Satisfaction on Employee Performance at Lubuklinggau North II Sub District Office

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Abstract

The title of this research was The Influence of Competency, Motivation and Work Satisfaction on Employee Performance using the quantitative research conducted at 2nd North Sub-District Office Lubuklinggau. The purpose of this research was to determine the influence of competency, motivation and work satisfaction on employee performance at 2nd North Sub-District Office Lubuklinggau both simultaneously and partially. The sample in this research as many as 70 employees at 2nd North Sub-District Office Lubuklinggau. Data analysis technique used in this research was multiple linear regression test, coefficient of determination test, F test and t test. The results obtained are 1). The partial test (t test) performed proves competency has a significant effect on employee performance where t count 5,211 > t table 1,994 and also sig 0,002 < 0,05. 2). Motivation significantly influence the performance where t count 2,801 > t table 1,994 and also sig is 0,003 < 0,05. 3). Work satisfaction significantly influence the employee performance where t count 4,731 > t table 1,994 and sig is 0,000. 4). Competency, Motivation and Work Satisfaction have significant influence simultaneously on employee performance at 2nd North Sub-District Office Lubuklinggau , where F count 14,747 > F table 2,74 and also sig of 0,000 < 0.05.

Keywords: competencey, motivation, work satisfaction, employee performance.

1. Introduction

Human resources are one of the important factors in development. The results of various studies show that the Government agencies are a collective of government organizational units that carry out their duties and functions in accordance with applicable regulations. In carrying out its duties and functions, government agencies are supported by supporting devices, one of which is human resources. Civil Servants (PNS) as human resources attached to government agencies play a role as mobilizers and are expected to be able to provide services fairly and evenly in accordance with Pancasila and the 1945 Constitution of the Republic of Indonesia.

The key factor in achieving the goals of government agencies is highly dependent on how employees can develop their abilities both in the managerial, human relations and technical fields. Performance in carrying out tasks reflects work performance which will determine the quality of an employee in the institution where he works. Human resources play an important and decisive role in the success of an organization. The success or failure of an organization in carrying out its duties and functions is very dependent on the capacity and capability of human resources in carrying out the tasks and functions assigned to it. North Lubuklinggau II District has tried to give the best performance. However, the existing performance of employees in Lubuklingga Utara II District cannot be said to be optimal. This is illustrated through the annual report submission process

which is often late. Delays in submitting annual reports due to lack of work ethic and lack of understanding of employees regarding the main tasks and functions attached to the position held, resulting in many discrepancies in the report submitted so that it requires repeated revisions.

The low achievement target for each employee is evidence of the insufficient quantity of work produced. This condition is triggered by a lack of morale and employee motivation at work. In addition, repetitive work routines lead to job burnout experienced by employees. The process of implementing tasks that pays little attention to standard operating procedures still occurs in Lubukliggau Utara II District. The disregard for applicable standards is due to the family relationship between employees and organizational leaders and the people who need services. Ignoring standard operating procedures carried out by employees is a strong indication of the lack of responsibility that employees have in the process of carrying out tasks.Competence is a determining factor for successful performance. High competence possessed by an employee will lead an employee to carry out tasks autonomously without the need for supervision from the organization. Employees with high competence and expertise will have a higher work productivity than other employees. Given the importance of the role of competence for the organization, the competence of each employee must be in accordance with the goals of the organization.

Competence is a key factor to answer the increasing demands of society on the performance of employees at Lubuklinggau North II District. If examined in depth, the problem related to employee competence at Lubuklinggau North II District is the lack of motives that employees have in working. Motive as an intrinsic variable that influences behavior and perspective of a person towards the goals to be achieved. The lack of employees is illustrated through the attitude of delaying the completion of tasks and responsibilities. Tasks and responsibilities tend to be completed ahead of the completion deadline.

Competence has a correlation with the level of self-confidence possessed. Employees who have high competence view themselves and others from a positive perspective. This is reflected in an attitude of confidence, openness and acceptance of criticism. However, there are still some employees at Lubuklinggau North II District who lack self-confidence and feel inferior compared to other employees. The majority of employees at Lubuklinggau North II District have sufficient competence as evidenced by their academic background. However, the academic background does not contribute enough to the achievement of organizational goals. This happens because the employee concerned is less interested in developing knowledge related to the organization of the world of work. The existing conditions are exacerbated by the lack of skills possessed.

Motivation was the answer to efforts to fulfill the needs faced by humans. Employee motivation was closely related to the amount of compensation received from the organization. However, work motivation was not only influenced by the amount of compensation received, it was also influenced by other factors such as: security, job certainty, and social relations. The work motivation of employees at Lubuklinggau North II District was still not optimal. The lack of optimal work motivation of employees mainly stems from the lack of compensation received from the organization. In addition, the lack of supporting facilities work processes such as the lack of computers, printers, and other

supporting equipment has also reduced the level of work motivation possessed by employees in Lubuklinggau North II District.

Humans were not as social beings and cannot be separated from the process of interaction with others. Harmonious relationships between employees have a positive effect on the level of motivation they have. Furthermore, awards and recognition are given by colleagues and organizations. The actual conditions in Lubuklinggau North II District, Lubuklinggau, the awards and recognition received by employees from organizations were still very minimal. Job satisfaction felt by employees in Lubuklinggau North II District, Lubuklinggau , was still lacking between employee expectations and the existing real conditions. Salaries that were still inadequate compared to the duties and responsibilities carried out were the mainstay lack of job satisfaction felt by employees. Although there have been efforts from the government to increase the amount of income received by employees through the provision of work incentives and benefits. However, the amount of incentives and allowances provided has not been able to cover all of the existing living expenses.

2. Literature Review

The term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person). The definition of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance refers to understanding as a result. In the context of performance results, it is a record of the results produced for a particular job function or activity over a certain period of time (Bernardin, 2014). According to Rival, performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with the responsibilities with the expected results (Rivai, 2018). The indicators used to measure the level of employee performance are as follows: Quality, Quantity, Implementation of Duties, Responsibility.

Competence is the perspective of human ability and knowledge, especially the ability to fulfill various needs in business by minimizing costs and optimizing services to customers more, not less(Davis & Newstroom, 2018). Competence is a deep and inherent part of personality and behavior that can be predicted in various situations and work tasks (Usmara, 2018). The indicators used to measure the level of work placement are as follows: Motives, Congenial Factors, Self-Concept, Knowledge, Skills.

Motivation is a stimulant of desire and driving force of one's willingness to work because each motivation has a specific goal to be achieved [5]. Another definition of motivation is put forward by Farhat in Busro which defines motivation as a willingness to expend a high level of effort towards organizational goals, which is conditioned by the ability of effort to fulfill an individual need[6]. The indicators used to measure the level of motivation are as follows: Physiology, Security, Social, Awards, Self-actualization.

Robbins states that job satisfaction is a general attitude towards one's work; the difference between the amount of reward an employee receives and the amount of reward they believe they should receive[7]. Dessler defines job satisfaction as a person's feelings towards his job. Job satisfaction in general is an attitude towards work that is based on evaluation of different aspects of work. The indicators used to measure the level of job

satisfaction are as follows: The work itself, Sallary, Colleagues, Promotions, Supervision.

The performance produced by employees is influenced by various variables that influence it. Of the many variables that affect performance include: competence, motivation and job satisfaction. Based on the results of research conducted (Meutia et al., 2016), (Setiadi et al., 2016), (Alwi, 2017) and (Suparno & Sudarwati, 2014) competence and motivation partially or simultaneously have a positive and significant effect on performance. The influence of job satisfaction variables on performance is supported by the results of research conducted (Rahsel, 2016) and research (Dede Kurnia Ilahi, 2017), (Suroto et al., 2018), and (Lestari & Mujiati, 2018) which prove the significant effect of job satisfaction variables on performance.

3. Research Method

The research design used was a quantitative associative design which aims to describe the relationship between the variables to be tested. In addition, the causal associative design was used to explain and describe certain phenomena in a variable, symptom or condition, so that the data obtained can be analyzed to determine the effect of the relationship between the independent variable and the dependent variable. In this study the first independent variable (X1) is competency, the second independent variable (X2) is motivation, the third independent variable (X3) is job satisfaction and the dependent variable (Y) is employee performance. This study also uses a causal approach which aims to test the level of influence of the independent variables on the dependent variable through a regression test. In this study the data obtained were analyzed statistically. The sample was used in this study was all members of population were used as samples in the study. The object of research was 70 civil servants.

4. Findings and Discussions

The reliability test was carried out to measure the construct level of each measurement item for each variable. The level of reliability of measurement items can be seen from the value of Cronbach's Alpha. The level of reliability for each research variable can be seen in the table below:

Table 1. Performance Variable Reliability Test Results

No.	Variable	*Cronbach's Alpha* Value	Level of Reliability
1	Competence	0,835	High Reliability
2	Motivation	0,865	High Reliability
3	Job Satisfaction	0,797	High Reliability
4	Employee Performance	0,851	High Reliability

From the results of data analysis, the Cronbach's Alpha value for the competence variable was 0.835. the Cronbach's Alpha value for the motivation variable is 0.865, the

Cronbach's Alpha value for the job satisfaction variable is 0.797, and the Cronbach's Alpha value for the employee performance variable is 0.851. All Cronbach's Alpha values are above 0.60. Thus, it can be concluded that all research variables have a high level of reliability

Multiple linear regression is used to determine the multiple linear regression equation and calculate the magnitude of the influence of Competence, Motivation and Job Satisfaction on Employee Performance in Lubuklinggau Utara II District, Lubuklinggau City. From the results of distributing questionnaires to 70 respondents obtained from the results of data processing with the SPSS program.

Table 2. T Test Result

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.667	6.001		4.610	.000
	COMPETENCE	.743	.231	.614	5.211	.002
	MOTIVATION	.386	.103	.237	2.801	.003
	JOB SATISFACTION	.592	.220	.406	4.731	.000

a. Dependent Variable: PERFORMANCE

Based on the calculation results above, it can be seen that the competency value has a tcount of 5.211 > ttable of 1.994 and a Sig value of 0.002 <0.05. This shows that competency variables partially have a significant effect on performance. Motivation has a tcount of 2.801 > ttable of 1.994 and a Sig value of 0.003 <0.05, this shows that the motivation variable partially has a significant effect on performance. Job satisfaction has a tcount of 4.731 > ttable of 1.994 and a Sig value of 0.000 <0.05, this shows that the variable of job satisfaction partially has a significant effect on performance. From the table, the value a = 27.667, b1 = 0.743, b2 = 0.386 and the value b3 = 0.592. Then the values of a and b are arranged into a multiple linear regression equation Performance = a + b1 competence + b2 motivation + b3 job satisfaction, then the regression equation is: Y = b1 X1 + b2 X2 + b3 X3 + a. The regression coefficient value representing the competency variable obtained indicates that any change in the competency variable results in an increase in performance. The value of the regression coefficient representing the motivation obtained indicates that any change in the motivational variable will increase performance. The regression coefficient value representing job satisfaction obtained indicates that any change in the job satisfaction variable results in increased performance.

Based on the results of the data processing above, it is known that the coefficient of

determination can be used to determine the influence of the dependent variable in explaining variations in changes in the independent variables. The value of the correlation coefficient is a value to measure the strength of the influence between the performance response variable (Y) with all explanatory variables namely competence, motivation and job satisfaction.

Table 3. Coefficient of DeterminationTest Result

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
1	.633a	.401	.374	3.94002

a. Predictors: (Constant), JOB SATISFACTION, MOTIVATION, COMPETENCE

b. Dependent Variable: PERFORMANCE

From the calculation of the coefficient of determination, it was obtained that the value of R was 0.633. This means that there is a positive relationship between the variables of competency, motivation and job satisfaction on employee performance in Lubuklinggau North II District, Lubuklinggau, which was very strong. If competence, motivation and job satisfaction increase, performance will also increase. Then from the calculation results, the Adjusted R Square value was 0.374. This means that the magnitude of the influence of competence, motivation and job satisfaction on performance at Lubuklinggau North II District, Lubuklinggau, was 0.374 or 37.4%, while the remaining 62.6% was influenced by other variables not included in this study such as leadership, work environment variables. ,commitment, and so on.

Table 4. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	176.956	2	88.478	3.863	.026b
	Residual	1534.415	67	22.902		
	Total	1711.371	69			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), MOTIVATION, COMPETENCE

Based on the recapitulation of the results of the F test above, it can be explained that the variable Work Placement and Discipline with Performance at the Financial and Asset Management Agency for Lubuklinggau, with a value of F count = 8.094 > F table = 3.20 with a significance level of Sig = 0.010b <α = 0, 05 with a significance level of 95% and a = 5%. This means that together the variables of Work Placement and Discipline

have a significant influence on the Performance of the Financial Management Agency and the Regional Assets of Lubuklinggau. Thus the hypothesis in the research is proven and acceptable.

Table 5. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	526.703	2	263.352	14.894	.000b
	Residual	1184.668	67	17.682		
	Total	1711.371	69			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), JOB SATISFACTION, MOTIVATION

Based on the recapitulation of the F test results above, it can be explained that the variables of motivation and job satisfaction have on performance at Lubuklinggau North II District, Lubuklinggau, with a value of F count = 14.894 > F table = 3.13 with a significance level of Sig = 0.000 <α = 0.05, with 95% significance level and a = 5%. Thus, it can be interpreted that together the variables of motivation and job satisfaction have a significant influence on performance at Lubuklinggau North II District, Lubuklinggau. Thus the hypothesis in the research is proven and acceptable.

Table 6. Simultaneous Significance Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	636.436	2	318.218	19.834	.000b
	Residual	1074.935	67	16.044		
	Total	1711.371	69			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), JOB SATISFACTION, COMPETENCE

Based on the recapitulation of the results of the F test above, it can be explained that the variables of competence and job satisfaction on performance at Lubuklinggau North II District, Lubuklinggau, with a value of F count = 19.834 > F table = 3.13 with a significance level of Sig = 0.000 <α = 0.05, with 95% significance level and a = 5%. This means that together the competency and job satisfaction variables have a significant influence on performance at Lubuklinggau North II District, Lubuklinggau. Thus the

hypothesis in the research was proven and acceptable.

Table 7. Simultaneous Significance Test Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	686.804	3	228.935	14.747	.000b
	Residual	1024.567	66	15.524		
	Total	1711.371	69			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), JOB SATISFACTION, MOTIVATION, COMPETENCE

Based on the recapitulation of the F test results above, it can be explained that the variables of competence, motivation and job satisfaction on performance at Lubuklinggau North II District, Lubuklinggau obtained a value of Fcount = 6.208 > F table = 2.74. The value of the significance level Sig = 0.000 <α = 0.05, with a significance level of 95% and a = 5% and the denominator db = n-k-1 = 70 – 3 – 1 = 66 and the numerator db k = number of variables – 1 (k = 3). It means that in together the variables of competence, motivation and job satisfaction have a significant influence on performance at Lubuklinggau North II District,. Thus the hypothesis in the research is proven and acceptable.

The Effect of Competence on Performance. Based on the recapitulation of the t test above, it can be explained that the competency variable on performance Lubuklinggau North II District, it shown that t count value of 5.211 > t table 1.994 and a Sig value of 0.002 <0.05. It shown the research hypothesis was proven and the hypothesis was accepted. The results of research conducted in the field show that competence has a significant influence on performance at Lubuklinggau North II District, and the results of calculating the correlation coefficient obtained Adjusted R Square = 0.374. It means between competency variable (X1) and performance (Y) shows a strong relationship. The results of this study were in accordance with the results of research conducted by(Pujiyanto et al., 2017), showing that competency has a positive and significant effect on performance

The Effect of Motivation on Performance. The results of the t test show that the motivation variable on employee performance at Lubuklinggau North II District, Lubuklinggau, shows t count value of 2.801 > t table of 1.994 and a Sig value of 0.003 <0.05. This value can be interpreted that partially the motivational variable has a significant influence on employee performance at Lubuklinggau North II District. Thus, the hypothesis proposed in this study was proven and the hypothesis was accepted. The results of research conducted in the field show that Discipline has a significant influence on performance at Lubuklinggau North II District, with an Adjusted R Square value of 0.374, which means there is a strong relationship between motivational variables (X2) and performance (Y). High motivation will increase performance, conversely if

motivation was not good it will also have an impact on decreasing performance.

The Effect of Job Satisfaction on Performance. Based on the recapitulation of the t test above, it can be explained that the variable of job satisfaction on employee performance at Lubuklinggau North II District, shows t count value of 4.731 > t table of 1.994 and a Sig value of 0.000 <0.05. This shows that the proposed research hypothesis was proven and the hypothesis was accepted. The results of research conducted in the field show that job satisfaction has a significant influence on performance at Lubuklinggau North II District, and the results of calculating the correlation coefficient obtained an Adjusted R Square value of 0.374. Means between job satisfaction variables (X3) and performance (Y) shows a strong relationship.

The Effect of Competence and Motivation on Performance. Testing the hypothesis on competence and motivation variables in this study obtained a value of F count = 3.863 > F table = 3.13 with a significance level of Sig = 0.026 <α = 0.05, with a significance level of 95% and a = 5% and db denominator = n-k -1 = 70 – 2– 1 = 67 and db quantifier k = number of variables – 1 (k = 3). This means that competence and motivation variables together have a significant influence on employee performance at Lubuklinggau North II District. Thus the hypothesis in the research was proven and acceptable. The results of the research produced are in accordance with the results of research conducted by(Pujiyanto et al., 2017) which stated that competence, motivation, work environment and perceptions of leadership style simultaneously have a positive effect on performance of Family Planning Instructors. Differences in research results are influenced by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location. The research was conducted at Lubuklinggau North II Sub-District, by taking a sample of 70 respondents, while the research was conducted on Family Planning Extension Workers in Pemalang Regency using a larger number of respondents so that the variations in the respondents' answers became more diverse. This has an effect on the research results obtained

The Effect of Motivation and Job Satisfaction on Performance. Summary of the results of the F test on motivation and job satisfaction variables on employee performance at Lubuklinggau North II District, yields a value of F count = 14.894 > F table = 3.13 with a significance level of Sig = 0.000 <α = 0.05, with a significance level 95% and a = 5%. This means that together the variables of motivation and job satisfaction have a significant influence on employee performance at Lubuklinggau North II District. Thus the hypothesis in the research was proven and acceptable. The results of the research produced are in accordance with the results of research conducted by(Fitria et al., 2014). Research conducted on the Effect of Remuneration, Motivation, and Job Satisfaction on Employee Performance at the Office of the Samarinda Religious High Court, which states that remuneration, motivation and job satisfaction simultaneously have a positive effect on the performance of employees of the Samarinda Religious High Court Office. Differences in research results are influenced by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location. The research was conducted at Lubuklinggau North II Subdistrict by taking a sample of 70 respondents, while the research conducted on the performance of employees at the Samarinda Religious High Court Office used a different number of respondents so that the variations in the respondents' answers became more

diverse. This has an effect on the research results obtained

The Effect of Competence and Job Satisfaction on Performance. The results of the recapitulation of the results of the F test on competency and job satisfaction variables on employee performance at Lubuklinggau North II District, yielded a value of F count = 19.8346 > F table = 3.13 with a significance level of Sig = 0.000 <α = 0.05, with a level 95% significance and a = 5%.it means that together the competency and job satisfaction variables have a significant influence on employee performance in Lubuklinggau North II District. The results of this study are in accordance with the results of research conducted by Yoeyong Rahsel in 2016 proving that either partially or simultaneously the work climate has a positive and significant effect on employee performance in the General Administration Section of UNPAD. Work Placement is the dominant variable in the research mentioned above. Thus the hypothesis proposed in this study is proven and acceptable.

The Effect of Competence, Motivation, and Job Satisfaction on Performance. The results of multiple linear regression calculations obtained the following equation: value a = 27.667, b1 = 0.743, b2 = 0.386 and b3 = 0.592 values then the values a and b are arranged into a multiple linear regression equation Y = a + b1X1 + b2X2 + b3X3, then the regression equation is as follows: Performance = 27.667 + 0.743 Competence + 0.386 Motivation + 0.592 Job Satisfaction. From the equation of the estimated value of the regression function above, it can be seen that the constant obtained is 27.667. This illustrates that without being influenced by the independent variables of competence, motivation and job satisfaction, the performance value is β/a = 27.667. Testing the hypothesis in this study obtained a value of count = 14.747 > F table = 2.74 with a significance level of Sig = 0.006 <α = 0.05, with a significance level of 95% and a = 5% and db denominator = n-k-1 = 70 – 3 – 1 = 66 and db quantifier k = number of variables – 1 (k = 3). It means that together the variables of competence, motivation and job satisfaction have a significant influence on employee performance at Lubuklinggau North II District. Thus the hypothesis in the research was proven and acceptable.

5. Conclusion

From the results of the research conducted, the authors draw conclusions about the results of the research conducted, as follows: (1) Partially, competence has a significant influence on employee performance at Lubuklinggau North II District. This is evidenced by the t count value of 5.211 and the Sig value of 0.002. The t count value of 5.211 is greater than the t table value of 1.994. (2) Partially, motivation has a significant effect on employee performance at Lubuklinggau North II District,. This is evidenced by the t count value of 2.801 and the Sig value of 0.003. The t count value of 2.801 is greater than the t table value of 1.994. (3) Partially, job satisfaction has a significant effect on employee performance at Lubuklinggau North II District, This is evidenced by the t count value of 4.731 and the Sig value of 0.000. The t count value of 4.731 is greater than the t table value of 1.994. (4) Simultaneously competence and motivation have a significant effect on employee performance at Lubuklinggau North II District. This is evidenced by the F count value of 3.863 and the Sig value of 0.026. The F count value of 3.863 is greater than the F table value of 3.13. (5) Simultaneously motivation and job satisfaction have a significant influence on employee performance at Lubuklinggau North II District. This is evidenced by the F count value of 14.894 and the Sig value of 0.000. The F count value

of 14.894 is greater than the F table value of 3.13. (6) Simultaneously competence and job satisfaction have a significant influence on employee performance at Lubuklinggau North II District. This is evidenced by the F count value of 19.834 and the Sig value of 0.000. The F count value of 19.834 is greater than the F table value of 3.13. (7) Simultaneously competence, motivation, and job satisfaction have a significant influence on the performance provided by employees at Lubuklinggau North II District. It was evidenced by the F count value of 14.747 and the Sig value of 0.000. The F count value of 14.747 is greater than the F table value of 2.74.

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The Influence of Career Development and Organizational Culture toward the Employee Performance with a Motivation as the Intervening Variable at the Cooperative Office and Lubuklinggau's UKM

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Abstract

Researchers see aproblem of poor communication between leaders and subordinates because there is still an attitude of not caring about fellow employees. The aim is to see whether career development and organizational culture have an effect on performance, and whether motivation as an intervening variable is able to mediate career development and organizational culture on performance. Observation and interviews were used as data collection methods with career development variables (X1) and organizational culture (X2). The results show that both variables affect the performance (Y) of an employee, so the value of Fcount = 13,781 while Ftable = 2.85, simultaneously significant 0.000 < (α) = 0.05, df = n – k = 42 – 2 – 1 = 39 of Ftable = 2.85. This causes Ho to be rejected and Ha accepted. And the results of the Path analysis of motivation (Z) mediate the effect of the two variables on (Y) that there is a significant effect. It is obtained that Fcount = 12.060, Ftable = 2.85, significance is 0.000 < (α) = 0.05, df = n – k = 42 – 2 – 1 = 39 of Ftable = 2.85. So Ho is rejected and Ha is accepted. So it is evident that the relationship that this study has is positive and significant.

Keywords: career development, organizational culture, employee motivation, performance.

1. Introduction

In the employment, there is a high spirit to provide a positive attitude for the employees to reach a higher level, namely a career development to increase self-confidence. Not only a career development is to be a reference in performance, there are organizational cultural factors which is the most give the effect toward the performance, one of them is the booster factor to improve the quality of an employee in increasing their commitment and their cohesiveness in achieving goals, and the motivation is able to stimulus the employee's performance to be more positive and better.

The situation with an enhancement in the individual status of an organization in a career that has been determined is called the career development (Pardamean, 2021). Many aspects which is meant here, one of them is doing the independent activities with the aim by achieving a plan that has been made.

(Zamrodah, 2016) explained that the organizational culture is to regulate a role how the employees of an organization solve the opportunities problems based on the values and assumptions, if the organizational culture is well, then it will also influence toward the good performance, and vice versa. Because the important function of the organizational culture is mutual understanding, mutual supervision and to improve social relations.

According to (Mangngi et al., 2018) with the encouragement of the leader's motivation to the employees can improve the employee performance. This is because the motivation has the function is as an aspect that moves a person to be better in achieving a goal.

The purpose of this research is to know about how the influence of a career development and the organizational culture toward an employee's performance, and whether the motivation can increase an employee's self-confidence in increasing the career and creating a good environment.

Based on the results of the research here, I see a problem in how the communication is really influences toward the employees, the communication between both the employees or to a leader towards the subordinates. Because there is still an attitude that is not care between the employees, for example, if a leader is outside the office, the employee is busy with himself. On the other hand, a leader is less attention to his subordinates, it causes the development can be obstructed in the performance so the employee is become lazy and less effective. It is because of a lack of communication between the subordinates and the leaders. The performance is more decreasing, lack of comfort in the work environment, quality of work and lack of organizational in the work environment of the employees with each other are busy with themselves/individually which cause the cooperation is not formed in the organization, the lack of motivation is in the employees' self-make the performance isn't more show the positive results.

2. Literature Review

The situation with an enhancement in the individual status of an organization in a career that has been determined is called the career development (Pardamean, 2021). (Zamrodah, 2016) explained that the organizational culture is to regulate a role how the employees of an organization solve the opportunities problems based on the values and assumptions, if the organizational culture is well, then it will also influence toward the good performance, and vice versa. According to Robbins (2018), the performance indicators are work quality, quantity, punctuality, effectiveness, independence. Employee perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees can be used to measure the quality of work. The quantity produced is measured in terms of the number of units and activity cycles completed. To measure employee performance, quantity (unit/cycle) is a measure of the number of work units and activity cycles completed by employees. Employees performance can also be assessed based on the time the employees completes their work that has been given to them so that as not to interfere with other work that is part of the employee's responsibilities. Effectiveness is the extent to which organizational resources—people, money, technology, and raw materials—are took advantages maximum to increase the results are achieved by each unit. A person's independence level is how far a person will do his or her job responsibilities without supervision or assistance. That is, self-employed workers, or workers who do their own work, do not need to be supervised and can do their own work. tasks without asking for help, direction, or supervision.

Adha dkk. (2019) said that motivation is the provision of a driving force that arouses enthusiasm for working, allows one to collaborate effectively, work with integrity, and make every effort to achieve satisfaction. The main factors that motivate individuals to work include the following indicators of work motivation: Physical needs, such as the

need for facilities that can be found in the workplace, such as facilities that make it easy to complete work in the office. The need for security includes physical security, stability, dependability, security, and freedom from threatening forces such as danger, fear, and anxiety. The social needs, needs that must be met based on shared interests in society—fulfilled together, such as good interpersonal relationships. The need is to be appreciated, or the need is to be noticed, is synonymous with the need is for a status, fame, attention, and reputation. The requirement of encouragement to achieve the goals, the encouragement requirement to achieve something you want, such as a leadership motivation.

3. Research Method

The Cooperatives and UKM Office of Lubuklinggau City is the location of this research. The address is on Garuda Merah Street No. 252a at Bandung Kanan of the 2nd west Lubuk Linggau in Lubuklinggau city ,South Sumatra 31613, Indonesia, contact number. (0733) 451759. All the employees of the Cooperatives and UKM office, which is amounts to 42 the employees, 30 people are the civil servant, and 12 people are the volunteer labor were used as the research population. While the sample was used is amount to 42 the employees of the Cooperatives office and of Lubuklinggau City. The saturation sampling technique was used as the sampling technique of this research.

4. Findings and Discussions

The distribution of questionnaires to the 30 employees of the Cooperatives and UKM Office of Musi Rawas Regency did to examine the validity of the research. If the results are valid and reliable, then continue with the distribution of the sample to the 42 employees of the Cooperatives and UKM office of Lubuklinggau city. By using the Enther method and SPSS Version 22 tools for the validity testing, the correlation value of each indicator will be seen later. While the reliability analysis is showed by the indicator correlation value. Then doing a comparison is made with the r_{table} value using a significant level (a = 5%) and N = 30 with a r_{table} value = 0.361. It is said to be valid if $r_{count} > r_{table}$. Vice versa. (Sugiyono, 2017). The 1st table following is the result of testing the validity of the variables Career Development (X^1), the Organizational Culture (X^2), the Motivation (Z), and the Performance (Y):

Table 1. Validity Test Results for Career Development Variables (X^1), the Organizational Culture (X^2), the Motivation (Z), and the Performance (Y)

Variabel	Items Pernyataan	Value R_{count}	Value r_{table}	Description
Career Development (X^1)	X1.1	0.764	0,361	Valid
	X1.2	0.835	0,361	Valid
	X1.3	0.817	0,361	Valid
	X1.4	0.836	0,361	Valid
	X1.5	0.848	0,361	Valid
	X1.6	0.774	0,361	Valid
	X1.7	0.668	0,361	Valid
	X1.8	0.791	0,361	Valid

Organizational Culture (X^2)	X2.1	0.688	0,361	Valid
	X2.2	0.661	0,361	Valid
	X2.3	0.765	0,361	Valid
	X2.4	0.695	0,361	Valid
	X2.5	0.713	0,361	Valid
	X2.6	0.673	0,361	Valid
	X2.7	0.635	0,361	Valid
	X2.8	0.686	0,361	Valid
	X2.9	0.683	0,361	Valid
	X2.10	0.610	0,361	Valid
	X2.11	0.601	0,361	Valid
	X2.12	0.473	0,361	Valid
Motivation (Z)	Z.1	0.510	0,361	Valid
	Z.2	0.499	0,361	Valid
	Z.3	0.497	0,361	Valid
	Z.4	0.521	0,361	Valid
	Z.5	0.646	0,361	Valid
	Z.6	0.670	0,361	Valid
	Z.7	0.607	0,361	Valid
	Z.8	0.550	0,361	Valid
	Z.9	0.512	0,361	Valid
	Z.10	0.665	0,361	Valid
	Z.11	0.482	0,361	Valid
	Z.12	0.418	0,361	Valid
Performance (Y)	Y.1	0.364	0,361	Valid
	Y.2	0.700	0,361	Valid
	Y.3	0.432	0,361	Valid
	Y.4	0.470	0,361	Valid
	Y.5	0.431	0,361	Valid
	Y.6	0.466	0,361	Valid
	Y.7	0.429	0,361	Valid
	Y.8	0.617	0,361	Valid
	Y.9	0.468	0,361	Valid
	Y.10	0.491	0,361	Valid

The 1st table above shows that based on the results of calculating the validity test conducted on 30 respondents at the Cooperative and UKM Office of the Musi Rawas Regency with the statements submitted. The smallest value 0.364 by rtable 0.361 is above. This means that all indicators are valid and appropriate because rcount > (CITC) rtables is at a significant 5%.

Table 2. The Result of Reliability Career Development Variable(X_1), the Organizational Culture (X_2), the Motivation (Z), and the Performance (Y) Test

Variables	Cronbach' s Alpha	r_{table} product moment	Description
Career Development (X_1)	0.940	0,361	Reliabel
Organizationa Culture (X_2)	0.914	0,361	Reliabel
Motivation (Z)	0.866	0,361	Reliabel
Performance(Y)	0.801	0,361	Reliabel

The 2nd above explains that the forth variables have a Cronbach's Alpha value = 0.361 which is declared reliable. R_{table} value n = 30, α = 5% of 0.361.

The Influence of Career Development toward the Performance. The results of the rsearch is the correlation coefficient between a career development variables (X_1) and the performance (Y) have a significant connection toward the performance (Y) with a significant level = 0.000 < (α) 0.05, df (n-2) 42 -2 = 40, $t_{count} > t_{table}$, namely 4,162> 1,684. This causes H_a to be accepted, and H_1 to be rejected. This research is based on the research of (Wiliandari, 2019), concerning the influence of career development toward the employee's job satisfaction of PT. Nusantara Plantation II at Tanjung Morawa. Obtained $t_{table} < t_{count}$, namely 1.739 < 2.659, df = 17, and a significant 5%. then H_a is accepted and H_0 is rejected.

The Influence of Organizational Culture toward the Performance. The resultof this research is the correlation coefficient between the organizational culture variables (X_t) and the performance (Y) have a significant connection toward the performance (Y) with a significant level = 0.001 < (α) 0.05, df (n-2) 42 -2 = 40, $t_{count} > t_{table}$, namely 3,534> 1,684. It causes H_a to be accepted, and H_1 to be rejected. This result are consistent with research (Wardani et al., 2016), regarding the influence of the principle of familiarity (X1) with the Employee Performance (Y) obtained sig t (0.002) <α = 0.05 so the influence of the X_1 variable toward Y is significant. Meanwhile, the influence of integrity principle (X_1) toward the employee performance is sig t (0.000) < α = 0.05. So the influence of variable X_1 is also significant.

The Influence of Career Development and the Organizational Culture toward the Performance. The results of this research is the correlation coefficient between a career development variables (X1) and a organizational culture (X2) toward the performance (Y) have a significant connection simultaneously. Obtained Fcount = 13.78, Ftable = 2.85, Significance Level 0.000 < (α) = 0.05, df = n – k = 42 – 2 – 1 = 39 is equal to Ftable = 2. It cause H0 to be rejected, Ha accepted and it was proven that H3 was accepted as true at the Lubuk Linggau City. These results are consistent with research (Winarno, n.d.) concerning the significant influence of career development and organizational culture toward the performance of Telkom Pension Fund employees. Obtained Fcount > Ftable (24.118 > 3.14), significance level 0.000 <0.05. Then Ha is accepted and H0 is rejected.

Motivation Mediates Career Development toward Performance. The results of the reseach is the correlation coefficient between motivation variables(Z) mediates the career development (X1) have a significant influence toward the performance (Y) with a significant level = 0.000 < (α) 0.05, df (n-2) 42 -2 = 40, tcount> ttable, namely 3.916 > 1.684. It caused Ha to be accepted, and H_4 Motivation has an influence on X1 and Y. These result is based on the research of (Putri & Frianto, 2019) regarding the career development at PT. Baraya Indonesia (Persero) has a positive and significant influence toward the motivation at the PT. It was found that H_3 was accepted with a probability of 0.000 <0.05, tcount > ttable (5.363 > 1.65), the Standardized and Unstandardized Estimates values were 0.905 and 1.13 respectively. It means that, the motivation of company employees also increase when the employee's career development increases.

The Motivation Mediates Organizational Culture toward the Performance. The results of the research is the correlation coefficient between motivation variables (Z) and mediates organizational culture (X2) have a significant influence toward the performance (Y) with a significant level = 0.007 < (α) 0.05, df (n-2) 42 -2 = 40, tcount> ttable, namely 2.839 > 1.684. It causes Ha to be accepted, and H5 Motivation has an influence on X2 and Y. This result is based on the research of (Zamrodah, 2016) which stated that the organizational culture has a significant positive influence toward the work motivation, it means that the work motivation is very influenced by the culture which is there in the work environment.

The Motivation Mediates Career Development and Organizational Culture toward the Performance. The results of the research is the correlation coefficient between the motivation variables (Z) mediates career development (X1) and the organizational culture (X2) have a significant influence toward the performance (Y) simultaneously. It was found that the significance level was 0.000 < (α) = 0.05, df = n – k = 42 – 2 – 1 = 39, Fcount > Ftable, namely 12.060 > 2.85. It causes H0 to be rejected, Ha accepted and it was proven that H6 was accepted as true at the Cooperatives and UKM Office in Lubuk Linggau City. These result is true based on with research of (Pardamean, 2021) which stated that the career development and organizational culture have an influence toward the work motivation. Supported by other descriptive research, that at KPP Pratama Bandung Ciradas a career development and organizational culture are good. So these two variables have influence toward the employee performance.

5. Conclusion

The conclusions of this research are: (1) The results of the analysis had done to be found that the positive and significant correlation which is had by the career development variable has an influence toward the performance, as evidenced by t count > t table. That is true if these variables affect performance. (2) The results of the analysis was done to be found that the positive and significant correlation which is had by the organizational culture variable that have an influence toward the performance, as evidenced by t count > t table. That is true if these variables affect performance. (3) The results of the analysis was done to be found that the positive and significant correlation between the career development and the organizational culture variables have an influence toward the performance, as evidenced by F count > F table. That is true if these variables influence the performance. (4) The results of the analysis is proved that the performance is mediated by the career development toward the variable motivation is significant which is $_t$ count > t table. It means that the motivation mediate the career development toward performance

has a positive and significant correlation. (5) The results of the analysis is proven that the organizational culture-mediated the performance toward the motivation variable is significant which is t count > t table. It means that the motivation mediates the organizational culture and has a positive and significant correlation toward performance. (6) The results of the analysis is proven that the performance is mediated by the career development and organizational culture toward the variable motivation is significant which is F count > F table. It means that the motivation mediates the career development and organizational culture and has a positive and significant correlation toward performance.

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Factors Militating the Growth of Small Scale Business and Employment Creation in Awka Metropolis Nigeria

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Abstract

This study examined factors militating the growth of small scale business and employment creation in Awka Metropolis. Three specific objectives, research questions and hypotheses were formulated with the decomposed variables of the study. The study was anchored on Active Learning Theory. This study adopted survey research design. The study population was five hundred and fifty six (556) workers while the sample size was two hundred and thirty three (233) arrived at using Taro Yamane formula. Data were collected using self-administered questionnaire from the sample of workers at Awka Metropolis. The simple random sampling technique was used for the study. Chi- Square was applied for hypotheses testing. The study found that poor financing, inadequate social infrastructures, lack of managerial skill constitute major challenges for small scale businesses to creation jobs. Therefore, the study revealed that there is a significant relationship between small scale business and employment creation. The study concluded that small scale businesses are essential agents of economic growth and national development. The study recommended among others that government need to put in place new policy guidelines aimed at making the acquisition of funds easier for the entrepreneurs of small scale businesses and also entrepreneurs should aim at giving some basic skills training to the unskilled and semiskilled people engaged to work for them so that they can contribute more positively to the growth of the enterprise.

Keywords: small scale business, employment creation, managerial skill, finance, social infrastructure.

1. Introduction

Small Scale Businesses (SSBs) play an important role in the economic growth of both developed and developing nations. One of the major goals of any economy is the achievement of full employment, and the attainment of this macroeconomic objective has remained an issue that continues to receive attention in developing countries, particularly those in Africa where high- level poverty exists with an increasing unemployment rate (Oni, 2006). The dynamic role of small scale businesses as engines through which the growth and development objectives of nations can be achieved has been recognized and stated in several studies. According to Kpelai (2009), small- scale business are generally regarded as the driving force of economic growth, job creation and poverty reduction, as they provide the necessary groundwork for entrepreneurship development, innovation and risk-taking behaviour and provide the foundation for long-term growth dynamics and the transition towards larger enterprises. The sector serves as a catalyst for employment generation, national growth, poverty reduction and economic development and can boast of being the major employers of labour compared to the major industries, including multinationals (Kadiri, 2012). SSBs help in the achievement of improvement in rural infrastructure and improved living standards of rural dwellers, thereby creating employment utilization of indigenous technology, production of intermediate technology and an increase in the revenue base of private individuals and the government (Wahab

and Ijaiya, 2006).

Most countries are characterized by a large number of small scale businesses mainly in the informal sector. Nigeria falls within this category of economies, as micro, small- and medium-sized enterprises account for over 95% of non-oil producing activities outside agriculture, with small-scale businesses accounting for approximately 85% of all firms operating in the economy (Nnanna, 2001). The contributions claimed for small-scale businesses are numerous. According to Safiriyu and Njogo (2012), the vibrancy of small scale business subsectors is an important part of an economy because they bring about new ideas and provide job opportunities, thus encouraging entrepreneurship. They have an immediate impact on employment generation (Ayozie and Latinwo, 2010). Thus, the development of SSBs is seen as an accelerator to the achievement of wider economic and socioeconomic objectives, including poverty alleviation and unemployment reduction (Uchechukwu, 2003). Fissaeha (2019) states that SSBs employ 22% of the adult population in developing countries while Fabayo (2019) observed that small firms are major source of employment opportunities for a wide cross-section of the workforce: the young, old part-time workers and the cyclically unemployed.

However, in an attempt to address the unemployment problem in Nigeria, a plethora of strategies and measures have been proposed, including National Development Plans (NDPs) and the rolling plans, the National Directorate of Employment (NDE), the Better Life Programme (BLP) for rural women, the Family Support Programme (FSP) and the Family Economic Advancement Programme (FEAP) during the post-SAP period, the Poverty Alleviation Programme (PAP), which was later changed to the National Poverty Eradication Programme (NAPEP), the Small and Medium Enterprises Equity Investment Scheme (SMEEIS), the Small and Medium Enterprises Development Agency of Nigeria (SMEDAN), and the Bank of Industry (BOI), among others. Nevertheless from 2006 until 2011, Nigeria unemployment averaged 14.6%, reaching an all-time high of 23.9% in 2011 from a record low of 5.33% in 2006 (NBS/CBN Surveys, 2014).

The government programmes and initiatives led to the proliferation of SSBs in Anambra State and Awka South Metropolis in particular with the introduction of one youth two skills (1 youth 2 Skills Solution) initiative of the State government. Thus, with an increased number of SSBs, it was expected that these small scale businesses would expand and metamorphose into large enterprises with large capital, productivity, profit and enhanced job opportunities. The phenomenon of a high unemployment rate despite the increased numbers of SSBs raises questions yet to be answered. Many factors have been identified contributing to this premature death of SSBs and increase in unemployment. Key among them include: insufficient capital, infrastructural inadequacies (water, roads, power supply etc.), lack of focus, inadequate market research, over-concentration on one or two markets for finished products, lack of succession plan, inexperience, lack of proper book keeping, inability to separate business and family or personal finances, lack of business strategy, inability to distinguish between revenue and profit, inability to procure the right plant and machinery, inability to engage or employ competent and talented staff, cut-throat competition. It is also important to note that SSBs in Awka Metropolis are not immune from the aforementioned challenges in their day to day operations hence it becomes necessary to embark on a study that investigates the militating factors and prospects of small scale businesses growth in Awka Metropolis, Nigeria.

The main objective of the study is to examine factors militating against Small Scale Businesses (SSBs) growth and employment creation in Awka Metropolis Nigeria. The specific objectives are to: (1) Determine whether poor financing constitute a major militating factor in SSBs growth and employment creation in Awka Metropolis. (2) To ascertain whether inadequate social infrastructures constitute a major militating factor in SSBs growth and employment creation in Awka Metropolis. (3) To determine whether lack of managerial skills constitute a major militating factor in SSBs growth and employment creation in Awka Metropolis.

2. Literature Review

Small Scale Business. From country to country the definition of small businesses varies as the same variables such as revenue, asset base, number of workers, ownership can determine in which category the business falls. Also this varies from sector to sector as some sectors are more labour and asset intensive than others. Thus what constitutes a small, micro and medium enterprise is not cast in stone and thus varies between countries making it at times difficult to conduct a cross-sectional comparison (Nwoko, Nkemakolam, & Okuma, 2019). In most developed market economies like the United States of America (USA), U.K. and Canada the definition criterion adopted a mixture of annual turnover and employment levels. The Federal Ministry of Commerce and Industry defines small businesses as firms with a total investment (excluding cost of land but including capital) of up to N750, 000, and paid employment of up to fifty (50) persons (Agwu and Emeti, 2014).

In general, a small scale enterprise is a business in which its owner influences the entire decision- making process and the business has relatively small market share and low capital requirement for its operation. A small scale enterprise has also been described as a small business in which the manager personally performs all the functions of management (Obi, 2015). Small Scale Business exist in the form of sole proprietorship and partnership, though some could be registered as limited liability companies and characterized by: simple management structure, informal employer/employee relationship, labour intensive operation, simple technology, fusion of ownership and management and limited access to capital. The seven major sources of funding available to SMEs in Nigeria include: personal resources, family and friends, partners or business associates, informal financial markets, banks among others. Their role in economic development includes: technological/industrial development, employment generation, technology acquisition, capacity building, promotion of economic growth, increased standard of living, industrial dispersal or spread, servicing of large-scale industries, export promotion, structural transformation of rural areas, flexibility and low take-off requirements (Agwu and Emeti, 2014).

Factors militating against SSBs growth and employment creation. Small scale businesses are known worldwide to encounter some structural difficulties, problems or limitations, which if confronted can drive them to promote economic growth and development. Some of the militating factors affecting small scale businesses in Awka Metropolis include the following: Financial Problems: About 80% of small scale businesses are stifled because of poor financing and other associated problems. The problem of financing small scale business is not so much the sources of funds but its accessibility. Factors identified inhibiting funds accessibility are the stringent conditions set by financial institutions, lack

of adequate collateral and credit information and cost of accessing funds. The capital shortage problem in the small firm sector is partly one, which stems for the uneconomic deployment of available resources by the owner- managers.

Management Problems: Lack of necessary skills and knowledge in management characterize the operation of small scale businesses in Nigeria. In most of the small businesses, the management of the enterprises is one man show. It solely rests on the head of the entrepreneur. Top level management decisions are taken alone by him. Two heads or more as people say are better than one but in this case, it is only one head alone that carries out management decisions and ideas. Hence, he must be adequately prepared for the job of providing total management. Management involves, planning controlling, organizing, directing, to perform all these functions alone without any managerial help, there would be problems. The management process is hampered not only by lack of diversified talents but also by the entrepreneur's casual approach to management problems. The talent of the small owner might be inadequate to discuss genuine business opportunities and appreciating the usefulness of overall business planning. Because of their lack of managerial skill, most of the entrepreneurs managing the small scale business in Nigeria cannot prepare business plans or feasibility studies for their businesses; hence most of the enterprises die at their early stage.

Inadequate Infrastructural Facilities: The problem of unstable and unreliable supply of electricity, dilapidated roads, inadequate supply of water for both home and industrial use, inefficient and costly communication system, among others, have for long hindered the growth and development of small scale business in Nigeria. Nearly all small scale business operating in Nigeria have one or more power generating plants as an alternative source of power supply. The cost of obtaining, maintaining, sustaining and managing such generating plants are more often than not very expensive and this has made cost of production as well as prices of product very expensive, with the latter turning out to be more and more uncompetitive in comparison with the imported equivalent. It is estimated the cost of providing basic infrastructural amenities at 5% to 20% of the total cost of setting up a manufacturing and processing industry in Nigeria. This cost will be significantly higher today taking into account the rapid rate of inflation in the economy.

Socio-Cultural Problems: Most Nigerian entrepreneurs do not have the investment culture of ploughing back profits. The attitude of a typical Nigerian entrepreneur is to invest today and reap tomorrow. Also, the socio-political ambitions of some entrepreneurs may lead to the diversion of valuable funds and energy from business to social waste. The problem of bias against made in Nigeria goods is significant. Most Nigerians have developed a high propensity for the consumption of foreign goods as against their locally made substitutes.

Marketing Problem: Marketing is another problem of small scale businesses. It is good to get the idea on how to satisfy the consumers' needs with goods and services, it is another thing to know how represent the goods and services in such a way that the consumers will really appreciate. Many of the managers are not so well educated and therefore have no marketing programmes. Where they have, they are not adequately equipped to execute the programmes in such a way that will bring good result. Many of them see the marketing channels as being expensive. They cannot invest on advertising and sales promotion. Most of them rely solely on words of mouth. How many of them can afford networking, customer referrals, yellow pages directories, television, radio, outdoor, email marketing?

Only few if there is any.

Labour Problem: Selection of personnel to work in their enterprises has always been a problem to small scale enterprises owners, this is because most of the time the employment is based on sentiment or qualification (grade), They will like to employ their families or relations even if they are not qualified to do the job. They put skills, training and experiences at the background while selecting the personnel. This is one of the reasons why they always run into problems. They will put round pegs in round holes or square pegs in a round holes.

Inadequate Conducive and Enabling Environment: The Federal Government fiscal and monetary policies in Nigeria as it relates to business issues have been unpredictable, contradictory, inconsistent and from time to time conflicting. This has generated a lot of problems for domestic investors as against their foreign participants who have the alternative of making Nigeria a dumping ground for their output. Associated to this is the problem of unlawful taxes (business development tax, business registration tax, business premise tax, sanitation fees, signboard fees, stickers etc.) most often than not by state and local government agencies (tax force on this or that). As a result of this, small scale businesses in Nigeria carry out their operations under high cost and unfavourable business environment.

Employment Creation. It is very difficult to find a clear definition of employment creation. In every economy, there are both active and inactive populations. The economically active populations are referred to as the employed population. They include those actively engaged in the production of goods and services. Generally, employment is a situation where a person is doing a job to earn income. Employment can also exist where a person is self-employed. Therefore, employment creation can be referred to as the provision of job opportunities for those who are willing and able to work. Employment creation is achieved through the initiation of many procedures which are meant to create more jobs to the unemployed. Imran (2000) identifies five important approaches through which the creation of more jobs is facilitated. This includes entrepreneurship Development Initiatives through Government pending/stimulus, government legislation and monetary/fiscal policies and the market share approach and new ideas approach to job creation.

The challenges to employment creation in Nigeria are the same all over the country, as such when these challenges are identified, it means that they are applicable to Awka metropolis and the other existing states of Nigeria. Imran (2000) and Sajo, Nwachukwu, & Nwamuo (2013) identify the following challenges or problems that negatively affect employment creation programmes in Nigeria: (i) Poor state of infrastructure (ii) Lack of access to productive inputs such as finance and workspace (iii) Lack of access to Business Development Service (iv) Lack of sufficient government stimulus (v) Changes in government policies (vi) Lack of the right attitude by Nigerians, and (vii) Lack of adequate and effective entrepreneurship training scheme for sustainable employment creation.

Theoretical Framework. This study is anchored on Active Learning Model of Erickson and Pakes (1995) which states that a firm explores its economic environment actively and invests to enhance its growth under competitive pressure from both within and outside

the firm. The potential and actual growth changes over time in response to the outcomes of the firm's own investment and those of other actors in the same market. According to this model of learning, owners or managers of small businesses could raise their efficiency through formal education and training that increases their endowments while government may support their activities through the creation of the enabling environment.

Entrepreneurs or managers of SSBs with higher formal education, work experience, training and government assistance would therefore be expected to grow faster than those without these qualities. This implies that SSBs in Nigeria have prospects of experiencing growth and contributing meaningfully to employment generation only when appropriate investments are made into them by all the stakeholders. This could best be achieved by government intervention through the provision of financial assistance, social infrastructures, capacity building of SSBs operators and favourable taxation policies.

Empirical Review. Taiwo (2014) carried out an empirical research on the impact of entrepreneurship development on job creation in Nigeria. The study used descriptive design and it was conducted in the South- Western parts of Nigeria. Findings of the study revealed that in any giving economy, entrepreneurship development gave birth to job creation which motivated people to do something that better their lives and the country at large. The study evaluated the relationship between job creation and entrepreneurship development in Nigeria. It was clear from his observation that job creation or employment opportunity in an economy could be traceable to entrepreneurship training and development. The study was not based on the impact of the entrepreneurship in the provision of sustainable job creation, while the present study will focus on the assessment of the impact in the provision of sustainable job creation.

Dappa & Onuoha (2019) examined empirically the relationship between Entrepreneurship Development Programmes and Employment Generation in Bonny Local Government Area of Rivers State, Nigeria. The predictor variable known as Entrepreneurship Development Programmes was measured by Youth Enterprise with Innovation in Nigeria, National Directorate of Employment and its effect on the generation of employment. The cross-sectional research design was adopted for this study as the study deals with the collection of necessary data from respondents at different locations. 103 entrepreneurs were taken from the population size of 114 using the 1970 Krejcie and Morgan table of sample size determination for the 38 entrepreneurship ventures for this study. A total of 103 copies of questionnaires were administered out of which 92 copies representing 89.3% of the questionnaires were properly completed and retrieved while 11 copies representing 10.7% were not retrieved. Data was gathered from primary and secondary sources while 4 Hypotheses were tested using the Spearman's rank-order Correlation Coefficient for analysis with the support of the Statistical Package for Social Sciences (SPSS) Version 21. The findings indicated that EDP such as YOUWIN and NDE brings about employment through formal and informal employment generation. The study however, recommends that the government should increase the funding of her EDP.

Cho and Lee (2020) researched the impact of entrepreneurship development on employment creation with key data inputs from Gangwon, South Korea. Two types of entrepreneurship, cutting- edge and replicative, are considered to contribute to the debate through the lens of binary logit regression evaluation. A sample of 331 entrepreneurs was

chosen using a simple random sampling method and was evaluated using descriptive statistics and binary logit regression. The outcome indicated that around 79.7% of the sampled entrepreneurs had used one or more individuals, recommending that entrepreneurship growth has caused a decrease in unemployment. The outcome indicates that innovation, education and start-up capital have a favourable and substantial effect on business development. The findings highlight the demand for sustained initiatives by government and nongovernment institutions towards creating entrepreneurship programs to make activities and achieve comprehensive development.

Liu, Ye and Feng (2019) study analyzed the effects of small-scale entrepreneurship growth on employment creation in China. Survey data collection was carried out utilizing an online survey. The participants in the research were 92 entrepreneurs in Guangzhou, China, who had a direct and accountable role in the daily functions of the entrepreneurial enterprises. The data evaluation technique employed was descriptive statistics and correlation evaluation using SPSS 20. The research findings reveal an unimportant influence of small-scale business ventures on employment creation in China. This recommends that small-scale business ventures cannot play a considerable role in the economic development, job creation and poverty reduction in the study of China. While small business ventures in China are expected to be essential tools to address joblessness, the goal has not happened due to several difficulties. By outlining these difficulties, the study also gave tips for developing a durable small-scale business sector in China.

Ifionu and Akinpelumi (2017) carried out research on the input of entrepreneurial financing on output (employment) generation in Nigeria while using secondary data over the period of 1992 to 2014. Due to the huge role of entrepreneurial financing in stimulating output (employment) the study is supported by the intermediate and entrepreneurial financial theory. The analytical tools used are unit root/ stationary test, ordinary least squares regression, Johansen co-integration etc. The analysis showed that in the long and short run situations the loans from micro-finance credit and commercial banks influence the gross domestic output in the nation which is high. More so, it was also indicated that access to credit facilities and small and medium equity investment played an insignificant role in the nation's growth level. The study stated that accessibility of fund as a major problem. They recommended that government help business-oriented visionaries to have access to funds to sustain their business and provide efficient access to important data on identifying opportunities, innovation, raw materials, etc. which will encourage them to reduce working expenses.

Onyekwelu & Oyeogubalu (2020) examined the effect of entrepreneurship development on employment generation in Nigeria, using selected MSMEs in Anambra State. The study adopted descriptive survey design because the result was to be generalized for the entire population of interest. From a population 524, a sample of 227 was determined using Taro Yameni's statistical formula. Major tools of analysis were summary statistics, Pearson Correlation and Multiple regression analysis. Preliminary results indicated that overall, the model is statistically significant through the F-value of 22.789. Regression coefficient of 0.691 showed that 69.1 percent relationship exists between dependent and independent variables. Similarly, coefficient of determination represented by 'R2' showed that 65.6 percent variation in the dependent variable can be explained by the independent variables. The study concluded that development of entrepreneurial skills and creation of

enabling business environment will enhance the employment generation capacity of the MSMEs sector in Nigeria. It was recommended among others that both the practicing and prospective entrepreneurs should endeavour to develop the requisite entrepreneurial skills to be effective in the management of their businesses.

Nwoko, et al. (2019) investigated the effect of money banks credits on financial performance of small and medium scale enterprise in Nigeria. The specific objective is to determine the effect of money banks credits to SMSE on Nigerian economy, The research design adopted for this research is the ex-post facto and descriptive research design, The relevant data for this study have been obtained from the Central Bank of Nigeria statistical bulletin covering the period of 1982- 2018.The study revealed that Deposit money banks credits to SMSE have a positive effect on Nigerian economy. The study concluded that the economic reason for credit to small and medium scale enterprises (SMEs) is indisputable as we can observed that small and medium scale enterprises was seen to have progressively become a major factor in economic development of many countries of the world. The study recommended that government should implement policies that guide SMEs in accessing financial assistance from banks and other institutions.

Agwu, and Emeti. (2014) examined the issues, challenges and prospects of Small and Medium Scale Enterprises (SMEs) in Port-HarcourtCity, Nigeria**.** This was informed by the high rate of unemployment in the society and the poor performance of SMEs in employment generation. The study adopted a descriptive research design using 120 randomly selected registered operators of SMEs in Port-Harcourt City. Data collected were analyzed using descriptive statistics while formulated hypotheses were tested using z-test. Results from the data analysis indicated that poor financing, inadequate social infrastructures, lack of managerial skills and multiple taxation were major challenges confronting SMEs in Port-Harcourt City, thus recommended: provision of soft loans to SMEs operators, government guaranteeing of long-term loans to SMEs operators, establishment of SMEs funding agency, public/private sector partnership in infrastructural provision, capacity building for SMEs operators and provision of tax incentives for SMEs operators.

Recke (2019) examined entrepreneurial development and employment creation in Hamburg, Germany. The research specifically analyzed the capability of small and medium ventures (SMEs) to create employment in Hamburg. The research embraced a survey study style. The research participants were 500 registered SMEs in Hamburg, listed by the National Association of SMEs. A simple random sampling strategy was utilized to choose twenty city government regions in Hamburg and a sample size of 150 SMEs. A total of 550 copies of the survey were carried out with a reaction rate of 80.4%. Data were analyzed by making use of descriptive and inferential statistics. Results revealed a substantial relationship between self-employment and the acquisition of professional skills. Additionally, there was a substantial connection between business collaboration formation and the acquisition of managerial abilities. Similarly, there was a considerable relationship between family business formation and acquisition of technical abilities with inheriting ventures. Additionally, there was a substantial connection between government employment training programmes and self-employment. On top of that, among the SMEs in Hamburg, baker shops (99), service centres (85), petty trading (75) and barbing (59) created more job opportunities than others. The research concluded

that vocational skills and government training created employment with SMEs in Hamburg, Germany. In addition, business development improved the acquisition of managerial and technical skills. The research suggested that government and SMEs should concentrate on creating ventures that create more employment. On top of that, the government ought to provide appropriate training for entrepreneurs. At the same time, business owners, in turn, should give enough and continuous training for staff members to improve their technical skills.

3. Research Method

This study adopted a survey research design. This is because this study seeks to elicit data for analysis through the use of a questionnaire. The population of the study consists of owners, managers and workers of small scale businesses in Awka Metropolis Nigeria. The population of the study stood at five hundred and fifty six (556) workers. A sample size of two hundred and thirty three (233) was arrived at using Taro Yamane formula. The researcher used structured questionnaire as method of data collection. The instrument used to collect data for the study was subjected to content and face validity by the researcher. To determine the reliability of the instrument, the study conducted a pilot study and analyzed data using Cronbach's alpha which is a coefficient of reliability. The data in this study was presented using tables and frequency percentage which were obtained through the questionnaire. Also, the data was analyzed using the chi-square statistical technique. Decision Rule: Accept the alternative hypothesis, if the calculated Chi square (X^2) is greater than the null hypothesis; otherwise, reject the alternative hypothesis if the calculated Chi square (X^2) is less than the null hypothesis.

4. Findings and Discussions

Test of Hypothesis One. H_{O1}: Poor financing does not constitute a major militating factor in SSBs growth and employment creation in Awka Metropolis.

Table 1. Chi-square Output on poor financing and employment creation

Chi-Square Test			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	882.425[a]	28	.000
Likelihood Ratio	897.908	28	.000
Linear-by-Linear Association	224.811	1	.000
N of Valid Cases	233	100	

Note. a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 26.72.

Table 1 shows the chi-square output on poor financing as a major militating factor SSBs growth and employment creation in Awka Metropolis, Nigeria. The result showed that poor financing has a significant effect on employment creation in Awka Metropolis,

Nigeria. This is judging from the Pearson Chi-Square Coefficient which is 882.425 and the asymptomatic significance which 0.000 (asymptomatic significance < significance level 0.05). The null hypothesis is therefore rejected in favour of the alternate hypothesis.

Table 2. Test of significant of poor financing on employment creation

Symmetric Measures		
	Value	Approx. Sig. .000
Nominal by Phi	.538	.000
Nominal Cramer's V	.269	.000
N of Valid Cases	233	

Note. a. Not assuming the null hypothesis. b. Using the asymptotic standard error assuming the null hypothesis.

Table 2 reveals the significant effect of poor financing on employment creation in Awka Metropolis, Nigeria. From the Phi coefficient as indicated in Table 2, at .538 (50%), it is revealed that cumulatively, poor financing have a moderately significant effect on employment creation in Awka Metropolis, Nigeria.

Test of Hypothesis Two. H_{O2}: Inadequate social infrastructures constitute a major militating factor in SSBs growth and employment creation in Awka Metropolis.

Table 3: Chi-square Output on inadequate social infrastructures constituting a militating factor in SSBs growth and employment creation.

Chi-Square Test			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	489.625[a]	28	.000
Likelihood Ratio	557.379	28	.000
Linear-by-Linear Association	46.466	1	.000
N of Valid Cases	233	100	

Note. a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 5.50. Source: SPSS output from Field Survey, 2023.

Table 3 reveals the chi-square result for inadequate social infrastructure as it relates to creations of employment in Awka Metropolis. From the result, it showed that inadequate social infrastructure significantly affect creation of employment in Awka Metropolis. This is owing to the fact that the Chi-Square Coefficient obtained is 489.625 and the asymptomatic significance was 0.000 which is less than 0.05 level of significance used.

Judging by this result, the null hypothesis is rejected in favour of the alternate hypothesis.

Table 4. Test of significant for inadequate social infrastructure on employment creation

Symmetric Measures		
	Value	Approx. Sig. .000
Nominal by Phi	.408	.000
Nominal Cramer's V	.204	.000
N of Valid Cases	233	

Note. a. Not assuming the null hypothesis; b. using the asymptotic standard error assuming the null hypothesis.

Table 4 shows the effect of inadequate social infrastructure in Awka Metropolis, Nigeria. The Phi coefficient obtained is .408 (40%). This reveals that cumulatively, inadequate social infrastructure plays a moderate significant effect on determining employment creation in Awka Metropolis, Nigeria.

Test of Hypothesis Three. H_{O3}: Lack of managerial skills constitute a major militating factor in SSBs growth and employment creation in Awka Metropolis.

Table 5. Chi-square Output for lack of managerial skills and employment creation

Chi-Square Test			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	502.798[a]	28	.000
Likelihood Ratio	533.648	28	.000
Linear-by-Linear Association	57.132	1	.000
N of Valid Cases	233	100	

Note. a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 19.20. Source: SPSS output from Field Survey, 2023.

Table 5 shows the output of the chi-square test of the lack of managerial skills in Awka Metropolis. Looking at the result, the Pearson Chi-Square Coefficient is 502.798 and the asymptomatic significance is 0.000 which is less than 0.050 significance levels. This shows that lack of managerial skills have a statistically large effect on them.

	Value	Approx. Sig. .000
Symmetric Measures		.000

Table 6. Test of significant for lack of

managerial skills and employment creation		.000
Nominal by Phi	.702	
Nominal Cramer's V	.405	
N of Valid Cases	233	

Note. a. Not assuming the null hypothesis; b. using the asymptotic standard error assuming the null hypothesis.

Table 6 shows the effect of lack of managerial skills in Awka Metropolis. From the Phi and Cramer's V coefficient as shown in the table, at .702 (70%), this indicates that cumulatively, lack of managerial skills constitute a major factor to the growth and employment creation of SSBs in Awka Metropolis.

5. Conclusion

This study was conducted primarily to examine factors militating against Small Scale Businesses growth and employment creation in Awka Metropolis, Nigeria. The study was anchored on factors that constitute major challenge for Small Scale Businesses in employment creation in Awka Metropolis. This militating factors include poor finance, inadequate social infrastructures, and lack of managerial skills. This study concluded that small scale businesses are essential agents of economic growth and national development, thus government intervention through the provision of financial assistance, social infrastructures and favorable taxation policies will go a long in addressing these militating factors of SSBs. On the basis of the research findings, the following recommendations were made: There is the need for the government to put in place new policy guidelines aimed at making the acquisition of funds easier for the entrepreneurs of small scale businesses. Entrepreneurs should aim at giving some basic skills training to the unskilled and semiskilled people engaged to work for them so that they can contribute more positively to the growth of the enterprise. The entrepreneurs of small scale businesses must endeavour to establish more businesses in both the rural and urban centers to provide more goods and services for the teeming population.

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Influence of Self-Efficacy and Peer Support on Learning Enthusiasm and Digital Competence in Online Distance Learning: A Cross-National Study on Workers and MM Program Postgraduate Students

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Abstract

This study investigates the influence of self-efficacy and peer support on learning enthusiasm and digital competence in the context of online distance learning, specifically focusing on students at the Open University Graduate School. The research employing a quantitative method, conducted from October 2022 to January 2023. 68 students who are also working professionals across various fields were selected as respondents for the survey, through a purposive sampling technique. Data was processed by utilizing SEM-PLS. The results of the study demonstrate that self-efficacy does not have a significant impact on learning enthusiasm, but peer support does have a significant impact on learning enthusiasm. Self-efficacy, peer support, and learning enthusiasm do not cause significant changes in digital competency. This research has practical implications for the Open University. Considering that learning enthusiasm is positively and significantly influenced by peer support, the Open University can formulate learning programs that can encourage the formation of peer support for students to improve their performance and to enhance the digital learning experience.

Keywords: self-efficacy, peer support, learning enthusiasm, digital competency, quantitative method.

1. Introduction

Research on self-efficacy has been conducted extensively, particularly when facing the challenges of the Covid-19 pandemic, according to Septania, S., & Sulastri, S. (2022); Chairina, A., & Primana, L. (2022); Alemayehu, L., & Chen, H. L. (2021); Tang, Y., Tseng, H., & Tang, X. (2022). In connection with online learning activities, particularly since the implementation of movement restrictions during the pandemic, researchers have examined self-efficacy in relation to various aspects, including about learning in independent campuses (AKRIM, A. (2022)) and Digital Education Training Programs in enhancing self-efficacy (Mannila, L., Nordén, L. Å., & Pears, A. (2018, August) & Hampton, D. et al., (2020)).

Self-efficacy is defined as an individual's belief in their own ability to organize and implement actions to produce the desired achievements and results (Sihaloho et.al, 2018). Every individual has their own way of directing or motivating themselves, thus possessing confidence in themselves in each factor that has an effect in the process of something they want to achieve. In Bandura's concept, it can be understood that belief in one's own ability leads to the fact that a person understands tasks more bravely, can easily face them, leading to the reduction of stress and anxiety (Malureanu et al., 2021). Self-

efficacy (individual assessments of their abilities) is a strong indicator of educational achievement, academic success, and many other key factors (Chemers et al., 2001; Feldman and Kubota, 2015; Fathi et al., 2020).

In the research gap that the researchers examined, among other things, there is an influence of Goal Setting Theory and Self-efficacy in online work and self-motivation (Thompson, L. F., Meriac, J. P., & Cope, J. G. ,2002). Self-efficacy in the workplace area brings a good influence on motivation and work success, according to Lunenburg, F. C. (2011). Performance can be interpreted as the level of achievement of results or "The degree of accomplishment" (Rue and Byars, 1981). Meanwhile, Schunk, D. H. (1991) states that there is an influence of Self-efficacy in academic motivation, but we need further exploration to be investigated related to the goal the individual wants to achieve.

The emergence of various online-based learning application platforms makes it easy to conduct effective learning (Pratiwi, 2020). The limitations due to social distancing policies during the Covid-19 pandemic have triggered the emergence of creativity and new ideas in the process of digital technology-based learning (Herlina & Suherman, 2020). For example, the emergence of innovative collaborative learning based on online media (Dewi, 2020). The form of the digital revolution is increasingly prominent in virtual classrooms, virtual academic guidance, online exams, virtual guidance and counseling, virtual conferences, webinars, and other academic activities conducted virtually have become a "new tradition" in this Covid-19 pandemic era.

In learning with digital, either online or face-to-face, a negative influence caused by multitasking in learning was found, whereas students who have higher Self Efficacy for Self-Regulated Learning (SESRL) have better academic performance, according to Alghamdi, A., Karpinski, A. C., Lepp, A., & Barkley, J. (2020). Along with this, Tseng, H., Yi, X., & Yeh, H. T. (2019) in their research concluded that graduate students have digital abilities, managerial skills, motivation, and self-efficacy higher than undergraduate students. In addition, goal setting, self-efficacy, and social skills are found to be significant predictors to achieve learning outcome goals.

Self-efficacy, as defined by Sihaloho et.al (2018), is an individual's belief in his or her ability to organize and implement actions to produce desired achievements and results. It represents a confident attitude from oneself in carrying out tasks according to the abilities one possesses, thus facilitating the attainment of expected goals.

Given the significance of self-efficacy in online learning, it is clear that further research on this topic is essential. Specifically, a study titled "Influence of Self-Efficacy and Peer Support on Learning Enthusiasm and Digital Competence in Online Distance Learning" is crucial, particularly considering that the target respondents are workers and students at the Open University Graduate School, who reside in diverse cities and different countries. This research is anticipated to offer valuable insights that can contribute positively to improving the performance quality of students at the Open University and enhance the services provided by the Open University.

Based on the research background, this study was conducted with the objective to: (1) To examine the influence of self-efficacy on learning enthusiasm in the context of online distance learning; (2) To examine the influence of peer support on students' learning enthusiasm in an online distance learning environment; (3) To examine the influence of

self-efficacy on students' digital competence; (4) To examine the influence of peer support influences digital competence in an online distance learning context; (5) To examine the influence of learning enthusiasm on digital competence in an online distance learning context.

2. Literature Review

Self-efficacy. Self-efficacy refers to a person's belief in their ability to organize and carry out necessary actions to achieve a given outcome (Bandura, 1997). This means that self-efficacy allows a person to answer the question, "Can I do this?", of course, this is a specific situation, and individuals may find that self-efficacy beliefs vary from situation to situation. Peterson and Arnn (2005) stated that self-efficacy is the basis of human performance manifestation. They concluded that research in the area of self-efficacy can provide information that will enhance performance in the workplace. In the context of human learning, Zimmerman and Schunk (2003) agreed, commenting that "the predictive strength of self-efficacy beliefs on students' academic functions have been extensively verified". A person with high self-efficacy will accept negative feedback in a more positive way and use this feedback to improve their performance. Moreover, according to Robert (in Febriani, 2014), self-efficacy can be a determinant of performance success and job implementation. This makes self-efficacy crucial for entrepreneurship where effort, perseverance, and planning become crucial (Shane, Locke, Collins, 2003). Self-efficacy has aspects, namely magnitude (level of difficulty facing tasks), strength (strength), and generality (generality) (Bandura, 1997).

Peer support. Humans, being social creatures, are influenced by the support they receive from their social circles. Cobb (in Smet, 2018) stressed that social support comprises information leading individuals to believe that they are cared for and loved. Information from the social environment that fosters the individual's perception of being a recipient of positive effects, affirmation, or assistance is a manifestation of social support (Gottlieb in, Smet 2018). Rook (in Smet, 2018) views social support as one of the functions of social ties (or bonds) that describes the degree and overall quality of interpersonal relationships. Ritter (in Smet, 2018) asserts that social support refers to emotional, instrumental, and financial assistance sourced from an individual's social network.

Gottlieb (in Smet, 2018) suggests that social support consists of verbal and/or non-verbal information or advice, tangible aid, or action provided by social intimacy or obtained due to their presence, yielding emotional or behavioral impacts for the recipient. Mead (in Sinaga and Kustanti, 2017) posits that peer social support is a system of mutual giving and receiving that is fundamental to the principle of reciprocal respect, sharing responsibility, and a mutual agreement to aid one another. This mutual aid extends to understanding and empathizing with other individuals' situations to help them navigate and share emotional experiences and psychological problems. Moreover, Faulkner and Basset (in Sinaga and Kustanti, 2017) argue that peer social support is a group where members mutually assist one another in achieving shared goals.

There are some factors Influencing Peer Support. According to Stanley (in Sapardo, 2019), factors influencing social support include: 1) Physical needs: Physical necessities such as clothing, food, and shelter can impact social support. If someone's physical needs are unmet, that person is less likely to receive social support; 2) Social needs: Good self-

actualization can make a person more recognized by the community than people who never socialize. Those with good self-actualization tend to seek recognition in community life, emphasizing the importance of recognition; and 3) Psychic needs: Psychic needs such as curiosity, a sense of security, religious feelings cannot possibly be fulfilled without the help of others. Anyone facing a problem, whether minor or severe, will tend to seek social support from those around them.

Myers (in Maslihah, 2011) identifies three important factors that influence a person's willingness to provide social support: 1) Norms and Social: These are beneficial in guiding individuals in fulfilling their life obligations; 2) Empathy: Feeling the hardships of others with the aim of anticipating emotions and motivational behavior to reduce suffering and improve others' welfare; and 3) Social exchange: Reciprocal relationship of social behavior between love, service information. Balance in the exchange will lead to a satisfying condition of interpersonal relationships.

The aspects of Peer Support, according to Cutrano & Gardner, 2004; Uchino, 2004 (in Sarafino, E. P & Smith, T. W. 2011), are: a) Emotional or esteem support; b) Tangible or Instrumental support: This support includes direct assistance, like lending money or helping execute specific tasks; c) Informational support: This support may take the form of advice, guidance, suggestions, or feedback; and d) Companionship support: This support gives a sense of belonging to a group of individuals with similar interests.

On the other hand, House (in Smet, 2018) distinguishes four dimensions of social support as follows: 1) Emotional support: Includes empathy, care, and attention to the person in question; 2) Esteem support: Occurs through expressions of positive respect for the person, encouragement, and agreement with the individual's ideas or feelings; 3) Instrumental support: Includes direct assistance, such as lending money or helping with tasks during times of stress; dan 4) Informative support: Includes providing advice, directions, suggestions, or feedback. We can conclude that the aspects of peer support are Emotional or esteem support, Tangible or Instrumental support, Informational support, and Companionship support

Learning Enthusiasm. Research on the relationship between close friend support and learning enthusiasm and achievement motivation has been conducted previously. Among them, such as a study on 15,000 students in nine different high schools in the United States, Asian American students who have the highest average grades state that they have the highest level of support from close friends in academic achievement. These Asian American students learn together in groups, encourage each other and praise the successes achieved by their peers. (Steinberg, Dombusch, and Brown 1992, in Wade & Tavris, 2007).

In line with this research, there is a similar study by Hilmi (2015) on the "Influence of Close Friend Support on Achievement Motivation of Students at SMKN II Malang" with findings of a positive and significant influence between close friend support and achievement motivation in students at SMKN II Malang. The study shows that the variable of close friend social support simultaneously has a significant effect on achievement motivation. This is reinforced by the opinion proposed by Sardiman (2011), that learning motivation is a non-intellectual psychic factor. Its distinctive role is in terms of fostering enthusiasm, feeling happy, and the spirit to learn. Students who have strong

motivation will have a lot of energy to engage in learning activities. Motivation plays a very important role in improving student learning outcomes.

Students will have high motivation if they already know the goals to be achieved. If students already have high motivation to learn, then they will try harder and more seriously to get high learning outcomes as well. Conversely, if students have low motivation, they will be lazy to participate in learning and even not do the tasks given. This research also strengthens the research results conducted by Muhamad Ilyas. The research concluded that learning motivation has a positive effect on student learning outcomes. With high learning motivation, students' learning outcomes can be improved

Digital Competency. Digital competence, also referred to as digital literacy, entail a range of abilities that allow individuals to use digital technology effectively, efficiently, and ethically. These skills can encompass basic skills, such as the ability to use a computer or smartphone, as well as more complex abilities, such as the ability to evaluate the credibility of online information, communicate digitally, or manipulate digital content (Hobbs, 2010). In the 21st century, digital competence are becoming increasingly important as technology becomes more integrated into our daily lives. They are critical for accessing digital services, participating in the digital economy, and leveraging technology for learning, work, and social interaction (Van Deursen & Van Dijk, 2010).

Furthermore, research has indicated that there is a digital divide, or gap, in digital competence, with certain populations (such as the elderly, the socioeconomically disadvantaged, and those living in rural areas) having lower levels of digital competence than others. This can result in unequal access to information and opportunities (Hargittai, 2002). To address this divide, educational institutions and policymakers are increasingly emphasizing the need for digital competence education and training programs. For example, schools may integrate digital skills into their curricula, and workplaces may offer training programs to upskill their employees (Bawden, 2008)

Based on the literature review, we propose four hypothesis as follow: (1) H1: Self-efficacy has a positive influence on learning enthusiasm in the context of online distance learning; (2) H2: Peer support influences learning enthusiasm; (3) H3: Self-efficacy influences digital competence; (4) H4: Peer support influences digital competence in the context of online distance learning; (5) H5: Learning enthusiasm influences digital competence in the context of online distance learning.

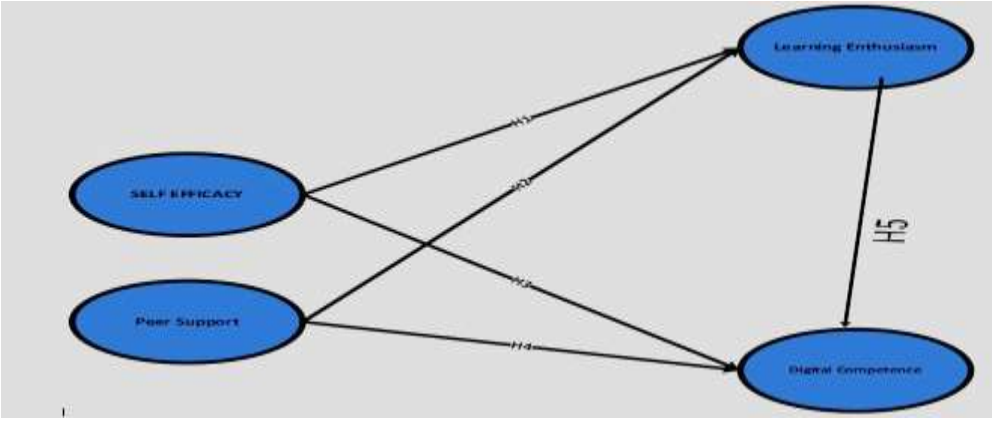


Figure 1: Research Model

3. Research Methods

This research is an ex post facto study, employing a quantitative method to evaluate the impact of self-efficacy and peer support on the learning enthusiasm and digital competence among students of the MM Program Postgraduate at Open University across nations. The study specifically targets students from the 2021.2 to 2022.2 batches. Conducted from October 2022 to January 2023, the study sampled represent total of 800 students representing diverse cities and cross countries. During the initial data collection phase, in-depth interviews were conducted with approximately 25 students. The majority reported a decline in their learning enthusiasm, particularly when they felt their ability to complete academic tasks was compromised. Additionally, many students noted that receiving positive affirmation and support from their close friends helped boost their learning enthusiasm. Following the interviews, a 20-item questionnaire was developed to further investigate the variables under study. The questionnaire items were designed to capture data on four main variables: self-efficacy, support from close friends, learning enthusiasm, and digital competence. Out of the 800 students, 68 students who are also working professionals across various fields were selected as respondents for the survey. This sample was chosen to provide a broad understanding of the relationship between the variables across different professional backgrounds, It's Purposive sampling.

The interpretation of the survey data was conducted in light of the findings from the initial interviews, aiming to confirm, contrast, or enrich the insights derived from the qualitative phase. The statistical analyses sought to quantify the relationships between the variables and to provide robust evidence to support or refute the research hypotheses. To ensure the reliability and validity of the study, the questionnaire was tested for clarity, comprehensiveness, and appropriateness for the study's aim and objectives. The questionnaire was also evaluated for its internal consistency to ensure that each item contributed adequately to the understanding of the variables. The study maintained strict confidentiality and anonymity procedures to uphold the ethical standards of research and ensure the integrity of the data collected.

4. Findings and Discussions

PLS Structural Equation Model Analysis Results (SEM-PLS). Measurement Model Analysis Results. Measurement model analysis or in PLS called the outer model needs to be done first in the structural equation model (SEM) analysis, because this analysis is able to explain the specific relationship between latent variables and each of their manifest variables. The initial results that can be obtained from this outer model are an assessment of the validity and reliability of the constructs used. The assessment of construct validity and reliability must first pay attention to the operationalization of the construct. If the operationalized construct is reflective, then the validity assessment is carried out through measuring content validity consisting of convergent validity and discriminant validity, and the reliability assessment is carried out by measuring internal reliability through measuring the Cronbach's alpha and composite reliability values for each construct. If the construct is formally operationalized, the validity assessment is carried out through substantive content measurement, namely by comparing the relative weight and seeing the significance of the t-statistics of the indicators on the construct. Guidelines for the validity assessment of reflective and formative indicators used in this study refer to the measures as listed in tables 1 and 2**.**

Table 1. Rule of thumb of validity and reliability assessment of reflective indicators

Validity and Reliability	Parameters & Rule of Thumb
Convergent Validity: Argues that the manifest variables of a construct should be highly correlated (Campbell DT & Fiske D, 1959)	It is said to be valid if: • the outer loading value on the indicator >0.708 for confirmatory research; 0.6-0.7 for exploratory research is still acceptable (J. F. Hair et al., 2013), and • Average Variance Extracted (AVE) value >0.50 (Fornel C & Larcker D, 1981; J. F. Jr. Hair et al., 2014)
Discriminant Validity: Argues that the manifest variables of different constructs should not be highly correlated (Campbell DT & Fiske D, 1959)	It is said to be valid if: • the outer loading value of an indicator on a construct > all its cross-loading values with other constructs (Hair et al., 2013), or • The square of the correlation between latent constructs < AVE of each related construct (Fornel C & Larcker D, 1981)
Reliability: Proves the accuracy, consistency, and precision of the instrument in measuring the construct.	It is said to be reliable if: • Cronbach's Alpha > 0.70 for Confirmatory Research, and > 0.60 is still acceptable for Exploratory Research (J. F. Hair et al., 2013)), or • Composite Reliability > 0.708 for Confirmatory Research, 0.60 - 0.70 is still acceptable for Exploratory Research (J. F. Hair et al., 2013)

Adopted from: (Chin, 1998), (Fornel C & Larcker D, 1981), (J. F. J. Hair et al., 2014)

Table 2. Rule of thumb of the assessment of validity and reliability of formative indicators

Criteria	Parameters & Rule of Thumb
Significance Weight:	>1.65 for significance level = 10% >1.96 for significance level = 5 % >2.58 for significance level = 1 %
Multicollinearity:	VIF < 10 or < 5 Tolerance > 0.10 or > 0.20

The measurement model analysis in this research uses SmartPLS3 software with the second order construct (SOC) or higher order construct (HOC) method, which is a modeling method in which the construct is reflected or formed by a dimensional latent construct. The Higher Order Construct (HOC) modeled in this study uses HOC type 3 where the lower order and higher order measurement levels are both done reflectively.

Measurement Model. Initial Measurement Model is presented in Figure 2.

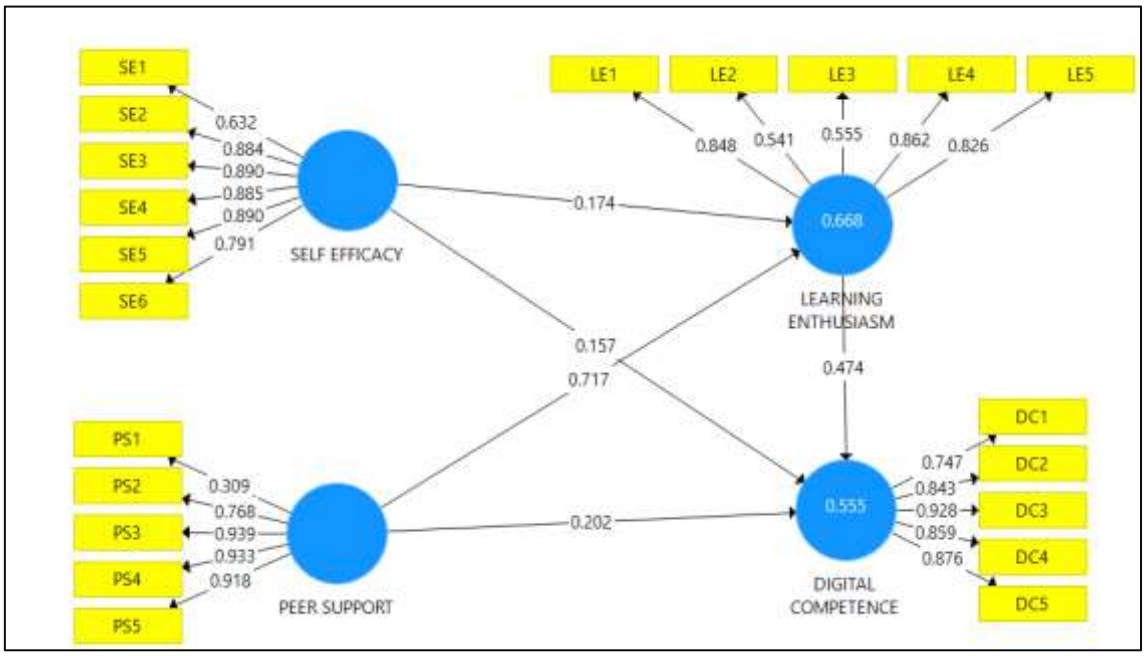


Figure 2. Initial measurement model

The initial measurement model in the lower order explains the manifest variables that are correlated with the construct (outer loading).

Table 3. outer loading in the initial measurement model

Indicator	Digital Competence	Learning Enthusiasm	Peer Support	Self-Efficacy	Description
DC1	0.747				Valid
DC2	0.843				Valid
DC3	0.928				Valid
DC4	0.859				Valid
DC5	0.876				Valid
LE1		0.848			Valid
LE2		0.541			Not Valid
LE3		0.555			Not Valid
LE4		0.862			Valid
LE5		0.826			Valid
PS1			0.309		Not Valid

PS2	0.768		Valid
PS3	0.939		Valid
PS4	0.933		Valid
PS5	0.918		Valid
SE1		0.632	Not Valid
SE2		0.884	Valid
SE3		0.890	Valid
SE4		0.885	Valid
SE5		0.890	Valid
SE6		0.791	Valid

Based on Table 3, it is seen that outer loading on the Digital Competence variable, all indicators are worth more than 0.7, so all valid indicators can be stated. The outer load value on the Learning Enthusiasm variable has only three indicators worth more than 0.7, so only three are valid. The outer load value on the Peer Support variable has only four indicators worth more than 0.7, so only four are valid. The outer loading value on the Self-Efficacy variable is only five indicators with a value of more than 0.7, so only 5 indicators are valid. The reliability values of the initial model are shown in Table 4.

Table 4. Reliability test results for each variable

Variable	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (Ave)	Description
Digital Competence	0.905	0.922	0.930	0.727	Reliable
Learning Enthusiasm	0.788	0.833	0.854	0.549	Reliable
Peer Support	0.839	0.900	0.897	0.656	Reliable
Self-Efficacy	0.910	0.922	0.931	0.696	Reliable

Table 4 shows that the variables digital competence, learning enthusiasm, peer support, and self-efficacy are reliable because of CR > 0.7 and AVE >0.5.

The revision of the measurement model is carried out through the iteration process by removing invalid indicators, and the final model is obtained as in Figure 3.

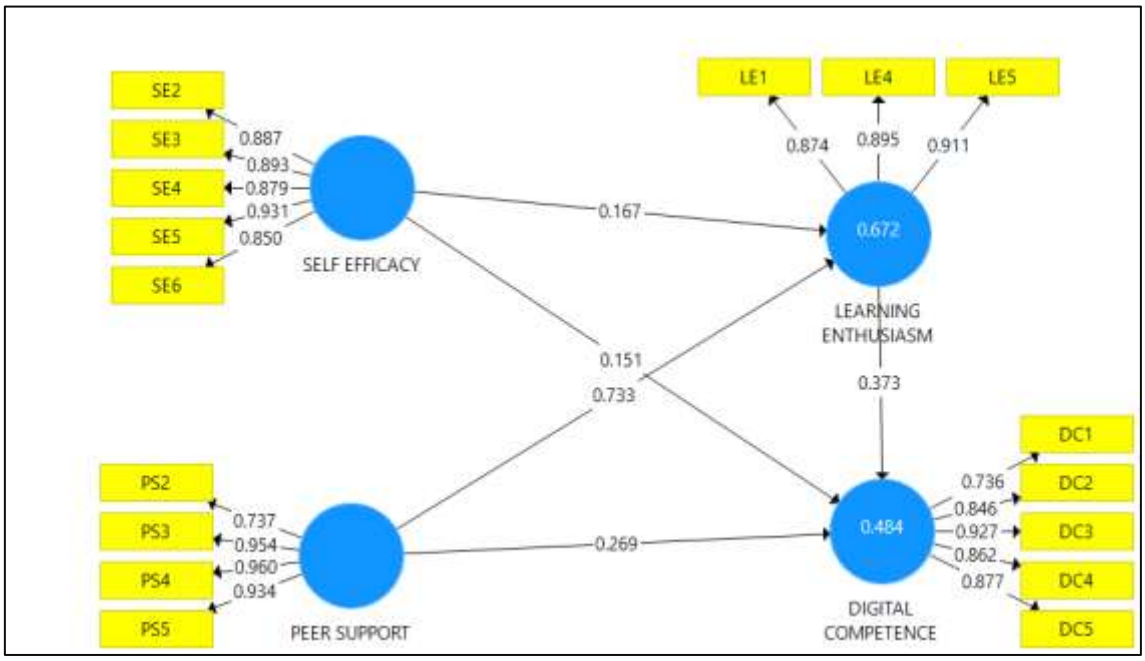


Figure 3. Revised Measurement Model

The revised measurement model in the lower order explains the manifest variables that correlate with the construct (outer loading). The results of the measurement model in its higher order explain the value of the path coefficients between constructs as in Table 5.

Table 5. Outer loading for Revised Measurement Model

Indicator	Digital Competence	Learning Enthusiasm	Peer Support	Self - Efficacy	Self-Efficacy
DC1	0.736				Valid
DC2	0.846				Valid
DC3	0.927				Valid
DC4	0.862				Valid
DC5	0.877				Valid
LE1		0.874			Valid
LE4		0.895			Valid
LE5		0.911			Valid
PS2			0.737		Valid
PS3			0.954		Valid
PS4			0.960		Valid

PS5	0.934		Valid
SE2		0.887	Valid
SE3		0.893	Valid
SE4		0.879	Valid
SE5		0.931	Valid
SE6		0.850	Valid

The results of the revised measurement model on each variable are able to produce validity and reliability parameter values that meet the rule of thumb. All outer loading values on manifest variables on constructs, as well as construct outer loading values are above 0.7, and produce reliable construct values. The AVE and CR values generated in each construct of each variable are also above the value of 0.7 for AVE and above 0.5 for CR, so it can be said that the convergent validity of all variables and their manifestations is met as shown in Table 6.

Table 6. Reliability on Revised Model

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Desc.
Digital Competence	0.905	0.925	0.929	0.726	Reliable
Learning Enthusiasm	0.873	0.875	0.922	0.798	Reliable
Peer Support	0.920	0.943	0.945	0.812	Reliable
Self-Efficacy	0.934	0.964	0.949	0.790	Reliable

Furthermore, the validity measurement is continued by measuring discriminant validity. The first method of measuring discriminant validity is by using criteria (Fornel C & Larcker D, 1981). A latent variable is said to meet discriminant validity if the square value of the correlation between latent constructs < AVE of each related construct, or the square root of AVE > correlation between latent constructs. Based on the test results tabulated in table 6, it is found that all the squared values of the correlation between latent constructs < AVE of each related construct, so it can be said that all latent variables meet discriminant validity, Variables are reliable because CR> 0.7 and AVE> 0.5 ((Fornel C & Larcker D, 1981).

Table 7. Correlation value between variable constructs

	Digital Competence	Learning Enthusiasm	Peer Support	Self - Efficacy
Digital Competence	0.852			
Learning Enthusiasm	0.662	0.893		

Peer Support	0.634	0.806	0.901	
Self-Efficacy	0.448	0.486	0.435	0.889

The table 7 above shows that all squared correlation values between latent constructs < AVE of each related construct, so it can be stated that discriminant validity is met (Fornel C & Larcker D, 1981). Measurement of discriminant validity with the second method, carried out by comparing the outer loading value of indicators on a construct which must be greater than all cross-loading values with other constructs (J. F. Jr. Hair et al., 2014; Henseler et al., 2009).). This method also shows that the outer loading value for each construct is above the cross-loading value between the measured construct and other constructs so that discriminant validity is met.

Table 8. Cross loading of revised model

	Digital Competence	Learning Enthusiasm	Peer Support	Self-Efficacy
DC1	0.736	0.327	0.336	0.324
DC2	0.846	0.492	0.530	0.420
DC3	0.927	0.625	0.611	0.418
DC4	0.862	0.665	0.592	0.384
DC5	0.877	0.625	0.568	0.362
LE1	0.649	0.874	0.723	0.519
LE4	0.526	0.895	0.739	0.295
LE5	0.592	0.911	0.698	0.476
PS2	0.430	0.535	0.737	0.663
PS3	0.604	0.755	0.954	0.325
PS4	0.624	0.773	0.960	0.326
PS5	0.604	0.806	0.934	0.349
SE2	0.314	0.285	0.273	0.887
SE3	0.431	0.401	0.372	0.893
SE4	0.439	0.518	0.400	0.879
SE5	0.466	0.541	0.522	0.931
SE6	0.264	0.308	0.277	0.850

From table 8 it is seen that the cronbach's alpha value of each dimensional structure and variable is above 0.7, and the composite reliability value of every dimensional construction and variable is also above 0.7 so that it can be said that all variables and their manifestations have good reliability. Based on the outer measurement of the model on the latent variable of the revision result, it can be concluded that all the structures of the variable are valid and reliable. Structural Model Analysis Results (Structural Model) is presented in Figure 4.

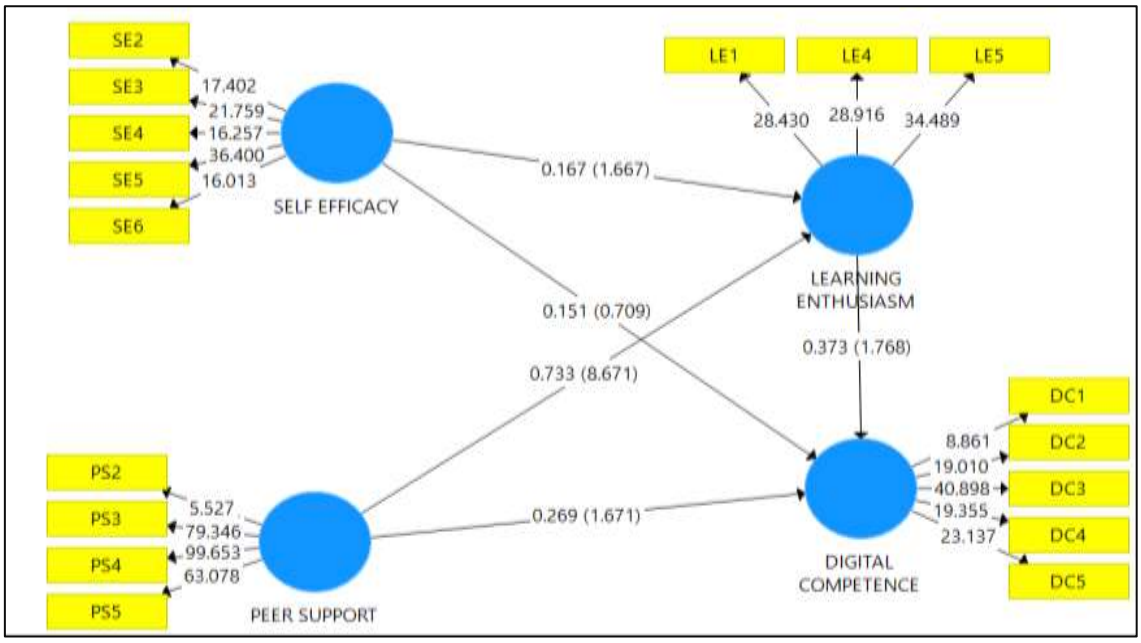


Figure 4. Estimation and testing of the structural model

Full model above model shows the relationship between the latent variables exogenous and endogenous. The values displayed are large path coefficients on each relationship that show a large direct influence of the exogenous variable on the endogenic variable. At the formation of this full model, the validity and reliability of the indicators are no longer seen, but the indicator can be reduced if it has no statistically significant influence or is not theoretically supported. For that it is necessary to see the test results of the model using bootstrapping steps on the SmartPLS, then obtain the results as in Figure 5 below.

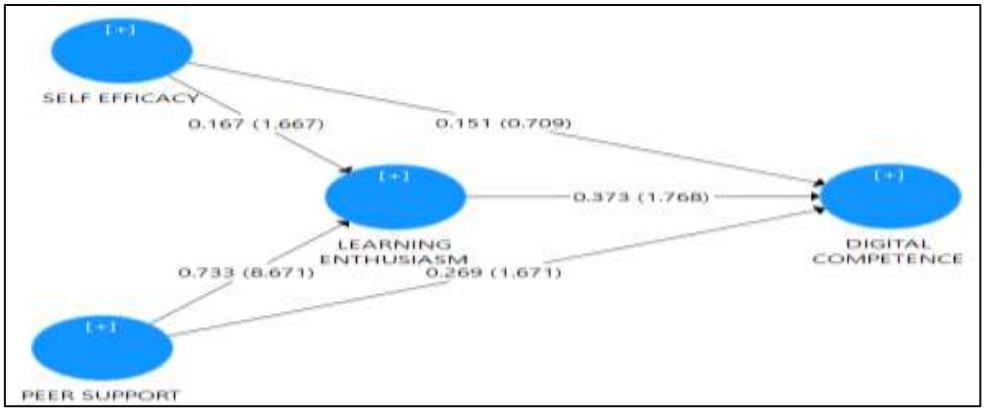


Figure 5. Hypothesis Testing on Structural Models

Figure 5 shows the coefficient value between the variables and the t-value value on the curve that is the test result. Below is a tabulation of the results of testing the model of the overall structural equation (full model) that is described based on path coefficients or relationships between latent variables as in Table 9.

Table 9. Value of *path coefficients, t-statistics significance, p-value*

Relation	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Self-Efficacy -> Learning Enthusiasm	0.167	0.208	0.100	1.667	0.096
Peer Support -> Learning Enthusiasm	0.733	0.709	0.085	8.671	0.000
Self-Efficacy -> Digital Competence	0.151	0.215	0.212	0.709	0.479
Peer Support -> Digital Competence	0.269	0.285	0.161	1.671	0.095
Learning Enthusiasm -> Digital Competence	0.373	0.304	0.211	1.768	0.078

From Table 9, it is seen that of the five hypotheses, only one is acceptable, namely the following: (1) There was a positive influence of self-efficacy on learning enthusiasm of 0.167, but it was statistically insignificant because of the t-count value of 1.667 (lower than 1.96), or the p-value of 0.096 (greater than 5%). This condition suggests that self-efficacy has no significant impact on increased learning enthusiasm; (2) There was a positive peer-support effect on learning enthusiasm of 0.733 (73.3%) and statistically significant due to obtaining a t-count value of 8.671 (larger than 1.96) or a p-value of 0,000 (less than 5%). This condition suggests that the better peer support, the more learning enthusiasm will increase; (3) There was a positive impact of self-efficacy on digital competence of 0.151, but it was statistically insignificant because of a t-calculate value of 0.709 (lower than 1.96), or a p-value of 0.479 (greater than 5%). This condition shows that self-efficacy has no significant impact on increased digital competence; (4) There was a positive impact of peer support on digital competence of 0.269, but it was statistically insignificant because of a t-calculated value of 1.671 (lower than 1.96), or a p-value of 0.095 (larger than 5%). This condition shows that peer support has no significant impact on increased digital competence; (5) There was a positive impact of learning enthusiasm on digital competence of 0.373, but it was statistically insignificant because of a t-calculate value of 1.768 (lower than 1.96), or a p-value of 0.078 (larger than 5%). This condition shows that learning enthusiasm has no significant impact on increased digital competence. (6) The only acceptable hypothesis is the second one where peer support has a positive and significant influence in building learning enthusiasm. This may be due to the limitation of the sample.

The results of testing the first hypothesis revealed that increased self-efficacy did not lead

to a significant increase in learning enthusiasm. According to Robert (in Febriani, 2014), self-efficacy can be a determinant of performance success and job implementation. There are several factors that can affect the relationship between self-efficacy and learning enthusiasm, such as environmental factors or past experiences. A supportive learning environment can affect the level of learning enthusiasm. Furthermore, individual experiences in achieving previous success in learning can affect their self-efficacy. If individuals have previous positive experiences in achieving learning goals, they may have a high level of self-efficacy. However, a high level of self-efficacy does not always directly result in a high appetite for learning. Thus, although self-efficacy plays an important role in individual motivation, it cannot immediately increase learning enthusiasm. Learning enthusiasm can be influenced by other factors beyond self-efficacy, such as peer support, as demonstrated in the results of hypothesis 2 testing.

According to the second hypothesis test, peer support affects increased learning enthusiasm. The findings support Hilmi (2015) that show positive and significant influence of close friend support on the achievement motivation in students. Information from the social environment fosters the individual's perception of being a recipient of positive effects, affirmation, or assistance is a manifestation of social support (Gottlieb in, Smet 2018). Peer support can increase learning enthusiasm because humans beaing are influenced by the support they receive from their social circles. Cobb (in Smet, 2018) stressed that social support comprises information leading individuals to believe that they are cared for and loved, which will encourage increased motivation to do something. Peer support significantly enhances learning enthusiasm by serving as a reference for identity formation and self-progress (Wentzel et al., 2010), fostering positive emotions and social support (Wentzel, 1998), and promoting collaborative learning (Vygotsky, 1978). In self-efficacy context, despite self-confidence, peer interaction is a critical driver for amplifying motivation, learning enthusiasm, and achievement.

The test results of the third hypothesis showed that self-efficacy did not have a significant impact on increased digital competence. Students who have high self-effectiveness will not immediately improve digital competence. Self-efficacy refers to a person's belief in their ability to organize and carry out necessary actions to a given outcome (Bandura, 1997, p. 3). However, in this regard, although self-efficacy can affect the motivation and effort of an individual in developing a skill, it is not the only factor that determines a person's digital abilities. To be competent in the digital field, it is necessary to be supported with relevant technical knowledge and skills. Self-efficacy can affect the motivation and self-confidence of individuals in learning and developing such skills, but without proper knowledge and training, self-efficiency alone is not enough. In addition, in strengthening digital competencies, also requires accessibility to digital technologies. Interest factors also play a role in encouraging people to develop their digital competencies.

The fourth hypothesis test revealed that peer support had no significant impact on digital competence. Although people get peer support, but if they don't have a high interest or drive to have digital competencies, it doesn't lead to an effort that leads to digital competence. People may just be encouraged to use digital media as needed without a deeper interest in mastering it.

The test of the fifth hypothesis revealed that learning enthusiasm in the context of online distance learning also did not have a significant impact on increased digital competence. In the 21st century, digital competence is becoming increasingly important as technology becomes more integrated into our daily lives. They are critical for accessing digital services, participating in the digital economy, and leveraging technology for learning, work, and social interaction. (Van Deursen & Van Dijk, 2010). This is likely because the students surveyed tend to use the facilities in online distance learning only as necessary, so they feel no need to be an expert.

Overall, the findings reveal the important role of peer support in encouraging Open University students to have learning enthusiasm but do not encourage the development of digital competencies. Self-efficacy is not a determining factor for increased learning enthusiasm and digital competence. On the other hand, learning enthusiasm is not a significant factor for increasing digital competency among Open University students. This means that there are other factors that can enhance digital competence among them.

5. Conclusion

The present study investigated the relationships between self-efficacy, peer support, learning enthusiasm, and digital competence among students of the MM Program Postgraduate at Open University. The results showed that self-efficacy did not have a significant impact on learning enthusiasm, but peer support had a significant effect on learning enthusiasm. Self-efficacy, peer support, and learning enthusiasm do not lead to significant changes in digital competence. Peer support significantly enhances learning enthusiasm by serving as a reference for identity formation and self-progress (Wentzel et al., 2010), fostering positive emotions and social support (Wentzel, 1998), and promoting collaborative learning (Vygotsky, 1978). In self-efficacy context, despite self-confidence, peer interaction is a critical driver for amplifying motivation, learning enthusiasm, and achievement. The study has a limitation on the number of respondents, so further research can examine the variables in this study by taking a larger number of samples to obtain more representative results. This research has practical implications for the Open University. Considering that learning enthusiasm is positively and significantly influenced by peer support, the Open University can formulate learning programs that can encourage the formation of peer assistance for students to improve their performance and to enhance the digital learning experience.

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Exploratory Factorial Model of Corporate Governance around Vocational Training

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Abstract

In administrative economics, factor analysis models are essential due to their explanatory capacity of institutional responses to a risk event. The objective of this document was to contrast a model that explains the emergence of corporate governance dimensions in the face of the pandemic. For this, an exploratory study was carried out based on a systematic review of the literature from 2020 to 2023, considering the search by keywords in Google Scholar and Microsoft Academic , as well as the validity by judges and the survey of 100 students from a public university. from central Mexico. The results show that corporate identity explains the university's response to the pandemic. In relation to the state of the art, the scope and limits of the model in relation to other proposals are discussed.

Keywords: intellectual capital, training, pandemic, model.

1. Introduction

As of March 2023, after two years, the pandemic has taken the lives of six million people (de la Torre and Quiroz, 2020). The public health system implemented distancing and confinement policies that impacted the educational systems (Ruíz et al., 2021). The transition from the traditional classroom to the virtual classroom supposes the emergence of an innovative link system between the academy and the labor market (Boadas and Marín, 2022). The formation of intellectual capital in the virtual classroom assumes permissible risk gradients, although the relationships with the determinants anticipate risk scenarios (Schebesta , 2021). Analysis of the fuzzy logic of random events has revealed emerging entities such as university governance, corporate reputation or professional training.

University governance, indicated by identity, reputation and corporate image, predicts academic training (Gonzálvez et al., 2020). Defined as a system of negotiation, consensus and responsibility; includes managers, producers and disseminators of knowledge as interested parties. Corporate identity (or sense of belonging) is seen in the rational choice of belonging to a group. Corporate reputation refers to a community's self-concept in the face of a risk event and the availability of resources. The corporate image, defined as the future choice based on expectations of abundance of resources and minimization of costs, reflects university governance.

In the corporate governance structure, training, image, reputation and identity are preponderant factors in the management, production and transfer of knowledge (Legler , 2021). Studies on corporate governance have shown that it is an emerging phenomenon. The description of this process can be done from fuzzy logic. Knowledge managed, produced and transferred reaches its goal when it is the product of academic, professional and work training.

Until now, March 2023, it is known that the corporate reputation of Higher Education Institutions (HEIs) consists of the formation of human capital committed to the sociopolitical context of Mexico (Robayo and Villarreal, 2020). Corporate governance in its identity modality underlines the uses and customs that distinguish a university from others, considering the insertion into the local market. Fuzzy logic is a theoretical and empirical framework that allows explaining the bifurcations of risk events such as the pandemic on corporate governance indicators.

2. Literature Review

Corporate identity, being related to the conflict between the parties due to emotions of belonging, undermines the external image (Ceballos, 2022). An increase in deals fosters inbreeding expectations. The curricula are oriented towards internal capacities and nullify academic competitiveness. The reputation associated with identity consists of the self-concept of the institution. If the policies that favor university members increase , the self-concept of this academic community reduces its comparison with other institutions. Global or national indicators of institutional performance lose meaning when corporate reputation increases.

However, the external image of the university measured through the Program for International Student Assessment (PISA) contravenes the reputation and corporate identity (Finol , 2021). An increase in PISA test scores suggests a reduction in corporate reputation if your communities are inbred in their teaching methods. Conflicts between the university's endogamous criteria and the PISA test increase reputation and identity, but reduce corporate governance to an internal matter.

Instead, corporate governments that have a high identity and reputation manage strategic alliances with other institutions. The mere interdisciplinary or multidisciplinary training, derived from strategic alliances between universities and companies, suggests an open corporate governance (Fernández-Fernández, 2021). The absence of international alliances and tests, as well as an unknown ranking of the university reflect an inbred corporate governance.

In this sense, are there significant differences between the relationships of the categories related to government, identity, reputation, image and training with respect to the observations made in this work, considering the COVID-19 era?

The premises that guide this work suggest: 1) The pandemic and the containment and mitigation policies, focused on the distancing and confinement of people, affected the corporate governance of the universities; 2) Universities and companies formed strategic alliances around the management, production and transfer of knowledge 3) Identity, reputation and corporate image increased, influencing academic, professional and labor training; 4) The policies of immunization, lack of confinement and return to the classroom

affect the corporate governance of the universities; 5) Identity and reputation increased as a reaction to face-to-face educational policies, but the corporate image was reduced due to the conflict between political and social actors.

3. Research Method

For this research, an exploratory and descriptive work was carried out with a selection of sources indexed in international repositories, considering the search by keywords: government, identity, reputation, image and academic formation. The above was investigated in Google Scholar and Microsoft Academic, considering the period between the pandemic from December 2020 to March 2023.

A total of 56 abstracts were selected to establish the relationships between the categories. Based on a Delphi Inventory, judges who are experts in the topics rated the relationships between the summaries; considering 1 for training, 2 for identity, 3 for reputation, 4 for image and 5 for corporate governance.

In three rounds, one qualifying, one feedback and one reiterative, the judges evaluated and compared their appreciations regarding the relationships between categories. Six articles were selected in which corporate governance stands out as a configuration of identity, reputation and image, but with an emphasis on academic training.

Once the categories were established, the Corporate Governance Scale (EGC-18) was developed, considering the validity by judges and a preliminary pilot with 100 students, following the confidentiality and anonymity protocol.

As a result, the instrument was sent to the students' institutional mail. An informed consent form was attached, following the anonymity and confidentiality protocol. The data was captured in Excel and processed in JASP version 15, considering the values of distribution and contrast of contingent relationship hypotheses, as well as structural, adjustment and residual modeling.

4. Findings and Discussions

The values related to the non-parametric distribution, and contingency relationships between the categories evaluated by the judges in three rounds: qualifying, feedback and reiterative. Distributions are appreciated that allowed analysis of relationships between variables due to the internal consistency of the scale (see Table 1).

Table 1 . KMO Adequacy of the instrument

Kaiser-Meyer- Olkin test	
MSA	
Overall MSA	0.621
r1	0.305
r2	0.731

r3	0.751
r4	0.519
r5	0.704
r6	0.672
r7	0.328
r8	0.643
r9	0.510

Note. Own elaboration with the study data: McDougal = .794; Cronbach = .815; Bartlett X2

= 1663.772 (153 gl) p < .001

For its part, the structure of relationships between the categories identity, reputation and corporate image that explain the configuration of corporate governance in the study literature. Corporate identity was more identified by the evaluation of the judges regarding reputation and image (see Table 2). The finding is limited to the theory of corporate governance, where identity is revealed as a process underlying risk events that exalt the institution, but reduce its image with respect to its training capabilities.

Table 2. Factors of Corporate Governance: identity, reputation and image in the formation of intellectual capital

	Factor 1	**Factor 2**	**Factor 3**	**uniqueness**
r1			0.930	0.218
r2	-0.924			0.170
r3		0.697		0.391
r4		0.416	0.500	0.403
r5	-0.959			0.088
r6	0.673	0.537		0.123
r7				0.821
r8	0.821			0.363
r9		-1002		0.090

note. **Applied rotation method is promax .**

Note. Own elaboration with the study data: ⌈X2 = 300.065 (102 gl) p < .001; TLI = .800; RMSEA = .126⌋F1 = Identity, F2 = Reputation, F3 = Image, r = Reactive, e = Measurement error

The corporate reputation is configured from evaluations in which the judges determined the self-concept of the institution through the articles analyzed. A lesser structure is appreciated with respect to identity, but greater with respect to the image. The finding corroborates the theory of corporate governance. In a risk scenario such as the pandemic, institutions take care of their self-concept by synchronizing objectives, tasks, and goals. Corporate identity and reputation increase, but the image of the institutions decreases due to their agenda of internal priorities.

The corporate image understood as the self-perception of the respondents regarding the evaluations of other institutions on their academic, professional and work level. The construct is associated with the other two factors in the explanation of corporate governance in the face of risk events. In this way, the corporate image indicates that the institution took care of its image, even when the training of talents was managed in exceptional settings.

The adjustment and residual parameters suggest the non-rejection of the null hypothesis regarding the significant differences between the categories subtracted from the literature, with respect to the evaluations of expert judges on the subject.

The contribution of this work lies in the establishment of three dimensions: identity, reputation and image, related to the corporate governance of a university in central Mexico. The identity dimension, alluding to the institution's soft resources, was configured based on eight items referring to trust, empathy, values, motives, and dispositions. The reputation dimension, concerning cognitive resources such as skills, intentions, and strategies, explains the internal capacities of the university in the face of the pandemic. The image dimension, corresponding to external concepts, suggests strategic alliances between the university and companies (Riggirozzi , 2020). The contrast of the model established in other samples will allow delineating future studies to corroborate the theory of corporate governance.

In relation to the theory of corporate governance, which explains the emergence of identity, reputation and image in the face of a risk event, this paper has established the link between the three factors. The established three-dimensional model suggests the prevalence of identity as a central factor of corporate governance in the face of Covid-19. It means then that the soft capacities of affects, emotions and feelings explain the greatest variance of corporate governance. That is, the university in the face of the pandemic closed the interaction with other institutions and strengthened human relations (Díez-Gutiérrez, 2021). The procurement of emotions led to a distance from other institutions that resulted in a closed image of corporate governance. In addition, the absence of hard skills such as competencies, skills, and strategies reduced adaptation to change at the university. The contrasting of the hypothesis regarding soft capacities as preponderant of the institutions in risk scenarios should anticipate the emergence of hard capacities in post-contingency situations.

Regarding the instrument to measure corporate governance, which reached values higher than the essential minimum consistency; This paper suggests the use of the Corporate Governance Scale (EGC) in order to explain the responses of institutions to the pandemic. The EGC will make it possible to compare the corporate governance of universities and the dimensions that make it up. In the case of identity as a preponderant factor, the EGC will make it possible to compare the levels of reputation and image of universities against Covid- 19.

5. Conclusion

Corporate governance was explained from three dimensions reported in the literature and formed in the observations made in this work. Corporate identity is the preponderant factor that the literature identifies as an emerging factor in risk events. The corporate governance made up of the three dimensions suggests that the pandemic activated an inbred response from the university, closing collaborations with other universities, but strengthening internal relations. Corporate identity is the result of the contingent situation. Social distancing and confinement increased the soft capabilities of the university. Emotions, affections and feelings increased trust and empathy among the members of the university. However, it reduced its comparison with other universities in terms of entrepreneurship, innovation, productivity and competitiveness. The corporate identity meant a high degree of satisfaction and a sense of belonging to the institution, but without sufficient collaboration to face the challenges of the local labor market. The policies of confinement and social distancing, when replaced by policies of return to the face-to-face classroom, will promote an increase in reputation and/or corporate image.

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Exploratory Factor Model of Perceived Security in the COVID-19 Era

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Abstract

Public security, as the central axis of the state and citizen agenda, has been approached from different angles from which phases of analysis have been established; rule of law, crime prevention, administration of justice, persecution and social rehabilitation without considering citizen participation beyond complaints or demonstrations. The objective of this work was to review the structure of citizen participation to establish the different types of self-government, government and co-government among the interested parties. The theoretical, conceptual and empirical frameworks around the systematization of data for the assembly of research folders are discussed.

Keywords: agenda, COVID-19, factorial model risk, security.

1. Introduction

The migratory flows that have been displaced by policies of extermination or ethnic cleansing, as well as those communities persecuted due to their vulnerability to climate change or crime, often go through a process of prolonged crossing, short stay and unexpected return, even and when they acquire skills. and knowledge favorable to the development of the locality that welcomed them, are excluded (Aguayo, Lirios & Najera, 2020). In the context of conflicts between society and the State, such as cases of ethnic cleansing and extermination, xenophobia and guerrilla warfare, the management and administration of resources destined for national reconstruction; negotiation, mediation, conciliation, arbitration and prosecution of crimes against humanity, disappearances and forced displacement, the Obra Social has collaborated with Civil Society Organizations to be able to compensate and correct the asymmetries between politicians and citizens.The conflicts between the rulers and the ruled have been exploited by organized crime in the co-optation and formation of a criminal identity in the commission of attacks against ethnic and minority groups such as migratory flows.

In principle, Social Work has approached vulnerable groups, mainly infants who are looking for their parents through the recruitment of volunteers who in turn accompany the children who are looking for their parents (Garcia Lirios, 2021). It is a program in which infants receive medical, psychological and legal attention to find their parents, but always with the accompaniment of a social worker. Such an intervention model has allowed children to be assisted by social workers in the face of any vicissitudes regarding their right to look for their parents and have a life free of violence, as well as to health and

access to education and housing in a country other than your nationality. In this sense, the relationship between the State and priority groups is guided by public assistance policies. Such a strategy could be implemented in the EU with the arrival of Trump and his coming to power, implementation of anti-immigrant and bipartisan policies. The model would have a variant that would consist of documenting the xenophobic climate of children with respect to Trump supporters and his anti-immigrant policies. This would help establish the determining social profiles of forced displacement and the legitimacy of political bipartisanship.

The migrant population in the United States of America constitutes an unprecedented human and social capital since the 1980s. Precisely, in the following decade anti-migrant policies emerged in the United States. The systems of containment of migratory flows and permanence in transition countries such as Mexico or Turkey are distinguished by their degree of agglomeration and violation of human rights.

However, despite the fact that migration has been understood as an option for economic reasons, armed conflicts have generated a growing number of displaced people from countries with civil wars to countries with economic stability and good governance. In this sense, the cases of displaced children in Syria are an example of the importance of Social Work in caring for children who are looking for their relatives. The management of migratory flows supposes an intervention focused on the institution in charge of protection and refuge.

In this way, social work establishes a link between social policies and the needs of migrant communities. Both phenomena, migration and displacement, are not only consequences of authoritarian regimes, but are the product of geopolitics that promote national identity to the detriment of minorities, which in these cases are migratory flows made up of children. Within the framework of perceived security, geopolitics and authoracies are the pending subjects of international human rights conventions. Consequently, migration and displacement are indicators of the levels of restriction of human rights.

Therefore, it is necessary to anticipate the consequences of this unfavorable scenario for vulnerable groups, including children who will be separated from their parents or will be forced to move regardless of their right to a life free of violence and access to a decent life (Frenkel & Dasso-Martorell, 2021). The concept of governability refers to the qualities of the governable as action and effect of governing and governing itself, assuming three fundamental axes; 1) democratic quality, 2) management and public policies and 3) rule of law and individual guarantees. In each of the democratic areas of governance, the common interest and collective welfare prevail as imperatives of public management and government action.

2. Literature Review

Governance assumes the State as the guiding axis of public management and administration, but in relation to the evaluation of its subsystems to legitimize its governmental actions. They are lines of action that range from the local to the personal, so security is considered a central issue on the public agenda (Gonzalez, 2020). Those forced as indicators of transition from a totalitarian or authoritarian tribal regime to assume the concentration of power and unilateral decisions. In this sense, vulnerable groups are confined areas of containment in countries that receive them as political

refugees or labor reserves. This is so because the forms of State generate propaganda in favor of its leadership in matters of security, national identity and territorial defense, but nuanced with the deportation of the displaced once the internal conflict is over.

In this way, the regimes that are most preserved in following a policy of migratory inclusion, but transitory in their asylum and unforeseen in their deportation are those considered authoritarian (Abrams & Dettlaff, 2020). These are governments in which their leaders justify multiculturalism as long as migratory flows do not violate native customs and customs and are limited to local laws and traditions. In the framework of the presidential election of Joe Biden and the war in Ukraine, Social Work has built theoretical frameworks in order to explain and anticipate scenarios of violence and aggression that impact the family nucleus, such as those displaced by fragmentation or loss of social bond. This is the case of the theory of ethnocentrism that would pose an exacerbated nationalism that Biden incurs when he promises to expel migrants to return their jobs to the natives of the United States. Ethnocentrism would be indicated by anti-immigrant policies, but also by the degree of nationalism that was a constant in the Biden campaign. But ethnocentrism does not relate immigrants or political partisanship to fragmented parenting styles, it would be due to the expulsion of parents of children born in the US, or the search for children and their families as a consequence of deportation, violence against migrants or xenophobia.

Social Work considers that the multiculturalist approach is essential to explain the interrelation between a dominant culture such as the United States and migrant minorities such as the Latin American, Central American or Mexican. In that sense, multiculturalism would say that Biden's policies deny the interrelationship between cultures since he considers an equity that is denied by anti-immigrant policies. In the case of migrant infants, multiculturalism would warn that the future of relations between cultures depends on a civic education that would be annulled with deportations and thus the opportunity to learn from other cultures and the economic and social benefits that this would be lost. entails. It implies how the understanding of a language is different from that of the place of origin (Dominelli, 2021). However, multiculturalism denies the possibility of dominated cultures influencing the dominant culture. Therefore, from Social Work, interculturality is proposed, which would consist of a policy of equity and representativeness of cultures in the legislative, executive and judicial powers to guarantee equal opportunities.

Based on these approaches, Social Work has proposed solutions such as negotiation, mediation, conciliation, arbitration and persecution from the defense of human rights and the accompaniment of the victims of anti-immigrant and anti- displacement geopolitics (Amadasun, 2020). The displacement of migrants is considered as an effect of the climate of violence, genocide, ethnic cleansing or any other act orchestrated by the regime in power with the luxury of extreme violence against groups that have violated their human rights, even when these are considered an indicator. Labeling these groups as victims is a process in which a civil sector legitimizes crimes against humanity perpetrated by the State.

The literature warns that the native society, receiving the displaced, inhibits the right and access of the displaced to mourning, the validation of their suffering, the monitoring of their traumatic emotions, the disorders of their personal and collective life, as well as the

possibility of complaint if they are labeled as a problem for the host country (Banks et al., 2020). In this way, the process of displacement shows the inability of the State to generate policies to care for the victims and the legitimacy of the receiving society against the policies of containment, permanence and deportation of displaced persons and refugees.

In this process, multicultural and intercultural integration is absent, since on the one hand policies favor a temporary stay and immediate deportation in the face of any local threat and on the other hand, the host society loses the opportunity to interact with the different migrant cultures. around. to the reparation of their problems, as well as to the solidarity support of their relatives in zones of conflict and extermination violence, xenophobia or ethnic persecution (Redondo Sama et al., 2020). Indeed, if the State is the cause of the violence crystallized in crimes against humanity by forcing the displacement of vulnerable groups, then far from legitimizing xenophobic policies and the extermination of minorities, civil society can mediate social suffering, accompanying the victims in their grieving process and overcoming the humanitarian crisis. Civil society is an accomplice of the State in the exclusion of displaced migrants, as well as in blocking their opportunities for human development; public health, employment, academic training.

Therefore, if the State is immersed in an ideology of extermination, civil society is obliged to reorient the xenophobic identity towards a cordial identity with those who inhabit its cities as refugees or displaced persons, persecuted and migrants. The way in which civil society can generate a social bond between the displaced and their families who remained in the conflict zone is through the interaction of values and norms, equity in development opportunities and an understanding of mourning. around the social suffering of the displaced. In a humanitarian crisis with forced displacement due to violence, the State implements containment policies, programs and strategies that are disconnected from the negotiation process between the parties in conflict. For this reason, it is important to articulate the demands with the negotiations and conflicts that led to the forced displacement. Forced displacement originates in an environment of violence, but also in the legitimization of poverty and the use of violence as a manifestation of the discontent of disadvantaged civil groups towards punitive policies, care programs for victims, but without remedying their situation. . and strategies without the participation of the victims. The asymmetry between government action and humanitarian crises is of such magnitude that the reality of the displaced is not even considered to form a national reconstruction project through pacification, vindication and social bonding.

Victim care programs are insufficient to repair the damage to vulnerable groups in general and infants in particular, since reception policies prohibit refugees from participating in actions that would modify civil life. opinion, the recognition and claim of their rights and they only had the opportunity to stay temporarily in a short period of time before their deportation. The quality of life in displacement, starts from the assumption that the deterioration of expectations in health, employment, housing and education reduces the condition of the displaced, inhibiting their capacities in such a situation and reducing their opportunities for a dignified life. life. or at least free of violence. In this sense, the State is co-responsible for not having focused opportunities and capacities, but also for not responding efficiently, effectively and effectively to the request for asylum or containment of voluntary and forced displacement.

Displacement, mourning, attachment to place and the reconstruction of personal and

group life victims of violence perpetrated by the guerrilla and the State. In other words, rooting in the place and community of origin forges a close relationship with the individual who, when broken by displacement, fosters a symbolic return in which the State participates to a certain extent, projecting a degree of horror and hopelessness for the loss of stay in the place of origin. In short, the state of knowledge warns that; 1) The displaced migratory flows are the consequence of a regime that promotes the propaganda of violence and legitimizes itself with a counter-propaganda of the national union for the defense of territory and identity (Cox, 2020). This prevents interculturality and reduces competition for the management and administration of essential resources to repair the social suffering of migrants; 2) the policies, programs and strategies of containment, isolation and deportation of migrants suppose the legitimization of the regime that is characterized by a unilateral authoritarianism that derives from the prime minister or president and is disseminated in the institutional and bureaucratic structure; 3) the representations and attitudes of the host civil society towards the migratory flows of displaced persons. As containment, asylum and deportation policies intensify, xenophobia is exacerbated.

A specific model represents the logical trajectories between the dependency relationships of the variables reviewed in the literature (Farkas & Romaniuk, 2020). In this sense, two hypotheses stand out from the review of the state of knowledge. The first related to social accompaniment, which consists of mediating relations between the dominant culture and migrant cultures in order to reduce suffering, but without any possibility of development. It is a process in which the dominant culture appropriates the workforce of migrant cultures, once the demand is satisfied, deportation occurs. In this process, the governments that receive emigrants, through civil society organizations, contain massive migration and select the flows that they wish to use in sectors that the natives do not want to work, but once the demand is satisfied and the population reserve worker has been consumed, so deportation is brewing. In other words, migratory flows are subject to selectivity from their departure, stay and return (hypothesis of political legitimation). On the other hand, when policies for asylum and reception of displaced persons are carried out from intercultural countries, made up of different cultures in interaction without any being dominant or hegemonic, then social support is developed based on the comfort of the displaced, the recognition of their mourning, capacities and granting of opportunities or alternatives to their social suffering (hypothesis of social support).

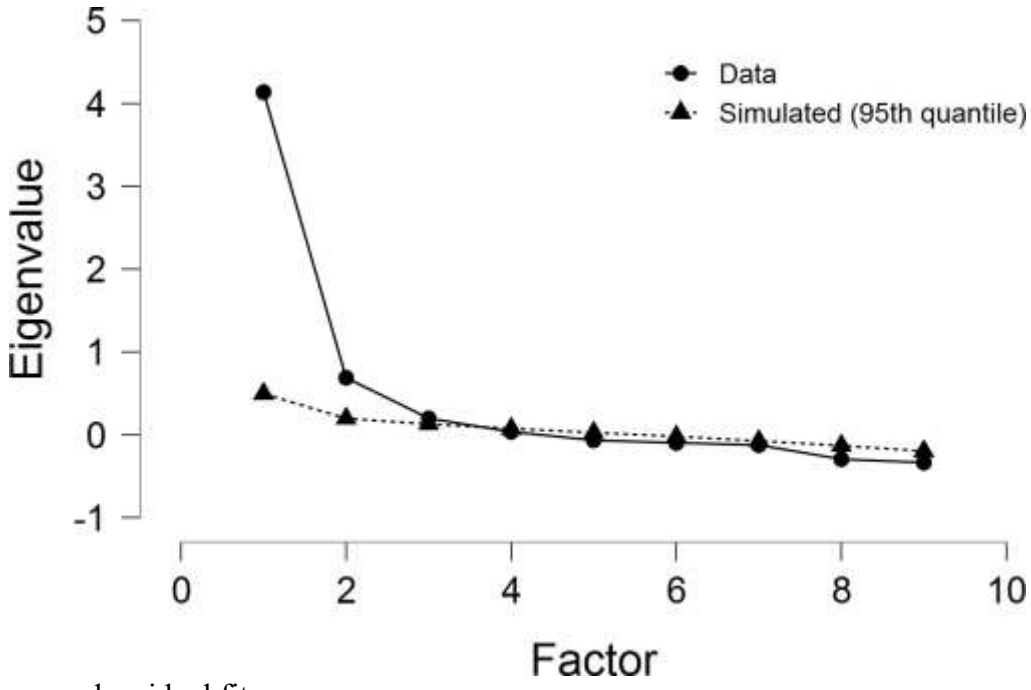
The objective of this work is to specify a model for the study of the displaced, with emphasis on those cases of violation of their human rights, such as the loss of social or family ties or uprooting. Delve into the methods of analysis and evaluation of security policies from the conceptual point of view and in the specific context of Mexico; strategic management, governance, local, regional and national security policies, intergovernmental management, local development and citizen participation.

Precisely, the specify a model of care for child victims of forced displacement in cases of parental or family loss on whom they depend economically and emotionally (Smoyer, O´Brien & Rodriguez Keyes, 2020) . For this, a documentary study was carried out with a selection of sources related to the cases of victims of forced displacement, as well as the cases in which the accompaniment directed the victim towards a duel, conciliation and adoption of lifestyles. free from violence. In this sense, the system that seeks to approach and even link state management with civil self-management is known as governability.

Consequently, Social Work for the care of victims of crimes against humanity and in the case of crimes against vulnerable populations such as the elderly, women and children, has generated intervention strategies such as the accompaniment and promotion of lifestyles free of violence.

3. Research Method

A desk study was carried out with a non-probabilistic selection of sources indexed to repositories in Latin America, during the period 2020 to 2023, considering: A: Findings of the positive and significant effects of the political system on perceived security; B: Reports of the negative effects of the political system on the perception of security; C: Reports of the spurious effects of the political system on the perception of security. The Security Perception Scale was used, which includes five dimensions related to trust, commitment, empathy, entrepreneurship and innovation as integral factors of perceived security. Each item includes five response options ranging from 0 = "unlikely" to 5 = "quite likely". The information was processed in content analysis matrices and the variables reported in the state of knowledge were specified in a model (see annex). The qualitative analysis data package version 3.0 was used to estimate the parameters of normality,



contingency and residual fit.

4. Findings and Discussions

The results of the research and discussion are the arrangement and good grouping of information about an activity based on facts through the efforts of the researcher's mind in processing and analyzing research objects or topics in a systematic and objective way to solve a problem or test a hypothesis so as to make a general principle or theory (see Figure 1).

Figure 1. Scree plot of perceived security in the COVID-19 era Source: Elaborated with data study

The descriptive values that include values of normal distribution, reliability and validity from which it is possible to observe the consistency of the instrument in other contexts and research scenarios. Method of principal axes, rotation promax: Trust (18% of the total variance explained and alpha of .780), Commitment (14% of the total variance explained and alpha of .778), Empathy (10% of the variance total explained and alpha of .760). The adequacy of the sphericity [$X^2 = 23.24$ (12df) $p < .05$; KMO=. 789] suggest the factorial composition of the responses to the instrument, as well as the validity of the ism in measuring the perception of security as an effect of the political system, whether self-government, government or co- government.

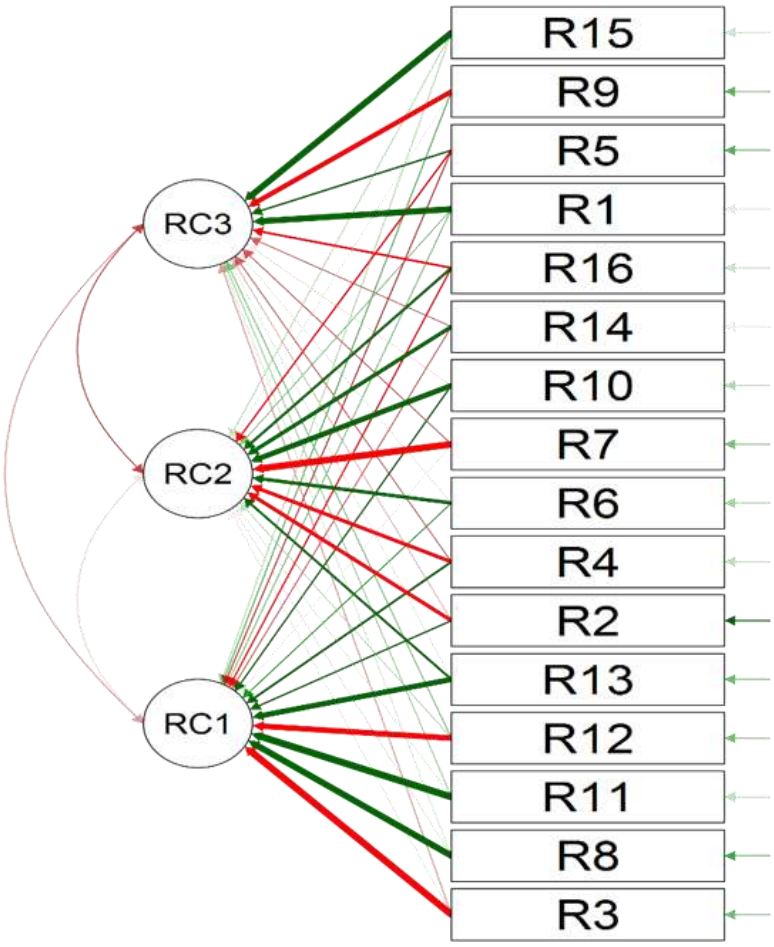


Figure 1. Exploratory factor model of perceived security in the COVID-19 era Source: Prepared with study data, $\chi 2 = 522.971$; 75 df; $p < 0.001$; RC1 = Trust,

RC2 = Commitment, RC3 = Empathy

The model explained 56% of the total variance, indicating the relevance of including more dimensions, or the appearance of a second-order factor common to the five first-order factors established by the literature and corroborated by the present work through the instrument.

The contribution of this work to the state of knowledge lies in the specification of a model for the study of victims of displacement, containment, asylum and deportation policies. It is a process in which the literature warns of two preponderant hypotheses: the one related to the legitimization of such policies through xenophobia, the avoidance of contact and stigma as indicators of eventual deportation; and in contrast, the hypothesis of social support that warns of the importance of collective mourning as an opportunity for solidarity and brotherhood between migrant cultures and the receiving culture. In this way, the theory of governance of return migration would mention that such assumptions obey the identity that migrant communities build in their interaction with their environment and other cultures, but far from being a barrier to development, it is proof of consistency, symbols and representations that enhance identity, or announce changes.

The three dimensions, trust, commitment and empathy found in this study are far from the biopower approach. In its legal system, disciplinary mechanisms and security devices. While the security structure alludes to social relationships. The structure of biopower is rather a network of surveillance and punishment mechanisms observable in the educational, health or punitive fields. In contrast, the present study suggests that the representation of security is instrumented by social relationships of trust, commitment and empathy. Although there is a distrust towards the authorities, society trusts more in apolitical justice. In this sense, biopower devices reduce civil participation.

The relationship between security and justice, following the theory of biopower where coercive devices stand out, the theory of justice warns of the prevalence of income as a mechanism of coercion. A reduction in income builds confidence in the authorities. In this way, ignoring one's own income or that of others supposes a climate of social trust. Trust in its political and social dimensions assumes a maximin situation. In other words, once the basic primary goods are achieved, social and political trust emerges to be oriented towards decisions of social justice. In the present work, the dimensions of trust, commitment and empathy refer to this maximin principle, but without attenuating the biopower scenario in which they emerge.

Security in relation to biopower and justice are categories that anticipate a type of multicultural citizenship. The scenario in which security is a minority justice right is known as multiculturalism. In the perspective of biopower, the State assumes control of a homogeneous citizenship. In the justice approach, the State manipulates the demand for justice with basic goods. From a multicultural point of view, the State facilitates the political and legal representation of minorities. In the present work, the dimensions of trust, commitment and empathy are requirements to carry out control and manipulation of majority or minority rights.

The State, in its dimensions of biopower, justice and multiculturalism, implements mechanisms for the control, manipulation and facilitation of civil participation. The three factors found indicate that security is configured by traits of trust, commitment, and citizen empathy among peers rather than with the authorities. Consequently, an increase or decrease in the frequency of these three factors could anticipate a scenario of justice and multicultural security. It is recommended to extend the model towards the measurement of biopower, justice and multiculturalism in order to be able to anticipate scenarios of control, manipulation and facilitation of citizen participation with respect to their representatives, peers or laws.

5. Conclusion

The aim of this study was to explore the dimensions of security, understood as a category derived from biopower, justice and multiculturalism. In this sense, the contribution of the study lies in the establishment of three dimensions: trust, commitment and empathy. The three-factor structure suggests the extension of the model in order to anticipate a scenario of social control, civil participation and political representation. In relation to the theoretical frameworks of biopower, justice and multiculturalism, the present document warns of a structure of sequences aimed at the legitimacy of the gendarme State. The extension of the model to measure biopower, justice and multiculturalism supposes the construction of an instrument based on the theories that explain the asymmetries between rulers and citizens, as well as civil trust and political and legal multiculturalism. In addition, security as an axis of discussion in the public agenda supposes a future of the theoretical frameworks of social justice, but with principles such as the maximin of social welfare.

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Impact of Governance on the Failure of Moroccan SME Exporters

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Abstract

This study aims to assess how governance can affect the ability of exporting SMEs in Moroccoto cope with exchange rate fluctuations, by identifying the resulting failure factors and proposing effective governance strategies to address them. The hypothesis formulated is that good governance within exporting SMEs can improve their ability to cope with exchange rate fluctuations by reducing the default factors associated with these variations and by promoting the implementation of effective exchange rate risk management strategies. The epistemologicalframework of this study is based on a quantitative approach, using a linear regression model toanalyze data collected from Moroccan SME exporters. The results of the analysis enable the identification of good governance practices, such as management transparency, quality of financial information and stakeholder participation. Currency risk management measures, suchas hedging, are also recommended to help exporting SMEs cope with exchange rate fluctuations. Finally, support measures for exporting SMEs, such as training in financial management and foreign exchange risk management, are proposed to strengthen their ability tocope with exchange rate fluctuations.

Keywords: governance, failure, SMEs, export, Morocco

1. Introduction

Small and medium-sized enterprises (SMEs) play an essential role in the Moroccan economy, driving growth and job creation. Among these SMEs, those that are export-oriented face specific challenges linked to international competitiveness, exchange rate fluctuations and the volatility of global markets. In this context, governance becomes a key element in ensuring thesurvival and success of Moroccan SME exporters.

The aim of this study is to explore the impact of governance on the failure of SME exporters inMorocco. Governance refers to the structures, processes and practices that govern decision- making, transparency, accountability and stakeholder participation within a company. In the context of Moroccan SME exporters, governance plays a crucial role in mitigating risks, improving operations management and strengthening competitiveness on international markets. This research adopts a mixed-methods approach, combining qualitative and quantitative data, to provide an in-depth analysis of the relationship between governance and failure in MoroccanSME exporters. Qualitative data will be collected through interviews with managers and sectorexperts, focusing on current governance practices, challenges encountered and opportunities for improvement. Quantitative data will be obtained from surveys and financial analyses of SME exporters, enabling assessment of performance, financial stability and default rates.

The results of this study will shed light on the links between governance and failure of Moroccan SME exporters. It is expected that strong governance practices, such as managementtransparency, quality of financial reporting and stakeholder participation, will help to reduce the risk of failure and improve companies' resilience to export-related challenges. In addition, currency risk management measures, such as hedging, and support measures, such as training in financial management and currency risk management, can be recommended to strengthen the ability of exporting SMEs to cope with exchange rate fluctuations and mitigate the associated risks. The results of this study will not only benefit Moroccan SME exporters by providing them with practical recommendations to improve their governance and resilience, but will also support the development of policies and programs aimed at strengthening the SME export sector in Morocco as a whole.

This study focuses on the impact of governance on the ability of exporting SMEs in Morocco to cope with exchange rate fluctuations. It aims to identify the failure factors arising from thesefluctuations and to propose effective governance strategies to remedy them. The underlying hypothesis is that good governance within SME exporters can strengthen their resilience to exchange rate fluctuations by reducing the default factors associated with these variations, and by promoting the implementation of effective exchange rate risk management strategies. To achieve this objective, a quantitative approach is adopted, using a linear regression model to analyze data collected from Moroccan SME exporters. The results of the analysis highlight recommended governance practices, such as management transparency, quality of financial information and stakeholder participation. Currency risk management measures, such as hedging, are also recommended to help SME exporters cope with exchange rate fluctuations. Finally, specific support measures, such as training in financial management and foreign exchange risk management, are proposed to reinforce the ability of exporting SMEs to manage exchange rate fluctuations.

Issue: To what extent can governance affect the ability of SME exporters in Morocco to cope with exchange rate fluctuations? What are the default factors arising from exchange rate fluctuations, and how can exporting SMEs remedy them through good governance? Hypothesis: good governance among exporting SMEs in Morocco can improve their ability tocope with exchange rate fluctuations by reducing the default factors associated with these variations and by promoting the implementation of effective exchange risk management strategies. H1: Good governance within SME exporters in Morocco can reduce the factors of failure linkedto exchange rate fluctuations. H2: Good governance within Moroccan SME exporters can foster the implementation of effective foreign exchange risk management strategies. H3: Reducing default factors linked to exchange rate fluctuations and implementing effective foreign exchange risk management strategies can improve the ability of Morocco's SME exporters to cope with these fluctuations.

The aim of this study is to determine the impact of governance on the ability of exporting SMEs in Morocco to cope with exchange rate fluctuations, by identifying the failure factors linked to these variations and proposing effective governance strategies to remedy them. The intermediate objectives are: (1) Evaluate the impact of governance on the ability of exporting SMEs in Morocco to cope with exchange rate fluctuations, by

measuring the level of governance of exporting SMEs through indices of transparency, quality of financial information and stakeholder participation. (2) Identify the factors of failure for SME exporters linked to exchange rate variations, such as exposure to exchange rate risk, market volatility and insufficient financial capacity to cope with significant exchange rate variations. (3) Propose effective governance strategies to help SME exporters remedy identified failure factors, by putting in place appropriate foreign exchange risk management mechanisms, improving management transparency and promoting stakeholder participation in the decision- making process.

Epistemological framework of the study. The epistemological framework for this problem is multidisciplinary, integrating perspectives from business management, economics, finance and corporate governance. It is an empirical study using a quantitative methodology to measure the level of governance of exporting SMEsin Morocco, as well as the failure factors arising from exchange rate variations. The research will be based on primary data collected from a sample of exporting SMEs in Morocco, as wellas secondary data from official sources such as the Central Bank of Morocco and government agencies. The results of the research will be interpreted using statistical analysis techniques to determine the relationships between the variables studied, and to identify the key factors affecting the ability of SME exporters to cope with exchange rate fluctuations.

2. Literature Review

The existing literature deals extensively with the importance of corporate governance and its impact on business performance. However, few studies have looked specifically at the impact of governance on the failure of exporting SMEs in Morocco. This literature review aims to fillthis gap by exploring relevant research on this topic.

In a study conducted by Xiong et al (2017) on exporting SMEs in China, researchers concludedthat corporate governance, in particular board structure and transparency of financial information, plays a crucial role in reducing the risk of failure for exporting SMEs. Strong governance practices enable companies to make informed decisions, implement risk management strategies and strengthen their competitiveness on international markets.

Another study conducted by Khan and Ahmed (2014) on exporting SMEs in Pakistan revealedthat corporate governance, including transparency, accountability and stakeholder participation, has a significant impact on companies' resilience to exchange rate fluctuations. Companies withgood governance are better prepared to face export-related challenges, such as exchange rate fluctuations, and are more likely to survive and thrive in international markets.

From a broader perspective, a study carried out by La Porta et al (1999) on a sample of countries, including some developing ones, highlighted the importance of corporate governance for economic growth. The results showed that countries with good governance tend to attract

more foreign direct investment, foster innovation and boost corporate competitiveness on international markets.

In summary, these studies highlight the importance of corporate governance for the resilience and competitiveness of SME exporters. Transparency, accountability,

stakeholder participationand the quality of financial information are key governance factors that can reduce the risk of failure of exporting SMEs in the face of exchange rate fluctuations. The results of this literaturereview provide a solid basis for further research into the impact of governance on the failure ofMoroccan SME exporters, and can serve as a benchmark for the development of effective governance strategies in this specific context.

In the specific context of Morocco, there are a limited number of studies that directly examinethe impact of governance on the failure of exporting SMEs. However, some research on relatedaspects provides interesting insights.

A study by El Khadiri et al (2018) examined the determinants of performance of Moroccan SMEs operating internationally, focusing on governance practices. The results showed that strong governance mechanisms, such as an active board of directors, financial transparency andstakeholder participation, are associated with better performance among exporting companies.Although this study did not focus directly on the failure of SMEs, it does highlight the importance of governance for the overall performance of exporting companies in Morocco.

Another study by Bennani et al (2015) analyzed the challenges faced by Moroccan SMEs in exporting. Among the factors identified, governance was mentioned as a key element. The authors point out that SMEs with effective governance are better prepared to face the uncertainties associated with international markets and are more likely to overcome difficultiesand remain competitive.

It should also be noted that Morocco has introduced reforms aimed at improving corporate governance, notably with the creation of the Moroccan Capital Market Authority (AMMC) and the adoption of the Moroccan Code of Corporate Governance (CGEM). These initiatives testifyto the country's determination to strengthen corporate governance and foster an environment conducive to the development of exporting SMEs.

However, despite these advances, there are still gaps to be filled in terms of research into the specific impact of governance on the failure of Moroccan SME exporters. Future studies couldfocus on analyzing specific governance mechanisms that can reduce the risk of failure, such as setting up risk management committees, improving financial transparency and promoting stakeholder participation.

In conclusion, although research into the impact of governance on the failure of Moroccan SMEexporters is limited, existing studies suggest that strong governance practices are associated with better overall performance of exporting companies. Further research in this area is essentialto provide specific recommendations for Moroccan SMEs to improve their governance and facethe challenges of exporting.

3. Research Method

Model specification: $Y_i = \alpha + \beta_1 X_{1i} + \beta_2 X_{2i} + \beta_3 X_{3i} + \varepsilon_i$ where :

Y_i : represents the ability of exporting SMEs to cope with exchange rate fluctuations, measured,for example, by their survival rate over a given period.

X_1 : corresponds to the level of governance of exporting SMEs, measured for example by a composite index taking into account management transparency, quality of financial

information, stakeholder participation, etc.

X_2 : represents the volatility of the exchange rate, measured, for example, by the standard deviation of exchange rate variations over the period under review.

X_3 : corresponds to default factors for exporting SMEs linked to exchange rate variations, measured for example by a composite index taking into account exposure to imports, cost structure, price competitiveness, etc.

α is the model constant

β_1, β_2, β_3 are the regression coefficients that measure the impact of each explanatory variableon the dependent variable

ε : is the random error term

i=1,2,3,…..,60

4. Findings and Discussions

The results indicate that the governance of exporting SMEs has a significant positive impact ontheir ability to cope with exchange rate fluctuations (β_1 = 0.35). This suggests that strong governance practices, such as high management transparency, quality financial reporting and stakeholder participation, can help enhance SMEs' ability to withstand exchange rate fluctuations.

In contrast, exchange rate volatility has a negative but insignificant impact on the ability of SME exporters to cope with fluctuations (β_2 = -0.02). This implies that, although exchange ratevariations may have an effect on SMEs' ability to adapt, other factors may play a more predominant role.

Furthermore, default factors related to exchange rate variations have a significant negative impact on SMEs' ability to cope with fluctuations (β_3 = -0.1). This suggests that factors such as high exposure to imports, a disadvantageous cost structure or reduced-price competitivenessmay make SMEs more vulnerable to exchange rate fluctuations.

Using these estimates, we can interpret the coefficients to assess the relative importance of eachexplanatory variable and recommend governance and exchange rate risk management strategiesto strengthen the ability of Moroccan SME exporters to cope with exchange rate fluctuations.

The results of the model estimation suggest several interesting conclusions concerning the impact of governance, exchange rate volatility and default factors on the ability of Moroccan SME exporters to cope with exchange rate fluctuations.

Firstly, the variable X_1, which measures the governance index of exporting SMEs, has a significant positive coefficient (β_1 = 0.35). This indicates that strong governance practices are associated with a better ability of SMEs to cope with exchange rate fluctuations. Companies that implement management transparency measures, provide quality financial information andinvolve stakeholders in their decision-making process are likely to be more resilient to exchange rate fluctuations. These results underline the importance of strengthening governance within SME exporters to mitigate the adverse effects of exchange rate fluctuations.

In contrast, the X_2 variable, which represents exchange rate volatility, has no significant impact on SMEs' ability to cope with fluctuations (β_2 = -0.02). This suggests that exchange rate volatility is not the main factor determining the resilience of Moroccan SME exporters. Other factors, such as governance and default factors, may have a greater influence on their ability toadapt to exchange rate fluctuations.

With regard to failure factors linked to exchange rate variations (variable X_3), the estimated coefficient is negative and significant (β_3 = -0.1). This indicates that factors such as high import exposure, a disadvantageous cost structure or reduced price competitiveness make exporting SMEs more vulnerable to exchange rate fluctuations. Companies faced with these default factors are likely to encounter difficulties in coping with exchange rate variations. It is thereforecrucial to take these factors into account when managing foreign exchange risk, and to implement strategies aimed at reducing their impact on exporting SMEs.

In summary, the results of this assessment highlight the importance of governance, default factors and foreign exchange risk management in the ability of Moroccan SME exporters to cope with exchange rate fluctuations. Strengthening governance, reducing default factors and adopting effective foreign exchange risk management strategies are key measures for improving SMEs' resilience to exchange rate fluctuations and fostering their competitiveness on international markets.

5. Conclusion

In conclusion, analysis of the model estimation results highlights the importance of governance, default factors and foreign exchange risk management for the ability of Moroccan SME exporters to cope with exchange rate fluctuations. Companies that implement sound governance practices, such as management transparency, quality of financial information and stakeholder participation, are better prepared to manage exchange rate fluctuations.

In contrast, exchange rate volatility was not identified as a key factor in SMEs' ability to cope with fluctuations. This suggests that other factors, such as governance and default factors, playa more important role in the resilience of Moroccan SME exporters.

The results also highlight the importance of default factors linked to exchange rate fluctuations, such as import exposure, cost structure and price competitiveness. Companies faced with thesefactors are more vulnerable to exchange rate fluctuations, and need to implement appropriate currency risk management strategies.

In conclusion, to strengthen the ability of Moroccan SME exporters to cope with exchange ratefluctuations, it is advisable to promote sound governance, reduce default factors and implement effective foreign exchange risk management measures. Policies aimed at improving management transparency, the quality of financial information and stakeholder participation can help strengthen governance. In addition, measures such as diversifying sources of supply, improving price competitiveness and using currency hedging instruments can help exporting SMEs to mitigate the effects of exchange rate fluctuations and maintain their competitiveness on international markets.

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GNH and Artificial Intelligence for Sustainable Development

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Abstract

The objective of this research is application of Gross National Happiness (GNH) framework, grounded in the principles of Buddhist economics, in the Eastern European sustainable development context, specifically in Slovakia. This studies aim is to investigate the possibility of applying GNH framework in Slovakian environment. The research is an experimental study about the evaluation of the happiness index of Slovakian employees and employers of SMEs in Slovakia, in Rožňava region. The sustainable development in the region is lowest in the country, its' characterized by high unemployment rate, tendency of emigration, low standard of living, and inadequate healthcare services. Data were collected through two quantitative questionnaires, adapted and supplemented versions of the original Bhutanese questionnaire. The sample comprised 315 employees and 50 organizations in Slovakia. A distinctive aspect of this survey is its consideration of the implications of artificial intelligence and technological advancements. The study investigates the ways in which artificial intelligence influences human well-being and perceptions of trust. The findings reveal a critically low happiness index in the Rožňava region, indicating a need for intervention. This study would like to be contribution to the existing and further research of sustainability, about possibility to apply GNH framework in European culture in context of social, ecological and economical sustainable development.

Keywords: GNH, artificial intelligence, trust, knowledge, sustainable development.

1. Introduction

The Buddhist economic concept was mentioned by Schumacher in 1973. According to Buddhist practitioners, happiness and wellbeing can't be measured in material goods. According to Schumacher, there should be a path that combines the teachings of the noble eightfold path in Buddhist economics. (Schumacher, 2014) For our consumer-oriented society, it may come as a surprise. But on second thought, achieving sustainability requires limiting desires, thrift, awareness in all areas of the economy and society. (Zsolnai, 2022) The main problem facing Western society is that it is looking for short-term solutions. The Gross National Happiness (GNH) model offers a holistic view of society, economy and environmental sustainability. The gross domestic product (GPD) has been criticized for not being able to thoroughly assess the value of economic well-being. (Bencsik, 2022) GNH contains elements missing from the GDP indicator and makes it possible to assess social, economic, environmental and organisational happiness. Gross National Happiness (GNH) is an alternative economic model based on Buddhist philosophy, which is

created to measure happiness and wellbeing of society. Buddhist economics is based on reducing desire, reducing suffering, conscious use of resources, and thrift. According to Buddhists, less is more, they strive for a simple life and are content with what life has to offer them. (Schumacher, 2014) The study adapted a translated version of the original GNH questionnaires, with minor modifications. The essence of the research is that it takes into account the impact of artificial intelligence and technological development. In this article, artificial intelligence was used in the analysis and translation of the articles, since English is the secondary language we use, thanks to technological development, the comparison time of scientific articles can be shortened significantly, which can help the research work. Among the elements of GNH 9, we have integrated elements related to technological development, which indicates the impact of technological development on well-being. Artificial intelligence can be a huge help to beginner researchers and can break down language barriers. It can also promote the development of education and the sharing of knowledge. Artificial intelligence can also promote the preservation of knowledge; therefore, it can save time and energy, which can help to achieve well-being. Research questions are (1) Is the GNH organisational framework applicable in the Christian culture context? (2) How does technological advancement influence the perception of happiness and well-being in the Slovak environment, and to what extent is rapid technological development tolerable in people's every day and work lives?

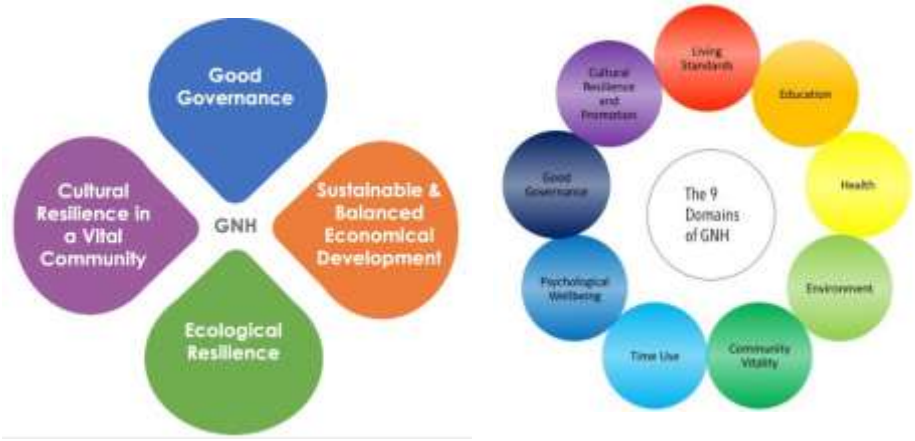
2. Literature Review

GDP gaps. Gross domestic product (GDP) has recieved many criticism in recent years regarding its ability to measure overall well-being. (Moulton, 2018; Stiglitz, 2019, 2020; Jokipii et al., 2021). Several critiques emphasize that GDP indicators fail to capture numerous factors that contribute to human well-being (Clark, 2018; Pilling, 2018). Proponents of Gross National Happiness argue that an increase in GDP does not necessarily equate to an improvement in quality of life. (Easterlin et al., 2010). The objective of GNH is to determine the relevant indicators for each sector to guide development, to allocate resources to achieve predetermined goals, and measure outcomes, specifically the happiness of individuals. These ideas are supported by Schumacher (2014) in his book "Small is Beautiful," in which a comparison is drawn between the perspectives of modern and Buddhist economics. (Bencsik, 2023) As the significance and application of well-being in organisational life has grown in recent years, both academic researchers and practitioners have had to address this challenge. Consequently, research has focused on finding ways to better incorporate the so-called "soft" elements alongside the quantifiable "hard" factors. Some of these soft factors include satisfaction, emotional intelligence, stress management, commitment, conflict resolution, and work-life balance (Fan et al. 2018; Fraumeni 2022; Wiedenhofer et al. 2020; Bencsik 2023). Sustainability, social sensitivity, and cultural traditions are also important for young workers. Therefore, there is a need for a model that encompasses these factors and evaluates organisational conditions and employee satisfaction based on these parameters. (Bencsik, 2023).

Happiness. Positive psychology and Buddhist economics and have served as a theoretical foundation for research on happiness and well-being. Seligman (2011) redefined the concepts of happiness and well-being and created the PERMA model. Csíkszentmihályi developed flow theory in 2001, which investigates the state of effortless joy and happiness. According to Zsolnai (2022), Buddhist economics are based on the following qualities: reduction of suffering, non-harm, reduction of desires, sincere care. Happiness has been defined in many fields, including psychology, philosophy, and social sciences. The younger generation has greater expectations, focusing on mental well-being, living conditions, leisure activities; nowdays financial benefits are secondary. Bencsik (2023). Individuals perceive happiness as a personal phenomenon impacted by a variety of aspects of their lives, such as relationships, work, interests, and mental health. Individuals may have different perspectives on what makes them happy, and their concepts of happiness may differ from one another. Bencsik (2023).

Gross National Happiness. Bhutan's fourth king, Jigme Singye Wangchuck, first mentioned the GNH index in the 1970s, He said GNH is more important than GDP. According to him, the government's goal should not be to increase the value of GDP but to increase the happiness of the country. GNH takes a comprehensive approach to assess happiness and well- being. It consist of four pillars (Good Governance, Cultural Resilience and Vital Community, Ecological Resilience, and Sustainable and balanced Economic development), which are further subdivided into nine domains (Ura, 2005); (Bencsik, 2023) (See 1. figure)

Figure 1. GNH 4 pillar and 9 domains



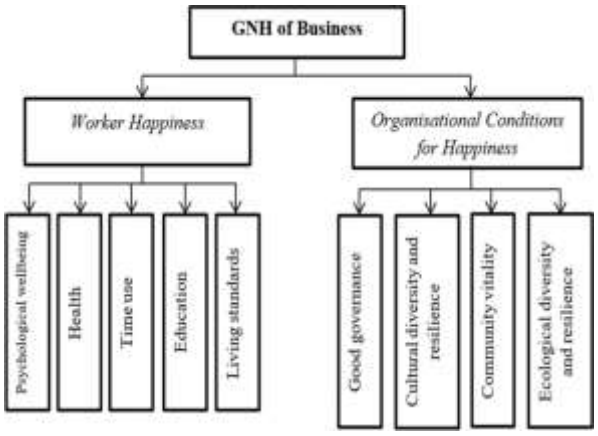
Source: GNH, online, 2021

GNH consist of nine subcategories: psychological well-being and spirituality, which measure positive and negative emotions, mood, and mental health. Living standards measure financial security, housing, income, and livelihoods. Time use deals with work-life balance and harmony in life. Community vitality measures the strength and weakness of community relationships. Education deals with the quality of education, the education system, and study possibilities. Health refers to general physical and

mental health. GNH as a set of tools that define our values, shape our identity and expressions, and guide our behaviors, relationships, and practices. (GNH, online) Good governance assesses people's satisfaction with government policies and actions. Environmental diversity and sustainability. GNH can be a broad well-beign indicator number that can promote the sustainability of society, economy and environment, since the 9 domains contain all the elements that make a society sustainable.

GNH of business for sustainable development. GNH is intended to measure overall national happiness, but building on its fundamental ideas, a GNH business framework was mentioned by Bhutan's Prime Minister Dasho Tshering Tobgay in 2017 to examine organisational happiness. The Bhutanese Business Framework was developed and published in 2017 by CBS (Center of Bhutan, &GNH Studies) GNH's nine domains approach organisational happiness from two perspectives. Five pillars qualify employees' happiness and four qualify organisational conditions. (See Figure 1.) Figure 2 presents the business framework of GNH, which can be divided into employee happiness and organisational conditions for happiness. These elements were further segmented. The indicators for measuring employee happiness were psychological well-being, Health, Time Use, Education, and Standard of Living. These indicators can be further divided. Indicators of psychological well-being include Job Satisfaction, Trust, Workplace Environment, Work Engagement, Discrimination, Positive Emotions, Negative Emotions, and Workplace Harassment. Health indicators included workplace stress, workplace common space, nature of work, disability, illness, and safety. Time-use indicators include Work-Life Balance, Sleep Time, Work Schedule, Work Pacing, Impact of Work on Social Life, and Workplace Break (lunch brake). Educational indicators include professional and personal development, skill development, and scholarships. The standard of living indicators includes Pay and Benefits, Satisfaction with Base and Net Pay, Retirement Benefits, Leave, and Other Benefits. Good Governance indicators included local employment, workplace policies, legal regulations, audits, turnover rates, and income gaps.

Figure 2. A GNH of business



Source: Tshoki Zangmo, Karma Wangdi and Jigme Phuntsho, 20

Conditions of Organisational Happiness. Cultural Diversity: Cultural Volunteering, Cultural Donation, Cultural Promotion Community Vitality: Community Volunteering, Community Donation, Infrastructure Deterioration, Impact on Community Health, Raw Material Procurement, and Community Feedback Ecological Diversity: Emission Level, Waste Size, Ecological Volunteering, Ecological Donation, Eco-Products, and Services Employee happiness encompasses the physical and mental experiences of employees. (Chophel, 2010) The GNH framework allows the examination of workplace conditions and circumstances. The GNH business framework aims to improve and balance employees' work demands, including their physical and mental workplace experiences. The model indicators provide insights into workplace conditions and opportunities (Schulte et al. 2015). Workers'social, emotional, and spiritual needs must be met to achieve workplace satisfaction. It is also necessary to incorporate social and environmental values. Work significantly impacts people's lives, and workplace satisfaction creates a better life (Judge and Klinger, as cited in Alghamdi, 2015). For workers, pay is not only an important factor, but also creativity and growth. Employee satisfaction correlates with productivity (Oswald, Proto, & Sgroi, 2009; De Neve, Diener, Tay, & Xuereb, 2013; Schuelka, 2016). The GNH business framework was measured through a questionnaire survey. Most indicators use a Likert scale, in which the level of satisfaction with the indicators in each area is determined. The measurement and calculation of the GNH business framework is further explained in the practical section.

Impact of artificial intelligence and technological development on the organizational framework of GNH. The information society of the 21st century, digitization and artificial intelligence have changed people's private and work lives. Rapid technological development represents a serious challenge for today's employees, employers. Organizations are going through a digitalization process During technological developments and robotization, many workers are faced with the fear of losing their jobs. Employees and employers are under constant pressure, which increases stress within the organization.

Artificial Intelligence. The definition of artificial intelligence has been modified several times. Kaplan and Haenlein (2019) defined artificial intelligence as the ability of a system to correctly interpret external data, learn from that data, and use these insights to achieve specific goals and tasks through flexible adaptation. Poole and Mackworth (2010) defined AI as a philosophy that studies the synthesis and analysis of computational tools that act intelligently. An agent is something (or someone) that acts. An agent is intelligent if: (a) its actions are appropriate to its circumstances and goals; (b) it responds flexibly to changing environments and goals; (c) it learns from its experiences; and (d) it makes appropriate decisions given its perceptual and computational limitations (Bartneck et al., 2021). The algorithms of artificial intelligence are trying to simulate the human intelligence. There are certain fields, where artificial intelligence has a higher advantage against human intelligence, for

example it can process a lot of data, it can detect patterns in the database, which is impossible for the human brain. Human intelligence has a creative way of thinking and it can discover coherences, which only the artificial intelligence can do. During our research, we investigate how technological development influences the organisational GNH level and which way it affects to the GNH segments.

3. Research Method

In the course of the research, the original questionnaires (GNH of Business) were used, retaining all areas, indicators, and questions pertaining to professional loyalty.

Calculation of the GNH Business Framework. The method consists of three steps. Setting and Applying a Sufficiency Threshold During the calculation, we conducted measurements on the GNH's five areas for employees. The original GNH of the business's five areas contained 29 indicators and 114 variables. In the measurement of organisational conditions, we examined GNH's additional 4 areas, where we examined 20 indicators and 102 variables. The role of the sufficiency threshold is to separate happy and unhappy employees from employers. For employees, at the 29-indicator sufficiency threshold, the indicator value is 1 if it meets the expected criterion and 0 if it does not meet or reach the sufficiency threshold. Application of weighting: After determining the sufficiency threshold, we determined the weights of the areas and indicators. We obtained the area weight from the distribution of the total score (100) according to employee happiness and organisational conditions. Each of the areas used to assess employees (which is 5) had a weight of 20% (100/5). During the measurement of organisational conditions, we measured four areas, so the areas were weighed equally at 25% (100/4). The weights of the indicators were obtained by dividing the weights of the areas by the number of indicators. Summarization and scoring: We obtained the values of the two calculated components by summing them. The value of the organisational happiness index is given by the equally weighted sum of the two components. The score for employee happiness can be calculated for each employee with respect to the ith indicator, using the following formula:

Formula 1:

Whap =

where,

Whap – employee happiness score n – number of indicators

i – the i-th indicator

wi - the weight of the i-th indicator xi - the value of the i-th indicator

The employee happiness score is obtained by summing the weighted indicator values for the employee and then dividing by the number of staff members participating in the study (n). The scores for organisational conditions were calculated in a similar way; in our case, since we examined multiple organizations, we averaged the ratings determined by the leaders.

The organisational happiness score was calculated using the following formula:

Formula 2:

O_{hap} =

where,

Ohap – organisational happiness score n – number of indicators

i – the i-th indicator

wi - the weight of the i-th indicator xi - the value of the i-th indicator

The organisational happiness index value can be calculated by taking the weighted sum of employee happiness and organisational condition. Both components were considered in equal proportions (50:50). This relationship can be determined using the following formula:

Formula 3:

H = 0.5 × Whap + 0.5 × Ohap where,

Whap – Employee happiness score Ohap – Organisational conditions score

This formula was used to calculate the organisational happiness score by summing the weighted values of each indicator across the organization. Similar to the calculation for employee happiness, this formula combines the weights and values of each indicator to provide an overall score representing the level of happiness within the organization.

Classification and Rating. Table 4 shows the classification of business enterprises based on the calculated values. To obtain a certificate, the following two conditions must be met: a score of more than 80% must be obtained, and 60 percent of both parts (employee and organisational) must be obtained. In this case, this means that the table's average score is achieved. It should be noted that calculating these values is not the end goal but rather a starting point for initiating the required changes. An understanding of the impact of individual areas on the operation of a business enterprise aids in formulating the development strategy, risk assessment, and opportunity planning. If a company obtains the GNH certificate, it is recommended that the assessment be repeated every three years.

Table 4. Classification of the Organisational Happiness Index

Score	Classification	Note
40 %	**Below average**	**Immediate intervention required**
40 – 59.9%	Average	Intervention needed in certain areas
60 - 79.9%	Good	Performance improvement needed in certain border areas
80% above	Very good	Recommended for GNH certification, both values must reach 60%

Source: Zangmo, Wangdi, & Phuntsho (2018), GNH Certification, Centre for Bhutan Studies & GNH

Note: To obtain a GNH certificate, it is necessary to achieve a score above 80% and at least 60% for both components. The purpose of business GNH is to identify areas of issues and to develop specific areas based on the results obtained to achieve harmonious outcomes. These results provide guidance for firms in which areas need to be altered to achieve better outcomes. If the organization receives a GNH certificate, it is recommended that it be reassessed periodically. The suggested interval was three years.

Sample. This study was conducted with Slovakian employees and employers. The sample was examined region- specifically. The selected region was the Hungarian-speaking employees and employers in the northeastern district of Rožňava. The uniqueness of the Rožňava region lies in its Hungarian-inhabited rural area, underdeveloped infrastructure, high unemployment, and population that is becoming poorer and older. The emigration of the young labor force is characteristic of the Rožňava region. The practical benefit of this study is to contribute to the development of this region, enabling it to progress uniformly.

Our criteria for the organization are as follows: The organization operates in the Rožňava region; They have been conducting business activities for a minimum of 2 years; 50% of employees are permanently employed.

Assessment of the Happiness Index of Employees and Employers in the Northeastern Region of Slovakia, Rožňava in the Hungarian-inhabited areas of Slovakia, particularly in the eastern and northeastern regions, revealed a continuous deterioration in the quality of life has been observed, characterized by increased unemployment and neglected infrastructure. Due to a lack of job opportunities, employees have been forced to go abroad as finding employment has become increasingly difficult. Impoverishment of the population was noticeable in the eastern and northeastern regions. In 2022, unemployment in the Rožňava district was between 15 and 20%. During our investigation, we aimed to assess the happiness index of Rožňava' s employees and employers. Low wages, difficulties in finding employment, lack of appreciation, and emigration of young people further worsen the situation in the region.

Questionnaire survey. The original GNH of Business surveys were used to cover all sectors, indications, and professional loyalty questions. To increase clarity and professionalism, changes were made, including the elimination of extraneous Western language. The overall organizational level survey findings serve as indications of organizational pleasure and can be evaluated based on questionnaire dates and manager-filled replies. The perspectives of both employees and employers were explored through separate questionnaires aligned with the organizational GNH framework. Google Forms was utilized to create the questionnaires, leveraging its efficiency, simplicity, and user-friendliness for practical data collection with over 100 questions.

Analysis. The study involved a comparative analysis between the two groups, allowing for a multifaceted examination of the posed questions. After data collection, responses were analysed using various statistical programs, including Excel, SPSS, and Jamovi, from which conclusions were drawn. The derived data were then juxtaposed with the results of similar studies, leading to a comprehensive conclusion on the investigated topic. Because of its novelty, we found no research on the application of business GNH; therefore, we intended our own research to serve as a preliminary study, which provides a suitable foundation for future investigations.

4. Findings and Discussions

Figure 2 presents the distribution of employees examined in our research. A total of 315 employees completed the questionnaires. The gender breakdown in Figure 2 shows 126 males and 189 females. It is noteworthy that the questionnaire had a 20% higher completion rate among females, indicating their greater willingness to participate in the study. (See Figure 2)

Figure 2 Examined employees

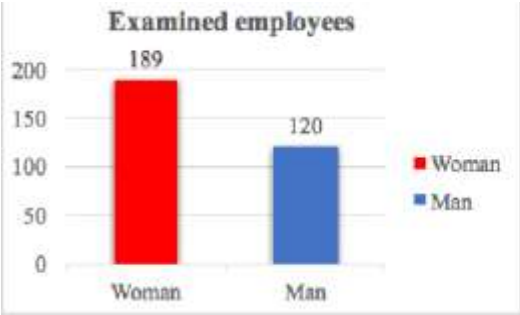


Figure 3 Examined organisations



Figure 3 displays the successful completion of the second questionnaire by 50 organizations, including 23 municipalities and 27 small and medium-sized enterprises. (See Figure 3)

Measuring employee happiness. Employee happiness was measured using the aforementioned three steps. After defining the threshold value for compliance, we determined the proportion of employees examined (n = 315) that met the criteria, that is, how many workers achieved the defined threshold value. The weighted value can also be determined separately for each area, and by summing these values, we can determine the employee happiness score in percentage form. In the first table, measurements are made for the original 29 indicators. During the measurement of psychological well-being, it was observed that job satisfaction had a low value, meaning that to achieve this score, employees must be very satisfied with their jobs. The value of trust is also low, as employees who trust their colleagues, superiors, and management are uncommon. Negative feelings, caused by a lack of appreciation, anger, uncertainty, envy, and stress, are also present among employees. In the health section, it is evident that employees' lives are burdened by occupational stress, the lack of a common workspace, and the absence of opportunities for deep thinking and rest in green areas. In the area of time usage, it can be observed that there is not

enough time for lunch breaks and rest periods at work. This could mean that employees do not feel comfortable taking the time to eat calmly because they are in a hurry to return to their work. For employees to be efficient, there is also a need for meals and rest breaks. In the field of education, a low value can also be observed since employees often do not have opportunities for professional and personal development. Living standards are the next critical area; employees are not really satisfied with their salaries as prices rise much faster and are not in sync with wages.

Table. Employee Happiness

Area weight		Indicator	Indicator weight	Number of completed compliance thresholds	Weighted value
Psychological wellbeing	20%	1. Job satisfaction	2.5	85	0,67
		2. Trust	2.5	73	0,58
		3. Workplace environment	2.5	71	0,56
		4. Workplace engagement	2.5	85	0,67
		5. Workplace discrimination	2.5	174	1,38
		6. Workplace harassment	2.5	181	1,44
Psychological wellbeing ∑			**6,17**		
Health	20%	1. Work stress	2.86	16	0,15
		2. Nature of work	2.86	104	0,94
		3. Workplace common space	2.86	29	0,26
		4. Safety	2.86	169	1,53
		5. Disability	2.86	250	2,27
		6. Injury	2.86	39	0,35
		7. Illness	2.86	261	2,37
Health ∑			**7,87**		
Time use	20%	1. Work-life balance	3.33	132	1,40

		2. Work's implication on social life	3.33	197	2,08
		3. Sleeping time	3.33	102	1,08
Time use ∑		6. Working hours	3.33	75	0,79
					8,08
Education	20%	1. Professional development	6.67	72	1,52
		2. Skills development	6.67	25	0,53
		3. Scholarships for study	6.67	72	1,52
Education ∑					**3,58**
Living standard	20%	1. Pay & allowances	4	24	0,3
		2. Satisfaction with pay	4	48	0,61
		3. Retirement benefits	4	48	0,61
		4. Leave	4	168	2,13
		5. Fringe benefits	4	80	1,02
Standard of living					**4,67**
Employee happiness ∑					**30,37**

Measuring organisational conditions. The image of organisational happiness shows company behaviour and phenomena connected to employee social well-being. Twenty indicators were used to calculate the organizational conditions for happiness. Compliance levels, such as those used to assess employee contentment, are based on previously established norms in Bhutan. Table 3 (n = 50) summarizes the regions and indicators of organizational conditions, as well as the weights assigned to them, and the findings collected during the survey.

Table 3. Weighted Values of Organisational Conditions

Good governance	25%	I. Local	4,17	45	3,75
2. Workplace	4,17			40	3,33
3. Compliance	4,17			40	3,33
4. Audit	4,17			8	0,67
5. Attrition	4,17			25	2,08
6. Salary gap	4,17			15	1,25
Good governance ∑					***14,42***
Cultural diversity	25%	I. Cultural	8,33	10	1,67
Cultural diversity: ∑					*6,17*
Community vitality	25%	1. Community	4,17	10	0,83
2. Community	4,17			12	1,00
3. Damages to	4,17			37	3,08
4. Effect on community health	4,17			46	3,83
5. Raw material	4,17			35	2,92
6. Community	4,17			26	2,17
Community vitality ∑					*13,83*
Ecological diversity	25%	1. Emission	5,00	11	1,10
2. Solid waste	5,00			3	0,30
3. Environmental volunteering 4.	5,00			24	2,40

Table 4. The Impact of Technology on Employee Happiness

Area weight		Indicator	Indicator weight	Number of completed compliance thresholds	Weighted value
Psychological wellbeing	20%	1. Job satisfaction	2,22	85	0,60
		2. Trust	2,22	73	0,51
		3. Workplace environment	2,22	71	0,50
		4. Workplace engagement	2,22	85	0,60
		5. Workplace discrimination	2,22	174	1,23
		6. Workplace harassment	2,22	181	1,28
		7. Negative emotions	2,22	45	0,32
		8. Positive emotions	2,22	63	0,44
		9. Technological mistrust and psychological overload	2,22	82	0,58
wellbeing ∑					
Health	20%	1. Work stress	2,86	16	0,15
		2. Nature of work	2,86	104	0,94
		3. Workplace common space	2,86	29	0,26
		4. Safety	2,86	169	1,53
		5. Disability	2,86	250	2,27
		6. Injury	2,86	39	0,35
		7. Illness	2,86	261	2,37
Health ∑					7,87
Timeuse	20%	1. Work-life balance	2,50	132	1,05
		2. Work's implication on social life	2,50	197	1,56
		3. Sleeping time	2,50	102	0,81
		4. Rest and break at the workplace	2,50	25	0,20
		5. Work schedule	2,50	233	1,85

		6. Working hours	2,50	75	0,60
		7. Technoinvasion on private and worklife	2,50	77	0,61
		8. The impact of technology on work and personal life balance	2,50	61	0,48
Timeuse ∑					7,16
Education	20%	1. Professional development	4	72	0,91
		2. Skills development	4	25	0,32
		3. Scholarships for study	4	72	0,91
		4. Technology skills expectations	4	82	1,04
		5. IT cource, seminars	4	58	0,74
Education ∑					3,92
Living standards	20%	1. Pay & allowances	3,3	24	0,25
		2. Satisfaction with pay	3,3	48	0,51
		3. Retirement benefits	3,3	48	0,51
		4. Paid leave	3,3	168	1,78
		5. Fringe benefits	3,3	119	1,26
		6. Sacrificing day off and weekends to understand IT	3,3	80	0,85
Living standards ∑					5,15

technological impact worsens or improves employee happiness. The second table contains 35 indicators, changing the number and weight of indicators based on the GNH logic. In both tables, it can be observed that the values of psychological well-being, time use, education, and the areas determining living standards are significantly low, while technological impact and technological overload in these areas further erode the values. (See Table 4).

The primary purpose of the research was to demonstrate that the Bhutanese 'GNH of Business' technique could be used in cultural and religious environments in Europe. The logic of the approach may be implemented in the same way, as shown by the findings provided above, the original surveys, and the circumstances. The given findings show that the original questionnaires and procedure conditions were used

with no significant changes. A direct comparison with earlier findings was not feasible due to a lack of relevant studies in the literature. Nonetheless, the research's originality and pioneering character contribute to the existing body of knowledge. Furthermore, the study allows for the investigation of new research issues. The indicators included in the questionnaires were examined and found to be suitable for measurement and qualifying in household settings with only minor modifications. According to the indicators, overall contentment with their employment is not nearly attained, and feelings of anger, tension, disappointment, and frustration occur more frequently than would be regarded acceptable. In 2022, there was no relevant research to which we could compare our results. In 2023, we can compare it with previous research by Bencsik (2023), but that research took place in educational institutions in Hungary, so the sample and environment were completely different. The present research seeks solutions to problems related to the region. The organizational GNH framework, together with the application of the social GNH framework, can promote the sustainability of society and the environment, as well as the economy.

5. Conclusion

The GNH business framework, known for its efficiency and versatility in measuring societal well-being, was applied at the organizational level in this study. Findings indicated that while GNH holds potential for assessing organizational issues, survey design and completion were time-consuming, requiring patience and perseverance from leaders and employees. The study employed two surveys to measure the organizational GNH framework, targeting employees and organizational leaders separately. Results revealed a below-average organizational GNH value, emphasizing the need for immediate intervention in various areas, particularly in building trust and addressing psychological well-being. Technological advancements were found to exacerbate mistrust, hindering knowledge transfer and sustainability. Further research is recommended to explore specific economic sectors and propose solutions to the deficiencies observed in the GNH framework.

The practical benefit of the research. The problems affecting employees and employers in the Rožňava region are explored by the research. The practical benefit of the research lies in focusing on a region that faces numerous challenges. It is characteristic of the region to be underdeveloped in terms of infrastructure, with high unemployment, an aging and impoverished population. The low level of education contributes to a lack of motivation and a sense of hopelessness among the youth. Alcoholism and drug addiction are common health issues among young people. A cultural decline and a continuous decrease in the standard of living can be observed. Through the research, we uncover the problems and seek solutions by introducing the Gross National Happiness (GNH) framework at the root of these issues. The GNH framework encompasses all aspects of life worth addressing. It can be beneficial not only for existing businesses and organizations but also for the establishment of new ventures. The research encourages companies and entrepreneurs to adopt alternative economic models that promote sustainability and social well-being.

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E-commerce to Sell Local Products in Morocco Opportunities and Challenges: A Systematic Review

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Abstract

In recent years, e-commerce has emerged as a popular channel for selling products globally. In Morocco, there is growing interest in using e-commerce to promote and sell locally produced goods. This paper examines the opportunities and challenges of using e-commerce to sell local products in Morocco. We conducted a comprehensive search of academic journals, conference proceedings, books, and literature review to identify relevant studies. Our analysis highlights the potential benefits of e-commerce for promoting local products, including increased market access, lower distribution costs, and improved customer engagement. However, we also identify a number of challenges, including limited e-commerce infrastructure, poor logistics and payment systems, and low levels of digital literacy among producers and consumers. This review concludes with recommendations for cooperatives and small enterprises to overcome these challenges and leverage the opportunities presented by e-commerce to promote local products in Morocco.

Keywords: e-commerce, local product, digital marketing, online business, market access.

1. Introduction

The rise of e-commerce has opened up new opportunities for businesses to promote and sell their products to a global audience. In Morocco, there is growing interest in using e-commerce to promote and sell locally produced goods, with the potential to boost economic development and create new opportunities for cooperatives. However, there are also significant challenges associated with using e-commerce to sell local products, including limited digital infrastructure, poor logistics and payment systems, and low levels of digital literacy among producers and consumers.

This systematic literature review examines the opportunities and challenges of using e-commerce to sell local products in Morocco. We begin by introducing the topic and explaining why it is important. We then define our research question and outline the methods we used to search for and analyze the literature. Finally, we summarize the key findings from the literature and provide recommendations for cooperatives and small enterprises to leverage the opportunities presented by e-commerce to promote local products in Morocco.

The importance of this topic lies in the potential economic benefits of using e-commerce to promote and sell local products in Morocco. Local products have a unique cultural and historical significance, and their promotion can help to support local communities and preserve traditional crafts and knowledge. E-commerce can also offer new opportunities for cooperatives to reach a wider audience and expand their businesses, which can help to drive economic growth and create new jobs. However, to fully realize the potential of

e-commerce for promoting local products, it is important to address the challenges that currently exist and develop a robust digital infrastructure that supports the needs of producers and consumers alike.

A major challenge associated with using e-commerce to sell local products in Morocco is the lack of acknowledgment of e-commerce's importance, Consumers are reluctant to buy products online from unfamiliar small businesses and cooperatives, especially if they are concerned about product quality or delivery. This requires cooperatives and small businesses to build a strong online presence, including a professional website and active social media accounts, to showcase their products and build trust with potential customers.

As e-commerce evolves, so do consumer expectations regarding product selection, pricing, and delivery options. Co-operatives and SMEs need to be flexible and adaptable to remain competitive in the digital marketplace. This may require investing in new technologies or forming partnerships with other companies to offer a wider range of products and services. Overall, this systematic literature review highlights the need for a comprehensive approach to promoting local products in Morocco using e-commerce. By overcoming challenges and leveraging e-commerce opportunities, cooperatives and SMEs can play a key role in driving Morocco's economic growth and promoting its cultural heritage.

2. Literature Review

E-commerce is a rapidly growing field that has transformed the way businesses sell their products. In Morocco, e-commerce is still in its early stages, but there is growing interest in using this channel to promote and sell local products. A number of studies have explored the opportunities and challenges of using e-commerce to sell local products in Morocco, and these studies provide valuable insights into the key issues that need to be addressed to fully realize the potential of e-commerce for promoting local products. As we can define e-commerce as well as authors in the table:

Table 1. Definitions of e-commerce

authors	Definitions
Turban et al, 1999	Electronic commerce (EC) is an emerging concept that refers to the process of buying, selling and exchanging products and services as well as the provision of information via a telecommunications network including the Internet (Turban et al, 1999).
Zhu and Kraemer (2002) and Chatterjee, Grewal and Sambamurthy (2002)	Electronic commerce will be defined as the use of a website to provide information about the company and its products, collect data about customers, test products, receive orders, obtain payment and offer a support service to the customer during his purchasing process.

(Rayport and Jaworski, 2003)	E-commerce is engaging in commercial activities through networked communications. Previously practiced exclusively through closed networks, such as electronic data interchange (EDI), electronic commerce is experiencing exponential growth under the impetus of the Internet. The open structure of the Internet allows businesses of all sizes to exchange information quickly and at low cost by breaking down the barriers of time and distance. The results are fundamentally changing the way businesses operate, not only in the high tech and telecommunications sector, but in other sectors of the economy as a whole.

One of the main opportunities associated with using e-commerce to sell local products in Morocco is increased market access. E-commerce can help cooperatives to reach a wider audience than they would be able to through traditional distribution channels, which can help to expand their businesses and create new jobs. E-commerce can also help to overcome some of the geographic barriers that exist in Morocco, where many rural communities are isolated and have limited access to markets.

However, there are also significant challenges associated with using e-commerce to sell local products in Morocco. One of the key challenges is the limited digital infrastructure that exists in many parts of the country. Internet penetration rates are relatively low in Morocco compared to other countries in the region, and there are still significant gaps in digital literacy among producers and consumers. This can make it difficult for cooperatives to set up online stores and for consumers to navigate e-commerce platforms.

Another challenge is the poor logistics and payment systems that currently exist in Morocco. Many cooperatives struggle to find reliable and affordable logistics providers to handle the delivery of their products, which can be a major barrier to using e-commerce. In addition, payment systems are often fragmented and do not support the needs of e-commerce businesses.

Despite these challenges, there is growing interest in using e-commerce to promote and sell local products in Morocco. A number of initiatives have been launched to support cooperatives in setting up online stores and to improve the digital infrastructure in the country. For example, the government of Morocco has launched a program to support the development of e-commerce among cooperatives, which includes training programs and financial incentives.

Overall, the literature suggests that there is significant potential for using e-commerce to sell local products in Morocco, but that significant challenges must be overcome to fully realize this potential. The key to success will be developing a robust digital infrastructure that supports the needs of producers and consumers alike, as well as addressing logistical and payment issues to create a seamless and efficient e-commerce ecosystem.

2.1 The Technology Acceptance Model (TAM): Davis (1985)

The Technology Acceptance Model (TAM) is a theoretical framework that has been widely used to understand how individuals perceive and adopt new technologies. TAM was first introduced in the 1980s and has since been applied to a wide range of technologies and contexts, including e-commerce. The model suggests that individuals'

perceptions of the usefulness and ease of use of a technology are key determinants of their intentions to use it, which in turn influences their actual behavior.

TAM consists of two main constructs: perceived usefulness and perceived ease of use. Perceived usefulness refers to the extent to which an individual believes that a technology will enhance their job performance or overall effectiveness. Perceived ease of use refers to the extent to which an individual believes that a technology is easy to use and understand. These two constructs are believed to have a direct impact on the individual's attitude towards the technology, which in turn influences their intention to use it.

TAM has been used extensively in the context of e-commerce to understand the factors that influence consumers' intentions to adopt online shopping. The model has also been applied to understand the factors that influence cooperatives ' intentions to adopt e-commerce and sell their products online. By using TAM in the context of e-commerce to sell local products in Morocco, this study can provide valuable insights into the factors that influence the adoption and use of e-commerce among cooperatives and consumers in the country. This can help to identify strategies to increase the adoption of e-commerce and promote the sale of local products in Morocco.

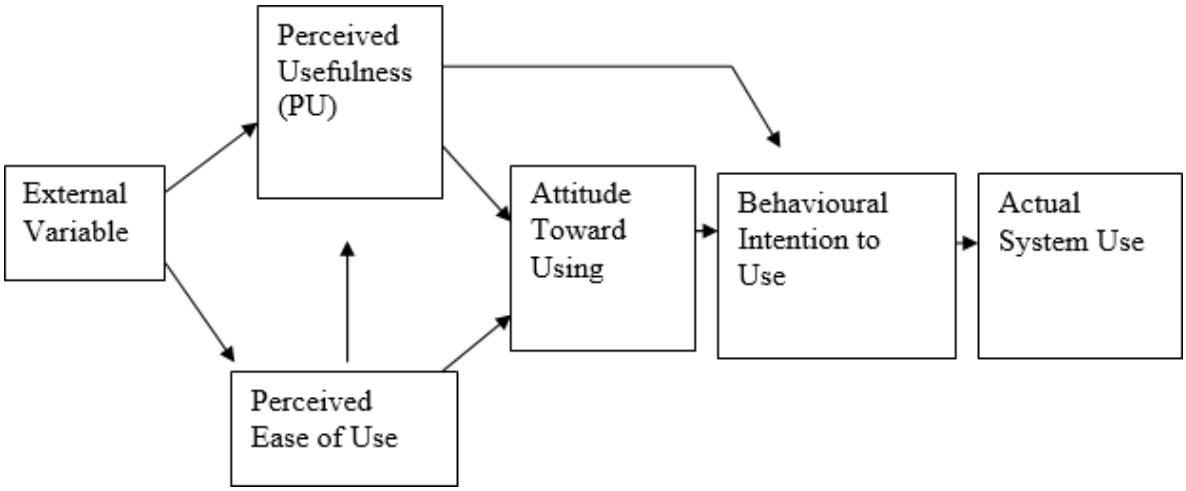


Figure 1. Technology Acceptance Model (TAM) (Source: Davis et al., 1989)

2.2 The Diffusion of Innovations theory

The Diffusion of Innovations theory is a widely used theoretical framework that explains how new ideas, products, or technologies are adopted and spread through a society. The theory was first introduced by Everett Rogers in 1962 and has since been applied to a wide range of contexts, including the adoption of e-commerce.

According to the Diffusion of Innovations theory, the adoption and spread of an innovation is influenced by four key factors: the characteristics of the innovation itself, the communication channels used to promote it, the social system in which the innovation is adopted, and the time it takes for the innovation to be adopted. The theory suggests that individuals and organizations are more likely to adopt an innovation if it is perceived to be advantageous, compatible with existing values and practices, simple to understand and use, observable, and able to be tried out before adoption.

The Diffusion of Innovations theory can be applied to the context of e-commerce to sell local products in Morocco to understand the factors that influence the adoption and spread of e-commerce among cooperatives and consumers in the country. This theory can help to identify key factors that can promote the adoption and spread of e-commerce, such as providing incentives for early adopters, leveraging social networks to promote the benefits of e-commerce, and ensuring that the technology is user-friendly and compatible with existing practices.

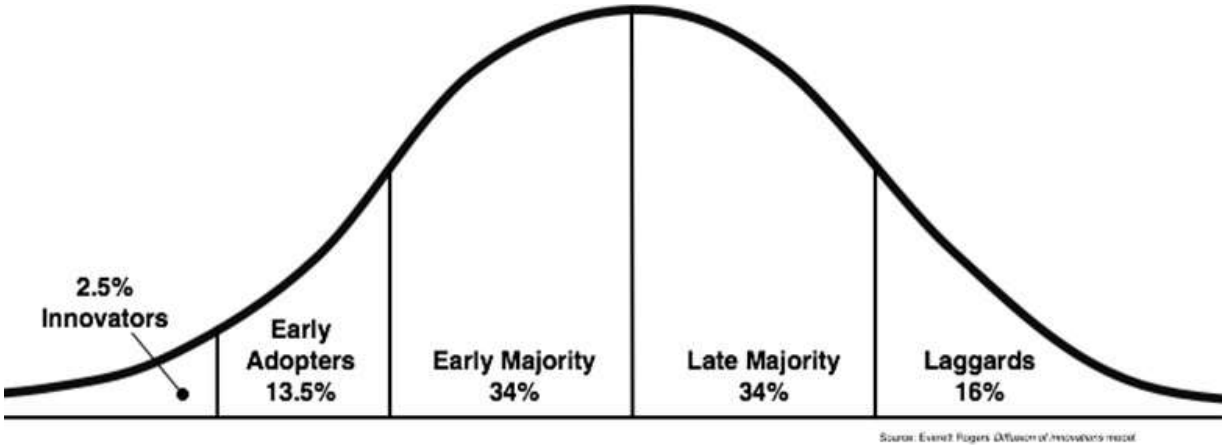


Figure 2. The Diffusion of Innovations theory (E.M. Rogers in 1962)

2.3 Organizational change theory

Organizational Change Theory is a theoretical framework that explains how organizations can successfully implement and manage changes to their structure, processes, and practices. The theory suggests that successful organizational change requires a combination of effective communication, participation and involvement of stakeholders, and effective leadership.

According to the theory, effective communication is essential for successful organizational change. Organizations need to ensure that they communicate the rationale for the change, the expected benefits, and any potential risks or drawbacks. Additionally, the theory emphasizes the importance of involving stakeholders in the change process, allowing them to participate in decision-making, and providing them with support throughout the change process.

Effective leadership is also essential for successful organizational change. Leaders need to provide a clear vision for the change, demonstrate commitment to the change, and provide the necessary resources and support to implement the change. The theory suggests that effective leadership can inspire employees to embrace change, and can help to overcome resistance and manage any potential conflicts that may arise.

Organizational Change Theory can be applied to the context of e-commerce to sell local products in Morocco to understand the factors that influence the successful adoption and implementation of e-commerce by cooperatives. By applying the principles of effective communication, stakeholder involvement, and effective leadership, organizations can ensure that their adoption of e-commerce is successful and sustainable. The theory can also help to identify strategies to overcome any potential barriers or challenges to the

adoption of e-commerce by cooperatives in Morocco.

2.4 The theory of reasoned action (Ajzen & Fishbein, 1980)

The Theory of Reasoned Action (TRA), developed by Ajzen and Fishbein (1980), can be used to understand the factors that influence the adoption of e-commerce by cooperatives selling local products in Morocco. According to the TRA, an individual's behavior is determined by their intentions, which are shaped by their attitudes and subjective norms. In the case of cooperatives, their attitudes towards e-commerce may be influenced by factors such as their beliefs about the benefits and risks of e-commerce, their perceptions of the usefulness and ease of use of e-commerce platforms, and their concerns about the security and privacy of online transactions. Subjective norms, on the other hand, may be influenced by the opinions of other members of the cooperative, as well as external factors such as government policies and the availability of e-commerce infrastructure. By understanding the attitudes and subjective norms that shape the intentions of cooperatives to adopt e-commerce, policymakers and stakeholders can design interventions that address these factors and promote the adoption of e-commerce among cooperatives selling local products in Morocco.

3. Research Method

The present study will use a systematic literature review approach to investigate the adoption of e-commerce to sell local products in Morocco by cooperatives. The review will be conducted using a comprehensive search strategy that includes online databases, academic journals, books, and grey literature sources. The review will focus on published research studies that investigate the factors that influence the adoption and implementation of e-commerce by cooperatives in Morocco.

The research strategy will include a combination of keywords related to e-commerce, cooperatives, and local product in Morocco, as well as snowball sampling techniques to identify additional relevant studies. The inclusion criteria for the review will be studies that were published in English or French, and that investigate the adoption and implementation of e-commerce by cooperatives in Morocco. The exclusion criteria will be studies that focus on e-commerce adoption in other countries, or that focus on larger businesses rather than cooperatives.

The studies that meet the inclusion criteria will be assessed for their quality using established criteria for evaluating research studies. Data from the selected studies will be extracted and synthesized using a systematic and transparent process. The data will be analyzed thematically, using a framework that is based on the research questions and objectives of the study.

The systematic literature review approach will allow for a comprehensive and rigorous analysis of the factors that influence the adoption and implementation of e-commerce by cooperatives in Morocco. The review will provide valuable insights for local cooperatives and Small and medium entreprises interested in promoting the adoption of e-commerce in the country.

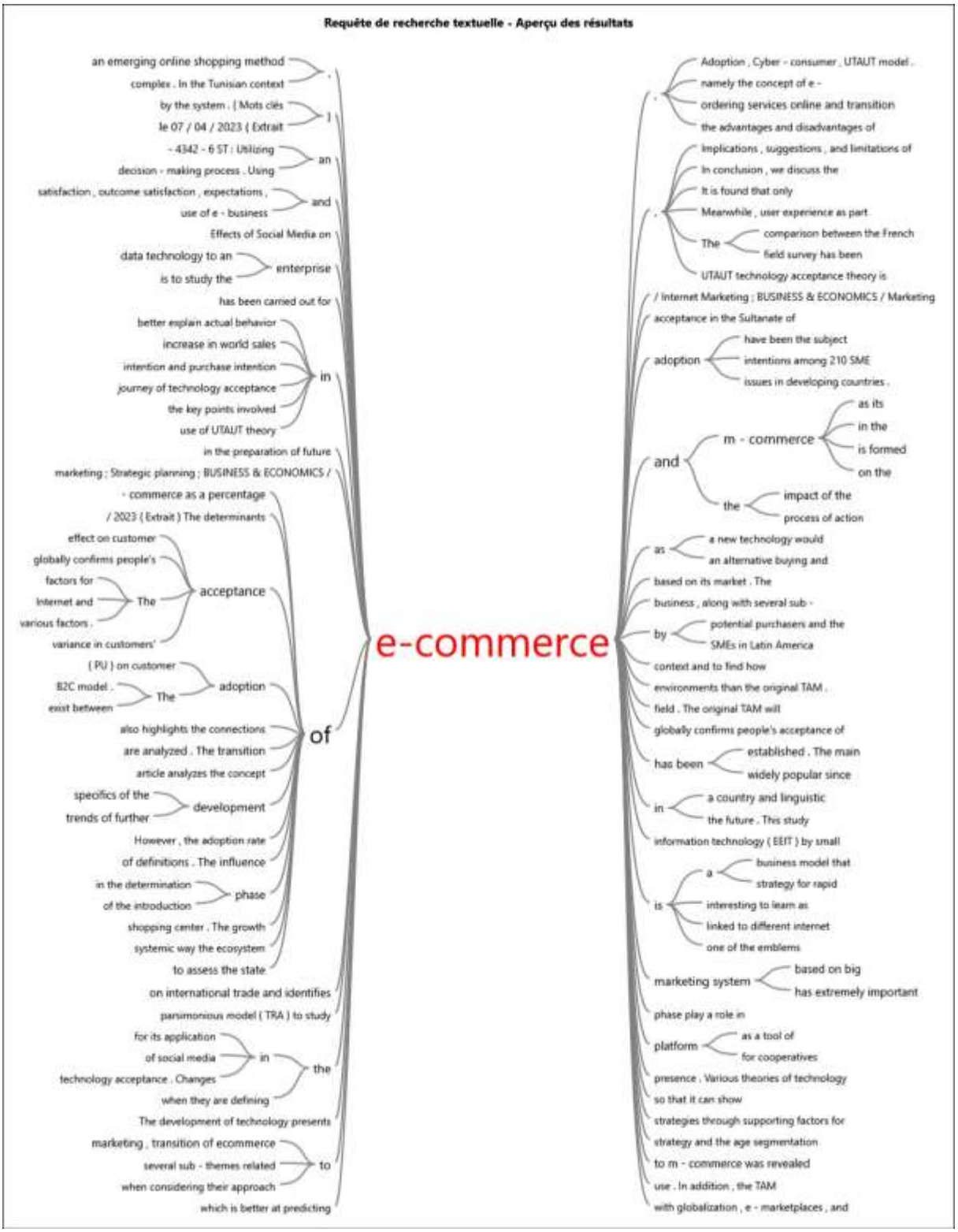
4. Findings and Discussions

To address these points, we opted for the Nvivo 12 software. During our research we

collected 204 articles, subsequently we opted for two types of analysis: Content analysis through a lexical analysis and a thematic analysis and by the following the verbatim. To explore the articles through lexical analysis we used words frequency as first step, looking for the most 1000 term in the documents, the results are shown in the next figure :



Figure 3. Search by word frequency



As a second step, we did a text search using the word: e-commerce

Figure 4. Text Search

While using matrix encoding:

Table 2. List of articles chosen for the systematic literature review

	Acceptance	Adoption	E-commerce	Marketing	Technology
1 : Ahmed, Benjelloun (2019) Commentaires importés	0	0	0	2	0
2 : Aimane, Halima; Wannous, Muhammad (2018) Commentaires importés	0	0	2	1	0
3 : Article de revue (14) Commentaires importés	0	0	0	0	0
4 : Article de revue (17) Commentaires importés	0	0	0	0	0
5 : Article de revue (18) Commentaires importés	0	0	0	0	0
6 : Article de revue (19) Commentaires importés	0	0	0	1	0
7 : Article de revue (23) Commentaires importés	0	0	0	0	0
8 : Article de revue (27) Commentaires importés	0	0	4	0	0
9 : Article de revue (28) Commentaires importés	0	1	0	7	0
10 : Article de revue (29) Commentaires importés	5	1	4	0	2
11 : Article de revue (30) Commentaires importés	0	0	0	0	0
12 : Article de revue (32) Commentaires importés	0	0	0	0	0
13 : Article de revue (33) Commentaires importés	0	0	3	0	2
14 : Article de revue (36) Commentaires importés	0	0	0	0	0
15 : Article de revue (5) Commentaires importés	0	0	0	0	0
16 : Atarodi, S.; Berardi, A.M.; Toniolo, A.-M. (2019) Commentaires importés	1	0	0	0	2
17 : BENKARAACHE Taoufik; GHANOUANE Karim (2020) Commentaires importés	0	0	0	0	0
18 : Bercheq, Abir (2020) Commentaires importés	2	2	3	0	1
19 : Cadenat, Sandrine; de Lassus, Christel; Hussant-Zebian, Rola (2013) Commentaires importés	0	0	0	5	1
20 : Cao, Dongmei; Meadows, Maureen; Wong, Donna; Xia, Senmao (2021) Commentaires importés	0	0	0	1	0
21 : Carr, Caleb T.; Hayes, Rebecca A. (2015) Commentaires importés	0	0	0	0	2

22 : Dash, Ganesh; Kiefer, Kip; Paul, Justin (2021) Commentaires importés	0	0	0	5	0
23 : Domenico, Giandomenico Di; Sit, Jason; Ishizaka,	0	0	0	1	0
Alessio; Nunan, Daniel (2021) Commentaires importés					
24 : Dominici, Gandolfo (2009) Commentaires importés	0	0	0	8	0
25 : Dumanska, Ilona; Hrytsyna, Lesya; Kharun, Olena; Matviiets, Olha (2021) (2) Commentaires importés	0	0	16	1	0
26 : Dumanska, Ilona; Hrytsyna, Lesya; Kharun, Olena; Matviiets, Olha (2021) Commentaires importés	0	0	16	1	0
27 : El-Gohary, Dr Hatem (2010) Commentaires importés	0	0	0	3	0
28 : Fadili, Moulay Hachem (2022) Commentaires importés	0	0	0	0	1
29 : Fayad, Rima; Paper, David (2015) Commentaires importés	1	0	4	0	1
30 : Fernandes, Teresa; Oliveira, Elisabete (2021) Commentaires importés	1	2	0	0	1
31 : GHAZOULI, Salma EL; KHALKHALI, Imad EL (2019) Commentaires importés	0	3	2	0	0
32 : Ghobakhloo, Morteza; Arias-Aranda, Daniel; Benitez-Amado, Jose (2011) Commentaires importés	0	3	1	0	1
33 : Grandón, Elizabeth E.; Nasco, Suzanne A.; Mykytyn, Peter P. (2011) Commentaires importés	0	3	4	0	0
34 : Hanelt, André; Bohnsack, René; Marz, David; Antunes Marante, Cláudia (2021) Commentaires importés	0	0	0	0	1
35 : Haro, Andrian; Waspodo, Agung A. W. S.; Lestari, Friska Aviyati; Cindy (2020) Commentaires importés	0	0	1	4	0
36 : Haryanti, Tining; Subriadi, Apol Pribadi (2020) Commentaires importés	14	0	11	0	11
37 : Hernandez, Blanca; Jimenez, Julio; José Martín, M. (2009) Commentaires importés	1	1	1	0	0

38 : Hutt, Michael D.; Speh, Thomas W. (2010) Commentaires importés	0	0	0	1	0
39 : Ikramov, Murat; Eshmatov, Sanjar; Samadov, Asqarjon; Imomova, Gavhar; Boboerova, Maftuna (2021) Commentaires importés	0	0	0	1	0
40 : Javadian Dehkordi, Goodarz; Rezvani, Samin; Sabbir Rahman, Muhammad; Fouladivanda, Firoozeh; Faramarzi Jouya, Samaneh (2012) Commentaires importés	0	0	0	12	0
41 : Johnson, Matt; Barlow, Rob (2021) (2) Commentaires importés	0	0	2	4	0
42 : Johnson, Matt; Barlow, Rob (2021) Commentaires importés	0	0	2	4	0
43 : Kamal, Yusuf (2016) Commentaires importés	0	0	1	6	2
44 : Kannan, P.K.; Li, Hongshuang "Alice" (2017) Commentaires importés	0	0	0	5	0
45 : Kaplan, Andreas M.; Haenlein, Michael (2010) Commentaires importés	0	0	0	0	0
46 : Kingsnorth, Simon (2016) Commentaires importés	0	0	2	3	0
47 : Kozinets, Robert V. (2002) Commentaires importés	0	0	0	3	0
48 : Kwahk, Kee-Young; Ge, Xi (2012) Commentaires importés	0	0	3	0	0
49 : Lancelot Miltgen, Caroline (2011) Commentaires importés	0	0	1	0	0
50 : Lee, Hannah S.; Griffith, David A. (2012) Commentaires importés	0	0	0	0	0
51 : Lemoine, Jean-François; Notebaert, Jean-François (2011) Commentaires importés	0	0	0	0	0
52 : Li, Fangfang; Larimo, Jorma; Leonidou, Leonidas C. (2021) Commentaires importés	0	0	1	3	0
53 : Li, Linze; Zhang, Jun (2021) (2) Commentaires importés	0	0	3	2	3
54 : Li, Linze; Zhang, Jun (2021) Commentaires importés	0	0	3	2	3

55 : Li, Yung-Ming; Lin, Chia-Hao; Lai, Cheng-Yang (2010) Commentaires importés	0	0	0	2	0
56 : Livre Commentaires importés	0	0	1	2	0
57 : Londoño Arredondo, Sara; Mora Gutiérrez, Yessica Johana; Valencia Cárdenas, Marisol (2018) Commentaires importés	0	0	0	2	0
58 : Marangunić, Nikola; Granić, Andrina (2015) Commentaires importés	4	0	0	0	4
59 : Meira, Thiago Martins; Prestes, Jeany; Gasparello, Gil Guilherme; Antelo, Oscar Mario; Pithon, Matheus Melo; Tanaka, Orlando Motohiro (2021) Commentaires importés	0	0	0	1	0
60 : Narasimhan, Laxman; Srinivasan, Kannan; Sudhir, K. (2015) Commentaires importés	0	0	0	2	0
61 : Nill, Alexander; Schibrowsky, John A. (2007) Commentaires importés	0	0	0	4	0
62 : Patil, Aishwarya S.; Navalgund, Nagaraj R.; Mahantshetti, Shashidhar (2022) Commentaires importés	0	1	0	8	2
63 : Rangaswamy, Arvind; Moch, Nicole; Felten, Claudio; van Bruggen, Gerrit; Wieringa, Jaap E.; Wirtz, Jochen (2020) Commentaires importés	0	0	0	4	0
64 : Ritz, Wendy; Wolf, Marco; McQuitty, Shaun (2019) Commentaires importés	1	0	0	1	1
65 : Rouidi, Mohammed; Elouadi, Abd Elmajid; Hamdoune, Amine; Choujtani, Khadija; Chati, Adam (2022) Commentaires importés	4	0	0	0	2
66 : Ryan, Damian; Jones, Calvin (2009) Commentaires importés	0	0	0	2	0
67 : Salvador, Marielle; El Euch Maalej, Mariem; Frochot, Isabelle (2017) Commentaires importés	0	0	0	0	0
68 : Santos, Vasco; Augusto, Tatiana; Vieira, Jorge; Bacalhau, Lara; Sousa, Bruno Miguel; Pontes, Daniel (2022) Commentaires importés	0	1	6	2	0

69 : Saura, José Ramón; Palos-Sánchez, Pedro; Cerdá Suárez, Luis Manuel (2017) Commentaires importés	0	0	0	3	0
70 : Section du livre Commentaires importés	0	0	0	0	0
71 : Sila, Ismail (2013) Commentaires importés	0	6	1	0	1
72 : Suwarno, Iswanto; Rahim, Robbi; Aljanabi, Mohammad; Baballe, Muhammad Ahmad; Tanane, Omar; Ahmad, Irfan; Rimban, Erwin L (2021) Commentaires importés	0	0	0	1	0
73 : Taiminen, Heini Maarit; Karjaluoto, Heikki (2015) Commentaires importés	0	1	0	2	0
74 : Teixeira, Sérgio; Martins, José; Branco, Frederico; Gonçalves, Ramiro; Au-Yong-Oliveira, Manuel; Moreira, Fernando (2018) Commentaires importés	0	2	0	1	2
75 : TSAPI Victor; TCHEKWA NGUEMNA Larissa (2020) Commentaires importés	0	0	5	0	0
76 : Victor, Danciu; Professor, The Bucharest University of Economic Studies (2021) Commentaires importés	0	0	0	0	0
77 : Wibowo, Ardy; Chen, Shih-Chih; Wiangin, Uraiporn; Ma, Yin; Ruangkanjanases, Athapol (2020) Commentaires importés	0	0	0	5	0
78 : Wymer, Scott; Regan, Elizabeth (2005) Commentaires importés	0	5	1	0	1
79 : Zollo, Lamberto; Filieri, Raffaele; Rialti, Riccardo; Yoon, Sukki (2020) Commentaires importés	0	0	0	1	0

And then we chosed only 55 articles which is performant basing on test that we did before (we ecrased all articles in red, because the articles are related only to the term marketing, or not any of terms at all) and we excuted the new search using the top words with

minimum 8 letters, we got as results:



Figure 5. Search by word frequency 2

To go more far, we have chosen only articles that are shown the word e-commerce in the abstract and then we got as results:

Table 3. List of articles that contain the word e-commerce in the abstracts

	Acceptance	Adoption	E-commerce	Technology
1 : Aimane, Halima; Wannous, Muhammad (2018) Commentaires importés	0	0	2	0
6 : Article de revue (27) Commentaires importés	0	0	4	0
8 : Article de revue (29) Commentaires importés	5	1	4	2
11 : Article de revue (33) Commentaires importés	0	0	3	2
16 : Bercheq, Abir (2020) Commentaires importés	2	2	3	1
18 : Dumanska, Ilona; Hrytsyna, Lesya; Kharun, Olena; Matviiets, Olha (2021) (2) Commentaires importés	0	0	16	0

19 : Dumanska, Ilona; Hrytsyna, Lesya; Kharun, Olena; Matviiets, Olha (2021) Commentaires importés	0	0	16	0
21 : Fayad, Rima; Paper, David (2015) Commentaires importés	1	0	4	1
23 : GHAZOULI, Salma EL; KHALKHALI, Imad EL (2019) Commentaires importés	0	3	2	0
24 : Ghobakhloo, Morteza; Arias-Aranda, Daniel; Benitez-Amado, Jose (2011) Commentaires importés	0	3	1	1
25 : Grandón, Elizabeth E.; Nasco, Suzanne A.; Mykytyn, Peter P. (2011) Commentaires importés	0	3	4	0
27 : Haryanti, Tining; Subriadi, Apol Pribadi (2020) Commentaires importés	14	0	11	11
28 : Hernandez, Blanca; Jimenez, Julio; José Martín, M. (2009) Commentaires importés	1	1	1	0
29 : Johnson, Matt; Barlow, Rob (2021) (2) Commentaires importés	0	0	2	0
30 : Johnson, Matt; Barlow, Rob (2021) Commentaires importés	0	0	2	0
31 : Kamal, Yusuf (2016) Commentaires importés	0	0	1	2
32 : Kingsnorth, Simon (2016) Commentaires importés	0	0	2	0
33 : Kwahk, Kee-Young; Ge, Xi (2012) Commentaires importés	0	0	3	0
34 : Lancelot Miltgen, Caroline (2011) Commentaires importés	0	0	1	0
35 : Li, Fangfang; Larimo, Jorma; Leonidou, Leonidas C. (2021) Commentaires importés	0	0	1	0
36 : Li, Linze; Zhang, Jun (2021) (2) Commentaires importés	0	0	3	3
37 : Li, Linze; Zhang, Jun (2021) Commentaires importés	0	0	3	3
38 : Livre Commentaires importés	0	0	1	0

48 : Santos, Vasco; Augusto, Tatiana; Vieira, Jorge; Bacalhau, Lara; Sousa, Bruno Miguel; Pontes, Daniel (2022) Commentaires importés	0	1	6	0
49 : Sila, Ismail (2013) Commentaires importés	0	6	1	1
53 : TSAPI Victor ; TCHEKWA NGUEMNA Larissa (2020) Commentaires importés	0	0	5	0
55 : Wymer, Scott ; Regan, Elizabeth (2005) Commentaires importés	0	5	1	1

We got as result only 27 results and those are articles who are chosen to do our review for the literature which treat the e-commerce adoption for enterprises, and after a deep read and analysis for the 27 articles we got the next results:

Factors influencing the adoption of e-commerce by cooperatives in Morocco:

Lack of resources (financial, technological, human). One of the main challenges faced by e-commerce in Morocco is the lack of resources, including financial, technological, and human resources. The authors highlight the fact that most local businesses in Morocco are small and lack the financial means to invest in e-commerce infrastructure, such as online payment systems and website development. Additionally, the country's technological infrastructure is still developing, with limited access to high-speed internet and other necessary digital tools. Finally, the authors note that there is a shortage of qualified personnel in the field of e-commerce in Morocco, which further hinders the sector's growth. Overall, these factors create significant barriers for e-commerce adoption in Morocco and emphasize the need for increased investment and support for local businesses looking to participate in the digital economy.

Perceived complexity of e-commerce implementation. Cooperatives owners view e-commerce as a complex and challenging process, requiring specialized technical knowledge and significant financial investment. Additionally, the authors point out that the perceived complexity of e-commerce implementation is compounded by the lack of available training and support for local business owners looking to transition to e-commerce. The authors suggest that overcoming this challenge will require a concerted effort to simplify the e-commerce implementation process, provide accessible training and support to business owners, and highlight the potential benefits of e-commerce adoption. Overall, the perceived complexity of e-commerce implementation represents a significant barrier to the growth of the sector in Morocco, and addressing this challenge will be critical for future success.

Lack of knowledge and skills in e-commerce. Many cooperatives owners lack the necessary understanding of e-commerce concepts and practices, as well as the technical skills required to implement and maintain an e-commerce platform. The authors point out that this lack of knowledge and skills is particularly acute in rural areas of Morocco, where access to education and training is limited. To overcome this challenge, the authors suggest that there is a need for increased investment in education and training programs that focus on e-commerce skills, particularly in rural areas. Additionally, the authors

highlight the importance of providing accessible and user-friendly e-commerce platforms that can be easily adopted by business owners with limited technical skills. Overall, the lack of knowledge and skills in e- commerce represents a significant barrier to the growth of the sector in Morocco, and addressing this challenge will require a coordinated effort from government, industry, and education stakeholders.

Concerns about security and privacy. A lot of consumers and business owners are hesitant to engage in e-commerce transactions due to concerns about the security of their personal and financial information. The authors point out that these concerns are compounded by a lack of trust in online payment systems, which are seen as vulnerable to hacking and fraud. Additionally, the authors note that many local businesses are hesitant to invest in e-commerce due to concerns about the security of their proprietary information and trade secrets. To address these concerns, the authors suggest that there is a need for increased investment in cybersecurity infrastructure, including the development of secure online payment systems and data encryption technologies. Additionally, the authors highlight the importance of transparency and clear communication about data privacy policies and practices to build consumer trust in e-commerce platforms. Overall, concerns about security and privacy represent a significant barrier to the growth of the e-commerce sector in Morocco, and addressing these concerns will be critical for future success.

Lack of demand for e-commerce among customers. While e-commerce is growing in popularity in Morocco, many customers still prefer to shop in person, particularly for products such as fresh produce and handicrafts. The authors point out that this preference for in- person shopping is driven in part by cultural factors, such as the importance of social interaction and bargaining in Moroccan marketplaces. Additionally, the authors note that many customers are hesitant to engage in e- commerce transactions due to concerns about the security of their personal and financial information, as well as concerns about the reliability of delivery and customer service. To address this challenge, the authors suggest that there is a need for increased education and outreach to customers about the benefits of e-commerce, including increased convenience and access to a wider range of products. Additionally, the authors highlight the importance of building customer trust through transparent and reliable delivery and customer service practices. Overall, the lack of demand for e-commerce among customers represents a significant challenge to the growth of the sector in Morocco, and addressing this challenge will require a concerted effort from industry stakeholders and policymakers.

Strategies used by cooperatives in Morocco to overcome adoption barriers:

Partnering with e-commerce providers or platforms. By partnering with established e-commerce platforms, cooperatives can leverage the platform's existing customer base, technical infrastructure, and marketing resources to quickly and efficiently expand their reach into the e- commerce market. Additionally, partnering with e-commerce providers can help cooperatives overcome the technical and financial barriers to e-commerce adoption by providing access to affordable and user-friendly e- commerce platforms. The authors of "E-commerce to Sell Local Products in Morocco: Opportunities and Challenges: A Systematic Review" note that several cooperatives in Morocco have successfully adopted this strategy, partnering with popular e-commerce platforms such as Jumia and Hmizate.ma to sell their products online. These partnerships have helped cooperatives overcome the lack of technical expertise and financial resources that can

make e-commerce adoption challenging for small businesses. Overall, partnering with e-commerce providers or platforms represents a promising strategy for cooperatives in Morocco looking to overcome adoption barriers and expand their reach into the e-commerce market.

Offering cash-on-delivery payment options. Offering cash-on-delivery payment options is another effective strategy that cooperatives in Morocco are using to overcome adoption barriers. Cash-on-delivery payment options allow customers to pay for their online purchases upon delivery, rather than requiring payment upfront. This payment option is particularly appealing to customers who are hesitant to engage in e-commerce transactions due to concerns about the security of their personal and financial information. By offering cash-on-delivery payment options, cooperatives can build trust with customers and encourage them to try online shopping. Additionally, cash-on-delivery payment options can help cooperatives overcome financial barriers to e-commerce adoption, as they do not require investment in online payment systems or credit card processing infrastructure. The authors of "E-commerce to Sell Local Products in Morocco: Opportunities and Challenges: A Systematic Review" note that several cooperatives in Morocco have successfully adopted this strategy, offering cash-on-delivery payment options to customers through their own e-commerce platforms or through partnerships with established e-commerce providers. Overall, offering cash-on-delivery payment options represents a promising strategy for cooperatives in Morocco looking to overcome adoption barriers and increase customer trust and engagement in the e-commerce market.

Providing customer support. This is a critical strategy that cooperatives in Morocco are using to overcome adoption barriers. The authors of "E-commerce to Sell Local Products in Morocco: Opportunities and Challenges: A Systematic Review" note that many customers in Morocco are hesitant to engage in e-commerce transactions due to concerns about the reliability of delivery and customer service. To address these concerns, cooperatives are investing in customer support systems to ensure that customers have access to timely and reliable support throughout the purchasing process. This can include providing dedicated customer support channels, such as email or phone support, as well as implementing real-time chat support and social media engagement to quickly address customer inquiries and concerns. Additionally, cooperatives can invest in training staff to provide high-quality customer service, including prompt response times, clear communication, and personalized support. By prioritizing customer support, cooperatives can build trust and confidence with customers, encouraging them to try online shopping and increasing their overall satisfaction with the e-commerce experience. Overall, providing customer support represents a critical strategy for cooperatives in Morocco looking to overcome adoption barriers and build a loyal customer base in the e-commerce market.

Benefits of e-commerce adoption for cooperatives in Morocco:

The adoption of e-commerce can provide significant benefits for cooperatives in Morocco, including increased market reach, improved customer engagement, and enhanced operational efficiency. E-commerce adoption allows cooperatives to reach customers who may not have easy access to physical storefronts, particularly in rural or remote areas. By expanding their customer base, cooperatives can increase sales and

revenue, as well as build brand awareness and loyalty. Additionally, e-commerce adoption can improve customer engagement by providing a more convenient and personalized shopping experience. Online platforms allow customers to easily browse products, compare prices, and make purchases from the comfort of their own homes. By providing a seamless and enjoyable shopping experience, cooperatives can build trust and loyalty with customers, encouraging repeat business and positive reviews. Finally, e-commerce adoption can enhance operational efficiency by streamlining inventory management, order fulfillment, and delivery logistics. By automating these processes, cooperatives can reduce costs and increase efficiency, allowing them to focus on delivering high- quality products and services to customers. Overall, the adoption of e-commerce can provide significant benefits for cooperatives in Morocco, including increased market reach, improved customer engagement, and enhanced operational efficiency.

Challenges and limitations of existing research are (1) Limited number of studies that focus specifically on e-commerce adoption by cooperatives in Morocco; (2) Heterogeneity in the research designs and methodologies used in the included studies; (3) Limited generalizability of the findings due to the specific context of cooperatives in Morocco; (4) Limited research on the long-term effects of e-commerce adoption on cooperatives in Morocco.

These findings highlight the factors that influence e-commerce adoption by cooperatives in Morocco, as well as the strategies used to overcome barriers and the benefits of adoption. However, the limitations of existing research underscore the need for further research on e-commerce adoption by cooperatives in Morocco to provide a more complete understanding of the topic.

Our systematic review revealed several barriers to the adoption of e-commerce by cooperatives selling local products in Morocco. These barriers include a lack of resources, perceived complexity of implementation, concerns about security and privacy, and a lack of knowledge and skills in e-commerce. These findings are consistent with previous studies that have identified similar barriers to e-commerce adoption in other developing countries (Chen & Nath, 2016; Tella et al., 2015).

However, our review also identified several strategies that cooperatives can use to overcome these barriers. These strategies include partnering with e-commerce providers or platforms, offering cash-on-delivery payment options, providing customer support, and increasing knowledge and skills in e-commerce. These strategies are consistent with recommendations from previous studies that have examined successful e-commerce adoption by small and medium-sized enterprises (SMEs) in developing countries (Islam et al., 2016; Mahmood et al., 2018). The Technology Acceptance Model (TAM) developed by Davis (1985) can be used as a framework to understand the factors that influence the adoption of e-commerce technology by cooperatives in Morocco. TAM suggests that perceived usefulness and perceived ease of use are critical determinants of user acceptance and actual use of technology. By improving the perceived usefulness and ease of use of e-commerce technology, cooperatives can increase their chances of successful adoption and implementation.

Our review also highlights the potential benefits of e-commerce adoption for cooperatives selling local products in Morocco. These benefits include increased revenue, reduced

costs, and access to a wider customer base. These findings are consistent with previous studies that have demonstrated the positive impact of e-commerce adoption on SMEs in developing countries (Islam et al., 2016; Mahmood et al., 2018).

However, it is important to note that the benefits of e-commerce adoption are not guaranteed and depend on several factors, including the quality of e-commerce infrastructure, the level of competition, and the ability of cooperatives to adapt to changing market demands. Therefore, policymakers and stakeholders must address these challenges and create an enabling environment that promotes the growth of the e-commerce sector in Morocco.

The methodological studies included in this systematic literature review were conducted using a qualitative research approach, and analyzed using the software NVivo. Qualitative research is a methodological approach that aims to explore and understand the experiences, perceptions, and perspectives of individuals or groups through the collection and analysis of non-numerical data (e.g., interviews, observations, and textual data) (Creswell, 2014).

A total of 204 articles were included in this review, all of which employed a qualitative research methodology and were analyzed using NVivo. NVivo is a powerful software tool for organizing, coding, and analyzing qualitative data, allowing researchers to identify themes and patterns within the data (QSR International, 2018).

The inclusion criteria for this review required that studies reported on the use of qualitative research methods in their study design and used NVivo for their data analysis. Studies that did not meet these criteria or used quantitative research methods were excluded from this review.

The quality of the included studies was assessed using the Critical Appraisal Skills Programme (CASP) checklist for qualitative research (CASP, 2018). The CASP checklist includes ten questions that evaluate the quality of qualitative research studies, including the appropriateness of the research design, the methods used for data collection and analysis, and the researchers' reflexivity and ethical considerations.

Overall, the studies included in this systematic literature review were of high quality, as they all met the inclusion criteria and demonstrated rigor in their research design, data collection, and analysis methods using NVivo. The use of NVivo software provided valuable support in the organization and analysis of data, allowing for efficient identification of themes and patterns. The use of a qualitative research approach and NVivo software provided valuable insights into the experiences and perspectives of individuals, which is important in understanding complex phenomena in the field of adoption the e-commerce by local cooperative to sell their products.

5. Conclusion

The adoption of e-commerce by cooperatives selling local products in Morocco presents both opportunities and challenges. While e-commerce can help cooperatives reach a wider customer base, reduce costs, and increase revenue, it also requires significant investment in technology, human resources, and marketing. Our systematic review identified several barriers to the adoption of e-commerce by cooperatives in Morocco, including a lack of resources, perceived complexity of implementation, concerns about

security and privacy, and a lack of knowledge and skills in e-commerce. However, we also identified several strategies that cooperatives can use to overcome these barriers, such as partnering with e-commerce providers or platforms, offering cash-on-delivery payment options, providing customer support, and increasing knowledge and skills in e-commerce.

The Technology Acceptance Model (TAM) developed by Davis (1985) can be used as a framework to understand the factors that influence the adoption of e-commerce technology by cooperatives. TAM suggests that perceived usefulness and perceived ease of use are critical determinants of user acceptance and actual use of technology. By improving the perceived usefulness and ease of use of e-commerce technology, cooperatives can increase their chances of successful adoption and implementation.

By understanding the factors that influence the adoption of e-commerce by cooperatives, policymakers and stakeholders can design interventions that address these factors and promote the growth of the e-commerce sector in Morocco. The Theory of Reasoned Action (Ajzen & Fishbein, 1980) can also be used as a framework to understand the attitudes and subjective norms that shape the intentions of cooperatives to adopt e-commerce. Future research should focus on evaluating the effectiveness of these interventions, exploring the long-term impact of e-commerce adoption on the competitiveness and sustainability of cooperatives selling local products in Morocco, and further examining the role of TAM in predicting e-commerce adoption by cooperatives in Morocco.

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Study of Parent Behavior Factor in Engaging to Content on Social Media Instagram: Study Case of Fulola

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Abstract

The quality of education in Indonesia is classified as low based and it is important to instill education from an early age. Parents are one of the main educators of children in providing basic values of life. Unfortunately, in Indonesia, parents' awareness of children's education is lacking. Based on these problems, Fulola exists as a business engaged in early childhood education to support parents in terms of knowledge and experience in guiding and educating their children in the right and fun way. Currently, Fulola is focused on spreading these values online through Instagram but there are difficulties in increasing engagement on Fulola's Instagram which results in a less optimal spread of Fulola values to parents. Aim of this study is discussing the behavior of parents as Fulola customers in engaging with content on Instagram. This study was conducted qualitatively with semi-structured interviews to parents who have children aged 4-6 years, are active on Instagram, and follow at least one account on the topic of parenting and children's education. Data analysis carried out by coding from the results of the interview. The expected results from this study are expected to be able to explore parent behavior in engaging with content on Instagram based on customer behavior factors such as personal, psychological, social, and cultural. Because understanding the behavior of the parents can be used to generate Fulola's social media Instagram strategy.

Keywords: customer behavior, customer engagement, social media, Instagram.

1. Introduction

Education aids in the ongoing development of a person's mental and emotional abilities, which can have an effect on their behavior and morals (Dewey in Sagala, 2013). Humans need education while they are still young in order to give young children real-world experiences that make basic concepts meaningful and foster activity and curiosity. According to a study from the Program for International Student Assessment (PISA 2018), published in dw.com (2019), Indonesia ranks 74th out of 79 countries in the PISA survey, indicating that the quality of education there is still subpar. The low ranking of Indonesia is a result of a number of PISA-valued factors, including the degree of student literacy, students' math and science abilities, the caliber of teaching, the country's educational system, and the caliber of educational institutions.

Character education to develop good morals and mentality will, of course, be closely related to the issue of the quality of education in Indonesia. The family environment is one of the most effective places to develop and implement character education (Suyanto, 2015). In addition to educating and instructing their children, parents also have a responsibility to watch over them (Marzuki, 2022), serve as positive role models for them (Erzad, 2018), and teach them moral and character values. According to a 2022 article by a psychologist at the University of Medan Area, parents' awareness of their children's education is low because they are too busy with work, family problems, and the economy.

Fulola is a company that was created in response to these issues with the goal of assisting parents and educators, particularly in the area of early childhood education, to raise the standard of education by providing interactive learning systems and media for kids. Additionally, Fulola is there to offer parenting advice that is in line with values which are, education and the natural world, so that parents can gain knowledge and perspective in accompanying and guiding their kids. Fulola employs a variety of online and offline strategies to promote these values in order for its target market to accept and uphold them. The internet is one tactic that is currently in the focus of development from the Fulola process.

The presentation of the internet penetration rate in 2019–2020 increased by about 8.9% and again in 2021–2022 by 3.23% of the total 272 million people in Indonesia, according to the findings of a survey conducted by the Association of Indonesian Internet Service Providers (APJII) (2022). It is predicted that this increase will occur in 2023. Businesses use this internet to implement a digital ecosystem for social media marketing or e-commerce sales activities (Avriyanti, 2021). After WhatsApp and before Facebook, Instagram is the social media platform that Indonesians access the most frequently (We Are Social, 2022). This information serves as the foundation for Fulola's current development of Instagram as a social media platform for its marketing initiatives. Our decision to use Instagram as a social media channel was influenced by our target market.

Fulola is currently having trouble getting engagement on Instagram, which is a problem with the implementation of Instagram's social media development. One important goal is increasing engagement on Fulola's social media (reach, likes, followers, and comments) has made little progress. Fulola has successfully implemented all of the Instagram social media's terms, conditions, and goals in the development of its business, but it is still having trouble increasing customer engagement (reach, likes, followers, and comments). According to CreatorIQ's (2016) analysis of account types, Fulola's Instagram account falls under the nano category because it has more than 500 followers as of right now. Based on CreatorIQ the good engagement rate is 4.4%, but currently Fulola only can reach 3.6% engagement rate on Instagram (Eleanor, 2019).

In researching possible solutions for the issue of low social media engagement on Instagram The author, Fulola, tries to identify the elements that may influence engagement on Instagram. According to Ridho et al. (2022) there was a positive and significant correlation between customer engagement and content marketing. A company's content strategy, in particular, affects the types of customers it will draw in (Amanda Santoso et al., 2017).

Because each Instagram account has a unique target audience with unique behaviors, it is essential to have a thorough understanding of this audience before developing a content strategy (Shwartz-Asher, 2017). Engagement will naturally rise as a result of the need to deliver information and package the content on Instagram with proper strategy in accordance with the actions of the target audience. Based on the mentioned information, the author wishes to concentrate on this study's examination of parent engagement with Instagram content, particularly with regard to factors like internal and external factors that play significant roles in consumer behavior (Wardhana, 2022).

This project, which takes the form of standard research, examines how parents behave in

engaging on social media Instagram accounts and content posts. The study used qualitative methods to gain a thorough understanding of how parents interact with Instagram content and to investigate whether there are any factors to take into account when developing a content strategy that takes into account the actions of the parents who make up Fulola's target market on the platform. Because it is closely related to social media, content, and parental behavior, all of which will change and advance with time, this research also has a set time limit, namely from April 2023 to June 2023.

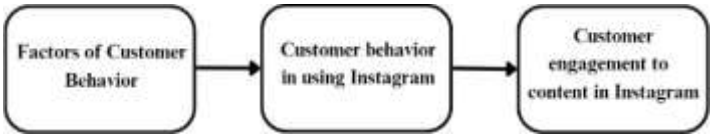
2. Literature Review

Customer Behavior. Consumer behavior is the study of how individuals, groups, or organizations select, acquire, use, and discard products, experiences, ideas, or other needs-satisfying items, as well as how these actions affect the consumer and society as a whole (Hawkins, 2010). Customers engage in a complex process of analysis and decision-making that is influenced by both internal and external factors for each individual customer (Wardhana et al., 2022). Typically, these decisions are related to how the customer purchases a good or service, how they feel about a brand, and other aspects of their interactions with a business or organization. Businesses can make effective marketing decisions by gaining an understanding of customer behavior, which helps them determine what customers need and want (Hawkins, 2010).

Factors of Customer Behavior. The theory of customer behavior based on Wardhana (2022), which explains that customer behavior has factors that have an important role, namely internal factors and external factors, is used by the author to understand the behavior of Fulola's target audience. Internal factors are related to personal and psychological factors of a person, such as life cycle, work, economy, lifestyle, personality, self-concept, motivation, perceptions, beliefs, attitudes, and expectation. However, external factors also influence social and cultural aspects of life, including family, friends, role models, culture, and actual events. This serves as the author's foundation for understanding parental behavior, particularly with regard to engaging with content on Instagram. Personal factors include work, economic situation, lifestyle, personality, and self-concept, lifecycle. Psychological factors from customer behavior explain aspects such as motivation, perception, learning, beliefs, and attitudes. Social factors include family, reference groups, social status, and social roles in social life. Cultural factors include aspects such as culture, subculture, social class, and significant events

Customer Engagement. The social media channels, which created spaces for online sharing and participation, altered how consumers and companies interact with one another. By allowing users to comment, like, review, create, and share content across online networks, social media provide direct access to brands and facilitate co-creation processes (Trunfio and Rossi, 2021). It assesses a person's or a company's capacity to engage with their audience on social media platforms. Engagement management tools have been developed to boost social media marketing companies' productivity. These tools span the spectrum from analytical to visual to technical to advertising to reputational. Utilizing social media metrics, which can be qualitative or quantitative, is another way to evaluate engagement across various social media platforms (Pogorevich, 2020). Because customer engagement promotes long-lasting relationships with customers (F. Ahmadi, 2022), increases brand awareness (Sumardi and Ganawati 2021), and boosts sales, social media engagement is crucial for businesses. When businesses engage with

their social media followers, they can respond in real time to customer complaints and feedback. In order to improve customer satisfaction and loyalty, businesses can use social media to learn more about their target market (Bitner and Albinsson, 2016). Users may share interesting content, extending the company's reach and potentially attracting new customers (Trunfio and Rossi, 2021). This research use customer engagement metrics for Instagram which are like, share, and comment.



Proposition 1: A number of factors influence how customers behave on Instagram and other social media. Proposition 2: Customers who use social media platforms like Instagram have behavior patterns based on customer behavior factors that influence parents to interact with content on those platforms.

3. Research Method

This study uses a cross-sectional temporal horizon case study methodology as part of its qualitative approach. As was already mentioned, this study will examine how parents interact with content on Instagram. In order to fully understand things, a qualitative approach was chosen, using semi-structured interviews. The author wants to understand parent behavior in engaging to content on Instagram in depth by understanding the behavioral internal and external factors of parents engaging in content on Instagram (Wardhana et al., 2022). For this reason, the qualitative approach was chosen. Although qualitative methods are more frequently used in the development and improvement of theories, some claim that they can also be used to test theories (Sofaer, 1999). In order to gather data and comprehend the experiences, perspectives, and behaviors of individuals or groups, a variety of techniques are used in qualitative research (Merriam, 1998). Qualitative research is useful for examining new and emerging trends because it provides researchers with information about people's experiences and behaviors in real-world settings. The study is a case study of the Fulola business, and its course will be modified to reflect the target audience behavior, particularly those related to parenting and early childhood education.

Data Collection. Interviewing individuals or groups to learn more about their experiences, opinions, and behaviors is a method for qualitative research that is frequently used (Nurlan, 2019). Interviews can be conducted in a variety of settings, such as in-person, over the phone, or online. This makes it possible for researchers to gather more accurate and detailed data and to explore complex issues in greater depth. Additionally, during interviews, participants have the chance to go into greater detail about their experiences and offer more background information, which can aid researchers in understanding the issues they are studying. The author will focus on the target respondents who make up Instagram Fulola's target audience, specifically parents between the ages of 25 and 35 who have children between the ages of 4-6, are knowledgeable about children's education and parenting, and are active on Instagram. The respondents the author chose were also adjusted to the target audience of Fulola's Instagram in this case because it also focuses on the Fulola company case study. This allowed the results to be more relevant to Fulola's situation later on and to add insight, understanding, and new insights that could help

increase Fulola Instagram engagement. When the minimum number of respondents has been reached and the data collected is saturated, the author will stop conducting the study (Baker and Edward, 2012). Because qualitative research frequently focuses on understanding an issue in detail rather than generalizability, non-probability sampling techniques will be used in this study. The author will use judgmental sampling and snowball sampling to select participants.

Data Analysis. Coding is a crucial step in qualitative data analysis because it helps to organize and make sense of textual data (Basit, 2003). Before reassembling the data in a meaningful way, qualitative text data must first be coded to see what it can reveal (Creswell in Elliott, 2018). Given that the majority of qualitative researchers learn to code through a process of trial and error with guidance, conceptualizing coding as a decision-making process has the potential to create problems. Researchers make decisions about coding aspects like density, frequency, and size of data pieces to be coded in accordance with their methodological background, research design, research questions, and the practicalities of their study (Elliott, 2018).

Validity and Reliability. Triangulation is the use of three or more data collection or analysis methods to cross-check and validate the results (Leech and Onluwegbuzie, 2007). The authors will triangulate data from various sources, interviewing professionals in the parenting and education fields who have high Instagram engagement rates, and reading up on existing theory in order to validate data and findings from prior studies. By using a variety of data sources rather than just one, authors can ensure the consistency of the results and avoid incorrect interpretations.

4. Findings and Discussions

4.1 Personal Factor of Parent Behavior on Instagram

Table 1. Personal Factor

Open Coding	**Axial Coding**	**Selective Coding**
Housewives and Working (Private Employees, Civil Servants, Entrepreneurs, and others)	Parents Job	Personal Factor
Personal Interest (more general topic), Parent Interest and Activity (Children education, parenting, children's health, Children's fashion, Family Education, Self Development as parent)	Parents Lifestyle	
Authoritative Parenting (flexible) and Attachment Parenting (emotional and communication)	Parents Personality	
Open minded, curious, self-development that drive parent to learn and search information from Instagram	Parents Self-Concept	
Different behavior from before marriage and having children to after marriage and having children in using Instagram	Parents Lifecycle	

In using Instagram, parents personally have a different pattern from other groups of Instagram users. Based on the data that the author has obtained in the research, there are

differences in the behavior of parents when they are not married and have children and when they are married and have children in using Instagram social media. The most striking thing about parents' behavior in using Instagram personally is the information and content sought and the intensity of using Instagram in a day (3-5 times a day, one use duration is about 5-30 minutes). Almost all respondents answered that after having children, the most important thing in social media is useful information, no longer about fame, popularity, or social affairs.

The information that parents want to get themselves is information related to their role as parents and their Job. For example, parents are more interested in content that presents parenting, education, child health, products for children, and even knowledge related to marriage and self-development as a wife or husband and a parent. On the other hand, they are also looking for things they like (interest) as entertainment needs which generally can vary based on the personality of their parents, such as beauty, fashion, culinary, and religion. The majority of parents who use Instagram are aware of parenting, they apply authoritative parenting and attachment parenting patterns. Parenting styles with more flexibility include authoritative parenting styles. In this scenario, though still able to negotiate, people in the middle still have certain rules that must be followed by si Kecil. Parental attachment theory, on the other hand, emphasizes the importance of physical and emotional closeness with Little One. As well as thoughtfulness, gratitude, and persistent communication since the first day of the bayi's recruitment, this kedekatan was built. Apart from that, they also have a personality that wants to develop as parents, open minded, curious, and have a desire to learn and know new things, this is what underlies them to want to find information about parenting and education on Instagram.

4.2 Psychological Factor of Parent Behavior on Instagram

Table 2. Psychological Factor

Open Coding	**Axial Coding**	**Selective Coding**
Good Content for parent, provide benefits (new insights and knowledge), delivered in an interesting way, practical content, high quality, actual and factual, relevant to parent needs and problems, based on real phenomena (experimental), detailed information	Parents Perception	Psychological Factor
Find Information, Insight, Knowledge, and Entertainment	Parents Motivation	
Get Information, Insight, Knowledge, and Entertainment	Parents Expectation	

There are several psychological factors that play an important role in the development of parental behavior in using Instagram and engaging content. Because this psychological factor is an internal factor, the same as a social factor, there are several things that are related. Such as the motivation and expectations of parents in using Instagram to focus on finding and obtaining information, insight, knowledge, and entertainment. This is in accordance with the personality of parents that want to develop and get new insights as parents so that they can educate, guide, and care for their children in the best way, so their children can grow positively.

To fulfill these motivations and expectations, parents try to use Instagram social media as a means of obtaining information through content that is delivered on the Instagram application. According to parents' perceptions, good content criteria is content that has many benefits, what is meant by benefits here is content that contains insight and knowledge, besides that it is delivered in an interesting way, practical content, high quality content in terms of design and footage, contain information that is actual and factual, relevant to parent needs and problems, based on real phenomena (experimental), and the information conveyed in the content is brief, concise and clear. These things can psychologically stimulate parents to engage (like, comment, or share) on content on Instagram.

4.3 Social Factor of Parent Behavior on Instagram

Table 3. Social Factor

Open Coding	**Axial Coding**	**Selective Coding**
Parent as user (social connection, content, information) and customer/buyer (some of business owner) in Instagram	Parents Social Status	Social Factor
Following some account such parenting media, education media, business, family, artist, influencer, and friends	Parents Reference Group	

Social factors are included in the external factors that influence parent behavior in engaging content on Instagram (Wardhana et al., 2022). Based on research data, it is known that apart from parenting media and educational institutions, parents also usually look for additional references in obtaining the information they want to obtain, namely through reference groups. Parents tend to choose reference groups for people who have influences and conditions similar (relevant) to what is being passed by parent, in this case the majority of parents follow several celebrities or influencers who are related to life as parents, this is because apart from wanting to get material and theoretical information, parents also want to see parenting or child education references from people who are equally experienced in this matter. Based on research, this helps parents understand the concepts, content, meaning, and values conveyed, and provides references on how a theory is directly practiced in real parenting activities.

Besides that, the social status of parents also has an important role in how parents engage with content on Instagram. Because with this social status, parents have a clear role in interacting with an account. Based on research, the author can define 2 parental roles on Instagram, namely as a user who likes to find information, view content, and socialize a little and as a customer of a business on Instagram, these businesses are specific to businesses that are targeting parents who have children for example like Fulola's business.

4.4 Cultural Factor of Parent Behavior on Instagram

Table 4. Cultural Factor

Open Coding	**Axial Coding**	**Selective Coding**
Open Instagram Application Go to History Feature Go to Timeline Feature then scrolling See Instagram Story Feature For some condition, click search feature to find some account or content needed	Parents Habit	Cultural Factor
Trend about phenomena that occur in the surrounding environment, parenting trends, and celebrity trends (gossip)	Parents Significant Event	

There are many features in Instagram, in this research the author focuses on knowing parental behavior in using Instagram including Instagram features such as the timeline, history, and search section. Based on research, there is a pattern similar to the flow of how parents use Instagram, from opening the application to closing the application. As previously explained, the average time for using Instagram for parents is 3-5 times a day, one use duration is about 5-30 minutes. In those minutes, after opening the Instagram application, the majority of parents will scroll through the history feature, the reason being that in Instagram history there is a lot of information and various types and types of content available, so they can choose the most interesting content to consume/view. After viewing Instagram history, usually parents will switch to scrolling in the Timeline feature, where information and posts from accounts that have been followed are available, after that if there is still time and intention, parents will view Instagram stories to see the latest updates from relations on Instagram. , and after that close the Instagram application. Based on research results, in certain cases parents will search for an account or content with the search feature on Instagram, this aims to find content that is really needed at that time. So, culturally, the parent's behavior on Instagram depends on the content they see when they are using Instagram in their free time and the content they are looking for when they need information quickly.

4.5 Parent Behavior in Engaging with Content on Instagram

Table 5. Parent Engagement Behavior

Open Coding	**Axial Coding**	**Selective Coding**
Most often done, like content that is entertaining, interesting, relevant to current or past conditions and events, easy to find, passing on the timeline/history, easy to understand, clear and useful information.	Like	Customer Engagement Process and Behavior
Moderate in terms of doing it, only share content that is useful, can add insight, and is relevant to the condition or event the problem is going through, usually share it with friends.	Share	

Very rarely done, tend to just listen and see, only commenting on certain content : call to action, emotional, need detail information	Comment	

Parent Behavior in engaging with content on Instagram social media in this research focuses on three engagement metrics on Instagram, namely likes, shares and comments. Based on the research conducted, it turns out that parents interact more often with likes in content on Instagram, this is because the interaction with likes is easier and simpler to do, that is, just by 'double tapping' on the cellphone screen. In addition, content that parents like also has broader criteria related to personal, psychological, social, and cultural factors in a parent. Specifically, content that parents like is usually content that is entertaining, interesting, relevant to current or past conditions and events, easy to find, passing on the timeline/history, easy to understand, clear and useful information. The second interaction that is moderate like to do is Share, parents do this share because they want to share information that they think is relevant to share with their friends or relatives, usually parents share content that is useful, can add insight, and is relevant to the condition or event problem is going through. And based on research too, the interaction that is rarely done is commenting, this is related to personal and psychological factors which are less interested in making comments in a post or content. Even so, there are selected content that stimulate parents to want to comment on their posts, namely content that contains calls to action, content that can evoke the emotional side of parents (such as sad, happy, excited, angry, etc.), and content that has not provided clear and detailed information so that parents need to ask in comments about the detailed information.

5. Conclusion

To increase engagement on Fulola's Instagram social media, an understanding is needed regarding the behavior of the target audience that will be targeted. Because this understanding of behavior can then be realized into strategy content that is in accordance with the target audience's behavior, this can increase engagement because in terms of interest, relevance, and the information delivered is more appropriate so that it can attract target audience users to engage with the content. In using social media Instagram, parents, as the target audience of Instagram Fulola, have a specific pattern of behavior so that they are later willing to engage with content on Instagram, even to the point where they want to follow the account. Behavioral factors on customers such as personal, psychological, social, and cultural are very influential on parents' behavior patterns in engaging with content on Instagram, and these factors are interrelated between one factor and another. Personal and psychological factors are related to the internal behavior of parents who tend to want to seek information related to matters relating to education, parenting, self-development, children's products, and family. Meanwhile, social and cultural factors place more emphasis on how parents obtain and validate the information they really need through real experiences that are shared by people who have parenting experience from the reference group chosen by the parents. The pattern of interaction between likes, shares, comments from parents turned out to be different, parents liked more often, then in second place shared and commented the least. Through these factors, parents form a pattern of engaging with content that is seen and searched for on Instagram with several stimuli such as good content criteria, calls to action, sharable content for engagement such as likes, shares and comments.

In the future, it will be better if the results of this research are used to create strategy content for Instagram Fulola. Because the content to be created should be in accordance with the behavior of the target audience. Because previously Instagram Fulola only provided content related to education in terms of material and theory, in the future more practical content can be created that is presented and explained directly by experts in their fields. The concept of parenting education that is delivered can also be enlarged on topics such as discussing the environment related to health, discussing the environment related to parenting, and so on. The form of the content and the quality of the content also need to be improved so that the uploaded content is more interesting and can increase the content's engagement. Not forgetting the content distribution process because parents prefer to find content in the timeline and history, it would be better if the content was paired with advertisements included by Instagram, this could increase the accessibility of the content so that it could increase the engagement of that content as well. And there are many important details that the author may not have suggested at this time, but from this customer behavior research it can be developed on broader matters and have even more impact on Instagram Fulola, don't miss the important details.

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The Effect of Service Quality on Customer Satisfaction at Indomaret Minimarket in Seberang Ulu II District

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Abstract

This study aims to determine the effect of price, knowledge and reference groups on purchasing. This study aims to determine the effect of service quality simultaneously and partially on customer satisfaction at Indomaret Minimarkets in Seberang Ulu II District. This study used 100 samples, the sampling technique used nonprobability sampling technique by means of purposive sampling. The type of research used is associative, the data used is primary data. The data collection technique used is a questionnaire. The analysis technique used is Multiple Linear Regression analysis, F test, t test and the coefficient of determination. The results of the Multiple Linear Regression analysis of the Tangible, Empathy, Reliability, Responsiveness and Assurance variables, have a positive regression coefficient meaning that Tangible, Reliability, Responsiveness, Empathy and Assurance have a positive influence on Customer Satisfaction. The results of the F-test analysis showed that there was a significant effect of Tangible, Reliability, Responsiveness, Assurance and Empathy on customer satisfaction at Indomaret Mini Markets in Seberang Ulu II District. The partial results of the t-test hypothesis show that Reliability, Responsiveness and Empathy have a significant effect on Customer Satisfaction and Tangible and Assurance have no significant effect. Analysis of the Coefficient of Determination shows that 72% of the change in customer satisfaction is caused by the large contribution of the independent variables to the dependent variable in the study, while the remaining 28% is caused by other variables not included in this study.

Keywords: product quality, price, promotion, purchase decision.

1. Introduction

Developments in today's modern era Companies must have a strategy to be successful in the business world, the measure that is often used to assess company quality improvement is marketing accompanied by customer satisfaction. In the process, company quality is affected by customer satisfaction where increasing customer satisfaction plays an important role in improving company quality because consumers are the key to achieving profits, the survival of a company or organization is largely determined by how consumers view the company. Therefore, companies must understand what consumers want now and in the future by trying to meet consumer requirements and try to exceed customer expectations. Today many organizations focus a lot on high satisfaction because if customers are just satisfied, then it is easy for them to change their minds when they get a better offer. Those who are very satisfied find it more difficult to change their choice. High satisfaction creates an emotional attachment to a brand, not just a rational preference.

Another factor that can affect customer satisfaction is service quality. Fast service and a friendly appearance make it possible for customers to be interested in coming back and informing others. Service quality is a dynamic condition that is closely related to products,

services, human resources, processes and the environment that can at least meet or even exceed the service quality expected by Fandi Tjiptono in (Indarasari 2019).

According to Priansa (2017) there are five indicators of service quality, namely Reliability, namely the company's ability to perform the promised service reliably and accurately. Tangibles (physical evidence), namely the appearance of physical facilities, equipment, means of communication and the appearance of the employee. Responsiveness, namely the willingness to help customers and provide fast service. d) Assurance, namely the knowledge and courtesy of employees and the ability of employees to convey a sense of trust and confidence. Empathy, namely attention, attention given specifically to customers. Service problems are actually not difficult or complicated, but if this is not paid attention to, it can cause things that are vulnerable because of their very sensitive nature. The service system needs to be supported by service quality, adequate facilities and ethics or manners. While the purpose of providing services is to provide satisfaction to consumers/customers, resulting in the production of added value for the company.

Quality of service in principle is to keep consumer promises so that those served are satisfied. Service quality has a very close relationship with customer satisfaction to undergo a strong relationship with the company. In the long run this kind of bond allows the company to understand carefully the expectations of consumers and their needs. Thus, companies can increase customer satisfaction, which in turn can create consumer loyalty or loyalty to companies that provide satisfactory service quality.

One retail company that provides services and needs for consumers is PT. Indomarco Prismatama. Indomaret is growing very rapidly with the number of store outlets as of October 2022, Indomaret has 20,853 outlets. Most of the merchandise supply for all outlets comes from 42 Indomaret distribution centers which provide more than 5,000 types of products. Now, Indomaret's presence is further strengthened by the presence of Indogrosir, a subsidiary company with the Wholesale Center business concept. To see the results of the services provided by these prominent employees, the researchers conducted a preliminary survey with 30 consumers who had shopped. Based on preliminary research on 30 consumers, it can be explained that 17 people disagree with the service of employees at Indomaret, 16 people disagree with satisfaction in shopping for products at Indomaret. 18 people disagree There are toilet facilities for consumers and 20 people don't agree Employees who serve look attractive. Then 21 people disagreed about Employees being polite to consumers, 20 people disagreed about Helping consumers who are having difficulties and 17 people disagreed about employees helping to show goods that consumers are looking for. Based on the discussion above, the formulation of the problem in this study is: Is there an influence of service quality on customer satisfaction at the Indomaret Minimarket in Seberang Ulu II District? Is there a Tangible Effect on Customer Satisfaction at the Indomaret Minimarket in Seberang Ulu II District? Is there an effect of reliability on customer satisfaction at the Indomaret Minimarket in Seberang Ulu II District? Is there an effect of responsiveness on customer satisfaction at the Indomaret Minimarket in Seberang Ulu II District? Is there an Assurance Effect on Customer Satisfaction at the Indomaret Minimarket in Seberang Ulu II District? Is there an influence of empathy on customer satisfaction at the Indomaret Minimarket in Seberang Ulu II District?

2. Literature Review

Customer satisfaction. According to Tjiptono and Chandra (2017) "the word satisfaction (satisfaction) comes from the Latin satis (meaning good enough, adequate) and facio (to do or make). Satisfaction can be interpreted as an effort to fulfill something or make something adequate. According to Kotler (2017) customer satisfaction is a person's feelings of pleasure or disappointment that arise after comparing their perceptions/impressions of (performance or results) of a product and their expectations.

According to Indarasari (2019) states that customer satisfaction is a summary of the psychological conditions that result when the emotions surrounding expectations do not match and are multiplied by feelings that are formed regarding the consumption experience. According to Fandy Tjiptono (2016) there are 5 factors that influence customer satisfaction: 1) Product quality, 2) Product price, 3) Service quality, 4) Trust or emotional factors 5) Cost and convenience to obtain products or services.

According to Tjiptono (2016) indicators of customer satisfaction include: Overall Satisfaction, Satisfaction with the results obtained, Satisfaction comparison between expectations and reality, Meanwhile, according to Setyo (2017) indicators of customer satisfaction are: Fulfillment of customer expectations; Always use the product; Recommend to others; Service quality; Loyalty; Good reputation; Location. Service quality. According to Kotler and Keller (2017) "any act or performance that one party can offer another that is essentially intangible and does not result in the ownership of anything. It's production may or may not be tied to a physical product." This means any action or activity offered by one party to another, which is basically intangible and does not result in anything. Its production can be interpreted or not linked to a physical product.

According to Kasmir (2017) Quality of Service Quality is defined as the actions or deeds of a person or organization aiming to provide satisfaction to customers and employees. According to Tjiptono in (Indrasari, 2019) service quality is a dynamic state that is closely related to products, services, human resources, as well as processes and the environment that can at least meet or even exceed the expected service quality. Based on the definitions described above, the authors conclude that service quality is all forms of providing maximum service provided by the company with all the advantages in order to meet consumer needs in order to meet consumer expectations. According to Kotler in Tjiptono (2016) reveals that there are five dominant factors or determinants of service quality, these five dominant factors include: Tangible, namely in the form of physical appearance, equipment and various good communication materials.

Empathy, namely the willingness of employees and employers to care more about giving personal attention to customers. For example, employees should try to position themselves as customers. If a customer complains, a solution must be found immediately, so that a harmonious relationship is always maintained, by showing genuine concern. By means of the attention given to employees in serving and responding to consumer complaints.

Responsiveness, namely the willingness of employees and employers to help customers and provide services quickly and hear and resolve consumer complaints. By means of the desire of employees to help and provide responsive service, the ability to provide services quickly and correctly, the alertness of employees to be friendly to every consumer, the alertness of employees to work with consumers.

Reliability, namely the ability to provide services as promised, reliable and accurate, and consistent. Examples in this case include the ability of employees to provide the best service, the ability of employees to handle consumer needs quickly and correctly, the company's ability to provide good service in accordance with consumer expectations.

Assurance, namely in the form of the ability of employees to generate confidence and trust in the promises that have been made to consumers. Examples in this case include the knowledge and skills of employees in carrying out their duties, employees are reliable, employees can give trust to consumers, employees have good technical expertise.

According to Priansa (2017) there are five indicators of service quality, namely: Reliability, namely the company's ability to perform the promised service reliably and accurately. Tangibles (physical evidence), namely the appearance of physical facilities, equipment, means of communication and the appearance of the employee. Responsiveness, namely the willingness to help customers and provide fast service. Assurance, namely the knowledge and courtesy of employees and the ability of employees to convey a sense of trust and confidence. Empathy, namely attention, attention given specifically to customers.

Relationship between Service Quality and Customer Satisfaction. Quality Service Quality has an important role in creating customer satisfaction. The customer's perception of the company's Service Quality is good or not depends on the suitability and the desire for the Service Quality it gets. Service provider companies, the quality of services provided becomes a measure of customer satisfaction. If the perceived quality of service quality is smaller than expected, the customer will feel disappointed and dissatisfied and even have other negative impacts on the company. Fandy Tjiptono (2016) stated that the consumer quality satisfaction index measured in any size with the service quality dimensions, namely tangible, empathy, reliability, responsiveness and assurance, has an influence on customer satisfaction. The influence between the quality of Service Quality and customer satisfaction is reinforced by the journal Suryadharma and Nurcahya (2015) which shows that simultaneously the quality variable of Service Quality has a significant effect on customer satisfaction. Research conducted by Millah (2020) The Effect of Employee Service Quality on Customer Satisfaction (Case Study at Alfamart in Karangbong Village, Pajarakan District). Employee service quality has a positive and significant impact on customer satisfaction with Alfamart Karangbong Pajarakan. Research conducted by Chintia, and Munawaroh (2021) The Effect of Service Quality on Customer Satisfaction at Indomaret Dc Tanjung Morawa, Deli Serdang Regency. Based on the partial test results it is known that the variable Service Quality (X) has an effect on Customer Satisfaction (Y). Based on the test results of the coefficient of determination, the Adjusted R square value is 0.507 or 50.7%. This means that the percentage of influence of Service Quality (X) on Customer Satisfaction (Y). of 50.7%, while the remaining 49.3% is influenced by other variables not examined by research.

3. Research Method

The type of research used is associative research, namely research to determine the effect of product quality, price and promotion on the decision to purchase a Wuling brand car in Seberang Ulu II District, Palembang City. The research location was conducted in Seberang Ulu II District, Palembang City, South Sumatra Province. The population in this

study is the people in Seberang Ulu II District, Palembang City, who use Wuling brand cars. The sample in this study were 68 people as respondents in Seberang Ulu II District who used Wuling brand cars. In research data used are primary data and secondary data. Where the primary data was obtained by distributing questionnaires to respondents, while the secondary data used was in the form of data already obtained by researchers, such as books, literature, and data from *websites* that support research on Wuling brand cars. The data collection method that will be used in this study is a questionnaire (questionnaire) which is distributed to the community in Seberang Ulu II District, Palembang City as respondents and users of Wuling brand cars. Data analysis used in this research is qualitative analysis which is quantified, qualitatively it is used with a Likert scale.

4. Findings and Discussions

Table 1. Multiple Linear Regression Analysis Coefficients

Unstandardiz ed Coefficients				Standardized Coefficients
Model		B	std. Erro r	Betas
1	(Constant)	189 0	1,70 5	
	Tangibles	.152	087	.185
	reliability	.153	075	.200
	Responsiven ess	.374	.070	.410
	assurance	092	099	.104
	Empathy	.111	048	.135

a. Dependent Variable: Customer Satisfaction

Based on the table it is known that the coefficient values can be formed multiple linear regression equations as follows: Y= 1.890 + 0.152X1 + 0.153X2+ 0.374X3+ 0.092X4+ 0.111X5. Customer satisfaction constant value of 1.890 is positive, Tangible coefficient value is 0.152, Reliability coefficient value is 0.153, Responsiveness coefficient value is 0.374, Insurance coefficient value is 0.092 and Empathy coefficient value is 0.111 This means that if there is an increase in service quality (tangible, empathy , reliability , responsiveness, assurance) then customer satisfaction will increase.

Table 2. Test Results (Simultaneous)

Model	Sum of Squares	df	MeanS quare	F	Sig.
Regre ssion	7143,875	5	142877 5	51,840	.000 [b]
resid ual	2590765 [1]	94	27,561		
Total	9734640	99			

Dependent Variable: Customer Satisfaction

Based on the F Test Table (Anova) above, it can be seen that the Fcount value is 51.840 > Ftable 2.31, with a sig.F level of 0.000 <0.05 (significant), then Ho is rejected and Ha is accepted , meaning that there is an influence on service quality (tangible , reliability, responsiveness, assurance , empathy) on customer satisfaction at minimarkets in Indomaret, Seberang Ulu II District.

Table 3. t Test Results (Partial)

Unstandardized Coefficients				Standardized Coefficients		
	Model	B	std. Error	Betas	t	Sig.
1	(Consta nt)	1890	1,705		1.109	.270
	Tangibl es	.152	087	.185	1,745	084
	reliabili ty	.153	075	.200	2053	043
	Respon sivenes s	.374	.070 .410	5,378		.000
	assuran ce	092	099 .104	.932		.354
	Empath y	.111	048 .135	2,322		022

a. Dependent Variable: Customer Satisfaction

Based on the (partial) t test table above, it can be seen as follows: The tcount value for tangible is 1.745 < ttable 1.985, with a sig.t level of 0.084 > 0.05 (significant), then Ho2 is accepted and Ha2 is rejected, meaning that there is no tangible effect on customer satisfaction at minimarkets in Indomaret Seberang Ulu II District. The calculated t value for reliability is 2.053 > ttable 1.985, with a sig.t level of 0.043 <0.05 (significant), then Ho3 is rejected and Ha3 is accepted, meaning that there is an effect of reliability on customer satisfaction at minimarkets in Indomaret Seberang Ulu II District. The tcount for responsiveness is 5.378 > ttable 1.985, with a sig.t level of 0.000 <0.05 (significant), then Ho4 is rejected and Ha4 is accepted, meaning that there is an effect of responsiveness on customer satisfaction at minimarkets in Indomaret Seberang Ulu II District. The tcount value for assurance is 0.932 < ttable 1.985, with a sig.t level of 0.354 > 0.05 (significant), then Ho5 is accepted and Ha5 is rejected, meaning that there is no effect of assurance on customer satisfaction at minimarkets in Indomaret Seberang Ulu II District. The calculated t value for empathy is 2.322 > ttable 1.985, with a sig.t level of 0.022 <0.05 (significant), then Ho6 is rejected and Ha6 is accepted, meaning that there is an influence of empathy on customer satisfaction at minimarkets in Indomaret Seberang Ulu II District.

5. Conclusion

Based on the results of the research, the results of the analysis and discussion that have been put forward by the author on customer satisfaction at minimarkets in Indomaret, Seberang Ulu II District, it can be concluded: There is a significant effect of service quality (Tangible, Reliability , Responsiveness, Assurance , Empathy) on customer

satisfaction at minimarkets in Indomaret, Seberang Ulu II District. There is no significant effect of Tangible on customer satisfaction at minimarkets in Indomaret, Seberang Ulu II District. There is a significant effect of Reliability on customer satisfaction at minimarkets in Indomaret, Seberang Ulu II District. There is a significant effect of Responsiveness on customer satisfaction at minimarkets in Indomaret, Seberang Ulu II District. There is no significant effect of Assurance on customer satisfaction at minimarkets in Indomaret, Seberang Ulu II District. There is a significant effect of Empathy on customer satisfaction at minimarkets in Indomaret, Seberang Ulu II District.

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The Role of City Image to Generate the Intention to Visit: Examining the Moderation Effect of Demographic Factors

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Abstract

One area in Indonesia developing the tourism sector is Garut, West Java. There are many tourist destinations in Garut. However, the number of tourist visits to the area still lower than the surrounding areas. This study aims to examine whether the city image and demographic factors affect the intention of tourists to visit Garut City, and to examine the moderating effect of demographic factors on the relationship between city image and intention to visit. The research was conducted using a quantitative research approach. The observation unit in this study is Indonesian residents aged 18 years and over. The sampling technique was snowball sampling through a questionnaire distributed via WhatsApp and obtained 220 responses. The data was processed using SEM-PLS. The results of hypothesis testing show: there is positive influence of city image on the intention to visit of 0.768 (76.8%) and statistically significant; there is a negative influence of demographic factors on the intention to visit; and there is a positive influence of the moderating factor, which means that the demographic factor strengthens the relationship between city image and intention to visit, but statistically the influence is not significant. The findings of this study enrich the literature on the role of city image in generating tourist intentions to visit an area. These findings also provide helpful practical implications as input for regional stakeholders, both the government and managers of tourist destinations, to formulate appropriate marketing strategies to build a more attractive city image to attract tourists to the area.

Keywords: demographic factors, city image, intention to visit.

1. Introduction

The importance of tourism in the regional economy and national life is increasingly prominent, and its position is increasing as part of the national strategic system (Zhang & Xing, 2023). At the regional level, the number of tourists has a positive effect on economic growth in districts/cities in West Java (Aliansyah & Hermawan, 2019).

West Java consists of 27 regencies/cities. Among the cities/regencies in West Java that offer many natural tourist objects is Garut Regency, which in 2018 received visits from 67,897 people and increased to 2,851,809 people in 2019, and after the Covid-19 pandemic experienced a decrease in visits to 357,324 in 2021 (Central Bureau of Statistics for West Java Province, 2021). This number is still lower when compared to the surrounding regencies/cities, such as Bandung and Tasikmalaya. In 2021, the number of tourist visits to Bandung is 1,836,675 people and to Tasikmalaya as many as 590,908 people.

The official Garut Regency portal visitgarut.garutkab.go.id displays Garut tourism information, and states that there are around 47 tourist destinations in Garut. There are many tourist attractions in Garut, starting from mountains, waterfalls, beaches, lakes, hot springs, craters, historical heritage spots, cultural spots, and others. Several travel websites have reviewed a number of tourist destinations in Garut, such as

travelcomplete.com mentioning 56 tourist attractions, traveloka.com details the 14 best tourist destinations, tripcanvas.co reviewing 33 selected tourist attractions, and nativeindonesia.com discussing 31 tourist hits in 2023.

The question that arises is, what causes the number of tourist visits to Garut to be less than to the surrounding area? A study shows that there is an influence of image, satisfaction, and loyalty on tourists' intentions to visit or recommend a destination (Lu et al., 2015). The intention to visit and revisit tourists is influenced by the image of the city (Kusumawati et al., 2022) and the image of the destination (El Sheikh, 2020). Meanwhile, (Chen et al., 2013) found a negative correlation between perceived destination image and travel intention. So, there was an inconsistent finding about the relationship between city image and intention to visit.

City image is influenced by people's subjective perceptions (Peng et al., 2020). Age, gender, and family size as demographic factors significantly influence travel motivation among local and international recreational tourists (Kara & Mkwizu, 2020). Other research reveals that education moderates the effect of consumer awareness on consumer attitudes and intentions, while gender and age do not moderate the relationship (Makanyeza et al., 2021). So, there was an inconsistent finding about the relationship between demographic factors and intention to visit.

Based on the background above, the author wants to fill in the research gaps in terms of the relationship between demographic factor, city image, and tourist intentions to visit Garut. Hence, this study aims to examine whether city image and demographic factors influence tourist visit intentions and to examine the moderating influence of demographic factors in the relationship between city image and the intention of visiting tourists to Garut City.

2. Literature Review

Theory of planned behavior (Ajzen, 1991) postulates that behavior is a function of salient information, or beliefs, relevant to the behavior. Salient beliefs are considered the primary determinants of a person's intentions and actions. The central factor is the individual's intention to perform a particular behavior. Intention is assumed to capture the motivational factors that influence behavior, which indicates how hard people are willing to try, how much effort is planned, to perform the behavior. The stronger the intention to engage in a behavior, the greater the likelihood of its performance.

Demographic factors. Demographic factors refer to consumer characteristics such as gender, age, and level of education. These characteristics have an important role in influencing consumer behavior. Demographic factors influence consumer decision-making (Makanyeza et al., 2021). (Wang et al., 2020) used the elements of age, gender, education level, and income level in measuring the effect on green buying attitudes and green behavior intentions.

(Kara & Mkwizu, 2020) reviewed demographic factors related to travel activity in terms of age, gender, and marital status. Age is considered an important demographic factor by tourism stakeholders because leisure demand can be effectively predicted through the age of visitors. Gender is one of the main factors affecting travel demand. Travel patterns between men and women vary based on their travel motivation. Men travel more often

than women. Marital status is one of the factors that influence holiday decisions. Therefore, it is important for marketers to have this information because they can use such details to predict someone's travel patterns. Single people are assumed to have more free time to do various activities compared to those with families, for example, more time playing musical instruments, singing, dancing, watching television, and traveling for social activities.

In addition, according to (Špaček & Antouškova, 2013), the age can affect the number and frequency of visits to tourist destinations. Other findings cited by (Leh et al., 2020) revealed that sociodemographic variables such as age can influence tourist visits to tourist centers. The frequency of tourist visits for young and old is based on the suitability of the location, the uniqueness of the tourist area, and the activities offered. Most of the frequency of visits to tourist attractions are carried out by young tourists compared to older tourists. The number of family members and friends who join a trip to a holiday destination is an important factor in travel demand.

Based on the description above, the demographic factors indicators in this study adopt (Kara & Mkwizu, 2020) which measure demographic factors based on: age, gender, educational level, position, marital status, and family size.

City image. Image is an important factor in influencing tourists' perceptions of a destination and influencing the results of their decision-making process regarding visits, as well as influencing the potential of a destination to be visited to attract tourists (Al-Gasawneh & Al-Adamat, n.d.). Destination image is belief and knowledge about travel destination attributes (Nguyen Viet et al., 2020). Meanwhile, city image in general refers to perceptions, feelings, and opinions about a city, which make a major contribution to city management, urban planning, city cultural perceptions, and the development of tourism resources (Kara & Mkwizu, 2020). (Gilboa et al., 2015) conducted a literature study on the dimensions of city image and concluded that the five most important dimensions were: security, caring, services, tourism and recreation, and leisure and entertainment. Meanwhile, in a study related to the image of the city of Yogyakarta, (Kusumawati et al., 2022) refer to Stylidis (2018) which later becomes a reference in developing city image indicators in this study.

Purchase intention. Purchase intention represents what consumers think they will buy in the future. Purchase intention is a consumer's conscious plan to buy or repurchase goods or services. The promotion of consumer positive behavioral intentions is an important goal of hotel managers because behavioral intentions represent consumer plans to purchase products/services (Makanyeza et al., 2021). (Kusumawati et al., 2022) measured the intention to visit Yogyakarta with indicators: 1) intention to travel to Yogyakarta for vacation, 2) seriousness to consider the city as a destination for a visit, and 3) enthusiasm with the prospect of available destination facilities in Yogyakarta.

City image is the most important factor affecting visiting intentions (Kusumawati et al., 2022; El Sheikh, 2020; Abbasi et al., 2021). Attraction, accommodation services, cultural contact, and perceived risk of a city influence intention to return (Nguyen Viet et al., 2020). Based on these findings, the first hypothesis is formulated as follows: H1: city image has a significant positive effect on intention to visit.

Other studies reveal that age and income significantly influence purchase attitudes, and

education and income influence behavioral values (Wang et al., 2020). Age, gender and family size as demographic factors significantly influence travel motivation among local and international recreational tourists (Kara & Mkwizu, 2020). Demographic factors in terms of education moderate the effect of consumer rights awareness on consumer intentions (Makanyeza et al., 2021). Based on these findings, the second and third hypotheses is developed, namely: H2: demographic factor has a significant positive effect on the intention to visit; H3: demographic factors strengthen the influence of city image on intention to visit.

3. Research Method

The research was conducted using a quantitative research approach, which is an approach that emphasizes the numerical assessment of the phenomena being studied (Malhotra, 2010). The city image variable is measured by four questions that adopt several statements in the research of (Kusumawati et al., 2022). Indicators of demographic factors adopt (Kara & Mkwizu, 2020). The intention to visit variable is measured by indicators that adopt (Kusumawati et al., 2022). Primary data collection through questionnaires was carried out on December 2022 which was distributed to WhatsApp social media users aged over 18 years and domiciled outside the city of Garut. The questionnaire used likert-style five-point rating scale ranging from 1 (strongly disagree) to 5 (strongly agree). The sampling technique used snowball sampling. Snowball sampling or Chain-referral-sampling from an unknown population begins with a convenience sample of initial subjects that serve as "seeds", which will result in which wave 1 subjects being recruited; wave 1 subjects, in turn, recruit wave 2 subjects; so that the sample consequently expands like a snowball that gets bigger as it rolls downhill. (*Comparision of Snowball Sampling and Sequential Sampling Technique*, n.d.). The minimum sample size required to reduce bias in any type of SEM estimation is 200 (Loehlin, 1998). Total respondents who answered the questionnaire with were 220 people. Respondents who filled out the questionnaire domiciled spread from Sumatra, Java, and Bali.

4. Findings and Discussions

Demographic Factors. Most of the respondents were women, namely 146 people (66.4%), and the remaining 74 people (33.6%) were men. The majority of respondents were 97 (44.09%) aged between 31-43 years, followed by 63 respondents (28.64%) aged between 44-56 years, 50 respondents (22.73%) aged between 18- 30 years, and the remaining 10 people (4.55%) of respondents aged over 57 years. In terms of education level, the majority of respondents, namely 121 people (55%) had a bachelor's degree, followed by 58 respondents (26.36%) who had high school education, 22 people (10%) had a D3 degree, and 19 people (8.64%) educated S2 and S3 (master degree and above). The majority of respondents as many as 107 people (48.64%) are those who are not employees, not managers, and not business owners. Next, there are 83 respondents (37.73%) who are employees, 22 people (10%) are business owners, and the remaining eight people (3.64%) are managers/leaders. In terms of marital status, the majority of respondents, namely 181 people (82.27%) were married, and the remaining 39 people (17.73) were single. Furthermore, in terms of family size, the majority of respondents, namely 150 people (68.2%), had 0-2 children, and the remaining 70 people (31.80%) had 3 children and above.

City Image. The perception of respondents about the city image of Garut is presented on Table 1.

Table 1. City Image

Statement	1	2	3	4	5	Mean
Garut is a safe and secure city	-	2	37	126	55	4.06
Garut offers exciting and interesting places to visit	-	-	28	113	78	4.22
Garut has beautiful scenery and natural attractions	-	-	13	105	102	4.40
Garut has a pleasant climate	-	-	19	116	85	4.30

The city image indicator with the highest average is "Garut has beautiful scenery and natural attractions". Garut city image is mostly perceived as a city that has beautiful scenery and natural attractions. Most respondents already know the tourist destinations they want to visit, and only a small percentage do not know which destinations they want to visit.

Intention to Visit. The intention of respondents to visit is presented on Table 2.

Table 2. The intention to visit Garut

Statement	1	2	3	4	5	Mean
I intend to travel to Garut for a vacation	-	4	36	113	67	4.10
I will seriously consider Garut as a tourist destination	-	5	43	111	61	4.04
I am very enthusiastic about the prospect of tourist destination facilities available in Garut	-	4	40	125	51	4.01
I will buy many products available at tourist destinations in Garut	-	11	72	102	35	3.73
I will persuade my friends and family to visit Garut	-	12	58	106	44	3.83

The indicator "I intend to travel to Garut for a vacation" gets the highest average value of 4.10. The average person intends to travel to Garut for vacation. While seen from the highest number of answers, most respondents (125 people) agreed that they were very enthusiastic about the prospect of tourist destination facilities available in Garut. The emergence of new tourist attractions, as well as the exposure of previously unknown tourist attractions can be a trigger for people to visit Garut.

PLS Structural Equation Model Analysis Results (SEM-PLS). Measurement Model Analysis Results. Measurement model analysis or in PLS called the outer model needs to

be done first in the structural equation model (SEM) analysis, because this analysis is able to explain the specific relationship between latent variables and each of their manifest variables. The initial results that can be obtained from this outer model are an assessment of the validity and reliability of the constructs used. The assessment of construct validity and reliability must first pay attention to the operationalization of the construct. If the operationalized construct is reflective, then the validity assessment is carried out through measuring content validity consisting of convergent validity and discriminant validity, and the reliability assessment is carried out by measuring internal reliability through measuring the Cronbach's alpha and composite reliability values for each construct. If the construct is formally operationalized, the validity assessment is carried out through substantive content measurement, namely by comparing the relative weight and seeing the significance of the t-statistics of the indicators on the construct. Guidelines for the validity assessment of reflective and formative indicators used in this study refer to the measures as listed in tables 3 and 4 which is adopted from: (Chin, 1998), (Fornel C & Larcker D, 1981), (J. F. J. Hair et al., 2014)

Table 3. Rule of thumb of validity and reliability assessment of reflective indicators

Validity and Reliability	Parameters & Rule of Thumb
Convergent Validity: Argues that the manifest variables of a construct should be highly correlated (Campbell DT & Fiske D, 1959)	It is said to be valid if: • the outer loading value on the indicator >0.708 for confirmatory research; 0.6-0.7 for exploratory research is still acceptable (J. F. Hair et al., 2013), and • Average Variance Extracted (AVE) value >0.50 (Fornel C & Larcker D, 1981; J. F. Jr. Hair et al., 2014)
Discriminant Validity: Argues that the manifest variables of different constructs should not be highly correlated (Campbell DT & Fiske D, 1959)	It is said to be valid if: • the outer loading value of an indicator on a construct > all its cross-loading values with other constructs (Hair et al., 2013), or • The square of the correlation between latent constructs < AVE of each related construct (Fornel C & Larcker D, 1981)
Reliability: Proves the accuracy, consistency, and precision of the instrument in measuring the construct.	It is said to be reliable if: • Cronbach's Alpha > 0.70 for Confirmatory Research, and > 0.60 is still acceptable for Exploratory Research (J. F. Hair et al., 2013)), or • Composite Reliability > 0.708 for Confirmatory Research, 0.60 - 0.70 is still acceptable for Exploratory Research (J. F. Hair et al., 2013)

Table 4. Rule of thumb of the assessment of validity and reliability of formative indicators

Criteria	Parameters & Rule of Thumb
Significance Weight:	>1.65 for significance level = 10% >1.96 for significance level = 5 % >2.58 for significance level = 1 %
Multicollinearity:	VIF < 10 or < 5 Tolerance > 0.10 or > 0.20

The measurement model analysis in this research uses SmartPLS3 software with the second order construct (SOC) or higher order construct (HOC) method, which is a modeling method in which the construct is reflected or formed by a dimensional latent construct. The Higher Order Construct (HOC) modeled in this study uses HOC type 3 where the lower order and higher order measurement levels are both done reflectively.

Measurement Model. Initial Measurement Model.

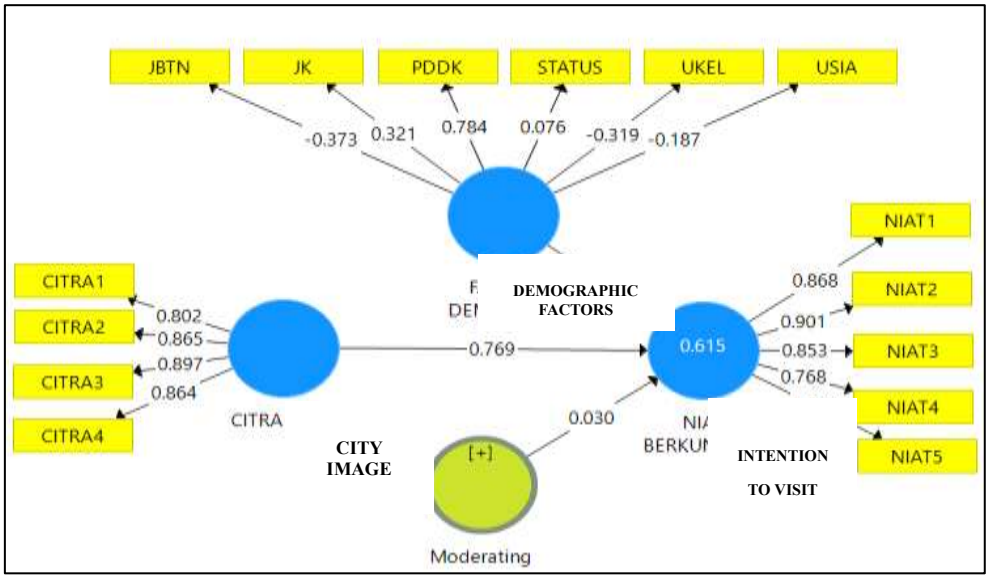


Figure 1. Initial measurement model

The initial measurement model in the lower order explains the manifest variables that are correlated with the construct (outer loading).

Table 5. outer loading in the initial measurement model

Indicator	City Image	Demographic Factors	Intention to visit
Image1	0.802		
Image2	0.865		
Image3	0.897		

Image4	0.864			
Occ		-0.373		
Gender		0.321		
Edu		0.784		
Status		0.076		
FS		-0.319		
Age		-0.187		
Intention1			0.868	
Intention2			0.901	
Intention3			0.853	
Intention4			0.768	
Intention5			0.900	

Based on Table 5. it can be seen that the outer loading on the city image variable all indicators are worth more than 0.7, so it can be stated that all indicators are valid. The outer loading value on the demographic factor variable is only one indicator that is worth more than 0.7, namely the education level indicator, so that only one demographic factor indicator is used. The outer loading value on the intention to visit variable of all indicators is more than 0.7, so it can be stated that all indicators on the intention to visit variable are valid. The reliability values of the initial model are shown in Table 6.

Table 6. Reliability test results for each variable

Variable	Cronbach's Alpha	rho_A	Composite Reliability (CR)	Average Variance Extracted (AVE)	Description
City image	0.880	0.881	0.917	0.736	Reliable
Demographic factors	0.406	-0.060	0.018	0.166	Not reliable
Intention to visit	0.910	0.914	0.934	0.738	Reliable

Source: Data processed (2023)

Table 6 shows that the demographic factors variables are not yet reliable because the CR value <0.7 and AVE <0.5, while the city image and intention to visit variables show reliability. For this reason, it is necessary to build a model by removing invalid indicators. Judging by the Cronbach alpha value also shows that city image and intention to visit show reliability because the value is more than 0.7, while the demographic factors

variable is not reliable. The revision of the Measurement Model is carried out through an iteration process by eliminating invalid indicators, so the final model is obtained as in the following Figure 2.

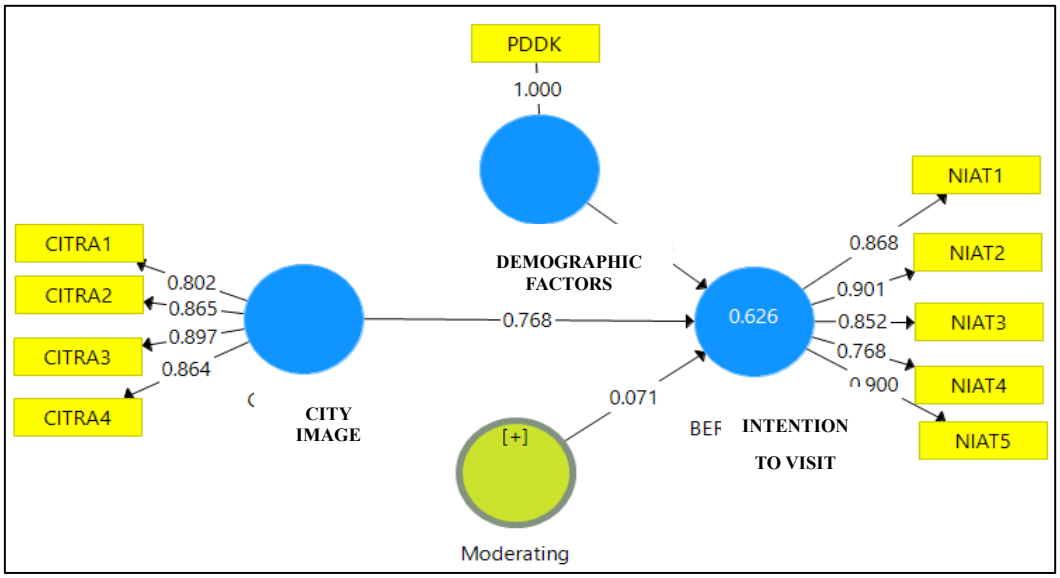


Figure 2. Revised Measurement Model

The revised measurement model in the lower order explains the manifest variables that correlate with the construct (outer loading). The results of the measurement model in its higher order explain the value of the path coefficients between constructs as in Table 7.

Table 7. Outer loading for Revised Measurement Model

Indicator	City Image	Demographic Factors	Intention to visit	Description
Image1	0.802			Valid
Image2	0.865			Valid
Image3	0.897			Valid
Image4	0.864			Valid
Intention1			0.868	Valid
Intention 2			0.901	Valid
Intention 3			0.852	Valid
Intention 4			0.768	Valid
Intention 5			0.900	Valid

Education	1.000	Valid

The results of the revised measurement model on each variable are able to produce validity and reliability parameter values that meet the rule of thumb. All outer loading values on manifest variables on constructs, as well as construct outer loading values are above 0.7, and produce reliable construct values. The AVE and CR values generated in each construct of each variable are also above the value of 0.7 for AVE and above 0.5 for CR, so it can be said that the convergent validity of all variables and their manifestations is met as shown in Table 9.

Table 8. Reliability on Revised Model

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)	Description
City image	0.880	0.881	0.917	0.736	Reliable
Demographic factors	1.000	1.000	1.000	1.000	Reliable
Intention to visit	0.910	0.914	0.934	0.738	Reliable

Furthermore, the validity measurement is continued by measuring discriminant validity. The first method of measuring discriminant validity is by using criteria (Fornel C & Larcker D, 1981). A latent variable is said to meet discriminant validity if the square value of the correlation between latent constructs < AVE of each related construct, or the square root of AVE > correlation between latent constructs. Based on the test results tabulated, it is found that all the squared values of the correlation between latent constructs < AVE of each related construct, so it can be said that all latent variables meet discriminant validity ((Fornel C & Larcker D, 1981).

Table 9. Correlation value between variable constructs

	City image	Demographic factors	Intention to visit
City image	0.858		
Demographic factors	-0.067	1.000	
Intention to visit	0.782	-0.150	0.859

The table 9 above shows that all squared correlation values between latent constructs < AVE of each related construct, so it can be stated that discriminant validity is met (Fornel C & Larcker D, 1981). Measurement of discriminant validity with the second method, carried out by comparing the outer loading value of indicators on a construct which must be greater than all cross-loading values with other constructs (J. F. Jr. Hair et al., 2014; Henseler et al., 2009).). This method also shows that the outer loading value for each construct is above the cross-loading value between the measured construct and other constructs so that discriminant validity is met.

Table 10. Cross loading of revised model

	City image	Demographic factors	Intention to visit
IMAGE1	0.802	-0.078	0.647
IMAGE2	0.865	-0.093	0.672
IMAGE3	0.897	-0.030	0.681
IMAGE4	0.864	-0.033	0.683
INTENTION1	0.691	-0.111	0.868
INTENTION2	0.696	-0.166	0.901
INTENTION3	0.685	-0.112	0.852
INTENTION4	0.599	-0.090	0.768
INTENTION5	0.685	-0.160	0.900
EDUCATION	-0.067	1.000	-0.150

Based on table 10, it can be seen that the Cronbach's alpha value for each indicator construct and variable is above 0.7, and the composite reliability value for each indicator construct and variable is also above 0.7, so it can be said that all variables and their manifestations have good reliability. Based on the outer model measurements on the revised latent variables, it can be concluded that all revised variable constructs are valid and reliable.

Structural Model Analysis Results (Structural Model). Figure 3 displays the full model in the structural model designed in this study.

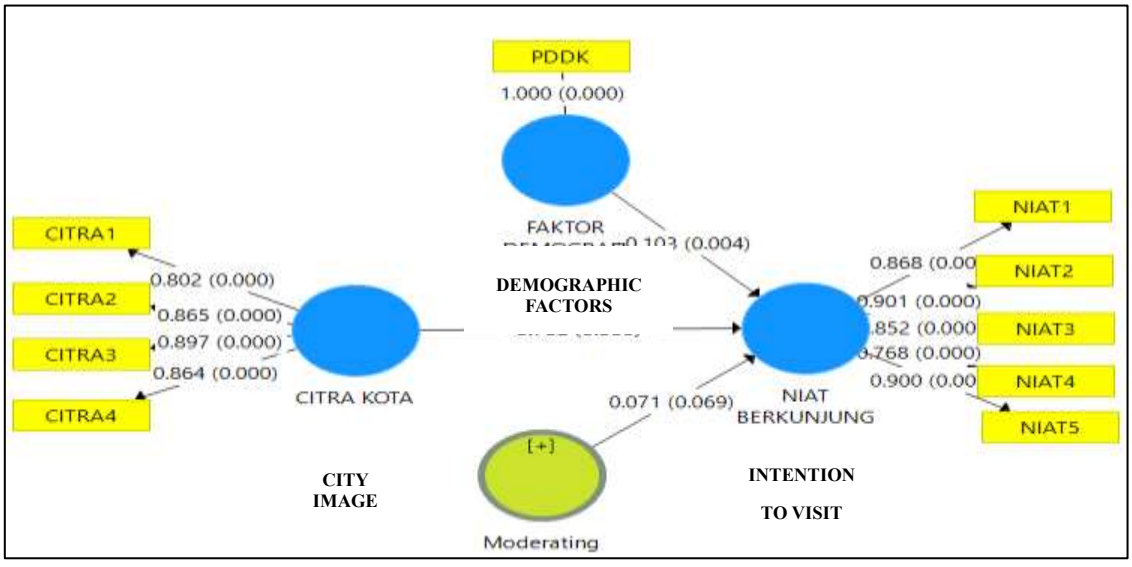


Figure 3. Estimation and testing of the structural model

The full model figure above shows the relationship that occurs between exogenous and endogenous latent variables. The values displayed are the path coefficients on each relationship which shows the amount of direct influence of exogenous variables on endogenous variables. In the formation of this full model, the validity and reliability of the indicator is no longer seen, but the indicator can be reduced if it has no statistically significant effect or is not theoretically supported. For this reason, it is necessary to see the test results of the model using the bootstrapping step in Smart-PLS, the results are obtained as in the figure 4 below.

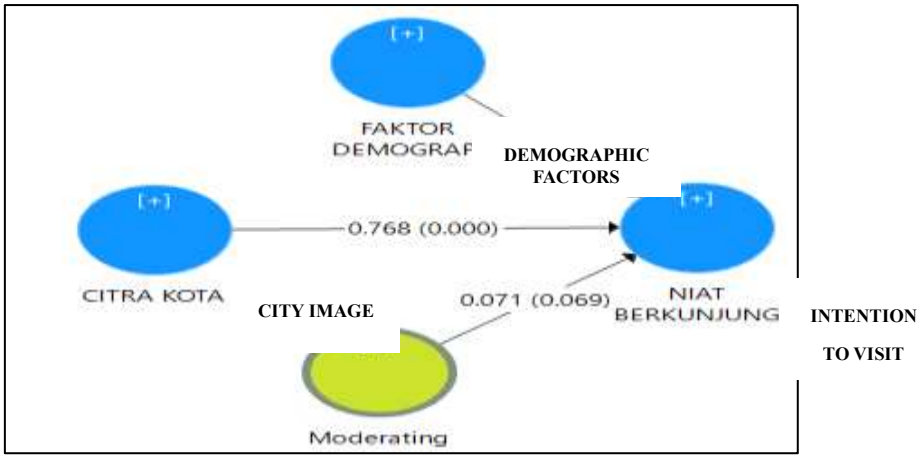


Figure 4 Hypothesis Testing on Structural Models

Figure 4 shows the coefficient values between variables and the t-values in parentheses which are the test results. These results indicate that City Image has a positive and significant effect on Intention to Visit, while Demographic Factors have a negative and significant effect on Intention to Visit because the p-value is less than 0.05 (5%). The following is a tabulation of the results of testing the overall structural equation model (full model) which is described based on the path coefficient or relationship between latent variables as in Table 11.

Table 11. Path coefficients, t-statistics significance, p-value

Relationship Between Variables	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
City Image -> Intention to Visit	0.768	0.768	0.023	32.866	0.000
Demographic Factors -> Intention to Visit	-0.103	-0.105	0.037	2.764	0.006
Moderating -> Intention to Visit	0.071	0.071	0.038	1.851	0.065

Based on the Table 11, it is clear that only two of the three hypotheses can be accepted, and they are as follows. (1) There is a positive influence of city image on intention to visit

of 0.768 (76.8%) and statistically significant because the t-count value is 32.866 (greater than 1.96) or the p-value is 0.000 (smaller than 5%). This condition shows that the better the city image, the more the intention to visit tourists to Garut City will increase; (2) There is a negative effect of demographic factors on intention to visit of -0.103 (-1.03%), and it is statistically significant because the t-count value is 2.764 (greater than 1.96) or the p-value is 0.006 (smaller than 5%). This condition shows that demographic factors as measured by the level of education have a negative effect on the intention to visit Garut City, meaning that the higher the level of education, the intention to visit Garut City decreases; (3) There is a positive effect of Moderation factors, meaning that Demographic Factors strengthen the relationship between city image and intention to visit, but statistically have no significant effect. This means that the moderating influence of demographic factors has no real effect.

The results of first hypothesis testing indicate that tourists' decisions to visit the city of Garut is influenced by the image of the city of Garut in the minds of visitors. The better the image of Garut city in the minds of tourists, the higher their intention to visit Garut. In line with the opinion of (Kara & Mkwizu, 2020) that people's attitudes and actions towards an object are largely determined by the image of that object. This means that a person's attitude and actions (including the act of deciding to make a purchase or visit a place), are determined by the image of the place itself. Service is a series of activities designed to meet traveler satisfaction-the feeling where the product or service has achieved the desired expectations.

The results of first hypothesis testing are in line with the findings of previous studies where city image is the most important factor influencing visiting intentions (Kusumawati et al., 2022; El Sheikh, 2020; Abbasi et al., 2021). The image of Garut city as an area that is safe and secure, offers exciting and interesting places to visit, has beautiful scenery and natural attractions, and has a pleasant climate, is a driver of tourists' intention to visit this city. Most respondents stated that they intend to travel to Garut for vacation because Garut is considered worthy of being a vacation spot with this image.

Most respondents envisioned Garut City as a city that has beautiful scenery and natural attractions. Judging from the measurement results, it is also revealed that the indicator has the highest loading factor (0.897), followed by the indicators "Garut offers exciting and interesting places to visit" (0865), "Garut has a pleasant climate" (0.864), and "Garut is a safe and secure city" (0.802). This indicates that the image of the city that makes people intend to visit Garut is due to the attraction of beautiful scenery and natural attractions. The development of information and reviews related to tourist attractions in Garut on various websites and social media has a positive impact on increasing people's knowledge and awareness of the natural beauty of Garut which makes people intend to visit Garut. In the measurement results in Table 11 and Figure 4, it is revealed that the image of Garut City most dominantly affects the seriousness of people in considering Garut as their tourist destination. When people have seriously considered an option, then they are likely to make a decision regarding that option. The more people who make a decision to visit Garut city, the more tourist visits to Garut will be.

Garut is also perceived as a safe and secure city which also influences people's intention to visit Garut. The safe environment factor is one of the factors that influence the frequency of tourist visits to a tourist destination. As cited by (Leh et al., 2020) that safety

factors are the main consideration for tourists in choosing a tourist destination. Security issues during visits include crime, epidemics, congestion, and accidents. If tourists feel unsafe or threatened in a destination, then the tourists will have a negative impression of the place, which in turn will have a negative impact on the growth of the tourism industry. In the context of tourism in Garut City, safety refers to a location that is free from crime disturbances so as to make tourists feel comfortable traveling.

The test results of the second hypothesis showed that demographic factors have a significantly negative influence on the intention of tourists to visit Garut City. Since the valid demographic factor indicator is only education, then the test results of the second hypothesis show that the level of education has a negative impact on the intention to visit Garut City. That is, the higher the level of education, the lower the intention to visit Garut City. The higher level of education makes people have wider preferences about a variety of tourist destinations so they have more choice of destinations for them to visit in addition to Garut, both at home and abroad. Seeing from the educational level of respondents, most (55%) are undergraduate and only 8.64% are S2 and S3 educated. For those with higher education, Garut is not a priority to visit, except for those who already have a strong perception of the image of Garut city that has a natural beauty worth visiting.

The results of second hypothesis testing go backwards with the results of previous surveys where education and income influence behavior levels (Wang et al., 2020), and the high frequency of visits is due to the rate of tourist income based on the level of education. According to Spacek and Antouskova (2013), socio-economic variables such as education can affect the rate of tourist visits to a location. However, the intention of a visit to Garut City is not affected by the level of education, as the higher the education level makes the intentions of visits smaller.

The test results of the third hypothesis revealed that there was a moderate influence of demographic factors but not significant. A valid demographic factor indicator is merely the level of education, so the educational level does not significantly strengthen the influence of the image of the city on the intention of visiting tourists. Not the level of education that can strengthen the intention of visitors to Garut.

Based on the hypothesis testing, the image of the city is the dominant factor that affects the intention of visitors to Garut, which is 76.8%, and the rest is influenced by other factors, but not the level of education because the educational level has no significant influence on the intent of visiting and the influence of moderation is also not significant.

5. Conclusion

The results showed that city image has a significant effect to generate tourists' intention to visit Garut City. Demographic factors measured by the level of education have a negative effect on the intention to visit Garut City, which means that the higher the level of education causes the intention to visit Garut City to decrease. In addition, demographic factors have a moderating influence on the relationship between city image and visiting intentions, but are not significant. This finding indicates the dominant role of city image in shaping tourists' intention to visit Garut. Therefore, the findings of this study enrich the literature on the role of city image in influencing tourists' intention to visit.

This study is limited to examining only three variables, namely city image, demographic factors, and visiting intentions, with 220 respondents. Further research can add other variables besides city image to find out which aspects will have a higher influence on tourists' intention to visit Garut, such as social media content or tourism promotion of local governments and destination managers, with a larger sample size.

The findings also provide practical implications that are useful for local governments and managers of tourist destinations in Garut as input in developing marketing strategies to build a more attractive image of the city of Garut for tourists to visit. Tourism promotion in Garut needs to emphasize the beautiful scenery and natural attractions as aspects that have the highest ratings in the city image variable, followed by efforts to promote Garut as a city that offers exciting and interesting places to visit, has a pleasant climate, and is a safe and secure city.

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The Effect of Product Quality, Price and Promotion on Purchase Decisions of Wuling Brand Cars

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Abstract

The formulation of the research problem is whether there is an influence of product quality, price and promotion on the decision to purchase a Wuling brand car in Seberang Ulu II District, Palembang City? This research includes associative research. The research sample was 68 people using *purposive sampling technique* . The data collection method in this study is a questionnaire (questionnaire) and documentation i. The data analysis technique used is multiple linear regression with the F test hypothesis, t test, and the coefficient of determination. The results of the research analysis show that: 1) there is an effect of product quality, price and promotion on the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City, 2) there is an influence on product quality on the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City, 3) there is an effect of price on the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City, 4) there is an influence of promotion on the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City.

Keywords: product quality, price, promotion, purchase decision.

1. Introduction

Facing a new era marked by the tendency of world globalization, technological developments and economic reforms are carried out by countries in the world to face global competition (Setiawan, 2018). Globalization itself implies that every country, even every business and company, faces global competition either directly or indirectly. Globalization has forced significant changes in the production patterns of multinational companies (Widyasmoro, 2019). Along with the rapid development of the population and the variety of work activities for each person, it is possible for all these activities to be carried out quickly. In order for people to be able to do work quickly, supporting facilities are needed such as transportation facilities (Marvianta, 2022). Wuling Motors is an MPV-type vehicle brand from China which produces two car brands in Indonesia, namely Wuling Confero S and Wuling Cortez. Wuling Cortez is a family car with a capacity of seven passengers. This model fills the *medium MPV segment* , competing with the Toyota Kijang Innova. Meanwhile, theWuling Confero is a seven-passenger low MPV. This model competes with the Toyota Avanza, Mitsubishi Xpander, Daihatsu Xenia, Suzuki Ertiga, Honda Mobilio, Honda BR-V and Nissan Grand Livina. Wuling Motors Indonesia (WMI) is expanding its marketing wings in Palembang City by opening *dealers* with 3S facilities (*Sales, Service* and *Spare Parts*).

Wuling Motors itself considers Palembang City to be a quite promising area. Apart from having potential *buyers* among the *private sector* , the booming automotive business is an attraction in itself with promising sales absorption. Palembang city is still one of the

important *markets for Indonesia.* Even though it is considered a newcomer, Wuling is quite aggressive in offering the cars it makes in Indonesia. In one year there have been two new cars produced by Wuling with various variants. The strategy undertaken by Wuling to enter the low-cost car market is clear from the price tags offered for its two car products, namely Confero and Cortez. The emergence of this Chinese manufacturer can enliven the tight competition of automotive *brands* in Indonesia.

Factors that can influence consumer purchasing decisions include product quality, price, and promotions (Kotler, 2018). Product quality has more selling points that are not owned by competing products. Quality must be measured through the consumer's perspective on the quality of the product itself, so that consumer tastes here are very decisive. So, in managing the quality of a product it must be in accordance with the uses desired by consumers (Alma, 2017). Good product quality can assist consumers in making purchasing decisions, so that consumers can be attracted to a product produced by a company and will encourage consumers to purchase these products with the quality offered (Kotler, 2018).

Product quality has more selling points that are not owned by competing products. Quality must be measured through the consumer's perspective on the quality of the product itself, so that consumer tastes here are very decisive. So, in managing the quality of a product must be in accordance with the uses desired by consumers. Product quality is a form of assessment of the product to be purchased, whether it meets what consumers expect and the product produced is one of the elements that must receive serious attention from the company, if the company wants to win a competition in business (Anggipora, 2018).

Related to the price is the background why consumers choose a product to own (Alma, 2017). Consumers choose a product because they really want to feel the value and benefits of the product, because they see the opportunity to have the product at a lower price than usual, so it is more economical (Kotler & Keller, 2018). Price is the amount of money required in exchange for various combinations of products and services. Thus, a price must be associated with a variety of goods and/or services which will ultimately be the same as something, namely products and services. Price is the only marketing mix element that generates revenue, other elements generate costs (Kotler, 2018).

Promotion is one of the variables in the marketing mix that is very important for companies to implement in marketing their products or services. Promotion is one of the determining factors for the success of a marketing program. Regardless of the quality of a product, if consumers have never heard of it and are not sure that it will be useful to them, then they will never buy it. Promotion is the art of seducing customers and potential consumers to buy more company products (Kotler & Keller, 2018).

Many factors are considered by consumers before deciding to buy a product. Therefore, entrepreneurs must be observant in seeing what factors must be considered to attract consumers. However, because the Wuling brand car is a new product in Indonesia, even though it does not yet have the advantages of product quality, price and promotion, people who are interested are still waiting to make a purchase.

2. Literature Review

Buying decision. Purchase decision (*purchase decision*) is to buy the most preferred

brand from various alternatives, but two factors can exist between purchase intention and purchase decision. The first factor is the attitude of other people, and the second factor is an unexpected situational factor. Therefore, preferences and purchase intentions do not always result in actual purchases. Purchasing decisions are processes in real purchases, whether to buy or not (Kotler and Armstrong, 2018).

Product quality. Alma (2017) product quality is the advantage of the product. Quality in the view of consumers is something that has its own scope and is different from quality in the view of producers when issuing a product which is known for its true quality. According to Tjiptono (2017) product quality is a combination of properties and characteristics that determine the extent to which output can meet the prerequisites of customer needs or assess to what extent these characteristics and characteristics meet their needs.

Price. Price is one of the most important attributes evaluated by consumers and managers must be fully aware of its role in shaping consumer attitudes. Under certain conditions consumers are very price sensitive, so that the price of a product which is relatively higher than its competitors can eliminate the product from consumer considerations (Sangadji dan Sopiah, 2018).. Promotion

Sales promotion , a key ingredient in marketing campaigns, consists of a collection of incentive tools, mostly short-term, designed to stimulate faster or larger purchases of certain products or services by consumers or trade (Kotler and Armstrong, 2018). According to Tjiptono (2017) that promotion is a form of marketing communication. Marketing communication is a marketing activity that seeks to spread information, influence or persuade, or remind the target market of the company and its products to be willing to accept, buy and be loyal to the products offered by the company concerned.

3. Research Method

The type of research used is associative research, namely research to determine the effect of product quality, price and promotion on the decision to purchase a Wuling brand car in Seberang Ulu II District, Palembang City. The research location was conducted in Seberang Ulu II District, Palembang City, South Sumatra Province. The population in this study is the people in Seberang Ulu II District, Palembang City, who use Wuling brand cars. The sample in this study were 68 people as respondents in Seberang Ulu II District who used Wuling brand cars. In research data used are primary data and secondary data. Where the primary data was obtained by distributing questionnaires to respondents, while the secondary data used was in the form of data already obtained by researchers, such as books, literature, and data from websites that support research on Wuling brand cars. The data collection method that will be used in this study is a questionnaire (questionnaire) which is distributed to the community in Seberang Ulu II District, Palembang City as respondents and users of Wuling brand cars. Data analysis used in this research is qualitative analysis which is quantified, qualitatively it is used with a Likert scale.

4. Findings and Discussions

Multiple linear regression analysis is used to determine the effect or relationship linearly between two or more *independent variables* with one *dependent variable*. The results of multiple linear regression can be seen in the following table.

Table 1. Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	std. Error	Betas	t	Sig.
1	(Constant)	Product1,149	,135		2.10	,00
	quality	Price,391	.087	,555		1
	Promotion	,431	,074	,629	4,49	,00
		,228	,143	,221		0
					3,85	,00
						0
					3,60	,00
						1

a Dependent Variable: Purchase Decision

Based on the table above, the equation $Y = 1.149 + 0.391X_1 + 0.431X_2 + 0.228X_3$. α = regression coefficient for a constant of 1.149. That is, if the product quality, price and promotion variables have a value of 0 (fixed), then the purchasing decision variable will increase by 1.149 units. b_1 = positive product quality regression coefficient of 0.391. That is, if the quality of the product increases, it will be followed by an increase in purchasing decisions, while the others remain the same. If the quality of the product decreases, it will be followed by a decrease in purchasing decisions. b_2 = positive price regression coefficient of 0.431. That is, if the suitability of the price increases, it will be followed by an increase in purchasing decisions, while the others remain the same. If the suitability of the price decreases, it will be followed by a decrease in purchasing decisions. b_3 = positive promotion regression coefficient of 0.228. That is, if the promotion increases, it will be followed by an increase in purchasing decisions, while others remain the same. If the promotion decreases, it will be followed by a decrease in purchasing decisions. Hypothesis Test together (F Test / Simultaneous Test). Testing the effect of the *independent variables* together (simultaneously) on changes in the value of the *dependent variable* , is carried out by testing the magnitude of changes in the value of the *independent variables* , for this it is necessary to carry out the F test. The results of the F Test (Simultaneous Test) can be seen in the following table.

Table 2. F Test Results (Simultaneous Test)

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	35,884	3	11,961	4,564	0.00b
	residual	4,953	64	,077		
	Total	40,837	67			

a Dependent Variable: Purchase Decision
b Predictors: (Constant), Promotion, Price, Product Quality

Determine the value of F Table with a confidence level of 90% and an error rate (α) of

10% = 0.1 with the formula: df n $_1$ = k–1 and df n $_2$ = n–k (n = number of samples and k = number of variables) , then: df n $_1$ = 4–1 = 3; df n $_2$ = 68–4 = 64. So, the value of F $_{table}$ = 2.75. Based on the table above, it can be seen that the $_{calculated\ F\ value}$ (4.564) > F $_{table}$ (2.75) with Sig. F 0.000 < 0.0; then Ho is rejected and Ha is accepted. This means that there is a significant influence of product quality, price and promotion on the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City.

Individual Hypothesis Test (t test). This test is used to determine whether two unrelated samples have different averages. The t test is carried out by comparing the difference between the two average values with the standard *error* of the difference in the mean of the two samples. The results of the t test (Partial Test) can be seen in the following table.

Table 3. t test results (partial test)

Unstandardized Coefficients				Standardized Coefficients		
Model		B	std. Error	Betas	t	Sig.
1	(Constant)	1,149	,135		2.10	,00
	Product quality	,391	.087	,555		1
	Price	,431	,074	,629	4,49	,00
	Promotion	,228	,143	,221		0
					3,85	,00
						0
					3,60	,00
						1

a Dependent Variable: Purchase Decision

Based on the table above, it can be seen that The product quality coefficient has a positive value of 0.391 with a t count value of 4.497 > a t table value of 1.29. Sig test results. t 0.000 < 0.1. This means that there is a significant influence between product quality and the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City. The price coefficient is positive 0.431 with a t $_{count\ value\ of}$ 3.850 > t table value of 1.29. Sig test results. t 0.000 < 0.1. This means that there is a significant influence between price and the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City. The promotion coefficient is positive 0.228 with a t $_{count\ value\ of}$ 3.600 > a t table value of 1.29. Sig test results. t 0.001 <0.1. This means that there is a significant influence between promotions on the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City. The coefficient of determination (R ^{2}) measures how much influence the *independent variables* have on the *dependent variable* . The Coefficient of Determination value uses the *R Square value* . The results of the Coefficient of Determination (R ^{2}) can be seen in the following table.

Table 4. Result Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	,937 [a]	,879	,873	,2782

a Predictors: (Constant), Promotion, Price, Product Quality

Based on the table above, it can be seen that the coefficient of determination (*Adjusted R Square*) is 0.873. This shows that the contribution of all independent variables of product quality, price and promotion to the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City is 87.3%; the remaining 12.7% can be influenced by other variables not included in the analysis model of this study.

Effect of Product Quality, Price and Promotion on Purchasing Decisions. Based on the results of hypothesis testing together with a confidence level of 90%, it shows that there is a significant influence of product quality, price and promotion on the decision to purchase a Wuling brand car in Seberang Ulu II District, Palembang City. It can be seen that the $_{\text{calculated F value}}$ (4.564) > F $_{\text{table}}$ (2.75) with Sig. F 0.000 < 0.0; then Ho is rejected and Ha is accepted. This means that there is a significant influence of product quality, price and promotion on the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City. That is, between product quality, price and promotion together can influence purchasing decisions, this is also proven through the test of the coefficient of determination which shows the contribution caused by the variables of product quality, price and promotion can cause a change of 87.3% on purchasing decisions Wuling brand car in Seberang Ulu II District, Palembang City. The results of this study explain that it is true that product quality, price and promotion are aspects that influence purchasing decisions, as is a review of purchasing decisions that occur in the people of Seberang Ulu II District, Palembang City which involve aspects of product quality, price and promotion as aspects that cause high purchasing decisions. because if it is related to the general description of the respondents' answers, it shows the dominance of the answers disagreeing on the items in the questionnaire statements, which means that the impact of product quality, price and promotion on people's purchasing decisions is high. The results of this study prove that product quality, price and promotion have a low purchasing decision, as is the case with a review of the decision to purchase a Wuling brand car which is low due to low product quality, price and promotion. Because if it is connected with the general description of the respondents' answers as consumers of Wuling brand cars which show statements proving that product quality, price and promotions are at an unfavorable level, so that the impact on purchasing decisions is low, as is the consistency of the relationship with the results of respondents' answers on the purchasing decision variable, then the results of the respondents' answers show a causal relationship that influences each other, which means that the impact of low product quality, price and promotion will result in low purchasing decisions. This result is in line with the theory stated by Kotler (2018) factors influencing purchasing decisions, namely: 1) product , 2) price , 3) location , and 4) promotion (*promotions*). These results are supported by research conducted by Christy Jacklin Gerung (2018), entitled Effects of Product Quality, Price and Promotion on Purchase Decisions for Nissan X-Trail Cars at PT. Manado Wirawan rides. The results showed that product quality, price and promotion

simultaneously had a significant effect on purchasing decisions for the Nissan X-Trail car at PT. Manado Wirawan rides. Between this research and previous studies the object of research is different, while the variables used are similar, namely product quality, price, promotion, and purchasing decisions. The results of the previous research mentioned above and this research are in line because simultaneously there is a significant influence of product quality, price and promotion on purchasing decisions. The results of Hermansyur's research (2018), with the title Influence of Product Quality, Brand Image, Price, and Promotion. The results showed that product quality, price and promotion simultaneously had a significant effect on purchasing decisions for Honda brand cars in Medan City. Between this research and previous studies the object of research is different, while the variables used are similar, namely product quality, price, promotion, and purchasing decisions. The results of the previous research mentioned above and this research are in line because simultaneously there is a significant influence of product quality, price and promotion on purchasing decisions.

Effect of Product Quality on Purchasing Decisions. Based on the results of the analysis, it is known that there is a positive and significant influence of product quality on the decision to purchase a Wuling brand car in Seberang Ulu II District, Palembang City. It can be seen that the t count value is 4.497 > the t table value is 1.29. Sig test results. t 0.000 < 0.1. This means that there is a significant influence between product quality and the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City. These results prove that if product quality can be improved, it will have a positive impact on purchasing decisions for Wuling Brand cars in Seberang Ulu II District, Palembang City. The results of this study prove that the quality of the product on purchasing decisions, as a review of the decision to purchase a Wuling brand car, is low due to low product quality. Because if it is connected with the general description of the respondent's answers (which shows statements proving that product quality is at a poor level, so that the impact on purchasing decisions is low, as is the consistency of the relationship with the results of respondents' answers on the purchasing decision variable, then the results of the respondents' answers show a relationship causation that influence each other, which means that the impact of low product quality will result in low purchasing decisions. Based on the distribution of answers distributed through questionnaires to 68 respondents, it is known that respondents gave negative answers to the statements given, such as the statement that the Wuling brand car has good acceleration, indicating that 40 (58.8%) consumers disagreed and strongly disagreed with this statement. Likewise, Wuling brand cars have complete features. However, for engine endurance, the respondents felt that it was still not good, as well as the physical endurance of the car, which was felt to be lacking. Of course, Wuling must pay attention to this, especially in the statement it was also said that Wuling's handling of complaints was still not good. This is of course an obstacle for Wuling, especially with the many existing competitors, as is known, *the showrooms* of Wuling are still not spread out too much, so that it becomes a problem for respondents when they want to make improvements. Improving product quality is an important thing that must be done by Wuling, moreover the research results show that the better the product quality, the more consumers' purchasing decisions will increase. This result is in line with the theory stated by Alma (2017) that product quality is the advantage of the product. Quality in the view of consumers is something that has its own scope and is different from quality in the view of producers when issuing a product which is known for its true quality. These results are

supported by research conducted by HM Hermansyur (2018), entitled Effects of Product Quality, Brand Image, Price, and Promotion on Purchase Decisions for Honda Brand Cars in Medan City. The results showed that there was a partial influence of product quality on purchasing decisions for Honda brand cars in Medan City. Between this research and previous studies the object of research is different, while the variables used are similar, namely product quality and purchasing decisions. The results of the previous studies mentioned above and this research are in line because partially there is a significant effect of product quality on purchasing decisions. The results of Albert Budiyanto's research (2018), with the title The Influence of Brand Image, Product Quality, Promotion and Price on the Decision of the Mitsubishi Expander Car Consumer Purchase Process. The results showed that partial product quality had a positive and significant effect on purchasing decisions for Honda brand cars in Medan City. Between this research and previous studies the object of research is different, while the variables used are similar, namely product quality and purchasing decisions. The results of the previous studies mentioned above and this research are in line because partially there is a significant effect of product quality on purchasing decisions.

Effect of Price on Purchasing Decisions. Based on the results of the analysis, it is known that there is a positive and significant effect of price on the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City. It can be seen that the t count value is 3.850 > the t table value is 1.29. Sig test results. t 0.000 < 0.1. This means that there is a significant influence between price and the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City. These results prove that if the price can be increased, it will have a positive impact on purchasing decisions for Wuling Brand cars in Seberang Ulu II District, Palembang City. The results of this study prove that the price of the purchase decision, as a review of the decision to purchase a Wuling Brand car, is low due to the low price. Because if it is connected with the general description of the respondents' answers which show statements proving that prices are at an unfavorable level, so that the impact on purchasing decisions is low, as is the consistency of the relationship with the results of respondents' answers on the purchasing decision variable, then the results of the respondents' answers show a causal relationship which influence each other, which means that the impact of a low price will result in a low purchase decision. Based on the distribution of answers distributed through questionnaires to 68 respondents, it is known that the respondents' answers regarding the price variable show a negative value. It can be seen from the purchasing decisions made by Wuling car consumers because Wuling cars are products that have affordable prices and are in accordance with their quality. In general, consumers tend to buy products that are affordable but have good quality, although there are some respondents who give disagree answers as in the statement that the price of Wuling cars offered is in accordance with their quality, showing that 39 (57.4%) consumers said they disagreed and strongly disagree, meaning that the price offered for the Wuling brand car does not match the quality. According to respondents, the price of Wuling cars is indeed cheaper, but in terms of quality, respondents still feel they prefer other brands. Wuling itself has 4 types of MPV cars and indeed they have cheaper prices, namely Wuling formo for quality that suits family needs, even so most respondents also think that the price of Wuling cars is affordable, this is of course a good value for Wuling itself because affordable prices make customers prefer Wuling over other brands, besides that most consumers of Wuling cars

are also mostly consumers of Chinese descent who certainly value their own products more and become a form of nationalist spirit which, even though the price is high, is not a problem for those consumers. This result is in line with the theory stated by Sangadji and Sopiah (2018) that price is one of the most important attributes evaluated by consumers and managers must really be aware of this role in forming consumer attitudes. Under certain conditions, consumers are very price sensitive, so that the price of a product that is relatively higher than its competitors can eliminate the product from consumer considerations. These results are supported by research conducted by Albert Budiyanto (2018), entitled The Influence of Brand Image, Product Quality, Promotion and Price on the Decision of the Mitsubishi Expander Car Consumer Purchase Process. The results of the study show that there is a partial effect of price on the purchasing decision process for Mitsubishi Expander car consumers. Between this research and previous studies the object of research is different, while the variables used are similar, namely price and purchasing decisions. The results of the previous studies mentioned above and this research are in line because partially there is a significant effect of price on purchasing decisions. The results of Muhammad Andi Setiawan's research (2018), with the title The Influence of Product Quality, Price, and Promotion on the Decision to Purchase a Used Car at Saputra Motor. The results of the study show that there is a partial effect of price on the buying decision of used cars at Saputra Motor. Between this research and previous studies the object of research is different, while the variables used are similar, namely price and purchasing decisions. The results of the previous studies mentioned above and this research are in line because partially there is a significant effect of price on purchasing decisions.

The Effect of Promotion on Purchasing Decisions. Based on the results of the analysis, it is known that there is a positive and significant influence of promotion on the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City. It can be seen that the t count value is 3.600 > the t table value is 1.29. Sig test results. t 0.001 <0.1. This means that there is a significant influence between promotions on the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City. These results prove that if the promotion can be increased, it will have a positive impact in increasing the decision to purchase a Wuling Brand car in Seberang Ulu II District, Palembang City. The results of this study prove that promotion on purchasing decisions, as a review of the decision to purchase a Wuling brand car, is low due to low promotion. Because if it is connected with the general description of the respondents' answers which show a statement proving that the promotion is at an unfavorable level, so that the impact on purchasing decisions is low, as is the consistency of its relationship with the results of respondents' answers on the purchasing decision variable, then the results of the respondents' answers show a causal relationship which influence each other, which means that the low impact of promotion will result in low purchasing decisions. Based on the distribution of answers distributed through questionnaires to 68 respondents, it is known that the respondents' answers regarding the promotion variable show a negative value. Respondents argued that information about Wuling brand cars was not easy to obtain, because the respondents themselves felt that the frequency of showing Wuling car advertisements in print and electronic media was still small. which are interesting. The higher the ad serving frequency provided by Wuling, the more potential customers will know about Wuling. Moreover, Wuling itself has many competitors who are of course more aggressive in promoting. In this case, Wuling itself must not lose in serving its advertisements and show

more of its superiority so that consumers are interested in buying Wuling cars.

This result is in line with the theory stated by Tjiptono (2017) that promotion is a form of marketing communication. Marketing communication is a marketing activity that seeks to spread information, influence or persuade, or remind the target market of the company and its products to be willing to accept, buy and be loyal to the products offered by the company concerned. These results are supported by research conducted by Muhammad Andi Setiawan (2018), entitled Effects of Product Quality, Price, and Promotion on Used Car Purchase Decisions at Saputra Motor. The results showed that there was a partial effect of promotion on the decision to buy a used car at Saputra Motor. Between this research and previous research the object of research is different, while the variables used are similar, namely promotions and purchasing decisions. The results of the previous studies mentioned above and this research are in line because partially there is a significant effect of promotion on purchasing decisions. The results of Putri Arista Widyasmoro's research (2019), entitled The Influence of Price, Product Quality and Promotion on the Decision to Buy a Toyota Sienta Brand Car at PT. Nasmoco Gombel Semarang. The results showed that there was a partial effect of promotion on the decision to purchase a Toyota Sienta brand car at PT. Nasmoco Gombel Semarang. Between this research and previous research the object of research is different, while the variables used are similar, namely promotions and purchasing decisions. The results of the previous studies mentioned above and this research are in line because partially there is a significant effect of promotion on purchasing decisions.

5. Conclusion

Based on the results of the research and discussion, it can be concluded that there is an influence on product quality, price and promotion on purchasing decisions for Wuling Brand cars in Seberang Ulu II District, Palembang City.

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Impact of Corporate Governance on Value Relevance: A Comparative Analysis using West African Stock Exchanges

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Abstract

This study investigates the impact of corporate governance on the quality of value relevance in the resolution of agency problems and investors' confidence issues. We use empirical theories to test which econometrical model corporate governance mechanisms have the greatest positive impact on value relevance quality. Using 528 annual reports from Ghana and Nigeria stock exchange website databases, we choose three econometrical models to test our hypothesis and determine the best one. The first model investigates the direct impact of corporate governance on value relevance (Model 1); the second model investigates the effects of corporate governance under IFRS disclosure requirements compliance on value relevance (Model 2); and the final model investigates the impact of corporate governance associated with IFRS disclosure requirements compliance level on value relevance (Model 3). First, we discovered a positive effect of corporate governance across the three models. Model 3 is the best model, however, because corporate governance mechanisms are more effective and efficient at increasing value relevance when they are linked to IFRS compliance level. In model 3, we also find evidence that earnings are more positively impacted than book value. Furthermore, variables such as independence, expertise, and firm size all play a significant role in improving the quality of the value relevance determinants.

Keywords: corporate governance, IFRS, value relevance, agency problem, investors' confidence.

1. Introduction

From the perspective of an enterprise, the concept of corporate governance embraces several methods of decision-making, planning, management, and control. According to this perspective, corporate governance is based on an articulation of decision-making centers (shareholders, managers, and so on) formalized by stakeholder interaction within the various boards (management board, board of directors, supervisory board, and so on). Corporate governance, which emerged from Anglo-Saxon economic and administrative sciences, established itself as an essential vector of a coherent and effective development policy during the 1990s, thanks to the World Bank. The separation of capital and control is frequently used to explain the governance

problem (Berle, 1932) such as transparency problem and asymmetric informational problem. It describes the nature of the relationship existing between the firm's various stakeholders, particularly managers and shareholders, that determines the firm's ability to create value and thus serves as an important growth lever (Caby & Hirigoyen, 2005). His significance has grown as a result of the wave of corruption scandals and

corporate failures that has brought many businesses to their locked down. Similarly, has demonstrated the importance of good corporate governance monitoring (Bissoondoyal-Bheenick, 2004) in avoiding future crises.

Following these scandals, many countries around the world, including the United States, recognized the critical role of corporate governance and decided to establish various commissions to restore investor confidence in financial and accounting reporting (Committees, 1999; Treadway et al., 1987) with the main priority being the protection of investors through the improvement of the reliability of corporate governance made under the securities Sorbones and Oxley Acts. The United Kingdom followed the lead of the United States by establishing a new aspect in the continuation of the actions of the Treadway et al. (1987) whose role was to review the elements of corporate governance, financial reporting, and accountability. They advised staying informed about the market's and stakeholders' annual financial statements reports from listed companies. Due to the weakness of their corporate governance institutions, many African nations have also been affected. For instance, through the 1994 King Report, South Africa was the first country in Africa to create a corporate governance code of the best practice (Mangena & Chamisa, 2008; N. Waweru, 2014). Kenya did the same for more than 32 banks (Waweru & Ngugi, 2014).

Corporate governance mainly contains many mechanisms or determinants that contribute to increasing or decreasing the value relevance of accounting information quality, which appears to be very important in decision-making for users such as investors and shareholders, and which also helps to reduce agency cost problems. With successive enterprise failure scandals (Enron, for example) and financial crises, taking control of corporate governance mechanisms became increasingly important (such as the economic crisis in 2008). Since the 1990s, many theoretical and empirical studies have been conducted in the corporate governance area in general, as well as in the analysis of the relationship between corporate governance, IFRS, and value relevance using various numerical or econometrical models. These various numerical models have contributed to the discovery that corporate governance mechanisms may have a positive impact on value relevance (Bin Khidmat et al., 2018; Ibanichuka & Briggs, 2018; Krismiaji & Surifah, 2020; Pratiwi et al., 2019); a negative effects on value relevance (Windah & Andono, 2013); and a mitigate or neutral relationship between corporate governance and value relevance (Hassan et al., 2015; Soobaroyen & Mahadeo, 2012). However, any of these researches have focused their study on the investigation and the research of the optimal numerical model enhancing the most the impact of corporate governance on value relevance determinant.

However, this article not only continues to add to the literature on the impact of corporate governance on improving the relevance of value in African stock markets, but it also focuses its research on the investigation and search for the optimal econometrical model to increase the impact of corporate governance on the determinant of the relevance of value as much as possible. As a result, this study employs three econometric models to determine which model best captures the relationship between corporate governance and value relevance. The study's ultimate goal or objective is to demonstrate whether the corporate governance mechanism has a practical positive impact on value relevance through these three numerical models, in accordance with

positive theory corporate governance. If so, which model is best suited to measuring and increase its effects in light of the determinants (stock price, book value and earnings) chosen for this study.

The first econometric model is based on the Ohlson modified model, and the other two model of the study are based on the Ohlson modified model associated to IFRS compliance index model. Prior research in corporate governance in Nigeria and Ghana demonstrated the impact of corporate governance mechanisms on the contribution of value relevance quality on both listed and non-listed companies, as well as financial and non-financial companies. This contribution of corporate governance mechanisms to value relevance quality yielded mixed results, but it did contribute to a better understanding of the corporate governance mechanism system. The literature review based on the corporate governance mechanisms of these two countries reveals several results that are consistent with previous research from around the world. Some of the findings indicate that corporate governance has a positive impact on the quality of accounting information (Bala & Kumai, 2015; Fanta et al., 2013; Juhmani, 2017; Kasum & Etudaiye-Muthar, 2014); some of them show a negative aspect (Abdellatif, 2009; Akpan & Amran, 2014; Bushee et al., 2014; Garanina & Kaikova, 2016) and the last of them show a neutral and mitigated influence of corporate governance mechanism on value relevance (Abdullah et al., 2015; Sellami & Fendri, 2017).

A sample of 528 firm-years non-financial listed firms' observations from Ghana and Nigeria stock exchanges from 2013 to 2020 is used in this study to achieve the purpose of this paper. The findings show that corporate governance mechanisms on the African stock exchange contribute positively to increasing the value relevance quality more quickly, and this positive contribution is more significant when it is associated with the IFRS compliance disclosure requirement. This study extends the literature on corporate governance, IFRS compliance, and value relevance providing additional empirical evidence on the optimal associate relationship between corporate governance, IFRS compliance, and value relevance in the African context. It also contributes to the debate on the role of IFRS in improving the quality of accounting information and corporate governance in a variety of ways:

This paper extends to the corporate governance, IFRS, and value relevance relationship African market literature by first investigating the impact of a good corporate governance system on value relevance enhancement in an understudied African context, both directly and indirectly (under IFRS). Second, through the influence that its transparent characteristic components have on Board management monitoring, this paper contributes to confirming the positive and beneficial impact of IFRS on the corporate governance system. Finally, this paper is unique in that it is the first to focus its research and proposal on the best optimal econometric model that more positively enhances the impact of corporate governance on the quality of value-relevant accounting information in the African stock market. This research may be useful to stockholders and investors by assisting in capital market management by reducing uncertainty and improving market transparency), as well as others as users and policymakers to assist and facilitate decision-making (investment decision, management policies decision, etc). It could help with the investigation of other

stock exchanges that are currently gaining traction in the industry.

This study examines the effects of corporate governance variables on their relationship with value relevance in a business environment using a review of the relevant literature. This section introduces a theoretical framework, which is followed by an overview of the African stock market study sample, focusing on various theories to highlight the corporate governance variables that optimize the relevance of accounting information and market value indicators in this study sample. Corporate governance variables, stock market variables, and the IFRS compliance environment emerge as the primary determinants of value relevance in this theoretical framework. The main dependent variable is stock price (SP), and the indicators attached to the main variable are book value per share (BVPS) and earnings per share (EPS).

Based on previous research, this study provides the nine variables influencing the value relevance variables (Figure 1). The numerous uncertainty hypothesis is examined through the use of three proxies: board structure, audit committee, and ownership structure. Each of these three indicators is divided into three sub-instruments: size, expertise, and independence. This study provides new evidence about the nature of the relationship between corporate governance and value relevance in the context of IFRS compliance for two non-financial companies listed on the African stock exchange from 2013 to 2020. Secondary data is gathered from annual reports, sample stock exchange publications, and the company's official website. This thesis examines the impact and nature of corporate governance over the course of eight (08) years. It then examines the impact of corporate governance variables on accounting information quality and market value indicators. The cumulative model of Ohlson (1995) and the IFRS compliance index model are two different methodologies for measuring the impact of corporate governance on value relevance. The other four sections of this study include a part 2 named literature review and hypothesis development where a theoretical literature review will be established followed by an empirical literature review allowing the hypotheses of the study to emerge, a part 3 entitled methodology and proposed model including the presentation of the data selection and sample sources, the estimation of the model and the definitions of the variables, a part 4 entitled results and discussion including a descriptive part of the results and discussions and a presentation of the results of the multivariate regressions tested and discussed in accordance with the three hypotheses and models of the study, and a last part 5 which is the conclusion.2.

2. Literature Review

This study selected three major theories to support the growth of the corporate governance field. There are three types of corporate governance theories: agency theory, stewardship theory, and value approach.

2.1. Agency theory and corporate governance

There is usually two main sub-theory of this agency theory: normative theory and positive agency theory. The normative theory or "principal-agent" theory proposes mechanisms that reduce the cost of conflicts. According to Mitnick (2019), the principal-

agent approach resulting from the combination between economics and institutional theories is based on the fact that the owner or manager can be opportunistic and take advantage of employees who work for them. The normative theory has grown with more and more accounting principles. Many questions emerged to this theory as to which one between market value or historical cost should be used during the preparation of financial reporting (Anyango, 2020). Conflict between the asset owner and the person in charge of managing and controlling the assets usually results in agency costs. Jensen and Eugene Fama discussed this problem in their book "Agency Problem and Residuals Claim" in 1976, and classified agency costs into three categories: monitoring costs, residual costs, and bonding costs.

2.2. Stewardship theory and corporate governance

Stewardship theory has its roots in the management school (Hung, 1998), the organization theory (Soulsby & Clark, 2007), sociology, and psychology school (Heslin & Donaldson, 1999). The central idea of this theory is that manager interests align with those of shareholders. As a result, managers make decisions that maximize profit and financial performance. According to this theory, the manager is inherently trustworthy and reliable (Nicholson & Kiel, 2007). The manager has autonomy and power because the owners trust him, and he has the same level of interest as the shareholders. This power is in the hands of the manager because he has more well-known business knowledge. To have a strong executive, these powers are supposed to combine chief executive officer (CEO) and chairman (Donaldson & Davis, 1991) to have a strong leadership structure in place in order to achieve maximum performance and profit.

2.3 The value approach of governance

Cognitive theories emphasize internal knowledge creation as a result of organizational learning. This approach analyzes the value creation process (Langlois & Foss, 1997) and takes into account the concept of information asymmetry and the conflicts of interest that it causes. As a result, the company is perceived as a repository of knowledge rather than solely as a nexus of contracts (Charreaux & Wirtz, 2007); for them, the problem is not centered on the accumulation of the interests of the leaders and resource providers, but on the qualitative coordination, alignment of cognitive schemas, and models of anticipation between the various stakeholders. Considers the concept of information as well This approach encourages all stakeholders to not only participate in value creation but also to be treated equally (Freeman & Reed, 1983; Harrison & Freeman, 1999) but must also be treated equally (Post et al., 2002). When viewed from the perspective of stakeholders and their knowledge in creating value, corporate governance actors become key actors in the standardization process resulting from IFRS because interpreting partnership information from IFRS is a complex, lengthy process that necessitates real learning (Aerts et al., 2008; Verrecchia, 1990).

2.4. Corporate governance and value relevance

This part is sustained by a theory based on the fact that corporate governance alone has a significant impact on the value relevance of financial and accounting information in companies listed on stock markets as well as on stock market indicators such as

share prices, earnings per share and book values of shares. According to this theory, corporate governance mechanisms alone would have a significant impact on improving the value relevance of accounting and financial information, which is a very important communication tool containing many indicators that are indispensable for investments and decision-making. This theory is also based on the fact that governance mechanisms would have a better direct influence on the determination and variation of the degree of relevance of stock prices, earnings per share and book value per share (Alfraih et al., 2015; Bin Khidmat et al., 2018; Habib & Azim, 2008; Ibanichuka & Briggs, 2018; Pratiwi et al., 2019).

Knowing that Corporate governance instruments are critical in producing quality accounting information within businesses, corporate governance instruments are most commonly associated with board structures, audit committees, and ownership structures. Several studies were conducted on these instruments and their sub-characteristics (age, gender, experience, non-executive; independence, size, and so on) of corporate governance, with the goal of determining their level of influence on the quality production of compatible information. The findings of these studies are diverse. Some demonstrated a positive relationship between corporate governance mechanisms and value relevance, while others demonstrated a negative relationship between corporate governance mechanisms and value relevance. Finally, the final group of researchers claims that corporate governance has no effect on value relevance.

There is a case with board structure variable linked with value relevance studies where some researchers found a positive relationship (Mungly et al., 2016; Teguh & Hatane, 2017; Tshipa et al., 2018) another group of researchers found a negative relationship (Abdellatif, 2009; Akpan & Amran, 2014; Bushee et al., 2014; Garanina & Kaikova, 2016) and some found inconclusive results (Hassan et al., 2015; Soobaroyen & Mahadeo, 2012; Tshipa et al., 2018). There is also the case of audit committee variables linked with value relevance studies, where several researchers found a positive impact of audit committee variables (independence; size; expertise; experience) on value relevance (Abbott et al., 2007; Almari, 2017; Beasley et al., 2000; Benkel et al., 2006; Klai & Omri, 2011; Krismiaji & Surifah, 2020; Nadirsyah & Muharram, 2015) but in the same time, others researchers found a negative effect of the audit committee on value relevance (Ayadi & Boujelbène, 2015; Barako et al., 2006; Krismiaji & Surifah, 2020). The last group of researchers discovered that the audit committee plays a neutral role in terms of value relevance (Ibanichuka & Briggs, 2018; Wulandari et al., 2020).

Many studies have also discovered that ownership structure (foreign ownership, government ownership, and managerial ownership) influences value relevance. Some researchers believe that ownership structure influences the value relevance of accounting and financial information positively (Chima et al., 2018; Nadirsyah & Muharram, 2015; Warfield et al., 1995); others believe that ownership structure has a negative impact on value relevance over time (C. J. P. Chen & Jaggi, 2000; Haniffa & Cooke, 2002; Ho & Wong, 2001; Tehranian et al., 2006). One final group discovered that ownership structure had no effect on value relevance (Bouchareb, 2014; Gill & Mathur, 2011; Moscu, 2013; Yasser & Al Mamun, 2015). Unfortunately, research on the relationship between corporate governance mechanisms and value relevance is

conducted primarily in developed countries rather than emerging countries, particularly in African countries such as Ghana and Nigeria. As a result, the following is the study's hypothesis: *H1: Corporate governance mechanisms have a positive and significant direct impact on value relevance and are the best econometric model for improving the value relevance of accounting information quality more quickly*

2.5 Corporate Governance under IFRS and Value Relevance

The theory supporting the idea that corporate governance has a better impact on financial information value relevance and the value of stock market ratios (stock price, BVPS, and EPS) when it is under the moderate role of IFRS compliance, which are based on fundamental principles like the principle of transparency, value relevance, reliability, comparability and fair value. According to this theory, when corporate governance is under the moderating and amplifying action of the IFRS, it has a greater impact on the relevance of information and market value (EPS and BVPS). To put it simply, the IFRS, through their principles and mechanisms, act on the variables of the enterprise governance mechanism, which, in turn, act on the relevance of accounting information by better improving its quality. Numerous researchers (Ball, 2006; Mbir et al., 2020), in their studies publications results in the analysis of the impact of corporate governance on the pertinence of the value, have not hesitated to incorporate, to emerge through the results of their studies and their econometric models the presence of IFRS and of the potential influence they could play on the variables of corporate governance.

The financial scandals of the early 2000s in Europe, the United States (Enron, WorldCom, etc.) and the crisis in 2008 have caused numerous business failures around the world. These failures have been amplified by the perverse effects of globalization increasing the levels of international activities, including but not limited to cross-country investments, trade, and global capital flows (Jacoby et al., 2019; Perraton et al., 1997; Samimi & Jenatabadi, 2014; Shin & Kim, 2018). From then on, public authorities and accounting standard-setters have worked to improve the quality of financial communication to restore the confidence of the public, savers, and investors. Thus, the IAS (International Accounting Standards), which had been in use since 2001, was replaced in 2005 by the International Financial Reporting Standards (IFRS), allowing for better international comparative accounting information, accounting information quality, and transparency (Yip and Young, 2012). International accounting standards, however, have not been adopted uniformly and simultaneously by all countries. The European Union and North American countries were the first to adopt the new IFRS, followed by some Asian and South American countries. Around 30 African countries have adopted these new international accounting standards (Framework, 2018), primarily because of all the better benefits that the new IFRS provide, such as a high level of corporate transparency, cross-border enhancement comparability of financial reports, and improvement of financial and accounting reporting quality (Mita et al., 2018), among others (Artikis & Nifora, 2012); Corporate governance mechanisms are another pillar that ensures high-quality accounting standards (Tweedie & Seidenstein, 2004). Previous compliance studies, such as those conducted by (Juhmani, 2017; Mbir et al., 2020; Pope & McLeay, 2011; Verriest et al., 2013) have demonstrated that IFRS adoption mandatory does not guarantee fully compliance with IFRS mandatory disclosure requirements and provide evidence that strong corporate governance structure and

mechanism (Board structure, ownership, and Audit committee) enhance financial reporting quality, transparency, and consistency (Byrne et al., 2002; Deakin & Konzelmann, 2004).

In Africa, on the other hand, the World Bank and the International Monetary Fund (IMF) demonstrated in their Reports on the Observance of Standards and Codes (ROSC) that compliance with IFRS requirement disclosures was problematic in many African countries; poor and lack of transparency pervaded the corporate reporting system, contributing to recent corporate failures and scandals (Initiative, 2012; Štreimikienė, 2012). This situation can be explained by its distinct socioeconomic, cultural, and business structure, which differs from that of developed countries (Gordon et al., 2012; Nnadi & Soobaroyen, 2015; Tawiah & Boolaky, 2019). The lack of evidence regarding the impact of Corporate Governance on the level of compliance with IFRS mandatory disclosure requirements (COMP) and the value relevance of accounting information quality motivates this research in this context. As a result, the following is the hypothesis: *H2: Corporate governance mechanisms have a positive and significant impact on value relevance under IFRS and are the most optimal econometric model to improve accounting information quality's value relevance.*

2.6 Corporate governance, IFRS and Value relevance

According to this theory, corporate governance has the greatest impact on financial information relevance when it is fully associated with a high level of IFRS compliance. According to this idea, when IFRS act on corporate governance and stock market variables, corporate governance has a greater impact on information relevance and market value (EPS and BVPS). To put it simply, the IFRS, through their principles and mechanisms, on the one hand, act on corporate governance variables, which in turn act on the relevance of accounting information by improving its quality, and, on the other hand, act to the same title as corporate governance variables directly on market value variables (Stock price, EPS and BVPS). Many studies on the analysis of the impact of corporate governance on the value relevance, have not abstained from amplifying the impact of corporate governance by including the impact of IFRS compliance level in the results of their studies and econometric models (Mazzi et al., 2017; Sellami and Fendri, 2017). For instance again, the studies conducted by Krismiaji and Surifah (2020) demonstrate the significance of corporate governance fully associated with IFRS adoption and compliance on value relevance accounting information and stock market metrics value. They discovered in their research that IFRS disclosure requirements have a greater impact on value relevance when they are followed by good board governance and when their impact are associated at the same time on corporate governance and together associated on value relevance.

Several studies have highlighted the importance of corporate governance structures associated with IFRS in ensuring a high level of reporting quality, and it is clear that corporate governance structures such as board size, board independence, audit committee independence, and board diversity affect the level of reporting quality of firms equally associated with IFRS (Abbott et al., 2000; Abdellatif, 2009; Ahmed et al., 2006; Aristotelous, 2001; J. J. Chen & Zhang, 2014; Fakhfakh Sakka & Jarboui, 2016; Kukah et al., 2016; Nelson & Devi, 2013; Tehranian et al., 2006; Vafeas, 2000). Khlif & Chalmers, (2015) carry out value relevance enhancement after IFRS adoption.

Furthermore, the use of IFRS information assists companies in improving their forecasts and thus attracting more investors. Companies that have strong corporate governance and make good use of the IFRS disclosure requirements produce better financial reporting (Verriest et al., 2013). According to Chang & Sun (2009), the Sarbanes-Oxley Act increased the effectiveness and efficiency of corporate governance (particularly the audit committee) in their process of producing higher financial and accounting reporting.

Several studies in different countries have found the compliance with IFRS increases the value relevance of accounting information (Aktaş et al., 2013; Martínez-Ferrero & García-Sánchez, 2017). According to the findings of Iatridis's (2010) studies in the United Kingdom, IFRS implementations generally improve accounting quality and aid in the valuation of relevant accounting measures. Adoption and compliance with IFRS, particularly the provision of quality accounting disclosures, contributes to increased stock market efficiency. Martínez-Ferrero and García-Sánchez (2017), agree that shifting from local accounting regulations to internationally recognized standards raises the value relevance of accounting information. The study conducted by Jacob & Madu (2004), revealed that the stock exchange regulation and informational environment in Ghana improved following the adoption and compliance level with IFRS, allowing investors to make the best investment decisions. The following hypothesis is tested when analyzing the effect of corporate governance associated with IFRS adoption disclosure requirement compliance level on value relevance quality: *H3: Corporate governance and IFRS compliance have a positive and significant impact on value relevance, and the most optimal econometric model to improve accounting information quality's value relevance.*

3. Research Method

This study employs three econometrics models to determine which is the best model for analyzing the impact of corporate governance on value relevance. To do so, it first determines whether it has a positive effect on the enhancement of the value relevance quality of accounting information, and then conducts a comparative analysis of the three numerical models used to select the most optimal numerical model based on certain criteria. The first numerical model focuses on the analysis of the direct relationship between corporate governance and value relevance; the second model focuses on the indirect effect of corporate governance under IFRS compliance on value relevance and finally, the last model examines the impact of corporate governance mechanisms and IFRS compliance on the value relevance of accounting information quality for firms listed on the Nigerian and Ghanaian stock exchanges between 2013 and 2020. From 2013 to 2020, the paper uses data from non-financial listed companies on the Nigeria and Ghana Stock Exchanges. The data was gathered from a variety of sources. Companies annual report sources on their website serve as the primary source; African association stock exchange and Big4 websites serve as secondary sources where data has been collected and compared. After removing companies with unavailable annual reports or missing data, the final sample contains 28 years of data (Table 1 and 2). To deal with possible errors or outliers that could lead to a significant impact on the regression line slopes and significant impact on the R-squared especially if the outliers are very large or very small, we firstly looked into each variable to find uncommon values errors for every variable and then, we used quantitative methods

under the normality assumption distribution (here the variables should not generate many outliers), winzorizing at three standard deviations the data (Arce and Mora, 2002) and, we grouped standards errors in two dimensions between firms and years (Cohen et al., 2004; Persons, 2009; Sellami and Fendri, 2017).

This study uses two major African stock exchanges that have adopted IFRS since 2013. These are the Nigerian Stock Exchange and the Ghana Stock Exchange. Listed non-financial companies are selected as the sample of choice because their corporate governance system and regulations are less complex than those of financial companies and also because there is not much literature related to the analysis of the relationship between the corporate governance mechanism of listed non-financial companies and value relevance in the context of IFRS compliance in Africa.

Furthermore, this sample categorisation is relevant to this study because it allows us to better understand the type of business sectors in which international investors are most present in African stock markets. Moreover, this categorization of business sectors is representative of the large market that Africa in general and these two countries (Nigeria and Ghana) in particular represent in terms of the consuming population and abundant natural resources present on this continent. In this light, the various local actors (government, local companies, market regulators, financial partners) operating in these markets need to better control and regulate this market by making greater use of international financial standards in order to produce more transparent, comparable and reliable financial statements that will be more attractive and competitive in the eyes of external and international investors and that will facilitate their investment decision-making in these markets.

This study examines the relationship between corporate governance mechanisms, IFRS, and value relevance using panel data and multiple regression analysis. The construction of the three econometric modified models in this study is based on two econometric models: the first is the compliance index model (Cooke, 1992) and the second is the modified (Liu & Ohlson, 2000) stock evaluation model.

Compliance Index: dichotomous model. In this case, a dichotomous model is used to calculate the compliance index (Abdelsalam et al., 2007; Abdullah et al., 2015; Al-Shammari & Al-Sultan, 2010; Appiah-Kubi et al., 2020; Haniffa & Cooke, 2002; Luan et al., 2018) where an item is scored one if disclosed, zero if not disclosed, and not (Abdelsalam et al., 2007). This method is currently in use because it is unweighted, which means that each item on the checklist is of equal importance (Cooke, 1992). According to the Big Four auditing firms, which work in the non-financial listed companies' markets of two African countries, a checklist based on IFRS has been developed and can be used in Africa during the study period. Each item is equally weighted. As a result, the compliance disclosure index (CIFRSjt) for each standard is calculated by dividing the total items disclosed by the company by the maximum number of items applicable to that company.

Ohlson (1995) Model provides a model that connects market value to earnings and book value. Current earnings serve as a proxy for abnormal return in this model, while book value serves as a proxy for the cash value of expected normal future earnings. The Ohlson price model (PM) expresses a firm's market value (stock price) as a linear

function of earnings, book value, and relevant value information. This model has a number of requirements and generates benchmarks that conceptualize how to link market values with accounting data and other pertinent information. This study employs the ordinary least square (OLS) model to run multivariate regressions such as the Hausman test to determine whether there is a random or fixed effect; the correlation and cointegration test to determine whether or not the variables are well correlated and cointegrated, and if so, in what percentage; and finally, a table summing multiple regression based on the study's three econometric models.

To assess the impact of corporate governance mechanisms on value relevance, earnings and book value are used as the primary metric of stock price. As a result, if the relationships between the share price (SP), earnings per share (EPS), book value per share (BVPS), IFRS, and corporate governance mechanisms are positive and significant, accounting information is relevant to investors. The independent variable in this case is corporate governance mechanism, which includes board size (BoSze), board expertise (BoExp), and board independence (BoInd); then there is audit size (AucSze), audit expertise (AucExp), and audit independence (AucInd); and finally, there is government ownership (GvOwn), foreign ownership (FrOwn), and management ownership (MaOwn). To assess the impact of corporate governance mechanisms on value relevance, earnings and book value are used as the primary metric of stock price. As a result, if the relationships between share price (SP), earnings per share (EPS), book value per share (BVPS), IFRS, and corporate governance mechanisms are positive and significant, then the disclosure compliance index is used to measure IFRS compliance. This study constructs his own index using items that must be disclosed, according to the self-construction index used by certain researchers (Al-Shammari & Al-Sultan, 2010). The dichotomous method is used here, and the disclosure score is calculated by each individual firm. In the study, another dependent variable is the IFRS compliance index. A firm's total score here equals the number of items disclosed in the annual report. Every annual report that is not available is considered non-disclosed. An index is calculated by dividing the actual score of each firm by the highest score. In this study, some control variables (CV) such as leverage (LEV), firm size (Frsze), and return on asset (ROA) were chosen. Table 3 summarizes the definitions and measurements of the various variables that comprise the various models. This paper employs multiple variate models to test hypothesis (1), which examines the direct effect of corporate governance mechanisms on value relevance (model 1); the econometric model of hypothesis (2) examines the indirect impact of corporate governance mechanisms under IFRS on value relevance. Furthermore, the econometric model (3) represents the last hypothesis, which shows the associated impact of corporate governance mechanisms and IFRS compliance disclosure requirements on value relevant accounting information.

The main dependent variables contain: share price (SP) also reflected through book value per share (BVPS), earning per share (EPS). The independent variables include: board size (BoSze), board expertise (BoExp), and board independence (BoInd); next, audit size (AucSze), audit expertise (AucExp), and audit independence (AucInd); and finally, government ownership (GvOwn), foreign ownership (FrOwn), and management ownership (MaOwn), compliance index with IFRS (CIFRS).

4. Findings and Discussions

This section's presentation will be divided into three parts: the first will show the results of preliminary tests we performed to validate the robustness of the study and to check the bias level. Following the validation of the study's robustness, we will present the multivariate regression results that demonstrate the nature of the impact of corporate governance mechanisms on value relevance. In that section, we will demonstrate whether corporate governance mechanisms have a positive and significant effect on the value relevance enhancement quality determinant. The final section will focus on the presentation of the multivariate regression results of the comparison between the three numerical models used, and we will identify which one is the optimal numerical model based on the adjust-R^2, *p*-value, and constant term criteria.

Figure 2 shows a histogram of residuals estimated by regression of all independent variables against the stock market. According to the descriptive results in table 3, the mean share price is 2.603 (USD Million) with a standard deviation of 2.478, the minimum price is 2.057, and the maximum price is 38. For both stock exchange countries, CIFRS has a mean of 78 percent disclosure IFRS with a standard deviation of 13.7 percent, with a minimum of 19 percent disclosure and a maximum of 86.2 percent disclosure. The average percentage of foreign ownership is 48.9 percent, with a minimum of 12.4 percent and a maximum of 77.6 percent. Management ownership averages 31.7 percent, with a minimum of 10.2 percent and a maximum of 87.9 percent ownership. The average board size is 8.825 members, with a minimum of 4 and a maximum of 13 members. The average audit size is 4.667 members, with a minimum of 3 and a maximum of 6.

The endogeneity test investigates the connection between the error term and one or more of the independent variables. It also examines the possible presence of endogeneity between the dependent variables and some explanatory variables, such as firm size, which could contribute to biasing the estimations. Hausman's test estimates augmented regression, the Durbin-Wu-Hausman is used here to do an endogeneity test. The results in table 6 show that the endogeneity test results have a higher significant p-value for Wu-Hausman than for Durbin (score); thus, the null hypothesis is accepted, and we can say that all of the independent variables are not endogenous.

Correlation analysis is used in this study to determine whether or not there is a strong relationship and direction between all of the dependent, independent, and control variables (Pallant, 2011). The correlation matrix variables are strongly correlated between them, according to the results of the correlation analysis in table 7. For example, foreign ownership is positively and strongly correlated with almost all other variables, including stock price and CIFRS compliance, implying that foreign variables help to improve stock price and CIFRS compliance quality. This is also true for book value per share and earnings per share, both of which are highly and positively correlated with stock price and CIFRS. The correlations are significant, implying that they should be considered when determining the nature of the effect of corporate governance on the variables of value relevance.

According to the multicollinearity test results shown in table 8, the greatest value of the VIF is 4.85, which is less than 10 and is considered an acceptable value for not having a

problem with multicollinearity between variables. The VIF mean is 0.746, and the tolerance coefficient has the lowest value of 0.206, confirming non-multicollinearity. The histogram for the residuals estimated by regression of all independent variables against stock price is shown in Figure 1. The density in the panel data is represented by the histogram, and the trend line validates the data's normality. Table 9 presents a normality test with a p-value less than 0.05 at 1.402, indicating that homoscedasticity does not exist in this panel data. The final assumption, autocorrelation, was also tested in STATA using the Wooldridge test to ensure that error terms are not correlated across time periods. The F statistic for the test in table 8 was 2.481, with a p-value of 0.0000. Since the p-value is 0.05, this indicates that there is autocorrelation between error terms.

We need to check for heteroskedasticity based on the multicollinearity, normality, and autocorrelation problems. The breush-Pagan/Cook-weisberg test is used for this. Table 9 test results show that the Breusch-Pagan test estimates are reported. The chi-squared value is still greater than the threshold (*p-value* > 0.05). As a result, homoscedasticity is assumed and heteroscedasticity is rejected, and the p-values in the dependent variables and three models are significant, implying that the null hypothesis is rejected.

In this study, the Hausman test (Bepari & Mollik, 2015) is used to determine whether there is a random effect or a fixed effect on this panel regression because the fixed effects estimator is more efficient than the random effect estimator. According to the Hausman result test in table 9, the fixed effect is more appropriate for this panel regression. The autocorrelation and homoskedasticity tests allow for the assumptions to be validated, and the results show that homoscedasticity is assumed and heteroscedasticity is rejected. A cluster standards error between firms and years is performed to solve autocorrelation problems (Petersen, 2009). The data was estimated using the fixed effect estimation method and the multivariate regression method.

In this section, we use a multivariate regression in table 10 to show whether the corporate governance variables have a negative or positive impact on the quality of value relevance enhancement. We will examine their effects in particular through value relevance determinants such as stock price, book value per share, and earnings per share. Furthermore, we will present the results of these multivariate regressions using coefficient and p-value criteria. Table 9 displays the results of the various regressions performed using the three numerical models. The impact of corporate governance mechanisms on value relevance quality accounting information is represented by model 1; the impact of corporate governance under IFRS on value relevance quality is represented by model 2; and the impact of corporate governance mechanisms and IFRS on value relevance quality is represented by model 3. The share price (SP) and its determinants earning per share (EPS) and book value per share are used to assess the value relevance (BVPS).

Table 9 shows the multivariate regression results of the various tests we ran based on the three numerical models chosen for this study. The intercept's coefficient for all three models is significant at the 0.01 level, with R2 values ranging from 0.241 to 0.261. The results of the multivariate regressions show that corporate governance mechanisms have a positive impact on the enhancement of the value relevance of accounting information quality. Futhermore, the corporate governance impact the

transparency of the financial communication (Kachouri Ben Saad and Jarboui, 2015). When corporate governance mechanisms are linked to IFRS, the results become more relevant (Schipper, 2007).

The results in table 10 show that when combined with IFRS, the board structure variables have a more significant influence on the value relevance determinant than the other two econometric models. According to the study's significance level of 1%, we can see that the p-value used to measure the significance of variable coefficients is less than 0.01 for all three board structure variables under model 3 (Bowerman & Sharma, 2016). That is, they have a positive and significant impact on value determinants (stock price, book value and earnings). Furthermore, board size is the variable that has the greatest influence on book value and earnings, followed by board expertise and board independence. This situation confirms the findings of studies on board size conducted by Chen and Jaggi (2000) and Pfeffer (1972) that highlight the importance of board size direction and expertise level in the management of information asymmetry and the management of corporate resources. Finally, we can say that the average coefficients and t-statistics for book value per share and earnings are positive and significant for all three models (p<0.01); we can also say that earnings have a higher relevant incidence under board structure than book value per share with a P-value of 0.000. In comparison, earnings data should contain more relevant information that can be more useful to investors in their decision-making than book value.

Through the three econometrical models, the results in table 10 show that audit committee structure has a positive and significant impact on value relevance determinants (share price, book value, and earnings) with a p-value less than 0.01. As a result, we can validate all three hypotheses and conclude that audit committees significantly improve the value relevance of accounting information. This means that the structure of the audit committee can ensure the quality of the company's earnings and book value. Our findings are consistent with those of Akeju and Babatunde (2017) and Daryaei et al. (2020) who found that audit committee structures reduce temporary or accidental earnings reports, improve earnings quality and increase auditquality. Furthermore, with a p-value close to 0.000, the audit size variable and audit independence variables have the greatest influence on book value and earnings in model 3. That corroborate Bedard & Johnstone, (2004) findings that audit size, audit independence, and IFRS have a positive relationship in the enhancement of value relevance determinants because they positively influence financial report quality.

The results in table 10 show that the ownership committee structure is positively significant in all three models with p-values less than 0.05. Foreign ownership has the greatest impact, with a coefficient of 1.891 (0.121), followed by government ownership, which has a coefficient of 0.780 and a p-value less than 0.1. Unfortunately, management ownership has a negative impact on the value relevance of accounting, with a coefficient of -0.917 and p-value of -0.443, both of which are greater than 0.1 prior to IFRS implementation. This finding is consistent with the findings of Lee (2013), who found that foreign ownership is one of the most important predictors and contributors to financial report quality enhancement (Vo and Chu, 2019). Furthermore, He and Zhou (2011) find a positive relationship between the increase in foreign

ownership and the earning response coefficient over time, which is consistent with our findings.

Profitability the ROA ratio is commonly used to assess a company's efficiency and effectiveness in terms of net profits generated by asset management. ROA is an important control variable in value relevance studies because it is correlated with the value relevance of accounting earnings data, which can assist investors in making investment decisions. The results in table 10 of the tests show that ROA is generally insignificant at 0.01 but becomes more relevant and significant in model 3 with a coefficient of 0.072 and a p-value less than 0.1. That insignificant effect result corresponds to the findings of a study conducted by Alamsyah (2017). The findings of this study also show that profitability has an impact on the value relevance of firm information by increasing the relevance of accounting information, which positively contributes to the firm's accounting information quality level. These findings are consistent with those of Alamsyah (2017) and Azid and Alnodel (2018).

The regression models 2 and 3 show in table 10 a positive and significant association between IFRS compliance and corporate governance mechanisms variables on value relevance determinants at the 0.01 level. Furthermore, when combined with good corporate governance practices, IFRS compliance has the greatest positive impact on value relevance. This finding is consistent with studies conducted by Yorke et al. (2016) and Alabdullah et al. (2021), which concluded that IFRS compliance has a stronger positive relationship with financial report quality. IFRS compliance helps to increase the value relevance of earnings and book value through models 2 and 3, which correlate the study done by Umoren and Enang (2015). Overall, the variables in models 2 and 3, as well as the board committee and audit committee, have a positive effect on the relevant value of accounting information after IFRS application. The findings are consistent with the findings of Nugroho and Hatane (2017) who discovered that the size and independence of board directors and board committee audits associated with IFRS contribute to the enhancement of accounting value information.

This part compares the result of the multivariate regression models of the three econometrics model used in this paper. Their results are presented in the table 11. The first model illustrates the effects of corporate governance mechanism analysis on value relevance. On value relevance, the absolute error between the optimal model and the model analyzing corporate governance with IFRS is 7%. Corporate governance mechanism under IFRS compliance numerical model (2) is the more efficient second numerical model that allows to see the level of impact of corporate governance on value relevance that corresponds with studies done by Krismiaji and Surifah (2020). The model (3) depicts the outcome of the associated relationship between corporate governance mechanisms and IFRS in terms of value relevance. According to Collins and al. (1997), the model (3) results show a positive and significant associated impact on value relevance (Adj.R2=0.261), which is greater than the direct impact of corporate governance mechanisms on value relevance numerical model (Adj.R2=0.241) and the indirect impact of corporate governance mechanisms under IFRS on value relevance numerical model (Adj.R2=0.256). Furthermore, the first model (1) results show that corporate governance mechanisms contribute to an increase in stock price quality to 0.240. In the model (1), the Audit committee structure (independence, size,

and expertise) contributes to a positive impact on the stock price's relevance value. This situation backs up the findings of Abbott et al. (2000), Beasley et al. (2000) and Nadirsyah and Muharram (2015) who found that the audit committee structure has a positive impact on the value relevance of accounting information. Board structure, as measured by board size 0.274 (0.000), and board expertise, have a positive impact on value relevance. The audit committee variables contribute to improving earnings per share (EPS) quality by 1% and then to improving value relevance by 0.303 (0.000). In the model (1), corporate governance mechanisms have little impact on book value per share, with the exception of board structure variables, which have a 1% impact on value relevance. Model (2) demonstrates that the outcomes of corporate governance mechanisms under

IFRS have a positive and significant greater impact than model (1). This value relevance is significantly higher at 1% for certain variables such as board expertise and audit committee size. Furthermore, in model (2), Book value per share is generally more significant at 1% than Earnings per share. Under IFRS, the book value per share and earnings per share are more relevant and significant at 1%, and they significantly contribute to the increase in stock price (SP). Corporate governance mechanisms associated with IFRS compliance are more effective in terms of value relevance and correspond to studies conducted by Krismiaji and Surifah (2020). The model (3) presents the result of the associate relationship of corporate governance mechanisms and IFRS on value relevance. According to Collins et al. (1997), the model (3) results show a positive and significant associated impact on value relevance (Adj.R2=0.261) greater than the direct impact of corporate governance mechanisms on value relevance (Adj.R2=0.241) and the indirect impact of corporate governance mechanisms under IFRS on value relevance (Adj.R2=0.256).

5. Conclusion

The purpose of this study was to first analyze the impact of corporate governance mechanisms on value relevance using three econometric models, and then to determine which model was the best to quickly and fully enhance the value relevance quality of accounting information. The first model shows the direct impact of corporate governance on value relevance; the second model depicts the indirect impact of corporate governance on value relevance under IFRS compliance disclosure requirements; and the third model illustrates the associated impact of corporate governance mechanism and IFRS compliance disclosure requirement on value relevance. For that, data from the firm's annual report was manually collected via the firm's direct website and other websites such as the African stock market association. The findings show that corporate governance mechanisms, as revealed by the three econometric model analyses, play a positive and significant role in increasing the value relevance of emerging African stock exchanges. According to this tridimensional analysis, the associate relationship between corporate governance and IFRS is the best model of the three because it has the most positive and significant impact on value relevance. The indirect impact of IFRS corporate governance also helps to improve the quality of value relevance (Yosra Mnif and Hela Borgi., 2020; Salah Ahmed ORABY., 2017). The direct impact of corporate governance mechanisms also plays a positive and significant role in improving the quality of value relevance (Hesham I. A

lmujamed, Mishari M. Alfraih.,2020). More specifically, the findings show that when corporate governance and IFRS are combined, earnings and book value per share are more positively significant (Krismiaji, K., & Surifah, S., 2020) that confirm the hypothesis (H3). Furthermore, the results show that the model analyzing the association between corporate governance and IFRS on value relevance is the best model because the absolute error between this model and the model analyzing the direct impact of corporate governance on value relevance is 8% and the absolute error between the best model and the model analyzing corporate governance under IFRS on value relevance is 2%.

The results of this study are consistent with the studies of researchers such as: Iatridis and Rouvolis (2010) and Tolulope et al. (2018) that showed in their studies the importance to associate a good corporate governance system and with IFRS standards compliance disclosure requirement, which are known for their high standards in terms of transparency, comparability, and improvement of financial information quality and specific market measures (Ahmed et al., 2013; Barth et al., 2008; Bova and Pereira, 2012). Additionally, Choi (2011) study shows that IFRS standards have the potential to improve market efficiency, promote liquidity, cut information costs, eliminate information asymmetry, facilitate cross-border comparability, and boost market competition. Therefore, the findings of the present study show that the improvement in the usefulness of the quality of financial information produce through IFRS standards depends also on the establishment of a competent and independent governance system with in mind the public interest rather than personal interests.

This study extends to the corporate governance, IFRS, and value relevance relationship African market literature by first investigating the impact of a good corporate governance system, both directly and indirectly (under IFRS), on value relevance enhancement in an understudied African context. Second, this paper contributes to confirming the positive and beneficial impact of IFRS on the corporate governance system through the influence that its transparent characteristic components have on Board management monitoring. Finally, this paper is unique in that, it is the first to focus its research and proposal on the best optimal econometric model that more positively enhances the impact of corporate governance on the value relevance accounting information quality in the African stock market.

This study can help investors in their decision-making in any stock exchange market in general and in African stock exchange market in particular. The management of African firms through this study could be more alert and concern about the importance of the implementation of a good corporate governance system follow by a good IFRS compliance disclosure requirement system. The findings of this paper should be a signal for African policymakers to contribute by putting some new regulations and policies to encourage a good corporate governance system and a good IFRS compliance disclosure requirement monitoring. The limitations of this study are focus on the fact that the study did not examine every single impact of corporate governance mechanism variable on value relevance as the age, the gender and also, by the fact that the access of data was not easy to get mostly on African countries context. Further researches could be focus on a comparative countries-level analyze with more countries or may be could analyze in details the contribution of every single corporate governance mechanism variable on

value relevance accounting information quality in Africa listed companies.

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Effectiveness and Efficiency of Working Capital Use in Industrial Sector Companies Exchange in 12th Year

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Abstract

Working capital is the capital used to finance a business's activities while it is in operation. This study's objective is to estimate the level of effectiveness and efficiency in the utilization of working capital by industrial sector companies listed on the Indonesia Stock Exchange (IDX) for the 12th Year (Period 2010–2021). Purposive sampling is used as the sampling technique, while descriptive quantitative research is employed as the methodology. Using the ratio of profitability of own capital and the ratio of working capital turnover, the level of effectiveness and efficiency of the use of working capital is determined to be 36 percent and five times the standard ratio, so that companies in the industrial sector on the Indonesia Stock Exchange (IDX) between 2010 and 2021. It was successful because the company had low working capital but achieved maximum profits. It was inefficient because it was affected by a shortage of working capital—however, the company's incapacity to manage minimum working capital to grow sales.

Keywords: effectiveness, efficiency, working capital.

1. Introduction

In the current era of globalization, economic competition between companies is intensifying, necessitating that all companies have reliable financial resources. A corporation has healthy finances if it can meet its obligations on schedule and manage its resources effectively, particularly its working capital. The internal parties of the organization are necessary to have a thorough understanding, particularly managers and financial management. The disputed agreement concerns the sources of funds to be used.

The source of this cash is the manager's or financial management's responsibility to increase the company's working capital. According to Megalia & Situmorang, B. (2021), working capital is the capital needed to finance a company's operations while it is active. The company's issued funds are used to finance daily operations and long-term investments. The company needs working cash so that its operations can function effectively and fulfill its objectives.

Companies tend to underestimate their working capital management, putting them in jeopardy of failing to optimize their use of working capital and competing effectively in the marketplace. Using enough working capital will influence the management of adequate working capital, which will boost the company's profitability. Given the importance of working capital to the firm, sufficient working capital funds should be accessible in line with the company's demands to run economically, effectively, and efficiently and prevent the working capital shortage and excess. The lack of working capital threatens the company's income, profitability, and ability to meet its short-term

obligations on schedule. Additionally, excess working capital negatively affects the organization, beginning with the formation of unproductive money and even leading to losses.

However, the advantages of employing substantial working capital include protection from the company's crisis caused by a decline in the value of current assets and the ability to maintain a balance between the company's needs and working capital. The Industrial Sector is one of the 12 IDX-IC sectors, and also its scope is the sale of products and services to the industrial sector as a customer. This industry's production consists solely of completed goods and services. Hence, processed goods are unnecessary (Megalia & Situmorang, B., 2021).

In contrast to measuring working capital's effectiveness and efficiency using the profitability ratio of own capital and the working capital turnover ratio. This formula determines a company's working capital by subtracting its current assets from its liabilities. Working capital is deemed to be good if it increases every period. However, working capital that drops every period is considered to be poor. After analyzing the net working capital of industrial sector companies listed on the IDX by subtracting current liabilities from current assets, it was determined that the net working capital of all companies fluctuated.

Because the quantity of working capital tends to change annually, twenty-nine enterprises in the industrial sector experience volatility. PT Kabelindo Murni Tbk's operating capital fluctuated from Rp.2,000,000,000 in 2010 to Rp.26,000,000,000 in 2011, Rp.11,000,000 in 2012 to Rp.16,000,000,000 in 2013, and so on till 2021. This example provides an overview of the state of fluctuating working capital. Relevant prior research by Suci Astina titled "Analysis of the Effectiveness and Efficiency of Working Capital Use Case Study at PT. Indonesian Telecommunication Infrastructure Employee Cooperative Sumbagteng Area for 2018-2020." The research is quantitative, and the study's outcomes include PT's working capital utilization. For 2018-2020, the Indonesian Telecommunication Infrastructure Employee Cooperative Sumbagteng Area is classified as either effective or inefficient.

In addition, according to the findings of Megalia and Burnok Situmorang's research titled "Analysis of the Efficiency and Effectiveness of Working Capital Use in Various Electronics Industry Subsector Companies Listed on the Indonesia Stock Exchange (IDX) between 2017 and 2019," The style of research employed is quantitative and distinct from the findings of Suci Astina's (2022) research, namely that the effective and efficient use of working capital in various industrial subsector organizations is declared. In addition, the findings of a study titled "Analysis of Efficiency and Effectiveness of Capital Use in Village Credit Institutions (LPD) Pakraman Sapat Village, Tegallalang, Gianyar" by Dewa Ayu Rumini and Ni Luh Ayu Teges Aryastuti (2019) are presented. The type of research employed is quantitative and distinct from the findings of Suci Astina (2022) and Megalia and Burnok Situmorang (2021), namely the use of working capital at Village Credit Institutions (LPD) of Pakraman Sapat Village, Tegallalang, Gianyar, which is deemed highly effective and highly efficient.

Then, the findings of a study by Reykard S.Lalu, Ivonne S.Saerang, and Sri Murni titled "Analysis of the Efficiency of Working Capital Use in Cement Companies Listed on the

IDX from 2010 through 2014" are presented. Quantitative analysis was conducted, and the results indicate that the utilization of working capital in cement businesses listed on the IDX over 2010-2014 could be more efficient since the company has yet to maximize its profit. The findings of Kadek Surya Febriantari's (2020) study titled "Analysis of the Efficacy of Working Capital Use in the Republic of Indonesia Employee Cooperative (KPRI) "SEDIA" Klungkung Regency Regional Government. "The quantitative research indicates that working capital utilization in the Employee Cooperative of the Republic of Indonesia (KPRI) "SEDIA in 2011-2016 could have been more effective.

Based on the preceding descriptions, it is required to investigate the long-term formation of efficiency and effectiveness. Previous studies only studied a maximum of five or six years. However, this study collected data for the 12th year from twenty-nine companies in the industrial sector. Then it is intriguing to learn the outcome.

2. Literature Review

Working capital comprises current assets in gross working capital, and net working capital is produced from current assets after deducting current debt (Sujarweni, V.W., 2018). To determine whether a company is efficient and reasonably lucrative, an investor, for instance, will first examine the company's working capital by subtracting current assets from current liabilities; the result is the working capital's value. The source of cash is related to the utilization of working capital. This indicates that working capital is utilized by issuing several fees required for the business's everyday operations (Fahmi, I. 2014, Lyngstadaas, H., & Berg, T. 2016, Bhattacharya, H. 2021).

Utilization of working capital results from a rise in assets and a decrease in liabilities. Based on an understanding of working capital and its application, it can be concluded that working capital is used to measure a company's financial strength. If a company can manage its working capital effectively, its finances are strong, attracting investors' attention. Good working capital management will enable the company to operate effectively despite poor economic conditions. Additionally, the company's increased sales will impact its increased working capital. Therefore, companies wishing to enhance their working capital can increase profitability (Deloof, M. 2003, Oladipupo, A. O., & Okafor, C. A. 2013, Seth, H., Chadha, S., Sharma, S. K., & Ruparel, N. 2021).

Financial statements describe a company's financial situation, which may also be used to paint a picture of the company's financial performance (Fahmi, I. 2014). This means that financial statements contain financial information about transactions occurring within a firm and are given to internal and external stakeholders. The internal parties in question are those within the organization, such as management and corporate leaders, who help make decisions regarding marketing and tactics. The external parties in question are external parties, such as creditors and investors, for whom these financial statements help assess the company's ability to repay loans and make investment decisions. The ratio is a method for calculating by comparing quantities to other quantities; the results are utilized for analysis (Fahmi, I. 2014). This indicates that financial ratios are crucial variables utilized in analysis to determine a company's financial health. Before making investment decisions, investors analyze by calculating investment-relevant financial ratios (Smith, B. D. 1999, Chen, Y., Jermias, J., & Nazari, J. A. 2021, Hilmi, H., Zarkasyi, W., Sueb, M., & Tanzil, N. D. 2021).

Effectiveness is how a business can achieve a predetermined aim or objective (Megalia et al., 2021). The relationship between planning and achievement of a goal can be said to be effective if they are linked, in the sense that the result in the principle of effectiveness becomes a benchmark when someone has a desire or plan for something and the final result occurs following the desire or plan; conversely, if the desire or plan results are not as expected, the relationship cannot be said to be effective, effectiveness is a predetermined goal that is measured to determine how well corporate management has met the goal (Serrador, P., & Pinto, J. K. 2015, Stolzer, A. J., et.al. 2018). The efficiency of using working capital is determined by the degree of profit-sharing margin (profit from financing) relative to the amount of working capital provided (Megalia & Situmorang, B., 2021).

The use of own capital profitability ratio in calculating the effectiveness of working capital use is above 21 percent (very effective), 15 percent to 21 percent (effective), 9 percent to 15 percent (quite effective), 3 percent to 9 percent (less effective), and 3 percent (ineffective) (Kep.Men.No.06/Per/M.KUKM/V/2006). Working capital efficiency is the efficient use of working capital in the operational activities of a business. If management is successful, its use of resources is not excessive, and it can be described as efficient because the use of limited resources demonstrates management's capacity to work diligently to reach the company's objectives or goals (Megalia & Situmorang, B., 2021).

This efficiency concept ensures no hurdles to attaining the established goals by balancing inventories and requirements. Use the working capital turnover formula, a ratio, to determine whether a company's working capital is efficient or inefficient. The working capital turnover is calculated by comparing net sales to working capital. The greater the quantity of working capital turnover, the more efficiently the company will utilize its working capital (Abuzayed, B. 2012, Megalia & Situmorang, B., 2021).

3. Research Method

The place of research is where a study takes place to obtain data useful for ongoing research. The place of this research is by collecting data by accessing the Indonesia Stock Exchange (IDX) website of www.idx.co.id. Data collection on the Indonesia Stock Exchange (IDX) is carried out because the website has the necessary data on Industrial Sector Companies listed on the Indonesia Stock Exchange (IDX) as the object of this study. However, the Indonesia Stock Exchange (IDX) only provides data on the company's annual financial statements for the last four years, namely 2019-2022. Therefore, annual financial report data in 2010-2018 is taken by accessing the website of www.idnfinancials.com. This research employs a quantitative research method. Quantitative research collects data using numerical measures (Sardiyo et al., 2022). This study's population comprises fifty-five industrial sector firms listed on the Indonesia Stock Exchange (IDX). The sample reflects the size and features of the population as a whole. Sampling is conducted since the entire population cannot be utilized for a research study. The sampling method employed is the method of purposive sampling (Sardiyo et al., 2022). (a) Industrial sector firms listed on the Indonesia Stock Exchange; (b) Companies listed on the Indonesia Stock Exchange during 2010-2021; and (c) Companies that disclose consecutive financial statements throughout 2010-2021. Based on the established criteria, as many as twenty-nine firms were identified.

4. Findings and Discussions

Table 1. The level of effectiveness of capital use based on the profitability of industrial sector companies in 2010-2021

No	Company Name	Own Capital Profitability Ratio												Effectiveness Rate
		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
1	Asahimas Flat Glass Tbk	35%	30%	28%	22%	25%	19%	29%	4%	1%	-215%	91%	-1533%	-122%
2	Arwana Citramulia Tbk	-918%	366%	344%	255%	137%	690%	55%	43%	45%	53%	56%	56%	265%
3	Astra Graphia Tbk	47%	43%	53%	54%	45%	35%	35%	29%	26%	22%	4%	7%	33%
4	Astra International Tbk	164%	120%	105%	130%	96%	54%	86%	103%	186%	91%	40%	45%	102%
5	MNC Asia Holding Tbk	32%	21%	20%	5%	16%	-27%	55%	40%	47%	138%	163%	51%	47%
6	Global Mediacom Tbk	9%	10%	24%	17%	16%	8%	58%	21%	56%	97%	39%	80%	36%
7	Bakrie & Brothers Tbk	-92%	157%	14%	464%	-2%	20%	0%	10%	443%	600%	74%	-7%	140%
8	Citatah Tbk	95%	7%	14%	3%	5%	1%	13%	2%	2%	-13%	-35%	-23%	6%
9	Island Concepts Indonesia Tbk	449%	-30%	120%	64%	5%	3%	3%	11%	18%	18%	5%	0%	55%
10	Tanah Laut Tbk	4%	2%	45%	29%	46%	2%	-29%	-109%	-184%	5%	0%	-8%	-16%
11	Intraco Penta Tbk	108%	-31%	-3%	28%	11%	95%	83%	39%	-98%	-115%	43%	18%	15%
12	Jembo Cable Company Tbk	-5%	56%	38%	-97%	88%	6%	95%	112%	69%	40%	5%	273%	57%
13	Jasuindo Tiga Perkasa Tbk	110%	146%	62%	50%	49%	111%	61%	102%	69%	72%	28%	29%	74%
14	KMI Wire and Cable Tbk	14%	17%	25%	13%	12%	18%	39%	39%	18%	24%	-4%	6%	18%
15	Kabelindo Murni Tbk	133%	-72%	217%	-48%	147%	65%	23%	38%	29%	25%	4%	-9%	10%
16	Keramika Indonesia Assosiasi Tbk	9%	6%	13%	13%	14%	-31%	-71%	-24%	-22%	-344%	-60%	-4%	-42%
17	Kokoh Inti Arebama Tbk	11%	408%	79%	45%	31%	17%	0%	-16%	-15%	-48%	53%	262%	69%
18	Perdana Bangun Pusaka Tbk	19%	25%	14%	-50%	44%	135%	114%	16%	82%	-68%	0%	9%	28%
19	Lion Metal Works Tbk	16%	19%	24%	18%	14%	12%	11%	3%	4%	0%	-3%	-1%	10%
20	Modern Internasional Tbk	17%	16%	10%	17%	16%	26%	92%	99%	6%	14%	55%	-45%	27%
21	Multfiling Mitra IndonesiaTbk	14%	15%	25%	39%	56%	74%	115%	130%	112%	90%	110%	30%	67%
22	Mulia Industrindo Tbk	370%	-8%	-7%	-275%	78%	69%	-3%	-25%	-236%	44%	91%	129%	19%
23	Multipolar Tbk	174%	5%	7%	39%	73%	-63%	10%	-121%	-205%	-1851%	98%	4%	-152%
24	Supreme Cable Manufacturing & Commerce Tbk	32%	41%	45%	26%	-158%	28%	41%	29%	23%	23%	17%	9%	13%
25	Tira Austenite Tbk	9%	16%	16%	-48%	7%	4%	3%	-23%	-1%	2%	5%	-10%	-2%

26	Surya Toto Indonesia Tbk	53%	56%	46%	40%	50%	36%	24%	38%	39%	14%	-3%	15%	34%
27	United Tractors Tbk	69%	55%	54%	36%	28%	13%	21%	34%	167%	61%	24%	35%	50%
28	Voksel Electric Tbk	6%	37%	41%	22%	-55%	0%	50%	41%	26%	21%	0%	-56%	11%
29	Dosni Roha Indonesia Tbk	43%	39%	39%	30%	203%	120%	114%	-4%	5%	9%	12%	3%	51%
Average														36%

The effectiveness rate of using working capital at PT Asahimas Flat Glass Tbk is (-122%). Hence the company's use of working capital is declared ineffective. With a working capital utilization rate of 265%, PT Arwana Citramulia Tbk is categorized as having a very effective working capital utilization rate. With a working capital utilization rate of 33%, PT Astra Graphia Tbk has been deemed a very efficient organization. PT Astra International Tbk utilizes its working capital at a rate of 102%, making it, by industry standards, an extremely efficient organization.

The working capital utilization rate of PT MNC Asia Holding Tbk is 47%. Therefore, it is highly efficient. Thirty-six percent of PT Global Mediacom Tbk's working capital is utilized effectively, making it a highly efficient organization. PT Bakrie & Brothers Tbk has an adequate level of working capital utilization of 140%, indicating that its utilization of working capital is highly efficient. PT Citatah Tbk has a practical working capital utilization of 6%. Hence it is deemed to be less effective. Fifty-five percent of PT Island Concepts Indonesia Tbk's working capital is utilized well. Hence the company is deemed to be very effective. PT Tanah Laut Tbk's practical level of working capital utilization is -16 percent, making it ineffective. Fifteen percent of PT Intraco Penta Tbk's working capital is utilized effectively, classifying it as effective. PT Jembo cable Company Tbk has a 57% utilization rate of its working capital. Thus, it is efficient.

PT Jasuindo Tiga Perkasa Tbk has a working capital utilization rate of 74%, indicating that the company is very efficient. 18% of PT KMI Wire and Cable Tbk's working capital is utilized well, indicating its effectiveness. Ten percent of PT Kabelindo Murni Tbk's working capital is utilized effectively. Hence the company is quite effective. PT Keramika Indonesia Assosiasi Tbk has a working capital utilization rate of (-42%), indicating that the company is inefficient. With a working capital utilization rate of sixty-nine percent, PT Kokoh Inti Arebama Tbk is deemed to be a highly efficient organization.

Twenty-eight percent of PT Perdana Bangun Pusaka Tbk's working capital is utilized effectively, classifying it as highly effective. The working capital utilization rate of PT Lion Metal Works Tbk is 10%, which is relatively efficient. Twenty-seven percent of PT Modern International Tbk's working capital is utilized effectively, which qualifies it as a highly efficient company. The utilization rate of PT Multifiling Mitra Indonesia Tbk's working capital is 67%, making it very efficient. 19% of PT Mulia Industrindo Tbk's working capital is utilized well. Hence the company is deemed effective.

PT Multipolar Tbk's degree of effective utilization of its working capital is (-152%), hence rendering the company ineffective. The working capital utilization rate of PT Supreme Cable Manufacturing &; Commerce Tbk is 13%. Thus, it is highly efficient. PT Tira Austenite Tbk has an ineffective working capital utilization rate of (-2%) categorized as

inefficient. PT Surya Toto Indonesia Tbk utilizes its working capital at an effective rate of 34%, indicating that the company is very efficient. Fifty percent of PT United Tractors Tbk's working capital is utilized effectively, making it a highly efficient company. Eleven percent of PT Voksel Electric Tbk's working capital is utilized effectively, which qualifies it as highly efficient. With a working capital utilization rate of 51%, PT Dosni Roha Indonesia Tbk is considered very efficient.

Based on the discussion of the effectiveness of the use of working capital in each company, an overall accumulation was performed to determine the effectiveness of the use of working capital in industrial sector companies listed on the IDX in 2010-2021. The results obtained after calculating the average effectiveness rate of 36 percent indicated that, based on the criteria of own capital profitability ratio, the level of effectiveness of using working capital was high. This is because it has a small operating capital yet can make maximum profit.

Table 2. Level of Efficiency of Capital Use of Industrial Sector Companies The year 2010-2021

No	Company Name	Working Capital Turnover Ratio												Efesiensi Rate
		2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	
1	Asahimas Flat Glass Tbk	3	2	2	2	2	2	4	4	9	70	-8	-228	-11
2	Arwana Citramulia Tbk	-95	228	24	15	8	125	9	6	6	5	4	3	28
3	Astra Graphia Tbk	6	5	6	6	4	4	4	4	4	4	3	3	4
4	Astra International Tbk	12	9	9	11	9	6	8	9	16	8	4	4	9
5	MNC Asia Holding Tbk	3	2	1	1	2	6	8	10	7	11	16	4	6
6	Global Mediacom Tbk	0	1	1	2	1	3	8	2	5	5	3	5	3
7	Bakrie & Brothers Tbk	2	199	6	-2	-1	-1	0	0	-12	22	-2	-2	17
8	Citatah Tbk	11	11	8	14	9	1	2	1	1	1	1	1	5
9	Island Concepts Indonesia Tbk	-39	-52	124	14	2	1	1	1	1	1	1	1	5
10	Tanah Laut Tbk	1	2	3	2	2	1	0	0	0	0	0	0	1
11	Intraco Penta Tbk	24	-8	-7	-3	-2	-4	-5	-3	7	5	0	0	0
12	Jembo Cable Company Tbk	37	24	15	-64	55	38	15	29	25	11	6	3	16
13	Jasuindo Tiga Perkasa Tbk	6	9	6	7	8	17	9	15	7	6	4	3	8
14	KMI Wire and Cable Tbk	4	5	4	5	4	4	3	4	3	3	1	1	3
15	Kabelindo Murni Tbk	186	-33	-93	-64	65	49	11	11	9	7	6	8	14
16	Keramika Indonesia Assosiasi Tbk	3	-2	1	2	1	2	2	2	2	5	5	4	2
17	Kokoh Inti Arebama Tbk	13	-27	21	14	14	17	16	18	26	42	19	-243	-6

18	Perdana Bangun Pusaka Tbk	11	6	5	14	42	-41	-18	-22	-18	-34	2	1	-4
19	Lion Metal Works Tbk	1	1	1	1	1	1	1	1	1	1	1	1	1
20	Modern Internasional Tbk	3	3	2	4	6	-5	-1	0	0	0	0	0	1
21	Multfiling Mitra Indonesia Tbk	1	1	1	2	3	4	6	6	5	1	9	2	3
22	Mulia Industrindo Tbk	8	8	10	30	34	-25	-22	-33	-70	13	62	9	2
23	Multipolar Tbk	3	5	6	3	6	9	6	11	19	217	-10	15	24
24	Supreme Cable Manufacturing & Commerce Tbk	12	13	9	9	-42	6	4	5	5	4	3	3	3
25	Tira Austenite Tbk	6	6	6	10	8	8	6	5	5	5	6	7	7
26	Surya Toto Indonesia Tbk	3	3	3	3	4	3	3	3	3	2	2	2	3
27	United Tractors Tbk	7	5	5	4	3	2	2	3	12	5	3	3	5
28	Voksel Electric Tbk	7	7	7	14	13	10	6	6	6	3	2	5	7
29	Dosni Roha Indonesia Tbk	-1	-1	-1	-1	-3	-3	-1	-2	-2	-1	-1	4	-1
Average														5

Each company's average working capital turnover ratio is compiled for study in Table 2, according to Table 1. PT Asahimas Flat Glass Tbk's efficiency level in using working capital is minus eleven times the industry standard, indicating that working capital is inefficient. PT Arwana Citramulia Tbk has an efficient working capital utilization of twenty-eight times, hence classifying its working capital utilization as efficient. PT Astra Graphia Tbk has an inefficient working capital utilization level, as its working capital efficiency is four times the industry average.

Based on industry standards, PT Astra International Tbk's use of working capital is relatively efficient, as its working capital efficiency is nine times the industry average. PT MNC Asia Holding Tbk has an efficient level of working capital use of six times, indicating that, according to industry standards, its use of working capital is relatively efficient. PT Global Mediacom Tbk's level of working capital efficiency is three times the industry average, indicating that the company's use of working capital is inefficient. PT Bakrie & Brothers Tbk's level of working capital efficiency is seventeen times the industry average, indicating that the company's use of working capital is efficient. PT Citatah Tbk has an inefficient level of working capital use of five times, making its use of working capital inefficient. The inefficiency of PT Island Concepts Indonesia Tbk's use of working capital is indicated by the fact that it has a working capital efficiency ratio of five times. PT Tanah Laut Tbk has an efficient level of working capital utilization of one time, thereby classifying its use of working capital as inefficient.

The ratio of PT Intraco Penta Tbk's working capital to its total assets is none. Hence, it is categorized as inefficient. PT Jembo Cable Company Tbk's working capital efficiency is 16 times, indicating that the company uses working capital relatively efficiently. PT Jasuindo Tiga Perkasa Tbk has an efficient working capital use of 8 times, indicating that the company's use of working capital is relatively efficient. PT KMI Wire and Cable Tbk

have an inefficient working capital use level, as their working capital efficiency is three times the industry average. Based on the established standards, PT Kabelindo Murni Tbk's use of working capital is deemed efficient due to its fourteen times efficient utilization level.

PT Keramika Indonesia Assosiasi Tbk has an efficient working capital use of two times, indicating that the company's use of working capital is inefficient. PT Kokoh Inti Arebama Tbk has an efficient working capital use of minus six times, indicating that the company's use of working capital is inefficient. PT Perdana Bangun Pusaka Tbk has an efficient working capital use of -4 times, indicating that the company's use of working capital is inefficient. PT Lion Metal Works Tbk's degree of efficient use of working capital is one time, which classifies PT Lion Metal Works Tbk's use of working capital as inefficient.

PT Modern International Tbk's degree of efficient use of working capital is one time, indicating that the company's use of working capital is inefficient. PT Multifiling Mitra Indonesia Tbk's level of working capital efficiency is three times the industry average, indicating that the company's use of working capital is inefficient. PT Mulia Industrindo Tbk has an inefficient working capital use of two times, indicating that the company's use of working capital is inefficient. PT Multipolar Tbk's degree of working capital efficiency is 24 times, indicating that the company's use of working capital is efficient. PT Supreme Cable Manufacturing & Commerce Tbk needs to improve its working capital use three times. Hence the company's use of working capital needs to be more efficient.

PT Tira Austenite Tbk has an adequate working capital use of (-2%) and an efficiency level of working capital use of seven times, indicating that the company's use of working capital is efficient. PT Surya Toto Indonesia Tbk has an efficient working capital use of three times, indicating that the company's use of working capital is inefficient. PT United Tractors Tbk's working capital efficiency is five times, indicating the company's inefficient working capital.

PT Voksel Electric Tbk's level of working capital efficiency is seven times the industry average. Hence the company's use of working capital is deemed efficient. PT Dosni Roha Indonesia Tbk has an efficiency ratio of minus one for its use of working capital, indicating that it is inefficient. Based on the discussion of the level of efficiency in the use of working capital in each company, an overall accumulation was conducted to determine the level of efficiency in the use of working capital in industrial sector companies listed on the IDX in 2010-2021. The results obtained after calculating the average efficiency level in using working capital were five times the level of efficiency discussed.

Based on the criteria for the ratio of working capital turnover, the level of efficiency in the use of working capital by IDX-listed industrial enterprises from 2010 to 2021 is determined to be inefficient. This results from the company's substantial sales volume and poor working capital management. Based on relevant research, Suci Astina (2022), Megalia and Burnok Situmorang (2021), and Dewa Ayu Rumini and Ni Luh Ayu Teges Aryastuti (2019) have differences with this study, namely in the use of different objects and indicators in measuring the level of effectiveness and efficiency of working capital use, even in their findings. Therefore, the results of this study are inconsistent with those

of earlier research.

5. Conclusion

Based on the results of the analysis and discussion, it can be concluded that the results of the calculation of the average level of effectiveness of the use of working capital are 37%. Based on the standard profitability ratio of own capital, the effectiveness of working capital in industrial sector companies listed on the Indonesia Stock Exchange (IDX) in 2010-2021 is deemed very effective. Comparatively, the average result of the level of efficiency in the use of working capital is six times; therefore, based on the standard working capital turnover ratio, the level of efficiency in the use of working capital in industrial sector companies listed on the Indonesia Stock Exchange (IDX) for 2010-2021 is deemed efficient. It is advised that businesses handle the use of working capital appropriately since the consistency of the effectiveness and efficiency of using it influence the growth of a business's profitability. Furthermore, for the next researcher to conduct better research than the prior researcher by adding variables or using alternative variables and other ratios such as cash turnover ratios, receivables turnover, and inventory turnover.

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Factors Influencing Dividend Payment Decisions: A Case of Mutual Funds in Tanzania

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Abstract

The study aimed at investigating the factors influencing dividend payout decisions of mutual funds in Tanzania for panel data in the time interval of 2019 to 2022. Using the modified Lintner model as a theoretical framework, explanatory research design was used. Employment of explanatory variables including past dividend, free cash flow, liquidity, sales growth, return on assets, financial leverage, firm size and market risk and using descriptive and inferential statistical tools i.e. correlation, fixed effect and random effect regression models the facts were realized. The results of analysis found that dividend payout decision is positively and significantly affected by past dividend and return on assets. Also it was revealed that free cash flows, liquidity, sales growth, financial leverage , firm size had a positive and insignificant effects on dividend payout decision. Either market risks revealed to have negative and insignificant influence on dividend payout. These results therefore recommend that mutual funds management should make much concentration on paying for floating dividend. Furthermore, the findings remind mutual funds management to ensure firm makes profit for firm realize performance, cash inflows, liquidity and growth. Satisfactory payment of dividend ensures for a firm value increase, firm growth and investors prosperous measured in terms of increase in financial leverage. Increase in financial leverage is the firms' management performance which expects to help hedge the market risks for market efficiency hypothesis being realized important for perpetual future dividend payment.

Keywords: dividend payment, mutual funds, Tanzania.

1. Introduction

Dividend payment decisions have been a current topic most which attracts most of portfolio managers into discussions regarding how much to be paid as dividend and how much is to be retained (Budagaga, 2020)**.** Normally every incorporated firm is entitled in paying dividend to its shareholders. That means dividend payment decisions details on the size of dividend to be paid to investors but also how much is to be retained. The debate or discussion on how much to pay and how much to retain for growth of the firm is what has brought this topic under discussions (Labhane, 2019). As it has noted above though in that nutshell, shareholders' target (Barros, Matos, Sarmento & Vieira, 2021), firms' targets (goal) (Eka,2018) and changes in macroeconomic variables (Romus, Anita, Abdillah & Zakaria, 2020) have been the main underlying factors of bringing dividend payment into discussions.

Dividend decisions and shareholders interest are two factors which are correlated to each other (Belda-Ruiz Sanchez-Marin & Baixauli-Soler, 2021). This hold a fact that shareholders require a firm read shareholder wealth. It is from the maximized shareholders' wealth that would retain shareholders. Shareholders are investors like other investors in which the return from their investment should be certain for them continue

injecting shares/capital (Hasanuddin, 2021). Shareholders do bring in equity creating free cash flow which enables a firm become liquid and become able to finance its operations. Thus if these shareholders do not get what they expected called return from investment measured in term of return on assets they normally withdrawal from the firm. Withdrawal of shareholders might become straining force for prosperous of the firm as now the firms operations become financed by debt (Bataineh, 2021). Debt financing play role in improving sales of the firm in a manner that if efficiently allocated a firm attain a rapid growth. But inefficiency allocation of debt-money worsens the firm in which the firm might undergo insolvency before declared bankruptcy. The expected rise in firm value would not be observed but instead the firm would lose its financial adequacy and finally the firm might wound up or cease its operations.

Dividend brings the management team into discussion in order to ensure adequacy on retained earnings. This is firms' targets or interest which has found to affect the dividend payout decisions desirably (Nyere & Wesson, 2019). It should be knote out that while shareholders are paid dividend; the firm profit/return cannot be realized (Triani & Tarmidi, 2019). That means firms' target (goal) or simply interest count as one of the important factor that influence dividend payment decision (Murniati, Mus, Semmaila & Nur, 2019). If say a profit would wholly paid as dividend both to preference and ordinary shareholders none would be retained. None retention of profit lead to retardation of the firm (shrinking of firm size and diminishing of financial leverage) as now the firm would not be liquid to be able to finance its plans. Retained profit is the internal source of financing which is cheap and not subjected into deductions such as interest and tax as it to debt financing. Thus balancing the situation on how much is to be paid as dividend and how much has to be retained need firms' management come into effective discussion and come with collaborative conclusion which trade off the firm growth/profitability and firm value.

Dividend payment decision is also affected by market risks including inflation, exchange rate and interest rate movement (Banchit, Abidin, Lim & Morni, 2020).These macroeconomic variables intent to distort cash inflows. Thus discounting for these macroeconomic changes/risks is a mandatory managerial practice. Moreover, discounting for these distortions function to effectively absorb great distortions that could be associated with them. Discounting for inflation help to sustain transaction or investment expense which help a firm perform. Leaving firm cash flows (expected returns) not discounted is like planning for great distortions which might disrupt both the firm value and shareholders' wealth (Celebi & Honig, 2019). Thus it is by accommodating for this floatation which carries out dividend decision into discussion. As it has pointed above occurrence of business risks tend to distort expected returns, the same discussion should go to dividend decisions detailing on how much is to be paid as a dividend during the time of great distortions and how much is to be retained. Moreover the dividend decision came into pack when distortions are not much propounded. This is what makes the factor, changes in macroeconomic environment to be major factor to be considered in dividend payment decisions(discussion) when it come at a point on how much is to be paid as a dividend full filing shareholders' interest and how much is to be retained for the prosperous of the firm.

In Sweden dividend payment decisions found to be affected by shareholders' interest

(Hallstrom, 2019). Normally incorporation allows investment in which the owner of the business became a principal and management function as agent. Thus a corporation stand as artificial person between the owners and management called agency-principal relationship (Chester man, 2020). Shareholders as investors would like to realize expected returns, thus by paying dividend is a certainty for them continue injecting shares or donating the firm for sustainable foreseeable future operation. Dividend payment therefore does not only attract new investors but also retain the prospectus.

In Brazil (Sanvicente, 2021) revealed that firm targets was the main underlying predictor which influence dividend decisions. It was revealed that by paying less dividend help to retain more as a profit for the growth of firm. It was with dividend payout ratio (DPS/EPS) of 20% which foundto retain more profit for the growth of the firm. It is by 5 times profit retentions in which profit obtained say in a long run can be sustainably paid as a dividend. With this either little/none dividend payment is relevant to rise in the firm value and therefore consistent fact that paying for dividend reduces firm performance/efficiency in which its value also decreases.

In Uganda paying for dividend to investors by mutual funds revealed to favor shareholders interest (Tumwebaze et al., 2022). From 85%of dividend yield extracted, it was distributed in prorate basis in manner that investors contributed more shares also received more dividend as expected return and vice versa to small contributors of shares (equity capital).This is the fact because someone to invest expect a return, opposite to that an investor cannot even dear to invest its money to a particular scheme or business firm.

2. Literature Review

The study adopted the Lintner (1956) partially adjusted model modified by Brittain (1964), Charitous and Vafeas (1998) and Adelegan (2000). The model proposes on dividend payout to be a function of distributable total earnings. Distributable is a profit after tax from which a dividend is to be deducted .Lintner model said that dividend payout dependent payout depend on the amount of dividend to be paid prior the net investment or earning per share .The theory stipulates on dividend payment basing on the shares value or net investment equal to share value of the firm is the capital share (injected into the firm) by shareholders for financing operations at a time of beginning a business. The share capital is cash that makes a firm become liquid. That is, it is from this share capital where a firm expects free cash inflows. It is from the attained cash inflows which sustain liquidity of the firm. It is by a firm being liquid where firm operations are financed leading into growth of the firm (sales growth). Growth of firm implies profit the firm earns. Deducting the profit earned called operating profit with interest and later tax gives a profit or earnings after tax. The profit after tax is a said distributable total earnings or net investment. Deducting the distributable total earnings with dividend gives retained earnings. Dividend is a return on investment received by investors/shareholders. It is by dividend being paid to shareholders, this perpetuate more investment. In other word a net investment therefore create financial leverage as well as acquisition of administration (production) assets which later gives more sales growth/operating profit or operating leverage and firm earnings.

Despite of the innovative proposal said by the model but Lintner model, but t it did not stipulate on the extent to which the dividend payout decisions are affected by market risks.

Market risks is the result of change in macroeconomic financial environment caused inflation, interest rate and foreign exchange movement. Market risks tend to increase floatation costs which increases transactions cost which then distort dividend payment as by this time firm may decide to retain much of earnings for the growth of firm.

In India most of companies listed in stock exchange reveal its dividend decisions to be affected by firm targets specifically in attaining firm growth (Priya & Mohanasundari, 2016). The duality and power of Chief Executive Officer of a corporate revealed to the promoting factor for such firms' targets to be attained. It is from the philosophy of firm read high value what found to impact the same on growth of shareholders' wealth.

In Nigeria (Adeyemo, 2020) the dividend payout ratio decisions for manufacturing listed companies found to be affected by firms' targets defined through past dividends, profit after tax, total distributable earnings, leverage, turnover growth, firm size and market to book value. Paying for ordinary dividends was growth of the firms' considerate. Either the great significance was revealed over past dividend payment and after tax profit earnings (Adelegan et al., 2020). It is from a more profit read report of firm, which was assurance for the firm to operate in foreseeable future.

In Kenya, the dividend payment decision over companies listed in Nairobi stock exchange market was found to be affected by shareholders' interest (Yasin & Wepunkulu, 2019). This was a fact in which by allowing shareholders continue injecting their money in terms of shares, it ensures a firm operate in foreseeable future. This moreover found not to benefit only the investors but also regulatory entities say revenue authority .That means going concern over operations of the business ensure steady tax collections.

The theories and empirical evidences above have shown the predictors which influence the dividend payment decision. But none of the study has stipulated on why dividend payment has sometimes positive effect and in other times it affect dividend decision negatively, consistent result on firms' value. Moreover the positive effects of dividend payment on shareholders wealth to be revealed irrelevant were explicitly uncovered by the current study. From this current study it has addressed that paying for dividend is an expense or cost the firm has to incur. Incurring for dividend cost is an expense or load which leads the same on diversified outputs which increases firm value or simply growth (performance) of the firm.

Thus it is by maximizing share holder's wealth which is contrarily from the philosophy of portfolio performance of the firm what the current study has also said the same. This is again a contextual difference, the same facts what was with empirical gap, differences regarding unit of analysis and methodology between the reviewed literatures and the current study.

3. Research Method

The data set is a panel data of all six (6) mutual funds in Tanzania over the period of 2019 to 2022 (See Annex1).The data excluded listed manufacturing firms, banks, insurance and other service sectors. Financial data from 2019 to 2022 was collected through reviewing publicized reports of the investment mutual funds. Data on market prices and dividend were obtained from research department of the Dar Es Salaam stock exchange. The Dar es Salaam is the reliable source of data of the quoted mutual funds because the

mutual funds are mandatorily required to submit their financial reports to Dar Es Salaam stock exchange quarterly and bi-annually. Mutual fund annual reports are also reliable because they are statutorily required to be audited by recognized auditing firms before publications.

The variables specified in the regression model are dividend (DIV), return on assets (ROA), total assets (Firm Size), free cash flow (FCF), liquidity (LIQ), growth (GROWTH), Leverage (LEV) and market risk (PE) which are independent variables. The model specified is as shown below and table of variables and its indicators as it is shown in Table 1

$DIVit = \alpha + \beta_1 DIV_{it-1} + \beta_2 FCF_{it} + \beta_3 LIQ_{it} + \beta_4 GROWTH_{it} + \beta_5 ROA_{it} + \beta_6 LEV_{it} + \beta_7 SIZE_{it} + \beta_8 PE_{it} + \varepsilon_{it}$

Where dependent variable is current year dividend, DIV_{it} = the share of dividend in total earnings (or dividend per share/earnings per share)

DIV_{it-1} = dividend with lag

FCF= Free cash flows= share capital injected into business in commencing it LIQ= liquidity =cash received from investment/operations

GROWTH = firm sales growth

ROA= Return on assets, a measure of firm profitability

LEV= Financial leverage attained from net investment leading into increase in firm value
SIZE= firm size measured in terms of total assets owned by the firm

PE= Price per earnings ratio, a measure of magnitude of market risks (e.g. inflation, foreign exchange movement)

Table 1. Variables

Variables	Measures
Dividend payout (DIV_{it})	Dividend(DIV_{it-1}) Market share price(P) Dividend per share (DPS) Earnings per share (EPS)
Free cash flow (FCF)	Operating profit before tax Depreciation Increase or decrease current assets Increase or decrease in current liabilities 5.Interest 6.Current tax

Liquidity (LIQ)	Cash in hand Cash at bank 3.Inventory 4.Prepaid amount
Firm growth (GROWTH)	Sales Total assets 3.Profit
Returns on assets(ROA)	Profit before tax Total assets Current assets Fixed assets
Firm leverage (LEV)	Earnings per share Number of outstanding shares/units Net investment
Firm size (SIZE)	Total assets Investment assets Net asset value
Price per earnings per share (PE)-Market risks	Market share price Earnings per share Number of shares(units)

4. Findings and Discussions

Descriptive Statistics. Under this section, the study motivated at determining the description behind determinant of dividend payment decision. The descriptive tools under analysis were minimum, maximum values, mean and standard deviations. At a general maximum and minimum values of 0.07 and

40.10 respectively, the results of analysis was confined and presented in Table 2.

Table 2. Descriptive analysis results

	Minimum	Maximum	Mean	Standard deviation	Skeweness	Kurtosis
DIV_{it-1}	40.10	259.52	24.01	0.01	10.23	105.61
CFC	1.25	401.00	23.01	1.21	21.25	102.75
LIQ	1.00	167556.2	20.51	0.08	-20.64	342.65

GROWTH	0.07	14.12	22.50	0.07	19.07	231.60
ROA	1.02	165.52	24.00	0.02	2.56	201.75
SIZE	4.52	125.64	12.57	0.11	-11.75	301.25
LEV	3.24	146.01	15.97	0. 37	15.72	691.42
PE	1.67	409.70	6.52	4.72	13.78	791.00
DIV it	31.42	571.45	22.45	30.56	18.75	301.21
Note: DIV= past dividend payment consideration; CFC= free cash flow; LIQ= liquidity; GROWTH= sales growth; ROA= return on assets; SIZE =firm size; LEV= financial leverage; PE=price per earnings ratio						

At a minimum value of 40.10, maximum value of 259.52, mean ($\bar{X}$) =24.01 and standard deviation of 0.01 it indicates that past dividend payment consideration influence the dividend payout decision positively . This implies that payment of dividend to investors has an influence on dividend payment decisions. The greater the ratio of payout is the great probability for investors (shareholders) continuing investing to the firm. The sustainable investment leads into sustainability of the firm operation in foreseeable future, domestic, optimistic results of dividend were consistent with those of return to assets given mean value ($\bar{X}$)= 24.00 and standard deviation =0.02.

The results over dividend and return on assets are slightly different with those with of free cash flow, liquidity, sales growth, financial leverage, and firm size. With mean ($\bar{X}$) = 23.01 and standard deviation = 1.21 for FCF; $\bar{X}$ = 20.51 and standard deviation= .008 for LIQ; $\bar{X}$ = 22.5 and standard deviation =0.07 for sales growth of the firm; $\bar{X}$ = 15.97 and standard deviation = 0. 37for LEV; while firm size, $\bar{X}$ = 12.57 and standard deviation =0.11 and market risk (PE), $\bar{X}$ =

6.56 and standard deviation = 4.72 indicate the variation to be indefinite, not explanatory. This is exceptional effects of occurrence of market risks on dividend payout. The abnormality in standard deviation regarding market risks shows how large cash flow distortions are associated with changes in macro-economic variables.

The significant variation (standard deviation) of dividend payment and return on assets shows significant influence, the two factors has on dividend payout decisions, the facts which are consistent with that by Pattiruhu and Paais (2020). Moreover the significant variation indicated by past dividend payment consideration in relation to dividend payout decisions was also reported by Traini and Tarmidi (2019) that by paying for dividend ensures prosperous of investors to continue investing in the firm for firm value retention and growth. Referring to returns on assets, this is the profit the firm earns from which financing of firm operation-plans both short and long term becomes certain. It is with sustainable firm earnings where survival, growth and perpetuation of firm become certain, the results which resembles as what was said by (Osazefua, 2019)

Correlation Analysis. Employment of correlation coefficients used to determine the

strength of the linear relationship between variables i.e. explanatory (independent) and explained (dependent) variables. While explanatory variables included dividend, free cash flow, liquidity, sales growth, return on assets, financial leverage, firm sixe and market risks, and the explained variables was a dividend payout decision. From the computation results (See Table 3) it indicates that amount of dividend to be paid positively and significantly influence dividend payout ratio. With correlation coefficient, r=0.57 equals to 57 percent show that for every 0.572 units of dividend paid influence 1unit increase in dividend payout ratio. While past dividend consideration found to influence dividend payout at a significance of 1 percent , return on assets (profit) found to influence dividend payment given r =0.742 at a significance of 5percent. The determination of return on assets on dividend payment indicates that increase in return on assets by 0.74 units lead into increase in dividend payment by 1unit.

Table 3. Correlation coefficients

	DIV_{it-1}	CFC	LIQ	GROWTH	ROA	SIZE	LEV	PE	DIV_{it}
DIV_{it-1}	1								
CFC	0.572***	1							
LIQ	0.124	0.097	1						
GROWTH	0.131	0.161	0.020	1					
ROA	0.742**	0.641	0.010	0.040	1				
SIZE	0.021	0.082	0.571	0.020	0.210	1			
LEV	0.122	0.241	0.063	0.031	0.045	0.061	1		
PE	0.075	0.230	-0.452*	0.402	0.011	0. 311	-0.235	1	
DIV_{it}	0.581	0.610	0.154	0.431	0.052	0.203	0.114	0.250	1

Note: ***p<1%; **p<5%; *p<10%; DIV= past dividend payment consideration; CFC= free cash flow; LIQ= liquidity; GROWTH= sales growth; ROA= return on assets; SIZE =firm size; LEV= financial leverage; PE=price per earnings ratio

The results over r = 0.641 for free cash flow; r= 0.571 for liquidity; r= 0.402 for firms' sales growth; r= 0.241 for leverage; r= 0.061 for firm size indicates that dividend payout ratio was affected positively through increase in either one of the factor but in insignificant manner. The fact is that increase in free cash flow by 57.1 percent lead into small increase in dividend payout ratio by >10%. The positive free cash inflows from the business operation had an influence on the growth of firm and not over dividend payment but in return growth of the firm in-terms of sales and profitability help to attain financial adequacy which ensures certainty in payment of dividend.

The positive and insignificant relationship with free cash flow on dividend payout ratio

was also shown with liquidity since increase in liquidity is for firm performance which might not mean the same over certainty in paying for dividend (Shingade & Rastogi, 2019.). Also increase in sales growth by 0.402 units; leverage by 0.241 units and firm assets (firm size) by 0.061units indicated a little or insignificant increase in dividend in dividend payout ratio by >0.10 unit. This is a proven fact that increase in sales growth might not mean the same on growth in dividend payment especially if mutual firm management is not efficient in appropriate use of financial resources. Moreover increase in financial leverage by 24.1 percent might not lead the same on sustainable increase in dividend payment if the firm management is not good at investment appraisal the results which are consistent with what was reported by Ibrahim and Isiaka (2020). Furthermore in significant effects of firm size on increase in dividend amount to be paid is from the philosophy that assets accumulation might not necessarily lead into increase in dividend payout especially when the firms' management is not efficient at capital budgeting.

Market risks identified by occurrence of inflation, exchange rate movement indicated to be negative and significant determinant of dividend payout given r=-0.452 at a significance level of 10%. It is by increase in floatation cost of inflation by 0.452 units that led into decrease in dividend payment by 1unit. This is true because change in inflation and other macro economic variables transaction cost used in servicing the floatation/ or cash flow distortion effects.

Random and fixed effects regression. Under this experiment the study aimed at determining the strength of association and significance of association between variables given two conditions i.e. with random and stationary data. Random data assumed for a serial correlation where the results were analyzed basing on the residue or cointergration unit. Random data burrowed a concept of heteroscesdastic while fixed asset was for stationery data postulating homoscedastic testing. Generally random and fixed effect regression aimed at examining the behavioral strength of the relationship in a long and short run respectively. The field computed results were shown in Table 4

Table 4. Random and fixed effect regression results

	FE	RE
DIV_{it-1}	0.571**	0.584***
FCF	0.024	0.025
LIQ	0.062	0.041
GROWTH	0.050	0.032
ROA	0.624***	0.571***
LEV	0.035	0.064
SIZE	0.036	0.021
PE	-1.162***	-1.163***

Constant	64.65***	79.91***
N	120	120
# of firms	6	
Hausman test (Prob>X^2)	0.03	
R-Squared	0.74	0.81
Note:***p<1%; **p<5%; *p<10%; FE= fixed effect; RE= random effect; DIV= past dividend payment consideration; CFC= free cash flow; LIQ= liquidity; GROWTH= sales growth; ROA= return on assets; SIZE =firm size; LEV= financial leverage; PE=price per earnings ratio		

With R^2 =0.74 under fixed effect regression indicate a positive relationship that exist between each of all eight explanatory variables and dividend payout. The same positive results were with Hausman test, $\chi 2 = 0.03$. Also with $\beta = 0.571$ at a significance level of 5% under fixed effect regression and $\beta = 0.584$ at a significance of 1% indicate that by a firm being considerate on past dividend payment has a positive and significant influence on dividend pay out. Positiveand significant influence was also revealed by the variable return on assets equals to β=0.624 at p=0.01 and β=0.571 at p=0.01.

Determination of the variables free cash flow, liquidity, sales growth, financial leverage and firm size on dividend payout was positive and insignificant. The insignificant influence was due point β =0.24 under fixed effect and β =0.025 under random effect; β= 0.062/ equals to 0.041; β=0.050 equated to 0.02; β = 0.0325 equated to 0.064; β=0.036 equals to 0.021 for fixed and random effects regressions respectively.

Insignificant determination of the variable free cash flow is due to the fact that cash holding from issued shares by shareholders may not gives the same expected return from firm projects (Al- Fasfus, 2020). Liquidity of the firm ensures a firm become at a good position of financing short term plans or day or day operations but the fact is that inefficient use of the current assets lead into deficient return on investments sustainable dividend payment (Koziel, Hilber, Westerlund & Shayesteh, 2021).

Insignificant influence of sales growth, financial leverage and firm size on dividend payout is due to firm management proficiency (Li, Xiang & Djajadikerta, 2020). Inefficient use of inventories, common stocks and non-current assets strain income and operating gearing ratios leading into non sustainability of firm profitability. It is from profit deficiency in which paying for dividend become difficult rather firm profit retention. Decision of a firm not to pay for dividend because of little earnings from the business is the fact which is consistent with what was reported by Hussain and Akbar (2022).

With β = -1.162 equated to -1.163 at a significance level of 1%, it shows that market risks occurrence affect adequate and sustainable payment of dividend. Occurrence of market risks such as inflation, foreign exchange movement tends to pile up transaction cost (Tumwebaze, Orobia, Bananuka, Bonareri-Tirisa & Balunywa, 2022). The liquid preference resulted from inflation and other macro economic variables spite for small

expected return from investment presented by return on assets. It is from little return on assets earned which creates dissatisfaction over dividend payment.

5. Conclusion

Dividend payout decisions are managerial discussions which attract attentions of both management and owners of the firm. While firm management is interested with much profit retention for growth of the firm but owners of the firm are interested with dividend to be paid for their prosperous and firm value increase. The factors or criteria of decision of how much are to be paid as dividend and how much is to be retained. Past dividend payment consideration and return on assets were revealed to be positive and significant influencers of the decisions, free cash flow, liquidity, firm growth, financial leverage, firm size found to be positive but insignificant influencers of the dividend payment decisions. Either market risks were revealed to be negative and significant influencing factor of dividend payout decisions. It is from these results, in which the following are recommended: - mutual funds portfolio management to put much focuses on past dividend payment and return on assets in sustaining dividend payments. Moreover managerial effort should also go in ensuring sustainability of free cash flow, liquidity, sales growth, financial leverage and firm size (total assets). Apart from incrementing firm earnings called distributable total earnings for sustaining firm growth and value, having dividend payment discussions should be made to anvil out the distortions brought by occurrence of market risks.

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The Influence of Profitability, Leverage and Company Size on Income Smoothing in Pharmaceutical Companies on the Indonesian Stock Exchange

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Abstract

This study aims to determine the effect of Profitability, Leverage, Company Size on Income Smoothing in Pharmaceutical Companies listed on the Indonesia Stock Exchange. This research was conducted at pharmaceutical companies listed on the Indonesia Stock Exchange. The sample determination method uses purposive sampling by taking into account the availability of financial report information for the 2017-2021 period, a total of 55 samples consisting of 11 companies with a 5 year period. The data used in this research is secondary, namely the financial reports of the Indonesia Stock Exchange (IDX) for 2017-2021. In this study the technique used is multiple linear regression analysis. The results of the analysis show that there is a significant effect of Profitability, Leverage and Company Size together on Income Smoothing in pharmaceutical companies listed on the Indonesia Stock Exchange. There is a significant effect of Profitability on Income Smoothing in pharmaceutical companies listed on the Indonesia Stock Exchange. While Leverage and Company Size partially have no significant effect on Income Smoothing in pharmaceutical companies listed on the Indonesia Stock Exchange.

Keywords: profitability, leverage, company size, income smoothing.

1. Introduction

The financial report is an information presentation of a company's financial condition, because the financial report will present various kinds of information about the company's finances that are needed by various parties in the company. The users of financial reports include management, creditors, shareholders, company employees, suppliers, government, consumers and other general public which in essence can be divided into two major groups, namely internal and external parties.

The economic development in Indonesia is growing well and is able to produce products in every sector - company sectors that are able to compete in the business world, including the pharmaceutical sector. Accelerating the development of the pharmaceutical and medical device industry sector has become the main focus of the government, especially since the last five years. The aim is to realize independence and increase the competitiveness of the domestic pharmaceutical and medical device industry. The policy to accelerate the development of the pharmaceutical and medical device industry is motivated by Presidential Instruction Number 6 of 2016 to guarantee the availability of pharmaceuticals and medical devices, as an effort to improve health services within the framework of the National Health Insurance.

Income Smoothing is a specific practice of earnings management that involves temporary

internal reporting of income smoothing, which makes earnings appear stable without too high fluctuations. Profitability is a ratio to estimate a company's ability to achieve profits *Leverage* is a ratio used as a measure of the extent to which a company's assets are financed by debt. This means how much debt is borne by the company compared to its assets. Company Size is a measure of the size of large and small organization sizes as indicated by the different sections, specifically all resources, complete transactions, log size, stock exchange values, etc. Etc.

Profitability is a measure used to assess the extent to which a company is able to generate profits at an acceptable level. Profitability is a ratio to estimate a company's ability to achieve profits. *Leverage* is a ratio used as a measure of the extent to which a company's assets are financed by debt. This means how much debt is borne by the company compared to its assets. *Company size,* which is a size, scale or variable that describes position in relation to the size of the organization based on material guidelines, for example, complete resources, log size, market price, shares, annual sales , annual income , absolute *capital* and *others* .

In 2022 there was negligence in the pharmaceutical industry sector where there were many cases where ingredients were found in the drugs being produced. This can trigger a lack of public trust in the use of drugs produced by pharmaceutical companies. Most recently, the Food and Drug Supervisory Agency (BPOM) will drag two pharmaceutical industries towards crime. The reason is because the contents of ethylene glycol (EG) and ethylene glycol (DEG) are very high in the drugs they produce.

2. Literature Review

Income Smoothing. According to Nejad et al., (2013) in Alfonsa (2017) *Income Smoothing* is a special practice of earnings management that involves internal reporting of temporary income smoothing, which makes earnings look stable without too high fluctuations. Stable profits are expected to create investors' perceptions of a good company condition. *Income Smoothing* activities are deliberately carried out to attract the market's desire to invest. Profitability. According to Kashmir (2017) the profitability ratio is a ratio for assessing a company's ability to make a profit. This ratio also provides a measure of the effectiveness of a company's management. Leverage. Kasmir (2017) leverage ratio is the ratio used to measure the extent to which a company's assets are financed with debt. The financial leverage ratio is used to measure the relationship between total assets and equity capital used to fund assets. Company Size. According to Paramita and Isarofah (2016), company size is a scale in which a company can be classified as large or small through various ways including total assets, log size, stock market value, and others. Company size is the result of the overall average of net sales for the current period to the coming year.

3. Research Method

The type of research used in his research is associative , which is research that aims to determine the relationship between two or more variables. The population used in this study are pharmaceutical companies listed on the Indonesian Stock Exchange. Sampling using *purposive sampling.* The number of samples studied were 11 pharmaceutical companies listed on the Indonesia Stock Exchange. The data needed for this research is secondary in nature in the form of financial reports of pharmaceutical companies listed

on the Indonesia Stock Exchange which can be accessed via www.idx.com. The data collection technique used in this research is documentation. Collecting information from the financial reports of pharmaceutical companies listed on the Indonesia Stock Exchange. Data analysis used in this study is quantitative analysis using statistical formulas corrected by research that takes documentary data from the financial statements of pharmaceutical companies listed on the Indonesia Stock Exchange.

4. Findings and Discussions

The effect of Profitability, Leverage and Company Size simultaneously on Income Smoothing in Pharmaceutical Companies listed on the Indonesia Stock Exchange. Based on the test results, there is a significant effect between Profitability, Leverage and Company Size on *Income Smoothing*. Hypothesis test results F test with a significant level α = 0.05 or 5% F count g 3.389 > F table 3.18 with a Sig F value ≤ α (0.025 ≤ 0.05), then Ho is rejected and Ha is accepted meaning there is an influence Profitability, Leverage and Company Size on *Income Smoothing* in Pharmaceutical Companies listed on the Indonesia Stock Exchange. The results of this study mean that if the higher the profitability shown through the profits owned by the company, then it is able to influence the practice of income smoothing in the company. With the higher level of debt owned by the company, it encourages management to manipulate profits to improve the company's image and reputation in the eyes of stakeholders so that investors still want to invest in the company . This means that the larger the size of the company as indicated by the size of the total assets owned by the company, the more influence it has on the practice of income smoothing.

The Effect of Profitability on Income Smoothing in Pharmaceutical Companies Listed on the Indonesia Stock Exchange. The results of the hypothesis test show that the significant value of the t variable profitability on *Income Smoothing* is 0.011 using t table with a significant level df = 55-3 = 52 then t count is 1.721 > t table is 1.674 and significant profitability is 0.011 <α 0.05 then Ho is rejected and Ha is accepted, meaning that there is a significant influence between profitability partially on *Income Smoothing* in pharmaceutical companies listed on the Indonesian stock exchange.

The Effect of Leverage on Income Smoothing in Pharmaceutical Companies Listed on the Indonesia Stock Exchange. The results of the hypothesis test show that the significant value of t variable leverage on *Income Smoothing* is 0.566 using t table with a significant level df = 55-3=52 then t count is - 0.578 < t table is 1.674 and significant leverage is 0.566 > α 0.05 then Ho accepted and Ha rejected, meaning that there is no significant effect between leverage partially on *Income Smoothing* in pharmaceutical companies listed on the Indonesian stock exchange.

The Effect of Company Size on Income Smoothing in Pharmaceutical Companies Listed on the Indonesia Stock Exchange. The results of the hypothesis test show that the significant value of t variable Firm Size on Income Smoothing is 0.443 using t table with a significant level df = 115-3-112 then t count is -0.773 ≤ table is 1.674 and significant Firm Size is 0.443 ≥ a 0.05 then Ho is accepted and Ha is rejected, meaning that there is no significant effect between company size partially on income smoothing in pharmaceutical companies listed on the Indonesian stock exchange.

5. Conclusion

Based on the test results above, it can be concluded as follows: there are significant effect of Profitability, Leverage and Company Size on Income Smoothing in pharmaceutical companies listed on the Indonesia Stock Exchange. There is significant influence Profitability on Income Smoothing in pharmaceutical companies listed on the Indonesia Stock Exchange. There is no significant effect of Leverage on Income Smoothing in pharmaceutical companies listed on the Indonesia Stock Exchange. There is no significant effect of Company Size on Income Smoothing in pharmaceutical companies listed on the Indonesia Stock Exchange. Based on the conclusions in this study, suggestions that can be given for further research are as follows: The research period should be extended in order to better predict long-term research results. Future studies are expected to add to the sample companies in order to predict the effect of the independent variables on the dependent variable. Further research is suggested to add or replace independent variables that may affect the dependent variable, namely Income Smoothing such as Cash Holding, Growth, etc.

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Effects of Financial Inclusion on Socio-Economics Transformation: A Case of Mbarali-Mbeya, Tanzania

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Abstract

The study analyzes the effects of financial inclusion on socio-economic transformation. The study being conducted in Mbarali-Mbeya the target group was all participants in supply chain system over rice farming. More over a study used a correlation research design and a multistage sampling technique to obtain 210 unit of inquiry. The questionnaires were data collection method in which the collected, edited and screened data was analyzed inferentially by applying F-test, multiple regression, logit analysis and multiple correlation. From this analysis the results were as follows:-accessibility; adequacy; affordability; safety and sustainability of financial services and products indicated the constructs to fit the model. It was also found that financial institutions' management innovation; presence of facilitating and innovative financial infrastructures; financial literacy; and formal operating mechanism showed the extent to which all four variables positively and significantly lead into financial inclusion. It was further revealed that surplus agricultural outputs, quality produce, increase in sales revenue, per capita income, and being accessed to quality social services were positive and significant determinants of socio-economic transformation. From these discrepancies then this study recommends that to be attained to sustained socio-economic transformation then financial users are to be effectively financial included. To be attained to financial inclusion, universal accessibility to adequacy, affordable and quality financial products are to be realized. Furthermore the study recommends that financial institutions' management innovation, financial infrastructures, financial literacy and formalization of the businesses are to be sustained towards achieving financial inclusion necessary for sustaining socio-economic transformation.

Keywords: financial inclusion, management effectiveness, financial infrastructures, financial literacy, socio-economic transformation.

1. Introduction

Financial inclusion is the accessibility, presence of sound, effective and adequate financial services and products for the individuals and firms growth (United Nations Development Program UNDP , 2009). Financial inclusion ensures accessibility and affordable financial services and products to both large and small scale firms of which to most of developing countries, stable, sound and efficient financial inclusion is a discrepancy not addressed to cause improvement in social and economic welfare especially with MSMEs, the households and low income earners (Global Financial Development Report, 2014). Accessibility, availability and adequate financial services and products which include credits (loans), savings, money transfer and insurance are determinants of social and economic transformation. Thus with effective financial sector in creating financial inclusion is the determinants of increase in per capita income and improvement in social

welfare.

Furthermore financial inclusion determine for financial stability to both small and large scale firms and individual and thus growth of the businesses (United Nations, UN, 2003). Financial inclusion is the source of growth in primary, secondary and service economic sectors. More production, extracts from agriculture needs enough financial capital that is brought through financial inclusion. Large and quality agricultural produce and other extracts from other primary economic sectors forestry, fishing, mining help to sustain for the industrial (manufacturing and constructive industries), trade (market) and service sector (Cheng & Degryse,2010). Acquisition of other physical resources as raw materials (e.g. seeds, fertilizers), capital input (e.g. machinery) need accumulated financial resources obtained at an affordable price of which require adequacy and sound operation of banking and non banking financial sector.

In Malawi, proceedings deposited into committed savings account (withdrawals allowed an accomplishment of self-specified goal), prompted farmer to spend 13% more money on equipment and grow the value of crop output by 21% consequently earning good margins (Brune *et al.*, 2015). In Niger, social safety net payments done through mobile devices rather than cash basis lessened travel and wait times by 75%, the saved time and costs was comparable to cash sufficient to feed a household house of five individuals for a day in Nigeria (Aker *et al*., 2014).In Zambia credit products such as short-term and group loans to farmers have proven to shore –up investments, expenditures consequently increasing agricultural output and revenue by 10% (Fink, et al., 2014).

2. Literature Review

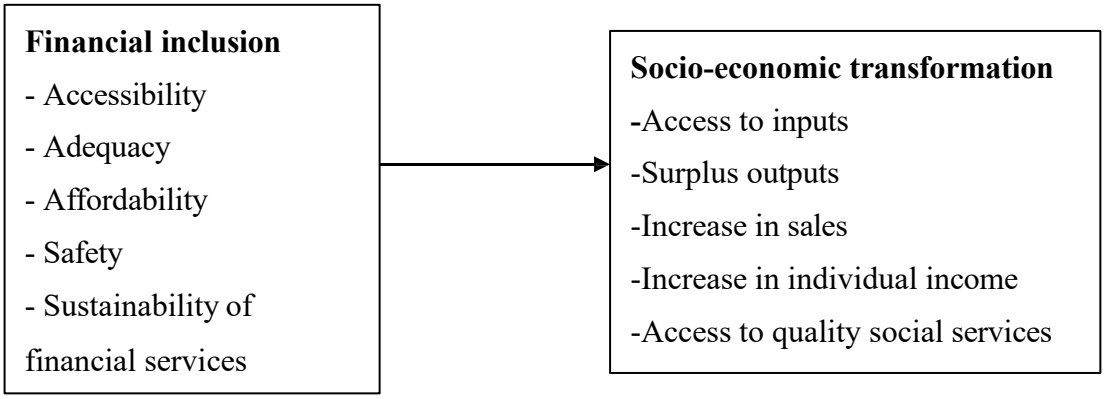
The study by Baregu (2017) focused on access of finance by Agri-firms different from this study in which agriculture was not only sector of which economic transformation entails. The study by Mpango (2013) of Tanzania becoming a middle income state by 2025 by unlocking potentials in which eight (8) issues or commandments were dictated but this study specifically looks on the impacts of financial inclusion towards socio-economic transformation in which it was revealed that financial capital accumulation is to be brought through promotion of financial inclusion. But financial does not only implies being accessed and used to financial services and products rather to be attained to financial inclusion/deepening is the accessibility to affordable, adequate, quality safe and sustainable financial services and products.

44% to 55% of SMEs in Tanzania are operating in informal sector (NBS, 2011). In the same line it has revealed that most of financial Institutions indeed with micro finances, microcredits and savings associations such as Kuleana, UPATU are operating informally. The major providers of financial services and producers to small holders' farmers, processors, the households and majority informal micro-enterprises are family members and friends. Users living in rural areas are less accessed to these services as compared to those in towns in which most of facilitating financial infrastructures are found. Reaching these informal business-users, SMEs, collateral, capacity and guarantees are other areas

of dilemma. It is only 17% credit provided to private sector, and it is 10% of formal credit accessed and 14% of only users are the ones who have bank accounts. The dynamics or floatation of return from security market such as DSE is the result of unsustainable financial capital mobilization.

Stability, sound and efficient financial sector is still not experienced as 71% of banking financial Institutions provides a short term finance. 61% of cash transactions are conducted outside the banking financial system showing that majority of users lack banking behavior. 40% is for systemic intermediation and 26% is provided by Non-Banking Financial Institutions. Credits losses, non-performing loans, and lack of capacity, aggregation, inflation and sharp rise in interest rates cause accessibility to be not sufficient, adequate and sound for socio-economic transformation to be achieved. This study adopted three theories/models which were the Traditional economic theory (Ball & ManKiw, 2011); The Business Correspondent Model (Prabha, 2010) and; the Modern Development Theory (Galor & Zeira, 1993). Three objectives governing the study were i) to examine the predictors of financial inclusion ii) to explore factors contributing to financial inclusion and iii) to determine the indicators of the social and economic transformation to be achieved through sound and efficient financial inclusion. More about operationalization of variables was shown in the conceptual framework figure 1 below

Figure 1. Conceptual framework of impacts of financial inclusion on socio-economic transformation.



3. Research Method

The study used a quantitative research approach. Also the study employed a correlation research design while the study being conducted in Mbarali-Mbeya. The areas such as Igurusi, Chimala and Mlangali were surveyed. The area was chosen as it is the area popular in growing of rice but to find majority users of financial services i.e small holders' farmers found to face a problem of not being accessed to adequate, affordable and sound financial services/products. The unit of inquiry included all participants in supply chain over the rice farming. Indeed the study used to stratified-multistage sampling technique in which 210 respondents of at least 70 respondents were chosen from each street /village, ward or area Indeed the size of unit of inquiry was computed by employing a level of

confidence = 99%, maximum error of estimate (E) = 13% and p- value = 0.50 from the formula $n=p.q(Z\alpha/_2/E)^2$.The study involved the variables financial inclusion(defined by accessibility, adequacy, affordability, safety and sustainability) and socio- economic transformation(defined by access to business inputs, surplus outputs, increase in sales, increase in individual income and access to quality social services).These variables were measured by using mixed questionnaires and the level of measurement used was ordinals. But using the proposals by Knapp (1990) the ordinal scales were then treated as interval scales. That means the study applied questionnaires and review of secondary sources such as Journals, past research thesis and dissertations. The collected, edited and cleaned data were analyzed inferentially by using F-test, multiple regression, logit regression and multiple correlation analysis tests.

4. Findings and Discussions

Multiple deficient determinant of financial inclusion. In here the study aimed at revealing the significant determination effects of financial inclusion. Financial inclusion is not only about being accessible to financial services but accessibility to adequate, quality and sound financial products which meet the need and objectives of the user. Financial inclusion is a financial deepening which promotes over universal accessibility to affordable, adequate, quality, sound and efficient financial products which is the focus of this study. Contrarily from what was said by Fin Scope (2017) over financial inclusion being treated the same as accessibility is not enough to be achieved to socio-economic transformation (*See* Table 3 and 4) or simply improvement in social and economic welfare as it has shown in Table 3.The Table 1 below were the facts for accessibility, adequacy, low cost, sound and sustainable financial products as indicators of financial inclusion.

Table 1: F-Test analysis

Statistics tests		Value	d.f	p-value
F-tests	A AD AF	2.410	(1,209)	0.051
Sa Su		1.210	(1,209)	0.045
		0.970	(1,209)	0.052
		0.924	(3,207)	0.047
		1.020	(2,208)	0.050

Sum of Squared Residual RSS_A = 1940.564 Sum of Squared Residual RSS_{AD} = 2001.420 Sum of Squared Residual RSS_{AF} = 1861.721 Sum of Squared Residual RSS_{Sa} = 1765.450 Sum of Squared Residual RSS_{Su} = 1964.740 A = Accessibility

AD = Adequacy AF = Affordability Sa = Safety

Su = Sustainability of financial services FI = Financial Inclusion

Computations:

The F-tests for F_A (1, 209) = $(\underline{RSS_1 - RSS_A})/k$

RSS_A/n

2.410 = $(\underline{1{,}989.280 - 1940.564})/1$

1940.564/209

F_{AD} (1, 209) = $(\underline{RSS_2 - RSS_{AD}})/k$

RSS_{AD}/n

1.210 = $(\underline{2{,}026.646 - 2001.420})/1$

2001.420/209

F_{AF} (1, 209) = $(\underline{RSS_3 - RSS_{AF}})/k$

RSS_{AF}/n

0.970 = (1,880.532-1861.721)/1

1861.721/209

FSa (3,207) = $(RSS_4 - RSS_{Sa})/k$

RSS_{Sa}/n

0.924 = (1,817.512 – 1765.450)/3

1765.450/207

F_{Su} (2, 208) = $(\underline{RSS_5 - RSS_{Su}})/k$

RSS_{Su}/n

1.020 = $(\underline{2{,}006.930 - 1964.740})/2$

1964.740/208

Note: From H_0: d≠ FI but because $H_a \geq 1$ then this is the same as saying Ha: d=FI for alternative hypothesis (Ha) to be accepted where Ho = null hypothesis; FI=financial

inclusion; d= predictors (A, AD,AF, S_a and S_u)

From Table 1 above with F_A = 2.410 means that the financial services accessibility was not much a challenge especially with urban, cities and towns population users. This is from the facts that in towns and cities the facilitating financial infrastructures are metallurgical found such as corporate banks, bank branches, agent banks, ATMs. These results comprehend with those by Prabha and Bhist (2010) model on the presence of correspondents as contributing factors towards increasing financial accessibility. But the remaining F = 7.59 showed a discrepancy that this study has addressed. With F=2.410 over accessibility to financial products indicated to be occupied by urban area populations which is only 32% of the whole Tanzanian population and the remaining F=7.59 was for the remote disadvantageous users groups in which in total it is about >70%.This remote rural population is disadvantageous user group because of absence of technological infrastructures. Even the electricity, telecommunication network and internet that could facilitate Mobile Banking, e-banking (use of Sim Account, Mobile application programs) are not steady. Mlangali the researched area exemplify the fact. Informal operating mechanisms of the users and its sources of finances (credits, savings) are family and friends and informally operating financial groups such as Kuleana are the factors for why the accessibility in reaching its universal situation with F=10 is not feasible. These facts are consistent with what was reported by Brown *et al.*, (2015) in which it was postulated that about 51% of micro finances are operating informally. But the F=2.41 in other side mean that accessibility is a prior condition to be attained to financial inclusion but on itself does not defined sufficiently to adequacy, safety and sustainable financial services and products to be achieved to social and economic transformation.

Given F_{AD}= 1.21 showed that the accessibility is there though not sufficient to be attained to adequate amount that satisfy the needs of user groups. The adequacy is mostly sustained with management effectiveness in differentiating or categorizing the users basing on their need, capability, character, income (margin-capital level) and collateral. This will then help to provide these services equitably vertically and horizontally. This was dictated by Man Kiw & Ball (2011) in the traditional economic theory .The theory proposed that 'the principle of netting' can be applied when providing financial credits to the households (who are both savers and users) and firms (who are only users) .Then it could expected that the households could be given more money to adequately foster consumption and investment expenses. Because of inadequacy access to these financial credits that is why majority of the households do not grow. This applies the same to small holders in which because of being accessed to inadequate financial services, credits that is why they are not able to acquire an innovative technology, enough capital machinery inputs, quality seeds for marginal physical productivity and agricultural surplus of their farming practices.

It actually hold true that less amount of credits accessed by the households as less compared to amount accessed by the firms is from the fact that, the households' businesses are not insured, guaranteed for the credits to be not repaid and indeed not on

time. The large firms are operating formally and financial literate to observe the performance of credits/loans the issue not speculated by traditional economic theory. It is therefore because of informal operating mechanisms and financial illiteracy of majority of small holders' farmers that is why financial institutions are offering credits at a high cost to be attained to expected returns.

With affordability, F_{AF} = 0.97 it shows a weak significance that existed between affordability of financial services and its deepening. This is the reality due to the fact that the large population users of agricultural finance/ credits are financially illiterate that they are not able to conduct the cost and cost-benefits analysis to be chosen to cost-effective financial services. Choice and flexibility over accessing to the low costing products and marginal benefits to be attained through using a particular financial services and products is still a dilemma that has been addressed by this study. It is because of the financial illiteracy in which most of small holders' farmers are not even known to the formula used in computing the principal amount and interest rate to be paid either in annuity or a lump sum. The financial literate customers usually do calculate the cost of acquisition of financial products say the cost of debt (K_d) and cost of equity

(K_e) such as shares, savings. Thus it is through effective computation of the cost of financing where a user is in right position to decide on what source of financing to capitalize on. And if it is to take all then the optimum cost is to be taken called weighted average cost of capital (WAAC).

With cost-benefit analysis then the trade-off between the total cost of capital over use of debt, equity or WAAC is computed against the expected return from investments/production (r). The expected/required rate of return is measured in terms of payback period, AAR,IRR, NPV and profitability Index. Prabha *et al*,.(2013) insisted on training to embark users with the basics of financial management though the high cost of finances/credits may be because of high transaction cost due to a long distance of travelling searching for the financial services. This was revealed by customers from Mlangali and Igurusi who were forced to travel to either Mbeya town or atheist to Chimala. Though Chimala is still not much sparsed with these correspondent services what Bhist & Prabha (2010) on the Business Correspondent Model proposed for accessibility to affordable financial services.

The consumer loans may be observed of high cost because financial Institutions are used to the concept Yield to Maturity, which means that financial institutions usually would like to see the credits asked are invested at a given period of time and it perform towards return on investment. Since consumer loans repayment period is short then that is why the interest charged is high. But with investment or business or agricultural loans then the interest charged found to be low basing on the little amount of credits received. Indeed it should be known that any financial institution is there to observe the business perform or simply a profit is maximized. Thus FIs would like to be conservative to see that the targets are attained in which therefore it is upon the user to choose the affordable product which meets its needs and objectives. But because of being financially ignorant then most users

are not flexible to choose the affordable financial products which satisfy their needs.

The un-affordability of finances was because of economic changes implying increase in interest charge, inflation rate and exchange rate movement. It is at this time in which the defaulting is high to cause increase in non-performing loans. It is at this time whereby the low income earners, the small holders' farmers, financial illiterate users are accessed to high costing financial credits while less earnings from deposits and savings. Furthermore high costing financial services is subjected to the nature of operation of the business-users. Since unregistered, uninsured, non- licensed and non-guaranteed users are vulnerable to social, legal, and economic shocks then lending to this needy group is like sacrificing currency/credit risk. Thus for lenders to be at safe side they usually opt to offer credits at a very high cost to allow risk at portfolio as most of financial institutions would like to operate at a free risk financial environment. This ensures attainment of the expected returns.

With F_{Sa} = 0.94 it indicated that the financial inclusion does not implies only accessibility but safety way of transferring of money or payment. It is with the use of Mobile Banking in which the withdrawals and deposits is done electronically .More other bills to be settled through the use Mobile Banking are payment of water bills , electricity bill, VAT. It is with the use of debit and credit cards in which customers opt not to hold large amount of cash in the pocket. Use of float or e-money payments has overcome the problem of robbery and theft as it is with cash payment. It is with Mobile Banking, wire payment in which the storage of value of domestic currency is attained as holding large amount of hard cash is unsafe to create reserve over the currency in circulation. Excessive money supply is a leakage to the economy and that is why FIs demand customers to have bank accounts in which every transaction involving withdrawals or deposits should be conducted through account. Bank account transactions are controlled by monetary policy. It is from this discrepancy with safety over ways of payment = 0.924 in which a project or campaign on "Banking behavior for Economic Stability" should be initiated and implemented. Indeed inventions over intelligent ATMs, the e-banking (use of Sim account, NMB click apps) are key strategies towards sustaining safety in money transferring that are deposits and withdrawals. This was said by Prabha & Bhist (2010) in the Business Correspondent Model. The issues not addressed by this model was the same as what was revealed from the field area that is most of small holders' farmers such that at Mlangali were found not mindset transformed to the digitization. And if that is not enough most of them were found i) unbanked (they had no bank accounts) ii) they found to be not used to wire payment, credit/debit cards for safety of their payments. Because of not mindset transformed some of these small scale farmers were found proud of holding huge amount of money in their pockets, at home and making payments while holding large amount of money on hand. To them this behavior of holding cash on hands was a sign of being rich. For F_{Su}= 1.02 indicated un-sustainability over financial inclusion. Un-sustainability is because of inadequate and non-sound financial services accessed by small scale firms. This is from the same reason of why small holders' farmers,

who are not registered, not licensed and non-insured, are vulnerable to economic and ecological shocks to be accessed to non sustainable financial services. Indeed their collaterals are not easily realized, convertible, its title of ownership not easily transferred (because of non-convertible natural land deed).Again un-sustainability may be because of non-performing credits, more defaults and credit losses. Moreover un-sustainability in provision of adequate and low costing financial services say credits may be because of changes in micro-economic variables such as exchange rate (FX), inflation (i), interest (r) and GDP. It is with F_{Su}=1.02 which shows most of the micro finances, savings and loans associations, informal financial groups such as Kuleana is not reliable and sustainable source of finances towards meeting its adequacy. Majority of micro-finances found to operate informally while creating information asymmetric for user to be not flexible in choosing the alternative financial services that meet the need. They indeed found not to operate in transparency, fair treatment manner in creating a free risk financial environment and lowering of transaction cost. It is from this increasingly financial transaction cost which makes accessibility to financial services become non-sustainable. It is with fluctuations indeed which affect the outcomes i.e. the agricultural outputs, sales, quantity of economic materials/ resources acquired and access to the quality social services. This is also the reason why the large scale firms are capable to efficiently allocate the financial products for performance of their businesses. Performance of the large scale businesses is the prior advantage to be able to repay the principal and interest on time and thus creating the so called performing loans. In effective management of most of micro finances is among the reasons over non-sustainability of the financial deepening.

Determinants of financial inclusion. To be attained to financial inclusion through increasingly accessibility to adequate, low cost of products, low transaction cost and sound financial services and products then management effectiveness, innovation, presence of efficient facilitating infrastructures, strong enforcement over rules, regulation and policy, financial literacy and formal operating mechanisms of both

financial services providers and users. More facts from the field were as shown in Table 2 below:-

Table 2. Multiple regression analysis

Predictors	Un-standardized coefficients β	Standard error	Standardized coefficients β	t	p-value
Constant	11.20	4.210	-	0.923	0.010
Management effectiveness	0.052	0.464	0.002	0.054	0.000
Financial infrastructures	0.160	0.786	0.007	0.094	0.050

Financial literacy	0.042	0.770	0.012	0.099	0.020
Formalization of the business	0.085	0.751	0.751	0.059	0.010
R^2	0.210				
R^2adj	0.200				
Observations	210				

From the structural model FI= 11.120 + 0.052Mi + 0.160Fi +0.042Fl + 0.085Fb in which R^2=0.210 with management effectiveness/ innovation, M*i*, t = =0.0541, p = 0.000 while β =0.002 show a statistical significance that exist between the two variables i.e. M*i* and FI though the association is positive but weak. It is with this fact to say FI's management effectiveness is not significant. In effectiveness is due to the facts that most of financial institutions are risk takers to observe that the expected return is attained or simply a profit is maximized. Most of financial institutions do not opt to balance score card concept by making sure that while they maximize returns but at the same time they ensure that customers also satisfy to continue transacting. That means FIs should adopt an Innovation Customer Centric Approach in which different types of customers and their need should be identified and fulfilled. More over innovation goes with curbing homogeneous products through diversification, differentiation of financial products, training, and conducting effective credit review, monitoring and administration. Coming with more diversified products say trade finance, mortgage finance, minor credits, agricultural credits, group loans, and more differentiated programs such as reduced interest rate, increases accessibility, inventions over use of wire payment, e-banking, credit cards, debit cards , intelligent ATMs (allows both deposits and withdrawals) which led into safe method of transacting and reduced cost of transaction. This therefore enables accessibility to affordable financial services even out of bank working hours.

With the presence of facilitating financial infrastructures β = 0.007; t=0.094 at p =0.05 shows a weak relationship that exist between the variables that is f*i* and FI. This problem is more with remote rural population –users where the said facilitating financial infrastructures such as bank branches, retail banks, ATMs, use of mobile financial services, wire payment is still a dilemma because internet subscription, telecommunication network and electricity is unsteady to support e-banking and financial transactions. It is with the use of Mobile Banking which had made financial services become customer centered, reduced transaction cost such as that of travelling a long distance more than 5 kilometers searching for Banking financial services following the facts that most of Banks are found in towns as it was to 'Mlangali village' to Chimala town in Mbarali district. Thus availability of facilitating financial services enables easy access to financial services (Prabha, 2013).

The online registration and opening of the accounts which could be facilitated by hand

phones, smart phones, tablets is not possible because of unsteady internet subscription, telecommunication network and in most cases in remote areas there is no electricity as rural population depend on biomass as the source of energy by >90% (BoT, 2016).Indeed disadvantageous micro enterprises, remote rural population is the group which is more affected by this problem as possessing such tablets, smart phones which are more expensive not affordable is a discrepancy. And this is the same reason why these types of users are not accessed to "Mobile apps" services such as internet Banking , online opening of accounts and thus being financially excluded say 81% for adult population and only 26% of agro processors being accessed to financial products (FSDT, 2016). The 14% of Tanzanian population having banks accounts is little to prove the facts why 71% of the Tanzanians are financially excluded (Baregu,2017).Other issues such as financial ignorance, weak enforcements of rules, regulations governing the operations of financial institutions and microfinance count for the discrepancy underhand. Moreover informal operating mechanisms of business-users, not being insured are the reasons which makes them vulnerable to financial environmental shocks (variations) say business risks, liquidity risks, default risk and more other financial risks which are among other reasons for persistent financial exclusion.

Financial ignorance to most of users of financial services with $\beta = 0.012$, $t = 0.0952$, $p=0.02$ proved the facts why credits financing found to have no impact to the users. This is because the credits asked for instance by the households are not efficiently budgeted and allocated to the business for its performance. It was revealed that most of credits asked are used for consumptions (misallocated) such as buying food, paying for school fees, payment of different bills fall due while little being invested.

Literate user of financial service such as savings, budget it appropriately to be attained to expected outputs (returns). Financial illiterate user found not to plan for working capital and long term fixed capital. This means that a user is not used to plan and forecast for risks (exposures) which may cause variations over the targets or expected outputs. Ignorant users of financial services do not bother in keeping financial records of simply the cash inflows and outflows to observe the business do not survive in a foreseeable future. It is from this discrepancy where the study recommends the adoption of business correspondent model (RBI, 2010) which suggested on the importance of training indeed by opening the financial credits and Counseling Centers. RBI went further by proposing a special training to be conducted both to internal customers (Bankers) and external customers (users). Indeed the training and education programs concerning budgeting, efficient use of savings, deposits should be conducted from a grass-root that is primary school level. Youths should be taught on how to accumulate savings and significance of having savings/ fixed deposits accounts for betterment of their life in determinable future time.

Non- formal and non-easily identified user/business is vulnerable to impediments in accessing to affordable, sound and adequate financial products. It is the same reason why most of adults informal households (>15 years age), SMEs are much excluded financially

as by Mwombeki (2017) on his study on "the Accessibility of financial services by agricultural sector" in which it was realized that only 29% of formal credits is the one accessed by farmers. And 81% of adult population is excluded financially, 26.5% of agro-processors is the ones which is financially accessed to credits, savings and other financial services which is little as that of agri-firms= 15.9%. This trend over financial inclusion proves the fact that socio-economic transformation cannot be achieved. Most of micro and small firms are operating informally and they are not capable of running businesses to performance, no collateral, not insured and not guaranteed.

Their businesses are not registered and licensed with $\beta = 0.751$, t=0.0599 at p=0.010.This is a proof of why small enterprises other than the focus group of this study involved in mineral extraction, food processing (such as Mamalishe), trading and services (such as Bodaboda) providing firms are vulnerable to shocks (risks) due to environmental change (e.g. climatic change, disasters, fire outbreaks), economic changes (inflation, high exchange rates, deflation, depreciation), legal changes while the losses (variations) not be recovered. For instance during inflation, the cost of inputs (materials) increases while at the same time value of domestic currency falls. These market forces cause a consumer fail to afford to buy the financial products at that high inflated price or simply the purchasing power decreases. That means during inflation the expected return (r) is not attained and this therefore lead into increased financial, credit risks and default as now burrowers (business users) fail to repay the amount on time due to losses incurred from the business. Default and credit risks are sometimes because of rise in interest rate resulting into high exchange rate movement.

Multiple coefficient determinant of socio-economic transformation. Socio-economic transformation is the improvement in social and economic welfare. It is with social and economic transformation in which individuals are alleviated from poverty. Social transformation is associated with increasingly access to better social services such quality education, health services, water, transport, electricity. Social transformation is first fostered by being accessed to basic human needs such as food, shelter and clothes. But all of these social needs are thorough fulfilled when an individual is economically well-off due to increase in per head income, sales revenue, more productions, investments, savings, and growth of agro- processing (industrial) sector called economic transformation. More results were shown in Table 3 below

Table 3. Logit analysis

N=210	Value	df	P-value
Likelihood ratio Pearson X^2	1.301 0.910	1 1	0.42 0.51

From Table 3 above the results for maximum livelihood =1.301 at p =0.42 and Pearson Chi- square of 0.910 at p= 0.51 indicates a test and re-test reliability to be held. This is the

fact that in the intention or condition where the majority small holders' farmers are not accessed to financial services, then accessibility is with a very few large scale farmers say Kapunga farming company Limited and Raphael processing Company Limited. And even if these small farmers, processors and traders of rice are accessed it is not adequate and affordable for them to attain social and economic transformation. It is with few user-groups accessed to finances where the clear demarcation over marginal physical productivity, surplus agricultural products, sales and access to quality social services were revealed. The high income earners, larger farmers, firms which was marginally good, formally operating and financial literate and easily accessed to adequate and sustainable financial services were able to acquire a land of 1acre before and 3.5 acres after then continuous. The fertilizers acquired and used per hectare increased from 1 to 2 bags of 200kgs to 3 to 4 bags of 200kgs per hectare.

Before being accessed to adequate financial credits, the yield was between 6 to 10 bags of 250kgs but following accessibility to adequate, affordable and sound financial services, the firm was able to harvest 35 to 45 bags of 250kgs size per hectare. This is a proof over the fact that if firm, users, the households, small holders' farmers will be accessed to adequate and low costing financial credits then their businesses will grow from its micro and small size to medium and large sizes. Without that then it will be a business as 'usual' in a manner that small holders' farmer will continue conducting their farming activities at subsistence level which then will not alleviate them from poverty at 48% for rural agricultural population (NBS, 2016).

It is a clear distinction shown what a logit analysis test has disclosed in which for Tshs80,000 of fertilizer per bag for 6 to 10 bags harvested before being used to quality seed, fertilizers and good agronomic services then sales was small between Tshs.480,000 and Tshs.800,000 per year. Thus per head income was between Tshs1,315 and Tshs2,192 per day which is then less 1USD (for 1USD = Tshs2,300 for 2018 exchange rate in average).This compel with the actual results following access to adequate and sound financial services of which the yield was between 35 to 45 bags as an agricultural harvest or outputs equals to 2,800,000 to 3,600,000

which is almost 5 times of the agricultural surplus or sales over β coefficient experiment 1 and t- test experiment 2. From improvement in sales the same was revealed with the per capita income which increased from Tshs7,671 to Tshs9,863 per day. Indeed the continuity of the facts was revealed from the field in which for these small scale farmers, processors who are at least able to be accessed to even little finances then before or they totally not accessed to these services they were able to take only one meal or lunch but after start accessing to even little they were getting under unsteady provisions at least they were able to take 2 to 3 meals per day i.e. breakfast, lunch and dinner. The discrepancies above are also explicitly disclosed in Table 4 below.

Table 4. Multiple Correlation of financial inclusion against socio-economic transformation

Financial inclusion	Pearson correlation 0.08 Sig. 0.01 N 210	**Socio-economic transformation**

From Table 4 above, the results derived from running the structural equation model, SET = *f* (A, AD, AF, Sa, Su) with Pearsons' correlation, r = 0.08 at p= 0.01 shows a weak association that exist between financial inclusion and socio-economical transformation. This is because access to adequate, lowly quality financial products, safe and sustainability is still a challenge addressed by this study to be attained to socio-economic transformation. Non-satisfactory product moment coefficient = 0.08 especially with disadvantageous low income earners, the households and MSMEs is because most of these category of customers are operating informally and they are financially ignorant to be accessed to adequate and sound financial products. It is because of accessibility to in adequate, high costing financial products and inefficient financial services/products that lead into its inefficient allocation for business performance. More other factors that contribute to absolute financial exclusion say 81% of adult rural population as it was also reported by FSDT (2016) on absence of efficient facilitating financial infrastructures, unsteady internet subscription, electricity and telecommunication network; non-use of e-banking, wire payment and mobile banking services. Moreover weak enforcement over rules and regulations governing financial Institutions and microfinance count as one of the factor towards financial exclusion though this is not a focus of this study. Since most of micro-enterprises accessed to informal micro credits, loans and saving associations as well as savings this therefore means accessibility to long term, adequate, affordable and efficient financial services is in dilemma. This is also a reason why MSMEs, the households and financial illiterate users are accessed to informal and inadequate savings, and highly costing borrowings failure to achieve socio-economic transformation. This was reported by one of the small holder farmer who said 'the credits provided are subjected to high cost of burro wings (interest = 21% -27%) of which most of small holders' farmers cannot afford'.

5. Conclusion

Financial inclusion is the function of accessibility, adequacy, affordability, sound and sustainable financial services. It was revealed that financial institutions' management innovation, financial literacy, formal operating mechanisms of businesses and presence of facilitating financial infrastructures are the contributing factors for financial inclusion. It was further found that insignificant financial inclusion of say 71% of Tanzanian adult population being financially excluded) the same discrepancy revealed from field area was due to the facts that the accessed financial products are not adequate, they are of high cost, not appropriate and effective to meet the users' need indeed with micro-enterprises,

the households and disadvantageous remote-rural population users. Following this discrepancy this study recommends the following to be taken into practice by all stakeholders (e.g. Financial Institutions, Central Bank, policy makers) involved in financial sector to reverse the situation: Strong enforcement of Banking and Financial Institutions Act 2006 and regulations of 2005 (Ammended in 2011 and 2010 respectively): Promotion of Financial Inclusion Policy of 2013, Strong enforcement of Microfinance Policy framework of 2000, Diversification of financial products, Differentiations of financial programs/products, Use of innovative and safe technologies such as Mobile banking, credit cards, wire payment, Registering and licensing businesses

Training on the efficient use of financial products, Provision of financial management education and training, The government should ensure a steady environment of financial facilitating infrastructures such as internet, telecommunication network, road and electricity both in rural and urban areas, Inventions over agent banking, and opening of bank branches, Enforcement and control of security markets operations.

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The Effect of Liquidity and Solvency on Profitability in Agricultural Sector Companies Listed in the Indonesian Sharia Stock Index

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Abstract

Objective study this is 1) for know influence liquidity and solvency to profitability in Sector Companies Agriculture listed on the Indonesian Sharia Stock Index. 2) for know influence liquidity to profitability in Sector Companies Agriculture listed on the Indonesian Sharia Stock Index. 3) for know influence solvency to profitability in Sector Companies Agriculture listed on the Indonesian Sharia Stock Index. Population in study This totaling 25 companies. The sample used is 10 companies. Data used in study This is secondary data . Deep data collection techniques study This use method documentation. Study This using analytical techniques multiple linear regression. Research results show that There is influence liquidity and solvency to profitability. There is influence liquidity to profitability and there influence solvency to profitability.

Keywords: profitability, liquidity, solvency.

1. Introduction

Sector agriculture have abundant uses in increase superiority consumption , prosperity farmer and raise field work in Indonesia. Progress Work land agriculture still can materialized if sector valuable agriculture multifunction Can used with Good in advance growth the existing economy in Indonesia. company Sector agriculture move in the field management results agriculture, plantation, fishery and others. The average value of profitability in 2018-2019 experienced enhancement of 1.86 and 2.87%. However in 2020 value profitability experience decline by 0.18% and in 2021 it will happen enhancement from year previously by 3.37% and 0.18%. Profitability value the show that situation company moment This not enough well, because the more big profitability so the more Good performance company in get achieved profit with time already set. Likewise on the contrary, increasingly low profitability showing that the more No Good performance company in get achieved profit with time already set. The average liquidity value in 2018 was 0.89% . enhancement in 2019 by 1.15%. 2020 also happened high increase from in 2019 of 6.93%. However in 2021 experience big drop from in 2020 of 4.24% and 8.08%. Liquidity value the show that situation company moment This not enough well, because with the more increasing liquidity so the more Lots asset fluent companies that don't managed with well, cause debt increase and company No can pay off debt. On the contrary, more and more low liquidity so asset fluent company the more managed with Good so that resulted decrease amount owed companies and companies capable pay off debt. The average solvency value in 2018 was 0.38 %. enhancement in 2019 by 0.41%. But in 2020 and 2021 value solvency happen sufficient decrease big from in 2019 by 0.40% and 0.37%. solvency value the show that Situation company moment This not

enough well, because great solvency caused by the existence of total assets financed by debt. It means the more Lots assets used For finance operational company will increase burden debt received company so that company No capable For pay off all debt the. Likewise on the contrary, increasingly little assets used For finance operational company will reduce burden debt incurred company so that company will capable pay off all debt. The established company Certain aim For produce possible profit make company Can growing. However, with development of the business world moment this, competition between company become the more many. With it is increasing competition a lot, then company own obligation in manage source power with good and right. So that company owned more Good from another company. However, failure in strengthen economy company will cause bankruptcy company. For evaluate ability company in look for or produce expected profit This be measured with profitability.

Profitability is ratio used by the company For show ability in produce profit . Great asset will showing ability company in produce profit. Profitability in the company be measured with compare profits and assets obtained by Sanjaya, Surya et al (2018). Profitability company can rated with different ways, depending on income and assets or capital being compared. Ratio it also delivers information about effectiveness management company. Ratio profitability used For measure comparison between the components in the report finance, in particular balance sheets and reports profit loss Salma, Nur, Tiara, et al (2019). Factors that can influence profitability is liquidity company. Analysis potential investors should too notice liquidity company moment evaluate profitability company in make decision invest. Liquidity show ability company For pay off debt in period short Fachri, Saiful, et al (2021).

Liquidity is possible ratio used in companies For know success in fulfil moderate debt walk. Ratio liquidity show ability company For fulfil obligatory obligations quick paid off. If company can fulfil obligations, the company the stated liquid. Otherwise, if company fail fulfil obligation, then company the stated ilikuid Santi and Mai (2018). Another factor that can influence profitability is solvency. Solvability own impact important for company Because as source funding in increase growth in the company. Company that owns profitability tall because obtain debt with amount that is not Lots compared to company that has profitability low because company with high debt can use part how much money they have collect For fulfil need they Fachri, Saiful, et al (2021). Solvability is ratio For measure ability company in pay off debt borne by the company. A company is said to be solvable if own enough assets For pay all his obligations. also otherwise, if company own low assets than debt so company said to be insolvable Nurcahyani, Ratih, Dewi, et al (2021).

2. Literature Review

Profitability. According to Amalia and Meilisa (2019) ratio profitability is the required ratio For evaluate company in obtain profit at that time set. ratio This used For show efficiency in manage the profits in the company. Because ratio This showing manage finance in a manner whole in meaning big or its small profit This obtained with exists results sales and investment from company. Profitability be measured with *return on assets*. According to Nurhaini and Elijah (2020) *return on assets* is measured ratio as acquisition company in accept profit of the total assets owned. Asset owned This is all assets in the originating company from capital as well used For continuity life company.

Liquidity. According to Cashmere (2018) ratio liquidity is measuring ratio ability company in pay off debt smoothly on time set. liquidity big one show that company No face obstacle in fulfil all his obligations so that ability company in pay off obligation will the more ok. This can showing in pay debt period short, incl cost operations and assets period as short as possible resulted debt to the company in the future come Management effective debt Can help company For prevent happening risk No capable pay debt with appropriate time. One side, control debt This can prevent exists expenditure asset that company too Lots Dirmansyah, Octaviana, Lala, et al (2022). Liquidity be measured with *quick ratio*. According to Kasmir (2018) *quick ratio* is showing ratio company For pay off debt fluent with manage asset as well as without take into account mark supplies. Ratio This show exists mark supplies made component asset fluent For No managed company in pay debt Because mark supply This difficult For restored with fast without experience decline value.

Solvability. According to Cashmere (2018) ratio solvency is measured ratio with exists assets fluent financed by debt. It means company will bear how much big burden debts earned compared to with assets smoothly. Management good ratio will give benefit for company To use pay off debts in the company Cashmere (2018). Solvability be measured with *debt to asset ratio.* According to Amelia and Nitema (2021) *debt to asset ratio* is ratio managed by the company For calculate the total debt with total assets. In a broad sense, it says that *debt to asset ratio* used For measure percentage how much big originating assets from debt company.

3. Research Method

Type Study. Type possible research used in research This that is study associative. because study associative can used For showing connection between variable liquidity (X_1) and solvency (X_2) to profitability (Y) in Sector Companies Agriculture listed on the Indonesian Sharia Stock Index. Data used in study This is secondary data. Due to secondary data is the data obtained in a manner No directly on the object study but obtained from internet sites with use document report financial services on the website www.idx.co.id. Method data collection used in study This use method documentation . because method that can used For get inside data form document in the form of report data Sector Corporate finance Agriculture listed on the Indonesian Sharia Stock Index through the official website www.idx.co.id. According to Sujarweni and Lila (2019) population is place results observation to something problem already chosen For made material research. Population in study This totaling 25 Sector Companies Agriculture on the Indonesia Stock Exchange. According to Sujarweni and Lila (2019) samples is part from a number characteristics possessed by the population and used as research. Retrieval technique sample in research This use *purposive sampling*. *Purposive sampling* is technique performed For retrieve data with apply samples that have considered. As for the criteria in choose a must sample fulfilled is a Sector Company Agriculture on the Indonesia Stock Exchange, Sector Companies Agriculture that is on the Indonesian Stock Exchange but No listed on the Indonesian Sharia Stock Index. According to Sujarweni and Lila (2019: 141) multiple linear regression analysis is a regression tool by entering data on one dependent variable and several independent variables used. This analysis is used as a measure of the average value and the correlation between the independent variables and the dependent variable.

4. Findings and Discussions

Table 1. Analysis Test Results Regression

Model		Unstandardized Coefficients		Standardized Coefficients
		B	std. Error	Betas
1	(Constant)	.456	.199	
	Liquidity_X1	.134	081	.250
	Solvability_X2	.409	.189	.327

Based on results processed data in table IV.1 then can said that mark constant is (a) 0.456. Coefficient liquidity (B1) 0.134 and coefficient solvency (B2) 0.409. so that results from test multiple linear regression on the table on can is known equality regression double is as following : $Y = 0{,}456 + 0{,}134\ X1 + 0{,}409\ X2$. Based on equality multiple linear regression in table IV.6, value constant of 0.456. It means if liquidity and solvency The same with zero so profitability will increase of 0.456. Calculation results mark coefficient variable liquidity on of 0.134. It means if liquidity experience enhancement so profitability will too increase of 0.134. increasing liquidity too said that exists influence positive to profitability . Calculation results mark coefficient variable solvency on of 0.409. It means if solvency experience enhancement so profitability will too increase of 0.409. increasing solvency as well said that exists influence positive to profitability.

Table 2. F test results

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	010	2	005	4,996	.012 [b]
	residual	.035	37	001		
	Total	045	39			

Based on results processed data in table IV.2 with level real 5% (0.05) and degrees freedom = nk-1 = 40-2-1 = 37. Obtained mark $f_{table} = 3.25$ then $F_{count}\ 4.996 > F_{table}\ 3.25$ or F significance 0.012 <0.05 means that Ho is rejected and Ha is accepted. So that can explained in the research that There is influence significant liquidity and solvency to profitability in Sector Companies Agriculture listed on the Indonesian Sharia Stock Index.

Table 3. Test Results t

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	.456	.199		2,295	.027
	Liquidity_X1	.134	081	.250	1653	.017
	Solvability_X2	.409	.189	.327	2.159	.037

Based on results processed data in table IV.3 value t $_{table}$ with level real 5% (0.05) and degrees freedom = nk = 40-2 = 38 so obtained t $_{table}$ of 1.30485. Significance value liquidity amounted to 0.017 and tcount totaling 1,653 up to t $_{count}$ 1.653 > t $_{table}$ 1.30485 and significance liquidity 0.017 <0.05 means that Ho is rejected and Ha is accepted . this show that There is influence significant liquidity to profitability in Sector Companies Agriculture listed on the Indonesian Sharia Stock Index Significance value solvency amounted to 0.037 and tcount totaling 2,159, thus t $_{count}$ 2.159 > t $_{table}$ 1.30485 and significance solvency 0.037 <0.05 means that Ho is rejected and Ha is accepted . this show that There is influence significant solvency to profitability in Sector Companies Agriculture listed on the Indonesian Sharia Stock Index

Table 4. Coefficient Test Results Determination

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	.461 [a]	.213	.170	.03094

Based on results processed data in table IV.4 is obtained R Square value of 0.213 or 21.3% Shows that variable liquidity and solvency to profitability by 21.3%. Whereas the rest of 78.7% have explained by other variables or outside variable research. The existing r square value under number or not enough of 50% shows that connection variables used No effective. The effect of liquidity and solvency on profitability in Agricultural Sector Companies listed on the Indonesian Sharia Stock Index. Based on F test results with a significant level of 5% or 0.05 and degrees of freedom = nk-1 = 37. Obtained F $_{table}$ = 3.25, then F $_{count}$ 4.996 > F $_{table}$ 3.25 or F significance 0.012 <0.05 means Ho rejected and Ha accepted. So this study found that there is a significant effect of liquidity and solvency on profitability in agricultural sector companies listed on the Indonesian Sharia Stock Index. This is in accordance with the theory of Wahyuni, Asri, et al (2018: 6) which reveals that high liquidity means that the company is able to pay off all short-term debt so that the company's profitability will increase because investors believe that the company is in a stable financial condition. This means that the higher the liquidity, the greater the company's ability to pay off short-term debt and the higher the company's profitability is

achieved. This is in accordance with the theory of Meilia, Dwiarti, et al (2022: 92) which reveals that high company solvency will have a large impact on the risk of failure, but there is an opportunity for investors to make large profits as well. This means that the higher the solvency, the higher the profitability of the company. These results are also supported by research conducted by Anis and Fadhila (2017), Kania, Putri, Dwi, et al (2019), stating that liquidity and solvency own influence positive and significant to profitability.

The effect of liquidity on profitability in Agricultural Sector Companies listed on the Indonesian Sharia Stock Index. Based on t test results with level real 5% or 0.05 and degrees freedom = nk = 40-2 = 38. t_{count} 1.653 > t_{table} 1.30485 and significance liquidity 0.017 <0.05 means that Ho is rejected and Ha is accepted. So that study This obtained that There is influence positive and significant liquidity to profitability in Sector Companies Agriculture listed on the Indonesian Sharia Stock Index. this in accordance with the theory of Sari, Meilan, Riska, et al (2020: 260) which reveals that high liquidity chance raises no funds actual use can used For invest in increase profitability. It means the more tall liquidity so the more big acquired assets with effective so that ability company in obtain profitability will the more ok. This result is also supported with research conducted by Felany and Worokinasih (2018), Cahyani and Stohang (2020) stated that There is influence positive and significant liquidity to profitability.

The effect of solvency on profitability in Agricultural Sector Companies listed on the Indonesian Sharia Stock Index. Based on t test results with level real 5% or 0.05 and degrees freedom = nk = 40-2= 38. t_{count} 2.159 > t_{table} 1.30485 and significance solvency 0.037 <0.05 means that Ho is rejected and Ha is accepted. So that study This obtained that There is influence positive and significant solvency to profitability I Sector Companies Agriculture listed on the Indonesian Sharia Stock Index. this in accordance with theory Hasanah and Titi (2021:62) which reveal that with exists level high solvency signify company the own good performance so that company No experience difficult and capable pay loan from creditor. It means the more tall solvency so will the more big the amount of loan capital used For investment in assets To use produce profitability company. This result is also supported with research conducted by Putra, Ekky, Pratama, et al (2017), Herman, Prijantoro, et al (2022), stated that There is influence positive and significant solvency to profitability.

5. Conclusion

There is influence significant liquidity and solvency on profitability in Agricultural Sector Companies listed on the Indonesian Sharia Stock Index. There is a positive and significant effect of liquidity on profitability in agricultural sector companies listed on the Indonesian Sharia Stock Index. There is a positive and significant influence of solvency on profitability in Agricultural Sector Companies listed on the Indonesian Sharia Stock Index.

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The Influence of Financial Literacy and Behavior Finance on Investment Decision in the Millenial Generation in the Sub-District Across From Ulu II Palembang City

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Abstract

Investment decision is a policy or decision taken to invest in one or more assets to gain future profits or a problem of how one should allocate funds into forms of investment that will be able to generate future profits. The data analysis used is qualitative which is quantified with the aim of knowing the effect of financial literacy and financial behavior on investment decisions. The population in this study were residents of Seberang Ulu II District, Palembang City. A sample of 100 respondents. Data collection was carried out by distributing questionnaires to predetermined samples via the Google form. Data analysis technique using multiple linear regression, hypothesis testing. The results of this study indicate that financial literacy has a positive and significant influence on investment decisions and financial behavior has a positive and significant influence on investment decisions, while the R Square correlation value is 0.718. This shows that the variables of financial literacy and financial behavior as a whole have an influence of 71.8% on investment decisions, while the remaining 28.2% is explained by other constructs outside the study.

Keywords: financial literacy, financial behavior, investment decisions.

1. Introduction

Economic developments in the current era of globalization make people have to be good at managing finances properly and wisely. Because people are not aware of the importance of managing finances. Often people are faced with problems where expenses are greater than income. High consumptive behavior will cause various problems to arise, such as not being used to saving, lots of loans, and being very dependent on credit cards. Therefore, every individual must manage their finances very carefully to think about every expenditure in the future. The Financial Services Authority (OJK) emphasizes the importance of financial literacy, especially investment for the millennial generation, especially since the millennial generation is a financially vulnerable group. Based on the 2019 OJK National Financial Literacy Survey (SNLK), the financial literacy index increased to 38%, while the inclusion index became 76.19%.

Financial literacy is about the whole process of how individuals can manage their finances by using their knowledge of finance itself (Kumar, Watung, Eunike, & Liunata, 2017). Financial literacy has a very important role in managing one's finances

and making investment decisions. Everyone must have knowledge and skills related to financial management in order to be able to make the right decisions, one of which is by investing in order to increase one's standard of living (Safryani, Aziz & Triwahyuni (2020).

Investment planning in managing finances is the most important thing for individuals at this time, because investment is a process of learning financial management now and in the future (Pritazahara & Sriwidodo, 2015). Apart from financial literacy and financial behavior, another factor that influences a person's investment decisions is income (Safryani et al., 2020). Income correlates with investment, the greater a person's income, the greater the investment (Herawati & Dewi, 2020). This is very risky because the large amount of access to finance for the community is not accompanied by an increase in financial knowledge so that the community will be vulnerable to fraud in financial terms, especially investment.

The increase in the growth in the number of investors, which is dominated by millennials, is not supported by good financial literacy. The financial literacy of millennials is still relatively low, with a millennial literacy rate at the age of 18-25 years of 32.1%, while at the age of 25-35 years it is 33.5%. There are still many millennials who are financially vulnerable due to their lack of preparation and ability to manage finances (Bisnis.com, 2020). The President of the Republic of Indonesia Jokowi also said that the knowledge and behavior of the Indonesian people's finances was still relatively low when compared with neighboring countries. He also said that the Indonesian people's financial literacy index is currently only around 38.03%, still very far from neighboring countries whose average financial literacy index is above 70%, while the inclusion or access to public finance is still very much different. This is very risky because the large amount of access to finance for the community is not accompanied by an increase in financial knowledge so that the community will be vulnerable to fraud in financial terms, especially investment.

The level of financial literacy in the millennial generation of Palembang city is Loans of 47.5%, Savings of 50%, and Investments of 50%. The level of financial behavior in the millennial generation of the city of Palembang, namely, Impulsive Buying is 45%, Waste is 35%, Seeking Pleasure is 35%. The level of investment decisions in the millennial generation of the city of Palembang, namely, Expected Return of 57.5%, and Risk of 62.5%. Financial literacy has a positive effect on investment decisions (Safryani et al., 2020). This is supported by research conducted by Upadana & Herawati (2020), Khairiyati & Krisnawati (2019), Putri & Hamidi (2019), Pratiwi & Wahyudi (2019), and Baihaqqy et al., (2020). Meanwhile, research conducted by Arianti (2018), Wardani & Lutfi (2019), and Salerindra (2020) shows that financial literacy has no positive effect on investment decisions. Financial behavior has a positive influence on investment decisions (Arianti, 2018). This research is also supported by research conducted by Upadana & Herawati (2020). However, this is not in line with research conducted by Safryani et al., (2020) which shows the results that financial behavior does

not have a positive influence on investment decisions.

2. Literature Review

Investing is very important in managing income. By investing someone will get high profits with high risks as well. Investment is the activity of placing capital into a particular business with the aim of obtaining additional income and profits (Ayu & Iramani, 2014). Investment is a commitment to a number of funds or other resources that are carried out in the present, with the aim of obtaining future profits (Tandelilin, 2010:2). From the understanding above, it shows that investment is in principle the use of financial resources and other resources at a certain time from everyone who expects future profits from this investment with certain risks (Al-May, 2020).Nyoman & Nuryasman (2020) cited in an economic journal the factors that influence investment decisions, namely financial literacy, financial experience, locus of control, and experienced regret.Tandelilin (2010) states that indicators of investment decisions are the expected return rate, risk level, and the relationship between return and risk.

Financial Literacy. Financial literacy is often referred to as the ability to read, analyze, manage and communicate about financial conditions which directly affect material well-being. Financial understanding includes the ability to see financial options, discuss money and financial matters, and plan for the future.Lusardi & Mitchell (Ismanto et al., 2019), explained that financial literacy refers to individual cognitive abilities and financial knowledge that influence financial attitudes and activities that can improve financial well-being. Huston (Ismanto et al., 2019) states the definition of financial literacy is as capital for humans consisting of knowledge and abilities that can be applied in financial activities that affect financial behavior and financial well-being.Baiq & Nisa (2018), factors that influence financial literacy are income, financial behavior, education level, work experience.Chen & Volpe (1998) there are 4 indicators of financial literacy, namely general knowledge about personal finance, insurance, investment. savings and loans,

Financial Behavior. Nofsinger defines that financial behavior is studying how humans actually behave in a financial setting, in particular studying how psychology influences financial decisions. Financial behavior is an approach that explains how humans make investments or those related to finance that are influenced by psychological factors (Weyaningtyas et al., 2016).Suryanto (2017) explains that financial behavior is how a person treats, manages and uses the financial resources he has. Someone who has responsibility for his financial behavior will use money effectively by budgeting, saving money and controlling expenses, making investments and paying bills on time.Factors that influence financial behavior Gromman et al (2015) in Zannah (2019), namely financial literacy, numeracy skills, quality of education. Lina (1997) in Palamba (2018) mentions indicators of financial behavior including impulsive purchases, wastefulness, seeking pleasure.

3. Research Method

The type of research used in this research is associative research. This research is used to determine the relationship between the influence of financial literacy and financial behavior on investment decisions. The location of this research was conducted in Seberang Ulu II District, Palembang City. The population in this study amounted to 33,066 residents. The number of samples taken was 100 residents with purposive sampling method. The data used in this study are primary data and secondary data, where the primary data in this study were obtained from the results of questionnaires distributed to respondents. While the secondary data in this study is population data to determine the sample sourced from GIS Dukcapil. The data analysis used is quantitative qualitative analysis. The analysis technique used is multiple linear regression analysis, f test, t test and determination.

4. Findings and Discussions

The results of the multiple linear regression equation are as follows: $Y = 3.483 + 0.350 X_1 + 0.489 X_2$. Based on the calculation of the multiple linear regression equation above, the constant value is 3.483, which means that if the financial literacy and financial behavior variables are in a fixed condition, the investment decision has a value of 3.483. The results of calculating the coefficient of the financial literacy variable above have a parameter value of 0.350 and have a positive slope, indicating that the financial literacy variable has a positive effect on investment decisions. This means that if there is an increase in the level of financial literacy, investment decisions will increase by 0.350, and vice versa if the level of financial literacy decreases, investment decisions will also decrease. This shows that the more financial knowledge that millennials have can also increase the level of withdrawal investment decisions on the millennial generation. The results of the calculation of the coefficient of the financial behavior variable above have a parameter value of 0.489 and have a positive slope, indicating that the financial behavior variable has a positive effect on investment decisions. This means that if there is an increase in the financial behavior variable, the investment decision will increase by 0.489, and vice versa if the behavior decrease, investment decisions will also decrease. This shows that the more financial literacy that millennials have can also increase the level of investment decision making in the millennial generation.

The Influence of Financial Literacy and Financial Behavior on Investment Decisions. Based on the results of the analysis that has been carried out, it is known that there is an influence of financial literacy and financial behavior variables on investment decisions in the millennial generation in Seberang Ulu II District, Palembang City. So it can be said that investors in this study have a good level of literacy in making investment decisions. In addition, respondents also understand financial concepts and have the ability and confidence in managing personal finances through making appropriate short-term decisions and long-term financial planning. This is also in line with behavioral finance theory because the higher the level of financial literacy one has, the better one is at managing personal finances, the better understanding of conditions

and cognitive errors because an individual also acts irrationally in making decisions. The results of this study are in line with research conducted by Upadana & Herawati (2020) where in their research the variables of financial literacy and financial behavior have a significant effect on investment decisions. Meanwhile, the results of this study are not in line with the research of Yundari & Artati (2021), Safryani et.al (2020) where the variables of financial literacy and financial behavior do not have a significant influence on investment decisions.

The Effect of Financial Literacy on Investment Decisions. The results of the study show that there is a significant influence between financial literacy variables on investment decisions in the millennial generation in Seberang Ulu II District, Palembang City. This shows that financial literacy is able to increase investment decisions in the millennial generation of Seberang Ulu II Palembang District, where with a good level of financial literacy owned by the millennial generation so that the millennial generation is able to manage their finances thus the millennial generation will invest. Financial literacy is closely related to financial management where the higher the level of one's financial literacy, the better one's financial management will be. Knowledge of financial literacy which includes general knowledge , savings and loans, insurance and investment will make it easier for someone to make investment decisions. As a millennial generation who already understands financial literacy well, millennials in Seberang Ulu II Palembang District can apply the knowledge they have in their daily lives, so that their ability to manage finances increases and becomes wiser over time. Huston & J (2010) define financial literacy as the process of measuring a person's level of understanding in digesting financial information. Having financial literacy can make it easier for someone when faced with making the investment decision they choose. Financial decisions based on good financial literacy can benefit someone in facing financial problems. Financial literacy is very important for an individual so that they are not investment decisions. They will be more careful and selective in wrong in making choosing the right investment and be careful in their investment decisions. The results of this study are in line with the results of research by Ferdiawan, Gama, & Astiti (2022), Astini & Pasek (2022) which state that financial literacy variables have a significant effect on investment decisions. The results of this study are not in line with the results of research conducted by Yundari & Artati (2021), Fitriarianti (2018) which states that financial literacy variables do not have a significant influence on investment decisions.

Effect of Financial Behavior on Investment Decisions. The results of the study show that there is a significant influence between financial behavior variables on investment decisions in the millennial generation in Seberang Ulu II District, Palembang City. With good financial behavior, the millennial generation will be wiser in making decisions regarding financial management. Millennials with good financial behavior will have a good mindset about money, namely their perception of the future, be able to control the financial situation, manage the use of money so they can make ends meet, not spend money and be able to control its consumption, be able to balance expenditure and income,

allocate money to save and invest. Rikziana & Kartini (2017) define financial behavior as a science that describes human behavior in taking an action based on psychological factors and information obtained in their environment. The better a person's financial attitude or mentality, the better a person's financial behavior in making investment decisions, if the worse a person's financial attitude or mentality, the worse a person's financial behavior will be in making investment decisions. Someone who is effective and responsible in managing his personal finances, for example doing budgeting, recording income and expenses tends to have good financial behavior. The results of this study are in line with research conducted by Upadana & Herawati (2020), Siregar & Anggraeni (2022) where financial behavior variables have a significant effect on student investment decisions. The results of this study are not in line with research conducted by Safryani, Aziz & Triwahyuningtyas (2020) which states that financial behavior variables do not have a significant influence on investment decisions for FEB permanent lecturers.

5. Conclusion

Based on the results of the research and discussion, it can be concluded as follows: (1) There is a significant effect of Financial Literacy and Financial Behavior on Investment Decisions in Millennials in Seberang Ulu II District, Palembang City. (2) There is a significant effect of Financial Literacy on Investment Decisions in the Millennial Generation in Seberang Ulu II District, Palembang City. (3) There is a significant effect of Financial Behavior on Investment Decisions in the Millennial Generation in Seberang Ulu II District, Palembang City.

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The Effect of Company Size and Financial Distress on Firm Value in Conventional Banking Companies Listed on the Indonesia Stock Exchange

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Abstract

This study aims to determine whether there is an effect of company size and financial distress on firm value in conventional banking companies listed on the Indonesia Stock Exchange. This research includes the type of associative research. The research population is conventional banking companies listed on the Indonesia Stock Exchange for the 2017- 2021 period, a total of 42 companies. The sample in this study were 12 companies with a total of 60 observational data, using a purposive sampling technique. The data used in this research is secondary data. Data collection method is a method of documentation. The analysis technique used is quantitative, with classical assumption test analysis techniques, multiple linear regression tests and hypothesis testing. The results of this study indicate that there is a significant effect of firm size and financial distress on firm value. The partial test results show that there is a significant effect of firm size on firm value and there is a significant effect of financial distress on firm value.

Keywords: company value, company size, financial distress.

1. Introduction

The main purpose of establishing a company is to seek profits by obtaining maximum profits. High profits can increase the welfare of shareholders and increase the interest of investors to invest their funds in the company. However, the company does not merely maximize profits but must pay attention to its responsibilities to shareholders, this responsibility is to maintain and maximize company value (Dirman, 2020).

The value of the company is the price that potential buyers or investors are willing to pay if the company is sold. The higher the value of the company, the more wealth the owner of the company receives. Firm value is a value that describes investors' perceptions of an issuer. In measuring company value, it has various measurement dimensions (Irawan & Kusuma, 2019).

One of the yardsticks that is widely used by investors to measure company value is by using the PBV (*Price to Book Value*) ratio, the reason is the relatively stable book value characteristics, this book value is a simple benchmark in applying comparisons, due to a lack of investor confidence on cash flow estimates. Another reason, many companies have proven that using the PBV ratio produces a signal of company value. This signal shows whether the value of a company *is undervalued* or *overvalued* (Saputri & Utiyati, 2020).

The value of the company is very important because the high value of the company can

prosper shareholders and the higher the share price, the higher the value of the company. According to Sovita & Sari (2022) this happened due to several factors that influenced one of them, namely the size of the company. According to Apriantini, et al (2022) company size is a description of the size or size of a company. The size of a company can be seen based on the total assets owned by a company. According to Sovita & Sari (2022) another factor that affects company value is *financial distress* . *Financial distress* is a condition in which a company's finances are in a state of illness or crisis that occurred before bankruptcy.

Based on data from the Deposit Insurance Corporation (LPS), 34 banks have been liquidated from 2017 to the first quarter of 2021 (www.lps.go.id). This phenomenon of bankruptcy that occurs, it is important for banking companies to recognize the financial symptoms that lead to bankruptcy.

Based on the Financial Services Authority (OJK) report as of September 2021, there are 12 banks that control 74.5% of banking assets. This growth in banking assets provides a good signal and can increase the value of a banking company. The average value of the variable company value and *financial distress* of several conventional banking companies has fluctuated every year. In this case, it is different from the average value of the company size variable, which increases every year. In 2017 the company value variable has the highest value, which is 1.64, while the lowest value of the company value variable is in 2021, which is 1.26. Conversely, company size in 2021 has the highest value, which is 33.64, while the lowest value is in 2017, which is 33.37. In 2019 *financial distress* had the highest score of 1.79 while the lowest score of *financial distress* was 1.62 in 2017. Seeing the condition of the company's value and *financial distress* , which fluctuate every year, requires investors to be more careful when investing their funds in banking companies. Based on the description above, the researcher is interested in conducting a study entitled The Effect of Firm Size and *Financial Distress* on Firm Value in Conventional Banking Companies Listed on the Indonesian Stock Exchange.

2. Literature Review

The value of the company. According to Indrarini (2019) company value is an investor's assessment of the success of managers in managing company resources which is often associated with stock prices. The importance of company value is due to the increase in share value will be followed by an increase in share price which reflects the prosperity of shareholders.

According to Franita (2018) firm value is the value formed by stock market value indicators that affect investment opportunities. The existence of investment opportunities can provide a positive signal for the company's future growth to increase the value of the company. The value of the company can be seen from the stock price. The higher the stock price, it means that the higher the rate of return to investors, this shows the higher the value of the company.

Various models for measuring company value are compiled from various appraisal ratios or market ratios to overall performance measures of a company, including using the *Price to Book Value ratio* (Venolika, et al, 2022). *Price to Book Value* (PBV). How big the

market value is to the book value of a company's shares is shown in this ratio. The higher the PBV, the greater the market trusts the company's prospects. PBV can be obtained by the formula: (Venolika, et al, 2022: 1336)

Company Size. According to Effendi & Ulhaq (2021) company size is the size of a company which can be assessed from total sales, total assets and number of workers. A large value reflects that the company has a large company size. According to Apriantini, et al (2022) The large size of the company can attract investors' interest in the company. Companies that have a large size usually have more stable profits, this condition can increase the value of the company. between big or small company sizes. It can be formulated as follows: (Dwiastuti & Dillak, 2019)

Financial Distress. According to Irfani (2020) *financial distress* is a description of the condition of a company's failure to pay off debts that are due and accompanied by a reduction in dividend payments. *Financial distress* occurs due to continuous changes in earnings which tend to move in a negative direction. There are various ways to measure *financial distress* , one of which is by using the Altman *Z-Score method* . Altman (1968) put forward a formula that can be used to predict the possibility of *financial distress* in companies using the *Multivariate Discriminant Analysis* (MDA) method. Altman's model for measuring bankruptcy is not fixed but develops over time (Irfani, 2020). In this study, the modified 1995 Altman Z- *Score measurement was used* , which can be described as follows: 1. Modified Altman Z-Score 1995. As I progress from time to time. Altman made a modification to the bankruptcy prediction, namely the elimination of X5 (*sales/total assets*) because service companies do not recognize sales, (*sales/total assets*) this condition can increase the value of the company in this study using the measurement of total assets, the following measurement use total assets: Total Assets. Company size that is too large or company size that is too small can be assessed from the log of total assets. Because, it can reduce the significant differen . this illustrates asset turnover which is considered not too influential. The Altman Z Model " Modified *Score* is formulated as follows (Irfani, 2020).

3. Research Method

The type of research used is associative research. The type of data used in this research is secondary data. Data analysis used is quantitative analysis. While the data collection technique is using the document analysis method. The population in this study were 42 conventional banking companies listed on the Indonesia Stock Exchange for the 2017-2021 period and a sample of 12 conventional banking companies using a *purposive sampling technique* using certain criteria. The analysis technique used in this research is using descriptive analysis test, multiple linear regression test, hypothesis testing, namely simultaneous test (F test) and partial test (t test), and the coefficient of determination.

4. Findings and Discussions

The results of the descriptive statistical test on the company value variable show that Bank Pan Indonesia Tbk has the lowest score of 0.40 in 2021. Meanwhile, Bank Central Asia Tbk has the highest score of 4.69 in 2019. With an average value of 1.4573. The results of the descriptive statistical test on the company size variable show that the

Regional Development Bank Jawa B Tbk has the lowest score of 32.38 in 2017 while the highest score is owned by Bank Mandiri (Persero) Tbk, which is equal to 35.08 in 2021. With an average score -the average is 33.5015. The standard deviation value is 0.85708 while the mean value is 33.5015 meaning that the data is less varied because the standard deviation value is smaller than the mean. The results of the descriptive statistical test show that the lowest value is 0.50 owned by Regional Development Bank Jawa B Tbk in 2017 while the highest value is 3.11 in 2018 owned by Bank Danamon Indonesia Tbk. With an average value of 1.6953. The standard deviation value is 0.49077 while the mean value is 1.6953 meaning the data is less varied because the standard deviation value is smaller than the mean. Of 33.5015 it means the data is less varied because the standard deviation value is smaller than the mean.

Based on the results of the analysis of Table IV.8, the regression equation is obtained as follows: Y = -12.505(a) + 0.382(X1) – 0.454(X2). The constant value is -12.505. The negative sign means that the effect is in the opposite direction between the independent variable and the dependent variable. This shows that if all the independent variables which include company size and *financial distress* are 0 percent or do not change, then the value of the company's value is - 12.505. The value of the regression coefficient for firm size is positive at 0.382. This shows that firm size has a direct relationship with firm value or when firm size increases by 1%, firm value will increase by 0.382. *The financial distress* regression coefficient is negative at 0.454. This shows that *financial distress* has a relationship in the opposite direction with company value or when *financial distress* increases by 1%, the company value will decrease by 0.454.

Based on the results of the F test, the $_{\text{calculated F value}}$ in this study was 17.935, while the F $_{\text{table value}}$ was 3.16. Then F $_{\text{count}}$ 17.935 > F $_{\text{table}}$ 3,16 or significant 0,000 ≤ a 0,05 so $H_{o.1}$ is rejected and H $_{a.1}$ is accepted. This means that there is a significant effect of company size and *financial distress* on firm value in conventional banking companies listed on the Indonesia Stock Exchange. Based on the results of the t test on the company size variable, it shows that the calculated t $_{\text{value}}$ in this study is 5.955 while the t $_{\text{table value}}$ is 2.00247. Then t $_{\text{count}}$ 5.955 > t $_{\text{table}}$ 2,00247 or significant 0,000 ≤ a 0,05 so $H_{o.2}$ is rejected and Ha.2 is accepted. This means that there is a significant effect of company size on firm value in conventional banking companies listed on the Indonesia Stock Exchange. Based on the results of the t test on the *financial distress variable* , it shows that the $_{\text{calculated t value}}$ in this study is -2.133 while the t $_{\text{table value}}$ is 2.00247. So t $_{\text{arithmetic}}$ - 2.133 > t $_{\text{table}}$ 2,00247 or significant 0,037 ≤ a 0,05 so $H_{o.3}$ is rejected and H $_{a.3}$ is accepted. This means that there is a significant effect of *financial distress* on firm value in conventional banking companies listed on the Indonesia Stock Exchange. *Adjusted R Square* value of 0.365 or 36.5% indicates the ability of the independent variables, namely firm size (X1) and *financial distress* (X2) in explaining the dependent variable, namely firm value (Y) is 36.5% while the remaining is 63.5% influenced by other variables.

The Effect of Company Size and *Financial Distress* on Firm Value in Conventional Banking Companies Listed on the Indonesia Stock Exchange. Based on the results of the hypothesis test, it shows that H $_{a.1}$ is accepted and $H_{o.1}$ is rejected. This means that there is a significant effect of company size and *financial distress* on firm value in conventional

banking companies listed on the Indonesia Stock Exchange. Company size drawing-how big or small a company is. In this study, the size of a company size is seen from the total assets owned by the company. Companies that have large total assets tend to get stable profits, of course this will minimize the occurrence of *financial distress conditions* in the company. *Financial distress* is a condition in which a company is experiencing financial difficulties. If there is no *financial distress* in the company, it will attract the interest of potential investors and the welfare of shareholders. The more interest investors have to invest in the company, the higher the company's stock price, the higher the company's value. The more interest investors have to invest in the company, the higher the company's stock price, the higher the company's value. This is in accordance with the indicator of firm value, namely *Price to Book Value* (PBV). The PBV ratio shows the stock price to its book value, the higher the PBV ratio that is obtained, the higher the investor's assessment of conventional banking companies listed on the Indonesia Stock Exchange. This is evidenced by the company PT Bank Central Asia (persero) Tbk in 2019 having a book value company of 7.135 with a share price of 33.475 thus obtaining the highest PBV value of other banking companies, namely 4.69. The high PBV value for the company PT Bank Central Asia (Persero) Tbk in 2019 was due to the influence of the large company size, which was 34.45 and the high Altman Z- Score *obtained* , which was 2.02. The results of this study are in accordance with the theory according to Baros, et al (2022: 89) which states that a large company size can reflect the size of the company's total assets. Companies with large total assets tend to have a lower level of financial distress . If the company has large total assets and minimal *financial distress* , it will attract investors to invest in the company and this will affect the company value because the more people invest in the company, the higher the company value. The results of this study are in line with previous research conducted by Sovita and Sari (2022) and Saputra et al (2021) showing that company size and *financial distress* have a significant effect on firm value.

The Effect of Firm Size on Firm Value in Conventional Banking Companies Listed on the Indonesia Stock Exchange. Based on the results of the hypothesis test, it shows that $H_{a.2}$ is accepted and $H_{o.2}$ is rejected. This means that there is a significant effect of firm size on firm value in conventional banking companies listed on the Indonesia Stock Exchange. The company size indicator in this study is total assets. This shows that the greater the total assets owned by the company, the greater the company's wealth and good performance. In addition, with high total assets, it reflects that the stronger the company's health. With a large company size, it is easier for companies to obtain funding sources, both from internal and external funding sources, so that they can have a positive influence on company value. Large company size indicates that the company is experiencing good growth. In addition, the size of a large company is an attraction for investors to invest their funds in the company, because the bigger the company, the more stable and higher the profit will be. This is evidenced by the company PT Bank Mandiri (Persero) Tbk which has the highest total assets in 2021 of IDR 1,725,611,128,000,000 so that it obtains a company size of 35.08. This high company size affects the company value of PT Bank Mandiri (persero) Tbk, which in 2021 will obtain a PBV value of 2.14. Based on the phenomenon of company size which states that company size fluctuates with a tendency to increase but disproportionately, however, company size has an effect on firm value.

The size of the company which tends to experience this increase makes the size of the company have an influence on the value of the company. The results of this study are in accordance with the theory according to Apriantini, et al (2022) that company size can affect the growth of company value, this happens because large companies have better conditions. Then the company will become the target of potential investors, because by choosing a company with a larger company size, potential investors will get higher profits. The results of this study are in line with previous research conducted by Arsyada (2022) and Sovita & Sari (2022) showing that company size has a significant positive effect on firm value.

The Effect of *Financial Distress* on Firm Value in Conventional Banking Companies listed on the Indonesia Stock Exchange. Based on the results of the hypothesis test, it shows that $H_{a.3}$ is accepted and $H_{o.3}$ is rejected. This means that there is a significant effect of *financial distress* on firm value in conventional banking companies listed on the Indonesia Stock Exchange. The results of the hypothesis test show that if conventional banking companies experience *financial distress* , it will have a negative impact on banking companies. Because, *financial distress* gives a negative signal on the capital market and this will result in investors being reluctant to invest their funds in conventional banking companies. Lack of investor confidence to invest will cause the company's stock price to fall, resulting in a decrease in company value. The indicator for measuring *financial distress* in this study is using a modified Altman *Z-Score* . The modified Altman *Z-Score* is a method used to measure *financial distress* in service companies and banking itself is a service company. The higher *the financial distress* , the lower the value that will be obtained from the Altman Z- *Score method* , where a low value on the Z- *Score* indicates an area *of distress* or bankruptcy. Vice versa, if the company is not experiencing *financial distress* then the value on the Z- *Score* is high indicating that the company is considered healthy or not in a state of bankruptcy. This is evidenced by the company PT Bank Permata Tbk in 2018 which has a low Z- *Score value of 0.* 97. The low Z- *Score* value of Permata Bank had a negative impact on Bank Permata's corporate value in 2018 by obtaining a low PBV value of 0.77. Based on the phenomenon of *financial distress* which states that *financial distress* fluctuates, but *financial distress* affects the value of the company. The causes of *financial distress* can be overcome by increasing working capital, the company manages its obligations well, namely by paying debts on time, scoring high retained earnings and managing profits from assets properly. The results of this study are in accordance with the theory according to Sovita & Sari (2022: 245) that this is a condition of *financial distress* where companies experience financial difficulties but have not yet reached the stage of bankruptcy. The high *financial distress* can affect the value of the company. This means that the increase or decrease in stock prices will cause *financial distress* so that it will affect investors to invest and will affect the value of the company. The results of this study are in line with previous research conducted by Anggraini (2020) showing that *financial distress* has a significant negative effect on company value.

5. Conclusion

This study aims to determine the influence of company size and *financial* distress on

company value in Conventional Banking Companies Listed on the Indonesia Stock Exchange. Based on the results of data analysis and discussion of this research, it can be concluded that: (1) There is a significant effect of Company Size and *Financial Distress* on Firm Value in Conventional Banking Companies listed on the Indonesia Stock Exchange. (2) There is a significant effect of Company Size on Firm Value in Conventional Banking Companies Listed on the Indonesia Stock Exchange. (3) There is a significant effect of *Financial Distress* on Firm Value in Conventional Banking Companies listed on the Indonesia Stock Exchange

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The Influence of Liquidity, Profitability, Leverage and Operating Cash Flows in Predicting Financial Distress in Manufacturing Companies in the Consumption Goods Industry Sector in Indonesia Stock Exchange

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Abstract

The research objectives are to know the effect of liquidity, profitability, leverage, and operating cash flow together on the financial distress, and to find out the effect of the partial liquidity, profitability, leverage, and operating cash flow on the financial distress. This research uses method associative research. There are five variables used, is there liquidity, profitability, leverage, operating cash flow, and financial distress. Samples this research were are as many as 15 companies selected by purposive sampling. Secondary data is needed as a basis for analysis, while the data collection technique is as documentation. The analysis technique used is Multiple Linear Regression. The analysis shows 1) There is a significant effect of liquidity, profitability, leverage, and operating cash flow together on the financial distress in manufacturing companies in the goods industry sector listed on the Indonesian exchange 2) Thera is a significant effect of liquidity, profitability, and leverage. whereas operating cash flow have a partially insignificant effect.

Keywords: financial distress, liquidity, profitability, leverage, operating cash flow.

1. Introduction

The manufacturing industry plays an important role in efforts to boost investment and export value so that it becomes a mainstay sector to accelerate national economic growth. Currently, the industrial sector contributes to GDP by 20 percent, then for taxation around 30 percent, and exports up to 74 percent. The following is data on the GDP growth rate of the manufacturing industry for 2017-2021:

Graph 1. Manufacturing Industry GDP Growth Rate 2017-2021

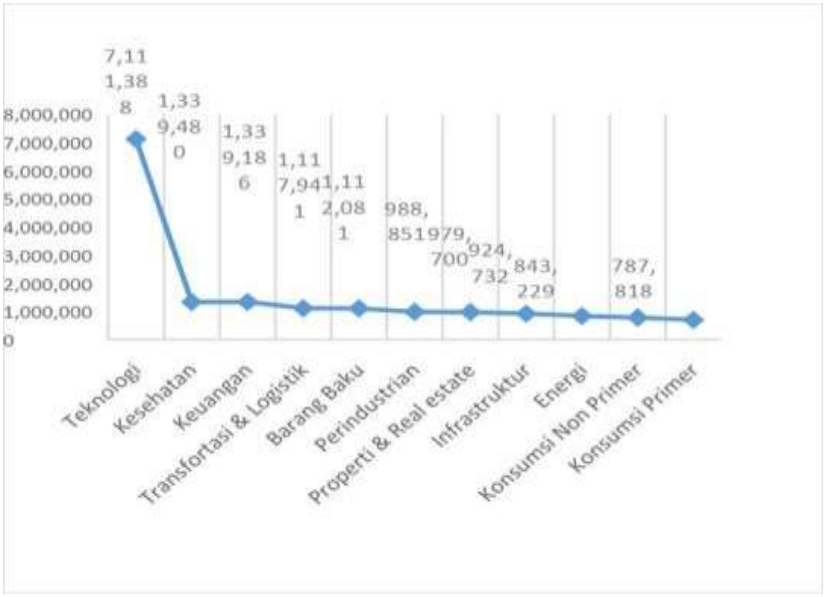


Source: BPS Indonesia National Income

Based on graph 1 above, it can be seen that the value of the growth rate of manufacturing companies in this industrial sector experienced a decrease in the value of GDP or a decrease in the market value of products and services in 2019 and 2020 by 3.9 and -2.93 respectively for 2 years. This shows that the decline in the market value of products and services (GDP) in this manufacturing industry is in a bad condition.

One of the manufacturing industry sectors that has growth opportunities is the consumer goods industry sector. In the last few years, the growth of the consumer goods industry in Indonesia has been slowing down. There are several factors causing the slowdown in the sector which is commonly called the Fast Moving Consumer Good /FMCG. Among them is competition between companies that is getting tougher and heating up involving various local and imported brands. Furthermore, the slow recovery of people's purchasing power , as well as a shift in consumer choice from FMCG products to non-FMCG products such as travel and internet data further slowed the industry's growth. Source: In the article cnbc indonesia .com, Muamar (2018). This is reflected in the declining performance of several consumer goods issuers which can be seen from the sectoral index of the stock exchange in 2022:

Graph 2 Indonesia Stock Exchange Sectoral Index 2022



Source: Indonesia Stock Exchange

Based on graph 2 above, it can be seen that the primary and non primary consumer goods sector has the lowest index of 787,818 and 704,849. This shows that the performance of issuers in the consumer goods sector is experiencing unfavorable conditions. From some of the descriptions of the phenomenon above, this is a matter where one of the factors in a company experiencing bankruptcy, or causing a company to go bankrupt in the future, of course, this makes the company's management have to take more serious steps in managing the company. In addition, company management must be able to detect early on the company's financial condition in an effort to prevent financial distress for the company.

Bankruptcy or financial distress is something every company should avoid. The initial

symptoms of bankruptcy of a company are marked by financial distress . This is certainly important for companies in predicting financial distress so that companies are vigilant and avoid bankruptcy. This financial problem has a big influence, where it is not only the company that will experience losses but also the investors. Of course investors will not invest in companies that are experiencing financial distress . To find out that the company has experienced financial distress is very diverse. Indicators of financial difficulties can be seen from the company's failure to carry out company operations in generating net profit, net operating profit, and total assets. To overcome and minimize bankruptcy, companies can monitor their financial condition by using financial statement analysis techniques. The following is the average annual Current Ratio (CR) for manufacturing companies in the consumer goods industry sector listed on the IDX for the 2017-2021 period:

Graph 3. Average Annual Current Ratio Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange for the 2017-2021 period



Source: www.idx.co.id

From graph I.3 above it can be seen that the average current ratio (CR) of companies in the consumer goods industry sector fluctuates , namely up and down. According to Kasmir (2018: 143), the liquidity ratio is proxied through the current ratio (CR) with the standard industry measurement of liquidity of 2. This indicates that the average current ratio of manufacturing companies in the consumer goods sector in 2017-2021 is considered not good because it is still below the average. standard average. The following is the average annual Return on Assets (ROA) for manufacturing companies in the consumer goods industry sector listed on the IDX for the 2017-2021 period.

Graph 4. Average Annual Return on Assets Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange for the 2017-2021 Period



Source: www.idx.co.id

From Graph 4 above it can be seen that the average return on assets (ROA) of companies in the consumer goods industry sector fluctuates, namely up and down. According to Kasmir (2018: 208), the profitability ratio is proxied through return on assets (ROA) with industry standard profitability measurements by 30%, this indicates that the average return on assets of manufacturing companies in the consumer goods sector for 2017-2021 is considered not good because it is still below the average standard. The following is the average annual Debt to Asset Ratio (DAR) for manufacturing companies in the consumer goods industry sector listed on the IDX for the 2017-2021 period:

Graph 5. Average Debt to Asset Ratio Per Year Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange Period 2017-2021



Source: www.idx.co.id

From graph I.5 above it can be seen that the average Debt to Asset The ratio (DAR) of companies in the consumer goods industry sector fluctuates, namely up and down. According to Kasmir (2018) the leverage ratio proxied through the debt to asset ratio (DAR) with the industry measurement standard is 35%, this indicates that the average debt to asset ratio of manufacturing companies in the consumer goods sector in 2017-2021 is considered not good because beyond average standard. The following is the average operating cash flow (AKO) per year for manufacturing companies in the consumer goods industry sector listed on the IDX for the 2017-2021 period:

Graph 6. Average Annual Operating Cash Flow Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange for the 2017-2021 Period



Source: www.idx.co.id

From graph 6 above, it can be seen that the average Operating Cash Flow (AKO) of the

Consumer Goods Industry Sector Companies fluctuates, namely up and down. According to Herry (2016: 106) The cash flow ratio proxied through operating cash flow (AKO) with a measurement standard of 1, this indicates that the average operating cash flow of manufacturing companies in the consumer goods sector in 2017-2021 is considered not good because it is below average. standard average. Various studies have been conducted regarding Liquidity, Profitability, Leverage , and Operating Cash Flow on financial distress . The results of research conducted by Septiani and Dana (2019) state that Liquidity proxied by the Current ratio (CR) has a significant effect on financial distress , but this is different from the results of research conducted by Erayanti (2019) which shows the results that Liquidity is proxied by Current ratio (CR) has no significant effect on financial distress. The results of further research conducted by Carolina and Pratama (2017) stated that Profitability proxied by Return on Assets (ROA) had a significant effect on financial distress , but this was different from the results of research conducted by Bachtiar and Handayani (2022) which showed that the results profitability proxied by Return on Assets (ROA) has no effect on financial distress.

2. Literature Review

Financial statements. According to Herry (2016) states that financial reports are an important source of information for users of financial statements in the context of making economic decisions. According to Kasmir (2018) states that in general there are five types of financial reports, which are as follows: balance sheet, Income statement, Statement of changes in capital, Cash flow statement, Report Notes to Financial Statements. Financial Distress. According to Kristanti (2019) states that Financial Distress (Financial Distress) is a condition when a company is unable to fulfill its obligations . According to Krisitani (2019) states that there are factors that affect financial distress which can be predicted by financial ratios, several financial ratios that are often used in research on bankruptcy or financial distress namely: Liquidity Ratio, Leverage Ratio, Activity ratio, Profitability Ratio, Market Ratio.

Liquidity. According to Kasmir (2018) states that the Liquidity Ratio or often also referred to as the working capital ratio is a ratio used to measure how liquid a company is. Profitability. According to Kasmir (2018) The profitability ratio is a ratio for assessing a company's ability to make a profit. Leverage. According to Kasmir (2018) states that the Solvency Ratio or Leverage Ratio is a ratio used to measure the extent to which a company's assets are financed with debt. Cash flow. According to Darminto (2019) states that cash flow is the lifeblood of every company and fundamental to existence of a company and shows whether or not a company can pay all its obligations.

3. Research Method

The type of research used by researchers in this study is associative research . The population in this study is a consumer goods sector manufacturing company consisting of 54 companies that have been listed on the Indonesian Stock Exchange (IDX). From a total population of 54 companies that could only meet the criteria to be selected as samples, there were 15 companies in this study. The data required was secondary data. The data collection method used in this study was the documentation method. The analysis technique used in this research is descriptive statistical analysis.

4. Findings and Discussions

The Effect of Liquidity, Profitability, Leverage , and Operating Cash Flow on Financial Distress in Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange. Based on the results of the study, it simultaneously shows that liquidity, profitability, leverage and operating cash flow have a significant effect on financial distress . Based on the hypothesis proposed that the variables of liquidity, profitability, leverage and operating cash flow have a significant effect on financial distress . So that the proposed hypothesis is accepted.

The Effect of Liquidity on Financial Distress in Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange. Based on the results of the study that partially liquidity has a significant positive effect on financial distress in Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange. The high value of liquidity in Manufacturing Companies in the Consumer Goods Industry Sector is due to total current assets the company is larger than the total current debt where the company's debt is dominated by long-term debt.

The Effect of Profitability on Financial Distress in Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange. Based on the results of the study that partially profitability has a significant positive effect on financial distress in Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange. In this case profitability has a positive effect . That is, the higher the profitability, the less likely the company will experience financial distress.

The Effect of Leverage on Financial Distress in Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange. Based on the results of the study that partially leverage has a significant negative effect on financial distress in Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange. In this case leverage has a negative effect . That is, if a company has a low leverage value , the company is likely to have a low level of debt which causes less debt financing in the future so that the company can avoid financial distress.

The Effect of Operating Cash Flow on Financial Distress in Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange. Based on the results of the study that partially operating cash flow does not have a significant effect on financial distress in Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange**.**

5. Conclusion

There is an influence of Liquidity, Profitability, Leverage and Operating Cash Flow on Financial Distress in Manufacturing companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange. There is an effect of Liquidity on Financial Distress in Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange. There is an effect of Profitability on Financial Distress in Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange. Leverage effect on Financial Distress in Manufacturing companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock

Exchange. There is no influence of Operating Cash Flow on Financial Distress in Manufacturing Companies in the Consumer Goods Industry Sector Listed on the Indonesia Stock Exchange.

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Possibilities of Growth, Decent Jobs and Poverty Reduction without Industrialisation: Application of Discrete-Time Markov Process

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Abstract

The paper aimed to examine the possibilities of growth, decent jobs, and poverty reduction without industrialisation. The study uses secondary data from 23 countries sampled randomly from developing and developed countries. The discrete-times Markov process was used. The study found that a country such as Mongolia has higher industrial growth but less state transition probability. The study found that the G7 and G20 countries such as Canada, Germany, the USA, Australia, India and Mexico have less industrial growth, resulting in the unpredictability of the growth, decent job creation and poverty eradication. The study concludes that the growth of industrialisation does not grant for growth, decent job creation and poverty eradication, but the industrial structure, policies and location with be determined by such effects. Therefore, the paper recommends using the discrete-Time Markov process to predict the economic growth in developed and developing countries.

Keywords: growth, decent jobs, poverty reduction, discrete-time Markov process, Tanzania.

1. Introduction

Industrialisation and structural transformation are integral to the African Union's Agenda 2063. The literature suggests that industrialisation drives the sustained growth in jobs and productivity that marks most developed economies' social and economic take-off (Kaleb et al. 2021). However, it is evidenced that the prospects of manufacturing in Sub-Saharan Africa are limited due to the emerging trends in technology and international trade (Kaleb et al. 2021). Moreover, several studies suggest strong claims that the region's economies have experienced "premature deindustrialisation," which reduces the viability of policies and strategies to promote manufacturing as a driver of sustainable growth (Kaleb et al. 2021). Industrialisation features prominently in several African and other developing countries' development strategies, and some are currently implementing policies to promote the manufacturing sector's capacity (industrialisation) to engage in value-addition processes and create jobs (Kaleb et al.2021). The prospects for industrialisation are bound to differ across countries, depending on resource endowments and initial policy configurations. Thus, an assessment of the region should account for the heterogeneity across the continent. Such prospects must also be assessed in specific countries in the context of new and emerging digital technologies, the evolution of regional and global value chains, and the implications of these developments for regional trade agreements and the broader international trading system.

Rapid economic growth is often essential for reducing absolute poverty (Kniivilä, n.d; Obioma, Uchenna and Kalu, 2015). Industrial growth has had an important role in

countries' economic growth (Kniivilä, n.d). Several studies explained the role of industrial growth, the contribution of a range of policies to growth performance, and the impact of growth on poverty and income inequality (Kniivilä, n.d; Obioma, Uchenna and Kalu, 2015). The industrial affects growth and poverty in the long run, such as the structure, location of industries, policies and others (Kniivilä, n.d). Although, industrialisation may increase the income inequality between rural and urban (Kniivilä, n.d; Obioma, Uchenna and Kalu 2015). The industries in the agriculture sector tend to create more jobs, increasing growth and reducing income poverty. Job creation, particularly in agricultural industries, signifies economic growth (Hussein et al., 2023). The current study shows a direct positive effect between job creation and economic growth through the absorption of unemployment (Hussein et al., 2023; Kaleb et al., 2021). Kaleb et al.2021 confirmed industrialisation offers a viable path to structural transformation and job creation. To the extent that there is renewed interest in industrialisation across the continent, and certain countries have successfully created manufacturing jobs, the central question is the industrialisation grant for economic growth, decent job creation and poverty reduction. Manjula(2022) concluded that Industrialization has been the basis for the economic development of any serious-minded nation; this is why it is obvious that no advanced nations reached the developed stage without industrialisation. The industrialisation has been seen as a veritable channel of attaining the lofty desirable conception and goals of improved quality of life and the populace (Manjula, 2022). This is because; industrial development involves extensive technology-based development of the productive system of the economy. This conclusion leads to the question that economic growth, decent job creation and poverty are impossible without industrialisation. Therefore, this study aimed to study the possibilities of economic growth, decent job and poverty eradication by considering developing and developed countries.

In most cases, the economic determinants (factors) usually influence the decisional outcome in the economic decision process. The outcome is mostly uncertain as rarely are assigned to their possibilities outcome (prior probabilities). This became the entire plan uncertainty. The study on growth, decent jobs, and poverty reduction is mostly done by establishing short-term or long- term relationships without industrial conditioning. Moreover, the findings are still uncertain as they are weighted on the "determinant intensively" rather than on the possibility of the outcomes. This study is uniquely working on that methodological flaw by introducing the possibility– decisional outcome plan. The study aimed to examine the possibility of growth, decent jobs, and poverty reduction with industrial conditioning. Specifically, the study determined the probability (possibility), mean hitting times and mean return times of event or state variable behaviour (growth, decent jobs, and poverty reduction) on two event-process behaviour (conditions) in the Markov process. Condition one assumes all the states are communicated; growth, decent jobs, and poverty reduction are transient states. This means once a country or event leaves a state *i* to state j at time , it will never return to state again. In this situation, the state poverty reduction is an absorption state. Therefore, the absorption probability will be determined that once a

country eradicates poverty, the probability of return to decent jobs and growth is less than one. Moreover, we determined the number of expected years to enter the state of poverty reduction (mean hitting times). Condition two assumes all the states are communicated;

the process is irreducible, that the event process (Markov Process) can start from growth, move to poverty reduction and then returns to growth. Condition two examined the possibility of events (state) to reverse. That is, growth causes poverty reduction, poverty reduction causes future growth, and the process continues forever. We examined condition two by the state transition probabilities. We determined the expected years that required the state or event to return to its previous state (Mean return times).

2. Literature Review

Conceptually, in condition one, a country change state to state , and stays in stay forever; that is, it never returns to state . Therefore, if the event or country stayed forever at a certain state, say , that state is called the absorbing state, and the probability of entering that state is called the absorption probability. Consider a finite Markov process, with state space, S ={growth, decent job, poverty reduction). Suppose that all states are either absorbing or transient. Let be an absorbing state. Define for all . That is, and if j is any other absorbing state. To find unknown values of we use the equation

Condition one can be illustrated by using a state-transition diagram (Figure 1). In this model, the self-transition is allowed, .

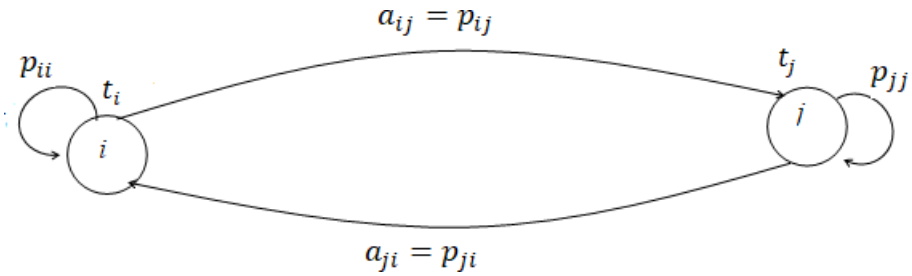
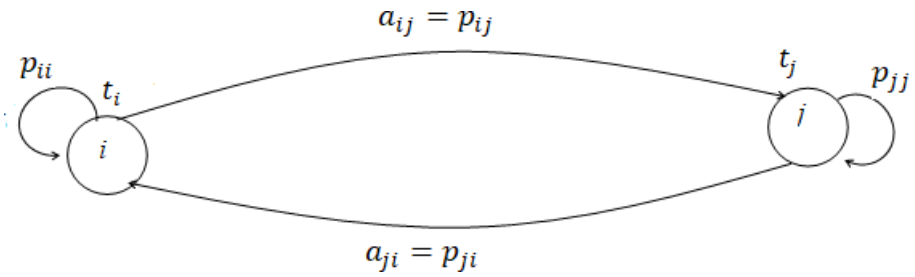


Figure 1: The state-transition diagram for condition one Markov process model.

Figure 1 shows how the country in state can be self-transient with a probability of , and the probability of remaining at state one of The figure for the probability of the country remaining at state two is and the probability of the country returning to the state one, is The process shows that once the event or a country enters the state , the country can return to state. The transition probabilities can be summarised or presented by using the transition probabilities matrix P.

Mean hitting times and mean return times. The mean hitting time is the expected time until the process hits/reaches the set of states the first time. Also, it is obtained by using the law of total probability with recursion. Let be the first time the process visits a state in , for all , defined that is, , for all To find the unknown values of , we use



From Figure 1, we calculate the mean hitting times, t, by using the formula,

On the other hand, the Mean return times, is the expected time (number of steps) needed until the process returns to state . Consider a finite irreducible Markov process, with state space S ={0,1,2, 3,..., r}. let be a state. Moreover, let be the mean return time to state j, then,

Therefore, mean return times, can be simplified by the formula.

3. Research Method

The methodology of the study is described as follows; the population of the study was developed and developing countries. The random selection of 23 countries is entered into the sample space if the researcher has all the required information (sorting techniques). The G7 and G20 countries were involved in the sample size by using the sorting sampling producer. The data source included the trading economics report in 2023 and world development indicators. The state variables are growth, measured by GDP per cent (annualised); industrialisation, measured by industrial production growth in per cent; decent jobs, measured by the employment rate in percentage; and poverty reduction, which is measured by poverty rate in percentage. Moreover, industrialisation is the mediating factor used as a conditioning factor in probability estimation. The dependence conditional probability was to calculate the *initial probability (*for Markov process modelling. The discrete-time Markov Process model established each state or event's probability (transition and absorption).

We collected data about the industrial production, employment rate, GDP per capita and poverty rate for 2021 to 2023 from 23 randomly sampled countries. Some countries are member of G7 and G20 economic forum, representing the countries with advanced and advancing economic structures. The rate of employment (decent job), GDP per capita and poverty rate were divided by industrial production growth rate to measure or establish the "*relative unit effect"* of the industrial growth" in GDP per capita, employment and poverty rates. This is done to disclose or detect the effectiveness of industrial production in growth, job creation and poverty eradication.

4. Findings and Discussions

The proportions represent the industrial growth rate's relative unit impact or effect (Table 1).

Table 1. The annualised growth rate and proportions of growth, decent job and the poverty

rate

Country	Annualised Growth percentage								Proportions by industrial growth					
	Averaged rate from 2021 to 2023								Growth		Job		Poverty	
	I(S2)	I(S1)	J(S2)	J(S1)	G(S2)	G(S1)	P(S2)	P(S1)	G1/I1	G2/I2	J1/I1	J2/I2	P1/I1	P2/I2
Albania	0.50	6.80	66.50	65.40	9.53	2.52	4.57	6.07	0.37	19.05	9.62	133.00	0.89	9.13
Australia	1.90	1.00	64.40	64.30	2.11	0.67	0.50	0.50	0.67	1.11	64.30	33.89	0.50	0.26
Canada	1.86	1.80	62.40	62.40	3.97	0.43	0.25	0.25	0.24	2.13	34.67	33.55	0.14	0.13
Costa Rica	4.80	5.20	50.75	52.75	6.94	1.54	2.22	1.06	0.30	1.45	10.14	10.57	0.20	0.46
Czech	2.20	2.00	75.80	75.80	5.49	2.63	0.01	0.01	1.31	2.49	37.90	34.45	0.00	0.00
Denmark	9.40	19.70	68.70	68.40	4.40	1.13	0.25	0.17	0.06	0.47	3.47	7.31	0.01	0.03
Georgia	1.70	17.60	44.20	45.20	10.87	5.16	4.23	3.78	0.29	6.39	2.57	26.00	0.21	2.49
Germany	1.80	0.70	77.30	77.30	2.58	0.83	0.00	0.23	1.18	1.44	110.43	42.94	0.33	0.00
India	1.10	5.60	44.70	44.50	7.82	2.68	10.00	11.08	0.48	7.11	7.95	40.64	1.98	9.09
Israel	6.90	4.80	61.40	61.20	6.89	2.19	0.24	0.46	0.46	1.00	12.75	8.90	0.10	0.03
Macedonia	1.30	1.00	47.20	47.34	4.34	3.89	3.40	4.56	3.89	3.34	47.34	36.31	4.56	2.61
Malta	12.50	18.50	78.50	77.50	9.62	1.83	0.31	0.10	0.10	0.77	4.19	6.28	0.01	0.02
Mauritius	11.70	7.10	93.20	92.50	3.68	2.86	0.21	0.56	0.40	0.31	13.03	7.97	0.08	0.02
Mexico	1.60	3.30	97.61	97.28	4.14	1.23	3.10	2.63	0.37	2.59	29.48	61.01	0.80	1.94
Mongolia	55.50	63.60	54.90	56.00	0.01	3.37	0.50	0.47	0.05	0.00	0.88	0.99	0.01	0.01
Morocco	0.80	3.10	39.10	39.00	6.79	1.80	1.44	4.24	0.58	8.49	12.58	48.88	1.37	1.80
Philippines	4.90	9.00	95.30	95.20	4.14	4.38	2.74	6.14	0.49	0.84	10.58	19.45	0.68	0.56
Rwanda	6.70	5.60	44.40	46.40	8.29	6.88	56.52	57.90	1.23	1.24	8.29	6.63	10.34	8.44
Serbia	0.90	1.90	50.10	50.80	8.57	4.89	2.33	0.29	2.58	9.52	26.74	55.67	0.15	2.59
Spain	4.50	0.10	50.78	50.99	5.41	1.26	0.79	0.84	12.55	1.20	509.90	11.28	8.39	0.18
Switzerland	6.10	6.00	79.90	79.30	3.44	0.42	0.03	0.03	0.07	0.56	13.22	13.10	0.01	0.01
Uruguay	4.10	1.00	57.30	57.50	4.45	0.31	0.18	0.99	0.31	1.09	57.50	13.98	0.99	0.04
USA	0.20	0.10	60.40	60.40	5.82	1.83	1.00	1.00	18.30	29.10	604.00	302.00	10.00	5.00

Source: Trading economics (2023) and world development indicator (2023).

Table 1 shows data for this study. The 23 countries sampled involve the countries of G7 members, such as Germany, the USA, and Canada, and the exclusive members of G20 countries, such as Australia, India and Mexico, and Denmark. On the other hand, the study involved data from developing countries such as Rwanda, Morocco, and Mauritius. The table depicts that Mongolia has the highest industrial growth recorded in March 2023, which is 55.50 percent, and the USA has the lowest industrial growth of about 0.20 per cent as recorded in January 2023. Moreover, Mexico has a maximum employment rate of 97.61 per cent, as recorded in March 2023, and Morocco had at least an employment rate of 39.10 per cent in December 2022. Georgia has the maximum GDP per capita growth rate of 10.87 in 2021, and Mongolia has the least GDP per capita growth rate of 0.01 in 2021. The country with the maximum poverty rate is Rwanda, which had 56.52 in 2021 and the least poverty in Germany at 0.00 per cent.

State transition probabilities. The state transition probability is the probability of a state variable or a system moving from state to state . From Table1, we compute the state transition probabilities by using the general formula, that is, for the initial state transition probability for the Markov process,

Table 2. State transition state probability for growth, decent job and the poverty rate

Country	P(G/I1)	P(G/I2)	P(J/I1)	P(J/I2)	P(P/I1)	P(P/I2)	P(I1)	P(I2)
Albania	0.019	0.981	0.0674	0.9326	0.0891	0.9109	0.0632	0.9368
Australia	0.375	0.625	0.6548	0.3452	0.6557	0.3443	0.6499	0.3501
Canada	0.100	0.900	0.5082	0.4918	0.5092	0.4908	0.4945	0.5055
Costa Rica	0.17	0.830	0.4900	0.5100	0.3060	0.6940	0.4600	0.5400
Czech	0.345	0.655	0.5238	0.4762	0.5182	0.4818	0.5149	0.4851
Denmark	0.109	0.891	0.3221	0.6779	0.2444	0.7556	0.3120	0.6880
Georgia	0.044	0.956	0.0899	0.9101	0.0794	0.9206	0.0810	0.9190
Germany	0.452	0.548	0.7200	0.2800	1.0000	0.0000	0.7161	0.2839
India	0.063	0.937	0.1636	0.8364	0.1787	0.8213	0.1547	0.8453
Israel	0.313	0.687	0.5890	0.4110	0.7357	0.2643	0.5725	0.4275
Macedonia	0.538	0.462	0.5659	0.4341	0.6353	0.3647	0.5690	0.4310
Malta	0.114	0.886	0.4001	0.5999	0.1858	0.8142	0.3777	0.6223
Mauritius	0.562	0.438	0.6206	0.3794	0.8133	0.1867	0.6195	0.3805
Mexico	0.126	0.874	0.3258	0.6742	0.2914	0.7086	0.3187	0.6813

Mongolia	1.000	0.000	0.4711	0.5289	0.4375	0.5625	0.4853	0.5147
Morocco	0.064	0.936	0.2047	0.7953	0.4314	0.5686	0.1972	0.8028
Philippines	0.366	0.634	0.3523	0.6477	0.5495	0.6943	0.3603	0.6397
Rwanda	0.498	0.502	0.5556	0.4444	0.5507	0.4493	0.5491	0.4509
Serbia	0.213	0.787	0.3245	0.6755	0.0559	0.9441	0.3030	0.6970
Spain	0.913	0.09	0.9780	0.022	0.979	0.021	0.977	0.0230
Switzerland	0.111	0.889	0.5022	0.4978	0.5272	0.4728	0.4931	0.5069
Uruguay	0.222	0.778	0.8045	0.1955	0.9566	0.0434	0.7956	0.2044
USA	0.386	0.614	0.6667	0.3333	0.6668	0.3332	0.6529	0.3471

Table 2 shows the state transition probabilities of the growth, decent job and poverty rate in 23 countries. The tables depict that the highest state transition probability of growth is about 1.00 in Mongolia in state one. On the other hand, the highest state transition probability in growth in state two is 0.9809, found in Albania. The least state transition probabilities in states one and two are 0.01911 and 0, found in Albania and Mongolia, respectively. The tables also show that the countries with the highest state transition probabilities in a decent job in state one are Spain, with a value of 0.978 and Albania, in state two, with a value of 0.9326. The least values of state transition probabilities are found in Albania in state one, which is 0.067 and in Spain, which is 0.0217 in state two. The maximum state transition probability in poverty rate is 1.000, found in Germany in state one, and is 0.9440 in Serbia in state two. The least values of state transition probabilities in poverty rate are 0.0560 in state one and 0 in state two found in Serbia and Germany, respectively. Furthermore, in the table, we found that the state transition of the industrial production growth is about 0.9767 in state one and 0.9368 in state two in Spain and Albania, respectively.

On the other hand, the least state transition probability in industrial production growth is 0.063 in state one and 0.023 in state two found in Albania and Spain, respectively. The Markov process involves the two states, and the maximum state transition probabilities are equal to one. Therefore, the countries experiencing the highest state transition probabilities in state one will also experience the least state transition probabilities in state two, and vice versa.

STATE TRANSITION PROBABILITY MODELS. The state transition probability model is the probability predictive model that models the probability or likelihood of the state variable in the Markov process to move or shift from one state to another. These models involve the probability parameters such as the state transition probability, the mean hitting times and mean return times. This study prefers to establish the state transition probability model in 9 countries with given criteria, such as Mongolia and Malta, with the highest industrial growth in the sample. Two countries from the G7 are Germany and Canada, three countries with G20 membership are Australia, India and Mexico, and two

countries with the least industrial growth are USA and Albania.

MONGOLIA PROBABILITIES PREDICTIVE MODEL. Mongolia is one of the countries with the second industrial growth in 2023, after Trinidad and Tobago in March 2023. The predictive state variables of the model are growth, decent job and poverty rate. The state transition matrix and Markov process of Mongolia (Figure 2).

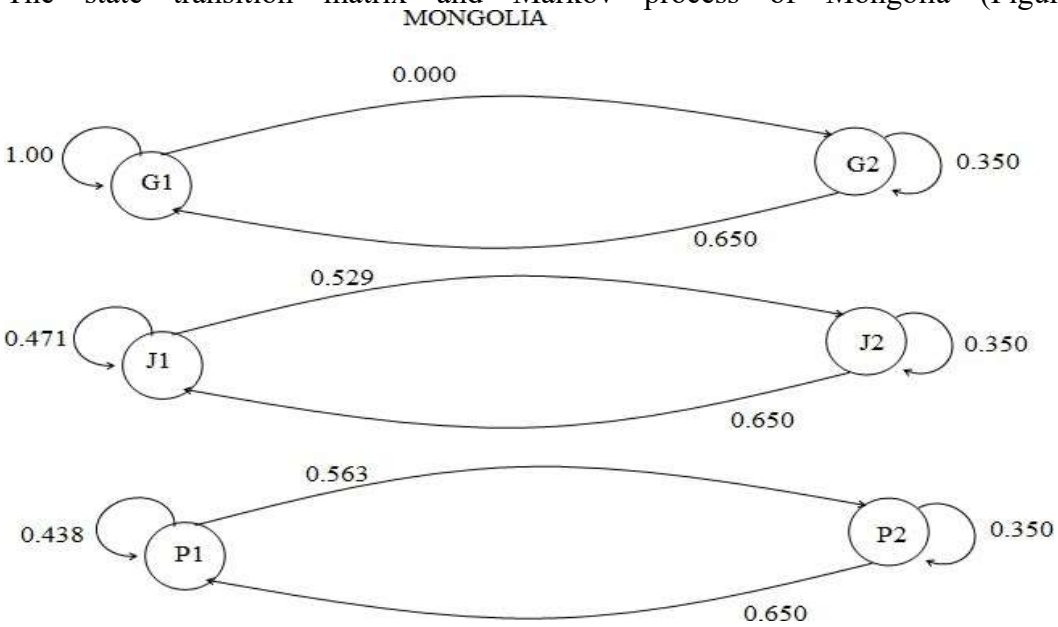


Figure 2: The periodic state transition Markov Process in Mongolia

Figure 2 shows the periodic state transition Markov process for Mongolia country in two states. The state variables are growth, decent job and poverty rate, and the conditioning variable is industrial production growth. Mongolia was selected because it had the highest industrial production growth rate of about 55.54 per cent on March 2023 in the sample. The country shows that in the growth state variable, the probability of a country entering into state two is zero, and the probability for a country to remain in state one is 1 in the growth state variable. Moreover, the probability of a country's growth to return to state one is 0.650, greater than that of a country's growth to enter state two. This means that the country in growth will never enter state two since the probability of a country remaining in state one is 1 or 100 per cent. On the other hand, the probability of a country creating a decent job in state one is 0.471, and the probability of the country entering into state two is 0.529. Since the probability of entering state two is less than the probability of the country returning to state one, that is, 0.650, the country is expected to return to state one in future. Hence, decent job creation is not sustainable. Moreover, the probability of a country with a poverty rate at state one is 0.438, and the probability of entering state two is 0.563; since this value is less than the probability of returning to state one, which is 0.650, the country will enter the state two, but in future, it will return to state one. *Mean hitting times and mean return times.* We compute the mean hitting time and return times in respective countries by using the state transition probabilities of Mongolia in growth, decent job and poverty rate. **Interpretation:** The mean hitting times and mean return times are the same, indicating that the time required for the country to move from state one to state two is 1.54 years. On the other hand, the country will return

to its growth position decent jobs and poverty rate.

The G20 countries are among the countries that involve the G7 countries. The only distinction is that the G20 countries include both countries, that their economic structure is advanced and that their economic structure is advancing significantly. Therefore, the G20 countries also involve the G7 countries. In this study, we involved only the countries that are members of G20 but of G7. The study randomly selected only three countries, Australia, India and Mexico, to examine how their industrial growth predicts growth, decent job and poverty rate. The Markov process is used.

THE AUSTRALIA PROBABILITIES PREDICTIVE MODEL. Australia is among the countries which are classified as a member of G20 countries. Consider the state transition matrix and Markov Process model for Australia (Figure 8).

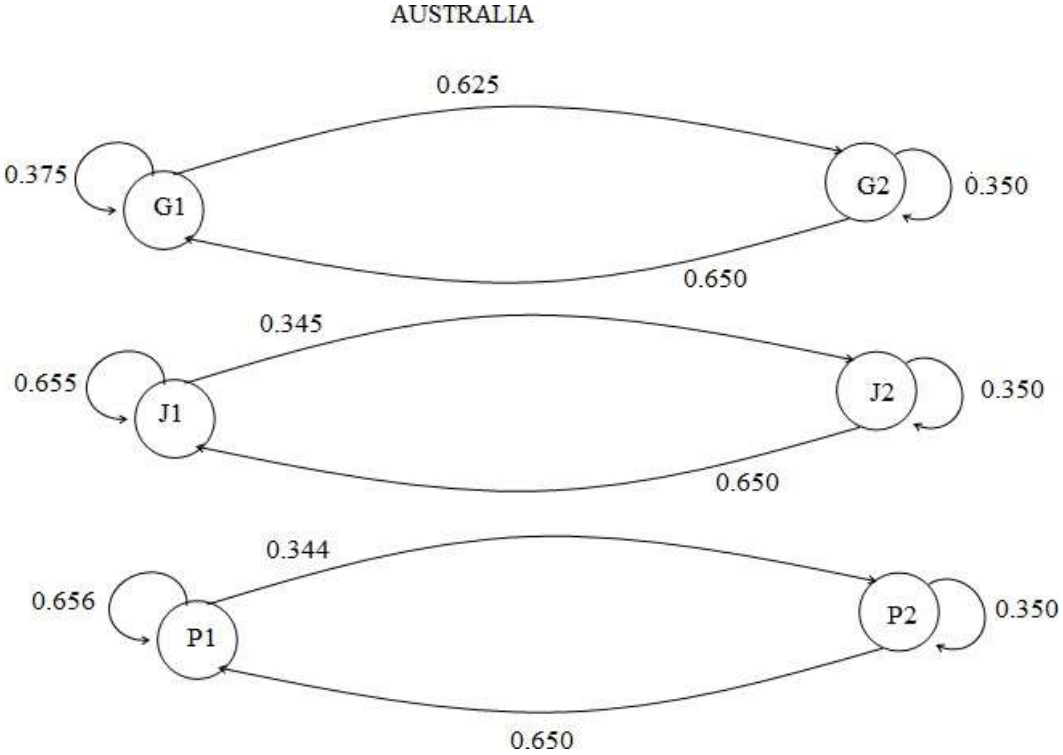


Figure 8: The periodic state transition Markov Process in Australia

Figure 8 shows the periodic state transition Markov process model for Australia in two states. The state variables are growth, decent job and poverty rate, and the industrial production growth is the state conditioning variable. Australia is a country that is classified as a member of G20 countries; it has industrial production growth of 1.90 percent in 2023. The country shows that the probability of a country entering into state two in growth is 0.625, to remain in state one is 0.375. Moreover, the probability of a country in growth to return to state one is 0.650 to remain at state two is 0.350. That is, the country in growth will enter into state two and easily return to state one, because the probability of returning and remaining at state one is greater than the probabilities of entering and remaining at state two. On the other hand, the probability of a country in decent job to remain in state one is 0.655, and to enter into state two is 0.345, and the probability to remain in state two is 0.350. The probability of a county returning to state

one in decent job is 0.650, greater than the probability of entering into state two. Therefore, the country will hardly enter into state two. On the other hand, the probability of a country remaining in the poverty rate at state one is 0.656, and to enter in the state is 0.344. The probability of a county remaininging in poverty rate at state two is 0.350 and the probability to return in state one is 0.650, greater than the probability of a country remaining at state two. Therefore, the country will hardly enter in state two.

Mean hitting time and mean return times. We compute Australia's mean hitting time and return times by using state transition probabilities of Australia in growth, decent job and poverty rate. Interpretation: The mean hitting times and mean return times are the same, and this indicates that the time required for the country to move from state one to state two is 1.54 years. On the other hand, the country will return to its state of growth, a decent jobs, and the poverty rate is 1.54 years.

We repeated the same process and the interpretation for Malta: The mean hitting times and mean return times are the same. This indicates that the time required for the country to move from state one to state two is 2.64 years. On the other hand, the country will return to its state of growth, a decent jobs, and a poverty rate is 2.64 years. For USA: The mean hitting times and mean return times are the same, indicating that the time required for the country to move from state one to state two is 1.53 years. On the other hand, the country will return to its state of growth, a decent jobs, and the poverty rate is 1.53 years.

For Albania: The mean hitting times and mean return times are the same, indicating that the time required for the country to move from state one to state two is 15.87 years. On the other hand, the country will return to its state of growth, a decent job, and the poverty rate is 15.87 years. For Canada: The mean hitting times and mean return times are the same, indicating that the time required for the country to move from state one to state two is 2.02 years. On the other hand, the country will return to its state of growth, a decent jobs, and the poverty rate is 2.02 years. For Germany: The mean hitting times and mean return times are the same. This indicates that the time required for the country to move from state one to state two is 1.40 years. On the other hand, the country will return to its state of growth, a decent jobs, and a poverty rate is 1.40 years. For Australia: The mean hitting times and mean return times are the same, and this indicates that the time required for the country to move from state one to state two is 1.54 years. On the other hand, the country will return to its state of growth, a decent jobs, and the poverty rate is 1.54 years. For India: The mean hitting times and mean return times are the same. This indicates that the time required for the country to move from state one to state two is 6.45 years. On the other hand, the country will return to its state of growth, decent job, and the poverty rate are 6.45 years. For Mexico: The mean hitting times and mean return times are the same. This indicates that the time required for the country to move from state one to state two is 3.13 years. On the other hand, the country will return to its state of growth, decent job, and the poverty rate is 3.13 years.

5. Conclusion

The paper aimed to address the issues of growth, decent jobs and poverty eradication without industrialisation. The paper used the Markov process model to predict the state probabilities of the countries in two years (two states). The study classified the data into the countries with the highest industrial growth in the sample, Mongolia and Malta, and

the countries with the least industrial growth, USA and Albania. Furthermore, the study considers the G7 countries, which are Germany, Canada and the USA, and the G20 countries, which are Australia, India and Mexico and other, which are not in developing countries, such as Rwanda and Morocco and others. The aim is to capture the broad aspect of how industrial growth affects growth, decent job and poverty rate. The study concludes that the growth of industrialisation does not grant for growth, decent job creation and poverty eradication, but the industrial structure, policies and location with be determined by such effects. Therefore, the paper recommends using the discrete-Time Makov process to predict economic growth in developed and developing countries.

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The Influence of Physical, Social and Psychological Factors on Employee Satisfaction at PT. Buyung Son of Food

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Abstract

This study aims to determine the effect of physical, social and psychological factors on job satisfaction of employees of PT. Buyung Putra Pangan. The total population in this study were 118 employees and the samples taken were 54 employees. Sampling using *Proportionate Stratified Random Sampling technique* . The type of research used is associative research. The data needed in this study are primary data and secondary data. Data collection method used is using a questionnaire. Data analysis used qualitative data analysis which was quantified. The analysis technique used in this study is multiple linear regression analysis. The results of the research $Y = 0.153 + 0.420X_1 + 0.298X_2 + 0.269X_3$. The results of the hypothesis test show that simultaneously/together with Physical, Social and Psychological Factors have a positive effect on Employee Job Satisfaction with an F count of 123.125 > FTable of 2.20. While partially the Physical, Social and Psychological Factors have a positive effect on Employee Job Satisfaction with a t value for Physical Factors of 2.313 > t table 1.675. Social factors have a positive effect on employee job satisfaction with a t count of 2.221 > t table of 1.675. Psychological factors have a positive effect on employee job satisfaction with a t count of 1.947 > t table of 1.675. The results of the coefficient of determination show that the contribution of physical, social and psychological factors to the job satisfaction of PT. Buyung Putra Pangan by 87.4%.

Keywords: physical, social, psychological, job satisfaction.

1. Introduction

The availability of human resources is an important factor in a company, it is necessary to involve employees in carrying out all company activities. One of the things that should be a concern of the company is the job satisfaction of employees. Job satisfaction is a general attitude towards one's work, the difference between the amount of reward a worker receives and the amount of reward they believe they should receive (Busro, 2018).

Job satisfaction is a pleasant or unpleasant emotional state for employees towards their work (Zaleha, et al., 2020). Job satisfaction reflects a person's feelings towards his work which can be seen from the employee's attitude towards work and everything in his work environment (Bintoro and Daryanto, 2017). There are several factors that affect job satisfaction, namely psychological factors, social factors, physical factors and financial factors (Sutrisno, 2017). Physical factors are factors related to the physical condition of employees, which include the type of work, setting time and rest periods, work equipment, room conditions, temperature, lighting, air exchange, employee health conditions, age, and so on (Sutrisno, 2017). Then social factors are factors related to interactions among employees, interactions with superiors and interactions with fellow

employees of different types of work (Bintoro and Daryanto, 2017). Psychological factors are factors related to employee psychology which include interest, peace at work, attitudes towards work, talents and skills (Sutrisno, 2017).

PT. Buyung Putra Pangan is a company that produces rice in Ogan Ilir, South Sumatra. Rice products produced by PT. Buyung Putra Pangan such as super slip rice, super belida rice, and others. The following table shows the results of the implementation of employee work on rice production at PT. Buyung Putra Pangan. The production target for the last 5 years has not reached its maximum, which means that the annual rice production target that has been targeted by the company has not been realized properly. This condition is due to the results achieved by PT. Buyung Putra Pangan has not yet met the target, so it appears that the company's goal of maximizing profits has not been achieved. This maximum target has not been achieved yet illustrates that the job satisfaction felt by employees of PT. Buyung Putra Pangan is not as expected.

This job satisfaction can have an impact on the company, job satisfaction at PT. Buyung Putra Pangan is not good because the jobs that employees want are not in accordance with the abilities and characteristics that employees have, this causes work that is less than optimal. Not only that, the ability of leaders to guide their subordinates is still lacking. In addition, colleagues who do not have a sense of concern or familiarity at work which results in a lack of good cooperation between fellow employees.

Formulation of the problem: Is There any Effect of Physical, Social and Psychological Factors on Job Satisfaction of PT. Buyung Son of Food? Is There an Influence of Physical Factors on Job Satisfaction of PT. Buyung Son of Food? Is There an Influence of Social Factors on Employee Job Satisfaction at PT. Buyung Son of Food? Is There an Influence of Psychological Factors on Job Satisfaction of PT. Buyung Son of Food?

2. Literature Review

Job satisfaction. According to Robbins (in Busro, 2018) job satisfaction is a general attitude towards one's work, the difference between the amount of reward a worker receives and the amount of reward they believe they should receive. The greater the results obtained compared to the expected results, the more satisfied the employee is, and vice versa. The smaller the results obtained compared to the expected results, the lower the employee satisfaction. According to Afandi (2021) Job satisfaction is an effectiveness or emotional response to various aspects of work. A set of employee feelings about whether or not their job is enjoyable. The general attitude toward a person's job that shows the difference between the amount of rewards employees receive and the amount they believe they should receive.

Physical Factors. According to Busro (2018) states, Physical factors are factors related to the physical conditions of the work environment and the physical conditions of employees. According to As'ad (in Priansa, 2016) Physical factors are factors related to the physical conditions of the work environment and the physical conditions of employees, including the type of work, work and rest time arrangements, work equipment, room conditions, air temperature, lighting, air exchange, employee health condition, age and so on.

Social Factors. According to Busro (2018) are factors related to interactions with fellow

employees, interactions with superiors and interactions with employees of different types of work. According to Bintoro and Daryanto (2017) Social factors are factors related to social interactions between fellow employees and superiors and employees who have different types of work.

Psychological Factors. According to Busro (2018) states that psychological factors are factors related to the psychology of employees which include interest, peace at work, attitudes towards work and skills. According to Anorago (2016) psychology can be interpreted as a science that seeks to measure, explain and sometimes change the nature of human behavior.

3. Research Method

The type of research used in this study is associative research, namely research that aims to determine the relationship or linkages between two or more variables. The variables in question are Physical Factors (X_1), Social Factors (X_2) and Psychological Factors (X_3) on Employee Job Satisfaction (Y) at PT. Buyung Putra Pangan. The population in this study are employees of PT. Buyung Putra Pangan has a total of 118 employees with a classification based on education. The sample used in this study amounted to 54 employees with an error rate determined based on the slovin formula, namely 10%. The data in this study uses primary data and secondary data. Primary data was obtained through answers to questionnaires which were distributed to respondents, while the secondary data related to the number of employees and a general description of PT. Buyung Putra Pangan. The data collection method in this study was a questionnaire (questionnaire) and documentation related to the indicators used. Data analysis used in this research is qualitative analysis which is quantified using a Likert scale. The analysis technique used to determine the effect of physical, social and psychological factors on job satisfaction of employees of PT. Buyung Putra Pangan is with multiple linear regression analysis. What was done in this study was to carry out an instrument test, then after the data was declared valid and reliable, it was followed by using multiple linear analysis to ensure that the independent variable had an influence on the dependent variable, then a hypothesis test (f test and t test) was carried out to find out the significance of the independent variable to the dependent variable, and draw conclusions.

4. Findings and Discussions

The Influence of Physical, Social and Psychological Factors on Job Satisfaction of PT. Buyung Putra Pangan. Based on multiple linear regression shows that the regression coefficients of physical factors, social factors and psychological factors are positive. This means that physical factors, social factors and psychological factors are interrelated in contributing to influence the job satisfaction of employees of PT. Buyung Putra Pangan, this is also proven through the coefficient of determination test which shows the contribution of the variables of physical factors, social factors and psychological factors of 87.4% contribution to employee job satisfaction while the remaining 12.6% is influenced by other variables not included in the this research is the financial factor variable. The results of hypothesis testing simultaneously at the 90% confidence level show the $_{\text{calculated F value}}$ (123.125) > F_{table} (2.20) with a sig.F level of 0.000 <0.1 (significant), then Ho_1 is rejected and Ha_1 is accepted meaning there is an influence significant physical factors, social factors and psychological factors on job satisfaction of

employees of PT. Buyung Putra Pangan. The results of this study prove that physical factors, social factors and psychological factors are very important aspects in influencing employee job satisfaction. As a review of the low job satisfaction of employees of PT. Buyung Putra Pangan caused by the low of these three factors. Because when connected with the distribution table of respondents' answers on the questionnaire variable physical factors, social factors and psychological factors which show very high answers to disapproval. So this proves that employees recognize the lack of physical factors, social factors and psychological factors at PT. Buyung Putra Pangan so that it has an impact on employee job satisfaction which also decreases as is the consistency of the relationship with the results of respondents' answers on the variable job satisfaction which shows a low level. Then the results of the respondent's answers show a causal relationship that influences each other and is reciprocal which means that the low impact of physical factors, social factors and psychological factors will have an impact on decreasing employee job satisfaction and vice versa if physical factors, social factors and psychological factors can be increased by the company will have an impact on increasing employee job satisfaction. This is in line with the theory stated by Sutrisno, (2017) regarding the factors that influence job satisfaction are (1) psychological factors, (2) social factors, (3) physical factors and (4) financial factors. This is supported by previous research conducted by Sarfiah (2018), Heriyana (2020), Saad, et al (2020), Widiasih and Suarmanayasa (2021) which proves that the variables of physical factors, social factors and psychological factors have a positive and significant effect on job satisfaction employee.

Effect of Physical Factors on Employee Job Satisfaction PT. Buyung Putra Pangan. The results of partial hypothesis testing at the 90% confidence level show that the $_{\text{calculated}}$ t value for physical factors is 2.313 > t $_{\text{table}}$ 1.675 with a sig.t level of 0.025 <0.1 (significant), then Ho $_2$ is rejected and Ha $_2$ is accepted, meaning that there is a significant influence physical factors on job satisfaction of employees of PT. Buyung Putra Pangan. The results of this study prove that the physical factor is a factor that can contribute to creating employee job satisfaction. As a review of the low job satisfaction of employees of PT. Buyung Putra Pangan caused by the low physical factor. Because if it is connected with the distribution table of respondents' answers on the physical factor variable questionnaire which shows very high disapproval answers. So this proves that employees recognize the lack of physical factors at PT. Buyung Putra Pangan so that it has an impact on employee job satisfaction which also decreases as is the consistency of the relationship with the results of respondents' answers on the variable job satisfaction which shows a low level. Then the results of the respondents' answers show a causal relationship that influences each other and is reciprocal which means that the low impact of physical factors will have an impact on decreasing employee job satisfaction and vice versa if physical factors can be increased by the company it will have an impact on increasing employee job satisfaction. This is in line with the theory stated by Sutrisno, (2017) regarding the factors that influence job satisfaction are (1) psychological factors, (2) social factors, (3) physical factors and (4) financial factors. These results are supported by previous research conducted by Heriyana (2020), Mulyana, et al (2020) and Saad, et al (2020) which partially show that physical factors have a positive and significant influence on employee job satisfaction.

The Effect of Social Factors on Employee Job Satisfaction at PT. Buyung Putra Pangan The results of partial hypothesis testing with a 90% confidence level show that t_{count} for social factors is 2.221 > t_{table} 1.675 with a sig.t level of 0.031 <0.1 (significant), then Ho_3 is rejected and Ha_3 is accepted, meaning that there is a significant influence of factors social impact on job satisfaction of employees of PT. Buyung Putra Pangan. The results of this study prove that social factors affect employee job satisfaction. As a review of the low job satisfaction of employees of PT. Buyung Putra Pangan caused by the low social factor. Because if it is connected with the distribution table of respondents' answers on the social factor variable questionnaire which shows very high disapproval answers. So this proves that employees recognize the lack of social factors at PT. Buyung Putra Pangan so that it has an impact on employee job satisfaction which also decreases as is the consistency of the relationship with the results of respondents' answers on the variable job satisfaction which shows a low level. Then the results of the respondents' answers show a causal relationship that influences each other and is reciprocal which means that the low impact of social factors will have an impact on decreasing employee job satisfaction and vice versa if social factors can be increased by the company it will have an impact on increasing employee job satisfaction. This is in line with the theory stated by Sutrisno, (2017) regarding the factors that influence job satisfaction are (1) psychological factors, (2) social factors, (3) physical factors and (4) financial factors. These results are supported by previous research conducted by Heriyana (2020), Mulyana, et al (2020) and Saad, et al with the results that social factors have a partially positive and significant effect on employee job satisfaction.

The Influence of Psychological Factors on Employee Job Satisfaction at PT. Buyung Putra Pangan. The results of partial hypothesis testing with a 90% level of confidence show that t_{count} for psychological factors is 1.947 > t_{table} 1.675 with a sig.t level of 0.057 <0.1 significant), then Ho_4 is rejected and Ha_4 is accepted, meaning that there is a significan ence of factors psychological impact on job satisfaction of employees of PT. Buyung Putra Pangan. The results of this study prove that psychological factors have a major contribution in building employee job satisfaction. As a review of the low job satisfaction of employees of PT. Buyung Putra Pangan caused by the low psychological factor. Because when connected with the distribution table of respondents' answers to the questionnaire on the psychological factor variable which shows very high disapproval answers. So this proves that employees recognize the lack of psychological factors at PT. Buyung Putra Pangan so that it has an impact on employee job satisfaction which also decreases as is the consistency of the relationship with the results of respondents' answers on the variable job satisfaction which shows a low level. Then the results of the respondents' answers show a causal relationship that influences each other and is reciprocal which means that the impact of low psychological factors will have an impact on decreasing employee job satisfaction and vice versa if psychological factors can be increased by the company it will have an impact on increasing employee job satisfaction. This is in line with the theory stated by Sutrisno, (2017) regarding the factors that influence job satisfaction are (1) psychological factors, (2) social factors, (3) physical factors and (4) financial factors. These results are supported by research conducted by Heriyana (2020), Mulyana, et al (2020) and Saad, et al (2020) with the results of the research showing that partially psychological factors have a positive and significant effect on employee job satisfaction.

5. Conclusion

Based on the research results from the discussion it can be concluded that: There is a significant influence of physical, social and psychological factors on job satisfaction of employees of PT. Buyung Putra Pangan. There is a significant influence of physical factors on job satisfaction of employees of PT. Buyung Putra Pangan. There is a significant influence of social factors on job satisfaction of employees of PT. Buyung Putra Pangan. There is a significant influence of psychological factors on job satisfaction of employees of PT. Buyung Putra Pangan. Based on the results of the study, the researchers provide the following suggestions: PT. Buyung Putra Pangan should increase employee job satisfaction, this is to maximize the potential of employees at work. Because to make employees work effectively employee job satisfaction must also be fulfilled. PT. Buyung Putra Pangan should pay more attention to and improve the physical factors concerning the elements around the employee's work environment, including work equipment, room conditions and lighting in the workplace so that employees can work optimally in completing their work. PT. Buyung Putra Pangan should further improve the social factors that exist in the company, including relations among employees, relations with superiors and relations with employees of different types of work so that a sense of togetherness will be created that can lead to a sense of satisfaction among employees. PT. Buyung Putra Pangan should pay more attention to and improve the psychological factors of his employees so that they feel more satisfied by the company, including by creating peace at work, improving employee attitudes towards their work, and increasing employee interest in their work.

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The Analysis of Influence of Shared Leadership in Organizational Commitment and Team Performance: Case Study of Fulola Startup

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Abstract

Fulola is a technology-based startup in childhood education that provides interactive learning media about environment. The CEO applies shared leadership to build a hand-in-hand working environment. Besides the role of a leader, commitment from team members is also necessary to achieve maximum team performance. However, shared leadership applied was ineffective and commitment of members decreased which leads to poor team performance. This study aims to explore the influences of shared leadership on organizational commitment and team performance, as well as the influences of organizational commitment on team performance in Fulola. This study uses a qualitative case study approach. Data collection was carried out using semi-structured interviews and triangulation by Focus Group Discussion with 3 chief levels in Fulola. The results were analyzed using coding analysis. This study shows several factors in shared leadership that influence in enhancing organizational commitment and team performance, including Shared Purpose (vision understanding and monitoring), Shared Emotional Support (team support, good relation, and appreciation), and Voice (open communication and decision making right). Some issues in shared leadership influence organizational commitment and team performance including lengthy decision-making processes, and less accountability. Regarding organizational commitment, several factors contribute to enhancing team performance such as Affective Commitment (passion, comfort, desire to learn, and kinship), Continuous Commitment (material benefit and employment alternatives), and Normative Commitment (responsible to other parties and guilt). Issues related to organizational commitment influence team performance include unprofessionalism, intention to leave, and formality pressure. These findings are useful for improving organizational commitment and team performance for Fulola.

Keywords: organizational commitment, shared leadership, team performance, technology startup.

1. Introduction

An organization's success largely depends on its human capital. The individuals within an organization bring diverse and advantageous aspects that can aid in the advancement of innovations, strategies, and the attainment of shared objectives (Supratman, Entang, Turikan, 2021). Through the preservation of human resources' quality, a company can maximize its efficiency and long-term viability (Adyaribowo, Andjarwati, & Susanti, 2023).

The caliber of a startup company's human resources has a substantial impact on whether it succeeds or fails. One of the biggest causes of startup failures, accounting for 14% of failures, is mistakes in choosing the correct team members (CBInsight, 2021). This emphasizes how crucial it is for startups to pay close attention to the human element. Human resources are essential in entrepreneur-led technological firms. Entrepreneurs must be capable of making tactical and strategic decisions, have a strong feeling of responsibility, and actively participate in teams (Hernandez, Mesa, & Schacter, 2018). A

vibrant ecosystem and strong levels of inventiveness are also necessary for technology-based firms to succeed in demanding work contexts (antaranews.com, 2021).

Running a firm requires strong leadership, especially for startups in the technology sector. Cobanoglu (2020) asserts that one of the key elements in accomplishing organizational objectives is the leader. For team members to be encouraged and motivated to contribute fully, effective leaders are crucial. In addition, leaders build a domineering relationship with their followers (Salman & Auso, 2022).

A leadership approach that improves performance is shared leadership. It helps team members communicate, voice their opinions, and work together to accomplish shared objectives through delegated authority and decision-making (Zhou, Vredenburgh, & Rogoff, 2013; Wulandari & Putriyanti, 2020). Mutual influence among team members is made possible by shared leadership (Nordbäck & Espinosa, 2019). The effectiveness of teams frequently depends on shared leadership. According to Barnett & Weidenfeller (2016), it enables team members to grow and contribute to worthwhile accomplishments. According to Dyer, Dyer, & Dyer (2013) & Hoegl & Gemuenden (2001) in Storm & Scheepers (2019), team performance refers to the collective performance of individuals within a team that aids organizations in successfully and efficiently achieving their goals.

Organizational commitment, in addition to leadership, is essential for success. The propensity of employees to actively participate and uphold membership in an organization is known as organizational commitment (Robbins & Judge, 2011; Hanaysha, 2016). Maximum performance and higher productivity are the results of high organizational commitment (Anisah & Artaya, 2019).

Fulola is a startup that specializes in educational technology, specifically focusing on providing interactive learning resources for children aged 4-6 years old. Established in 2021, Fulola was founded by a group of four Entrepreneurship students from the School of Business and Management at ITB (Class of 2023). Being a recently established technology startup, the role of leadership holds immense importance. Recognizing the significance, the CEO of Fulola has chosen to embrace a shared leadership approach, aiming to ensure equal participation and decision-making authority among all team members. The CEO also expects that everyone would have the same feeling of accountability and collaborate to solve issues that arise in Fulola. This leadership approach initially worked effectively since team members showed great initiative in taking on each responsibility and in coming up with innovative solutions to difficulties. But as time went on, the CEO's implementation of shared leadership at Fulola began to feel counterproductive, as evidenced by a lengthy decision-making procedure brought on by problems establishing consensus. This was due to often occurring misunderstandings that led to inefficient coordination. Furthermore, it was discovered that the CEO's approach of shared leadership used incorrect procedures, which prevented Fulola team members from developing and performing as planned.

Members of Fulola are also observed to be becoming less committed. This is indicated by a decline in motivation to complete tasks, difficulty setting meeting times because other obligations take precedence, attendance at meetings that start late, frequently delaying the implementation of work, non-compliance with established deadlines, and a decline in close interpersonal relationships. This suggested that the Fulola team members were

struggling to work effectively as a unit. The fact that the group's performance fell short of expectations. This can be seen from the OKRs that each division, starting with the CEO, COO, CMO, and ending with the CFO, failed to meet. The average achievement percentage for the first period (semester 1) was 76.23%, while for the second period (semester 2), it was 66.93%. Therefore, the purpose of this study is to examine how organizational commitment and team performance in Fulola may be influenced by a shared leadership process as well as how organizational commitment may influence team performance in Fulola.

This study focuses on identifying and analyzing the influence of shared leadership on organizational commitment and team performance in Fulola as technology-based startups, as well as identifying and analyzing the influence of organizational commitment on team performance. The qualitative study, which lasted from early February 2023 until July 2023, using a case study methodology. Focus group discussions (FGD) and in-depth interviews were conducted with every member of the Fulola team. The four responsibilities held by members of the Fulola team are chief executive officer (CEO), chief operating officer (COO), chief marketing officer (CMO), and chief financial officer (CFO.

2. Literature Review

Shared Leadership. Shared leadership is one of the contemporary leadership styles that is currently gaining steadily increasing attention (Wu & Chen, 2018). Shared leadership differs from leadership generally in that it emphasizes aspects of leaders and followers in a particular position of authority rather than a leadership within an organization that encourages everyone involved to work together to achieve goals for organization well-being (Kezar et al, 2021). According to Carson, Tesluk, & Marrone (2007), shared leadership consists of three elements. First, if everyone works together and guides one another toward communal goals under the concept of Shared Purpose. Second, Social support occurs when team members are willing to work together and assist one another. Third, when team members are given the chance to share their opinions on a topic, this is known as voice.

Organizational Commitment. A significant commitment is crucial in a company. This is so because commitment shows that employees in an organization have a strong desire to keep their membership, which motivates them to put up extra effort by offering more services and insights to finish the job completely (Robbins & Judge, 2011). Three different kinds of organizational commitment consisting of affective commitment, continuous commitment, and normative commitment were described by Meyer, Alen, & Smith (1993). These three types depict the relationship between employees and the organization as well as the factors that motivate them to keep their membership. Affective commitment is a type of commitment that demonstrates the employees' strong desire and eagerness to advance within the company. Continuous Commitment is the propensity to carry on after weighing the pros and cons or focusing more on what one can gain. Employees who feel they have a responsibility to survive have a Normative Commitment, external pressure leads to this commitment.

Team Performance. According to Buchanan & Huczynski (2017), team performance can be defined as the degree to which team members are able to accomplish predetermined

goals. These goals may include completing internal tasks as well as achieving goals involving needs of management, customers, and shareholders that are then assessed based on quality, quantity, and time. The Objective and Key Result (OKR) is one instrument that can be utilized. Thinyan, Ghawji, & Aramco (2022) said that OKR is a tool or framework that is used by individuals and groups together in contributing to the organization in a measurable method in order to reach future goals on essential objectives for improvement (Niven & Lamorte, 2017). The study also noted that OKRs enable cross-functional collaboration among all employees, and that everyone is aware of one another's OKRs to promote openness and convergent objectives.

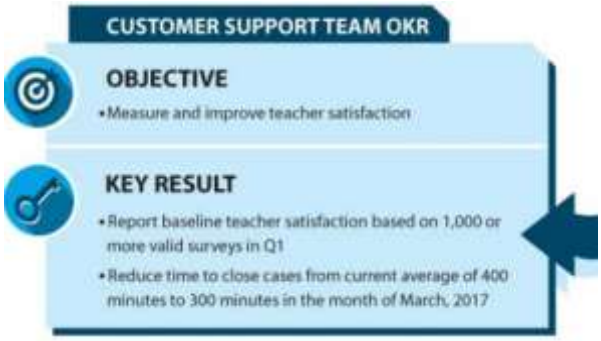


Figure 1. Example of OKR

The OKR itself is made up of two primary parts, such as the Objective and Key Result. Objectives are qualitative statements that describe what we want to accomplish as a team through shared imagination, according to Niven & Lamorte (2016). The Key Result, on the other hand, is a phrase that is used to quantify the accomplishment of the previous objective so that it can be readily observed. It often consists of two to five Key Results.

Shared Leadership and Team Performance. It has been demonstrated that shared leadership enhances performance. The shared leadership approach is highly complex, according to Barnett & Weidenfeller's research (2016), but because of its continuity, it can aid great teams with things like performance, effectiveness, innovation, learning, and other things. Additionally, Barnet & Weidenfeller noted that shared leadership is special leadership since it differs from vertical leadership generally and is thought to be more capable of enhancing performance. Additionally, research demonstrates that shared leadership is possible to break up this complexity, which results in high team performance in technology-based firms, notably research, which in fact functions in complex ecosystems (Strom & Scheepers, 2019). Based on Melinda et al. (2022) claim that shared authority allows for members to contribute in accordance with procedures, enabling them to make decisions more quickly while still paying attention to positive relationships among team members. This can also lead to the maximum team performance.

Shared Leadership and Organizational Commitment. Shared leadership is a style of leadership that enables each member to participate in decision-making while considering multiple points of view (Kezar et at., 2021). This suggests that collective physiological capital (Wu & Chen, 2018) mediates the relationship between shared leadership and employee organizational commitment (Cobanoglu, 2020). The ability of shared leadership to increase organizational commitment, however, can be mediated by two other

factors, namely psychological empowerment and organizational justices, according to (Park & Seo, 2019). The researcher also added that organizational justice is a state in which everyone has an equal opportunity to participate in decision-making and that psychological empowerment can promote a sense of belonging to the organization.

Organizational Commitment and Team Performance. If an organization pays more attention to the commitment of each member in it, in order to create conditions that are calm and comfortable, there can be an increase in terms of employee performance productivity (Anisah & Artaya, 2019). This is in line with Meutia & Husada's (2019) argument that commitment is a component of a strong sense of loyalty and love for an organization, consisting of different types of ties like emotional (affective), rational (normative), and future-focused (continuance) ties to create optimal performance. Furthermore, according to research, commitment should be a requirement during the hiring process because it will positively affect (improve) employee performance productivity (Muis, Jufrizen, & Fahmi 2018).

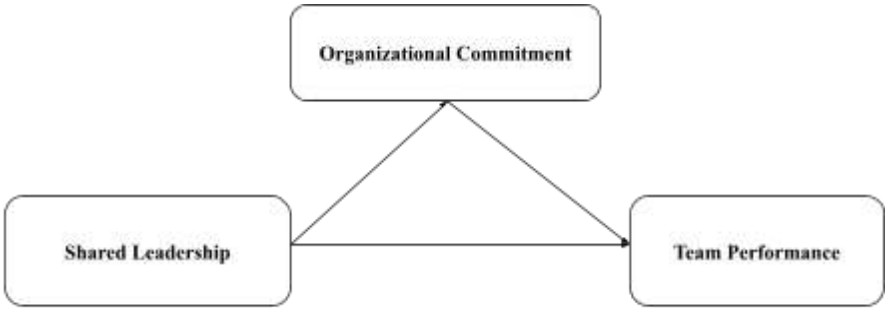


Figure 2.2 Conceptual Framework

Proposition 1: The shared leadership influence organizational commitment and team performance in Fulola. Proposition 2: The organizational commitment influence team performance in Fulola.

3. Research Method

This study will employ a qualitative methodology with the goal of examining the topics under investigation. A qualitative approach, as defined by Sugiyono (2009), is one that is employed when researchers want to learn more about the procedure in which participants with various backgrounds, beliefs, interests, values, and perceptions are directly interacted with through the use of images or words (not numbers). This study is well suited to a qualitative approach because it enables researchers to explore the viewpoints and experiences of each person or group while also gaining a deep understanding of the Fulola startup's context. It is hoped that by using a qualitative methodology, research on the influence of shared leadership on organizational commitment and team performance as well as the influence of organizational commitment on team performance can be used to inform future development, particularly in Fulola. A case study will be used as the qualitative strategy. The case study methodology is appropriate for this study because it enables researchers to examine issues in a specific case (Pahleviannur et al., 2022). These incidents can originate from a variety of sources that one or more people have encountered, such as procedures, incidents, activities, and programs. Beside that, a case study method is going to be used for this study. This is due to the fact that instrumental

case studies (Hadi, Asrori, & Rusman, 2021) are a type of case study that are used to obtain comprehensive results, and the cases raised serve as supporters to offer insight into issues to achieve the study's goals (Pahleviannur et al., 2022).

Data Collection. Non-probability sampling is the method of sampling used in this study. Purposive sampling, also referred to as selective sampling or judgment sampling, is the method employed. Purposive sampling is a method of choosing samples consciously through the selection of participants by the researchers themselves who are able to offer experience and other information, according to (Etika, Musa, & Alkassim, 2015; Sharma, 2017). Purposive sampling will be used in this study to gain access to information on teamwork, organizational commitment, and shared leadership. Additionally, according to (Yüksel, Yldrm, 2015), researchers can use this method of sampling in qualitative research because it enables them to select participants based on their desire to have a meaningful experience.

The in-depth interview technique, also known as a semi-structured interview, will be used in this study. A semi-structured interview, as defined by (Merriam, 2009), can be thought of as a kind of interview that already has a number of lists of questions, but does not preclude the possibility of asking items outside the list if necessary to explore the topic more thoroughly. In order to examine perceptions and practices surrounding shared leadership, organizational commitment, and team performance, this study will pose a number of questions. Given that the issues in this research are internal to the company and that the case study methodology is focused on a single location and specific context, the respondents in this research are team members from Fulola. Due to the fact that one of the team members is also a researcher, 3 out of the 4 informants (team members) in Fulola will be the subject of research.

Data Analysis. Coding analysis is a method for qualitative research analysis. Coding analysis, to put it simply, is an investigation into data patterns (Auerbach & Silverstein, 2003). This is done because not every individual has the aptitude for intuition needed to directly discern data patterns from transcripts. The purpose of codes used in research, according to Miles, Huberman, & Saldana (2014), is to provide symbolic meaning that will make it simpler for the concerned researcher to interpret and analyze enormous quantities of information. In addition to analyzing information that takes the form of ideas (text), this coding analysis also examines data in the form of images, which are then condensed and linked to explain phenomenon, activities, and concepts (Gibbs, 2007). Open coding, axial coding, and selective coding are some of the steps that comprise up the coding process (Hadi, Asrori, & Rusman, 2021). According to (Creswell, 2013), open coding is the first stage of coding; at this stage, the researcher classifies the data generally; axial coding is a continuation of open coding; at this stage, the researcher establishes the major categories in accordance with the research context; and selective coding is the last stage; at this stage, the researcher will create propositions or hypotheses (develop theories) that demonstrate continuity between categories.

Validity and Reliability. According to Sugiyono (2009), validity is the consistency between the data collected and the data provided in the study. The process of offering information, explanations, and information with which is true (correct) or honest in accordance with the findings in the field without the involvement of researchers is known as providing validity, or in qualitative research, as "authenticity" (Raco, 2010). Data

triangulation was used in this study to achieve validity. Researchers use the process of triangulation to achieve information convergence by combining different types of data (Creswell & Miller, 2000). A common method of data triangulation is the use of various approaches to analysis, multiple theories, and researchers (Raco, 2010), as well as different data collection methods (Sugiyono, 2009). Researchers attempted to gather data for this study using FGDs and in-depth interviews. According to Merriam (1995), reliability is defined as the consistency of the data obtained through qualitative research or in other words, the more frequently the same results appear in the data, the more trustworthy and stable the data is.

4. Findings and Discussions

4.1 Influence of Shared Leadership toward Organizational Commitment and Team Performance in Fulola

4.1.1 Shared Purpose Support Organizational Commitment and Team Performance

Table 1. Coding Process of Shared Purpose

Axial Coding	**Selective Coding**
Vision Understanding	Shared Purpose
Monitoring	

The Fulola team is leading a team effort to define and comprehend the company's vision. Shared leadership allows individuals to share visions with one another, but Fulola's vision wasn't properly defined. Breaking the vision down into a quantifiable approach will aid in achieving outstanding performance and increasing commitment. Clear goals boost commitment and make employees more ready to participate in the long run (Dyer, Dyer, & Dyer, 2013). Fulola's monitoring approach was likewise used for a common goal. However, the existing weekly monitoring procedure has not been carried out adequately, leaving team members feeling unsupervised and forgetting tasks. This might result in less transparency and lack commitment. Frequent and periodic evaluation is essential for increasing organizational commitment and team performance.

4.1.2 Shared Emotional Support Support Organizational Commitment and Team Performance

Table 2. Coding Process of Shared Emotional Support

Axial Coding	**Selective Coding**
Team Support	Shared Emotional Support
Good Relation	
Appreciation	

Fulola's shared leadership is critical for its team members since it highlights the

importance of working together. Mutual support is necessary for team members to work and contribute to one another since it promotes a proactive attitude and interpersonal connections. This shared leadership develops positive relationships among team members, creating a feeling of familial attachment and connections that extend beyond the professional arena of business. Those pleasant cooperation and emotional bonds result in proactive contributors (Zhu, Liao, Yam, & Johnson, 2018) along with affective commitment.

Setyawati, Agustina, and Woleandari (2023) highlight the necessity of building an enjoyable place to work, particularly one that fosters harmonious relationships among team members. This provides comfort for each member, encouraging them to contribute in the long run as emotional commitment emerges.

Fulola's shared leadership receives support in the form of awards or gratitude. Fair compensation may boost motivation and motivate members to contribute as much as possible. Group-based compensation encourages shared leadership by increasing desire to collaborate rather than compete. Fulola members' commitment is also maintained through the application. Monthly appreciation for individuals who have demonstrated exceptional performance fosters a culture of participation by instilling an atmosphere of recognition and worth inside the company. In general, Fulola's shared leadership promotes a friendly atmosphere for team members, encouraging a sense of belonging and drive to contribute to the business, which leads to optimum performance.

4.1.3 Voice Support Organizational Commitment and Team Performance

Table 3. Coding Process of Voice

Axial Coding	**Selective Coding**
Open Communication	Voice
Decision Making Right	

Communication openness is critical in shared leadership because it allows for open communication between team members, generating a feeling of belonging and commitment. Communication is important in shared leadership, according to Aime, Humphrey, Derue, and Paul (2014), since it allows for engagement and the interchange of perspectives. Good communication aids Fulola's team performance by enabling comprehension of needs and expectations, as well as creating a comfortable atmosphere for team members to connect with coworkers and superiors.

Fulola also promotes adaptability, enabling everyone on the team to express their views on decision-making processes. According to Bradberry and Greaves (2012) and Schwarz (2013), employee engagement in decision-making develops an emotion of belonging and increases employee commitment. Collective decision-making also develops a sense of mutual responsibility, which improves performance in the long run.

4.1.4 Issue of Shared Leadership on Organizational Commitment and Team Performance

Table 4. Coding Process of Issue of Shared Leadership

Axial Coding	**Selective Coding**
Lengthy Decision-Making Process	Issue of Shared Leadership
Less Accountability	

Several challenges occur in the implementation for shared leadership in Fulola, including the lengthy process of decision-making, which is frequently a source of concern owing to regular disagreements as well as the CEO's incapacity to make effective decisions. This inefficiency can result in a lack of direction, generating difficulty in defining strategic direction, notably in production and sales. As the ideals of obligation and responsibility fade, this uncertainty can lead to poor commitment among team members. Furthermore, inefficient decision-making might have a detrimental influence on the team's performance at Fulola. Long processes for making decisions can waste a lot of time and impair problem-solving and responsiveness. Slow responses to production and marketing plan choices might also make it hard for Fulola teammates to adjust swiftly. The agility concept, which highlights OKR, requires the ability to change quarterly in order to focus on critical items, and any interruptions in executing with OKR could worsen performance.

Accountability becomes an issue with shared leadership since it empowers everyone on the team to cooperate and share responsibilities. This absence of accountability can have a detrimental impact on the devotion of Fulola members since it generates ambiguity in defining who is in control, sometimes resulting in no definite and clear people in charge of particular parts. Fulola, for example, has not developed clear responsibility in defining sales strategy, resulting in poor sales techniques and poor overall sales success. The poor accountability of shared leadership in Fulola might be attributed to a lack of regular and comprehensive team member monitoring. Because of the lack of clarity in the individual who is in charge of this strategy, which occasionally overlaps owing to team member limits, this lack of control might result in multiple OKR objectives not being fulfilled.

This can have a detrimental influence on the team's results that are less than ideal. Furthermore, a lack of responsibility might make it impossible to measure one team member's contribution commitments to another. Because of misunderstanding over particular and strategic tasks, Fulola team members struggle to determine the accurate definition of key outcomes for their respective performance. This results in an unequal workload allocation of OKR, which is contrary to the OKR concept, which states that each team member's contribution should be appropriately measured (Niven & Lamorte, 2016). Failure to evaluate workload might cause team members to feel weary and upset at work because they believe they have too many duties.

4.2 Influence of Organizational Commitment toward Team Performance in Fulola

4.2.1 Affective Commitment Support Team Performance

Table 5. Coding Process of Issue of Affective Commitment

Axial Coding	**Selective Coding**

Passion	Affective Commitment
Comfort or Happiness	
Desire to Learn	
Kinship or Friendshipness	

Affective commitment is an important aspect in team success because it fosters an emotional relationship that promotes collaboration and involvement. Fulola members are passionate about early childhood education, which inspires them to work hard and participate in the organization's goals. This motivation encourages them to acquire new skills and information in their specific divisions, which increases their entire performance.

Members of the Fulola team are keen to learn new skills, particularly in technical areas such as sales deck design and fund administration. This learning not just improves their talents but also gives them experience in producing high-quality results. Fulola members' learning is an important aspect in delivering high performance.

Along with passion and a willingness to learn, team members enjoy a sense of security at their workplace. They love participating and cooperating with their teammates, which corresponds to the notion of emotional commitment. This sensation of delight and comfort is promoted by a feeling of family-like togetherness between team members, which stems from prior intimate interactions and friendships.

Team members' high sense of engagement is a major measure of emotional commitment. Strong relationships built through kinship and mutual support foster a friendly atmosphere with no manipulation or selfishness, which is particularly advantageous for team performance. Overall, Fulola and its team members benefit from a strong feeling of emotional commitment and enthusiasm.

4.2.2 Continuous Commitment Support Team Performance

Table 6. Coding Process of Issue of Continuous Commitment

Axial Coding	**Selective Coding**
Material Benefit	Continuous Commitment
Opportunity and Networking	

As an external component connected to expenses and losses in sustaining a company, continuous commitment is critical for team effectiveness. Material rewards, such as compensation, are important in inspiring individuals to perform more, according to Nugraha & Tjahjawati (2017). Fulola, on the other hand, has not provided considerable material advantages for its team members, highlighting the need for the future to give compensation to boost performance.

Continuous commitment emphasizes the importance of alternative work considerations

as well. Fulola members have raised worries about not being excessively reliant on the firm financially, prompting them to look for other employment opportunities in the future. This is in line with Umoh, Amah, and Wokocha's (2014) discoveries that fewer options in the workplace enhance the chance of people sticking with a company. To address this worry, it is critical to give team members numerous rewards, both tangible and intangible, in order to improve their performance.

4.2.3 Normative Commitment Support Team Performance

Table 7. Coding Process of Issue of Normative Commitment

Axial Coding	**Selective Coding**
Responsible to other Parties	Normative Commitment
Gulit	

The Fulola company was founded in response to lecture commitments, which encouraged the team to be accountable to a variety of stakeholders, such as lecturers, mentors, and external parties including funding agencies. This commitment fosters a strong sense of loyalty and motivates employees to enhance their performance. Failure to meet commitments, on the other hand, can result in emotions of guilt, also known as interpersonal guilt, that develops from acts or inactions that have a detrimental influence on other "other-focused" parties.

According to Hamid and Earlyanti (2023), it is critical to fulfill these tasks in order to prevent feelings of guilt and to preserve the feeling of responsibility between team members. The guilt might stem from other founders' opinions, which might motivate them to work hard. As a result, the Fulola team must work hard to meet their commitments while also maintaining a strong moral commitment in order to accomplish their objectives.

4.2.4 Issue of Organizational Commitment on Team Performance

Table 8. Coding Process of Issue of Issue of Commitment

Axial Coding	**Selective Coding**
Unprofessionalism	Issue of Organizational Commitment
Intention to Leave	
Formality Pressure	

Organizational dedication to OKR Fulola is connected to a variety of concerns, including unprofessionalism, which stems from the team's tight connection. This strong connection fosters an emotional tie to the team, lowering overall performance. Furthermore, the absence of tangible rewards from OKR Fulola may cause team members to leave since they have other firms or occupations. This can lead to poor continuous commitment, which has a negative impact on turnover intention and may lead to a concentration on

obtaining new employment rather than enhancing work quality. The presence of multiple duties from mentors, professors, and family members can also put pressure on team members, resulting in work formality. This stress can lead to hurried decision-making, a lack of coordination, and a disturbance in attention. Outside pressure can also occur if team members are pushed to perform duties that are not their primary aim or are undesirable.

The application of OKRs that leverage key outcomes in a set of numbers may additionally put team members under strain. They may merely strive for quantity without regard for quality or enjoyment in fulfilling their responsibilities. This could end up in OKRs which are met yet fail to accomplish the desired goal. In the formulation of OKRs, team members must focus on accomplishing aspirational objectives, since key outcomes in a set of numbers will follow the objectives itself. The execution of OKR Fulola encounters difficulties in detecting external influences, resulting in inability to meet the aim. Members are unmotivated to put the OKR to their performance, which leads to a lack of initiative in identifying risks and mitigation. This makes it difficult for the team to increase overall performance.

5. Conclusion

Influence of Shared Leadership toward Organizational Commitment and Team Performance in Fulola. According to the findings of this study, Fulola's implementation of shared leadership has been beneficial in fostering organizational commitment and team performance. Previous research has found that shared leadership promotes shared purpose, emotional support, and voice. Shared leadership in Fulola has facilitated team involvement, cooperation, and emotional support. However, concerns such as a lack of strategic vision, inefficiencies in decision making, and a lack of responsibility happen in reality. Fulola should have a well-defined vision to enhance organizational commitment and team performance, allowing each team member to discuss and build a vision together. To keep a well-formed vision, frequent and consistent monitoring methods are required. Emotional support is additionally essential, since Fulola highlights mutual support and contented relationships, which leads to excellent team performance. Rewards, open communication, as well as good decision making all contribute to increased dedication and team success. Values including openness to expression and criticism improve team members' collaboration and understanding. Engaging in decision making increases members' commitment by giving them a feeling of belonging and mutual responsibility. However, shared leadership may lead to challenges such as lengthy decision making, making it hard for team members to respond to changing situations and resulting in ineffectiveness at work.

Influence of Organizational Commitment toward Team Performance in Fulola. At Fulola, affective commitment, continuous commitment, and normative commitment are all critical to team effectiveness. Affective commitment is characterized by members' passion for their early childhood education business as well as their eagerness to learn and discover new things. This enthusiasm for learning contributes to improved team and individual performance. However, Fulola's present sales circumstances have not resulted in significant benefits, making team members feel fewer dependents on the company. The availability of other professions and other enterprises also contributes to team members feeling more motivated and dedicated. If team members believe that Fulola is not going

to provide monetary rewards and will not help them discover better work opportunities, their commitment could decrease. Normative commitment is further important for Fulola since it establishes responsibilities with numerous partners and makes team members ethically compelled to contribute to the firm. However, problems with organizational commitment in Fulola include strong kinship leads to unprofessionalism as a result of intense self-identification, and pressure from multiple parties to do activities as formalities, ignoring quality, and failing to take the initiative to recognize external variables riks.

The Fulola startup team must clarify its vision and purpose, establish objectives for both the short and long term, and convey expectations and tactics. The CEO must strengthen the team's oversight and evaluation process, establish specific goals, and be strong in decision-making. This will allow the team to be flexible and open to changing situations. Fulola's CEO has to be more proactive in regulating the process of decision-making, clarifying roles and duties, enforcing rigorous consequences, and ensuring openness. Shared leadership may be used to sustain current principles such as working together, offering psychological encouragement, and staying open to input. Because of Fulola's lack of professionalism at work, maintaining professional, business, and personal connections is essential. Clear financial predictions with achievable goals may assist team members in understanding the rewards of their commitment and determining the best plan. The team's approach in operating the firm should shift, with major goals discussed with one another and room for learning provided. This will help the team's performance even more. The OKR Fulola must be used quarterly to ensure agility in the flexibility principle. Qualitative objectives should be provided, defining quality beyond customer happiness, the quality of the product, and team members' talents. OKRs should be critiqued before implementation, with roles and duties defined and weighed and external variables that might stymie development identified. The present study emphasizes on the Fulola startup group of people, but the researcher suggests broadening the scope of the study to include additional factors including team diversity, motivation, competences, and workplace ennui. Aside from that, the method adopted in this study is qualitative. Researchers can conduct quantitative testing finding with a wider population and sample size for future study.

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Influence of Competence, Culture Organization and Discipline against Employee Performance House Ar-Rasyid Islamic Hospital Palembang

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Abstract

The research objective was to determine the effect of competence, organizational culture and discipline simultaneously and partially on the performance of employees at the Islamic Hospital of Ar-Rasyid Palembang. The type of research used in this research is associative. Data collection methods are observation, interviews, questionnaires (questionnaire) and documentation. The analysis technique used in this study is multiple linear regression analysis in the form of hypothesis testing. The results of this study indicate that there is a simultaneous and significant influence between competence, organizational culture and discipline on the performance of employees of the Islamic Hospital of Ar-Rasyid Palembang. The results of this study also show that there is a partial and significant effect of competence, organizational culture and discipline on the performance of employees of the Islamic Hospital of Ar-Rasyid Palembang. There is an influence of organizational culture on the performance of employees of the Islamic Hospital of Ar-Rasyid Palembang, and there is an influence of discipline on the performance of employees of the Islamic Hospital of Ar-Rasyid Palembang. The impact on the Ar-Rasyid Palembang Islamic Hospital can be a reference for improving the performance of employees in the company.

Keywords: competence, organizational culture, discipline, employee performance.

1. Introduction

Source Power man is mover main debt activity A organization , forward retreat something organization determined by presence source Power human , so source Power man or employee in A organization become attention important in framework business reach success organization . Human by nature is creature owned social _ encouragement For each other interact in life organize and live socialize . Employee is the essence of life for company, because every support given to whole employees for implementation activity can walk with ok . Nice employee _ will give contribution Good in matter standard performance employee . Something organization or company always try increase performance employee so that something objective can achieved with effective and efficient.

According to (Busro, 2020), performance (achievement work) is appearance Work in a manner the quality and quantity served by employees , good in a manner individual nor group in carry out given _ _ in accordance with existing organization _ in organizations that follow . one _ influencing factors _ performance employee is cargo . According to Emron Edison in book (Silaen, 2021), payload is ability individual For carry out something work with right and have excellence based on the things in question knowledge , skills and attitudes . According to (Zaleha, et al., 2020) Competence

influence employee as owned capital Educated and skilled human resources, who are ready compete with other HR . Those who have payload that's what it will be Can win competition.

2. Literature Review

Another factor that can influence performance employee is culture organization. According to (Afandi, 2021, hal. 98), culture organization is something power that is not seen while can influence thoughts , feelings and actions of the people who work in something organization . Culture organization will determinant How all employee or all member organization do he . Something organization when capable do conditions , then the learning process face problem that is done by all member organization can said success and organization still capable win existing competition . _ According to (Zaleha , et al ., 2020) other factors besides Needs and culture organization , discipline is also one influencing factors _ performance employee . According to (Afandi, 2021), discipline Work is something tools used by managers _ For change something behavior as well as as something effort For increase consciousness and consciousness somebody obey all regulation company and norms prevailing social . _ Employees who have high discipline _ will feel risky big leave work If Not yet finished , even will feel like If can finish work appropriate time .

Competence employee House Islamic Hospital Ar -Rasyid Palembang still counted low seen from lack deep experience (knowledge) . finish work Because employee Still do work with long time . Besides that , understanding employee No too tall because when activity meeting employee not enough active , also exists a number of employees who don't capable finish work not enough max , where Still There is employees who don't capable to method work chosen by superiors . _ Culture Organization that happens to employees House Islamic Hospital Ar -Rasyid Palembang still not enough Good Where a number of employee Not yet own business in Work like employee which is lacking thorough in do assigned tasks , in part no employees either fully bales , like forced employees _ walk order or direction from boss , because feel Not yet become part from House Ar -Rasyid Palembang Islamic Hospital and there are also several employees who haven't own soul Sick seen from feeling employees _ fed up Because task previously Not yet finished plus new assignment _ again . Discipline in employees House Ar - Rasyid Palembang Islamic Hospital whole Still Not yet in accordance with the expected , seen employees who don't use time in a manner effective in carry out job . this _ caused by frequent employees _ please delay work , which shows use no time _ effective . A number of There are also employees who don't obey the rules at home _ Ar -Rasyid Palembang Islamic Hospital , where Still There is employees who use gadgets outside interest work and also there a number of employees who meet work targets with do wrong , p This because employees too _ in a hurry do the mandate given , because No There is freedom time in carry out assigned jobs _ to employee show target _ No reached .

research results (2020) with title influence discipline work, content and culture organization to performance employees of PT Sanfremy Sejahtera . Research Results This show that in a manner partial and simultaneous discipline work , content and culture organization influential positive and significant to performance employees of PT Sanfremy Sejahtera. The similarity of this research with the research is the same use variable discipline work , culture organization and competence as variable free . The

difference lies in the research object and sample.

This research is in line with Siagian's research (2018) with the title influence of work discipline, organizational culture and competence on the performance of employees of PT Sat Nusapersada Tbk Batam. The results of this study indicate that partially work discipline, organizational culture, and content have a positive and significant effect on the work performance of PT Sat Nusapersada Tbk Batam employees. The similarity of this research with the research is the same use variable discipline work , culture organization and competence as variable free . The difference lies in the research object and sample.

3. Research Method

Type research used _ in study This is study associative , because study This will explain relationship (relationship or influence) between One variable with variable other . Population in study This is whole employee still House Ar -Rasyid Palembang Islamic Hospital which totals 177 employee . Sample in study This as many as 64 employees . Retrieval technique sample in study This is Cluster S amplification technique. Data used in study This using primary data and secondary data . Method data collection used in study This is observation , interview , questionnaire (questionnaire) and documentation . _ Data analysis use analysis quantitated qualitative _ with use technique analysis multiple linear regression.

4. Findings and Discussions

Table 1. Regression Result

Coefficient [a]				
Model		Nonstandard coefficients		Standard Coefficient
		B	St. Error	Betas
1	(Constant)	2,484	1,197	
	X1	,304	,112	,302
	X2	,265	,125	,270
	X3	,292	,110	,340
A. Dependent Variable: Y				

Based on table 1, the results of the multiple linear regression test obtained using version 25, obtained multiple linear regression as follows: $Y= 2.484+0.304X_1 +0.265X_2 +0.292X_3$. A constant value of 2,484 (positive) indicates competency, organizational culture and discipline do not exist, so employee performance is positive, meaning that if competence, organizational culture and competence do not exist then employee performance is still there. The load regression coefficient value is 0.304 (positive),

indicating that the charge has a positive effect on the performance of the employees of the Islamic Hospital of Ar- Rasyid Palembang. The test scores show that if competency increases, employee performance will increase, and conversely if competence decreases, employee performance will also decrease. The regression coefficient value of organizational culture is 0.265 (positive), indicating organizational culture has a positive effect on the performance of employees of the Islamic Hospital of Ar-Rasyid Palembang. The value of this test also shows that if organizational culture increases, employee performance will increase, and vice versa if organizational culture decreases, employee performance will also decrease. The discipline regression coefficient value is 0.292 (positive), indicating that discipline has a positive effect on the performance of employees of the Islamic Hospital of Ar-Rasyid Palembang. The value of the disciplinary regression coefficient test also shows that if discipline increases, employee performance will increase, and conversely if discipline decreases, employee performance will also decrease.

Table 2. F Test Results (Simultaneous)

AN	**OV**	**A** [a]		
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	412,861	3	137,620	46,094	,000 [b]
Remainder	179,139	60	2,986		
Total	592,000	63			

A. Dependent Variable: Y

B. Predictors: (Constant), X3, X2, X1

Determine F_{table} with level 90% confidence and level error (α) 10%= 0.100, with degrees freedom F(3;64-3) = F(3;61). So rate F_{table} = 2,180. Based on table 2 F test (Anova) above , got Look mark F_{count} $_{46.094}$ > F_{table} $_{2.180}$, with level Sig.F 0.000 < 0.100, then Ho_1 rejected and Ha_1 accepted , that is There is influence significant Needs , culture organization and discipline to performance employee House Ar -Rasyid Palembang Islamic Hospital.

Table 3. t test results (partial)

Model		coefficient		t [a]		
		Nonstandar d coefficients		Standard Coefficient		
		B	St. Error	Betas	Q	Sig.
1	(Constant)	2,484	1,197		2076	.042
	X1	,304	,112	,302	2,720	,009
	X2	,265	,125	,270	2.113	.039
	X3	,292	,110	,340	2,645	,010

A. Dependent Variable: Y

Determine t_{table} with level 90% confidence and level error (α) 10%= 0.100 and degrees freedom (df)= α:2 (nk-1). Then (df) = 0.100 (64-3-1) is (df) = 0.05(60) so mark t_{table} is 1,671. Based on table 3 . Test t (partially) above , can Look as following : t value $_{count}$ For The need (X1) is 2,720 > t_{table} 1671 with sig.t level 0.009 <0.100 (significant), then Ho_2 rejected and Ha_2 accepted , that is There is influence significant payload to performance employee House Ar-Rarsyid Palembang Islamic Hospital. t value $_{count}$ For culture organization (X2) of 2.113 > t_{table} 1671 with sig.t level 0.039 <0.100 (significant), then Ho_3 rejected and Ha_3 accepted , that is There is influence significant culture organization to performance employee House Ar-Rarsyid Palembang Islamic Hospital. t value $_{count}$ For discipline (X3) of 2.645 > t_{table} 1671 with sig.t level 0.010 <0.100 (significant), then Ho_4 rejected and Ha_4 accepted , that is There is influence significant discipline to performance employee House Ar -Rasyid Islamic Hospital Palembang.

Table 4 Coefficient Determination

Model Summary				
Model	R	R square	Customized R Square	St. Estimation Error
1	,835[a]	,697	,682	1,728

Predictors: (Constant), X3, X2, X1

Based on table 4 above, it can be seen that the value of *Adjusted R Square* in the regression model obtained is 0.631 or 0.682x100% = 68.2%. This shows that the magnitude of the contribution of competence, organizational culture and discipline to the performance of employees of the Islamic Hospital of Ar-Rarsyid Palembang is 68.2% while the remaining 31.8% is influenced by other variables not included in this study.

Influence Competence , Culture Organization and Discipline on Employee Performance. Based on results multiple linear regression show that coefficient regression Needs , culture organization and discipline worth positive It means Needs , culture organization and discipline influential positive to performance employee House Ar -Rasyid Islamic Hospital Palembang. Coefficient payload positive mom _ performance employee will increases , and vice versa If payload decrease so performance will decreased . Coefficient culture organization positive mom _ performance employee will increases , and vice versa If culture organization decrease so performance will decreased . Coefficient Discipline is also valuable positive mom _ performance employee will increases , and vice versa If discipline decrease so performance will decreased. Hypothesis test results in a manner simultaneous with show There is influence significant Needs , culture organization and discipline to performance employee House Ar -Rasyid Islamic Hospital Palembang. those results can explain that with exists Needs, culture organization and discipline make employee can Work with maximum so that influential to performance his employees. The magnitude contribution in the regression model show that contribution Needs , culture organization and discipline to performance employee House Palembang Ar-Rarsyid Islamic Hospital is appropriate . Study This show that Needs , culture organization and discipline influence performance employee House Ar -Rasyid Islamic Hospital Palembang. This study support the research of Pohan (2020) and Siagian (2018) where discipline work , content and culture organization positive effect on performance employees of PT Sanfremy Sejahtera.

Influence Competence on Employee Performance. Hypothesis test results in a manner part show exists influence significant payload to performance employee House Ar -Rasyid Islamic Hospital Palembang. this result explain , if Good or bad Vitamins owned by employees _ will determinant Good or bad performance generated employees. Study This prove that hypothesis already _ written at the start Already proven that There is influence payload to performance employee House Ar -Rasyid Islamic Hospital Palembang. This _

can interpreted If employee own Needs a good , then will make it easy employee in walk yes in a manner good and have knowledge about the job as well as own good understanding and ability _ in finish work provided by the company. Research results This in line with study previously carried out by Muhammad Bakri (2022) , Bella Kristin, Fajrillah and Ripka Seriidanaita Ginting (2021) show payload own positive and significant influence _ to performance employee . Research results the explain that payload is possible aspects _ influence and improve performance employee.

Influence Culture Organization on Employee Performance. Based on t test results by means part show exists influence significant culture organization to performance employee House Ar-Rarsyid Palembang Islamic Hospital . this result explain , if Good or bad culture organization owned by employees _ will determinant Good or bad performance generated employees. Study This prove that hypothesis already _ written at the start Already proven that There is influence culture organization to performance employee House Ar - Rasyid Islamic Hospital Palembang. Research results This in line with theory stated by _(Kasmir, 2018, hal. 189-192) as in theory the state that culture organization including inside influencing factors _ performance employee. Research results This in line with study previously conducted by Syaefudin Aziz , Riska Apriani and Nuraeni Aziz (2020) with results Culture Organization own positive and significant influence _ in a manner part to performance employee . Research results the explain that culture organization is possible aspects _ influence and improve performance employee.

Influence Discipline on Employee Performance. Based on t test results by means part show exists influence significant discipline to performance employee House Ar-Rarsyid Palembang Islamic Hospital . Study This prove that hypothesis already _ written at the start Already proven that There is influence discipline to performance employee House Ar -Rasyid Islamic Hospital Palembang. Research results This in line with theory stated by _(Kasmir, 2018, hal. 189-192) as in theory the state that discipline including inside influencing factors _ performance employee. Research results This in line with study previously conducted by Pohan (2020) with results study show that in a manner part discipline Work influential positive and significant to performance employee Research results the explain that discipline is possible aspects _ influence and improve performance employee.

5. Conclusion

Based on the research results from the discussion it can be concluded: There is a significant influence of competence, organizational culture and discipline on the performance of employees at the Islamic Hospital of Ar-Rasyid Palembang. There is a significant effect of competence on the performance of employees of the Islamic Hospital of Ar-Rasyid Palembang. There is a significant influence of organizational culture on the performance of employees of the Islamic Hospital of Ar-Rasyid Palembang. There is a significant effect of discipline on the performance of employees of the Islamic Hospital Ar-Rasyid Palembang. Based on the results of the study, the researchers provide the following suggestions: The company needs to improve employee performance, because through employee performance the quantity of work will be in accordance with company expectations. Companies also need to overcome quality problems so that the quality of employee work always increases, and good work discipline in order to complete work on time. The company needs to improve the competence of employees, because

through competence can make employees have very good knowledge and understanding, so that they become more skilled and experienced in carrying out work and employees have good abilities, so that they can produce optimal work results. The company needs to improve the organizational culture, because organizational culture can become a system that is embraced and believed by employees, so that employees can work with diligence, sincerity and patience in completing the work assigned by the company to its employees, thereby creating a positive habit that can trigger conditions dynamic and useful for performance temptation. The company needs to improve discipline, because discipline can become rules or regulations that must be obeyed by employees, so that employees can work using time effectively, comply with all company regulations and complete targets

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Causes of High Employee Turnover in the Jobs of the Hospitality Industry

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Abstract

According to Amah,et al (2009). While hospitality is a form of social relationship with an anthropological dimension, the hotel business is a modern innovation whose development has been encouraged by the invention of the Grand Tour. In other words, for a long time, it would seem that welcoming the other or the host did not constitute the content of dedicated professions. Indeed, for centuries, hospitality has been socially embedded in customary practices, opening its home to foreigners in accordance with ordinary courtesies that can be declined according to the rank of stakeholders. The nobility has long been able to organize reciprocal receptions, ritualized around a relationship that has been developed in castles or mansions. These private establishments knew how to compete in finery and prestige, serving the glory and reputation of the welcoming owner, and whose hosts also came to break idleness, thus becoming pretexts for play and social life. The tourism, hospitality and travel sector is growing rapidly all over the world. According to the World Tourism Organization, there were 1.3 billion international tourists in 2017. France is the leading host country for tourist flows, followed by Spain, the USA, China and Italy. Tourism accounts for 7% of world exports worth $1,400 billion. It directly and indirectly accounts for 10% of global GDP and 10% of global employment. By 2030, the number of international tourists is expected to reach about 1.8 billion people. Hospitality and travel and tourism accounted for 334 million jobs worldwide, directly or indirectly, accounting for 10.6 per cent of total global employment (Alleyne et al,2006). During any crisis, the industry that suffers the most is hotel industry as it is the most sensitive to crises such as terrorists'. attacks, SARS epidemic, bird flu and COVID-19 pandemic. The present paper investigates the negative influence of epidemic COVID-19 upon both of the resort's employees and management practices in Egyptian resorts during Corona pandemic spread. during COVID-19 crisis the Sheraton hotel chain namely working environment, staff management and the relations with customers had been affected negatively. The human capital in any organization is the real asset because it's the heart beating which drive to success when compared with other resources like financial or intangible resources. So, all other resources than HR make things possible but only human capital make things happen. The importance of HRM "Human Resources Management" has been elevated recently especially with the outbreak of coronavirus for organizing all the remaining resources for the touristic organizations and improving the employees' performance has been affected accordingly as the turnover rate had increased because of customers decline and the closure of the touristic agencies.

Keywords: hotel industry, importance of HRM, negative effects of epidemics, internal HR issues.

1. Introduction

Recently the jobs of tourism and hospitality are considered not attracting jobs for many employees globally, as tourism and hospitality sector was negatively affected by the external factors like the issue of the Security, that is becoming a major issue for tourism and travel stakeholders. Real or perceived, insecurity concerns not only terrorism but also political instability and civil and military unrest,epidemics or natural disasters. It increases business risks because it affects travelers' behavior, particularly in terms of chosen destinations, and increases the cost of operating infrastructure and insurance.

Safety has become the absolute priority of the sector, before cost control. Professionals in the tourism sector are committed to understanding their clients' fears and anxieties, implementing risk management procedures and developing assistance, monitoring, geolocation and communication services in line with the competent authorities. the different epidemics, like the pandemic and the flue of birds and the flue of pigs.

Millions of workers in the hospitality and tourism industry were laid off as a result of these epidemics (Brown,1994). Tourism sector is always related to economic fluctuations of each country, and if there is a high taxes and high inflation rate and a high interest rate on loans that are assigned for investments in certain country that will negatively affect the tourism activity of this certain country. Most travelers are now depending on technology and they are equipped with smartphones and there are many applications dedicated to tourism, They are mainly oriented toward transport and hotel reservations. More than 1.5 billion travelers use Facebook. The stakes of an online presence via applications or social networks are high, both for selling and for interacting with the customer. However, the technology factor is part of a service profession and some of the smallest touristic projects are struggling to collect and analyze customer data due to a lack of know-how and that is a big challenge (Martin,2003). A huge number of employees who are working in the tourism field have lack of knowledge in using the new technology and is considered the most dangerous challenge in front of improving the tourism field, and the lack of knowledge of using modern technology that is existed in many different, can be a barrier in front of getting accepted in the different touristic jobs. On the other hand, large hotel groups invest heavily in the development of support tools to personalize the service. Consumer behavior has changed, helped by digital technologies. This new era of immediacy generates rapid mobility, immediate service requirements and very rapid sanctions, in the form of ratings and opinions posted online, in the wake of the experience. Consumers want solutions that save them time (online check-in/checkout, reservations to avoid queues at the counter) and help them find their way around and locate the services they need (connections, ATMs, foreign exchange, catering, car rental, etc. There are some problems that are related to the human resource management in tourism and hospitality industry. The human element is crucial for the service industry, especially the hospitality industry. Employees and their skills, attitudes, knowledge, personality, and behaviors play essential roles in improving or collapsing organizational outcomes in the tourism sector, such as service quality, customer loyalty, and satisfaction (Kusluvan et al.,2010). Employees play a prominent role in achieving organizational goals because the hospitality industry has unique human-centric characteristics, especially the high degree of human interactions between customers and service providers (Hartline & Jones, 1996; Kusluvan et al., 2010; Parasuraman et al., 1985). The hotel industry is competitive and labor-intensive, and thus depends heavily on human capital (Haldorai et al., 2019; Michael, Reisinger, Hayes, 2019). Despite the many efforts to keep employees happy and retain them satisfactorily, employee turnover and the new generation of the new graduated employees have a weak desire in working within the hospitality industry remains widespread, because of the important barriers of Interacting and investing abroad for the organizations that are working in the field of the tourism and hospitality appear to be the condition for the survival of large companies that are working in the tourism and hospitality sector within the global market, which requires staff who are up to the challenge, i.e. capable of dealing with the complex issues of internationalization. This

may include expertise in international and national law, fiscality, financial finding arrangements and negotiations with distributors and/or suppliers on site to implement processes embedded in the networks of relevant local actors Mergers and acquisitions, which are particularly numerous in the hotel industry, and if the organizations that are working in the field of tourism and hospitality failed in overcoming the complex issues of internationalization like finding a suitable suppliers and distributors and suitable national employees and mentors they will lose a huge percentage from their own financial budget, and that will lead them to limit their different touristic activities, and merge many departments and to fire a huge number of employees . Touristic organizations are putting emphasis on organizational learning programs that are considered very expensive, and these programs are very important to encourage innovation, the decisive rule of the working style of the different touristic hotel companies, but if these companies chose the wrong and improper employees they will lose the huge percentages that they invested them in training unqualified employees, which that will lead these touristic organization that were subjected to this kind of wrong investment in unqualified employees, to take austerity measures and to fire many employees and to stop hiring fresh employees . In the fast-growing hospitality industry, employers are looking for employees with specific skills, in particular those that facilitate continuous adaptation to change. Willingness to meet customers' needs: understanding, satisfying and fulfilling the customer's needs, communication skills: the ability to communicate effectively orally and in writing with people of different backgrounds, ages, nationalities and temperaments; flexibility and multitasking: ability to adapt to the situation and easily assume a variety of roles, to handle multiple responsibilities simultaneously, to be ready to work in unexpected circumstances; networking: ability to make positive connections with customers, guests, vendors and other employees; commitment and enthusiasm: natural interest and enjoyment in working with others on a daily basis, ability to make clients happy regardless of the situation or emotions; teamwork skills: ability to integrate into the existing team and cooperate to ensure satisfactory customer service; problem-solving skills: dealing with difficult customers or having organizational problems, ability to react appropriately and suggest concrete solutions to problems. The list of skills mentioned highlights that working in a hotel is very demanding and requires particular personality traits, and searching for those particular employees will take a lot of time and making many interviews and tests for the new employees and investing in making more expensive training programs and taking the opinions of the more than one experienced manager, and all these previous factors made the process of making fixed employment contract, and the full recruitment process very hard process in front of all the new employees ,which that made the new employees have a weak desire to get hired in the jobs of the tourism and hospitality sector . The most important causes and challenges behind the weak desire that existed in the employees globally to prefer to not work in the tourism industry are represented in Firstly, dissatisfaction with pay is the main reason for leaving (50%). When the rate at which employees leave the organization is high, this adversely affects the competitiveness and profitability of the organization. This is because staff turnover threatens organizational performance and profitability as it is related to loss of human resources. Organizational leaders can implement strategies that improve competitiveness and profitability when they know the causes of employee turnover. Therefore, for an organization to develop effective retention approaches, it is essential to

first identify the reasons for high labor turnover. Curran (2012) posits that there is no universally accepted configuration for the causes of employee turnover despite the abundance of literature on the subject. Based on a study by Ezeuduji and Mbane (2017) conducted in Cape Town, South Africa, researchers associate the cause for high staff turnover in the hospitality sector with the following: employees viewing compensation as being low when measured against their work, minimal growth opportunities, inadequate work engagement, poor labor relations and long working hours. The findings of this study concurred with the results from Mohsin et al., (2013) research which attributes the intention to leave on the part of hotel employees to long working hours, coupled with work pressures and stress. Holston-Okae and Mushi (2018) argue that compensation, motivation, engagement, work environment and job satisfaction contribute to employee turnover. Kuria and Ondigi (2012) investigated factors affecting turnover in the context of three- and five-star hotels in Kenya and discovered the following: management style, working environment, compensation and benefits could influence turnover intentions. They further note that workers who view their organization as experiencing a difficult financial situation may foresee future layoffs and pre-emptively quit. Kuria and Ondigi (2012) distinguished internal causes of labor turnover from external causes and highlighted the following under internal causes: job dissatisfaction, unfavorable working conditions, long working hours with minimal payments, unrealistic expectations, organizational culture, characteristics of the job, personal and trait- based factors and poor employee training programs. Fallon and Rutherford (2010) report that hospitality workers in one organization classified the most probable causes for high employee turnover as the behavior of managers towards subordinates, long working hours, job pressure, scheduling, training, fringe benefit packages, better opportunities elsewhere and physical demands of the job.The compensation structure of hotels is generally characterized as follows: front-line employees and first- level managers are paid at low levels, while middle and senior managers are well compensated.

2. Literature Review

A recently published report “Kelly Services China Salary Guide 2017” provides statistics on the annual salary offered by a range of five-star international hotels in major cities in China, including the Ritz- Carlton, Peninsula, Mandarin Oriental, Kempinski, Four Seasons, etc. Even management trainee positions, which are generally attributed to a small proportion of talented graduates with at least a bachelor’s degree, are only paid 60,000 RMB per year. Due to these low wages, work in hotels as an entry-level employee is generally considered to be reserved for young people, who do not need to support a family. Moreover, even these young people are inclined to leave hotels or even the sector because these low-paying jobs are not their first choice. The lack of career progression is the second main reason why employees in this sector leave their organizations. The work of front-line employees is characterized by high pressure, long working hours and irregular working time. It is easier for these employees to continue in this direction if they perceive marked career paths. However, most international hotels are structured according to complex hierarchies, offering narrow promotion channels for employees with the lowest status. This is why the decision to leave the current hotel to negotiate a higher position in another hotel is usually made. A third reason given is that the characteristics of work in the hotel industry make it difficult for employees to maintain

work–life balance. Since the hospitality sector aims to offer comfort and pleasure, employees are forced to work on weekends and holidays, which means that they cannot enjoy family time as do those who take jobs in most other industries. In addition, employees in this sector must also work in shifts, at night or at very early morning hours. In addition, they often work long periods of time at irregular hours during the high season. These characteristics make it very difficult for employees in the sector of tourism and hospitality to fulfill their family responsibilities and maintain a balance between their professional and personal lives. The tourism sector is highly labor intensive with the performance of its human resources being a significant and determining factor in its sustainability. Consequently, this reliance on human resources for its proper functioning and growth, demands both effective and efficient workforce practices in order for employees to perform at optimum levels, thereby enabling the sector to remain viable in a rapidly changing, and fiercely competitive, global environment (Ogbeide & Harrington, 2011; Zopiatis & Constanti, 2007). In research undertaken in the Iranian work environment Karatepe et al., (2014) discovered that flawed human resource practices, accompanied by nepotism and high employee turnover, were some of the most significant problems. Findings in another study conducted in the hospitality sector in India revealed that selection and compensation practices have a remarkable impact on employee turnover intention. Rok and Mulej (2014) observed that insufficient investment in human capital in the hospitality sector produced high labor turnover and gloomy perspectives of those occupations. An enhanced application of human capital management resulted in significant differences in the strategic management of both industrial organizational levels Rok and Mulej (2014). In research undertaken in the Iranian work environment Karatepe et al., (2014) discovered that flawed human resource practices, accompanied by nepotism and high employee turnover, were some of the most significant problems. Findings in another study conducted in the hospitality sector in India revealed that selection and compensation practices have a remarkable impact on employee turnover intention. Rok and Mulej (2014) observed that insufficient investment inhuman capital in the hospitality sector produced high labor turnover and gloomy perspectives of those occupations. An enhanced application of human capital management resulted in significant differences in the strategic management of both industrial organizational levels Rok and Mulej(2014). Kuria and Ondigi (2012) posit that the reward system, effective leadership, capability of the organization to evoke a sense of commitment on the workers and its boost of a sense of shared goals, inter alia, will influence turnover intentions and turnover rates. Dey, Kumar and Kumar (2014) assert that organizational commitment is an attitudinal matter where an employee establishes a psychological bond to the organization. They further opine that workers who are committed to the organization will show loyalty and be effective in their jobs. It is believed that employees lacking organizational commitment will easily leave their jobs Khalid and Ishaq (2015). This implies that labor turnover is related to a low level of employee organizational commitment. Organizational commitment is recognized to be influencing a more stable workforce, improved employee motivation and organizational citizenship behaviors Farrell (2003). It is further believed organizational commitment influences employees' inclination to sacrifice for their company. Fair compensation is perceived to enhance worker job engagement and simultaneously lower job withdrawal (Jung & Yoon, 2015). Findings in a research conducted by Ezeuduji and Mbane(2017) carried out in South

Africa, point to perceptions of unfair compensation being usually experienced in cases where the compensation received by the worker is not equitable to the sector wage level for the position the worker is in, or, when the remuneration received is regarded to be unfair compared to worker's responsibilities. Furthermore, Kushivan (2003) views lack of fairness in the distribution of remuneration as one of salient causes of clashes between employers and their workers. Monetary rewards are found to be very applicable to hospitality workers as these jobs are usually related with low salaries and lowest tangible benefits Nasurdin et al., (2015). Engagement is a contemporary concept in motivation. It is important because it has positive results for both the employee and the employer Nel et al., (2011). Karatepe, Karadas, Azar and Naderiadib as cited in Holston – Okae and Mushi (2018) contend that poor employee engagement and commitment could result in higher turnover rates. It is believed when people perceive high levels of organizational cooperation, they begin to be more inspired to display greater endeavor. It is further contended that when workers are empowered, they are more likely to stick with the employer Raub and Robert (2013). Workers are embedded in the job when they are closely connected to other workers and view themselves to be a great fit for the organization. Nguyen et al., in Davis (2018) observed that when embedded in their jobs, workers are less likely to quit the organization. This implies that low engagement and low embeddedness on the part of employees will probably lead to turnover. Job satisfaction is how a worker feels towards his or her execution of a job. Ghorbanian, Bahadori,and Nejati (2012). It refers to how workers feel about their jobs and various aspects of their jobs. Reviews of past studies on turnover reveal that intention to leave or remain in the organization, job satisfaction and organization commitment, are among significant determinants of labor turnover (Griffith et al., 2000; Lum et al., 1998; Murray & Smith, 1998). On the other hand, Price and Muller (1986) in their examination of causes of turnover, recognized work satisfaction as the most salient aspect. Previous work by Hom and Griffeth (1995) revealed that work satisfaction is a notable forecaster of turnover.

Subsequently, Griffith et al., (2000) reiterated that turnover is indeed occasioned by job dissatisfaction. This implies that a worker who is content with his work and his organization would execute his responsibilities well and be dedicated to his work as well as his employer. Meanwhile it is believed that if an employee is not satisfied with the work, he will attribute the cause of dissatisfaction to the organization and thus have lower commitment to the job and will therefore be likely to quit. This contention finds substantial support in the literature. Generally speaking, dissatisfied employees will most probably leave their jobs compared to those who are satisfied. Alongside the scope of work, the job environment is a critical factor which significantly affects how staff perceive work. A conducive job environment encourages employees to come to work and this provides inspiration to sustain them throughout the day. It is believed that the work environment plays a central role on whether a worker resolves to continue working in an organization or to leave. Chong and Besharatri (2014) contended that the rate of staff retention in the hospitality sector is poor as a result of two common reasons: low satisfaction and quality of leadership. Scott (2016) in his work on employee retention in the hospitality industry notes that managers have the greatest effect, control, and influence on the operations of the organization. Furthermore, Solnet, Kralj, and Kandampully (2012) suggested that hospitality managers or owners should continually improve the working environment of their employees as this is directly connected to many desirable

organizational results, like customer satisfaction, profitability and customer loyalty. Eversole et al., (2012) assert that employee discontent should not be disregarded as it may result in the employee quitting the job. It is the manager's obligation to create conducive work context and impetus which inspire workers to accomplish good outcomes and achieve organizational plans. This section identified various factors contributing to labor turnover. However, it should be noted that the list of causes of labor turnover identified here is not exhaustive. The following section will discuss how the industry can develop retention strategies based on the causes identified in this section. It is believed that poor work conditions result in job dissatisfaction, low morale and emotional exhaustion. Employers can retain current employees by ensuring a supportive work environment's et al., in Davis (2018) concluded in their research that fun activities influenced staff decisions to remain or quit the job because the activities led to bonding and forming of friendships in their establishments. Employers should show employees that they are important by establishing an open and flexible workplace which adds to work-life balance. In recent times workers want time to enjoy life beyond work and in this regard if organizations can allow them flexible work arrangements that would be seen in a positive light. Incentive benefits which assist employee health and wellness will also be appreciated. Employers should consider letting workers choose what suits them from a variety of benefits. Organizational culture is about the way things are done in an organization. It comprises of shared values, norms and beliefs that govern the way employees conduct themselves. These shared values have a great impact on the employees in the workplace, determining their dress code, how they act and perform their tasks. This culture also includes the organization's vision, values, norms, systems, language, assumptions, beliefs and habits Needle (2004). McDermon and Sexton in Brenya and Tetteh (2016) view culture as one of the critical sources of competitive advantage as it influences organizational behaviour and performance either positively or negatively. Organizational culture has a powerful influence on worker morale and retention Brenya and Tetteh (2016). They further note that it is not only about being a good organization, but about having a worker devoted to the achievement of the vision, mission and strategy of the organization and having the determination to achieve this. It is observed that an organizational culture that is aligned to the needs and goals of the workers can enhance workers' perceptions of their quality of work life, resulting in worker commitment, leading to improved organizational performance from enhanced effectiveness Khalili as quoted in Holston-Okae (2017). Effective organizational culture therefore engages workers at the basic level and transforms that engagement into high productivity. In the research conducted by Davies (2018) participants highlighted that a positive, healthy organizational culture is another strategy for worker retention. Employee development is not just the responsibility of the employee, managers must support employee development. Messmer (2000) discovered that investment in employee training and career development is one of the critical factors in staff retention. Organizations must ensure that workers are well developed in the latest technologies. Martin (2003) observed a complex relationship between turnover and training. Martin asserts organizations which enhance existing workers' skills, experience minimal employee turnover levels. Martin further warns turnover increases when workers are developed in many skills areas. This may imply that this kind of development increases chances of employees to find work elsewhere. Enhancing employee skills may motivate and improve employee performance

thereby improving organizational performance. Human resource management practices are one of the factors perceived to be crucial for enhancing retention rates. Stein (2000), Clark (2001), Parker and Wright (2001) suggested that organizations must use a considerable number of human resource practices to impact employee commitment and retention. Research indicates that the starting point for enhancing worker retention is to hire the right candidates for the job. This requires knowing the criteria for success in a particular job, in a specific organizational context. Employers should watch out for candidates with a history of job-hopping and for those reluctant to provide references. Fernandez and Worasuwan (2017) contend that hiring knowledgeable candidates for a position is important for the organization. Generally, recruitment and selection processes are critical in the hospitality business as the overall success in this industry depends on human resources. Employees in this industry are in direct contact with the customers and are therefore involved in achieving the objectives of the hospitality establishments. The quality of service rendered depends upon the attitudes of the hospitality employees. Fitz-enz (1990) however observes that staff retention does not result from a single factor but there are various factors that influence employee retention in any workplace. Employers must pay attention to factors like organizational culture and commitment, compensation and rewards, career development engagement and embeddedness, job satisfaction and work environment.

One of the biggest HR challenges in the hospitality industry is staff attrition. This term refers to when an employee leaves and their position is not filled. Most hospitality industry employees are hourly, which makes it even more challenging to find the right people. The hours are long and include nights, weekends, and holidays shifts. The wages are also typically lower for employees working in hospitality and tourism field. The hospitality and tourism industry are also seasonal by nature, which means new hires are brought in during peak times of the year and let go during off-peak periods. Some of the reasons of making the attrition challenge in front of Human resource management were represented in the unclear job expectations and Mismatch between touristic jobs and hired employees as most of them does not have educational qualifications and recent experience in tourism and hospitality industry field, inefficient communication and lack of flexibility among the tourism employees and their managers (Arthur,1994). Tourism has a variable demand, and based on that the workers who are working in the tourism field will have unpredictable shifts. Which that create a difficulty for the tourism workers in balancing their personal life and their work life. All these previous factors are causing Staff Attrition (Unfilled Vacancies). Some researchers believed that there is another issue that human resource management in the hospitality and tourism industry struggles with is retaining qualified workers. Many employees that are working in the tourism and hospitality sector are students, seasonal staff, or part- time workers. These types of workers are not typically long-term employees. They either use hospitality and tourism job positions as stepping stones to a better job or temporary work to make extra money (Baum,2007). This situation creates a revolving door of employees that don't stick around long enough to learn the necessary skills to perform their jobs at a satisfactory level, which that will make a dwindling supply of qualified workers in the hospitality and tourism industry and also the tourism and hospitality sector will lose their allocated investment for training those employees who are using the job positions of the tourism and hospitality as a stepping stones to a better job or temporary work to make extra money , and the Qualified workers

can apply their skills in other industries, for example, someone with management experience doesn't only know how to manage a hotel. They can manage a retail store or a restaurant using their managerial skillset. hospitality employees must use technology now more than ever (Asree et al,2003). Some researchers giving the priority to use technology for improving all the managerial tasks in the tourism and hospitality sector. According to Becker& Huselid,1998. There are software programs to learn and equipment to use. employees of the tourism and hospitality sector must be able to deal with the Wi-Fi system and set it appropriately and offering a high-density Wi-Fi for the customers and for the conferences and meetings that all the managers conduct them with their employees, hotels and all the touristic organizations are also needing to be able to offer access to audio- visual (AV) and digital facilities for conferences. While the amount of AV and digital equipment that goes into a typical conference room is fairly minimal, staging companies are often hired for various projects in order to equip the facility as required. Tourism and hospitality employees are needing to know how to deal appropriately with the employees of the tourism and hospitality sector must be able to deal with the Wi-Fi system and set it appropriately and offering a high density Wi-Fi for the customers and for the conferences and meetings that all the managers conduct them with their employees, hotels and all the touristic organizations are also needing to be able to offer access to audio-visual (AV) and digital facilities for conferences. While the amount of AV and digital equipment that goes into a typical conference room is fairly minimal, staging companies are often hired for various projects in order to equip the facility as required,and also the tourism and hospitality employees must know how to deal appropriately with the Near field communication (NFC),which is a technology that is considered the next-generation short-range high frequency wireless communication technology that gives users the ability to exchange data between devices . Those who are not as technologically savvy view this as a significant barrier that ultimately drives them to leave. Some researchers explaining that one of the important reasons why hospitality and tourism organizations struggle with attrition and retention issues is that there is no process to develop existing employees . When employees do not receive a clear career development path and essential training, this creates a bottleneck of inexperienced workers. This trickle-down effect has a negative impact on a hospitality organization and its patrons. Furthermore, HR managers cannot hire from within, which is more cost-effective than hiring externally. While these are skills that can be used in any job setting, taking the time to develop these traits in the existing employees will increase the likelihood they will remain loyal. Over time, hospitality organizations create a talent pool of trained employees with the potential to become trained managers. By investing in employee development, HR managers can give staff a clear career path and promote them internally (Bagri,2010). There is an important challenge for the human resource management which is represented in the cultural differences among the native employees and the foreign employees. When there is a cultural clash between the native employees and foreign employees who are working in the same touristic place there will be cultural clash as some employees have individualistic culture and some have collectivistic culture and when they are working together in a group tasks, and when some employees have high uncertainty avoidance they will not be able to deal with the employees that have a high uncertainty avoidance, and the employees who used to be in a working environment that has a high power distance ,they will find a difficulty in working in decentralized

environment, and also the employees that have high masculinity rate cannot deal with employees that have high they will not achieve an excellent results in their jobs, and most of them will leave their jobs in the tourism field.

Gender equality in the tourism sector has deteriorated, with women across the world. In general, the tourism sector has a low average wage for a large part of the workforce, while being subjected to harsh working conditions. These effects are intensified within a context of gender discrimination, understood as a devaluation of feminized work that is reflected in wages. These are usually lower and, in some cases, notoriously inferior to those jobs of similar categories that are generally performed by men (Baum,2007). Another factor that affects wage differences between men and women comes from the very nature of contracts. Without considering its general seasonal nature in the tourism sector, there is a majority presence of part-time contracts among women for a long time, this has been considered an advantage to reconcile their time at work with the tasks of caring for children or dependent people, despite this affecting the total remuneration obtained. Jobs requiring similar skills, qualifications or experience tend to be poorly paid and undervalued when they are dominated by women rather than by men. For example, the (mainly female) room attendants in hotels frequently earn rather less that male kitchen porters whose work demands differing physical exertions but is at an equivalent skills level (Brown etal,1994). Migrant workers are in high demand in the tourism sector in many countries and regions and they allow for employers to fill important skills shortages through labor and skills mobility. 62 Foreign citizens, for instance, account for 16 per cent of the 13 million people that work in the tourism sector in the EU. 63 Meanwhile, 19.5 per cent of workers in the tourism sector in the United States are foreign-born 64 and it is one of the largest users of temporary work visas in Australia. Migrant workers in the tourism sector may provide skills profiles that are unavailable in the local labor market.

However, there are cases of skills mismatches: some migrants are significantly overqualified for the working roles that they play and yet are disproportionately likely to remain in lower-paid positions. The demand for migrant labor can further lead to a “brain drain” effect of skilled tourism workers from developing countries (Brotherton et al,1994). For instance, a 2021 ILO report examined the outward migration of tourist workers from Sri Lanka abroad and the intersection with domestic labor shortages in the sector. 66 However, migrant workers also have the opportunity to acquire skills through training and work experience abroad, which they can use upon returning to their home countries and thereby contribute to increased growth and productivity. The tourism sector indeed relies on a global workforce and offers jobs to migrant workers at all skill levels. Not all migrant workers in the tourism sector are in vulnerable positions; however, they are more likely to find themselves in vulnerable situations (Deery & Jago,2015). Many migrant workers in the tourism sector are particularly likely to work in the informal economy; often work in less safe environments and less favorable working conditions than other workers; and may be subject to abusive and fraudulent practices in recruitment processes. Occupational risks and hazards have serious negative effects on tourism workers, their families and societies at large and negatively impact productivity and competitiveness in the sector (Becker et al,1998). Risks and hazards in the tourism industry include fatigue and injuries stemming from physically demanding work; work-related accidents and injuries; psychological risks; and chemical and biological risks.

management systems at all workplaces are essential for the protection of workers, the continual improvement of the working environment and the adoption of preventive measures against risks and hazards. Beside the economic crisis and epidemics negative effects on tourism activity globally, the tourism sector has recently provided a weak and ineffective health system for the workers in the tourism sector, and also the tourism sector recently has a weak recruiting and selection, and rewarding and compensation, and promotion system and providing a low salary in compare to the heavy tasks that the tourism job field impose them on all workers in the tourism sectors (Buller& McEvoy,2012). Organizations in the hospitality and tourism industry face a complex and competitive environment wherein human resource management (HRM) plays a critical role in their success and, therefore, survival. Unlike most other industries, the products of organizations in the hospitality and tourism industry are service experiences, which are mostly intangible and highly dependent on face-to-face interactions between employees and customers (Dan& Jago,2020). Therefore, human resources play a key role in service quality, customer loyalty and satisfaction and other measures of firm performance (Baum, 2014). Consequently, the field of strategic HRM in the literature on hospitality and tourism has grown remarkably over the past two decades. The human capital in any organization is the real asset because it's the heart beating which drive to success when compared with other resources like financial or intangible resources. So, all other resources than HR make things possible but only human capital make things happen, and the importance of HRM "Human Resources Management" has been elevated recently. Some researchers believing that Strategic HRM in most of the tourism enterprises is giving the priority for assigning a budget for providing an effective health insurance that cover all the different diseases and accidents that could occur to the tourism employees and HRM consider the current effective Employees' mental health is considered the first priority of HR professionals since the beginning of Coronavirus pandemic is the health and wellbeing of the employees as per the survey of Josh, Sloan and CultureX and the mental health of the employees is a very important aspect as its affecting the performance and achievement of the employees' contribution in organization goals and improving all the tourism sector(Carmeli, & Schaubroeck,2012). Research indicates that labour turnover is and continues to be an endemic concern in the hospitality sector across the globe. As a customer-driven business this industry relies heavily on people to attain its competitive advantage. It therefore is critical for workers in this industry to remain happy and motivated as they interact with guests in the industry. Since the hospitality industry is highly labour-intensive, it needs to use its human resources effectively. This section is dedicated to strategies hospitality management can implement to reduce and prevent high employee turnover. Staff retention is an attempt by an organization to keep a conducive environment that encourages employees to stick with the organization. It encourages staff to stay with their employer for an extended period. Literature suggests that retention of employees has become a strategic issue for many organizations globally and human capital management researchers and practitioners are paying more attention to it. It is further believed that if the right staff retention strategies are applied, staff will certainly endure and labour for the successful accomplishment of organizational goals. However, staff turnover continues to be high despite the fact that existing hospitality and tourism literature provides both intrinsic and extrinsic retention policies and techniques (Lee & Way, 2010: Yang, 2008: Davidson et al., 2006: Lam et al., 2002).

Research suggests that there are two major reasons for the increasing importance of employee retention: the first one being high labour turnover and the second one being increased costs related to staff turnover. Nel et al., (2011) posit that employee retention must be integral to the overall talent management strategy of an organization.

3. Research Method

Accordingly, a set of Interviews had been conducted with the HRM managers of the different branches of the Sheraton hotel chain in different touristic places in Egypt. The author will use the case study style for describing how the central HRM of Sheraton hotel chain in Egypt will deal with the Covid19 pandemic dangerous consequences. The author will use the Facebook for extracting information about the different opinions of the customers that experienced the quality service of the Sheraton hotel in Egypt. There will be suggestions is presented to management that could be applied in resort hotel sector to minimize COVID-19 negative impacts on employees.

4. Findings and Discussions

Solutions for the high turnover rate. employee retention approaches indicates that fair remuneration policies and effective training and development initiatives reduce turnover (e.g. Cho et al., 2006: Davidson et al., 2006). This section answers the question: what strategies can be applied within the hospitality sector to reduce and prevent high employee turnover? Ping et al., (2012) note that knowledge of which retention strategies are essential is very important for the success of an employee retention plan. It is believed that if human resource managers cannot identify the right reasons for staff turnover it will be difficult to develop effective retention strategies. .HRM strategies in most of the tourism

enterprises will focus on adopting retention strategy for only the creative and the distinguished and active employees and giving high positions for them like giving the mentoring and supervision positions, and strategic HRM in most touristic organizations will keep the effective employees and provide more effective training that contain effective simulations for all the different tasks of the touristic jobs for enhancing the skills of the workers practically continuously. HRM strategies will pay attention for creating a box for collecting the ideas of the remaining employees and after carefully checking them ,the mangers will choose the most creative Ideas and paying attention for the ideas of the employees that were previously made creative ideas in their work and to encourage them to produce more creative ideas that could improve the different activities of the tourism sector or creating more new effective managerial strategies that will improve the managerial process in the tourism sector in the future HRM strategy will give the priority to engage the new employees with the creative employees in the training and in the different task of the different touristic jobs move their working experience to the new employees and engage the creative employees in the decision making process. Strategic HRM will pay attention for imposing the retention strategy in all the time for keeping and putting the only distinguished effective employees in a high position and make them mentors for the new employees, and in the time of crisis that can affect negatively on the whole tourism sector the retention strategy will applied in most of the touristic enterprises and it will be combined with an effective recruitment plan that include reducing the ineffective employees and stop recruiting refresh graduates, as they require a lot of money

that is need to be invested in the many different training programs and they will need a lot of time to execute all their tasks accurately and recruiting only the experienced employees, as they will need not too many training programs and they will need short time to accurately executing their tasks, as their own experience will help them in do all of that and they will not cost too much to be trained unlike the fresh graduates (Chen& Chan,2019). Strategic HRM will give the priority for eliminating the salary discrimination that will be given to the male experienced employees and female experienced employees that will be hired in their suitable vacancies in the tourism sector and will end by focusing on tailoring and making the salary according to the number of tasks and the work load and the total effort that the new employee will do them and if there will be an extra effort it will be paid and well compensated, and also the strategic HRM in most of the tourism enterprises will include the past working experiences and the training certificates in the tourism field that the new employees will have them will be an important factor for determining their job position and their salary(Cheng,2009). The strategic HRM will give the priority for eliminate and overcome on the problem of the gender discrimination, as women does not take any promotion and most of the women's roles are more concentrated in low-skill and low-paid areas (Dyec,2004). Women's skills are more dominant in the accommodation sector which includes home stay services, food and beverage services, making souvenirs, opening stalls, hawking trade, cooking, cleaning public places and there no a huge percentage of promotion and the bones that female employees get them, which that made most of them does not have strong desire to work in the tourism sector (Chisholm & Nielsen,2009). The strategic HRM will overcome on the problem of the gender discrimination by enacting restricted policies on giving the promotion based on the work performance evaluation and the accumulated past experiences and the way of treatment and the level of cooperation with other employees and tourists which are considered the most important asset in the tourism sector, and the Strategic HRM in most touristic enterprises will make a special electronic platform on the main website of the touristic enterprise for receiving all the different complaints from the female employees and the identity of the complainers will be secret and it will be received only by the high level managers who can deal with these complaints appropriately. The strategic HRM in most of the touristic enterprises will focus on developing the rewarding system in most touristic enterprises by using Surveys offer a way for team members to offer specific, detailed feedback on reward ideas. Touristic enterprises can create a structured survey with rewards that employees can choose or leave it open for suggestions. Most surveys are anonymous so employees feel more comfortable voicing their opinions. Consider using an online survey to make it easier for team members to fill out. Online surveys may offer a simple way for the touristic enterprises to organize feedback and visualize the most popular suggestions. A successful rewards program involves careful planning (Chuang&Liao,2013). should select rewards that motivate and keep employees while staying within the budget of the touristic companies. Ideally, the system of the touristic companies should be long term and contain rewards for meeting quotas or milestones. Touristic companies also need to consider

whether these touristic companies like to offer individual or group rewards or a combination of both. When designing the program, Touristic companies must ensure set attainable goals and that their rewards are appealing enough for employees to remain motivated. Touristic companies must ensure that they have an approved budget so these

touristic companies can regularly reward team members when they exceed expectations. After the system has been in place for a specific period, such as a month or after the first quarter, Touristic companies can ask for feedback to better gauge employee satisfaction. Request constructive feedback on the rewards and the program as it exists so you can make any necessary adjustments. In the time of crisis that are negatively affect on the touristic companies will depend more on non-financial rewarding only the hard workers like recognizing a team member who exceeded expectations each month is a popular reward option in many companies. This recognition encourages employees to work hard so they can earn this honor. Touristic companies can provide prizes, whether it's special parking privileges or a plaque. Some companies offer an extra day of PTO or even the option to work from home for a day to their employee of the month, and only making the financial reward for creative employees who can create creative solutions for making the touristic companies overcome the different financial and non-financial crisis. The strategic HRM in most touristic companies will develop the observation methods for observing their employees' work performance more accurately, depending on the gather intelligence. Ask customers, vendors, coworkers, and other managers about their interactions with specific employees, and also depending on monitoring whether the employees meet their goals and deadlines laid out in a project plan, and making notations within checklists, and report to the managers of the employees at regular intervals. The strategic HRM in most touristic companies are paying attention for making effective cross-cultural training programs that include providing an intensive language program and making cultures seminars in which all the different employees who are working in the same touristic company will explain their different cultures to each other, so they can know each other better and dealing with each other more easily (Collins& Clark,2003). Engaging the different foreign employees in a group tasks is considered very important, so they can practically know their different cultures and different working styles and discovering their different weakness points that are contributing in preventing them in from engaging themselves into the new foreign cultures and supporting different strength points in those foreign employees that can encourage them to engage themselves in new cultures and get adapted to each other in their working place. The strategic HRM in most of the touristic companies globally will make the most important step for improving the tourism field globally which is represented in engaging the customers in the development process of the touristic enterprise, and will be by providing a forms that have enough place for descriptions of the different ideas and giving these forms to the customers theses forms to fill them with their different descriptions of their different ideas that could contribute in improving the service quality of the touristic enterprise, and after that the managers will check these ideas and calculate the total costs executing them and calculating the total benefits on the long-term and on the short -term that the touristic company could get them from executing them ,and these benefits could add more features to the service quality and contribute in improving the touristic company image Infront of their customers and generate more revenues for the touristic company who executing the strategy of engaging the customers in the developing process. Other researchers believed that the customers could create

ideas that could be useful and cost a lot of money and the managers could be deceived that this ideas are useful, but in fact these ideas are not useful at all. The process of engaging customers in the development process will contribute in making strong employer brand that used to introduce the company as a great place to work (Dyer,2016). It's used for communicating with current employees as well as attracting a new, generally passive, workforce, as the policy of the smart policy of engaging the customers and the employees will show that the employer of the touristic enterprise that is following this strategy is flexible and has a welcoming and cooperative environment. Many Research shows how strong the employer brand has a direct impact on talent acquisition, Companies with better reputations have higher-quality and more satisfied employees (Combs& Hall,2006). As early as 1996,

Smith et al. showed that Touristic organization's compensation package should not only consist of what these companies pay to their employees or how much they cover in health insurance. A robust compensation management plan is complete when it has a philosophy, strategy, guidelines for pay, policies, and processes. Bonuses are provided to staff to inspire them or to improve their overall efficiency. This is a form of variable pay usually identified with sales professionals, who are often salaried or excluded employees. Bonuses may also be compensated for company success or when workers with special or particularly sought-after expertise occupy difficult-to-fill vacancies. Any fringe benefit that a company provides can be considered indirect compensation. It more often applies to the different forms of benefits that companies have, such as medical, dental, life, short- and long-term disabilities, and vision insurance, and training positively influences job satisfaction, organizational commitment and leads employees to adopt behaviors expected by customers. Dhar points out that customer requirements necessitate hotel managers to train their staff. In addition to influencing employee performance, and providing training plays a very important role because it reflects the interest of managers in their employees and significantly increases their organizational commitment.

Kusluvan et al. specify that if employees are trained, they will have more "value" and will therefore be more difficult to replace. But Jaworski et al. qualify by stating that part-time employees are even less trained than their full-time colleagues. The reality, once again, shows that training, particularly commercial training, is scarce: in 2011, only 19% of the hoteliers surveyed had received training However, it would appear that the situation is improving (Chuang & Liao,2013).

The Central HRM will depend mostly on the non-financial rewards for rewarding the employees who are serious and hard workers in all their different tasks but not creative, and giving a financial reward to the employees who are creating creative and effective ideas that could improve the service quality of the Sheraton hotel in Egypt. Empowering the creative employees who are continuously create creative ideas and engaging them in the taking the final decisions will make the central HRM in future taking the right decisions and execute them in a right way. The Central management of Sheraton hotel chain in Egypt will also engage the customers in the development process, and this will

be by providing forms are givento them to write their ideas that could improve the quality service of the Sheraton hotel chain in Egypt. The Central HRM will also provide a special offer for the loyal customers for every month like providing to them a discount card that can give a 25% percent at any place or shop or restaurant in any hotel from the Sheraton chain, and giving the priority to listen to all their complains all their recommendations. The central HRM will search for the agencies that have a high level of customer relation and have a past huge experience in guiding traveling customer field and previously dealt with the Sheraton hotel chain in Egypt effectively, and eliminating all the relationships with ineffective travelling agencies. The Central HRM in the Sheraton hotel chain will focus on providing a continuously surveys for the loyal and not loyal customers from time to time to evaluate their different opinions about the service quality of the Sheraton hotel chain (Arthur,1994). The central HRM will pay attention for making effective TV-campaigns and it will choose a very famous world stars that have a strong reputation around the whole world to mention in the different ways of making developments in the quality of the service of Sheraton hotel chain in Egypt, and how the customers can engage in the development process of the hotel and how Sheraton hotel in Egypt is giving a huge priority in engaging all the customers in the hygiene and safety training against corona virus. The Central HRM is focusing on improving the side services like renting cars for tourists and providing a touristic direction for the touristic places in Egypt and providing a tour guide for the different tourists who are liking to go the touristic places in Egypt in groups. The development in the side service in the Sheraton hotel in Egypt will be achieved by dealing with a good and well-reputable car companies that can get a modern car with a smart tool and engaging the drivers with a detailed training in the safety and hygiene against Coravirus, and hiring an experienced tour guide and continuously observing their work and takin a survey from the tourists about their different opinions about the quality of his or her work continuously. The central HRM in the Sheraton hotel chain will give a huge priority on searching for the suppliers who can sell their different required products in out Egypt and making a good relationship with those suppliers on the long-term (Alleyne,2006).

5. Conclusion

The human capital in any organization is the real asset because it's the heart beating which drive to success when compared with other resources like financial or intangible resources. So, all other resources than HR make things possible but only human capital make things happen. The importance of HRM "Human Resources Management" has been elevated recently especially with the outbreak of coronavirus as employees' performance has been affected accordingly, and the importance of HRM "Human Resources Management" has been elevated recently especially with the outbreak of coronavirus as employees' performance has been affected accordingly. Sheraton hotel chain in Egypt was one famous hotel that had negatively affected by the pandemic, as the number of customersdeclined and many traveling agencies had to close because of its big loss of profit, which that affected negatively affected on the budget of the Sheraton hotel chain (Alan,2016). The central HRM department in the Sheraton hotel chain in Egypt consider the current effective Employees' mental health is considered the first priority of HR professionals since the beginning of Coronavirus pandemic is the health and wellbeing of the employees as per the survey of Josh, Sloan and CultureX and the mental health of the

employees is a very important aspect as its affecting the performance and achievement of the employees' contribution in organization goals. Employees' mental health could be affected by the Covid19 pandemic because of the job insecurity and financial loss as well as the Infobesity and the Unknown. As a matter of fact, many industries around the world have been affected by the outbreak of Coronavirus as the pandemics lead to the closure of many workplaces, which increases the anxiety of the employees and the level of unemployment of ineffective employees in the Sheraton hotel chain in Egypt .The central HRM in the Sheraton hotel chain will keep the effective employees and provide the training and enage the creative employees in the decision making. The central HRM in the Sheraton hotel chain in Egypt adopted the retention strategy because Seven managers stated that the most negative impacts of COVID-19 pandemic crisis on the hotel sector are represented in the inability of hotels to meet their financial obligations towards employees' salaries, suppliers, and country taxe (Baum& Hai,2020). Furthermore, six managers added that skilled staff members in hotels were enforced to work in other sectors, and it is considered a great loss for the hospitality field. Moreover, five managers pinpointed the major loss in hotel investment, leading to stoppage of the expansion of building other hotels of the same chain and hindrance of development in hotels. Coronavirus can influence hotels in two ways. Internal obligations are related to payment of staff's salaries, taxes and insurance to the country and payment of the debt of suppliers. On the other hand, external impact is represented in stopping marketing completely to foreigners because international fighting is stopped, and Egyptians were banned from going outdoors to protect themselves from Coronavirus; meaning there is no income. Unfortunately, your expenses are huge and there are no revenues at all. The central HRM in Sheraton hotel chain in Egypt will change the recruitment and selection strategy during the pandemic, as it will recruit the employees that have a high level of experience, and the fresh graduates will not be recruited as they will need conducting many training programs that cost a lot, and they will execute their different tasks accurately. And also, the central HRM in the Sheraton hotel chain in Egypt will recruit the local mentors that have a high level of working experiences in different countries and they have a high level of knowledge about the different cultures and that will make them deal in an excellent way with the different tourists ,and those mentors will move their experiences to other local employees who have a working experience in Egypt, and this extra experience will enable them to execute their work correctly and properly and will make them deal in a proper way with the different tourists that have different cultures and norms. The central HRM in Sheraton will put a harsh policy for the new employees who are doing their tasks in an inefficient way.

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The Effect of Competence and Work Environment on Employee Performance PT. PP London Sumatra Tbk. Kencana Sari Palm Oil Mill Lahat

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Abstract

This study aims to determine whether there is competence and work environment on employee performance at PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. This type of research uses associative research. the sample in this study were 60 respondents from a total population of 150 employees. The sample data collection technique uses the Proportionate Stratified Random Sampling technique, the data used are primary data and secondary data, using data collection methods through questionnaires, interviews and documentation. Data processing techniques use Multiple Linear Regression, F Test (Simultaneous), t Test and Coefficient of Determination. The results of the research based on regression show that competence and work environment have a positive effect on employee performance at PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. The results of the F hypothesis test show that there is a significant influence on the competence and work environment of employees of PT. PP London Sumatra Tbk Kencana Sari Lahat Palm Oil Mill. The t test shows that there is an influence on the competence and work environment of employees of PT. PP London Sumatra Tbk Kencana Sari Lahat Palm Oil Mill. The results of the coefficient of determination show that the competency and work environment variables are 0.294 or 29.4%, meaning that the competence and work environment variables are able to contribute to the ups and downs of employee performance, with the magnitude of the change caused by 70.4% being explained by other variables not included in the this research.

Keywords: competence, work environment, employee performance.

1. Introduction

Human resource management is the process of acquiring, training, appraising and compensating employees, taking into account their employment relations, health, safety and fairness issues. Human resource management is a process of utilizing human resources effectively and efficiently through the activities of planning, activating and controlling a value that becomes human power to achieve goals. Dessler (2015). Performance is an achievement that has been achieved by employees in carrying out the work that has been given. Meanwhile, according to Sutrisno (2016). Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job. Widodo (2016). The work environment in a company is very important to note management. Although the work environment does not carry out the production process within a company, the work environment has a direct influence on the employees who carry out the production process. Afandi (2016).

The work environment is the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and his work arrangements both as individuals and as a group. Sedarmayanti, in Kakinsale (2015). Phenomenon at PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat, employees are the result of someone's work in quality and quantity in accordance with predetermined standards based on the responsibilities given in 2019 and 2020 sales exceeded the target and increased as desired by the company , while in 2021 it will decrease. Thus PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat has not been able to achieve the target or goal to the fullest according to what is set by the company. In addition, there is still a lack of work standards owned by employees in completing tasks on time. Overall, employee performance indicators have problems because employees have not been able to achieve the specified quality and quantity results because employees generally lack adequate knowledge in their field of work and also lack maximum supervision from the company.

Problematic competencies such as employees' understanding of work is still not right, lack of knowledge of the selection of production raw materials and lack of ability of employees to complete work. In addition, the phenomenon obtained by interviewing several employees of PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat, this concerns existing production targets that must be justified by the company by increasing the ability of its employees so that all employees of PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Laha has good capabilities. The work environment is an atmosphere in which employees carry out activities every day. A conducive work environment can provide a sense of security and enable employees to work optimally. But at PT. PP London Sumatra Tbk Kencana Sari Palm Oil Mill. Look at the work environment, there are tools or machines that are not suitable for use, not enough lighting, lights that are off, and not immediately replaced with new ones, so the room becomes less bright and it is difficult to distinguish products good and bad products, as well as noise that makes employees feel uncomfortable. In addition, there are regulations indicating that smoking is prohibited in the area of PT. London Sumatra, but there are still some employees and even truck drivers who carry palm oil not obeying these regulations, thus making the environment at the PT uncomfortable with violations of regulations that apply in the area of PT. PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. Thus the arrangement should provide benefits, so as to increase employee morale. From the results of the survey conducted, it can be seen the problems within the company, namely one of the issues that must be resolved at this time is how to prepare funds to obtain quality human resources, employee performance that is less than optimal. This can be seen from the results of the performance that is not optimal that is faced by employees in terms of the number and timeliness of employees to complete the work given by employees must be creative in doing work so that the performance obtained by employees is good. The results obtained from the employee survey obtained information from subordinates that there were still some employees who felt that they were not in accordance with the leadership method carried out by the leader.

2. Literature Review

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Mangkunegara (2016) stated that performance as a result of work that can be achieved

by a person or group of people in an organization in order to achieve organizational goals within a certain period of time. Prawiro Suntoro in Tika (2016) defined performance as the result of work that can be achieved by a person or group of people in a company in accordance with their respective authorities and responsibilities in an effort to achieve organizational goals illegally, not violating the law and not contrary to morals and ethics.

Competence is the ability that is expected and produces the best. Not all employees have competence, only some who have good and high performance have competence. Sedarmayanti (2017). Such as knowledge employees who have the will to improve and expand their knowledge. While Ability powned by employees in accordance with the field of work so as to identify problems and find solutions to problems that occur. Understanding having a good understanding of the characteristics and working conditions effectively and efficiently. Competence is an ability to carry out or carry out a job or task that is based on skills and knowledge and is supported by the work attitude required by the job. Wibowo (2016). Competence is an individual's ability to carry out a job correctly and have advantages based on matters relating to knowledge, skills, and attitudes.

The work environment is something that exists in the environment of workers who can influence themselves in carrying out tasks such as temperature, humidity, ventilation, lighting, cleanliness of the workplace, and the adequacy of work equipment. The work environment can be interpreted as the whole of the tools encountered, the surrounding environment in which a worker, his work methods, as a result of his work both as an individual and as a group. employees, because they can work faster, make fewer mistakes and their eyes don't get tired as quickly. And also color is one of the important factors for raising the work efficiency of employees, especially color will affect their mental state by using the right color on the walls of the room and other tools the joy and calm of working for employees will be maintained. the last one is Air Regarding this air factor, which is very often the air temperature and the amount of water vapor in the air.

3. Research Method

The type of research used in this study is associative research, because this research will explain the relationship (relationship or influence) between one variable and another. in this case the variables that are associated (The Influence of Competence and Work Environment on Employee Performance of PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat). The population in this study were all employees of PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat, totaling 150 people. With a sample of 41 employees. The data used in this research is primary data. This data is data that is done by distributing questionnaires (questionnaire) to respondents. Method used in this study was a questionnaire method (questionnaire). This questionnaire or questionnaire is in the form of questions addressed to respondents. Besides that, the interview method was also used to obtain secondary data. The data analysis method used in this study is a quantitated qualitative analysis method. Multiple linear regression analysis technique. Hypothesis test (F test) and (t test) and calculate coefficient of determination.

4. Findings and Discussions

Table 1. Regression Result

Model		Unstandardized Coefficient nts B	Std. Error	Standardiz dCoefficients Betas
1	(Constant)	.5,613	1671	
	X1	.388	.108	.401
	X2	-.208	071	-.328

From Table 1 it can be seen that the calculation results, the multiple linear regression equation obtained can be written as follows: Y = 5.613+0.388 X1+0.208 X2. Based on the results of table 1 calculations through the SPSS program, the following is obtained: The competency regression coefficient (X1) is 0.388 and the Work Environment (X2) is 0.208 positive. That is, if the employee performance variable increases, it will be followed by an increase in the employee performance variable, while the others remain the same. If the competency and work environment variables decrease, it will be followed by a decrease in employee performance. From the results of the research, it is known that only a small number of employees have competence according to their position and scope of work. Because employees do not have good knowledge to complete their work, it results in employees being less responsible in completing their work, so that the work results obtained are not optimal. As a result the performance produced by employees decreases.

Table 2. F Test Results (Simultaneous)

Model		Sum of Squares	df	Means Square	F	Sig.
1	Residual	366,930	2	183,465	13,27	,000 [b]
	Regressio n	788,053	57	13,825	0	
	Total	1154,983	59			

Determine F table with 90% confidence level and error rate (α) 10% = 01 with degrees of freedom (df) v 1 = K-1 = 4-1 = 3, and v 2 nk = 60–2 = 58 (df which same as in table IV.11). So the value of F table = 2.400 Based on Table IV.11 it can be seen that the calculated F value is 13.720> F table 2.400, this is also reinforced by a significant level value equal to 0.000 or significantly less than α 10% = 0.1 (significant), then Ho is rejected and Ha is accepted. This means that there is an influence of competence and work environment on the performance of PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat.

Table 3. T-TEST Results (Partial)

UnstandardizedCoefficients			StandardizedCoefficients		
Model	B	std. Error	Betas	Q	Sig.
(Constant)	5,613	1,671		.3,358	001
X1	388	.108	.401	3,602	001
X2	208	071	.328	2,941	005

Based on Table 3 of the (partial) t test results above, it can be seen as follows: calculated t value for competence is 3.358 > t table 1.671, with a sig .t level of 0.001 <0.1 (significant), then Ho is rejected Ha is accepted meaning that there is a significant influence of competence on the performance of employees of PT. PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat The results of this study prove that competency influences employee performance calculated t value for the work environment is 2.941> t table 1.671, with a sig.t level of 0.005 <0.1 (significant), then Ho is rejected. Ha is accepted, meaning that there is a significant influence of the work environment on the performance of PT employees. PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat The results of this study prove that the work environment viewed from PT. PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat has an effect on employee performance.

Table 4. Coefficient of Determination

Model	R	R Square	adjusted RSquare	Std. Error Of theEstimate
1	.564 [a]	.318	.294	3.7182 7

Based on the calculation results in Table I.4 above, the Adjusted R Square value (coefficient of determination) is 0.294 or 29.4%, meaning that the competence and work environment variables are able to contribute to the ups and downs of employee performance, with the magnitude of the change caused by 70.4%, explained by the variables other variables not included in this study. Based on the calculation results in the table *Adjusted R Square* value (coefficient of determination) is obtained of 0.708 or 0.708 x 100% = 70.8%, meaning that the variables of organizational commitment, discipline and competence can contribute to the ups and downs of PT. Thamrin Brothers Belitang District by 70.8%. While the remaining 29.2% is explained by other variables not included in this study.

The Influence of Competence and Work Environment on Employee Performance at PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. Based on the results of hypothesis testing together with a 90% confidence level stating the hypothesis is

accepted, this proves that there is a positive and significant influence of competence and work environment on the performance of employees of PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. This result is also evidenced by the coefficient of determination test which proves that competency and the work environment can contribute 29.4% to the ups and downs of employee performance. This research proves that the hypothesis that has been written at the beginning proves that there is a significant effect of competence and work environment on the performance of employees of PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. This result is in line with the theory stated by Silaen, Dalmiyatun , & Satmoko (2019: 823)factors that affect employee performance, including stating that competence and the work environment are factors that influence employee performance. So that the statements mentioned in the theory can be said to be true through research results. The results of this study are supported by research conducted by Agus Susanto (2018), entitled the influence of the work environment and competence on the performance of employees of PT. North Sumatra Plantation. The results of this study indicate that the work environment has a positive and significant effect on the performance of employees of PT. North Sumatra Plantation.The results of his research show that if the work environment is fully implemented by employees and competencies run well, it will affect employee performance. General employees state that competence and work environment at PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat are still not optimal enough. As a result, it appears that the employee performance (Table IV.7) also appears to be not optimal in general. This proves the relationship between the influence of competency and work environment variables on employee performance, which means that if competence and work environment can be improved, it will have an impact on improving employee performance at PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat.

The Effect of Competence on Employee Performance at PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. Based on the results of partial hypothesis testing with a confidence level of 90% indicating that the hypothesis is accepted, this proves that there is a positive and significant effect of competence on employee performance at PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. These results explain, if good or bad competence possessed by employees will determine the good or bad performance of the employees they produce. This study proves that the hypothesis that has been written at the beginning proves that there is an effect of competence on the performance of employees of PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. Based on the distribution of respondents' answers in Table IV.8 (Competence) it appears in general that competence at PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat is still fairly low. As a result, it appears that the effect on employee performance (table IV.7) also appears to be not optimal in general. This is caused because employees do not have good enough knowledge in completing work, employees do not have the ability according to company needs and employees do not understand about the work that has been given, then this can affect employee performance. This result is in line with the theory stated by Silaen, Dalmiyatun, & Satmoko (2019: 823). is a combination of knowledge, skills, and personality attributes of a person so as to improve his performance and contribute to the success of the organization. In addition, competence also has a meaning, namely the capacity that exists in a person and can make that person able to fulfill what is implied by

work in an organization so that the organization can achieve the expected results. The results of this study are supported by research conducted by M. Thamrin Noor (2021) with the research title The Effects of Competence and Compensation on Employees at PT. Borneo Oil Palm in East Kotawaringin Regency. The research results show that competence has a partial effect on employee performance at PT. Borneo Oil Palm in East Kotawaringin Regency. Compensation influences simultaneously on the performance of employees of PT. Borneo Sawit Perdana in East Kotawaringin Regency , the results of this study are in line with previous studies, because both prove that there is an effect of competence on employee performance.

The Influence of the Work Environment on Employee Performance at PT.PP London Sumatra Tbk Kencana Sarsi Palm Oil Mill Lahat. Based on the results of partial hypothesis testing with a confidence level of 90% indicating that the hypothesis is accepted, this proves that there is a positive and significant influence of the Work Environment on Employee Performance at PT. PT. PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. These results explain, if the bad work environment around the employee will affect the poor performance of the employees it produces. This research proves that the hypothesis that was written earlier is proven to existthe effect of the work environment on the performance of employees of PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. Based on the distribution of respondents' answers in Table IV.9 (Work Environment), it appears in general that the Work Environment at PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat is still relatively low. This is caused by lighting that is not in accordance with needs, air conditions in the work room do not provide comfort, and noise at work affects concentration while working, so this can affect employee performance . These results are in line with the theory stated by Kasmir (2019: 189). The work environment is everything that exists around workers that can influence them in carrying out the assigned tasks. The work environment as one of the factors that can affect employee performance must also be considered by the company. This is because the conditions of a good working environment will provide work motivation for employees in completing the load his job. The results of this study are supported by research conducted by Aji Saidina Ali and Irwan (2022) with the research title The Influence of the Work Environment and Workload on Employees at Palm Oil Companies in Ogan Komering Ilir . The results of the study show that the work environment has a partial effect on employee performance at the oil palm company in Ogan Komering Ilir. Work Environment and Workload have a simultaneous effect on employee performance at the Palm Oil Company in Ogan Komering Ilir, the results of this study are in line with previous research, because they both prove that there is an influence of the work environment on employee performance

5. Conclusion

Based on the results of research and discussion, it can be concluded as follows: There is an Influence of Competence and Work Environment on Employee Performance at PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. There is an Influence of Competence on Employee Performance at PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. There is an Influence of the Work Environment on Employee Performance at PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. Based on the conclusions obtained, the following suggestions can be invited: PT.PP London

Sumatra Tbk Kencana Sari Palm Oil Mill Lahat Pays attention to employee competency and work environment to improve performance. The competencies possessed by employees of PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat should be further improved and adapted to their field and work. Companies can increase competence through training or training, workshops or seminars that are useful for increasing the ability and knowledge of employees in carrying out the main tasks that have been given by the company. A comfortable work environment for employees must be further improved by PT.PP London Sumatra Tbk Kencana Sari Palm Oil Mill Lahat. Provide adequate facilities. That way the comfort and job satisfaction of employees will increase due to a supportive work environment, so that employees can achieve maximum potential at work or have high performance.

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The Effect of Compensation and Work Discipline on Employee Performance

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Abstract

The formulation of the research problem is: is there an effect of compensation and work discipline on employee performance at PT. Sumatran Golden Blossom? This research includes associative research. The population in this study was 113 people with a sample of 88 people using the Proportionate Stratified Random Sampling technique. The data collection method in this study was a questionnaire and interviews used were multiple linear regression with the F test hypothesis, t test, and the coefficient of determination. The results of the research analysis show that: 1) there is a significant effect of compensation and work discipline on the performance of employees of PT. Golden Blossom Sumatra Pali District; 2) there is a significant effect of compensation on the performance of employees of PT. Golden Blossom Sumatra Pali District; and 3) there is a significant effect of work discipline on the performance of employees of PT. Golden Blossom Sumatra Pali District.

Keywords: compensation, discipline, performance.

1. Introduction

The quality of human resources in general is often associated with the knowledge possessed, abilities and experience possessed. Thus the survival of a company depends on the quality and quantity of employee performance. Leaders in a company must pay attention to their employees so that the performance of employees in the company can increase. Leaders' attention to these various factors is a form of activity that can improve employee performance in carrying out work. The company's success is greatly influenced by the performance of individual employees. Every company will always try to get the best performance from its employees, with the hope that the company's goals will be achieved. Performance is the basis of an organization that is strongly influenced by individual characteristics, individual motivation, expectations,and assessments made by management on the achievement of individual work results (Kasmir, 2017: 182-183). Performance can be interpreted as an illustration of the level of achievement of the implementation of an activity or program in realizing the goals, objectives, mission and vision of an organization that depends on the strategic plans of an organization or company. Performance can be interpreted as a description of the level of achievement of the implementation of an activity or program in realizing the goals, objectives, mission and vision of an organization that depends on the strategic plans of an organization or company. Factors that affect the performance of abilities and skills, work discipline, knowledge, work plans, and organizational culture. Performance is influenced by several factors, namely compensation and discipline. Organizations that show little in providing compensation and discipline will greatly affect employee performance. Improvements to the system of providing compensation and applying discipline are very important to do

with the aim of increasing employee performance.

The importance of this compensation can be seen from the meaning of the compensation. Where compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. Compensation is divided into two, namely direct compensation in the form of salaries and incentives, and indirect compensation in the form of office facilities, holiday allowances, health benefits, and uniforms (Hasibuan 2019). Another factor aside from compensation is discipline which will greatly impact employee performance. Discipline is the attitude of a person's willingness and willingness to obey and comply with the norms of the regulations that apply around him. Work discipline is one's awareness of complying with all applicable company regulations and social norms (Singodimedjo In Edy Sutrsno, 2017).

PT Golden Blosom Sumatra is a private company that was established on January 7, 2006, which has strengthened its position as a producer of the palm oil industry in Indonesia. PT Golden Blosom Sumatra is located in Pali district. PT Golden Blosom Sumatra is engaged in processing palm oil. Quality problems are also one of the problems that occur in research sites, the low quality of employees is evidenced by the fact that there are still many employees working who have not reached the targets set by the company because employees still behave lazily when office hours start, employees are still seen discussing outside , as well as the problem of the low quantity of employees, this is evidenced, there are some employees playing cell phones during office operating hours, several other activities that hinder the completion of work, there are some employees who are still not adept at completing their work. It can be seen when an employee does his work that is sufficiently done by one person but is done by two people. Other problems, namely the problem of time which is one of the factors that affect employee performance, at the research site it was found that several workers did not complete their assignments on time, files piled up and were not completed immediately, causing work to be completed quickly but there was a setback in completion. Other causal factors are the same as those discussed earlier.

Employee performance is influenced by several factors, one of which is the compensation factor. On this factor, there are several indicators of problems in terms of payroll, this condition is characterized by not timely payments and low basic salary. The basic salary is still below the 2021 South Sumatra Provincial Minimum Wage (UMP), a real example is when the salary received by employees is Rp. 2,700,000 while the minimum wage for South Sumatra Province (UMP) is Rp. 3,144,446. In fact, there are often delays in paying employee salaries that should be paid at the beginning of the month but are paid in the middle of the month. Another problem hindering employee activities related to compensation is the transportation problem. For the transportation of PT. Golden Blosom Sumatra already has an employee shuttle bus but the problem according to the employees is that the number of buses provided does not match the number of employees who will use the bus, so that employees often cannot take advantage of the transportation facilities provided by the company. Employees still often use private vehicles, where the reimbursement of personal transportation is not given to employees. Meanwhile, bonuses for employees who have carried out activities to achieve company targets are often not given additional bonuses so that in reality employees often work beyond the company's targets and do not get bonuses. so that employees often cannot take advantage of the

transportation facilities provided by the company. Employees still often use private vehicles, where the reimbursement of personal transportation is not given to employees. Meanwhile, bonuses for employees who have carried out activities to achieve company targets are often not given additional bonuses so that in reality employees often work beyond the company's targets and do not get bonuses. so that employees often cannot take advantage of the transportation facilities provided by the company. Employees still often use private vehicles, where the reimbursement of personal transportation is not given to employees. Meanwhile, bonuses for employees who have carried out activities to achieve company targets are often not given additional bonuses so that in reality employees often work beyond the company's targets and do not get bonuses. Furthermore, work discipline at PT. Golden Blossom Sumatra also affects employee performance, this can be seen from the inherent supervision problem (Waskat).

Inherent supervision in the company has not been maximized. Often employee mistakes occur repeatedly because of supervision. For example, there are some employees who still come not according to the hours set by the company, but because there is no supervision,it still happens repeatedly. In imposing sanctions and punishments for leaders at PT. Golden Blososm Sumatra in accordance with field observations states that leaders are still selective in imposing sanctions and punishments, for example if employees who are considered close when they make mistakes, the sanctions given are light, not in accordance with company operational standards (SOP). Another problem is the firmness of the leaders at PT. It is felt that Golden Blosom Sumatra is still lacking, in imposing punitive sanctions on employees who are undisciplined, for example there are several employees who do not enter without permission and do not wear the uniform that has been determined by the company, and are not given a warning according to their mistakes.

The purpose of this study was conducted to determine the effect of compensation and work discipline on performance at PT. Golden Blosom Sumatra.In addition, there are benefits to be gained from this research for the author, for the company, for the company, for the alma mater/university. Benefits for the writer that is able can provide a practical picture of the theory that has been obtained during lectures, especially in the HR concentration.The benefits for the company are for provide advice and input to the company in order to improve the quality of existing Human Resources so that it can be used as a performance evaluation, and become a consideration in developing strategies to improve performance in the future.While the benefits for the alma mater/university are so that can be a source of reference for further research, especially research that has relatively the same topic.

2. Literature Review

Performance. Wibowo (2017) suggests that performance can be seen as both a process and a result of work. Performance is also a process of how work takes place to achieve work results. performance within the organization, both elements of leadership and work. Armstrong (in Wibowo 2017) performance management is a system through which an organization sets work goals, considers work standards, provides and evaluates work, provides performance feedback, considers training and development needs and distributes awards.

Compensation. Malayu SP Hasibuan (2018) argues that compensation is all income in the

form of money and direct goods or indirect goods, which employees receive as compensation and services provided to the company.Thomas H. Stone (2018) states that compensation is any form of payment given to employees in exchange for the work they provide to their employers.

Work Discipline. Malayu SP Hasibuan (2018) suggests Discipline is a person's awareness of obeying all company regulations and applicable social norms.Edy Sutrisno (2017) states that discipline is an attitude of willingness and willingness of a person to obey and obey the norms of regulations that apply around him. Good employee discipline will accelerate the company's goals, while declining discipline will become a barrier and slow down the achievement of company goals.

3. Research Method

The type of research used is associative research, namely research that aims to determine the relationship between two or more variables in question is compensation and work discipline on the performance of employees of PT. Golden Blosom Sumatra. The research location was conducted at PT. Golden Blossom Sumatra, PALI District, which is located in Prambatan Village, Tanjung Kurung, ABAB District, Penukal Abab Lematang Ilir (PALI), South Sumatra, 31315. The population in this study were all employees of PT Golden Blossom Sumatra. totaling 113 employees. The sample in this study were 88 employees of PT Golden Blosom Sumatra. In research data used are primary data and secondary data. Where the primary data is obtained from the main data which is the result of the respondents' answers to the questionnaire that was circulated, while secondary data in the form of supporting data was obtained through the staffing section, namely production data, data on the number of employees, and data on the education level of employees of PT Golden Blosom Sumatra. Data collection methods that will be used in this study are questionnaire and interview techniques. Interviews with direct communication with employees in the company PT. Sumatra Golden Blossom. And a questionnaire in the form of written questions given to employees at PT. Sumatra Golden Blossom. Data analysis used in this research is qualitative analysis which is quantified, qualitatively it is used with a Likert scale. Data collection methods that will be used in this study are questionnaire and interview techniques. Interviews with direct communication with employees in the company PT. Sumatra Golden Blossom. And a questionnaire in the form of written questions given to employees at PT. Sumatra Golden Blossom. Data analysis used in this research is qualitative analysis which is quantified, qualitatively it is used with a Likert scale. Data collection methods that will be used in this study are questionnaire and interview techniques. Interviews with direct communication with employees in the company PT. Sumatra Golden Blossom. And a questionnaire in the form of written questions given to employees at PT. Sumatra Golden Blossom. Data analysis used in this research is qualitative analysis which is quantified, qualitatively it is used with a Likert scale.

4. Findings and Discussions

Multiple linear regression analysis is used to determine the effect or relationship linearly between two or more independent variables with one dependent variable. The equation is obtained Y = 1.023 + 0.477X1 + 0.499X. α = The constant value is 1.023; meaning if compensationAndwork discipline has a value of zero (0), then the performance of the

employees of PT. Golden Blossom Sumatra Pali Regency will remain at 1.023. b1 = The positive compensation regression coefficient is 0.477. That is, if the value of compensation increases, it will be followed by an increase in the performance of employees of PT. Golden Blossom Sumatra Pali District. The conditions that occur will reverse if work discipline decreases, it will be followed by a decrease in the performance of employees of PT. Golden Blossom Sumatra Pali District, assuming fixed compensation. b2 = The regression coefficient of positive work discipline is 0.499. That is, if the value of work discipline increases, it will be followed by an increase in the performance of employees of PT. Golden Blossom Sumatra Pali District. The conditions that occur will reverse if compensation decreases, it will be followed by a decrease in the performance of employees of PT. Golden Blossom Sumatra Pali District, assuming regular work discipline. Determining the value of Ftable with a 95% confidence level and an error rate (α) of 5% = 0.05 is by the formula: df n1 = k–1 and df n2 = n–k (n = number of samples and k = number of variables), then : df n1 = 3–1 = 2; df n2 = 88–3 = 85. So, Ftable value = 3.10. Based on the table above, it can be seen that the value of Fcount = 6.708 > Ftable = 3.10 with Sig. F 0.000 < 0.05; then Ho is rejected and Ha is accepted. This means that there is a significant effect of compensation and work discipline on the performance of employees of PT. Golden Blossom Sumatra Pali District. Based on the table above, it can be seen that: The compensation coefficient is positive 0.477 with a Tcount of 5.084 > a Ttable value of with Sig. t 0.000 < 0.05. This means that there is a significant influence between compensation on the performance of employees of PT. Golden Blossom Sumatra Pali District. The compensation coefficient is positive 0.499 with a Tcount of 6.391 > a Ttable value of 1.66 with Sig. t 0.000 < 0.05. This means that there is a significant influence between work discipline on the performance of employees of PT. Golden Blossom Sumatra Pali District.

The coefficient of determination (R2) measures how much influence the independent variable has on the dependent variable. The Coefficient of Determination value uses the R Square value. The coefficient of determination (Adjusted R Square) is 0.818. This shows the contribution of all compensation and work discipline variables to the performance of employees of PT. Golden Blossom Sumatra, Pali Regency, 81.8%; the remaining 18.2% can be influenced by other variables not included in this study, including abilities and expertise, knowledge, personality, motivation, leadership, satisfaction, environment and so on.

Effect of Compensation and Work Discipline on Employee Performance. Based on the results of hypothesis testing together with a confidence level of 95%, it shows that there is a significant effect of compensation and work discipline on the performance of employees of PT. Golden Blossom Sumatra Pali District. This result means that compensation and work discipline can simultaneously affect employee performance. This research is also proven through a test of the coefficient of determination which shows that the contribution caused by the variables of compensation, discipline and competence can cause a change of 81.8% to the performance of employees of PT. Golden Blossom Sumatra Pali District. The results of this study prove that the performance of PT. Golden Blossom Sumatra, Pali Regency, has an effect on employee performance, as is the case with PT. Golden Blossom Sumatra Pali Regency is low due to low compensation and work discipline. An overview of the respondents' answers (Tables IV.4 and IV.5) when

connected with the results of the study shows a statement proving that compensation and work discipline are at a poor level, so that the impact on employee performance is low, as is the consistency of the relationship with the results of the respondents' answers on variables employee performance (Table IV.3) in statement number 4 (disagree 46.6% and strongly disagree 23.9%), in statement number 6 (disagree 47.7% and strongly disagree 19.3%). These results are in line with the theory stated by Armstrong (in Wibowo, 2017) performance management is a system through which organizations set work goals, consider work standards, provide and evaluate work, provide performance feedback, consider training and development needs and distribute awards . This is in line with the theory stated by Kasmir (2018: 189) factors that influence employee performance, namely abilities and skills, knowledge, work plans, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment , loyalty, commitment, and work discipline. These results are supported by research conducted by Putu Agus Mahardika, I Wayan Bagia, Ni Nymoan Yuliantihini (2019), the results of the research that simultaneously compensation and work discipline have a positive and significant effect on the performance of employees of PT. Astra Agro Lestari. Furthermore, research conducted by Yulandri and Onsardi (2020), the results of the study show that simultaneously compensation and work discipline have a positive and significant effect on the performance of employees of PT. (SBS) Sinar Bengkulu Selatan.

Effect of Compensation on Employee Performance. The results of the analysis show that there is a positive and significant effect of compensation on the performance of employees of PT. Golden Blossom Sumatra Pali District. These results prove that if compensation can be increased, it will have a positive impact on improving employee performance at PT. Golden Blossom Sumatra Pali District. The results of this study prove that compensation has an effect on employee performance, as is the case with PT. Golden Blossom Sumatra Pali District is low due to low compensation. The general description of the respondents' answers (Table IV.4) when connected with the results of the research shows a statement proving that compensation is at an unfavorable level, so that the impact on employee performance is low, as is the consistency of its relationship with the results of respondents' answers on the compensation variable (Table IV.4) in statement number 1 (disagree 33.0% and strongly disagree 26.1%), in statement number 4 (disagree 42.0% and strongly disagree 23.9%), the results of the respondents' answers show a relationship mutual causation. This result is in line with the theory stated by Hasibuan (2018) compensation is all income in the form of money and direct goods or indirect goods received by employees as compensation and services provided to the company. These results are supported by research conducted by Tahmeem Siddiqi and Sadia Tangem (2018), the results of the study show that partial compensation has a positive and significant effect on the performance of Bangladesh Insurance employees. Furthermore, research conducted by Reza Hakiki (2018), the results of the study show that partial compensation has a positive and significant effect on the performance of employees of PT. Torabika Eka Semesta Tangerang.

The Effect of Work Discipline on Employee Performance. The results of the analysis show that there is a positive and significant effect of work discipline on the performance of employees of PT. Golden Blossom Sumatra Pali District. These results prove that if work discipline can be improved, it will have a positive impact on improving employee

performance at PT. Golden Blossom Sumatra Pali District. The results of this study prove that work discipline has an effect on employee performance, as is the case with PT. Golden Blossom Sumatra, Pali Regency, which is low as a result of low work discipline, as well as the consistency of its relationship with the results of respondents' answers to the work discipline variable in statement number 1 (disagree 40.9% and strongly disagree 29.5%), in statement number 4 (disagree 38.6% and strongly disagree 33.0%), the results of the respondents' answers show a causal relationship that influences each other, which means that the low impact that work discipline will result in employee performance being low. This result is in line with the theory stated by Edy (2017) which states that discipline is an attitude of willingness and willingness of a person to obey and comply with the norms of regulations that apply around him. Good employee discipline will accelerate the company's goals, while declining discipline will become a barrier and slow down the achievement of company goals. These results are supported by research conducted by Ni Kadek Ari Novi and Made Surya Putra (2020), the results of the study partially show that work discipline has a positive and significant effect on employee performance. Furthermore, research conducted by Reza Hakiki (2018), the results of the study show that partial work discipline has a positive and significant effect on the performance of employees of PT. Torabika Eka Semesta Tangerang. Apart from that, the research results of Hendri Azwar (2020) show that partial work discipline has a positive and significant effect on employee performance at PT Vale Indonesia South Sulawesi.

5. Conclusion

Based on the results of the research and discussion, it can be concluded that there is a significant effect of compensation and work discipline on the performance of employees at PT. Golden Blossom Sumatra Pali District. Based on the conclusions obtained, it can be suggested thatPT. It is recommended that Golden Blossom Sumatra, Pali Regency, be able to further improve the quality, quantity, and timeliness of employees' work by creating compensation and work discipline, so that employee performance can be maximized. In addition, PT. Golden Blossom Sumatra, Pali Regency, is also advised to pay more attention to things that encourage the creation of good employee compensation, such as providing a basic salary, transportation, and bonuses that are in accordance with what is done, and held, so that employees are enthusiastic and motivated at work. And finally, PT. Golden Blossom Sumatra Pali Regency is advised to improve employee work discipline, especially in strict supervision, punitive sanctions, and a firm attitude given to the company to all of its employees.

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Does Training Still Affect Employee Performance? An Investigation in the Context of a Fast Food Business in Bandung Indonesia

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Abstract

This study examines the effect of training on employee performance at Crisbar fast food restaurants in Bandung, West Java, Indonesia. This research uses quantitative methods through surveys with questionnaires and obtains primary data that is feasible to process with as many as 50 respondents and processed with simple linear regression. The results of research through hypothesis testing show the effect of training on performance. The theoretical contribution of this research is to complete the body of knowledge on the effect of training on specific performance in the context of fast food restaurants in the time after the COVID-19 pandemic. Based on the results of hypothesis testing, suggestions arise to maximize training programs. Companies can start by providing consistent assessment and discussion space to stimulate the mindset of employees in the workplace so that they can solve problems while working both individually and in teams to achieve company goals. This will make it easier for the company to assess how high the standard of achievement is and will be a consideration in evaluating employee performance in the company.

Keywords: training, employee performance, fast food.

1. Introduction

Today's rapid and competitive business environment means that entrepreneurs must continue to look for promising business potential. One type of business that is timeless and trendy is the culinary business, where food and drink are the primary needs of humans. Because the routine of eating and drinking is the reason that the culinary industry will continue to grow, In Indonesia, the development of the food and beverage industry is growing quite significantly. This can be seen from the central statistics data, which shows the role of the food and beverage industry in advancing the rate of economic growth in the last 4 years.

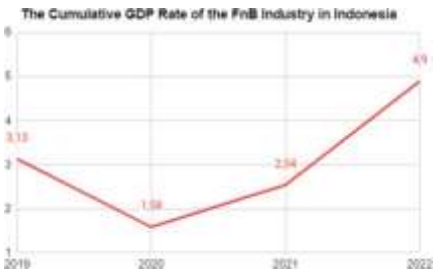


Figure 1. The Cumulative GDP Rate of the FnB Industry in Indonesia

Although in 2020 there was a decline due to the pandemic, the economy in Indonesia increased again in 2021. This is proof that the potential of the culinary business is quite

promising. This is also reinforced by Statista research (2022) which shows the estimated revenue results in the Indonesian food and beverage segment until 2026.

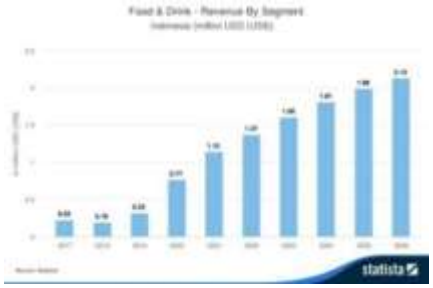


Figure 2. Indonesia's Revenue in the FnB Segment

Figure 2 shows that Indonesia's revenue in the food and beverage sector reached USD 21.3 billion. The revenue increased by 9% compared to the 2025 period, which was only USD19.5 billion. In a press release on Friday, September 9, 2022, the Ministry of Industry explained that it will improve policies in the food and beverage industry to be more effective and efficient, given the role of the F&B industry in GDP and the contribution of very high revenues (Ministry of Industry of the Republic of Indonesia, 2022).

According to Wibowo (2022) performance is about how the results will be achieved from a job. Suwatno and Priansa (2018) explain that performance is needed to determine the extent of the employee's ability to carry out his duties. This states that performance is one of the internal factors in achieving company goals. The company must have a strategy to increase its value, both in terms of creating products and providing quality services to satisfy customers. All of that depends on the operational management and performance of the company itself. Companies that are unable to compete and maintain their performance will eventually be displaced from the industrial environment and experience bankruptcy..

Crisbar is one type of business that serves food and drinks, where the performance of its employees plays an important role in proving the quality of service to consumers, whether orders are served quickly and precisely. Accuracy in serving dishes is one of the performance achievements that must be considered to meet customer satisfaction. Consumers feel satisfied if they are served food that is in accordance with what was ordered and expected; on the contrary, if the dish does not match the order, the consumer will be disappointed. Based on the results of data processing in the figure below, there is missing item data for the last 5 months, which continues to increase.

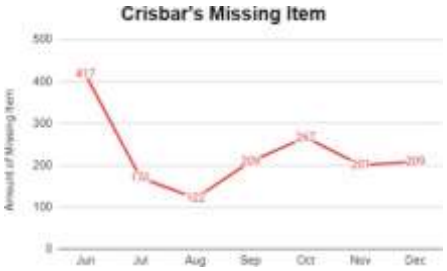


Figure 3. Missing Item Graph of Crisbar

The operational administrator of Crisbar said that before employees join, they are given training on SOPs for serving food and drinks to consumers. Every month, all Crisbar employees are given a quiz called Quiz Employee. This quiz contains questions about SOP ingredients and food menu recipe doses. Through the quiz, it is expected that all employees always remember and give their best performance in serving consumers dishes quickly and precisely according to the requested order. Crisbar's human resources manager explained that the training should focus on understanding the SOPs and skills needed to serve Crisbar's menu. This step is done in accordance with Crisbar's mission to prioritize the ease of customers getting the desired product so that missing items can be reduced or even eliminated. The practical phenomenon of performance and training is scientifically related to previous research on the effect of training on employee performance. From the search on Scopus, which indexes quantitative empirical scientific research publication documents, various hypothesis testing results were found. Scopus is one of the references for a relatively reliable scientific research document search database, besides WoS (Pangarso, 2022a; 2022b; 2021).

Based on the results of research from Bhat and Rainayee (2017), training has a significant positive impact on performance in civil servants in Jammu and Kashmir. Then, several studies also show that training has a positive and significant effect on employee performance, including by Arwab et.al (2022); Folakemi (2020); Ali et.al (2018), Ertan and Sensen (2019), and Al-Ajlouni (2019). The results of research from Albloush et al. (2019) state that training has a significant positive effect on performance because it can provide confidence and satisfaction in employees to provide the best performance and continue to increase. Performance improvement can be supported by providing space for employee involvement in training ranging from employee learning, transfer of knowledge, skills, attitudes, and other competencies related to job standards required by the company (Na-Nan & Sanamthong, 2020).

From these various research results, there has never been a similar study tested in the context of the food and beverage industry, specifically in local fast food restaurants in Indonesia as a developing country after the pandemic. This research has the potential to contribute scientifically to the body of knowledge about the effect of training on performance. Practically, this research contributes to scientifically tested knowledge for decision- making related to training as part of efforts to improve employee performance. So based on the potential contribution or implications both scientifically and practically, this study aims to empirically examine the effect of training on performance in the context of Crisbar, Indonesia.

2. Literature Review

Human development theory suggests that individuals continue to develop throughout their lives. Proper training can help employees progress in their careers, which in turn can improve their performance. Human Development Theory, also known as human Development Theory, encompasses various models and theories that have been proposed by various psychologists throughout history. Some of these include Sigmund Freud's psychoanalysis theory, Jean Piaget's cognitive development theory, Erik Erikson's psychosocial theory, and Lawrence Kohlberg's moral development theory.

For example, Erik Erikson's theory of psychosocial development was first published in his

1950 book "Childhood and Society." The relevant excerpt from the book is: "It is not only the function of the ego to adjust and adapt, but also for an individual to acquire skills or competences that make him feel able to face the challenges of the surrounding world." (Erikson, 1950).

Task Mastery theory states that employees will be more effective if they feel they have mastery over the tasks they perform. Training can help employees achieve this level of mastery, which in turn can improve their performance. Task Mastery theory, also known as "mastery learning" or "learning for mastery," was developed by Benjamin Bloom and his colleagues in the late 1960s and early 1970s. Basically, this theory proposes that all students can learn if they are given enough time and resources. The following is a quote from Benjamin Bloom's own writing, from his book "Human Characteristics and School Learning," published in 1976: "According to the task mastery approach, the primary goal of education is to turn 'average students' into 'good students.' This goal can be achieved by identifying what good students do and trying to get average students to do the same." (Bloom, 1976).

Training. Minjoon *et al.* (2006) specifically, training makes employees able to solve problems so that the work they do becomes more efficient. The implementation of training is directed at improving and developing employee competencies. Training is carried out in order to improve the ability and performance of employees when carrying out tasks for the company. The factors that can influence the implementation of training programs, according to Khahan (2017) are as follows: (1) Organizational support: company policies to improve company performance standards; (2) *Supervisor* support: a conducive atmosphere of relationships between employees at work; (3) Peer support: there is a comfortable discussion space between employees; (4) Technology support: easy access to technology for employees' work in the company; (5) Opportunities to utilize and maximize skills and knowledge.

The implementation of training is expected to provide good output to the company because if the performance provided by employees can be completed properly, the company can achieve its targets, which of course will increase its value. According to Eleanna *et al*. (2008), The function of conducting training is to minimize costs and time, improve internal ties and cooperative relationships between employees, and develop employee abilities to achieve a competitive advantage that is expected to meet the needs of company goals to the maximum. In this study, the authors used the measurement of training variables from Minjoon *et al*. (2006) which will be a benchmark indicator of the training variable as follows: (1) Training methods provided to employees; (2) Training that emphasises product quality; (3) Training that emphasises service quality; (4) Training that improves employee skills; (5) Training that fulfils employees' understanding to work more effectively and efficiently.

Performance. Koopmans *et al.* (2011) explained, performance is one of the dimensions of measurement to find solutions to problems in individual performance, which is expected to improve employee performance. Performance is part of the solution to problems in the framework of teams, organizations, and companies that do not rule out the possibility of managing company costs. This is in line with the statement of Fahmi (2013) which explains, performance is a form of employee responsibility to individual or group culture for self-improvement to contribute and self-skills to the company.

Good performance can support employees in achieving work performance within a certain period of time. Achieving proper performance is the responsibility of employees to carry out work in accordance with the standards of the company where they work. Therefore, companies are expected to maintain factors that support employees in order to maintain their performance. This is in accordance with the review of Bintoro and Daryanto (2017), saying there are three factors that affect employee performance as follows: Individual factors: consist of the abilities, skills, background and demographics of each individual employee, Psychological factors: consist of employee perceptions, attitudes, learning, and motivation, Organisational factors: consist of all cultural and structural information of the company.

It is very important for companies to know how employee performance affects increasing company value. As according to Rivai (2013), the benefits of performance are activities to improve employee performance, consideration for employee rank placement, employee performance improvement, employee training and development, and feedback to measure how well the company's HR functions. Researchers adopted the measurement dimensions of the performance variable from one of the measurement indicators conducted by Koopmans *et al.* (2011). The dimensions used are as follows: job completion, quantity, quality, work skills, working knowledge, keeping knowledge *up-to-date*, neatness and accuracy, planning, administration, decision making, problem solving, oral and written communication, resource monitoring and control.

3. Research Method

In this study, the authors used quantitative research methods. Abdillah & Hartono (2015) state that quantitative methods are methods that test theories with statistical procedures. This research is included in the category of associative descriptive research because it was conducted by collecting data used to test the hypothesis or variables studied with parametric inferential statistics through simple linear regression techniques. In this study, the independent variable is training (X). Variable X of this study is unidimensional, so from the variable directly to the indicator Then, for variable Y, this research is multidimensional, so the variable will be the indicator. The scale used in this study is a Likert scale with a range of choices from 1–7 (strongly disagree–agree). Variable X was adopted from the research of Minjoon *et al*. (2006) with a questionnaire item of 5 statements. Meanwhile, variable

Y was adopted from research conducted by Koopman *et al.* (2011) with measurements from 11 dimensions which were then formed into 11 questionnaire statement items.

Researchers conducted a cross-sectional online questionnaire. Before the questionnaire was distributed, a pilot test was conducted to test its validity and reliability with 40 respondents using SPSS, and the results of all research instruments were valid and reliable. The questionnaire collected 63 questionnaires with a simple random sampling technique. After obtaining the number of questionnaires that were eligible for processing, the author conducted an outliers test before processing descriptive statistical data and found outliers of as many as 13 answers, so that the number of respondents processed in this study became 50, with a response rate of 79.36%.

Table 1. Operationalisation of Training (X) and Performance (Y) Variables

Variables	Definition	Dimensions/Indicators		Questionnaire Statement Items	Item Symbol
Training (X)	Training with group discussion methods to support employees to improve product quality, service, work-related skills and understanding. Minjooon *et al.* (2006)	The training method was group discussion.		I am trained in group discussions.	X1
		Training that emphasises product quality.		I have received training from my workplace to improve product quality to consumers.	X2
		Training that emphasises service quality.		I have received training from my workplace to improve my customer service.	X3
		Training related to skills enhancement.		I was trained to be skilful in presenting food products.	X4
		Training that fulfils employees' understanding to work more effectively.		I have received sufficient training from the company to do my job effectively.	X5
Performance (Y)	Individual performance which includes completion, quantity, quality, skill, job knowledge. up to date on job related knowledge, tidiness, accuracy, planning, administration and decision making. Koopmans *et al.* (2011)	Job completion	Employee work achievement conditions.	I was able to complete the task as given.	Y1
		Quantity	Amount of work completed.	I can fulfil the work targets set by the company.	Y2
		Quality	Related forms of work that are close to perfection.	I always strive to improve the quality of my work.	Y3
		Work skills	Individual alertness in completing work.	I have excellent agility in carrying out my work.	Y4
		Working knowledge	Employee understanding of job standards.	I am proficient in the field of work I am currently doing according to the standards of the company I work for.	Y5

		Keeping *up to date*	Develop an understanding of the company's current situation.	I am always up-to- date with the latest information to further develop my *skills* to be relevant.	Y6
		Neatness	Accuracy in meeting neat work standards.	I always tidy up my work tools after using them.	Y7
		Accurate	Accuracy in fulfilling work standards appropriately.	I am always precise in meeting work standards.	Y8
		Planning	Workflow development.	I always follow the workflow in the company where I work.	Y9
		Administration	Standardised organisation of work activities as a whole.	I can complete the work administration process in accordance with the regulations in my workplace.	Y10
		Decision making	Employee decision-making related to their work.	I can decide things related to the work I do.	Y11
		Problem solving	Employee's ability to solve problems at work.	I can find solutions to problems that occur related to the work I do.	Y12
		Communication	Ability to interact between employees at work.	I can interact well with my colleagues.	Y13
		Monitoring or controlling	The ability of employees to complete work without supervision of the leader.	I can do my work in accordance with the mandate given without having to be supervised by the leadership.	Y14

4. Findings and Discussions

The following are the results of the characteristics of Crisbar employee questionnaire

respondents.

Table 2. Characteristics of Respondents of Crisbar Employee Questionnaire

No.	Variables	Classification	Total	Percentage
1	Gender	Male	36	72%
		Women	14	28%
	Total		**50**	**100%**
2	Age	18 - < 20 years	18	36%
		20 - < 22 years	18	36%
		22 - < 24 years	9	18%
		24 - < 26 years	2	4%
		26 - < 28 years	2	4%
		> 28 years	1	2%
		Total	**50**	**100%**
3	Last Education	SMA / SLTA / Equivalent	47	94%
		D3	1	2%
		D4		
		S1		
Total			**50**	**100%**
4	Age Occupation	< 3 months	17	34%
		3 - <6 months	8	16%
		6 - <9 months	3	6%
		9 - <12 months	5	10%
		>= 12 months	17	34%
	Total		**50**	**100%**

All data that has been obtained has been successful and passed the classification assumption test which consists of: Normality test: the significance value is 0.200, indicating that the data is normally distributed. Heteroscedasticity test: does not have a

regular pattern, so it can be concluded that there is no heteroscedasticity in the independent variables used. Linearity test: obtained deviation from linearity sig. value is 0.336 greater than 0.05. So, it can be concluded that there is a linear relationship between variables X and Y. Based on testing using SPSS 25, a simple linear regression equation is obtained as follows: **Y = 1.721 + 0.726X**

Based on the results of the t test, the training variable (X) has a t_{count} value (2.513) > t_{tabel} (1.667) and a significance value of 0.000 < 0.05, it can be concluded that the hypothesis is accepted. That is, there is a significant effect of training on employee performance at Crisbar fast food restaurants in the Greater Bandung area. The following are the calculation results of the t test in accordance with Table 3 below.

Table 3. t test

Model	Unstandardised B	Coefficients Std. Error	Standardised Coefficients Beta	t	Sig.
Training	1,721	0,685		2,153	0,015
	0,726	0,112	0,683	6,480	0,000

Then, for the results of the coefficient of determination test, the R^2 value is 0.467. This shows that 46.7% of employee performance in Crisbar fast food restaurants in the Greater Bandung area is influenced by training. For more details, please see the results of the SPSS calculation in Table 4 below.

Table 4. Coefficient of Determination

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate
Training	0,683[a]	0,467	0,456	5,837

The results of this study support human development theory and previous research by Arwab et.al (2022); Folakemi (2020); Ali et.al (2018); Ertan and Sensen (2019); Al-Ajlouni (2019); Albloush et.al (2019); Nanan and Sanamthong (2020) and Bhat and Rainayee (2017). The results of this study contribute scientifically to human development theory by showing the important role of training to improve employee performance in the context of the food and beverage sector. Furthermore, the results of this study have practical implications as a suggestion for Crisbar management to implement training for its employees. This is important in order to improve individual employee performance, where employee accuracy in serving dishes is one of the performance achievements that must be considered to fulfill customer satisfaction. Consumers feel satisfied when served food that is in accordance with what was ordered, and vice versa. Therefore, Crisbar management is expected to pay more attention to the training that will be provided so that employees can provide maximum performance in

providing the best service to consumers.

5. Conclusion

Based on the results of the study, it can be seen that training has a positive and significant effect on employee performance at Crisbar fast food restaurants in the Greater Bandung area. The limitations of this study are in the context of research with a limited number of samples from only 1 organization, so it is hoped that further research can use a larger sample size and other supporting variables from various diverse business sectors so as to potentially increase the potential for generalization of research results.

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Exploring Work Stress and Coping Strategies in the Hotel Industry: A Preliminary Study

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Abstract

In an era marked by high stress levels in various professions, this study investigates the factors influencing work stress and coping strategies among hotel industry employees. It combines a decade-long engagement in the sector with in-depth interviews, offering an insider perspective on how stress affects this specific workforce. The study encompasses participants from diverse roles and hierarchical levels within the hotel industry. The research identified the ubiquity of work stress, particularly during peak periods. A striking finding was the contemplation of resignation by some employees when presented with alternative employment options. This research goes beyond mere identification of stress factors, examining employees' coping trajectories from the initial acknowledgment of work-related stress to the employment of coping strategies and development of effective stress management methods. The study further explores how various aspects of the work environment shape these experiences and responses.The study's findings offer a substantial contribution to the existing body of literature on work stress and coping mechanisms in the hotel industry. They provide valuable insights into the challenges faced by hotel employees, informing academics and industry practitioners to facilitate the creation of effective interventions and support systems, ultimately aiming to improve job satisfaction and employee well-being within the hotel industry.

Keywords: work stress, coping strategies, hotel industry, qualitative study, employee experiences.

1. Introduction

The hotel industry is known for its fast-paced and demanding work environment, often leading to high levels of stress among employees. Extensive research has shown that job stress in the hotel industry can have detrimental effects on employee well-being, job satisfaction, and organizational outcomes. Understanding the factors contributing to work stress and its impact on hotel employees is crucial for developing effective strategies to mitigate its negative consequences.

Previous studies have highlighted the prevalence of work stress in the hotel industry and its association with various factors such as job demands, resources, attitudes, and coping strategies (Alarcon, 2011; Cheng & Kao, 2022; Choi, Mohammad, & Kim, 2019). However, further exploration is needed to gain a deeper understanding of the experiences and perceptions of hotel employees regarding work stress and its implications.

The objective of this study is to investigate the phenomenon of work stress in the hotel industry using a qualitative approach. Denmark is the happiest country, but it is not free from work stress (Kuettel, A., Pedersen, A. K., & Larsen, C. H., 2021) Moreover, the community is preparing to revive after going through the darkness of the pandemic (Yusriani, S., 2023). The Local.dk (2018) has told the analysis was conducted by the Epinion Institute on behalf of the LO trade union and reported by Politiken news, The survey asked 5,819 people how often they took medication to support their mental health.

14% said they take medication daily or weekly.

The survey also asked 3,360 people, who were either in employment, on sick leave or receiving unemployment welfare payments, whether they had taken sick leave from work during the last 12 months due to stress, burn-out or similar complaints. Of these, 18 percent answered that they took sick leave because of stress-related symptoms. LO deputy chairman Morten Skov Christiansen emphasized the severity of workers resorting to medication to manage job-induced mental stress. He advocated for greater attention towards the psychological dimensions of work environments. Christiansen (2018) mentioned that almost all orders from the Danish Work Environment Authority to enhance working conditions pertained to physical, not mental issues. The statistic that one out of ten workers is stressed is a red flag for managers, according to Jensen. The troubling part is the perceived necessity for medication to cope with work. As projections indicate stress becoming a primary cause of illness in the future, it's disconcerting to see society moving towards this path (Avisen.dk. 2018). Jensen further emphasized the need for collaborative efforts between managers and employees to tackle these escalating issues. Another information in Copenhagen Post News, According to Sundhedsstyrelsen, in pandemic recovery period, Helene Probst (2022) in this situation mental health issues account for 25 percent of all illnesses in Denmark, and 25 percent of children and young people aged 16-24 are struggling, Wenande, C. (2022).

According to Cartwright and Cooper (1997), two industrial and organizational psychologists from the UK, job stress can be defined as "the adverse physical and emotional response that occurs when job demands do not match the capabilities, resources, or needs of workers." This concept is based on the “demands gap” or “demands mismatch” theory proposed by Kahn et al. (1964), who suggested that stress occurs when there is a mismatch between what is demanded by the job and what the worker can provide.

In the initial interviews, five out of 30 participants mentioned that they experience fatigue and difficulty concentrating when they realize work stress. Ten of the participants stated that they try to be apathetic and immerse themselves in family activities at home once their working hours are over. Eight participants expressed that work stress is always present throughout their tenure in the hotel due to tight deadlines in managing cleanliness and kitchen departments. Additionally, seven managers stated that they experience work stress when the number of customer complaints increases, there are warnings from superiors regarding slowed performance, and multiple employees take sick leave simultaneously.

By conducting in-depth interviews with hotel employees, this research seeks to explore their perceptions, coping mechanisms, and the factors influencing their experiences of work stress. The study will focus on understanding the process of stress recognition, response, coping strategies, and the variables that impact employees when facing work stress. The findings of this study will contribute to the existing body of knowledge by providing insights into the lived experiences of hotel employees and their perspectives on work stress. This research will also shed light on the effectiveness of coping strategies and identify potential areas for intervention and support within the hotel industry. Ultimately, the aim is to enhance employee well-being, job satisfaction, and retention in the hotel sector.

Employee Well-being. Bhattacharya and Dasgupta (2021) conducted a qualitative study on emotional labor in the lifeworld of Indian hospitality employees, emphasizing the importance of understanding employees' emotional experiences for their overall well-being and stress management.

Job Satisfaction and Retention. Gangai and Agrawal (2018) explored the relationship among emotional intelligence, employee engagement, workplace stress, and turnover intentions in the hospitality industry, finding that higher emotional intelligence and engagement were associated with lower stress levels and reduced turnover intentions. Tongchaiprasit and Ariyabuddhiphongs (2016) investigated the mediating effects of job satisfaction and job stress on the relationship between creativity and turnover intention among hotel chefs, highlighting the mediating role of job satisfaction in reducing turnover intention.

Service Quality. Lee, Choo, and Hyun (2016) examined the effects of recovery experiences on hotel employees' subjective well-being, finding that positive recovery experiences were associated with higher levels of well-being, contributing to improved service quality and customer satisfaction.

Organizational Productivity. Karatepe, Yavas, Babakus, and Deitz (2018) investigated the effects of organizational and personal resources on stress, engagement, and job outcomes in the hospitality industry, revealing that higher resource levels were associated with lower stress levels and increased job satisfaction, leading to higher productivity.

Industry Competitiveness. Liu-Lastres, Huang, and Bao (2023) explored hospitality workers' career choices in the wake of COVID-19, highlighting the challenges faced by hotel employees during the pandemic and emphasizing the importance of addressing stress and providing support to maintain a competitive workforce.

COVID-19 Pandemic Effects. McGlinchey et al. (2021) conducted an interpretative phenomenological analysis of healthcare professionals' lived experiences during the COVID-19 pandemic, which can inform understanding of the unique stressors faced by hotel employees during the pandemic. By considering these references, it becomes evident that exploring stress in the hotel industry is significant and relevant. It emphasizes the importance of employee well-being, job satisfaction, service quality, organizational productivity, industry competitiveness, and addressing the specific stressors of the COVID-19 pandemic. Understanding and managing stress in the hotel industry can lead to a healthier and more productive workforce, enhanced customer satisfaction, and improved industry performance.

Research Objectives are (1) To explore the lived experiences and perceptions of hotel employees regarding work stress in the hotel industry. (2) To examine the coping mechanisms employed by hotel employees in response to work stress. (3) To identify the factors that influence the experiences of work stress among hotel employees. (4) To investigate the impact of work stress on employee well-being, job satisfaction, and intention to leave in the hotel industry. (5) To provide insights and recommendations for interventions and support systems to mitigate work stress and enhance employee well-being in the hotel industry.

2. Literature Review

Stress and Coping. Stress and coping in the context of work-related stress are often understood through Lazarus and Folkman's transactional stress and coping theory (1984). According to this theory, psychological stress occurs when individuals perceive a situation as exceeding their resources and threatening their well-being. Coping refers to the cognitive and behavioral efforts individuals make to manage these stressful demands.

Lazarus (1993) emphasizes the importance of focusing on the specific threats experienced by employees in the hotel industry rather than solely on the industry itself. Specific stressors identified for hotel employees include emotional impact, lifestyle changes, interactions with colleagues and guests, financial difficulties, and job insecurity. These stressors can hinder employees' adjustment and well-being.

In addition to industry-related stressors, hotel employees also face common stressors such as personal loss or issues related to their families. Perceived stress has been shown to contribute to future adverse events and reduced long-term well-being for employees. Therefore, it is crucial to identify coping styles and strategies that promote successful adjustment.

Coping styles refer to stable personality dispositions that influence how individuals typically respond to stressful situations. Different coping dimensions have been proposed, such as sensitization/repression and vigilance/cognitive avoidance. The Coping Orientation to Problem Experience (COPE) developed by Carver et al. (1989) assesses 14 dispositional coping strategies commonly adopted in stressful situations. Lazarus and Folkman's situational coping approach suggests that the COPE can also be used to assess coping strategies employed in specific situations.

Conceptualizing Occupational Stress and Its Dimensions. Occupational stress refers to the psychological, physiological, and behavioral responses that individuals experience when they perceive a discrepancy between the demands of their work and their ability to cope with those demands (Locke & Taylor, 1991). It is a multifaceted construct with various dimensions. The dimensions of occupational stress commonly studied include job demands, job resources, job attitudes, and personal factors (Alarcon, 2011). Job demands refer to the physical, psychological, or organizational aspects of work that require effort or skills. Job resources are the aspects of the job that facilitate goal attainment, reduce job demands, and stimulate personal growth and development. Job attitudes involve an individual's affective and cognitive evaluations of their work, such as job satisfaction and organizational commitment. Personal factors encompass individual characteristics and traits that influence how individuals perceive and respond to job demands and resources.

Theoretical Frameworks for Understanding Stress in the Workplace. Several theoretical frameworks have been used to understand occupational stress in the workplace. The Job Demands-Resources (JD-R) model proposes that job demands and resources interact to influence employee well-being and work outcomes (Karatepe et al., 2018). The Conservation of Resources (COR) theory suggests that individuals strive to acquire, retain, and protect resources, and stress occurs when resources are threatened or lost (Alarcon, 2011). The Transactional Model of Stress and Coping emphasizes the cognitive appraisal process and the individual's efforts to cope with stressors (Lazarus & Folkman, 1984). These theoretical frameworks provide valuable insights into the mechanisms and processes underlying occupational stress.

Coping Strategies. Lazarus and Folkman (1984) proposed two forms of coping with stress: emotion-focused coping and problem-focused coping. Emotion-focused coping involves efforts to find meaning in or reduce stress without attempting to change the situation or problem at hand. Examples of emotion-focused coping strategies include escapism, minimization, self-blame, and seeking meaning. On the other hand, problem-focused coping involves direct actions to solve the problem. This includes planning steps, undertaking efforts, and implementing a plan to address the problem directly (instrumental action). Other problem-focused coping strategies include cautious coping, which involves carefully considering alternative solutions, and negotiation coping, which entails seeking problem-solving discussions with others involved in the issue.

Coping strategies are influenced by various factors, such as gender, level of education, age development, and socioeconomic status. Gender plays a role in determining coping strategies, with women tending to be more oriented towards emotion-focused coping, while men are more problem-focused. Education level influences coping, as higher education is associated with increased cognitive complexity and a more active approach to problem-solving. Age also influences coping, as individuals' psychological structures and available resources for coping change with age development. Additionally, socioeconomic status impacts coping, with lower socioeconomic status associated with less active, less realistic coping, and more fatalistic or rejecting responses compared to individuals with higher economic status (Lazarus & Folkman, 1984; Rogers & Rippetor, 1987).

Several studies have investigated stress in the hotel industry, shedding light on its prevalence and impact. Choi, Mohammad, and Kim (2019) examined the relationships among emotional intelligence, emotional labor, job stress, coping strategies, and burnout among hotel frontline employees. They found that emotional intelligence played a crucial role in mitigating the negative effects of emotional labor and job stress on burnout. Kang and Jang (2019) explored the hindrance and challenge stressors perceived by hotel employees and examined the role of hope as a coping mechanism. They found that hope moderated the relationship between stressors and work outcomes, suggesting its protective effect.

Despite the valuable contributions of previous research, there are some gaps and limitations that need to be addressed. Firstly, there is a need for more qualitative studies to gain in-depth insights into the experiences of hotel employees and the contextual factors that influence their stress levels. The study by Bhattacharya and Dasgupta (2021) on emotional labor in the lifeworld of Indian hospitality employees provides an example of a qualitative inquiry that fills this gap. Secondly, while several studies have examined stress in the hotel industry, more research is needed to explore the specific impact of the COVID-19 pandemic on stress levels and coping mechanisms among hotel employees. Studies such as Liu-Lastres, Huang, and Bao (2023) on hospitality workers' career choices in the wake of COVID-19 provide valuable insights into the unique stressors faced during this period.

3. Research Method

This study utilized a qualitative research approach to explore the experiences of hotel industry employees in dealing with work stress and the coping strategies they apply. The

research design consisted of conducting in-depth interviews with 105 respondents. The participants for the study were selected using purposive sampling to ensure representation from various job positions and levels within the hotel industry. The sample size of 105 participants was determined based on the principle of data saturation, where new information and themes ceased to emerge. Participants were at least 18 years of age and working in the hotel industry. Data collection involved conducting face-to-face interviews, video meetings, and interviews in the form of surveys administered through messaging applications. The chosen modes of interviews were based on the convenience and preferences of the participants. In the online interview, we conducted a survey consisting of 20 questions with short answers related to work stress and coping strategies, reflecting the experiences of workers in the hotel industry. More in-depth interview, 45 of our colleagues answered in a relaxed atmosphere about work stress and coping strategies in this study. Hence, from the beginning of March 2023 until June 2023, our respondents numbered 105. Sixty respondents answered the online survey questions, and we interviewed 45 respondents face-to-face through video calls, conducting more in-depth interviews. Semi-structured interviews were conducted to gather rich and detailed information about the experiences of hotel employees with work stress and their coping strategies. The interview questions were developed based on the research objectives and the existing literature on work stress in the hotel industry. Data Analysis. The recorded interviews were transcribed verbatim, ensuring accuracy in capturing the participants' responses. Thematic analysis was employed to analyze the qualitative data. The transcriptions were coded, and themes and sub-themes were identified based on recurring patterns and key findings related to work stress and coping strategies. Ethical guidelines were followed throughout the research process. Informed consent was obtained from all participants, and they were assured of the confidentiality and anonymity of their responses. The study protocol was reviewed and approved by the relevant research ethics committee.

4. Findings and Discussions

Figure 1. Participant characteristics - data from survey online



Summary of in-depth interview. Among the three respondents interviewed by the researcher in an in-depth interview, (1) Rania, 48 years old, stated that she experiences work stress when the hotel she currently works at undergoes a change in ownership, resulting in leadership transformation and a shift in the management information system. "I feel that both employees and management are under pressure and experiencing stress, but the scale may vary. We have been feeling this atmosphere while working for the past few months..." Rania copes with the situation by engaging in light exercise and leaving her laptop at the office so that when she is at home, she can relax and rest peacefully without thinking of the stuff of office. (2) Leo, 52 years old, expressed that he experiences work stress when he has to clean family rooms, which are large rooms with three different beds, and he has to change all the sheets and decorations within only 10 minutes per room, with the task of 16 rooms per shift. "The demands of the job in the hotel require fast deadlines and can make us very tired, especially if there are unexpected things when we start our shift. I feel dizzy when I'm exhausted, and I realize that my performance decreases when work stress occurs," he said. (3) Max, 47 years old, a handyman in Denmark, mentioned that work stress began to affect him when the workload increased and he had to fix things faster, while his colleague was on leave and his supervisor kept reminding him about the speed of his work. "Feeling too tired and getting drowsy quickly are personal signs for me when I start to feel stressed at work. I usually take an 'off day' to prevent the situation from getting worse," he added.

During in-depth interviews, a total of 45 colleagues provided responses as detailed below: Ten participants revealed feelings of being overwhelmed, struggling with concentration on work-related tasks. An additional fifteen disclosed the emotional repercussions, such as heightened irritability, fatigue, and self-regulation difficulties due to the excessive workload. Ten respondents delineated issues with sleep disturbances, persistent ruminative thoughts, and an escalating anxiety stemming from concerns over unfulfilled work commitments. Furthermore, ten individuals remarked on an increase in overtime, which negatively impacted their familial and professional relationships, further intruding into their personal lives.

The in-depth dialogues with 45 colleagues immersed in the hotel industry yielded the following insights: Fifteen participants shared their strategy of taking leaves of absence, sick leaves, or breaks to prioritize their well-being and mitigate occupational stress. Ten respondents highlighted the incorporation of physical activities such as sports, jogging, swimming, culinary pursuits, fishing, or other hobbies as therapeutic measures to alleviate work-related tension and stress. A group of twenty individuals mentioned that they actively seek quality time with family or friends, occasionally confiding about their work-related stress to trusted relatives or peers for emotional support. Nonetheless, a unanimous response from all participants (100% of the colleagues) was the recognition of work stress as an inherent part of their professional life in the hotel industry, emphasizing their continuous efforts to surmount these challenges. Meanwhile, in the online survey, 45% of the 60 respondents engaged in exercise as part of their coping strategy when experiencing work-related stress.

In the in-depth interviews, the most significant factors reported by 30 individuals, despite having substantial salary compensation, were deadlines or time constraints in completing tasks and a heavy workload. Fifteen others mentioned experiencing poor communication,

a lack of support from managers or colleagues, and feeling overwhelmed with customer complaints.

All employees acknowledge that work stress is a inherent risk in their jobs. Approximately 78% express gratitude for their work as it provides for their livelihood, despite frequently experiencing work-related stress and a sense of dissatisfaction. However, 22% still feel far from achieving job security and do not experience job satisfaction. Additionally, 53.3% of the 60 online respondents express a desire to switch jobs. Meanwhile, during face-to-face interviews, 55.6% of 45 colleagues in the hotel industry express a desire to change jobs.

Several suggestions provided by the respondents include the following: management should enhance employee engagement and provide regular salary increments in line with increased workload, for instance, considering inflation adjustments at the beginning of each year. It is also recommended to establish a department for complaints or consultation, specifically addressing work-related stress as a sign of the organization's concern for employee well-being. Additionally, the majority of employees suggest creating a more welcoming and structured work environment, promoting teamwork rather than individual responsibility to deliver the best service to hotel guests. Other suggestions include implementing talent management programs to allow employees to develop skills in other roles and showing appreciation through awards and recognition during significant moments by stakeholders within the organization for exemplary performance by hotel employees.

The present qualitative study explored the experiences of hotel industry employees in dealing with work stress and investigated the coping strategies they employ. Through in-depth interviews and surveys conducted with a diverse group of 105 respondents, rich insights were gained into the coping mechanisms used by hotel employees to manage their stress levels.

The findings of the study revealed two primary forms of coping strategies: emotion-focused coping and problem-focused coping. Emotion-focused coping involved efforts to find meaning in the stressful experiences or to reduce stress without directly addressing the underlying problem. Examples of emotion-focused coping strategies included escapism, minimization, self-blame, and seeking meaning. On the other hand, problem-focused coping strategies focused on actively solving the stress-inducing problems. Strategies such as instrumental action, caution, and negotiation were employed by the respondents to address the root causes of their stress.

The study also examined the influence of various factors on coping strategies. Gender was found to play a role, with women tending to rely more on emotion-focused coping, while men were more oriented towards problem-focused coping. The level of education was another influencing factor, as individuals with higher education levels displayed greater cognitive complexity and were more proactive in problem-solving. Age was also found to impact coping strategies, with different age groups employing distinct coping mechanisms. Additionally, socioeconomic status influenced coping, with individuals of lower socioeconomic status displaying less active and realistic coping strategies compared to those with higher socioeconomic status.

It is important to acknowledge some limitations of the study. Firstly, the findings may not

be generalizable to the entire hotel industry due to the specific sample characteristics and context. Secondly, the reliance on self-reported data may introduce potential biases or inaccuracies in the participants' responses. However, efforts were made to minimize these limitations through rigorous data collection and analysis procedures. Additionally, the sample size of 105 participants, while valuable, may still be limited in capturing the full range of experiences and coping strategies within the hotel industry. Larger sample sizes could provide more comprehensive insights. Furthermore, the recruitment of participants through online surveys may introduce self-selection bias, as individuals who have greater access to technology or are more willing to participate may be overrepresented in the study. Conversations used several foreign languages because the hotel workers interviewed were in various countries, including in Indonesia, Malaysia, Denmark, Greece, Switzerland, UK, Poland, Saudi Arabia and Thailand. Occasionally, variations in the interpretation of words may arise.

Overall, this qualitative study provided valuable insights into the experiences of hotel employees in dealing with work stress and the coping strategies they employ. The findings contribute to a better understanding of the challenges faced by hotel industry workers and can inform the development of interventions and support mechanisms to improve their well-being. The findings from this study can be the basis for further research to explore stress management in the hospitality industry more deeply. Future research can expand the scope of this research by involving more variables or comparing stress management strategies between different industries, and can use quantitative methods or more comprehensive mixed methods.

5. Conclusion

Based on the literature review and the findings from the qualitative phase of this study, several conclusions can be drawn regarding stress in the hotel industry and coping strategies employed by employees. Occupational stress in the hotel industry is a significant issue that affects employees' well-being and job performance. Specific stressors such as emotional labor, high workload, customer demands, and job insecurity have been identified. Coping strategies employed by hotel employees vary, with two primary forms identified: emotion-focused coping and problem-focused coping. Emotion-focused coping involves efforts to manage the emotional impact of stressors, while problem-focused coping focuses on actively addressing the underlying problems causing stress. Factors such as gender, level of education, age, and socioeconomic status influence coping strategies. Women tend to rely more on emotion-focused coping, while individuals with higher education levels employ more problem-focused coping strategies. In conclusion, this study highlights the significance of stress in the hotel industry and the various coping strategies utilized by employees. The findings underscore the importance of addressing occupational stress and promoting effective coping mechanisms to enhance employee well-being and job performance in the hotel industry. The insights gained from this research can inform the development of interventions and support systems to mitigate work stress and improve employee well-being in the hotel industry.

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The Effect of Work Discipline and Communication on Employee Performance at the Village Community Empowerment Service (PMD) of North Musi Rawas

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Abstract

The purpose of this study was to determine the effect of work discipline and communication on employee performance at the Village Community Empowerment Service (PMD) of North Musi Rawas. The population and research sample amounted to 34 people. Methods of data analysis used quantitative analysis. The results showed that work discipline had an effect on employee performance. While the t test explained that the discipline variable (X1) on performance showed the value of tcount = 7.517, which was greater than the ttable value of 1.692 with a significant level = 0.000 < (a) 0.05, this indicates Ha was accepted. and partially discipline variables have a significant effect on performance. Communication on Employee Performance The results of the t-test of the communication variable (X2) on performance show the value of tcount = 7.756 Greater than the value of ttable 1.692 with a significant level = 0.000 < (a) 0.05, this showed that Ha was accepted and partially the communication variable has an influence significant to performance. Based on the recapitulation of multiple linear regression test results, it was found that the Fcount value obtained was 52.720 > Ftable = 3.28 and the simultaneous significance level of sig F was 0.000. This showed that together (simultaneously) the independent variables of research (discipline and communication) have a significant effect on the dependent variable (performance).

Keywords: work discipline, communication, employee, performance.

1. Introduction

Human resource management is the most important role for humans to run an organization in order to realize common goals. For this reason, it is necessary to have an active role for employees in which to run an organization and be regulated based on human resource management that is implemented in the organization. The success of an organization can be seen from the performance of its employees or apparatus. Employee performance, which is the result of an employee's thought and effort towards the work he does, can be tangible, seen, counted, but many things that result from thought and effort cannot be counted and seen.

The Village Community Empowerment Service (PMD) of North Musi Rawas Regency is one of the agencies in governance, while its function is to carry out the preparation and implementation of policies in the field of village community empowerment. To carry out the tasks of the Village Community Empowerment Service (PMD) of North Musi Rawas Regency, a guide is needed that is able to show the direction of priority activities and policies in accordance with the existing Vision and Mission.

In carrying out its main tasks and functions, the Musi Rawas Utara District Community Empowerment Service (PMD) still has problems, especially those related to the

performance of its employees. The findings from the initial observations found phenomena associated with a decrease in employee performance. The phenomena that occur make employee performance decrease, such as work communication, work discipline and employee performance.

The problems that occur in the PMD (Village Community Empowerment) Service in work discipline are suspected to be the cause of a decrease in employee performance, including the most important thing in the organization, because without good discipline it is impossible to create a good work process. Until now, the problem of work discipline has not been resolved, namely employees who wear uniforms and attributes that do not match the set day, some employees who arrive late (4.05% and 5% in January and February 2021) and leave work early (3% and 2.7% in January and February 2021) so that it does not match the hours that have been set and the employees in carrying out their assignments are not ready to be responsible for the mistakes that have been made.

Communication is also the most important part in the organization, because bad communication will cause problems that will harm the company. Problems in work communication that have occurred so far have caused employee performance to decrease, namely the relationship between employees is less harmonious due to poor relationships due to each other's busyness, lack of employees in providing suggestions during discussions, this can be seen from the lack of mastery of delivery methods, ideas , and ideas for problems being solved, and lack of communication with superiors due to a lack of approach between employees and superiors.

The performance of employees has decreased due to the impact of problems that occur in their environment, such as the inaccuracy of employees in completing tasks because employees often work carelessly, while playing cellphones, working in a hurry, making employee discipline low. Employee performance in completing tasks is still low, due to a lack of cohesiveness and communication among employees, and a lack of teamwork in completing tasks due to a lack of trust among employees makes work take a long time to complete.

2. Literature Review

Work discipline is *"discipline is management action to enforce organization standards".* Work discipline can be interpreted as implementing management to strengthen organizational guidelines (Mangkunegara, 2020). There are two forms of work discipline, namely preventive discipline is an effort to move employees to follow and comply with work guidelines, the rules outlined by the company. Meanwhile, corrective discipline is an effort to move employees to unite a rule and to move them to comply with the rules in accordance with the guidelines that apply to the company. According to (Andriani & Widyanti, 2020) indicators of work discipline are as follows: (1) comply with all company regulations; (2) effective use of time; (3) responsibilities in work and assignments; (4) absentee level.

Communication. The classic definition of communication, "communication as an act of establishing contact between a sender and receiver, with the help of message; the sender and receiver some common experience which meaning to the message incode and sent by the sender; and receiver and decoded by the receiver. Interpreted by the recipient (Suranto, 2020). According to (Nurmaidah, 2018) in carrying out effective communication there

are several indicators that need to be carried out including: (1) perception; (2) accuracy; (3) credibility; (4) control; (5) harmony.

Performance. The term performance comes from the word job performance or actual performance. The definition of performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given (Mangkunegara, 2020). Then, if performance is seen from work behavior, then what is assessed is the behavior of employees in carrying out their obligations that contribute positively or negatively to the fulfillment of company goals as stated by Colquit, employee performance is also interpreted as an implementation of functions that are obeyed by someone. According to (Wibowo, 2016) performance indicators are: (1) objectives; (2) standards; (3) feedback; (4) tools or suggestions; (5) competence; (6) motives; (7) opportunities.

3. Research Method

The place for conducting this research was in the Village Community Empowerment Service (PMD) Environment of North Musi Rawas, it's located at Lintas SumatraStreet KM. 73 Muara Rupit Village, Rupit District, North Musi Rawas, 31654. The time of the research was conducted from January to June 2023. The population is a generalization area consisting of: objects/subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn (Sugiyono, 2019). The population in this study was all employees at the Village Community Empowerment Service, the total was 34 employees consisting of 17 civil servants and 17 temporary contract workers. The sample is part of the number and characteristics of the population (Sugiyono, 2019). The author took all Civil Servants who worked at the Village Community Empowerment Service (PMD) of North Musi Rawas Regency, 34 people who were used as saturated samples. Saturated sample is a sampling technique when all members of the population are used as samples. Another term for a saturated sample is a census, where all members of the population are sampled.

4. Findings and Discussions

Multiple linear regression aims to find out the effect of discipline and communication on employee performance, the equation is as follows:

Table 1. Multiple Liner Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27,608	6,285		4,392	,000
	X1	,501	,103	,526	4,888	,000
	X2	,567	,135	,453	4,206	,000
a. Dependent Variable: Y						

From the recapitulation of the multiple linear regression results above, the regression equation for estimating the dependent variable using all independent variables is as follows: Y = 27.608 + 0.501X1 + 0.567X2

The results of multiple linear regression tests show that this: The value (constant) shows a value of 27.608 meaning that if the value of the independent variable (discipline and communication) is zero then the value of the dependent variable (performance) was 27.608 in this case if the independent variable increases or is affected in one unit, then the independent variable will increase or be fulfilled. The regression coefficient value of the discipline variable (X1) on the performance variable (Y) was b1 = 0.501, meaning that if discipline (X1) increases by one unit, then the performance will increase by 0.501. The regression coefficient value of the communication variable (X2) on performance (Y) was b2 = 0.567 meaning that if communication (X2) increases by one unit, then the performance will increase by 0.567.

Table 2. Determination Coefficient Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,897[a]	,804	,791	2,123
a. Predictors: (Constant), X2, X1				

Based on the table above, it can be concluded that based on the determination value R = 0.897, it shows that there was a strong influence between discipline and communication on performance. While the coefficient of determination R2 (R Square) was 0.897 (89.7%) meaning that discipline (X1) and communication (X2) together contribute to performance (Y) and after adjusting the value was 100 - 89.7% = 10, 3% is influenced by other variables not included in this study such as work environment variables, organizational culture, competence, motivation and so on.

Table 3. F Test Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	572,867	2	286,434	63,538	,000[b]
	Residual	139,750	31	4,508		
	Total	712,618	33			
a. Dependent Variable: Y						
b. Predictors: (Constant), X2, X1						

A simultaneous test (F test) was conducted to see the effect of the independent variables on the dependent variable together. Based on the recapitulation of the results of the multiple linear regression test, it was found that the Fcount obtained was 63.538 > Ftable

= 3.28 and the significance level simultaneously sig F was 0.000. This showed that together (simultaneously) the independent variables of the study (discipline and communication) have a significant influence on the dependent variable (performance). The results of this simultaneous test (F test) also prove that the third hypothesis of this study which reads discipline and communication affect the performance of employees of the Muratara Village Community Empowerment Service (PMD).

The Effect of Discipline on Performance. The normality test results for the significance value for the Discipline variable (X1) are 0.735 > 0.05, it can be concluded that the residual values are normally distributed. Based on the linearity test, the Linearity value was 0.000 <0.05 and the Deviation from Linearity value was 0.920 > 0.05, so it can be concluded that there was a relationship between the disciplinary variable (X1) and performance (Y). Then the results of simple linear regression calculations, obtained a value of b = 0.641 while the constant value (a) = 48.213 from the SPSS output results, this value is entered into the simple linear regression equation as follows: Y = a + bX1. Performance = 48.213 + 0.641 Discipline a = 48.213 is a constant number which means that if the independent variable, namely discipline X1 is equal to zero, then the magnitude of the performance variable Y is 48.213. In other words, if the independent variable (discipline) is considered zero, it means that the magnitude of the affected variable (performance) is 48.213. bX1 = 0.641 is the magnitude of the regression coefficient of the discipline independent variable (X1), which means that each increase (addition) to the discipline variable (X1) will increase the performance dependent variable (Y) by 0.641. If the discipline variable (X1) has a tendency to increase, employee performance will increase. Then the results of the correlation coefficient of the discipline variable (X) and performance (Y) have a coefficient value of 0.799 in the coefficient interval of 0.000-1.000 which means the influence between the discipline variable (X1) and the performance variable (Y) showed a strong influence and a positive correlation value meaning that the correlation or relationship of the influence of discipline (X1) on performance (Y) is unidirectional. While the t test explains that the discipline variable (X1) on performance shows a t-count value = 7.517 greater than the t-table value of 2.036 with a significant level = 0.000 <(a) 0.05, this shows that Ha is accepted and partially the discipline variable has a significant influence on performance. This research is in line with previous research by Ali Wairooy, This study aims to examine and analyze the effect of work discipline and compensation on employee performance at PT. Pertamina (Persero), Tbk. Marketing Region VII Makassar. The results of this study indicate that work discipline has a positive and significant effect on employee performance. The positive can be seen from the regression coefficient of 0.264 and it is significant which is seen from the significance (0.029) which is smaller than the required significance level of 5% (0.05). The reason is that previous research examined the same variable as work discipline on performance and after the data analysis test was carried out both supported the existence of a positive and significant effect between work discipline on performance.

The Effect of Communication on Performance. The results of the normality test for the value of the Communication variable (X2) were 0.776 > 0.05. So it can be concluded that the residual value is normally distributed. The Linearity test results obtained a Linearity value of 0.000 <0.05 and a Deviation from Linearity value of 0.110 > 0.05, so it can be concluded that there was a relationship between the communication variable (X2) and

performance (Y). Then the results of a simple linear regression, obtained a value of b = 1.012 while a constant value (a) = 24.355 from the SPSS output results, this value is entered into the simple linear regression equation as follows: Y = a + bX2. Performance = 24.355 + 1.012 Communication a = 24.355 was a constant number which means that if the independent variable, namely communication X2, is equal to zero, then the magnitude of the performance variable Y was 24.355. In other words, if the independent variable (communication) is considered zero, it means that the magnitude of the affected variable (performance) was 24.355. bX1 = 1.012 was the magnitude of the regression coefficient of the independent variable communication (X2), which means that each increase (addition) of the communication variable (X2) will increase the performance dependent variable (Y) by 1.012. If the communication variable (X2) has a tendency to increase, employee performance will increase. Then the results of the correlation coefficient test of the communication variable (X2) and performance (Y) have a coefficient value of 0.808 in the coefficient interval of 0.000-1.000 which means the influence between the communication variable (X2) and the performance variable (Y) showed a very strong influence and the value positive correlation means that the correlation or relationship of the influence of communication (X2) on performance (Y) is unidirectional. The results of the t-test for the communication variable (X2) on performance show that the t-count = 7.756 is greater than the t-table value of 2.036 with a significant level = 0.000 <(a) 0.05, this showed that Ha was accepted and partially the communication variable has a significant effect on performance. This research is in line with previous research by Vivi Nila Sari, this study pays attention to the level of performance of employees of PT. Adira Dinamika Multifinance Tbk Bukittinggi Branch. The results of this study are that the communication variable has a significant probability value of 0.000 < 0.05 which means it was significant. While t-count was 6,562 > from t-table 1.995 means significant, this means that Ha was accepted and HO 4 is rejected. This means that communication partially affects employee performance. The reason is that the research has the same variable between communications on performance and after the data analysis test is carried out, it has the same positive and significant effect between communications on performance.

The Effect of Discipline and Communication on Performance. From the recapitulation of the multiple linear regression results above, the regression equation for estimating the dependent variable using all independent variables is as follows: Y = 27.608 + 0.501X1 + 0.567X2. The multiple linear regression test results show that this: Value (constant) shows a value of 27.608 means that if the value of the independent variable (discipline and communication) was zero then the value of the dependent variable (performance) is 27.608 in this case if the independent variable increases or was affected in one unit, then the independent variable will increase or be fulfilled. The regression coefficient value of the discipline variable (X1) on the performance variable (Y) is b1 = 0.501, meaning that if discipline (X1) increases by one unit, then the performance will increase by 0.501. The regression coefficient value of the communication variable (X2) on performance (Y) is b2 = 0.567 meaning that if communication (X2) increases by one unit, then the performance will increase by 0.567. Furthermore, the results of the test for the coefficient of determination can be concluded based on the determination value R = 0.897 indicating a strong influence between discipline and communication on performance. While the coefficient of determination R2 (R Square) is 0.897 (89.7%) meaning that discipline (X1)

and communication (X2) together contribute to performance (Y) and after adjusting the value was 100 – 89.7% = 10, 3% is influenced by other variables not included in this study such as work environment variables, organizational culture, competence, motivation and so on. Then the simultaneous test (F test) found that the F-count value obtained was 63.538 > F-table = 3.28 and the significance level simultaneously sig F was 0.000. This showed that together (simultaneously) the independent variables of the study (discipline and communication) have a significant influence on the dependent variable (performance). This research is in line with relevant research by Gita Theresia Ambarita with the title Effects of Work Discipline and Communication on Employee Performance at the Office of the National Defense Agency (BPN) in Pematangsiantar City. The results of the study can be concluded that work discipline and communication have a positive and significant effect on employee performance simultaneously and partially. The final reason for the research was the same variables, namely work discipline and communication on performance and after the data analysis test is carried out, they have the same simultaneous effect between work discipline and communication on employee performance.

5. Conclusion

Based on the results of the research that has been described above, it can be concluded as follows: There was a positive and significant influence between work discipline on employee performance, this showed that Ha was accepted and partially the discipline variable has a significant influence on employee performance. There was a positive and significant influence between communication on employee performance, this shows that Ha was accepted and partially the communication variable has a significant influence on employee performance. There was a positive and significant influence between work discipline and communication on employee performance; this indicated that together the discipline and communication variables have a significant influence on performance variables.

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The Influence of Education and Work Placement on Employee Commitment and Performance at the Office of Public Works Cipta Karya Spatial Planning and Irrigation in Musi Rawas Regency

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Abstract

This study aims to test empirically the influence of education and work placement on employee commitment and performance at the Office of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency. The population in this study were employees of the Department of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency . The sample in this study were all employees at the Office of Human Settlements, Spatial Planning and Irrigation in Musi Rawas Regency, namely 70 respondents. The data used is primary data obtained from the results of distributing questionnaires to employees of the Office of Public Works Cipta Karya, Spatial Planning and Irrigation in Musi Rawas Regency . The research method used a simple and multiple linear regression analysis. The result test showed that the first hypothesis was education (X_1) has an effect on commitment (Y_1). The second hypothesis was that work placement (X_2) has an effect on commitment (Y_1). The third hypothesis was that education (X_1) and work placement (X_2) have an effect on commitment (Y_1). The fourth hypothesis was education (X_1) has an effect on performance (Y_2). The fifth hypothesis was work placement (X_2) in terms of performance (Y_2). The sixth hypothesis was education (X_1) and work placement (X_2) simultaneously affect performance (Y_2). The seventh hypothesis was commitment (Y_1) has an effect on performance (Y_2).

Keywords: commitment, performance, education, work placement.

1. Introduction

Human resources are also the only resources that have reason, feelings, skills, knowledge and creativity, such as the role of each person towards their environment which cannot be separated from the attitude of development and the potential that exists within them to develop the environment, foster and improve the welfare of society (Nuraini, 2017) . In addition, various ways can be taken by the organization in improving the performance of its employees, including by placing employees according to their competence and providing education to employees. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities (Mangkunegara, 2016) .

An employee who has high and good performance can support the achievement of the goals and objectives set by an organization. Every employee in the organization must have a high commitment to achieving the mission, vision and goals of the organization to create a good work commitment. Commitment is the feelings, attitudes and behavior of individuals identifying themselves as part of the organization, involved in the process of organizational activities and loyal to the organization in achieving organizational goals

(Wibowo, 2016) .

The placement of employees must be in accordance with the field they are engaged in and the educational background they have so that in an organization or agency employees can work well. Work placement is the process of placing a candidate for an employee who is accepted into a position/job that requires it and at the same time delegating authority to that person. This placement must be based on the job description and job specifications that have been determined and guided by the principle of "placing the right people in the right places and placing the right people for the right positions" or "the right *man in the right place and the right man behind the right job*". Recruitment intends to obtain a supply of as many potential applicants as possible so that agencies have a greater opportunity to make choices about prospective workers who are considered to meet the qualification standards within the agency. All of these processes are very important for an agency to carry out organizational progress, especially in employee performance.

This research is supported by research conducted by (Rori et al., 2014) and (Parera & Areros, 2021) which state that education and work placement have a positive influence on organizational commitment to employee performance. However, it is different from research conducted by (Kusmaningtyas, 2013) and (Shalahuddin, 2013) which stated that education and work placement do not have a significant effect on employee commitment and performance.

The performance of government officials at the Office of Public Works Cipta Karya, Spatial Planning and Irrigation in Musi Rawas Regency has not achieved satisfactory results. This is because, based on the results of temporary observations in the field, there are still many employees who do not have a commitment such as: the willingness /desire to come to the office on time has not been implemented properly, there are still employees who come late to the office without explanation, a sense of pride in the organization that has not been maximized , the desire to achieve organizational goals that are not yet optimal, enthusiasm and work involvement are not optimal caused by assignments that are not the main function of the field of work, and the desire to complete work on time is not optimal. On the other hand, the performance of employees of the Office of Public Works Cipta Karya, Spatial Planning and Irrigation in Musi Rawas Regency is still relatively low and not optimal to meet performance standards, this is marked by a lack of attention to organizational goals, employee performance that does not meet SOP standards, no reward for achievements achieved by employees , inadequate facilities and infrastructure so that it affects the results of employee work, education possessed is not in accordance with the field of work. This problem is caused by several things such as ineffective and efficient education and work placement

The problems found in education that there were still many employees who have not attended education in accordance with their field of work , a lack of evaluation of educational needs according to their fields and expertise, and the education obtained was not implemented in the organization. The next factor that was indicated to be causing the low commitment and performance of employees of the Public Works Cipta Karya, Spatial Planning and Irrigation Office of Musi Rawas Regency is work placement which includes the skills possessed by employees that are not in accordance with work placements, the skills possessed are not in accordance with the field of work, the knowledge and abilities possessed employees are still very minimal.

2. Literature Review

Education is educating which is carried out by a teacher to students, it is expected that adults in children can provide role models, learning, directing, and improving moral ethics, and exploring the knowledge of each individual.

According to (Hakim,2019) that employee work placement is an act further selection, namely the placement of prospective employees who are accepted (pass selection) in a position/job that requires it and at the same time delegate authority to that person. According to (Siagian, 2016) Placement is the end of the selection process. From some of the research above, it can be concluded that the place is final policy of a new employee selection process to occupy position required by the company.

Employee commitment to organization is a feeling of attachment that is owned by employee so that the employee remains within company to achieve its vision, mission and goals, so that the employee is not willing to leave company for any reason.

The employee performance is about doing the job and the results that achieved from the job. Performance is about what is done and how the way to do it (Wibowo, 2017). Performance is the degree of task preparation that manage the person's job (Pandi, 2016). So, the performance is the willingness of a person or group of people to aado activities or to perfect them in accordance with their responsibilities with the expected results. Performance is the result achieved by someone according to the standards that apply to the job in question. Based on some of these opinions, performance is the work achieved by an employee in quality and quantity in doing the tasks in accordance with the responsibilities is given.

3. Research Method

First design study, the researcher made observations at the research site. The researcher identified existing problems from the observations, and then the researcher creates a frame of mind that contains the independent variables and the dependent variable to be studied. Thus, the researcher made a hypothesis or presumed interim results to answer the problem formulation. After that, the researcher set the goals to be achieved from the research to be carried out and conducted guidance with the supervisor. Next, the researcher created a research instrument, where the researcher drafted a list of questions or statements that was used in data collection. Then proceed with data collection, after the data was obtained the researcher performed data processing using the SPSS 20 program, to obtain or prove the results of the research that has been carried out. After data processing was complete and results were obtained, it can be seen whether the temporary answers or hypotheses are proven or not.

In quantitative research, to obtain valid, reliable, and objective data, the researcher distributed the research instruments by testing the validity of the instruments to several population sizes. The data were obtained and analyzed in the right way. In quantitative research to obtain valid and reliable data, validity and reliability were tested with research instruments. (Sugiyono, 2016) stated that quantitative research places more emphasis on aspects of reliability, while quantitative research focuses more on aspects of validity. The normality test is used to determine whether the independent variable and the dependent variable have a normal distribution or not. A good regression model data that is normally

distributed or detects normal (Ghozali, 2016 . To test whether the data is normally distributed or not, that is seen through the non-parametric Kolmogrov-Sminov (KS) statistical analysis test and data that is said to be normally distributed if the p-value of the Kolmogrov-Sminov Test > 0.1. The linearity test aims to find out whether the dependent variable (Y) and the independent variable (X) have a linear relationship (Siregar, 2018) . At the output, if the significant value of deviation from linearity in the ANOVA table is greater than 0.05, then the independent and dependent relationships are linear and the linearity test is fulfilled. Data analysis activities include data processing and data presentation, performing calculations to describe data and testing hypotheses using statistical tests assisted by using the SPSS 20 program (Siregar, 2018) . The statistical tests used in this study are simple linear regression test, correlation coefficient test, t (partial) test, multiple linear regression tests, coefficient of determination test and F test (simultaneous).

4. Findings and Discussions

The normality test is meant to see the level of normality of the data. In the *Kolmogorov-Smirnov* test, it can also be determined whether the data is normally distributed or not. The data is said to be normal if the *Asymp.Sig. (2-tailed)* shows a significance > 0.05. The results can be seen in the table below:

Table 1. Normality Test Result

		Commitment	Employee Performance	Education	Work Placement
N		70	70	7 0	70
Normal Parameters [a,b]	Means	86.9500	76.1000	88.4000	59.9833
	std. Deviation	5.75613	4.62381	5.62139	5.62829
Most Extreme Differences	absolute	0.111	0.074	0.122	0.071
	Positive	0.111	0.074	0.122	0.071
	Negative	-0.052	-0.073	-0.070	-0.055
Kolmogorov-Smirnov Z		0.859	0.572	0.944	0.550
Asymp. Sig. (2-tailed)		0.452	0.899	0.335	0.922

Based on the data of table above, the results of the normality test showed that the value of " *Asymp. Sig. (2-tailed)* for each variable, namely: commitment variable (Y_1) was 0.452, employee performance variable (Y_2) was 0.899, education variable (X_1) was 0.335 and the job placement variable (X_2) was 0.922. In this way, it was told that all values of *Asymp. Sig. (2-tailed)* each variable showed that it was greater than 0.05. In conclusion, it can be concluded that the normality test was fulfilled and the data can be said to be

normal.

The linearity test aimed to determine whether the four variables have a linear relationship or not significantly. This test usually used as a prerequisite in correlation or linear regression analysis. To analyze using the results of SPSS 20 output data can be seen in the following ANOVA table:

Table 2. Linearity Test Result between Commitment and Education

			Sum of Squares	df	MeanSquare	F	Sig.
Commitment * Education	Between Groups	(Combined)	1460375	19	76,862	6,218	0.000
		Linearity	1117553	1	1117553	90,403	0.000
		Deviation from Linearity	342,822	18	19,046	1,541	0.126
	Within Groups		494,475	40	12,362		
	Total		1954,850	6 9			

Based on the data of table above showed that the result of the linearity test between commitment and education, the significant value of *linearity* was 0.000 <0.05, and the significant value of *deviation from linearity* was 0.126 > 0.05. The result of the linearity test above proved that the relationship that occurs between the independent variable and the dependent variable was linear.

Table 3. Linearity Test Result between Commitment and Work Placement

			Sum of Squares	df	MeanSquare	F	Sig.
Commitment * Work Placement	Between Groups	(Combined)	1649,388	21	78,542	9,771	0.000
		Linearity	1420.178	1	1420.178	176,673	0.000
		Deviation from Linearity	229,210	20	11,461	1,426	0.170
	Within Groups		305,462	38	8038		
	Total		1954,850	6 9			

Based on the data of table above showed that the results of the linearity test between commitment and work placement, the significant value of *linearity* was 0.000 <0.05, and

the significant value of *deviation from linearity* was 0.170 > 0.05. The results of the linearity test above prove that the relationship that occurs between the independent variable and the dependent variable was linear.

Table 4. Linearity Test Result between Employee Performance and Education

			Sum of Squares	df	MeanSquare	F	Sig.
Employee Performance * Education	Between Groups	(Combined)	1437,733	22	65,352	4,676	0.000
		Linearity	1121.765	1	1121.765	80263	0.000
		Deviation from Linearity	315,969	21	15,046	1,077	0.411
	Within Groups		517,117	37	13,976		
	Total		1954,850	6 9			

Based on the data of table above showed that the result of the linearity test between employee performance and education, the significant value of *linearity* was 0.000 <0.05, and the significant value of *deviation from linearity* was 0.411> 0.05. The results of the linearity test above prove that the relationship that occurs between the independent variable and the dependent variable was linear.

Table 5. Linearity Test Result between Employee Performance and Work Placement

			Sum of Squares	df	MeanSquare	F	Sig.
Employee Performance * Work Placement	Between Groups	(Combine)	222,538	11	20,231	15,434	0 000
		Linearity	205,290	1	205,290	156,619	0 000
		Deviation from Linearity	17,248	10	1,725	1.316	0.280 –
	Within Groups		30.148	23	1,311		
	Total		252,686	69			

Based on the data of table above displayed that the result of the linearity test between employee performance and work placement, the significant value of *linearity* was 0.000 <0.05, and the significant value of *deviation from linearity* was 0.280 > 0.05. The results of the linearity test above prove that the relationship that occurs between the independent variable and the dependent variable was linear.

The result of multiple linear regression tests of education and placement on the commitment and performance of employees of the Office of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency Musi Rawas can be seen in table below:

Table 6. Multiple Linear Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients
		B	std. Error	Betas
1	(Constant)	1,174	5,579	
	Education	0.303	0.098	0.244
	Work Placement	0.498	0.087	0.486

Based on the data of table above displyed that the result of the multiple linear regression test to obtain the regression equation, namely: $Y_1 = 1.174 + 0.303\ X_1 + 0.498\ X_2$

The regression value equation shows that the constant value obtained is a = 1.174 units . This showed that without being influenced by the independent variables of education (X_1) and work placement (X_2), the commitment value (Y_1) was 1.174 units. The regression coefficient value of the education variable obtained was $b_1 = 0.303$ units, indicating that every change in the value of education, the commitment value will change directly proportionally by 0.303 units assuming the other independent variables were constant. The regression coefficient value of the work placement variable obtained was $b_2 = 0.498$ units, indicating that any change in the value of work placement, the commitment value will change directly proportionally by 0.498 units assuming the other independent variables were constant.

Table 7. Multiple Linear Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients
		B	std. Error	Betas
1	(Constant)	1 2 . 977	3. 585	
	Education	0 .3 76	0 .10 6	0 .3 86
	Work Placement	0 .5 43	0 . 100	0 . 592

Based on the data of table above showed that the result of the multiple linear regression test to obtain the regression equation, namely: $Y_2 = 12.977 + 0.376\ X_1 + 0.543\ X_2$

The regression value equation shows that the constant value obtained was a = 12.977 units . This shows that without being influenced by the independent variables of education (X_1) and work placement (X_2), the value of employee performance (Y_2) was 12.977 units. The regression coefficient value of the education variable obtained was $b_1 = 0.376$ units, indicating that every change in the value of education, the value of employee performance will change directly proportionally by 0.376 units assuming the other independent variables were constant. The regression coefficient value of the work placement variable obtained was $b_2 = 0.543$ units, indicating that any change in the value of work placement, the value of employee performance will change directly proportionally by 0.543 units assuming the other independent variables were constant.

The result of the test for the coefficient of determination (R^2) can be seen in table as follows:

Table 8. Calculation results of the Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.911 [a]	0.829	0.820	2.44054

Based on the result of table above displayed that the value of the coefficient of determination (R^2) obtained was 0.829 which can be interpreted, the change in the value of the commitment dependent variable is explained by all independent variables, namely education and work placement simultaneously by 82.9 %. The rest (100% - 82.9 %), namely 17.1 %, is influenced by other variables not examined in this study .

Table 9. Calculation Results for the Coefficient of Determination (R^2)

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0 .9 30 [a]	0 .86 6	0.85 7 _	1. 03041

Based on theresult of table above showed that the value of the coefficient of determination (R^2) obtained was 0.866 which can be interpreted, changes in the value of the dependent variable employee performance were explained by all independent variables namely education and work placement simultaneously amounting to 86.6 %. The test (100%-86.6 %), which was equal to 13.4 %, it was influenced by other variables not examined in this study .

The result of the F test (simultaneous) on the variables of education and work placement on commitment at the Office of Public Works Cipta Karya, Spatial Planning and Irrigation in Musi Rawas Regency can be seen in table below:

Table 10. F Test Result

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	1621,302	2	540,434	90,734	0.000b –
	residual	333,548	39	5,956		
	Total	1954,850	6 9			

Based on the result of table above displayed that the calculated F value obtained was 90.734 and F table (70-2-1 = 67) = 3.134 with a significant value of 0.000 <0.05. This showed that it's simultaneously the independent variables of education and work placement has a significant influence on the dependent variable of organizational commitment.

The results of the F test (simultaneous) on the variables of education and work placement on employee performance at the Office of Public Works Cipta Karya, Spatial Planning and Irrigation in Musi Rawas Regency can be seen in table below:

Table 11. F Test Results (Simultaneous)

Model		Sum of Squares	df	MeanSquare	F	Sig.
1	Regression	218,710	2	109,355	102,995	0 000 b
	residual	33,976	32	1,062		
	Total	252,686	69			

Based on the result of table above showed that the calculated F value obtained is 102.995 and F table (70-2-1 = 67) = 3.134 with a significant value of 0.000 <0.05. This showed that simultaneously the independent variables of education and work placement have a significant influence on the dependent variable of employee performance.

The Influence of Education on Commitment to the Office of Public Works Cipta Karya, Spatial Planning and Irrigation in Musi Rawas Regency. The result of the t test showed that there was an influence between the education variable (X_1) on commitment (Y_1) this was evidenced by the t count = 8.798 which was greater than the t table (70-1 = 69) = 1.994 with a significant value of 0.000 < 0.05. This showed that H1 was accepted, which means that partially the education variable (X_1) has a significant influence on commitment (Y_1) in the Office of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency. Education is an activity to increase one's general knowledge including increasing mastery of theory and decision-making skills on issues related to activities to achieve goals (Bintoro & Daryanto, 2017) . The results of this study support the theory (Kaswan, 2015) said that education is a process or activity that occurs continuously to integrate educational resources so that focused on achieving predetermined educational

goals.The result of this study were in line with research conducted by (Ferawati, 2017 . This study stated that education has a significant effect on commitment.

The Effect of Work Placement on Commitment to the Office of Public Works Cipta Karya, Spatial Planning and Irrigation in Musi Rawas Regency. The resuls of the t test showed that there was an influence between the work placement variable (X_2) on commitment (Y_1) this was evidenced by the value of t_{count} = 12.412 greater than the value of t_{table} $t_{table\ (70-1\ =\ 69)}$ = 1.994 with a value significant 0.000 <0.05. This showed that H2 was accepted, which means that partially the work placement variable (X_2) has a significant influence on commitment (Y_1) at the Office of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency. Positive t-test results showed that the higher the job placement, the higher the commitment. The results of this study supported by the theory (Hasibuan, 2020) Job placement is a follow-up to selection, namely placing prospective employees in the positions/jobs they need and at the same time delegating them to that person . Work placement is placing employees in jobs that are in accordance with their skills or knowledge or in other words the process of knowing the character or requirements needed to do a job (assignment) and then to become an employee who is suitable for the existing job, in the sense that the person is in accordance with the job requirements in the job specifications (Suwatno & Donni, 2016) . The results of this study support research conducted by (Adha, Qomariah, & Hafidzi, 2019) stated that work placement has a significant effect on employee performance.

The Influence of Education on Employee Performance at the Office of Public Works Cipta Karya, Spatial Planning and Irrigation in Musi Rawas Regency. The result of the t test showed that there was an influence between the education variable (X_1) on employee performance (Y_2) this was evidenced by the t count = 9.711 greater than the $t_{table\ (70-1\ =\ 69)}$ = 1.994 with a value significant 0.000 <0.05. This showed that Ho was rejected and Ha was accepted, which means that partially the education variable (X_1) has a significant influence on employee performance (Y_2) at the Office of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency. The result of this study support the theory (Wibowo, 2018) cited that education showed the characteristics of knowledge and skills possessed or needed by each individual that enables them to carry out their duties and responsibilities effectively and raise professional quality standards in their work. As the purpose of education wass to encourage the success of an organization to achieve its goals. The result of this study were in line with research conducted by (Rukmana, 2016) and (Hatijah, Mas'ud, & Nurpadilla, 2019) stated that education has a significant effect on employee performance.

The Effect of Work Placement on Employee Performance at the Office of Public Works Cipta Karya, Spatial Planning and Irrigation in Musi Rawas Regency. The result of the t test showed that there was an influence between the job placement variable (X_2) on employee performance (Y_2) it's evidenced by the t count = 11.956 greater than the $t_{table\ (70-1\ =\ 69)}$ = 1.994 with a significant value 0.000 < 0.05 . This showed that Ho was rejected and Ha was accepted, which means that partially the job placement variable (X_2) has a significant influence on employee performance (Y_2) at the Office of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency. Work placement has a positive and significant impact on the performance of employees of the Office of Public Works Cipta Karya, Spatial Planning and Irrigation in Musi Rawas Regency. The results

of this study support the theory (Kasmir, 2016) said that work placement is placing employees in jobs that are in accordance with their skills or knowledge or in other words the process of knowing the character or requirements needed to do a job (assignment) then to become an employee who is suitable for the job. Existing, in the sense of said person in accordance with the job requirements contained in the job specifications. Placement of employees is not just placing, but must compare the qualifications possessed by employees with the specific needs and requirements of a particular position. The result of this study are in line with research conducted by (Anwar, Ilmu, & Muhammadiyah, 2018) and (Susanto, 2017) , this study states that work placement has a significant effect on employee performance.

The Effect of Commitment on Employee Performance at the Office of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency. The result of the t test showed that the commitment variable (Y_1) to employee performance in the PU Cipta Karya, Spatial Planning and Irrigation Service units in Musi Rawas Regency shows a t count = 8.837 greater than the $t_{table\ (70-1=69)}$ = 1.994 with a significant value of 0.000 <0.05. This means that partially the commitment variable (Y_1) has a significant influence on employee performance (Y_2) of the Office of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency. The results of this study supported by the theory (Fakhry, 2017) stated that organizational commitment is the degree to which employees trust and accept organizational goals, and will not leave the organization. If an employee already has a commitment to believe in and accept organizational goals and will not leave the organization, then that person will work wholeheartedly and will improve performance for satisfactory results. It does because of a good commitment will provide maximum performance. Commitment is the relative strength of individual identification and involvement in a particular organization, including trust, support for organizational goals and values and a strong desire to use genuine efforts for the benefit of the organization and a strong will to maintain membership in the organization.

The result of this study are in line with research conducted by Sukoco (2019) and Anwar (2018), this study states that commitment has a significant effect on employee performance.

5. Conclusion

Based on the results of the research that has been done, it can be concluded that: Education (X_1) has a partially significant effect on commitment (Y_1) in the Office of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency. This is evidenced by the results of the t test = 8.798 which was greater than the value of $t_{table\ (70-1=69)}$ = 1.994 with a significant value of 0.000 <0.05. Work placement (X_2) has a partially significant effect on commitment (Y_1) at the Department of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency. This is evidenced by the results of the t test = 12.412 which was greater than the value of $t_{table\ (70-1=69)}$ = 1.994 with a significant value of 0.000 <0.05. Thus, education (X_1) and work placement (X_2) have a partially significant effect on commitment (Y_1) at the Office of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency. This is evidenced by the results of the F test which showed that the calculated F value obtained is 90.734 and $F_{table\ (70-2-1=67)}$ = 3.134 with a significant value of 0.000 <0.05. Education (X_1) has a partially significant effect on employee performance (Y_2) of the Office of Public Works Cipta Karya, Spatial

Planning and Irrigation, Musi Rawas Regency. This is evidenced by the results of the $_{\text{tcount test}}$ = 9.711 which was greater than the $_{\text{ttable value (70-1 = 69)}}$ = 1.994 with a significant value of 0.000 <0.05. Work placement (X_2) has a partially significant effect on employee performance (Y_2) of the Department of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency. This is evidenced by the results of the t test = 11.956 greater than the value of $t_{\text{table (70-1 = 79)}}$ = 1.994 with a significant value of 0.000 <0.05. Thus, education (X_1) and work placement (X_2) have a simultaneous significant effect on the performance of employees (Y_2) of the Office of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency. This is evidenced by the results of the F test which showed that the $_{\text{calculated}}$ F value obtained is 102.995 and $F_{\text{table (70-2-1 = 67)}}$ = 3.134 with a significant value of 0.000 <0.05. Commitment (X_1) has a partially significant effect on employee performance (Y_2) of the Office of Public Works Cipta Karya, Spatial Planning and Irrigation, Musi Rawas Regency. This is evidenced by the results of the $_{\text{t-count test}}$ of 8.837 which was greater than the $_{\text{t-table value (70-1 = 69)}}$ = 1.994 with a significant value of 0.000 <0.05.

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The Effect of Work Environment and Discipline on Employee Performance at the UPTB Regional Revenue Agency Lubuklinggau of South Sumatra

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Abstract

The purpose of this study was to determine the effect of the work environment and discipline on employee performance at the UPTB Office Regional Revenue Agency Lubuklinggau of South Sumatra. The population in this study was 37 employees of the UPTB office of the Regional Revenue Agency of Lubuklinggau. Based on the calculation result, the value of $b_1 = 0.266$, $b_2 = 0.405$ and the value of a = 14.212 was obtained. Then the values of a and b were arranged into the equation $\hat{Y} = a + b_1 X_1 + b_2 X_2$. Then the regression equation was: $\hat{Y} = 14.212 + 0.266 X_1 + 0.405 X_2$. The meaning of this equation was that the constant value (a) was 14.212. This means that if there was no increase in the work environment and discipline variables, the employee performance value was 14.212. While the value of the regression coefficient (b_1) was 0.266, this means that every time there was an increase in the work environment variable by one unit, there will be an increase in employee performance of 0.266. Then the value of the regression coefficient (b_2) was 0.405, this means that every time there was an increase in the disciplinary variable by one unit, there will be an increase in employee performance of 0.405. From the calculation results, it can be indicated that the value of the Determinant Coefficient (R^2) = 0.416 . This can be interpreted that the work environment and discipline are able to influence the level of employee performance at the UPTB Office of the Regional Revenue Agency Lubuklinggau of South Sumatra by 41.6%, while the remaining 58.4% was influenced by factors outside the work environment and discipline which were not observed in this research. From the results of the F test, it was obtained that $F_{count} = 12.125 > F_{table} = 3.28$. Then it was significant or Ho was rejected and Ha was accepted. It can be said that the work environment and discipline have a significant effect on employee performance at the UPTB Office of the Regional Revenue Agency Lubuklinggau of South Sumatra. This means that the better the work environment and the higher the discipline of employees, the employee's performance will also increase.

Keywords: work, environment, discipline, employee, performance.

1. Introduction

In every organization, humans are the main factor as a determinant of the success of an expected goal. Humans are the driving force behind the wheels of the organization and also the most important asset in every organization. Then in order for humans to carry out their roles properly in achieving the goals expected by the organization, the organization must be able to manage its Human Resources (HR) in a good and sustainable manner. In order for Human Resources (HR) to be able to carry out their roles properly, supporting factors are needed in the form of a good and appropriate work environment. A good work environment and in accordance with the needs of employees is a guarantee that the activities of an organization can be carried out properly.

As mentioned above, the work environment is very influential on employee performance. A good work environment besides being able to support employee performance will also

create a feeling of security and comfort for every employee. Uncomfortable working conditions besides reducing employee performance also affect the contribution of human resources in the organization. A good work environment includes good relations between superiors and subordinates as well as good relations with co-workers. Besides that, it must also be supported by the availability of adequate facilities and infrastructure in the workplace. With a good and conducive work environment, it is expected that employee performance will run well and the goals desired by the organization can be achieved.

In addition to a good work environment, an employee's mental attitude is also needed in the form of responsibility to carry out each of his rights and obligations which will encourage him to achieve his best performance. This mental attitude is usually referred to as discipline.

Discipline is a person's awareness and willingness to comply with all applicable social rules and norms. Awareness is the attitude of someone who voluntarily obeys all regulations and is aware of their duties and responsibilities. So, he will obey/do all his duties properly, not under coercion. Willingness is an attitude, behavior and actions of a person in accordance with organizational regulations, whether written or not. Good discipline reflects the magnitude of a person's sense of responsibility for the tasks assigned to him, this encourages the creation of good performance for every employee.

UPTB (Board Technical Service Unit) Regional Revenue Agency of South Sumatra Province Lubuklinggau is an implementing element of the Regional Revenue Agency of South Sumatra Province which has the function of carrying out some of the Service's duties in the work area of Lubuklinggau including data collection and registration tasks, determination, billing, bookkeeping and reporting of Revenue Region in the field of Motor Vehicle Tax.

However, from the results of initial observations in the field, the UPTB (Technical Implementation Unit) Regional Revenue Agency Lubuklinggau of South Sumatra does not yet have a supportive work environment such as a lighting system that is not good and not in accordance with needs, an uncomfortable work space due to air conditioning the air installed cannot be operated optimally due to low voltage, often smells unpleasant odors due to a poor sanitation system, the condition of building paint is dull and faded due to the age factor and the humidity is quite high due to seepage of water originating from roof leaks.

While the initial observations from a discipline perspective, there are still employees who often delay work, there are still employees who leave the work space during working hours and there are no strict sanctions against employees who often make mistakes. This also has an impact on the performance achieved so far, namely that optimal employee performance has not been created. Based on the problems above, the researcher interested to do a research entitled “The Effect of Work Environment and Discipline on Employee Performance at UPTD Regional Revenue Agency Lubuklinggau of South Sumatera”.

2. Literature Review

Work environment. According to Sedarmayanti (2009) the work environment is said to be good or appropriate if humans can carry out their activities optimally, healthy, safe and comfortable. Others definition Sutrisno (2010) in Yudiningsih et al. (2016) stated that the

work environment is all work facilities and infrastructure that exist around employees who are doing work that can affect the implementation of work . Furthermore, Nitisemito (2006) in Suwondo et al. (2015) states that the work environment is the condition of everything that is around the workplace where employees are able to influence themselves in carrying out their work.

Discipline. Hasibuan (2014) argued that Discipline is a person's awareness and willingness to comply with all company regulations and applicable social norms. Whereas Fathoni (2006) discipline is one's awareness and willingness to comply with all company regulations and applicable social norms. Furthermore, Fathoni (2006) stated that discipline can be interpreted when employees always come and go home on time, do all their work well, comply with all company regulations and applicable social norms.

Performance. Acccording to Fahmi (2014) presented that the result obtained by an organization, both profit oriented and nonprofit oriented organizations that are produced over a period of time. Whereas Armstrong and Baron (2014) recited that the result of work that has a strong relationship with the organization's strategic goals, customer satisfaction and making an economic contribution. Thus, Bastian (2014) conducted that a description of the level of achievement of the implementation of an activity/program/realizing the goals, objectives, mission and vision of the organization as contained in the formulation of a strategic scheme (strategic planning) of an organization. Based on Wirawan (2009) said that the output produced by the functions or indicators of a job or a profession within a certain time.

3. Research Method

The methods (methodology) of the study used a type of quantitative research. This research was conducted on employees of the UPTB office of the Regional Revenue Agency Lubuklinggau of South Sumatra. This research was conducted in October 2022-April 2023, which included the implementation of research activities, data processing and preparation of research reports. The variables in this study consisted of 3 (three), namely the independent variable consisting of the work environment, discipline and the dependent variable, namely employee performance. The population in this study was 37 employees of the UPTB Regional Revenue Agency of Lubuklinggau. The data collection technique that will be used in this research was observation and distributing questionnaires, namely direct observation of all activities carried out by employees and giving a set of questions or written statements to respondents to answer.

4. Findings and Discussions

Validity testing was carried out on 15 employee respondents at the UPTB Regional Revenue Agency Lubuklinggau of South Sumatra. If the trial results were valid the researcher could continue the research for 37 respondents as a saturated sample at the UPTB office of the Regional Revenue Agency Lubuklinngau. Questionnaire items were declared valid if $r_{count} > r_{table}$. The results of testing the validity of the work environment, discipline and performance variables in full can be seen in table 1. below:

Table 1.Test Validity of Work Environment Variable

Variable	Question Items	Calculated value	r table α = 0.05; n=15	Information
Work environment	Question 1	0.811	0.514	Valid
	Question 2	0.818	0.514	Valid
	Question 3	0.874	0.514	Valid
	Question 4	0.611	0.514	Valid
	Question 5	0.941	0.514	Valid
	Question 6	0.821	0.514	Valid
	Question 7	0.787	0.514	Valid
	Question 8	0.866	0.514	Valid
	Question 9	0.747	0.514	Valid
	Question 10	0.684	0.514	Valid

From the result of table above, it can be told that the results of the validity calculation obtained the value of $r_{calculated}$ for each question item on the work environment variable greater than r_{table} of 0.514 so that it can be said that each question item in the research variable was valid and can be used as a research instrument.

Table 2. Test Validity of Disciplinary Variable

Variable	Question Items	Calculated value	r table α = 0.05; n=15	Information
Discipline	Question 1	0.913	0.514	Valid
	Question 2	0.777	0.514	Valid
	Question 3	0.867	0.514	Valid
	Question 4	0.891	0.514	Valid
	Question 5	0.716	0.514	Valid

	Question 6	0.740	0.514	Valid
	Question 7	0.867	0.514	Valid
	Question 8	0.830	0.514	Valid
	Question 9	0.872	0.514	Valid
	Question 10	0.776	0.514	Valid

From the table above, it shown that the results of the validity calculation obtained the r_{count} value for each question item on the disciplinary variable was greater than the r_{table} of 0.514 so that it can be said that each question item in the research variable was valid and can be used as a research instrument.

Table 3. Test Validity of Performance Variable

Variable	Question Items	Calculated r value	Value of r_{table} $\alpha = 0.05$; n=15	Information
Performance	Question 1	0.879	0.514	Valid
	Question 2	0.876	0.514	Valid
	Question 3	0.700	0.514	Valid
	Question 4	0.791	0.514	Valid
	Question 5	0.639	0.514	Valid
	Question 6	0.850	0.514	Valid
	Question 7	0.901	0.514	Valid
	Question 8	0.774	0.514	Valid
	Question 9	0.628	0.514	Valid
	Question 10	0.854	0.514	Valid

From the data of table above, it can be told that the results of the validity calculation obtained the value of r_{count} for each question item on the variable performance was greater than r_{table} of 0.514 so that it can be said that each question item in the research variable was valid and can be used as a research instrument.

Reliability Test. To find out how far a measuring instrument can be trusted or relied upon, a reliability test was carried out. Testing was carried out using the *Alpha Cronbach Method.* The results of testing the reliability of work environment variables (X_1),

discipline (X_2) and performance (Y) can be seen in table below :

Table 4. Reliability Test Result

No	Variable	Cronbach's Alpha	r_{table}	Information
1	Work Environment (X_1)	0.948	0.514	Reliable
2	Discipline (X_2)	0.960	0.514	Reliable
3	Performance (Y)	0.947	0.514	Reliable

From the data of table above, it can be informed that the results of the reliability calculation obtained the alpha reliability value on the work environment variable (X_1), discipline (X_2) and performance (Y) which is greater than the $r_{table\ value}$ of 0.514. Thus it can be said that the questions incorporated in the variables of work environment (X_1), discipline (X_2) and performance (Y) were reliable to be used as instruments in research.

Normality Test. The normality test is used to determine whether the data population is normally distributed or not. In this test, the one sample Kolmogorov-Smirnov test was used with a significance level of 0.05. Data was declared normal if the significance is greater than 5% or 0.05. The results of the normality test for work environment variables (X_1), discipline (X_2) and performance (Y) can be seen in table below :

Table 5. Normality Test Result

		Work Environment	Discipline	Performance
Normal Parameters a,,b	N	37	37	37
Most Extreme Differences	Mean	40.16	40.81	41.43
	Std. Deviation	1.908	2.367	2.049
	Absolute	0.155	0.152	0.148
	Positive	0.155	0.093	0.148
	Negative	-0.130	-0.152	-0.146
	Kolmorov-Smirnov Z	0.946	0.923	0.898
	Asymp. Sig.(2-tailed)	0.333	0.361	0.396

From the data of table above, it can be recited that the significance value for the work environment variable (X_1) was 0.333; discipline (X_2) 0.361; and performance (Y) 0.396. Because of the significance for all variables were greater than 0.05, it can be concluded that the data on work environment variables (X_1), discipline (X_2) and performance (Y)

were normally distributed.

The multicollinearity test is used to determine whether or not there was a deviation from the classical assumption of multicollinearity, namely the existence of a linear relationship between the independent variables in the regression model. The prerequisite that must be met in the regression model was the absence of multicollinearity. In general, if the Variance Infection Vactor (VIF) is more than 5, then this variable has a multicollinearity problem with other independent variables. The results of multicollinearity testing between independent variables in the regression model can be seen in table below:

Table 6. Multicollinearity Test Result

	Collinearity Statistics	
Model	Tolerance	VIF
Work Environment (X_1)	0.657	1,521
Discipline (X_2)	0.657	1,521

From the data of table above, it can be said that the value of the Variance Infection Vactor (VIF) for the two variables, namely work environment (X_1) and (X_2) were 1,521 which's less than 5, so it can be assumed that between the independent variables there was no multicollinearity problem.

The linearity test aims to determine whether the two variables have a linear relationship or not significantly. Testing using the Test for linearity with a significance level of 0.05. Two variables were said to have a linear relationship if the significance (Liniarity) is less than 0.05. The full results of testing the work environment, discipline and performance variables can be seen in table below:

Table 7. Linearity Test Result

		f	Sig.
PERFORMANCE*ENVIRONMENT Between Groups Work	(Combined)	2036	0.084
	Linearity	11,774	0.002
	Deviation from Linearity	0.414	0.864
	Within Group		
	Total		

From the data of table above it can be confirmed that the significance value for the linearity of Performance*Work Environment was 0.002 and Performance*Work Environment was 0.000. Because of the significance was less than 0.05, it can be concluded that between the variables Work Environment (X_1) and Performance (Y),

Discipline (X_2) and Performance (Y) there were a linear relationship.

Multiple linear regression analysis is used to determine the direction of the relationship between the independent variables that are positively or negatively related to predict the value of the dependent variable when the value of the independent variable increases or decreases. From the results of data processing using SPSS for windows 17.0, the following data was obtained:

Table 8. Calculation Results of Multiple Linear Regression Equations

Coefficients [a]						
Model		Unstandardized Coefficients		Standardized Coefficients	Q	Sig.
		B	std. Error	Betas		
	(Constant)	14,212	5,887		2,414	0.021 _
	Work Environment	0.266 _	0.174 _	0.248 _	1,533	0.134 _
	Discipline	0.405 _	0.140 _	0.468 _	2,897	0.007 _

Based on the calculation of table results above, the value of $_{b1}$ = 0.266, b2 $_{=}$ 0.405 and value of a = 14.212 was obtained . Then the values of a and b were arranged into the equation $\hat{Y} = a + b_1 X_1 + b_2 X_2$, then the regression equation is: $\hat{Y} = 14.212 + 0.266 X_1 + 0.405 X_2$. The meaning of this equation was that the constant value (a) was 14.212. This means that if it's assumed that the work environment and discipline variables were constant or equal to zero, then the employee's performance value will be worth 14.212. While the value of the regression coefficient (b_1) was 0.266 this means that if it is assumed that the disciplinary variable does not change (constant) while there was an increase in the work environment variable by one unit, there will be an increase in employee performance of 0.266. Then the value of the regression coefficient (b_2) was 0.405. This means that if it's assumed that the work environment variable did not change (constant) while there was an increase in the discipline variable by one unit, there will be an increase in employee performance of 0.405.

Determinant Coefficient (R^2). To measure the percentage of the relationship between the independent variables work environment and discipline on the dependent variable of overall performance, the magnitude of the determinant coefficient was measured with the following table result:

Table 9. Determinant Coefficient Calculation Results (R^2)

Summary Models				
Model	R	R Square	Adjusted Square	std. Error of the Estimate
1	0 .645 [a]	0.416 _	0.382 _	1610
a. Predictors: (Constant), Discipline, Work Environment				

From the calculation results in the table above obtained the number R^2 (R Square) of 0.416 or (41.6%). The result shown that the percentage of the contribution of the independent variable ((X_1 and (X_2) to the dependent variable (Y) was 41.6%. It means that the performance of UPTB employees at the Regional Revenue Agency Lubuklinggau of South Sumatra was 41.6% influenced by variations (changes) that occur in the work environment variables and the discipline carried out by employees. While the remaining 58.4% (100%-41.6%) were influenced by factors outside the work environment and discipline which were not observed in this study.

This test is used to determine whether the independent variables ((X_1 and X_2) together have a significant effect on the dependent variable (Y). From the data processed using SPSS For windows 17.0, the F test calculation was obtained as follows:

Table 10. F Test Calculation Result

ANOVA[b]						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	62 , 895	2	31 , 447	12 , 125	0.000
	residual	88 , 186	34	2 , 594		
	Total	151 , 081	36			
a. Predictors: (Constant), Discipline, Work Environment						
b. Dependent Variable: Performance						

Based on the result of data above, the $_{calculated}$ F value = 12.125. This value is then compared with the F $_{table\ value,}$ based on the numerator dk = 2 and the denominator dk (Nm-1) = (37-2-1 = 34) for an error level of 5%, obtained F $_{table}$ = 3.28. Because F $_{count}$ = 12.125 > F $_{table}$ = 3.28, then it was significant or Ho was rejected and Ha was accepted. It can be said that the work environment and discipline have a significant effect on employee

performance at the UPTB Regional Revenue Agency Lubuklinggau of South Sumatra. This means that the better the work environment and the higher the discipline of employees, the employee's performance will also increase.

Based on the calculation results above, the value of $b_1 = 0.266$, $b_2 = 0.405$ and the value of a = 14.212 were obtained . Then the values of a and b were arranged into the equation $\hat{Y} = a + b_1 X_1 + b_2 X_2$, then the regression equation was: $\hat{Y} = 14.212 + 0.266 X_1 + 0.405 X_2$. The meaning of this equation was that the constant value (a) was 14.212. This means that if there was no increase in the work environment and discipline variables, the employee performance value was 14.212. While the value of the regression coefficient (b_1) was 0.266, this means that every time there was an increase in the work environment variable by one unit, there will be an increase in employee performance of 0.266. Then the value of the regression coefficient (b_2) was 0.405. This means that every time there was an increase in the disciplinary variable by one unit, there will be an increase in employee performance of 0.405. From the calculation results above, it can be told that the value of the Determinant Coefficient (R^2) = 0.416 . This can be interpreted that the work environment and discipline were able to influence the level of employee performance at the UPTB Regional Revenue Agency Lubuklinggau of South Sumatra by 41.6%, while the remaining 58.4% was influenced by factors outside the work environment and discipline which were not observed in research such as leadership, motivation, organizational culture, etc. From the results of the F test, it was obtained that $F_{count} = 12.125 > F_{table} = 3.28$, then it was significant or Ho was rejected and Ha was accepted. It can be said that the work environment and discipline have a significant effect on employee performance at the UPTB Regional Revenue Agency Lubuklinggau of South Sumatra. This means that the better the work environment and the higher the discipline of employees, the employee's performance will also increase. Furthermore, the results of this study were supported by research conducted by:

Yuningsih et al. (2016) that the influence of the work environment and work discipline on employee performance. Based on the results of the research in this study, it shown that there was an influence of the work environment and work discipline on the performance of employees at the Agriculture and Livestock Service Office of Buleleng Regency.This shown that this research was relevant to research conducted by researchers at the UPTB Regional Revenue Agency Lubuklinggau of South Sumatra, where the results in this study obtained the conclusion that the work environment and discipline have a significant influence on employee performance at the UPTB Regional Revenue Agency of South Sumatra Province of Lubuklinggau.

Suwondo and Sutanto (2015) cited that the relations between work environment and work discipline and employee performance. Based on the t test and F test, it was concluded that the work environment and work discipline have a significant effect on employee performance. This also supports research conducted by researchers at the UPTB Regional Revenue Agency Lubuklinggau of South Sumatra, where the results in this study concluded that the work environment and discipline have a significant influence on employee performance at the UPTB Regional Revenue Agency Lubuklinggau of South Sumatra.

Hidayat and Taufiq (2012) concluded that the influence of the work environment and work discipline and work motivation on the performance of employees of the regional

drinking water company (PDAM) of Lumajang Regency. In this study, it can be concluded from the results of this study that the results of testing the first hypothesis stated that the work environment and work discipline and motivation have a significant influence on the performance of PDAM Lumajang Regency employees. This also supports research conducted by researchers at the UPTB Regional Revenue Agency Lubuklinggau of South Sumatra, where the results in this study concluded that the work environment and discipline have a significant influence on employee performance at the UPTB Regional Revenue Agency Lubuklinggau of South Sumatra.

5. Conclusion

Based on the research results, it can be concluded that from the results of the F test it was obtained $F_{count} = 12.125 > F_{table} = 3.28$, then Ho was rejected and Ha was accepted. It can be concluded that the work environment and discipline have a significant influence on employee performance at UPTB Regional Revenue Agency Lubuklinggau of South Sumatra. This means that the better the work environment and the higher the employee discipline, the employee's performance will also increase.

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The Effect of Compensation and Workload on the Performance of Non-Medical Employees at Siti Aisyah Regional General Hospital Lubuklinggau

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Abstract

This research was conducted at the Regional General Hospital (RSUD) Siti Aisyah, Lubuklinggau City. Compensation, the amount of compensation received by employees is still lacking due to the workload in the hospital environment which is at risk due to the Covid-19 pandemic. As for the results of the study, the tcount value was 4.984 and the t table was 1.662. Thus, it can be seen that if the criteria match the t count > t table, then Ho is rejected and Ha is accepted, which means that there is an influence of compensation on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. The influence of workload on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City, the tcount is 16.825 and the ttable is 1.662 so it can be seen that if the criteria are in accordance with t count > t table then Ho is rejected and Ha is accepted, which this means that there is an influence of compensation on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. The effect of compensation and workload on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. Obtained F count value of 155,403 and F table of 3.10. This shows that F count > F table and also a sig of 0.000 <0.05 so it can be seen that the effect is significant. So thus, it can be concluded that Ho is rejected and Ha is accepted. This means that there is a significant effect of compensation and workload on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City.

Keywords: compensation, workload, non-medical, employee performance.

1. Introduction

The Government Hospital in Lubuklinggau City, namely the Siti Aisyah Regional Hospital (RSUD) Lubuklinggau City which provides services for residents of Lubuklinggau city and its surroundings, which helps the operations of the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City, the results of initial observations conducted by research related to the variable ie. Compensation is known that the amount of compensation received by employees is still lacking due to the workload in the hospital environment which is at risk due to the Covid 19 pandemic, payment of compensation is delayed due to the provision of funds from the BPJS which is not yet available so that claims made by the hospital are not immediately fulfilled but instead must wait for the funds to be available, apart from that compensation from the Lubuklinggau City Government there are also obstacles in payment because payments are adjusted according to submissions to BPKAD due to SPM (Application for Payment) which is only valid for 3 (three) days if the official concerned is not present then it is required to make re-submission and the level of compensation received is based on position class not based

on employee workload.

The workload from the observations of researchers can be seen that the workload is high in the hospital environment, employees feel the time to complete the work set is still lacking to achieve the target of completing work and filling out the E-RK which requires making detailed work every day in detail with the time of completion. Initial analysis of employee performance shows that employees are still not able to be effective at work because employees feel that no one is supervising employees at work so they are not too thorough at work, employees also do not strive to be efficient at work because the leadership does not provide an overview of what must be achieved in every job, and there are also employees who have not been able to use time efficiently, if the work is done in a long way so that the work piles up.

2. Literature Review

According to Enny (2019) compensation can be defined as a form of reciprocity given to employees as an appreciation for their contribution and work to the organization. The compensation can be in the form of direct or indirect financial, and the award can also be indirect. According to Akbar, et al., (2021) compensation is all forms of financial returns and benefits obtained by employees as part of an employment relationship. Furthermore, according to Sutrisno (2017) "compensation is one of the important functions in human resource management (HRM)".

Compensation has a measurement in its provision. Indicators in providing compensation by organizations for employees are certainly different. According to Edison, et al., (2017) compensation indicators are divided into two, namely: normative compensation, policy compensation. Normative compensation is the minimum compensation that must be received, which consists of salaries or wages and fixed benefits such as health benefits and holiday or religious benefits. Policy compensation is compensation based on special policies and considerations, such as professional allowances, meal allowances, transportation allowances, bonuses, leave money, production services, and vacations.

According to Rohman & Ichsan (2021) workload is a set or a number of activities that must be completed by an organizational unit or position holder within a certain period of time. Providing workload to employees must be balanced with the competencies and abilities of the employees themselves, otherwise it will sooner or later cause problems that can interfere with the employee's future performance. According to Fransiska & Tupti (2020) Workload is a process or activity that is too much and can cause tension in a person. This can lead to a decrease in employee performance caused by a level of expertise that is demanded too high, too high a speed, too much work volume and so on. Workload intensity that is too great can create work stress, on the other hand, workload intensity that is too low can cause boredom or saturation.

Meanwhile, according to Rolos et al (2018) workload is the amount of work that must be carried by a position or organizational unit and is the product of work volume and time norms. If the worker's ability is higher than the job demands, boredom will appear and vice versa, if the worker's ability is lower than the job demands, excessive fatigue will appear. From the above definitions, it can be concluded that workload is an activity that includes physical, mental, and social activities that must be completed by a unit in the company within a certain period of time.

According to S. R. M. Koesomowidjojo (2017) there are several indicators used to determine how much workload an employee must complete, namely: working condition, use of working time, targets to be achieved. Working conditions. In this case, what is meant by working conditions is how far an employee understands his job well. For example, the extent of the employee's understanding and ability to master the machines used to achieve the targets that have been set. Use of working time. The use of the right time in accordance with the established SOP will certainly minimize the workload of employees. However, sometimes a company does not have a consistent SOP in implementing SOPs, it is not uncommon for the use of time applied to employees to tend to be narrower. Targets to be achieved. Indirectly, the work targets set by employees will affect the workload received by employees. the imbalance between the time to complete the work target and the volume of workload given, the greater the workload felt by employees.

3. Research Method

This research was conducted at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City with the address Jl. Lapter Silampari No. 20, Air Kuti, Lubuk Linggau Team. I, City of Lubuklinggau, South Sumatra 31626. Research design is a procedure and technique in research planning that is useful as a guide for developing strategies that produce research models or blueprints. There are three research designs that are most commonly used, namely types (Sujarweni, 2019): descriptive research, comparative and associative research. Descriptive Research. Descriptive research is conducted to determine the value of each variable, whether one variable or more is independent without making connections or comparisons with other variables. Comparative Research. Comparative research is a study that compares one variable with another variable or one variable with a standard. Associative Research. Associative research is research that aims to find out the artistic relationship between two or more variables. As for this study, researchers used an associative research design, where in this study researchers wanted to know the relationship between variables.

4. Findings and Discussions

The Kolmogrov Sminov test is used to test the "goodness of fit" between other sample distributions. This test compares a set of data in a sample against a normally distributed set of values with the same mean and standard deviation. In short, this test was conducted to find out the normal distribution of some data.

Tabel 1. One-Sample Kolmogorov-Smirnov Test

		Compensation	Workload	Non-Medical Employee Performance
N		86	86	86
Normal Parameters[a,b]	Mean	48.9302	37.1628	85.6860
	Std. Deviation	2.83587	2.31039	4.59478

Most Extreme Differences	Absolute	.138	.123	.113
	Positive	.083	.079	.084
	Negative	-.138	-.123	-.113
Kolmogorov-Smirnov Z		1.277	1.141	1.045
Asymp. Sig. (2-tailed)		.077	.148	.225

Test distribution is Normal.

To analyze it, you can see the line "Asymp, Sig. (2-tailed)" bottom line. If the significant value of each variable is more than >0.05 then the normality test can be fulfilled. Based on the results of the normality test, it shows that the significant value of the compensation variable is 0.077> 0.05, variable workload of 0.148> 0.05, non-medical employee performance variable of 0.225> 0.05, it can be concluded that the significant value is > 0.05 so that the data is declared normal, and the normality test is fulfilled normally. And the data is suitable for further analysis

The linearity test is intended to show that the averages obtained from the sample data group lie in straight lines. The linearity test aims to determine whether the two variables have a linear relationship or not significantly. This test is usually used as a prerequisite in correlation or linear regression analysis. Testing on SPSS using *Test for Linearity* with a significance level of 0.05. Two variables are said to have a linear relationship if the significance (*Linearity*) is less than 0.05. Linearity testing is carried out to find out whether the model being proven is a linear model or not. Its use and application in the context of this study is one of the statistical requirements that must be met in linear regression analysis or hypothesis testing.

Table 2. Linearity Classical Assumption Test Results

			Sum of Squares	df	Mean Square	F	Sig.
Between Group	(Combined)		271.392	20	13.570	2.140	.011
	Kompensasi * Weighted Term	Linear	156.010	1	156.010	24.602	.000
		Deviations	115.382	19	6.073	.958	.519
Within Groups			412.189	65	6.341		
Total			683.581	85			
(Combined)			366.039	20	18.302	13.568	.000

Beban Kerja	Between Group	Linear Term	Weighted	349.893	1	349.893	259.382	.000
			Deviation	16.147	19	.850	.630	.869
	Within Groups			87.682	65	1.349		
	Total			453.721	85			

The results of the linearity test prove that the effect that occurs between the independent variable and the dependent variable is linear, the table above shows that the effect test is linear between compensation on non-medical employee performance and a Sig at Linearity of 0.519> 0.05. the effect test is linear between workload on the performance of non-medical employees with Sig at Linearity of 0.869> 0.05. If the significant value is greater than 0.05, it means that the relationship between the predictor and the dependent variable is linear, then both significant in the ANOVA table meet the linear requirements

The Effect of Compensation on the Performance of Non-Medical Employees at Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. Simple linear regression analysis is a linear relationship between one independent variable (X) with the dependent variable (Y). This analysis is to determine the direction of the relationship between the independent variable and the dependent variable whether it is positive or negative and to predict the value of the dependent variable if the value of the independent variable increases or decreases. Data analysis in this study is to use the help of SPSS (Statitiscal product and service solution) for windows through data processing obtained from questionnaires with the Equation method. The correlation coefficient is a data analysis technique to determine the relationship between compensation and workload on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. The results of data processing show that the value of R or Multiple R shows a correlation between the independent variable and the dependent variable of 0.478. This is due to simple linear regression. It can be seen that the independent variable is said to mean that the correlation between compensation on the performance of non-medical employees at Siti Aisyah Hospital, Lubuklinggai City is of 47.8%, and the remaining (100-47.8) 52.2% is influenced by other variables that are not included in the research variables, and if based on guidelines then it is included in the moderate category. Partial test (t test) was conducted to prove the hypothesis of how the effect of compensation and workload on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. A data is said to have influence if tcount > ttable this means that Ho is rejected and Ha is accepted and vice versa if tcount < ttable this means Ho is accepted and Ha is rejected. The magnitude of the value is said to be significant if tcount> this means that Ho is rejected and Ha is accepted and preferably if count <table, Ho is accepted and Ha is rejected. From the test results, the independents are included in the variable regression model, so it can be seen that to find out whether the compensation for the performance of Non-Medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City, a tcount value of 4.984 is obtained and a table value of 1.662 (table value n = 86) then it can be seen that

if the criteria are in accordance with tcount>ttable then Ho is rejected and Ha is accepted, which means that there is an influence of compensation on the performance of non-medical employees at Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City.

Effect of workload on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. Simple linear regression analysis is a linear relationship between one independent variable (X) with the dependent variable (Y). This analysis is to determine the direction of the relationship between the independent variable and the dependent variable whether it is positive or negative and to predict the value of the dependent variable if the value of the independent variable increases or decreases. Data analysis in this study was to use the help of SPSS (*Statitiscal product and service solution*) for windows through data processing obtained from questionnaires using the General Equation Simple Linear Regression method. (RSUD) Siti Aisyah, Lubuklinggau City. The regression equation used is Y = a + bX, then the output equation can be Y = 20,784 + 1,746X, then the results of the SPSS output show that the competency coefficients of 1.746 are the regression *coefficients*, which means that if the agency increases the workload of the unit, it will increase the performance of non-medical employees is 1.746 and the *standard error* is 0.104 which is a deviation from the constants in the regression equation. The correlation coefficient is a data analysis technique to determine the relationship between compensation and workload on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. The results of data processing show that the value of R or *Multiple R* shows a correlation between the independent variable and the dependent variable of 0.878. This is because simple linear regression can be seen that the independent variable is said to be a correlation between workload on the performance of non-medical employees at Siti Aisyah Hospital, Lubuklinggai City is 87.8%, and the remaining (100-87.8) 12.2% is influenced by other variables that are not included in the research variables, and if based on guidelines then it is included in the moderate category. Partial test (t test) was conducted to prove the hypothesis of how the effect of compensation and workload on the performance of non-medical employees at Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. A data is said to have influence if tcount > ttable this means that Ho is rejected and Ha is accepted and vice versa if tcount < ttable this means Ho is accepted and Ha is rejected. The magnitude of the value is said to be significant if tcount> this means that Ho is rejected and Ha is accepted and preferably if count <table, Ho is accepted and Ha is rejected. From the test results, independent is included in the variable regression model, so it can be seen that to find out whether workload affects the performance of Non-Medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City, a count value of 16.825 is obtained and a ttable value of 1.662 (value ttable n = 86) then it can be seen that if the criteria are in accordance with tcount>ttable then Ho is rejected and Ha is accepted, which means that there is an effect of compensation on the performance of non-medical employees at Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City.

The effect of compensation and workload on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. Multiple linear regression analysis is used by the researcher, if the researcher intends to predict the condition (up and down) of the dependent variable (criterion), if two or more independent

variables as predictor factors are manipulated (up and down in value). So multiple regression analysis will be carried out if the number of independent variables is at least 2 (two). The equation used to determine the effect of compensation and workload on the performance of non-medical employees at the Regional General Hospital (RSUD) Siti Aisyah, Lubuklinggau City. Based on the results of the calculation of the SPSS output, the value of b1 = 0.238 b2 = 1.628 and the value of a = 13.520 then a and b are arranged into a multiple linear regression equation $Y = a + b_1X_1 + b_2X_2$, so the regression equation is $Y = 13.520 + 0.238X_1 + 1.628X_2$. That means that the equation is that the value of the constant (a) is 13,520 this means that if there is no increase in the compensation channel variable and workload on the performance of non-medical employees it is 13,520, while the regression coefficient value (b1) is 0.238 this means there is an increase in units the compensation variable will increase the performance of non-medical employees by 0.238 units. Then the value of the regression coefficient (b2) of 1.628 means that every time there is an increase in one unit of workload variable it will increase employee performance by 1.628 units. The coefficient of determination is that this test was carried out to determine the relationship between compensation and workload on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. From the calculation of the coefficient of determination above, it can be seen that the value of R2 is 0.789, multiplied by 100% to get a value of 78.9%, meaning that the effect of compensation and workload on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City is 78 .9% while the remaining (100-78.9) 21.1% is influenced by other variables such as those not included in the study. The F test is a test conducted to find out whether the hypothesis can be accepted or rejected, while the purpose of this test is to determine the effect of compensation and workload on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. If $Fhitung > Ftabel$ then it is significant this means Ho is rejected and Ha is accepted, whereas if $Fhitung < Ftabel$ then it is not significant it means Ha is rejected and Ho is accepted. Significant rate α 0.05 (5%). The magnitude of the value is said to be significant if Fcount > Ftable, this means that Ho is rejected Ha is accepted and vice versa Fcount < Ftable means Ho is accepted Ha is rejected. The value of Fcount is 155,403 and Ftable is 3.10. This shows that Fcount > Ftable and also a sig of 0.000 <0.05 so it can be seen that the effect is significant. So thus, it can be concluded that Ho is rejected and Ha is accepted. This means that there is a significant effect of compensation and workload on the performance of Non-Medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City.

5. Conclusion

Based on the results of research on distributing questionnaires and data processing using SPSS, it can be concluded that: Compensation for non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City, that with compensation it will encourage employees to work, the amount of compensation received is based on the position class of Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City employees, so that by the existence of compensation will increase the performance of employees of the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. The correlation between compensation on the performance of non-medical employees at the

Siti Aisyah Hospital in Lubuklinggai City is 47.8%, the tcount is 4.984 and the ttable is 1.662, so it can be seen that if the criteria are in accordance with tcount>ttable then Ho is rejected and Ha is accepted. which means that there is an influence of the influence of compensation on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. The workload of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City, is known according to the position class of employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City, because each employee has a workload that is not the same as the service department, the administration section , the financial section and the general section with different workloads that must be completed by employees of the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City. The correlation between workload on the performance of non-medical employees at Siti Aisyah Hospital in Lubuklinggai City is 87.8%, the tcount value is 16.825 and the ttable is 1.662 so it can be seen that if the criteria are in accordance with tcount>ttable then Ho is rejected and Ha is accepted, which means that there is an influence of compensation on the performance of non-medical employees at the Regional General Hospital (RSUD) Siti Aisyah, Lubuklinggau City. The performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City, employees at work are expected to know the goals at work, work standards, and employee competence at work, this study also finds out that compensation and workload can affect quality and results employee work at the Regional General Hospital (RSUD) Siti Aisyah, Lubuklinggau City. The correlation of compensation and workload on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City is 78.9%. The Fcount value is 155,403 and the Ftable is 3.10. This shows that Fcount > Ftable and also a sig of 0.000 < 0.05 so it can be seen that the effect is significant. So thus, it can be concluded that Ho is rejected and Ha is accepted. This means that there is a significant effect of compensation and workload on the performance of non-medical employees at the Siti Aisyah Regional General Hospital (RSUD) Lubuklinggau City.

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The Effect of Compensation and Motivation on Employee Performance at the Agriculture Office of Empat Lawang Regency

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Abstract

This study aims to determine the effect of compensation and motivation on employee performance at the Four Lawang Regency Agriculture Office. The method used in this research is using questionnaire and observation. The data analysis techniques used are simple regression test, correlation coefficient, it test, multiple regression test, determination test and if test. i Testing the first hypothesis, namely the variable of compensation (X1) on employee performance (Y) shows that the calculation produces a coefficient of 16.080. With a sample size of 35, it was found that the idf i= i35 i(35-2) at the significant level is equal to 0.05, the critical value of the it table is equal to 1.692. With these results, it can be said that compensation has a significant effect on employee performance because the $_{i\,t}^{calculate}$ i(16.080) i> it table i(1.692). $i^{Testing}$ the second hypothesis, namely the variable of motivation (X2) on employee performance (Y) shows that the counter produces a coefficient of 7.956. With a sample size of 35, it was found that the idf i= i35 i(35-2) at the significant level is equal to 0.05, the critical value of the it table is equal to 1.692. With these results, it can be said that motivation has a significant effect on employee performance because the $_{i\,t}^{calculate}$ $_{i}$(7.956) i> it table i)1.692). i And the third hypothesis test found that the $_{ifcount}$ value obtained is equal to 135.420 i> i iF_{table} i= i3.29 i and the level of significance is simultaneously isig iF i is $i0.000^{b.\,i}$ This shows that iCompensation i(X1) and iMotivation i(X2) have a significant influence on iEmployee performance i(Y) i. Based on the results of the research, it can be seen that in order to improve employee performance, there must be compensation provided by the leadership and motivation in the employee's self and so that it can have an influence on employee performance.

Keywords: compensation, motivation, employee performance.

1. Introduction

Because humans become planners, actors, and creators for the realization of organizational goals, they become a very important element in various activities carried out by both agencies and companies, so human resources always play an active and dominant role in every organization, both private and government organizations. . Without it, even the most sophisticated tools will be meaningless. It's a great way to get the most out of your work, and it's also a great way to get the most out of your work.Entertainment and motivation are two very important factors in determining whether someone performs well or poorly. Theoretically, there are many variables that affect employee performance. These elements can come from the company, its employees, or external personnel and the company. Then, to find the right candidate, it is intended that with the knowledge that employees already have, they will be in charge of inspiring candidates to work hard to achieve the desired target goals and earn wages that will cover their needs. The existence of desires that must be met, with varying degrees of need in each employee, affects one's work motivation.Payments in the form of benefits

and incentives are known as compensation, and are used to encourage workers to produce more at work. To attract and retain talented individuals, an effective recruitment system must be established as part of human resource management. The company's installer system also affects the effectiveness of the plan (S. E.Widodo, 2015)

Motivation can affect employee performance in addition to other variables. Motivating someone means giving them energy that sparks their interest in their work, encourages them to collaborate, work well, and use all their resources to achieve their goals.(M. Hasibuan,2016) According to the opinion above, motivation can be understood as an impetus that underlies a person's enthusiasm for his work, so it is hoped that employees will work hard or enthusiastically to achieve work performance.Performance refers to how the plans that have been prepared are implemented. Human resources with the necessary skills, knowledge, drive and interest carry out the performance. How the company influences and rewards the attitudes and actions of its employees when carrying out performance (Wibowo,2017).

According to this view, it can be concluded that performance is the result of work carried out by members of the organization in accordance with their authority and responsibility in an effort to achieve these goals.According to the definitions of management and performance given above, performance management is essentially performance management. The objectives serve as the basis for implementing performance management. There is also consensus and cooperation, there are ends, two-way communication and feedback. In this case, the author observes that employee performance is not ideal because the work results are not in accordance with expectations and there is still work that is not completed on time based on observational data collected at the Agriculture Office of Empat Lawang Regency. From a censorship point of view, it still offers an attractive feeling for workers who give excessive workloads and do not reward workers who go beyond the call of duty. Meanwhile, performance is still below standard due to the lack of facilities and infrastructure as well as the lack of knowledge and abilities in carrying out their duties and work.Given the context of the problem, it is apparent how important variation and individual motivation are to improving employee performance.

2. Literature Review

Compensation. All income received by employees in the form of money or products, either directly or indirectly, in return for services provided to the company is called compensation (Sihombing, 2015). Compensation is a type of remuneration that includes bonuses and incentives to encourage workers to do more at work (Widodo, 2015). Everything that employees receive in return for their services to the company or organization is considered compensation (Sedarmayanti, 2018). The above perspective shows that censorship can be seen as an incentive provided in the form of increased income and compensation based on performance results for one month.

Basic Principles of Compensation. Some of the management principles of management are (Sihombing,2015): there is a sense of fairness and equitable distribution of income within the company, each job is evaluated through job and performance appraisals, the value of the rupiah in the payroll system is able to compete with similar labor market prices, considering company finances, financial systems, and other factors The new

payroll system must be linked to employee performance reviews in order to distinguish between employees who perform well and those who are not in the same class.According to the aforementioned opinion, the main element of crime is the system of compensation that must be linked to the performance evaluation, which assesses the work.

Compensation indicators are (Wibowo, 2017): Salaries and wages are compensation as a countermeasure for worker sacrifice. Wages and salaries are generally given for performance that has been carried out based on performance standards set or agreed upon based on *personal contracts.* Incentives link rewards and performance by rewarding performance not based on seniority or hours worked. Although incentives are given to groups they often reward individual behavior. Rewards, for the implementation of the work given by the manager and the results obtained, workers receive wages / salaries. Meanwhile, to improve performance, managers provide incentives for workers who can deliver work performance beyond the expected performance standards. *Benefits programs* are other compensation beyond salaries and wages. The form of compensation can be a *retirement plan* or *cafeteria benefits plan*. *Retirement plans* are employee retirement plans. The method can vary. It can take the form of collecting payroll deductions, a combination of company fund reserves, linking pension funds with insurance, and payments can be made monthly, paid in a lump sum or a combination of the two. Based on the above opinion, it is concluded that the indicators of compensation are salary, incentives, awards, and allowances.

Motivation. As the factor that drives a person to perform a certain activity, motivation is sometimes viewed as the driving factor of behavior (Sutrisno, 2017). The intensity, direction, and persistence of an individual toward a desired goal are generated by the motivational process. Intensity conveys the level of effort exerted. High intensity, however, is unlikely to yield positive performance results unless the effort is directed in a way that is favorable to the company. Because the level of effort and intensity must be taken into account (Wibowo, 2017). Motivation is related to how to increase the desire of employees to work hard by using all their talents and abilities to achieve organizational goals. This motivation is very important because it is believed that every employee will work hard and want to achieve high work productivity as a result of motivation (Sunyoto, 2017). From the above point of view, it can be concluded that motivation is a driving factor that can influence a person's willingness and willingness to direct their abilities, including knowledge and skills, energy, and time, towards achieving goals.

The principles in motivating employee work are (A. H. Yusuf, 2018) To motivate people to work, it is important to give them the opportunity to consider the goals that managers must meet. The idea behind communication is that when a leader explains everything about the task request business, staff will be more easily inspired to work. Leaders recognize that subordinates (workers) have an interest in goal-setting efforts in accordance with the principle of recognition and subordinates. With such recognition, workers will be more easily inspired to work. The principle of delegation of authority states that a leader who gives authority or authority to subordinate employees to make decisions on the work they do at any time will inspire the employees concerned to meet the expectations of the leadership. Employees will be motivated to work according to the leader's expectations if they see that the leader pays attention to what his subordinates want. The ideas of involvement, communication, recognizing subordinates, delegating

authority, and paying attention are necessary to inspire employees, according to these motivational principles.

There are eight broad indicators of motivation, namely decent wages, opportunities for advancement, recognition as an individual, job security, a good workplace, acceptance by the group, fair treatment and recognition of achievement (M. Hasibuan, 2016).

Performance refers to how the plans that have been prepared are implemented. The implementation of performance is carried out by human resources who have the necessary talents, skills, drive and desire (Wibowo, 2017). Everyone shows performance in the form of work products created by employees in accordance with their responsibilities within the company (D. P. Juni, 2018). From the many operators above, it can be concluded that performance is the result of work carried out by an employee both in quality and quantity in carrying out tasks in accordance with the responsibilities assigned.

Performance Principles. In addition to the above understanding, there are several performance principles consisting of (Wibowo, 2017). Strategic performance management involves talking about performance-related issues more broadly, urgently and in the context of long-term goals. The setting of organizational goals will be influenced by how the organization's vision and mission are developed.Holistic performance management covers all aspects included in the discipline review, including goal setting, preparation, execution, feedback, measurement, assessment, review, evaluation, and performance improvement.The purpose of integrated performance management is to demonstrate the relationship between inputs, processes, outcomes and benefits.Performance management begins with the formulation and explanation of the goals that the organization needs to achieve. The established goals are then divided into lower-level goals, such as divisional, departmental, team, and individual goals, according to the stages of the organization Defining organizational goals and objectives, creating a comprehensive overall plan to integrate and coordinate activities, and formulating general strategies to achieve those goals are all part of the planning process. Performance planning involves thinking about what will be done and how it will be done.

Feedback is necessary for the implementation of performance management. Individual workplace experience and knowledge can be used to modify company objectives thanks to feedback. In addition to measuring and evaluating all performance in relation to the overall agreed objectives, performance management can also be used to analyze performance planning.

There are 7 performance indicators, which are as follows (Wibowo, 2017). Purpose: a goal is a better state that is to be achieved in the future. Thus, the goal shows the direction in which performance must be carried out. On the basis of this direction, performance is carried out to achieve goals. To achieve goals, individual, group and organizational performance is required. Individual and organizational performance is successful if it can achieve the desired goals.Standards are important because they tell when a goal can be accomplished. They are a measure of whether a desired goal can be achieved. Without standards, it cannot be known when a goal is achieved.Feedback, between objectives, standards and feedback are interrelated. Feedback reports progress, both quality and quantity, in achieving the goals defined by the standard. Feedback is important when we consider "*real goals*".Tools or means are resources that can be used to help complete goals

successfully. Tools or means are supporting factors for goal achievement.

Competence is a key requirement in performance. Competence is the ability possessed by a person to carry out the work given to him properly.Motive is the reason or impetus for someone to do something. Managers facilitate motivation to employees by incentivizing money, giving recognition, asking for feedback, giving freedom to do work including time to do work, providing the necessary resources and eliminating actions that result in disincentives.Opportunities, workers need to get the opportunity to show their work performance. there are two factors that contribute to the lack of opportunities to achieve, namely the availability of time and the ability to fulfill the requirements.It can be concluded that performance indicators are goals, standards, feedback, tools or means, competence, motives and opportunities.

3. Research Method

The effect of salary and incentives on employee performance at the Agriculture Office of Empat Lawang Regency is discussed in this study. This study uses quantitative causal research methodology. The quantitative research method is also known as the international approach because it has long been a model and direction for other researchers conducting their own studies. Research that can be achieved (obtained) using statistical techniques or other quantification techniques is referred to as quantitative research. (measurement) (Tuwuhadi Pratamiaji, 2017).

4. Findings and Discussions

In this research, the researcher uses statistics for data processing, so it is necessary to conduct various tests to prove that it does not occur various kinds of violations that can cause the results of the research to appear unusual. iBecause the data analysis used simple and multiple regression analysis, the researcher conducted a classical assumption test, normality test, and linearity test. following is a test of classical assumptions on the variables of influence of iCompensation i(X_1), and iMotivation i(X_2) on iEmployee Performance i(Y). Respondent Characteristics. Descriptive analysis is intended to explain the frequency distribution of respondents' answers with the aim of describing the effect of compensation and motivation on employee performance at the Agriculture Office of Empat Lawang Regency. With the number of research respondents as many as 35 employees. Descriptive data on the characteristics of respondents, obtained by distributing questionnaires at the Agriculture Office of Empat Lawang Regency. Based on the questionnaires distributed, the following characteristics of the respondents were obtained:

Table 1. Number of Respondent Characteristics by Gender

Gender	People	Total Percentage (%)
Male	25	71%
Female	10	29%
Total	35	100%

The results of research on the characteristics of respondents based on gender which can be seen in table 1. show that of the 35 respondents who answered the questionnaire, the number of male respondents was 35 people or (71%). While the number of female respondents was 10 people (29%).

Table 2. Description of Respondents by Age

Age	People	Total Percentage (%)
21-30	1	3%
31-40	10	29%
41-50	24	68%
Total	35	100%

Based on the results of table 2, it shows that most of the respondents who answered the questionnaire aged between 21-30 years were 1 person (3%), aged between 31-40 years were 10 people (35%), and those aged between 41-50 were 24 (68%).

Table 3. Description of Respondents Based on Education Level

Education	People	Total Percentage (%)
HIGH SCHOOL	7	20%
D3	1	3%
S1	25	71%
S2	2	6%
Total	35	100

In table 3 the characteristics of respondents based on education show that most of the respondents who answered the questionnaire were high school totaling 7 people (20%), D3 totaling 1 person (3%), S1 totaling 25 people (71%) and S2 totaling 2 people (6%).

Linearity Test. One of the assumptions of iregression analysis is linearity. iIt means whether the iregression lines of iX and iY form a linear line or not. iIf it is not linear then the iregression analysis cannot be continued.

Table 4. Results of iLinearity Test iCompensation on iPerformance

			Sum iof iSquares	df	Mean iSquare	F	Sig.
PERFOR	Between	(Combined)	330.948	9	36.772	30.85	.000

MANCE i* iCOMPENSATION	iGroups					4	
		Linearity	319.911	1	319.911	268.425	.000
		Deviation ifrom iLinearity	11.036	8	1.380	1.158	.362
	Within iGroups		29.795	25	1.192		
	Total		360.743	34			

It can be seen that the results of the linearity test in table i4.68 above prove that the relationship that occurs between the independent variable and the dependent variable is linear. iThe results can be said to be linear if the isig. *iDeviation* iFrom iLinearity is greater than i0<.05 i.e. from the results of the primary data processing, it can be seen that the value of iCompensation and iPerformance with *iDeviation ifrom* iLinearity i0.362> i0.05 means that the relationship between the predictor and dependent variable iCompensation is linear

Table 5. Linearity Test Results iMotivation on iPerformance

			Sum iof iSquares	df	Mean iSquare	F	Sig.
PERFORMANCE i* iMOTIVATION	Between iGroups	(Combined)	276.698	12	23.058	6.036	.000
		Linearity	237.114	1	237.114	62.068	.000
		Deviation ifrom iLinearity	39.584	11	3.599	.942	.521
	Within iGroups		84.045	22	3.820		
	Total		360.743	34			

It can be seen that the results of the linearity test in table i4.69 above prove that the relationship that occurs between the independent variable and the dependent variable is linear. iThe results can be said to be linear if the isig. *iDeviation* iFrom iLinearity is greater than i*0*<.05 i.e. from the results of the primary data processing, it can be seen that the value of iMotivation and iPerformance with iDeviation ifrom iLinearity i0.521> i0.05 means that the relationship between the predictor and dependent variable iMotivation is linear.

Multiple linear regression test is used to determine the effect of the primary data tested,

which comes from the two independent variables, namely compensation and motivation, on the performance of employees at the Office of the Ministry of Agriculture in Four iLawang Regency.

Table 6. Double Linear Regression Results

Model		Unstandardized iCoefficients		Standardized iCoefficients	t	Sig.
		B	Std. iError	Beta		
1	(Constant)	19.102	3.350		5.702	.000
	COMPENSATION	1.105	.130	.823	8.473	.000
	MOTIVATION	.134	.089	.147	1.509	.141
a. iDependent iVariable: iPERFORMANCE						

Based on table above, the regression equation can be arranged as follows: Y i= i19,102. The regression model means i: The constant value is equal to i= i19,102 is the constant number which means that if the independent variables i.e. $iX_{1\,i}$ (Compensation) and $iX_{2\,i}$ (Motivation) are equal to zero, then the magnitude of variable iY*)* Performance) is i19,102. iIn other words, if the independent variables (compensation and motivation) are equal to zero, then the magnitude of the dependent variable (performance) is *19.102*. $b_{1\,i}$ =i1.105 is the magnitude of the coefficient of regression of the independent variable iX_1 i(Compensation), which means that an increase (addition) of variable iX_1 i(Compensation) will increase the dependent variable iY i(Performance) by i1.105. iIf the variable of motivation tends to increase then the employee's performance will increase and vice versa. $b_{2\,i}$ = i0.134 is the magnitude of the coefficient of regression of the independent variable iX_2 i(Motivation), which means that an increase (addition) of variable iX_2 i(Motivation) will increase the dependent variable iY i(Performance) by i0.134. iIf the variable iMotivation tends to increase then the performance of employees will increase and vice versa.

Effect of iCompensation on iEmployee Performance. From the results of the research conducted, it is obtained that the simple regression equation is iY i= i21.660 i+ i1.263 iX_1 The constant value is equal to i21.660 which means that if compensation does not exist or its value is zero, then the value of the variable performance (Y) is equal to i21.660, while the coefficient of regression is equal to i1.263 which means that if the variable of compensation is increased by i1 unit, then the value of the variable of compensation (X_1) will experience a positive change of i1.263.value of the correlation coefficient shows that the correlation coefficient in the iR column between compensation and performance is equal to iR=0.942. i This shows that compensation (X_1) and performance (Y) have a very strong relationship.on the test, it can be explained that the calculation resulted in a coefficient of 16.080. i With a sample size of 35, it was found that the (df) i= in-k i= i35-

2 i (n is the number of respondents) and at the significant level of *0.*05, thus the result obtained for the$_{tabel}$ at the level of 33 is *.1*692. With this ,it can be said that compensation has a significant effect on performance because the $_{itcount}$ (16,080) is> it table (1,692). i i i i This means that partially the compensation variable has a significant effect on the performance of employees at the Office of the Agricultural Service i District i Four.

Effect of iMotivation on iEmployee Performance. From the results of the research conducted, it is obtained that the simple regression equation is iY i= i21.965 i+ i0.741 iX_2 The constant value of i21.965 means that if the motivation does not exist or the value is zero, then the value of the variable performance (Y) is equal to *.21*965 while the coefficient of regression is equal to *.07*41 which means that if motivation is increased by 1 unit, then the value of the variable performance (Y) will experience a positive change of *0.*741.The correlation coefficient value shows that the correlation coefficient in the iR column between iMotivation and iis equal to iR=0.811. i This shows that iMotivation (X_2) and iPerformance (Y) have a very strong relationship.Based on the test, it can be explained that the calculation resulted in a coefficient of *7.*956. With a sample size of 35, it was found that the (df) i= in-k i= i35-2 i (n is the number of respondents) and the significant level is *0.*05, thus the result obtained for the$_{tabel}$ at the i33 level is *.1*692. With this, it can be said that motivation has a significant effect on performance because the $_{count}$ (7.956) is> it table (1.692).

The Effect of iCompensation and iMotivation on iEmployee Performance. Based on the results of the tests conducted, we obtained the results of the calculation with a multiple linear regression equation with the equation iY= i19.102 i+ i1.105 iX_1 i+ i0.134 iX_2 . iThe constant value of i=19.102 is the constant number which means that if the independent variables iX_1 (Compensation) and iX_2 (Motivation) are equal to zero, then the magnitude of variable iY (Performance) is i19.102. iIn other words, if the independent variables (compensation and motivation) are equal to zero, then the magnitude of the dependent variable (performance) is *19.102.* ib$_1$ =1.105 i is the magnitude of the coefficient of regression of the independent variable iX_1 (Compensation) i, which means that every increase (addition) of variable iX_1 i (Compensation) i will increase the dependent variable iY i*)* Performance) is equal to i1.105. iIf the variable of motivation tends to increase then the performance will increase and vice versa. ib2=0.134 is the magnitude of the coefficient of regression of the independent variable iX_2 i(Motivation), which means that every increase (addition) of variable iX_2 i(Motivation) will increase the dependent variable iY i(performance) by i0,134 is the magnitude of the regression coefficient of the independent variable iX_1 $_i$ (Compensation), which means that any increase in the variable iX_2 i*)* Motivation) will increase the dependent variable iY i *)*performance) by i0.134.From the results of the calculation of the coefficient of determination, it is obtained that the value of the coefficient of determination is equal to iR^2 i= i0.894 This shows that the variables of compensation (X_1) and motivation (X_2) on performance (Y) is equal to *0,*894 or 89% and after adjusting this value, the remaining 11% is influenced by other variables that are not included in this research.Based on the results of the calculation of the if value, it is obtained that the calculated $_{if}$ value is equal to *135.*420 using the i95% confidence level it=5% and the idf i2 i(n-k-1) i= i35-2-1 i = i32 i(n is the number of data). iThus, the result obtained for the F$_{tabel}$ at the level of i32 is i3.29 which means that there is an effect simultaneously between iCompensation and

iMotivation on iEmployee performance at the iOffice of iAgriculture iDistrict iEmpat iLawang.

5. Conclusion

Based on the results of the research and discussion, it can be concluded as follows: Based on the t test, it can be explained that t count produces a coefficient of 16.080. With a sample size of 35 found (df) = n-k =35-2 (n is the respondent) and at a significant level of 0.05, the result obtained for t_{tabel} at the 33rd level is 1.692. With this it can be said that Compensation has a significant effect on performance because t count (16.080) > t table (1.692). Based on the t test, it can show that the t count produces a coefficient of 7.956. With a sample size of 35 found (df) = n-k =35-2 (n is the respondent) and at a significant level of 0.05, the result obtained for t_{tabel} at level 33 is 1.692. With this it can be said that Motivation has a significant influence on performance because t count (7.956) > t table (1.692). Based on the results of the calculation of the f value, the $_{calculated}$ f value is 135.420 using a confidence level of 95%, a = 5% and (df) = n-k = 35-2-1 = 32 (n is the respondent) and at a significant level of 0.05 thus the result obtained for f_{tabel} at the level of 32 is 3.29. Then the performance criteria are $_{fcount}$ 135.420> f_{tabel} 3.29 so that there is a simultaneous influence between Compensation and Motivation on Employee Performance at the Agriculture Office of Empat Lawang Regency.

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The Quality of Public Services Influenced by Competence, Motivation and Information Technology: A Systematic Literature Review

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Abstract

The quality of service for public can be used as an indicator of a government regime success . To achieve maximum service quality, competent human resources were needed. This systematic literature review aims to provide an overview influence of competence, motivation and information technology on the quality of public services . The literature review framework used a structured review method. The findings show that the first study was competence affects the quality of public services. The second study was show that motivation affects the quality of public services. The third research was shown that information technology affects the quality of public services. The implications of this research provide valuable insights for public servants, in this case the government, in formulating strategies and policies in improving the quality of public services. Based on the data that has been collected and the tests that have been carried out, the following conclusions can be drawn, the results of the first research test show that competence has a significant effect on the quality of public service. The results of the second research test show that motivation has a significant effect on the quality of public service. The results of the third research test show that information technology has an effect on the quality of public service.

Keywords: service quality, information technology, competency, motivation.

1. Introduction

The importance of public service can be used as an indicator of a government regime success. Local governments continuously strive to improve the quality of public services. In improving public services, local governments are given the flexibility to design and determine the types of services needed by the community. With this policy, local governments are expected to be able to provide excellent service quality to the local community to achieve prosperity and welfare.

The quality of excellent service in question is a service that brings the government closer to the community. This is realized by knowing and analyzing the various problems faced by the community, to then create an efficient service strategy. As an agency that seeks to provide balanced information services to the community and other institutions, the readiness of government agencies to respond to all problems, user needs and the development of information technology is the most important indicator in assessing whether the agency has implemented good services.

In today's era of globalization, the role of communication and informatics, in the form of the presence of Information and Communication Technology (ICT), has become a demanded need both in the government, private sector and society and individuals who will ultimately realize the concept of the information society. Indonesia's long-term

development plan certainly adopts this vision, especially by linking ICT initiatives with human resource development initiatives, which also contain the creation of an information and knowledge-based society. The role of ICT is also emphasized in aspects of democratization and governance. For this reason, the utilization of ICT is mandated to create the achievement of fairness, convenience, transparency, and accountability in government services to the public.

To achieve maximum service quality, competent human resources are needed. In competence there are not only skills, knowledge, and attitudes but how to apply them in accordance with performance standards. Currently, the demand for obtaining and developing quality employees continues to be urgent so that this is a special concern for an agency to get competent or highly capable employees to carry out their duties as optimally as possible so that service quality can improve.

The abilities and expertise possessed by employees are meaningless if they do not want to work hard in carrying out the tasks assigned to them. This must be a concern for the leaders of an agency in order to be able to provide motivation for their employees to be more eager to carry out the tasks that have been given. Basically, motivation can spur employees to work hard so that they can achieve their goals. This will improve the quality of service so that it affects the achievement of organizational goals (Rivai, 2016).

This systematic literature review aims to get an overview of concepts and practices on the influence of competence, motivation and information technology on service quality. This review is very useful for identifying developments in research results, recognizing possible gaps in current knowledge, and proposing useful future research agendas. After pointing out possible gaps in the reviewed research, we present conclusions and recommendations for developing further studies. This literature review will focus on the following research questions:

RQ1. How does competence affect service quality?

RQ2. How does motivation affect service quality?

RQ3. How does information technology affect service quality?

2. Literature Review

Services are actions or activities that can be offered by one party to another, these are basically intangible and do not result in any ownership. Its production can be linked or not linked to a physical product. Service is the behavior of producers in order to meet the needs and desires of consumers in order to achieve customer satisfaction (Keller, 2017).

Service quality is an action, process, and performance (Tjiptono, 2019). Service quality is defined as an action or performance that produces benefits for customers by causing a desired change in or for the benefit of the recipient. (Lovelock, 2011). Service quality is identifiable intangible activities, which have the main purpose of transactions designed to provide satisfaction for customers. (Stanton, 2018).

Public service is defined as a series of activities carried out by the public bureaucracy to meet the needs of citizen users. The users referred to here are citizens who need public services, such as making ID cards, birth certificates, marriage certificates, death certificates, certificates, and certificates. (Dwiyanto, 2017).

Public services are all service activities carried out by public service providers as an effort, fulfilling public needs and implementing the provisions of laws and regulations. Public service is an activity carried out by the government against a number of humans who have every profitable activity in a group or unit, and offers satisfaction even though the results are not tied to a physical product (Mahmudi, 2018).

Information Technology is any form of technology applied to process and transmit information in electronic form (Jogiyanto, 2018). Information technology is a technology used to process data, including processing, obtaining, compiling, storing, manipulating data in various ways to produce quality information (Warsihna, 2021). Technology is a source of power for industrialization, increasing productivity, supporting growth performance and improving a country's standard of living (Ramdani & Prakoso, 2019).

Information technology is the study of the design, development, implementation, and management of computer-based information systems, especially software and hardware applications. Information technology by this definition relates to the electronic use of computers and computer software to convert, store, protect, process, transmit, and recall all information securely (Yaumi, 2018).

From the opinions of the experts above, it can be concluded that information technology is a technology in the form of (hardware, software, use ware) that is used to obtain, transmit, process, interpret, store, organize, and use data in a meaningful way to obtain quality information.

Competence can be defined as a person's ability to do a job based on skills and knowledge. Competence is an ability to carry out or perform a job or task based on skills and knowledge and supported by the attitudes required by the job (Wibowo, 2016).

Competence is a fundamental characteristic of a person that directly affects/predicts excellent performance (Sedarmayanti, 2017). Competence is the ability to have the knowledge, skills, mastery of a task, attitude, behavior, and appreciation needed to support success (Sutrisno, 2015).

Based on the opinions of the experts above, researchers can conclude that competence is a basic characteristic of a person related to knowledge, skills, abilities, experience, attitudes, and behavior in supporting the implementation of their duties and positions in a professional, effective, efficient, transparent, and accountable manner.

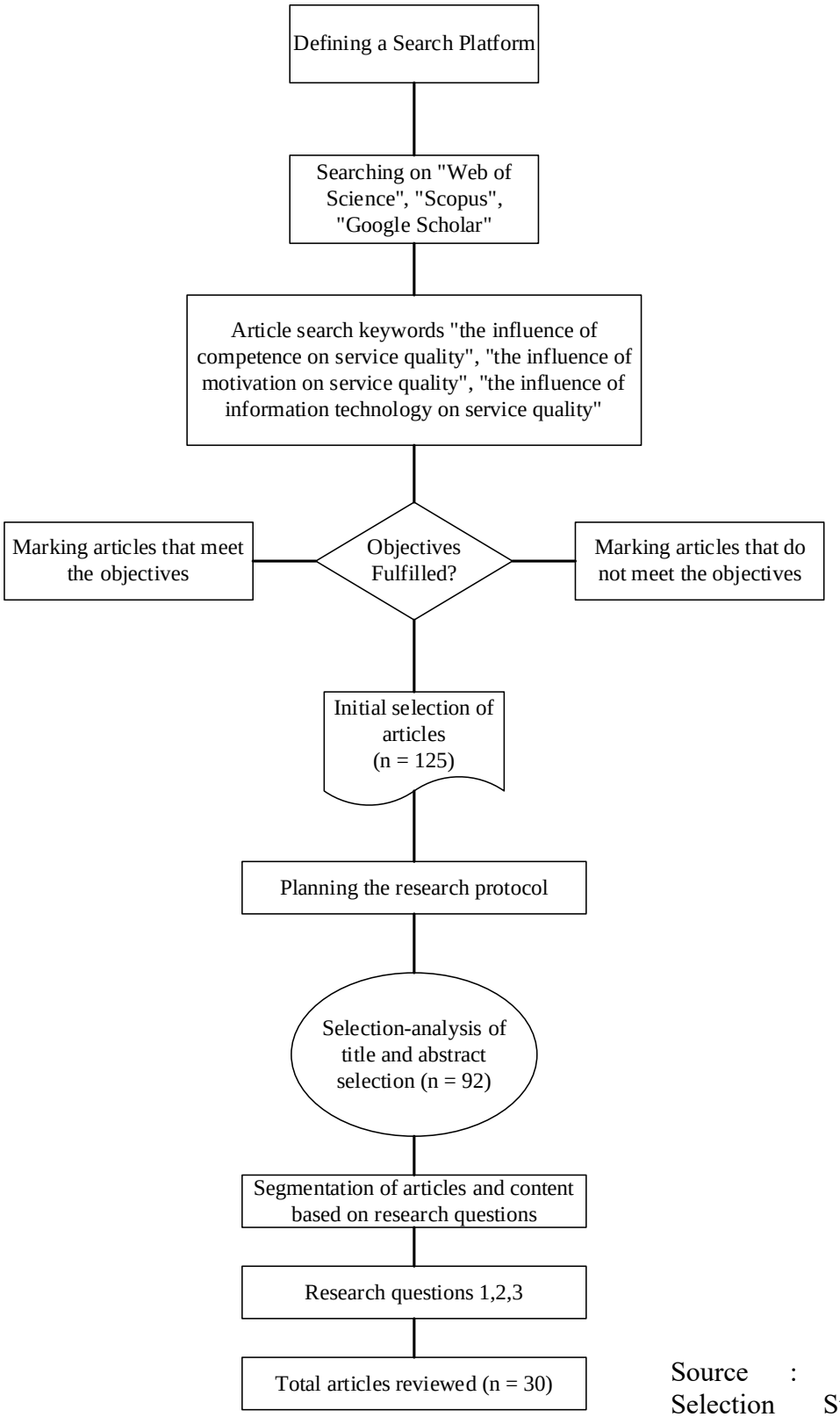
Motivation is the impetus for someone to do work (Kasmir, 2016). Motivation is the impetus for a series of human behavior processes to achieve goals (Wibowo, 2016). Work motivation is a desire that arises from within a person or individual because he is inspired, encouraged and encouraged to carry out activities with sincerity, pleasure and sincerity so that the results of the activities he does get good and quality results (Pandi, 2018). Motivation is the process of trying to influence or encourage people who are led to do the desired work, in accordance with certain goals that have been set in advance.

Motivation comes from the Latin word *movere* which means push or move. Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation is the provision of driving force that creates a person's work enthusiasm so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction. (Hasibuan, 2020).

Motivation is a set of attitudes and values that influence individuals to achieve specific things in accordance with individual goals. These attitudes and values provide both the direction of behavior (work to achieve goals), and the strength of behavior (individual effort in working) in achieving their goals. (Rivai, 2016). Based on the above opinion, it can be concluded that motivation is an encouragement of needs within employees that need to be fulfilled so that these employees can adjust to their environment and move employees to be able to achieve their goals.

3. Research Method

This study is based on a systematic review methodology that differs from conventional reviews in that it is transparent, accessible and allows for a union between the research community and practitioners, leading to an overall synthesis (Thorpe dkk., 2005). Article search databases are web of science, Scopus, and Google scholar. The keywords for searching articles are "the effect of competence on service quality", "the effect of motivation on service quality", "the effect of information technology on service quality", Researchers conducted a review to summarize evidence about several phenomena in accordance with the focus of the research question as a whole. The research methodology used adopted the research steps of the literature review by Hasan et al. (2019), Milian et Al. (2019), Witell et al. (2016), (Hasan, Yajuan, & Khan, 2020). In the first stage, researchers determined the article search platform by selecting three sources, namely "web of science", "Scopus", and "Google scholar" with selected keywords. The initial article search obtained as many as 125 articles. Furthermore, the selected articles were selected according to the research objectives by reading the title and abstract. The result obtained a total of 92 articles. The researcher selected again from 92 articles based on the three focus research questions, and in the end the total articles reviewed were 30 articles. Figure 1 shows the flow of this research.



Source : Studies Selection Strategy.

Figure 1. Systematic Literature Review Methodology Flow

4. Findings and Discussions

Based on 30 articles that have been reviewed, it is known that the development of research results on the effect of competence on service quality, the effect of motivation on service quality and the effect of information technology on service quality. Which are presented in tables 1, 2 and 3.

Table 1. The effect of competence on service quality

No	References	Research Title	Research Conclusion
1.	(Kalepo et al., 2022)	The Effect of Attitude and Work Competence on the Quality of Public Services at the Suwawa Sub-District Office, Bone Bolango Regency	Attitude variables have a significant effect on the quality of public services.
2.	(Ardiansyah, 2021)	The Effect of Employee Competence on Service Quality (Case Study at the Kiaracondong District Office, Bandung City)	Employee competence has a positive and significant influence on the quality of public services.
3.	(Asniwati & Kitta, 2019)	The Effect of Employee Competence and Office Work Facilities on Service Quality Through Employee Performance at the Karossa District Office, Central Mamuju Regency	Competence has a positive and significant effect on performance. Performance has a positive and significant effect on work quality.
4.	(Ovi Inzaghi & Rosy, 2022)	The Effect of Employee Competence and Work Facilities on the Quality of Public Services at the Purworejo Village Office	The ability of employees partially affects the quality of public services, and employee competence and work facilities simultaneously have an influence on the quality of public services.
5.	(Ady Dj et al., 2022)	The Effect of Competence and Employee Job Satisfaction on Service Quality at Mandar Majene Museum	Competency and job satisfaction variables jointly affect service quality variables.
6.	(Mahmuda et al., 2022)	Apparatus Competence in Improving the Quality of Public Services at the Manpower and Transmigration Office of Pesawaran Regency, Lampung Province	Of the 5 dimensions described, only one dimension needs improvement in the quality of public services, namely the "achievement and action oriented" dimension.
7.	(Wira Adi Saputra & Putu	Effect of Employee Competence on Service Quality of Front Office Department at Puri Saron Hotel	The employee competency variable shows a positive and significant influence on the

	Juniarta, 2022)	Seminyak	service quality variable.
8.	(Aditias et al., 2021)	The Effect of Communication and Employee Competence on Service Quality BPJS Employment Semarang Youth Branch	There is a significant, very strong, and positive influence between competence on service quality.
9.	(Wahyudi et al., 2020)	The Effect of Competence, Work Environment and Morale on Employee Service Quality at the Pinrang Regency Water Resources Management Office	Based on the results of the standardized beta value, it is known that the variables including competence, work environment and work enthusiasm have the greatest influence on the quality of service of employees of the Pinrang Regency Water Resources Management Service is the competency variable. the greatest influence on the quality of service of employees of the Pinrang Regency Water Resources Management Service is the competency variable.
10.	(Putri, 2020)	The Effect of Competence and Work Environment on Service Quality in LLDIKTI North Sumatra Region	Partially competence has a significant effect on service quality at LLDIKTI Region I North Sumatra.

Table 2. The effect of motivation on service quality

No	References	Research Title	Research Conclusion
1.	(Sobari & Faisal, 2023)	The Effect of Work Ability, Motivation and Satisfaction on the Quality of Outpatient Services in Jakarta Hospitals	There is a significant positive effect of nurses' work motivation on service quality.
2.	(Puspitawaty, 2020)	The Effect of Motivation and Competence on Front Office Performance which Impacts on Public Service Quality	The higher the motivation of front office staff, the more significant the impact on the quality of public services.

3.	(Qalbi, 2022)	The Effect of Work Motivation on the Quality of Service of the Religious Affairs Office of Penrang District, Wajo Regency	There is a positive and significant influence between work motivation on service quality.
4.	(Syahrir, 2018)	The Effect of Organizational Culture and Motivation on the Quality of Health Services at the Cibinong Regional Hospital, Bogor Regency, West Java Province	Organizational culture and motivation together have a positive and significant effect on the quality of health services.
5.	(Mulasari & Suratman, 2021)	The Effect of Motivation and Employee Performance on Public Service Quality at the Buduran District Office, Sidoarjo Regency	Employee motivation and performance variables have results that affect the quality of public services.
6.	(Sella et al., 2022)	Analysis of Employee Performance Motivation in Efforts to Improve Service Quality to Alyatakin Cellphone Customers in Banjarmasin	With high motivation, employees will tend to further improve the quality of service and performance provided.
7.	(Maulana & Ambarsari, 2022)	The Effect of Work Motivation of PT Gapura Angkasa on the Quality of Passenger Services at Ahmad Yani International Airport Semarang	Work motivation has a significant effect on passenger service quality variables.
8.	(Yudiarso, 2021)	The Influence of Ability and Work Motivation on the Quality of Nurse Service at Ahmad Dahlan Hospital in Kediri.	There is a positive and significant relationship between nurses' work motivation and the quality of nurses' services at Muhammadiyah Hospital, Kediri City.
9.	(Sofyan, 2020)	The Effect of Work Environment, Work Motivation and Organizational Commitment on the Quality of Public Services during the Covid-19 Pandemic at the Office of Industry, Trade, Cooperatives and SMEs of Selayar Islands Regency	There is a positive influence of Work Motivation variables on the Quality of Public Services during the Covid-19 pandemic at the Office of Industry, Trade, Cooperatives and SMEs of the Selayar Islands Regency.
10.	(Rosyati & Setiapriatna, 2020)	The Influence of Motivation and Employee Skills on the Quality of Service of the Personnel and General Sections at the Sukabumi Regency Training Agency	Partially, there is a significant positive effect of the Motivation Drive variable on the Service Quality variable in the Personnel and General Sector at the

			Sukabumi Regency Training Agency.

Table 3. The effect of information technology on service quality

No	References	Research Title	Research Conclusion
1.	(Wulandari & Syahrinullah, 2022)	The Influence of Information Technology and Management Information Systems on Service Quality of PT. Selalu Cinta Indonesia	Existing technology and information systems affect the quality of the company in general.
2.	(Susanti & Nurdiana, 2018)	The Effect of Information Technology Utilization on Student Service Quality	Technology utilization, SIMAK, affects student services. SIMAK is used as a center for academic and financial services to students.
3.	(Ekram et al., 2022)	Utilization of Information Technology in Public Services of the One-Stop Manunggal Office of Maluku Province	Information technology already exists in the implementation of public services, but its application has not been maximized so that the services provided are also not maximized.
4.	(Suryarini, 2020)	The Effect of Information Technology Utilization and Information Technology Task Suitability on the Performance of the Primary Tax Service Office	The variables of information technology utilization and information technology task suitability simultaneously have a positive effect on individual performance.
5.	(Ruffiah & Muhsin, 2019)	The Effect of Interpersonal Communication, Information Technology Utilization, Organizational Culture and Transformational Leadership Style on Service Quality	There is a simultaneous positive and significant influence between interpersonal communication, information technology utilization, organizational culture, and transformational leadership style on service quality.
6.	(Agustian et al., 2019)	The Effect of Management Information Systems on Improving Service Quality at PT. Jasaraharja Putra Bengkulu Branch	From the results of the t test in this study it can be concluded that the management information system has a significant effect on service quality.

7.	(Himmah & Azisi, 2019)	The Effect of Information Technology Development on IAIN Tulungagung Library Services	Services at IAIN Tulungagung Library require technology, so the development of information technology is very influential in its services because it can facilitate the work of librarians and attract the interest of visiting users by providing these facilities.
8.	(Kurniawan, 2021)	The Effect of Employee Performance and Administrative Information Technology Simultaneously on Administrative Services at SMA Negeri 10 Kerinci	There is a significant influence between administrative information technology on administrative services at SMA Negeri 10 Kerinci.
9.	(Akbar & Apollo, 2020)	The Effect of Information Technology Utilization and Fiscal Services on the Level of Taxpayer Compliance (Case Study at the Jakarta Palmerah Tax Service Office)	Information technology utilization affects the level of taxpayer compliance. This shows that many people know about new tax information and regulations. Thus, there are still many individual taxpayers who do not ignore government regulations that support the use of information technology in taxation.
10.	Yeni P., (2018)	The Effect of Information Technology Implementation on Service Quality at Kampung Sampireun Resort & SPA	Overall, the application of information technology has a real and positive effect on employee performance variables and service quality.

In this section, the author provides answers to the research questions through analysis of the selected articles. The effect of competence on service quality . The results showed that there was a significant effect of competence on service quality. This shows that the higher the competence of employees, the more the quality of service of an organization will increase. Based on several studies that have been analyzed above, it can be concluded that competence has a significant influence on the quality of service of an organization. This shows that investment in employee competence will be directly proportional to satisfactory service quality. The results of this study support the theory (Wibowo, 2018) which says that competence shows the characteristics of knowledge and skills possessed or required by each individual that enable them to perform their duties and responsibilities effectively and improve professional quality standards in their work. As the purpose of competence is to encourage the success of an organization to achieve goals. The results of this study are in line with research conducted by (Iwan Ardiansyah, 2021) entitled the effect of employee competence on service quality (Case study at the kiaracondong sub-

district office, Bandung city). This study states that competence has a significant effect on service quality. This research is also supported by research conducted by (Rusydi et al., 2020) which shows that competence affects service quality.

The effect of motivation on service quality. The effect of motivation on service quality also shows a significant level of positive influence, motivation can be said to be a basic thing that is the foundation for the quality of service provided by an organization. If the motivation of employees is high, the quality of service provided will also increase along with their motivation. The results showed that there is a significant effect of motivation on service quality. This proves that if someone has a strong motivation to complete their work in order to fulfill their responsibilities as an employee or member of an organization, then the level of service quality of these employees will be high compared to those who do not have a strong motivation both from within themselves and the motivation provided by the organization where the individual is located. In accordance with what was stated by (Arumsari et al., 2022) that motivation has a positive and significant effect on service quality. This positive influence shows that the better the higher the motivation of employees, the better the quality of service will be. The results of this study are also supported by previous research related to the effect of motivation on service quality by (Meyrisca et al., 2022) which shows that motivation has a close relationship to improving service quality. In line with one of the motivation theories used in this study, namely (Robbins & Judge, 2018) which states that motivation is the desire to do as a willingness to expend a high level of effort for organizational goals, which is conditioned by the ability of that effort to meet an individual need, this study shows the same thing that motivation in the form of all forms of desire and encouragement in making efforts to meet the needs and achievements of an individual, greatly affects the increase in work productivity even with certain conditions, in this case especially during a pandemic that limits physical work activities, as a challenge faced by every worker.

The effect of information technology on service quality. The results showed that the influence of information technology on service quality is significant. The results of the analysis show that the higher the level of utilization of information technology will have implications for improving the quality of public services, and conversely the lower the level of utilization of information technology, will result in a decrease in the quality of public services. From the studies that have been conducted, it can also be seen that information technology has a positive impact on the quality of service of an organization. There are even organizations whose service quality cannot compete because the use of information technology is not optimal. This shows that information technology has a significant positive impact on service quality. The results of this study are also supported by previous research related to the utilization of information technology in the public service of the one-roof single office of maluku province by (Irna Ekram, 2022) which shows that information technology makes significant changes related to improving service quality from time to time. In line with one of the information technology theories used in this study, namely (Ramdani & Prakoso, 2019) which suggests that technology is a source of strength for industrialization, increasing productivity, supporting performance growth and improving a country's standard of living.

5. Conclusion

Based on the data that has been collected and the tests that have been carried out, the

following conclusions can be drawn: The results of the first research test show that competence has a significant effect on service quality. The results of the second research test show that motivation has a significant effect on service quality. The results of testing the third hypothesis show that information technology has an effect on service quality. Suggestions for future researchers, namely this systematic literature review has several limitations, among others: only reviewed 30 articles published from 2018 to 2022, so the results obtained may not be optimal. Research on competence, motivation and information technology affecting the quality of public services needs to continue to be developed. A comprehensive conceptual definition that can be followed by various types of government organizations is needed.

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The Influence of Competence, Motivation and Supervision on Employee Performance at the Inspectorate of Musi Rawas Utara District

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Abstract

The title of this research is The Influence of Competency, Motivation and Supervision to Employee Performance using the quantitative researchconducted in Inspectorate Office North Musi Rawas Sub-District. The purpose of research to determine the influence of competency, motivation and seupervisonto employee performance Inspectorate Office North Musi Rawas Sub-Districtboth simultaneously and partially. The sample in this research as many as 70 employees in 2nd Inspectorate Office and related Offices in North Musi Rawas Sub-District. Data analysis technique used in this research is multiple linear regression test, coefficient of determination test, F test and t test. The results obtained are 1). The partial test (t test) performed proves competency has a significant effect on employee performance wheret_{count}5,211>t_{table}1,994 and also sig 0,002< 0,05. 2). Motivation significantly influence the performance where t_{count}2,801>t_{table}1,994 and also sig is 0,003< 0,05. 3). Supervision significantly influence the employee performance where t_{count}4,731>t_{table}1,994 and sig is 0,000. 4). Competency, Motivation and Supervision have significant influence simultaneously to employee performancein2nd North Sub-District OfficeLubuklinggau City, where F_{count}14,747 >F_{table}2,74 and also sig of 0,000< 0.05.

Keywords: competency, motivation, supervision, employee performance

1. Introduction

Performance according to Mangkunegara (2017: 67) is the result of work or work productivity both in quality and quantity achieved by a person or work team in carrying out tasks according to the responsibilities given by the organization. From the definition above, the main parameters in assessing an employee's performance are quality, quantity, work implementation process and the level of employee responsibility in the process of carrying out the tasks assigned by the organization.

The performance of the North Musi Rawas Regency Inspectorate staff is still faced with a series of challenges. Even though there have been efforts made to improve employee performance, in reality they have not yet obtained optimal results. Performance problems in the North Musi Rawas Regency Inspectorate focus on the lack of maximum quality and quantity of performance produced. The lack of optimal quality of performance can be seen from the low follow-up on the recommendations from the inspections carried out at the relevant agencies. The low follow-up on the recommendations issued, allegedly as a result of the recommendations submitted were not optimal.

In addition to the quality of performance that is still less than optimal, the quantity of work produced is still not optimal. The less than optimal quantity of employee performance is caused by the distance between offices that are far apart, which reduces

the efficiency of the inspection process carried out. In addition, the number of officials who have the capacity and authority to carry out the examination process is still not sufficient.

Timeliness is an important factor in achieving organizational goals. Without careful planning, the achievement of organizational goals will not be in accordance with the set time. Lack of planning, especially with regard to time, is still one of the performance constraints faced by the North Musi Rawas Inspectorate. The level of achievement of work program realization that is less than 100% is an indication of weak time planning carried out.

2. Literature Review

Performance. The term performance comes from the word job performance or actual performance (work achievement or actual achievement achieved by a person). The definition of performance (work achievement) is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Stephen P. Robbins (2016) suggests five employee performance indicators, namely: 1. Quality Quality of work is measured by employees' perceptions of the quality of work produced and the perfection of tasks on the skills and abilities of employees. 2. Quantity (quantity) Is the amount produced expressed in terms such as the number of units, the number of completed activity cycles. 3. Timeliness (punctuality) Is the level of activity completed at the beginning of the stated time, from the point of coordination with the output (output) and maximizing the time available for other activities. 4. Effectiveness (efectivity) Is the level of use of organizational resources (energy, money, technology, raw materials) is maximized with the intention of increasing the results of each unit in the use of resources. 5. Independence (self-sufficiency) This is the level of an employee who will be able to carry out his work function Work commitment. Is a level where employees have a commitment to work with the agency.

Competence. Levy Leboyer in Sudarmanto (2018) suggests the definition of competence as something related to talents, traits, personality and knowledge that has been achieved by someone. Another definition of competence is presented by Suryana (2014) which states that competence is an ability that must be possessed by entrepreneurs in real terms which is reflected in the ability and willingness to start a business (start up), the ability to do something new (creative), the willingness and the ability to seek opportunities, the ability and courage to take risks (risk bearing), and the ability to develop ideas and gather resources. Andrews and Higson in Spencer (2014) put forward a series of competency indicators, as follows: 1) Communication Skills: Is the ability to communicate clearly and concisely using a variety of spoken and written methods. 2) Team Working and Relationship Building Skills: Ability to work in a team, and appropriate interpersonal skills in order to build relationships with colleagues, team members and external stakeholders. 3) Self and Time Management Skills: Is the ability to manage oneself, one's time and one's schedule effectively in any situation related to a given work. 4) Ability to see the Bigger Picture: Ability to see how things are interconnected and approach work-related issues in a strategic and innovative manner. 5) Influencing and Persuading Abilities: Ability to communicate at all levels using influencing techniques and negotiation skills to positively influence others. 6) Problem Solving Abilities: Is the ability to analyze problems and situations critically and logically, and the ability to apply

the best and logical solutions to problems. 7) Leadership Abilities: Ability to lead a team, take responsibility for tasks, provide direction, provide structure and assign responsibility to others. 8) Presentation Skills: Ability to prepare and convey information effectively to different audiences in various circumstances.

Motivation. Motivation questions how to encourage subordinates' work enthusiasm, so that they want to work hard by providing all abilities and skills to realize the goals to be achieved by the organization. Hasibuan (2016) defines motivation as a stimulant of desire and driving force of one's will to work because each motivation has a specific goal to be achieved. Robbins and Judge (2014) state motivation as a process that explains the intensity of direction, and persistence of an individual to achieve his goals. Hasibuan (2016) suggests five indicators of motivation that are used as indicators in this study. The five indicators are: 1) Physiological: Fulfillment of physical/physiological needs is indicated by the provision of proper salaries to employees, bonuses, meal allowances, transportation allowances, housing facilities, and so on. 2) Security: This indicator is indicated by work security and safety facilities such as: social security for workers, pension funds, health insurance and work safety equipment. 3) Social: Shown in the form of interaction with other people, including: harmonious working relationships, the need to be accepted in groups and the need to love and be loved. 4) Awards: Namely the need to be recognized and appreciated both by superiors, colleagues and subordinates for the work produced. 5) Self-Actualization: Demonstrated by the nature of work that is interesting and challenging where employees will exert all their potential, abilities and skills.

Supervision. According to Saydam in Kadarisman (2014), said that supervision is a managerial activity, carried out with the intention that there are no deviations in carrying out the work. A deviation or error occurs or not during the execution of work depending on the ability and skill level of the employees. Supervision carried out by the leadership, especially in the form of built-in control, is a managerial activity carried out with the intention of preventing irregularities in carrying out work. According to Samsudin in Kadarisman (2015), argues that indicators in the implementation of human resource supervision need to pay attention to the following: 1) Targets to be achieved: The number of personnel that must exist in the organization or company concerned to achieve the goals to be achieved. 2) Quality of ability: What quality of workforce capabilities must fill various parts of the organization with all types of educational backgrounds. 3) Targets are carried out systematically: What are the goals in each section to be achieved and the interrelationships between these parts so that achieving organizational goals can be carried out systematically. 4) Work performance.

3. Research Method

This research uses a descriptive research type with a quantitative approach. The research design used in this research is quantitative research, namely a research method based on the philosophy of positivism, used to examine certain populations or samples. Sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative or statistical in nature with the aim of testing predetermined hypotheses (Sugiyono, 2014; 7). A quantitative research is a research that requires a lot of numbers, starting from data collection, interpretation of the data, and the appearance of the results. Likewise, at the research conclusion stage it would be better if it was

accompanied by pictures, tables, graphs, or other displays. The model used in this study is a multiple regression model using the SPSS (Statistical Program and Service Solution) computer program version 19.00. According to Priyatno (2016: 73) stated that multiple linear regression analysis is a linear relationship between two or more independent variables (X1, X2, … Xn) with the dependent variable (Y). This analysis is to determine the direction of the relationship between the independent variables and the dependent variable whether each independent variable is positively or negatively related and to predict the value of the dependent variable if the value of the independent variable increases or decreases. The population is all employees of the North Musi Rawas District Inspectorate employees as many as 30 (seven thirty) employees.

4. Findings and Discussions

Table 1. Regression Result

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.667	6.001		4.610	.000
	KOMPETENSI	.743	.231	.614	5.211	.002
	MOTIVASI	.386	.103	.237	2.801	.003
	PENGAWASAN	.592	.220	.406	4.731	.000
a. Dependent Variable: KINERJA						

The results of multiple linear regression calculations obtained the following equation: value a = 27.667, b1 = 0.743, b2 = 0.386 and b3 = 0.592 values then the values a and b are arranged into the multiple linear regression equation Y = a + b1X1 + b2X2 + b3X3, then the regression equation is as follows: Performance = 27.667 + 0.743 Competence + 0.386 Motivation + 0.592 Supervision. From the equation of the estimated value of the regression function above, it can be seen that the constant obtained is 27.667. This illustrates that without being influenced by the independent variables of competence, motivation and supervision, the performance value is β/a = 27.667. While the value of the regression coefficient which represents the competency variable has a value of 0.743 indicating that any change in the competency variable, the performance will change in a direct proportion of 0.743 assuming the other independent variables are constant. Then the value of the regression coefficient representing the motivational variable obtained a value of 0.386 indicating that any changes in the motivational variable, the performance will change directly proportional to 0.386 assuming the other independent variables are constant. The regression coefficient value representing the monitoring variable has a value of 0.592 indicating that any changes in the monitoring variable, the performance

will change in a direct proportion of 0.592 assuming the other independent variables are constant. From the calculation of the coefficient of determination, the R value is 0.512. This can be interpreted that the magnitude of the contribution of competence, motivation and supervision to the performance of employees at the North Musi Rawas District Inspectorate, is very strong. Then from the calculation of the coefficient of determination (R2) of 0.633. Means that the magnitude of the influence of competence, motivation and supervision on employee performance in the Inspectorate of North Musi Rawas Regency. The Adjusted R Square value is 0.374 or 37.4%, while the remaining 62.6% is influenced by other variables not included in this study. Testing the hypothesis in this study obtained Fcount = 14.747 > Ftable = 2.74 with a significance level of Sig = 0.006 <α = 0.05, with a significance level of 95% and a = 5% and denominator db = n-k-1 = 70 – 3 – 1 = 66 and db quantifier k = number of variables – 1 (k = 3). This means that together the competency, motivation and supervision variables have a significant influence on the performance of employees at the Inspectorate of North Musi Rawas Regency. Thus the hypothesis in the research is proven and acceptable.

5. Conclusion

It can be concluded that : 1. Partially, competency has a significant influence on employee performance at the North Musi Rawas District Inspectorate. This is evidenced by the tcount value of 5.211 and the Sig value of 0.002. The tcount value of 5.211 is greater than the ttable value of 1.994. Thus it is proven that the competence variable has a significant partial effect on performance. 2. Partially, motivation has a significant effect on employee performance at the North Musi Rawas District Inspectorate. This is evidenced by the tcount value of 2.801 and the Sig value of 0.003. The tcount value of 2.801 is greater than the ttable value of 1.994. Thus it is proven that the motivational variable has a significant partial effect on performance. 3. Partially, supervision has a significant influence on employee performance at the North Musi Rawas District Inspectorate. This is evidenced by the tcount value of 4.731 and the Sig value of 0.000. The tcount value of 4.731 is greater than the ttable value of 1.994. Thus it is proven that the monitoring variable has a significant partial effect on performance. 4. Simultaneously competence and motivation have a significant influence on employee performance at the North Musi Rawas District Inspectorate. This is evidenced by the Fcount value of 3.863 and the Sig value of 0.026. The Fcount value of 3.863 is greater than the Ftable value of 3.13. Thus it is proven that the competence and motivation variables have a significant simultaneous influence on employee performance. 5. Simultaneously motivation and supervision have a significant influence on employee performance at the North Musi Rawas District Inspectorate. This is evidenced by the Fcount value of 14.894 and the Sig value of 0.000. The Fcount value of 14.894 is greater than the Ftable value of 3.13. Thus it is proven that the variables of motivation and supervision have a significant simultaneous effect on performance. 6. Competence and supervision simultaneously have a significant influence on employee performance at the Inspectorate of North Musi Rawas Regency. This is evidenced by the Fcount value of 19.834 and a Sig value of 0.000. The Fcount value of 19.834 is greater than the Ftable value of 3.13. Thus it is proven that competence and supervision variables have a significant simultaneous effect on performance. 7. Simultaneously competence, motivation, and supervision have a significant influence on the performance provided by employees at the North Musi Rawas District Inspectorate. This is evidenced by the Fcount

value of 14.747 and the Sig value of 0.000. The Fcount value of 14.747 is greater than the Ftable value of 2.74. Thus it is proven that the competency, motivation and supervision variables have a significant simultaneous effect on performance.

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The Influence of Workload and Work Commitment through Motivation as A Moderation Variable on Employee Performance in the Development Administrative Secretariat of Lubuklinggau City

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Abstract

This study aims to test empirically the effect of workload and work commitment on employee performance with motivation as a moderating variable. The population in this study were employees at the Regional Secretariat Office of Lubuklinggau City. The sample in this study were all employees at the Regional Secretariat Office of Lubuklinggau City. The number of samples in this study were 30 respondents. The data used is primary data obtained from the results of distributing questionnaires to employees of the Regional Secretariat Office of Lubuklinggau City. The method used is Moderated Regression Analysis (MRA) with the help of SPSS software. The test shows that the first hypothesis is that workload affects employee performance. The second hypothesis is that work commitment affects employee performance. The third hypothesis is that work motivation can moderate the effect of workload on performance. The fourth hypothesis of work motivation can moderate the effect of work commitment on employee performance.

Keywords: performance, workload, work commitment, work motivation.

1. Introduction

The success of an organization, both large and small, is largely determined by the quality of human resources (HR) whose role is to plan, implement and control the organization concerned (Bukit et al., 2017). The success of the organization depends on the quality of the human resources that run it. The potential of existing employees in an organization must be utilized as well as possible so as to provide maximum results.

Human resources are central in organizations and companies, because the quality of the organization itself is very dependent on the quality of human resources as employees and service providers. In a human resource organization that meets the needs, a strategy is needed in managing human resources. Good human resource management will provide progress for agencies, especially in dealing with situations and conditions that are always changing and developing.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him, (Mangkunegara, 2016). Performance itself is the result achieved by an employee in carrying out activities within a certain period of time. Every organization tries to improve the performance of its employees in order to achieve the goals set by the organization.

Good performance is the most important capital that must be owned by an institution. In

producing optimal performance, good workload is a driving force for employees to produce good performance (Marsusanti, 2015). Excessive workload occurs as a result of a mismatch between workers and their jobs, too many workers but do the work in too little time (Palupiningsih, 2017). The more workload borne by an employee will reduce the employee's performance. Work overload describes very demanding daily tasks and overcoming them can only be done with very high effort. Employees who are overburdened at work that is too high will result in emotional exhaustion (Palupiningsih, 2017). Workload is a process carried out by a person in completing the tasks of a job or group of positions that are carried out under normal circumstances within a certain period of time, all of which are related to the indicators (Soleman, 2018).

In addition, performance is also influenced by work commitments, because through this commitment a professional work climate will be created. So, the higher the commitment to the organization can improve the employee's performance. An employee who has high performance can support the achievement of goals and objectives set by an organization. Every employee in the organization must have a high commitment to achieving the mission, vision and goals of the organization to create a good work commitment. To encourage commitment, organizations need to define and communicate their mission, create a sense of community and support employee development. In addition, management must try to involve employees in setting work goals, specifying how to achieve these goals. However, controlling employee contributions to fully support organizational goals requires employee empowerment. Empowered employees believe in organizational goals, understand what needs to be done and are willing to contribute great ideas.

At present the demand to obtain and develop qualified employees continues to be urgent so that this is a special concern for an agency to get employees who have high motivation to carry out their duties as optimally as possible so that employee performance can increase. Without employees who have high motivation in the field of work and their responsibilities, an agency will fail to realize its existence. Basically motivation can spur employees to work hard so they can achieve their goals. This will improve employee performance so that it influences the achievement of organizational goals (Rivai, 2016).

Based on the initial observations that the researchers made, information was obtained that there were still many employees whose performance was still low and not yet optimal to meet performance standards which was marked by a lack of employee attention to agency goals, employee work results did not meet the standards contained in agencies, responsibilities in each job given still lacking, there is work that is not in accordance with predetermined standards.

Based on the data obtained, it shows that the motivation of the employees of the Regional Secretariat of the City of Lubuklinggau is low, this is evidenced by the lack of interest of employees to increase their level of education. The data shows that there are 12 staff who still have high school education. In addition, motivational problems are also characterized by employees not having high enthusiasm and responsibility in carrying out each of their duties, and motivation from superiors to improve employee performance is still very weak.

The level of employee performance can be assessed by looking at the factors that

influence it, one of which is the workload factor. Problems found regarding workload, namely setting short time targets makes high workloads for employees, uneven workloads among employees result in accumulation of work so that it is not effective in working in turn, work is not completed on time, knowledge and skills possessed by employees , unable to keep up with the amount of work, the various types of work that must be done at the same time.

Problems found regarding work commitment, namely the willingness/desire to come to the office on time have not been implemented properly, there are still employees who come late to the office without explanation, a sense of pride in the organization that has not been maximized. There are several employees who do not take part in events involving the agency where they work, not optimal enthusiasm and work involvement caused by assignments that are not the main function of their field of work.

To achieve its goals and functions, the Lubuklinggau City Blood Secretariat Office must improve employee performance. Factors that can affect employee performance, agencies must pay more attention to work commitment, workload and motivation of each employee. Because these factors have a strong influence in improving employee performance.

Previous research regarding the effect of workload on performance with motivation as a moderating variable explained that testing the moderation role of work motivation on the effect of workload on performance has no significant effect (Herningsih & Purwanti, 2020). Subsequent studies explaining the effect of workload on sales promotion performance with motivation as a moderating variable show the result that motivation can affect workload on employee performance, namely motivation can reduce workload thereby increasing performance (Aksama et al., 2020). Research on work motivation moderates the effect of work commitment on auditor performance showing results that the interaction of work commitment and work motivation has a significant effect on auditor performance (Sidik & Safitri, 2020).

2. Literature Review

Motivation is an encouragement for someone to do work (Kasmir, 2016). Motivation is an impetus for a series of processes of human behavior in achieving goals (Wibowo, 2016). Work motivation is a desire that arises from within a person or individual because he is inspired, encouraged and driven to carry out activities with sincerity, pleasure and earnestness so that the results of the activities he does get good and quality results (Pandi, 2018). Motivation is a process of trying to influence or encourage the people they lead to do the work they want, according to certain goals that have been set beforehand.

Motivation comes from the Latin word movere which means encouragement or movement. Motivation in management is only aimed at human resources in general and subordinates in particular. Motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction (Hasibuan, 2020). Motivation is a desire that exists in an individual who stimulates him to take actions, both from an active perspective (motivation as a positive effort), and from a passive aspect (motivation as a stimulus and need) (Sedarmayanti, 2016).

Workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time (Rolos, 2018). Workload is the amount of work that must be carried by a position/organizational unit and is the product of work volume and time norm (Workload, 2008). Workload is having to do too many tasks or providing insufficient time to complete tasks (Chandra, 2017).

Based on Health Law Number 36 of 2009 that workload is the amount of work that must be carried by a position/organizational unit and is the product of the number of jobs and time. Every worker can work healthily without endangering himself or the people around him, for this reason it is necessary to make efforts to harmonize work capacity, workload and work environment so that optimal work productivity is obtained (Workload, 2009).

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Kasmir, 2016). Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization (Sutrisno, 2015). Performance is the embodiment of work that has been produced or carried out by employees (Priansa, 2017).

Performance can be interpreted as the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interest. Work results that have a strong relationship with the organization's strategic goals, customer satisfaction and making an economic contribution (Wibowo, 2017). Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards set by the organization. Therefore, if there are no goals and targets set in measurement, it is impossible to know the performance of a person or organizational performance if there are no benchmarks for success (Danuarta, 2017).

Work commitment is the feelings, attitudes and behavior of individuals identifying themselves as part of the organization, involved in the process of organizational activities and loyal to the organization in achieving organizational goals (Wibowo, 2017). Commitment is the degree to which employees trust and accept organizational goals, and will not leave the organization (Fakhry, 2017). Commitment is a common phenomenon that occurs in all social systems (Kaswan, 2017).

Commitment can be interpreted as self-emotional encouragement in a positive sense. Where employees who want to advance their careers are committed to pursuing excellence and achieving achievements and employees who feel important to service are committed to improving performance (Emron, 2017). Commitment is the level at which a person works to identify an organization, its goals and expectations to remain a member. Commitment is defined as a situation where an employee sided with a particular organization and its goals and desire to maintain membership in that organization (Yusuf & Syarif, 2018).

3. Research Method

This research uses a causal quantitative research design consisting of several stages including formulating problems, studying theories, formulating hypotheses, collecting data, processing data, and drawing conclusions. the research subjects used in this study

were employees of the Regional Secretariat Office of Lubuklinggau City, while the objects of this study were employee performance, motivation, workload and work commitment. This research is categorized as a population research because all populations are used as units of observation or research targets, amounting to 30 people.

This type of research is quantitative research. The data used is primary data. The data collection technique in this study is a questionnaire, then the data obtained will be analyzed using Moderated Regression Analysis (MRA). The purpose of moderating regression is to find out whether the moderating variable will strengthen or weaken the relationship between the independent variables and the dependent variable (Ghozali, 2016). Moderation analysis is used to determine whether work motivation variables can strengthen or weaken the relationship between workload and work commitment to employee performance.

4. Findings and Discussions

Based on the results of calculations, the coefficients in the Multiple Linear Regression equation are obtained as shown in the following table:

Table 1. Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.499	3.408		6.895	0.000
	Beban Kerja	0.467	0.112	0.550	4.162	0.000
	Komitmen Kerja	0.318	0.090	0.488	3.534	0.001

From the table above it is known that the value of t count (4.162) > t table (1.697) or Sig. (0.000) < 0.05. This means that the workload variable has a significant effect on employee performance. Thus it can be concluded that the first hypothesis (H1) workload affects employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted. It is known that the value of t count (3.534) > t table (1.697) or Sig. (0.001) < 0.05. This means that the work commitment variable has a significant effect on employee performance. Thus it can be concluded that the second hypothesis (H2) Work commitment has an effect on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

The results of calculating the coefficient of determination can be seen in the following table: 2.

Table 2. Results of the Coefficient of Determination

Model	*R*	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*

1	0.688[a]	0.238	0.219	4.745

From the table above shows the value of the coefficient of determination (R2¬) obtained is 0.688 which can be interpreted, changes in the value of the dependent variable employee performance are explained by all independent variables, namely workload and work commitment simultaneously by 68.8%. The rest (100% -68.8%), namely 31.2%, is influenced by other variables not examined in this study.

The results of the F test (simultaneous) on competency and motivation variables on employee performance can be seen in the following table:

Table 3. F test results

Model		*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*
1	*Regression*	281.182	2	281.182	12.487	0.001[b]
	Residual	900.723	27	22.518		
	Total	1181.905	39			

The table above shows that the Fcount value obtained is 12.487 with a significant value of 0.001 <0.05. This shows, simultaneously the independent variables of workload and work commitment have a significant influence on the dependent variable of employee performance.

The results of the Moderated Regression Analysis (MRA) test calculations can be seen as follows:

Table 4. *Moderated Regression Analysis* Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	7.404	5.386		1.375	.177
Beban Kerja	0.350	0.104	0.412	3.361	0.002
Work motivation	0.179	0.082	0.274	2.167	0.001
BK*MK	0.253	0.108	0.286	2,337	0.000

From the table above it is known that t count (2.337 > t table (1.697) and Sig. (0.002) < 0.05. The table above shows that the workload variable has a significant level of 0.002

which is less than 0.05. The parameter coefficient value is 0.253 and is positive, this means that the value of the employee performance variable will increase by 0.253 if the value of the workload variable is moderated by the work motivation variable, it increases and the other independent variables have a fixed value.It can be concluded that work motivation moderates the relationship between workload and employee performance. Where work motivation can strengthen the effect of workload on employee performance.This proves that appropriate workload can improve employee performance.Thus it can be concluded that the third hypothesis (H3) work motivation can moderate the effect of workload on employee performance at the Regional Secretariat Office Lubuklinggau City was accepted.

Table 5. Results of the Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.898[a]	0.888	0.947	3.992

From the table above it is known that the R square value is 0.888, which means that the effect of workload on performance with work motivation as a moderating variable is 88.8%.

Table 6. *Moderated Regression AnalysisResults*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	std. Error	Betas		
(Constant)	12,754	5,785		2,205	.033
Work Commitment	0.254	0.089	0.389	2,839	0.002
Work motivation	0.290	0.121	0.328	2,392	0.000
KK*MK	0.229	0.084	0.352	2,729	0.000

From the table above it is known that t count (2.729) > t table (1.697) and Sig. (0.000) < 0.05. The table above shows that the work commitment variable has a significant level of 0.000, which is less than 0.05. The parameter coefficient value is 0.229 and is positive. This means that the value of the employee performance variable will increase by 0.229 if the value of the work commitment variable moderated by the work motivation variable increases and the other independent variables have a fixed value. It can be concluded that work motivation moderates the relationship between work commitment and employee performance. Where work motivation can strengthen the effect of work commitment on employee performance. This means that the higher the work commitment moderated by work motivation, the employee's performance will increase. Thus it can be concluded that

the fourth hypothesis (H4) work motivation can moderate the effect of work commitment on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

Table 7. Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.43[a]	0.814	0.884	4.214

From the table above it is known that the R square value is 0.814, which means that the effect of work commitment on performance with work motivation as a moderating variable is 81.4%.

The effect of workload on employee performance at the regional secretariat office of lubuklinggau city. The results of the study indicate that there is a significant effect of workload on employee performance. This shows that the more optimal workload, the more employee performance will also increase.The results of this study support the theory which says that the amount of work that must be borne by a position/organizational unit is the product of the number of jobs and time. Every worker can work healthily without endangering himself or the people around him, for this reason it is necessary to make efforts to harmonize work capacity, workload and work environment so that optimal work productivity is obtained (Workload, 2009).The results of this study are in line with research conducted by (Herningsih & Purwanti, 2020) this research states that workload affects employee performance.

The effect of work commitment on employee performance at the regional secretariat office of lubuklinggau city. The results of the study indicate that there is a significant effect of work commitment on employee performance. This proves that the higher the level of work commitment, the higher the performance.The higher the organizational commitment, the higher the employee performance will be. The results of this study support the theory (Fakhry, 2017), which says that organizational commitment is the degree to which employees trust and accept organizational goals, and will not leave the organization. If employees already have a commitment to believe in and accept organizational goals and will not leave the organization, then that person will work wholeheartedly and will improve performance for satisfying results. Because a good commitment will provide maximum performance. Commitment is the relative strength of individual identification and involvement in a particular organization, including trust, support for organizational goals and values and a strong desire to use genuine efforts for the benefit of the organization and a strong will to maintain membership in the organization.The results of this study support research conducted by (Prabowo & Lestari, 2018) which states that work commitment has a significant effect on employee performance

The effect of workload on employee performance in moderation of work motivation at the regional secretariat office of lubuklinggau city. The results of the study indicate that there is a significant effect of workload moderated by work motivation on employee performance. This means that work motivation can moderate the effect of workload on

employee performance. Workload is a formal approach that organizations use to ensure that people with the right qualifications and experience are available when needed (Priansa, 2018). Workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time. Workload is a process carried out by a person in completing the tasks of a job or group of positions that are carried out under normal circumstances within a certain period of time, all of which are related to the indicators. Measurement of workload is interpreted as a technique to obtain information about the efficiency and effectiveness of the work of an organization, or position holders which is carried out systematically using job analysis techniques, workload analysis techniques or other management techniques (Soleman, 2018).

The results of this study are supported by research conducted by (Aksama et al., 2020) and (Irawan & Prasetyo, 2022), the results of the study show that work motivation can moderate the effect of workload on employee performance.

The effect of work commitment on employee performance in moderation of work motivation at the regional secretariat office of lubuklinggau city. The results showed that work motivation moderates the relationship between work commitment to performance, this is because work commitment with the support of work motivation will improve performance. This shows that the increasing work commitment supported by work motivation will also increase the performance at the Lubuklinggau City Regional Secretariat Office. High commitment will provide high performance. This shows that employees are willing to stay and devote themselves to achieving work goals because they have the same values and goals in the organization, as employees have organizational commitment, their productivity will increase and so will work performance. Organizational commitment can significantly influence the interest, tendency to stay, tendency to leave, and the efficacy of employee behavior in the organization, and their consequences for performance. The results of this study are also supported by previous research related to the effect of work commitment on employee performance with work motivation as a moderating variable by (Sidik & Safitri, 2020) which shows that work commitment is strengthened by the support of work motivation has a close relationship to improving employee performance.

5. Conclusion

Based on the data that has been collected and the tests that have been carried out, the following conclusions can be drawn: The results of the first hypothesis test indicate that workload has a significant effect on employee performance. The results of testing the second hypothesis indicate that work commitment has a significant effect on employee performance. The results of testing the third hypothesis indicate that the interaction of workload and work motivation has an effect on employee performance. The results of testing the fourth hypothesis indicate that the interaction of workload and work motivation has an effect on employee performance.

Suggestions for future researchers are: future research is expected to increase the population, research will be better if it does not only use questionnaires but is equipped with interview techniques or other methods in order to obtain valid data in accordance with the actual reality.

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The Influence of Work Competence and Commitment on Employee Performance with the Use of Information Technology as a Moderation Variable at the Regional Secretariat of Lubuklinggau City

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Abstract

This study aims to test empirically the effect of competence and work commitment on employee performance by using information technology as a moderating variable. The population in this study were employees at the Regional Secretariat Office of Lubuklinggau City. The sample in this study were all employees at the Regional Secretariat Office of Lubuklinggau City. The number of samples in this study were 30 respondents. The data used is primary data obtained from the results of distributing questionnaires to employees of the Regional Secretariat Office of Lubuklinggau City. The method used is Moderated Regression Analysis (MRA) with the help of SPSS software. From the test shows that the first hypothesis is competence affects employee performance. The second hypothesis is that work commitment affects employee performance. The third hypothesis is that the use of information technology can moderate the influence of competence on performance. The fourth hypothesis is that the use of information technology can moderate the effect of work commitment on employee performance.

Keywords: performance, information technology, competency, work commitment.

1. Introduction

Human resources (HR) play an important role in carrying out organizational or agency activities, both government agencies and private agencies. At present, where technology is developing rapidly and advances in information systems, if it is not supported by quality human resources, it will be difficult for an agency to achieve its goals. No matter how sophisticated and complete the supporting facilities of a work organization are, without adequate human resources, both in quantity (quantity) and ability (quality), then the organization or company will not succeed in realizing the vision, mission and goals of the organization.

Human resources are also the only resources that have reason, feelings, skills, knowledge and creativity, such as the role of each person towards their environment which cannot be separated from the attitude of development and the potential that exists within them to develop the environment, foster, as well as improve the welfare of the community. sustainably, (Nuraini, 2017). While the performance itself is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization, (Sutrisno, 2015). Human Resources (HR) are humans who work in an organization's environment (called personnel, workforce, workers or employees, employees). Organization is a formal union system of two or more people who work together to achieve certain goals (Hasibuan, 2016). The success of an

organization or government agency is strongly influenced by the performance of its employees.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him, (Mangkunegara, 2016). Performance itself is the result achieved by an employee in carrying out activities within a certain period of time. Every organization tries to improve the performance of its employees in order to achieve the goals set by the organization. As a service that seeks to provide balanced information services to the public and other institutions, the readiness of government agencies to respond to all problems, user needs and the development of information technology is the most important indicator in assessing whether the performance of employees at these agencies is good and optimal. Therefore information technology is an important factor in improving employee performance.

In the current era of globalization, the role of the field of communication and informatics, in the form of the presence of Information and Communication Technology (ICT), has become a demand for both government, private and community environments and individuals who will eventually realize the concept of an information society. Indonesia's long-term development plan certainly adopts this vision, especially by linking Information and Communication Technology (ICT) initiatives with human resource development initiatives, which also envisages the creation of an information and knowledge-based society. The role of Information and Communication Technology (ICT) is also emphasized in the aspects of democratization and governance. For this reason, the use of ICT is mandated to create justice, convenience, transparency and accountability in government services to the public.

To achieve good performance, competent human resources are needed. In competence there are not only skills, knowledge, and attitudes but how to apply them to match performance standards. Competence in Human Resources (HR) is one of the requirements that must be met by each individual, employees must have adequate competence in carrying out and completing work, so that the work results obtained can be optimal and satisfying. Therefore, competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job (Wibowo, 2016). No matter how sophisticated and complete the supporting facilities are owned by a work organization, without adequate employees, both in number (quantity) and ability (quality), then the organization or agency will not be able to succeed in realizing the vision, mission and goals of an agency.

In the current era of globalization, the role of the field of communication and informatics, in the form of the presence of Information and Communication Technology (ICT), has become a demand for both government, private and community environments and individuals who will eventually realize the concept of an information society. Indonesia's long-term development plan certainly adopts this vision, especially by linking Information and Communication Technology (ICT) initiatives with human resource development initiatives, which also envisages the creation of an information and knowledge-based society. The role of Information and Communication Technology (ICT) is also emphasized in the aspects of democratization and governance. For this reason, the use of ICT is mandated to create justice, convenience, transparency and accountability in government services to the public.

To achieve good performance, competent human resources are needed. In competence there are not only skills, knowledge, and attitudes but how to apply them to match performance standards. Competence in Human Resources (HR) is one of the requirements that currently demands to obtain and develop qualified employees continues to be urgent so that this is a special concern for an agency to obtain competent or highly capable employees to carry out their duties as optimally as possible so that employee performance can increase . Without employees who have high competence in the field of work and their responsibilities, an agency will fail to realize its existence. Competence provides a basis that can be accounted for in carrying out human resource management that is able to help agencies obtain, place, maintain, and develop reliable human resources for services in the era of globalization (Sedarmayanti, 2016).

In addition, performance is also influenced by employee commitment, because through this commitment a professional work climate will be created. So, the higher the commitment to the organization can improve the employee's performance. An employee who has high performance can support the achievement of goals and objectives set by an organization. Every employee in the organization must have a high commitment to achieving the mission, vision and goals of the organization to create a good work commitment. To encourage commitment, organizations need to define and communicate their mission, create a sense of community and support employee development. In addition, management must try to involve employees in setting work goals, specifying how to achieve these goals. However, controlling employee contributions to fully support organizational goals requires employee empowerment. Empowered employees believe in organizational goals, understand what needs to be done and are willing to contribute great ideas.

Based on the initial observations that the researchers made, it was found that the employee performance problems found at the Regional Secretariat Office of Lubuklinggau City, namely the lack of employee attention to agency goals, employee work results did not meet the standards found in agencies, responsibilities in each job given were still lacking.

Problems found by researchers at the Regional Secretariat Office of Lubuklinggau City regarding competence, namely the lack of knowledge of employees in dealing with obstacles when carrying out tasks, lack of understanding possessed in analyzing and solving a problem that occurs, the ability and expertise of employees related to the work carried out is not optimal, lack of experience in shaping the nature and values of self-concept, as well as the lack of employee interest in developing self-competence.

Problems found regarding work commitment, namely the willingness/desire to come to the office on time have not been implemented properly, there are still employees who come late to the office without explanation, a sense of pride in the organization that has not been maximized. There are several employees who do not take part in events involving the agency where they work, not optimal enthusiasm and work involvement caused by assignments that are not the main function of their field of work.

Problems found by researchers regarding information technology, namely the globalization of information which has an impact on public information disclosure, information gaps in society, the uneven availability of information and communication technology infrastructure, limited understanding of apparatus and society towards

information and communication technology, limited facilities and funds to support the implementation of tasks at the Regional Secretariat Office of Lubuklinggau City.

To achieve its goals and functions, the Lubuklinggau City Blood Secretariat Office must improve employee performance through factors that can affect employee performance including paying attention to competence, work commitment and information technology. Because these factors have a strong influence in improving employee performance.

Previous research regarding the effect of motivation, work commitment and telework on work productivity with information technology as a moderating variable shows the result that information technology has no significant effect on the relationship between work commitment and work productivity (Arumsari et al., 2022). Other research regarding the effect of competence moderated by information communication technology on public service performance shows positive results, namely communication information technology moderates the effect of competence on public service performance (Ali, 2017). Subsequent research examining the effect of work from home and commitment to the application of information technology as a moderating variable on employee performance shows the result that commitment affects employee performance through the application of information technology (Tambunan & Sihombing, 2022). Research on the impact of auditor performance during the Covid-19 pandemic with information technology as a moderating variable shows the result that the application of information technology is able to moderate competence on auditor performance during the Covid-19 pandemic (Nugrahanti & Zamorano, 2022).

2. Literature Review

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Kasmir, 2016). Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization (Sutrisno, 2015). Performance is the embodiment of work that has been produced or carried out by employees (Priansa, 2017). Performance can be interpreted as the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interest. Work results that have a strong relationship with the organization's strategic goals, customer satisfaction and making an economic contribution (Wibowo, 2017). Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards set by the organization. Therefore, if there are no goals and targets set in measurement, it is impossible to know the performance of a person or organizational performance if there are no benchmarks for success (Danuarta, 2017).

Information Technology is any form of technology that is applied to process and transmit information in electronic form (Jogiyanto, 2018). Information technology is a technology that is used to process data, including processing, obtaining, compiling, storing, manipulating data in various ways to produce quality information (Warsihna, 2021). Technology is a source of power for industrialization, increasing productivity, supporting performance growth and improving a country's standard of living (Ramdani & Prakoso, 2019). Information technology is the study of the design, development, implementation and management of computer-based information systems, especially software and hardware applications. Information technology according to this definition relates to the electronic use of computers and computer software to change, store,

protect, process, transmit and recall all information securely (Yaumi, 2018). Information technology is technology that is not only computer technology (hardware and software) that will be used to process and store information, but also includes communication technology to send or disseminate information (Yudanto, 2018).

Competence can be defined as a person's ability to do a job based on skills and knowledge. Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the attitudes demanded by the job (Wibowo, 2016). Competence are characteristics related to superior and or effective performance at work (Sudarmanto, 2019). Competence is a fundamental characteristic possessed by someone who has a direct effect on/can predict excellent performance (Sedarmayanti, 2017). Competence is the ability to be knowledgeable, skilled, mastery of a task, attitude, behavior, and appreciation needed to support success (Sutrisno, 2015).

Basically, commitment is individual, an attitude or behavior that is owned by each individual. Work commitment is the feelings, attitudes, and behavior of individuals identifying themselves as part of the organization, involved in the process of organizational activities and loyal to the organization in achieving organizational goals (Wibowo, 2017). Commitment is the degree to which employees trust and accept organizational goals, and will not leave the organization (Fakhry, 2017). Commitment is a common phenomenon that occurs in all social systems (Kaswan, 2017). Commitment can be interpreted as self-emotional encouragement in a positive sense. Where employees who want to advance their careers are committed to pursuing excellence and achieving achievements and employees who feel important to service are committed to improving performance (Emron, 2017).

3. Research Method

This research uses a causal quantitative research design consisting of several stages including formulating problems, studying theories, formulating hypotheses, collecting data, processing data, and drawing conclusions. the research subjects used in this study were employees of the Regional Secretariat Office of Lubuklinggau City, while the objects of this study were employee performance, information technology, competence and work commitment. This research is categorized as a population research because all populations are used as units of observation or research targets, amounting to 30 people. This type of research is quantitative research. The data used is primary data. The data collection technique in this study is a questionnaire, then the data obtained will be analyzed using Moderated Regression Analysis (MRA). The purpose of moderating regression is to find out whether the moderating variable will strengthen or weaken the relationship between the independent variables and the dependent variable (Ghozali, 2016). Moderation analysis is used to determine whether information technology variables can strengthen or weaken the relationship between competence and work commitment to performance.

4. Findings and Discussions

Based on the results of calculations with the SPSS for Windows version 23 program, the coefficients in the Multiple Linear Regression equation are obtained as follows:

Table 1. Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.977	3.585		3.620	0.001
	Kompetensi	0.376	0.106	.386	3.555	0.001
	Komitmen Kerja	0.543	0.100	.592	5.450	0.000

From the table above it is known that the value of t count (3.555) > t table (1.697) or Sig. (0.001) < 0.05. This means that the competency variable has a significant effect on employee performance. Thus it can be concluded that the first hypothesis (H1) competence affects employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

It is known that the value of t count (5.450) > t table (1.697) or Sig. (0.000) < 0.05. This means that the work commitment variable has a significant effect on employee performance. Thus it can be concluded that the second hypothesis (H2) work commitment has an effect on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.b. Hasil Uji Koefisien Determinasi

The results of calculating the coefficient of determination with the SPSS for Windows version 23 program can be seen in the following table:

Table 2. Determination Coefficient Results

Model	*R*	*R Square*	*Adjusted R Square*	*Std. Error of the Estimate*
1	0.930[a]	0.766	0.857	1.03041

From the table above, it shows that the coefficient of determination (R2) obtained is 0.766 which can be interpreted, changes in the value of the dependent variable employee performance are explained by all independent variables, namely competence and work commitment simultaneously by 76.6%. The rest (100% -76.6%), namely 23.4%, is influenced by other variables not examined in this study.

The results of the F (simultaneous) test of competency and work commitment variables on employee performance can be seen in the following table:

Table 3. F Test Results

Model	*Sum of Squares*	*df*	*Mean Square*	*F*	*Sig.*

1	*Regression*	187.179	2	187.179	94.294	0.000[b]
	Residual	65.507	27	1.985		
	Total	252.686	29			

The table above shows, the Fcount value obtained is 94.294 with a significant value of 0.000 <0.05. This shows, simultaneously the independent variables of competence and work commitment have a significant influence on the dependent variable of employee performance.

The results of the Moderated Regression Analysis (MRA) test calculations can be seen as follows:

Table 4. Results of *Moderated Regression Analysis*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	Std. Error	Beta		
(Constant)	28.293	3.042		9.300	0.000
Kompetensi	0.837	0.086	0.861	9.711	0.000
Teknologi Informasi	0.827	0.069	0.901	11.956	0.000
KO*TI	0.376	0.106	0.386	3.555	0.001

From the table above it is known that t count (3.555) > t table (1.697) and Sig. (0.001) < 0.05. The table above shows that the competency variable has a significant level of 0.001, which is less than 0.05. The parameter coefficient value is 0.0376 and is positive. This means that the value of the employee performance variable will increase by 0.0376 if the value of the competency variable moderated by the information technology variable increases and the other independent variables have a fixed value. It can be concluded that information technology moderates the relationship between competency and employee performance. Where information technology can strengthen the effect of competence on employee performance. This proves that employees who have good competence can improve employee performance. This means that the higher the competence possessed by employees with moderated information technology, the employee's performance will increase. Thus it can be concluded that the third hypothesis (H3) the application of information technology can moderate the effect of competence on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

Table 5. Determination Coefficient Results

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.901 [a]	0.812	0.807	1.19842

From the table above it is known that the R square value is 0.812, which means that the effect of competence on performance with information technology as a moderating variable is 81.2 % .

Table 6. *Moderated Regression Analysis Results*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	std. Error	Betas		
(Constant)	33,931	9.109		3,725	0.001
Work Commitment	1,538	0.181	0849	8,513	0.000
Information Technology	1,409	0.158	0.860	8,922	0.000
KK*IT	0.830	0.230	0.458	3,613	0.001

From the table above it is known that t count (3.613) > t table (1.697) and Sig. (0.001) < 0.05. The table above shows that the work commitment variable has a significant level of 0.001, which is less than 0.05. The parameter coefficient value is 0.830 and is positive. This means that the value of the employee performance variable will increase by 0.830 if the value of the work commitment variable moderated by the information technology variable increases and the other independent variables have a fixed value. It can be concluded that work information technology moderates the relationship between work commitment and employee performance. Where work information technology can strengthen the effect of work commitment on employee performance. This proves that employees who have good work commitment can improve employee performance and vice versa if work commitment is not good it will also reduce employee performance. This means that the higher the work commitment moderated by information technology, the employee's performance will increase. Thus it can be concluded that the fourth hypothesis (H4) information technology development can moderate the effect of work commitment on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

Table 7: Coefficient of Determination

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	0.908[a]	0.825	0.812	2.14904

From the table above it is known that the R square value is 0.825, which means that the effect of work commitment on performance with information technology as a moderating variable is 82.5%.

The Effect of Competence on Employee Performance at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant influence of competence on employee performance. This shows that the higher the competence possessed by employees, the performance of employees will also increase. The results of this study support the theory (Wibowo, 2018) which says that competence shows the characteristics of knowledge and skills possessed or needed by each individual that enables them to perform their duties and responsibilities effectively and raise professional quality standards in their work. As the purpose of competence is to encourage the success of an organization to achieve its goals. The results of this study are in line with research conducted by (Rukmana, 2016) entitled The Impact of Leadership, Work Motivation and Competence on Employee Performance and Their Implications for the Quality of Development Planning" (Case study at Pasundan University). This study states that competence has a significant influence on employee performance

The Effect of Work Commitment on Employee Performance at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant effect of work commitment on employee performance. This proves that the higher the level of work commitment of an employee, the higher his performance will also be. The higher the work commitment, the higher the employee's performance will also increase. The results of this study support the theory (Fakhry, 2017), which says that work commitment is the degree to which employees trust and accept organizational goals, and will not leave the organization. If an employee already has a commitment to believe in and accept organizational goals and will not leave the organization, then that person will work wholeheartedly and will improve performance for satisfactory results. Because a good commitment will provide maximum performance. Commitment is the relative strength of individual identification and involvement in a particular organization, including trust, support for organizational goals and values and a strong desire to use genuine efforts for the benefit of the organization and a strong will to maintain membership in the organization. The results of this study are in line with research conducted by (Susanto & Sukoco, 2019) and (Fitria & Yasa, 2018) this research states that commitment has a significant effect on employee performance.

The Influence of Competence on Employee Performance in Information Technology Moderation at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant effect of competency moderated by information technology on employee performance. This means that technology can moderate the effect of competency on employee performance. In competency there are not only skills, knowledge, and attitudes but how to apply them by utilizing technological sophistication to comply with standards. The more often he does the same job, the more skilled and faster he gets the job done. There is something that is no less important that an organization must have, namely statistical partners who are willing to work hard and want to achieve maximum results. The results of this study are supported by research conducted

by (Ali, 2017) the results of the study show that the competence aspect has a positive and significant effect of 0.81 on service performance and the effect is further strengthened if it is moderated by mastery of Information and Communication Technology to 0.91.

The Effect of Work Commitment on Employee Performance in Information Technology Moderation at the Lubuklinggau City Regional Secretariat Office. The results of the study show that information technology moderates the relationship between work commitment to performance, this is because work commitment with the support of information technology will improve performance. This shows that the increasing work commitment of employees supported by information technology will also increase the performance of the Lubuklinggau City Regional Secretariat Office. High commitment will provide high performance. This shows that employees are willing to stay and devote themselves to achieving work goals because they have the same values and goals in the organization, as employees have organizational commitment, their productivity will increase and so will work performance. Organizational commitment can significantly influence the interest, tendency to stay, tendency to leave, and the efficacy of employee behavior in the organization, and their consequences for performance. The results of this study are also supported by previous research related to the effect of work commitment on employee performance by (Tambunan & Sihombing, 2022) which shows that commitment strengthened by the support of information technology has a close relationship with improving employee performance.

5. Conclusion

Based on the data that has been collected and the tests that have been carried out, the following conclusions can be drawn: The results of the first hypothesis test show that competency has a significant effect on employee performance. The results of testing the second hypothesis indicate that work commitment has a significant effect on employee performance. The results of testing the third hypothesis indicate that the interaction of competence and information technology affects employee performance. The results of testing the fourth hypothesis indicate that the interaction of work commitment and information technology affects employee performance. Suggestions for future researchers are: future research is expected to increase the population, research will be better if it does not only use questionnaires but is equipped with interview techniques or other methods in order to obtain valid data in accordance with the actual reality.

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Spiritual Leadership and Rewards on Employee Performance through Job Satisfaction as an Intervening Variable at Puskesmas Sidoharjo

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Abstract

This study aims to identify and analyze spiritual leadership and rewards on employee performance through job satisfaction as an intervening variable at L Sidoharjo Health Center. The sample used was 43 respondents. Research data obtained from the results of questionnaires, direct observation and documentation. The data analysis technique uses the PLS (Partial Least Square) test, namely the Outer Model (Measuarent Model), Inner Model (Structural Model) and Hypothesis Testing. The results showed that the spiritual leadership variable had a positive and significant effect on employee performance, the reward variable had a positive and significant effect on employee performance, the spiritual leadership variable had a negative and not significant effect on employee performance through job satisfaction as an intervening variable, the reward variable had a negative and not significant effect on employee performance through job satisfaction as an intervening variable, spiritual leadership and reward variables have a positive and significant effect on employee performance and spiritual leadership and reward variables have a negative and not significant effect on employee performance through job satisfaction as an intervening variable.

Keywords: spiritual leadership, reward, job satisfaction, employee.

1. Introduction

Puskesmas L Sidoharjo is one of the effective organizations in the health sector, its vision and goal is to improve Human Resources with high morale. Employee participation is needed to achieve goals, then organizational performance is influenced by Human Resources, because Human Resources actions will be part of every Puskemas activity. Employee performance is very important because it reveals how capable they are of completing the tasks that have been given to them. Performance is a term used to describe how effective an activity, program, or policy is in carrying out its intended objectives in relation to the organization's mission, vision, and other strategic objectives. Fahmi (2017). Leaders who instill spiritual values in their employees will contribute to improving their performance. Spiritual leadership is a set of leadership qualities that are based on the belief that God has given authority to govern life. Strecker et al (2018). Puskesmas has various options to improve employee performance, including offering rewards or giving rewards to employees. Reward / reward is a form of appreciation from superiors to subordinates who have invested time, energy, and ideas to move forward to meet predetermined goals. Efendy et al. (2017). Job satisfaction is satisfaction achieved by receiving praise for one's performance, placement, handling of situations, equipment, and work environment. Maulana (2016). Job satisfaction is also a factor that must exist in employees because it aims to create optimal performance.

2. Literature Review

The results of Azlimin, Juslan's (2021) research and Riane Johnly Pio's research, Johny Revo Elia Tampi (2018) stated that spiritual leadership affects employee performance. Added by the results of research by Ifah Finatry Latiep, Reski Fausia Putri, Drianus Aprilius (2022) stated that rewards affect employee performance. But on the contrary, the results of Padmayuda Tri Rachmawan's research, Dwi Nita Aryani (2020) which concluded that spiritual leadership has no effect to employee performance through job satisfaction as variable intervening. In essence, job satisfaction is a personal matter because everyone will experience job satisfaction at different levels depending on the values that apply to him. Situations, conditions and work environments such as interesting job topics, complete and adequate infrastructure and well-established relationships between employees are also determining factors for employee job satisfaction. My observation also saw that the number of visitors per day at Puskesmas L Sidoharjo was not too crowded, making employees feel that the topic of work was less interesting, coupled with the inadequate facilities, tools and infrastructure that support employee work and there was still a lack of supportive relationships between employees, making job satisfaction in employees not optimal.

3. Research Method

The design in this study is a quantitative method research design with an associative approach. Quantitative methods aim to test established hypotheses by collecting data using research instruments, analyzing data quantitatively or statistically, and examining specific populations or samples. The purpose of associative research is to find out the relationship between two or more variables. (Sugiyono, 2016). Population is a broad category consisting of objects and subjects with certain qualities and characteristics that researchers have determined to investigate and then draw conclusions. (Sugiyono, 2016). The population in this study were all ASN and non-ASN employees at Puskesmas L Sidoharjo, totaling 75 people. The sample is part of the population in terms of size and certain characteristics. (Sugiyono, 2016). Determination of the sample using *puposive* sampling which is a sampling technique with certain considerations. (Sugiyono, 2013). The sample in this study were all ASN employees at Puskesmas L Sidoharjo, totaling 43 employees.

4. Findings and Discussions

To determine the structural relationship between latent variables, hypothesis testing must be carried out on the path coefficient between variables by comparing the p-value with alpha (0.005) or a statistic of (>1.96). The amount of P-value and also the t-statistic are obtained from the output in SmartPLS using the bootstrapping method. The results of this test get 3 hypotheses that are valid because they have a p-value <0.05 or with a t-statistic> 1.96 and there are also 3 hypotheses that are invalid because they have a p-value> 0.05 or with a t-statistic <1.96, the conclusion of the results can be seen from the explanation below:

Table 1. Hypotesis

Hypothesis	**Hypothesis**	**Conclusion**

Hypothesis 1	There is an influence of Leadership Spirituality to Employee Performance	Accepted
Hypothesis 2	There is an effect of Reward on Employee Performance	Accepted
Hypothesis 3	There is no effect of Spiritual Leadership on Employee Performance through Job Satisfaction as a Variable Intervening	Accepted
Hypothesis 4	There is no effect of Reward on Employee Performance through Job Satisfaction as Intervening Variable	Accepted
Hypothesis 5	There is an influence of Leadership Spirituality and Reward on Employee Performance	Accepted
Hypothesis 6	There is no effect of Spiritual Leadership and Reward on Employee Performance through Job Satisfaction as a variable. Intervening Variable	Accepted

Spiritual leadership has a positive and significant effect on employee performance (H1). This means that the development of spiritual leadership at Puskesmas L Sidoharjo has a good impact on employee performance because employees will always contribute through work improvement brought by leaders who instill spiritual values in their leadership which is in line with the results of research by Azlimin, Juslan (2021) and the results of research by Riane Johnly Pio, Johny Revo Elia Tampi (2018) stating that spiritual leadership affects employee performance.Reward has a positive and significant effect on employee performance (H2). This means that when employees feel that their work is recognized and appreciated properly and fairly, they will also show their performance well, which is in line with the results of research by Ifah Finatry Latiep, Reski Fausia Putri, Drianus Aprilius (2022) which states that rewards affect employee performance.Spiritual leadership has a negative and insignificant effect on employee performance through job satisfaction as an intervening variable (H3). This means that the spiritual leadership system in Puskesmas L Sidoarjo is not optimal in increasing job satisfaction on employee performance, which is in line with the results of Padmayuda Tri Rachmawan's research, Dwi Nita Aryani (2020) which also concluded that spiritual leadership has no effect on employee performance through job satisfaction as an intervening variable.

Reward has a negative and insignificant effect on employee performance through job

satisfaction as an intervening variable (H4). This means that the provision of rewards is not good which results in job satisfaction on employee performance not being optimal either. Spiritual leadership and rewards have a positive and significant effect on performance (H5). This means that leadership that applies spiritual values and if the leader plays a role in providing incentives, bonuses or other awards to employees will create job satisfaction and improve performance in employees.Spiritual leadership and rewards have a negative and insignificant effect on performance through job satisfaction as an intervening variable (H6). This means that spiritual leadership and rewards have not met the level of job satisfaction in employees which makes employee performance not good because if an organization with employees who are not satisfied in their work will make the level of employee performance low.

5. Conclusion

The conclusion of this research is : Spiritual Leadership has a positive relationship and a significant effect on Employee Performance as evidenced by a p-value of 0.000 <0.05 or with a t-statistic of 13.767> 1.96. Reward has a positive relationship and a significant effect on Employee Performance as evidenced by a p-value of 0.005 <0.05 or with a t-statistic of 2.983> 1.96. Spiritual Leadership has a negative relationship and has no significant effect on Employee Performance with Job Satisfaction as an Intervening Variable as evidenced by a p-value of 0.121> 0.05 or with a t-statistic of 1.582 < 1.96. Reward has a negative relationship and has no significant effect on employee performance with job satisfaction as an intervening variable as evidenced by a p-value of 0.782> 0.05 or with a t-statistic of 0.279 < 1.96. Spiritual Leadership and Reward have a positive relationship and significant effect on Employee Performance as evidenced by p-value 0.007 < 0.05 or t statistic 2.847 > 1. 96. Spiritual leadership and Reward have a negative relationship and have no significant effect on Employee Performance with Job Satisfaction as an Intervening Variable as evidenced by a p-value of 0.261> 0.05 or t-statistic 2.847> 1.96.

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The Influence of Work Discipline and Competence on Employee Performance of the Inspectorate of Musi Rawas Regency

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Abstract

This study aims to determine the influence of work discipline and competence on the performance of the Inspectorate of Musi Rawas Regency. The sample in the study amounted to 64 with saturated sample technique. This research method uses quantitative data sources used are secondary and primary data, data collection techniques using research questionnaires and analysis techniques using regression analysis. Based on the results of data analysis that 1) the results of the t-test calculation of the Discipline Variable (X1) on Employee Performance (Y) show tcount = 2.982 > table (2.032) meaning that partially there is an influence of discipline on performance; 2) the results of the t-test calculation of Competency Variable (X2) on Employee Performance (Y) show tcount = 3.168 > table (2.032) meaning that partially there is influence of competency on performance; 3) the results of the calculation of the F test of Discipline Variables (X1) and Competence (X2) on Employee Performance (Y) show Fcount 7.991 > Ftable = 3.25 meaning that simultaneously there is an influence of discipline and competence on performance. The conclusion of the research is that work discipline and competence affect the performance of the Inspectorate of Musi Rawas Regency.

Keywords: discipline, competence, performance

1. Introduction

Every government organization should be able to optimize human resources and how they are managed. In order to the objectives of a governmental organization, human resource management cannot be exempt from the element of staff that is expected to work best. Human resources are the resources needed by an organization. Officials are the primary assets of the organization and hold strategic roles in the organization, namely thinkers, planners and controllers of organizational activities.

Human resources are all people involved in an organization in its efforts to its goals. Human resources are the only resources that have feelings, desires, skills, knowledge, motivation, strength, and work (Hasibuan, 2020). All such human resource potential can affect an organization's efforts to its goals. Despite technological advances, advanced information, sufficient funds, and sufficient supplies. Without human resources, it is very difficult for an organization to its goals. A governmental or private organization, human resources play a role in supporting the success of an institution or organization. Human resource management is crucial for agencies and companies and this can be seen because agencies or companies need it for their organization's progress. Human resources are one

of the determinants of the effectiveness of organizations. In achieving its objectives it is not independent of the role and performance of the officers in it.

Performance is the output generated by a function or indicator of a job or profession over a certain period of time. Employee performance needs to be continuously planned as employee performance improvements are not something that can be achieved overnight, but rather require matured planning and action within a certain period of time (Wirawan, 2019). This understanding suggests that performance emphasizes the process in which improvements are made to optimize the achievement of work or performance. The performance of the officer is very necessary because through this performance it can be known the ability of the employee in carrying out the tasks entrusted to him. In order to carry out and the implementation of organizational activities properly, the staff understands the procedures in accordance with the standards of performance established by the staff.

One of the most influential factors in SDM is the discipline factor. Discipline is the consciousness and willingness of a person to obey all applicable corporate rules and social norms. (Hasibuan, 2020). Good discipline reflects a person's sense of responsibility for the task assigned to him. It encourages work ethos, morality and the achievement of the goals of the company, employees and society. Therefore, discipline is one of the important factors in maximizing the performance of employees. Without good staff discipline, it is difficult for anorganization to optimal results. A company or agency must be disciplined because it is difficult for a company to its goals without being supported by good staff discipline.

Musi Rawas is a district located in South Sumatra Province. Of course, to carry out local development affairs, each district has a district inspectorate. The function of the Regional Inspectorate is to assist the local government in the development, especially in the field of government. The District Inspectorate is a regional technical authority headed by the Head of the Ministry who is responsible to the Prince's Cabinet through the Regional Secretary. The capacity of the Regional Inspectorate in carrying out its responsibilities depends largely on the extent to which the organization is supported by productive human resources in implementing government programs.

The Regional Inspectorate also needs to be supported by highly performing and highly qualified staff. The presence of qualified staff is expected to be carried out in accordancewith the arrangements that have been established in carrying out the main tasks of general work and spatial planning. In addition, in order to optimal performance, the institution shouldbe supported by the development of human resources aimed at improving the professional quality and skills of the staff to perform its tasks and functions as best as possible.

What the researchers found in the Inspectorate of the District of Musi Rawas is the performance of the employees is less optimal that is not in accordance with the existing SOP that is proven at the time of drawing up the work plan and the SKPD budget, the staff did notcomplete the main tasks. work and work is not completed within the specified time although there is a time limit for the solution in the SOP is from 5 minutes to 3 days. resulting in the completion of the job is not maximum.

The phenomenon related to discipline that the researchers found in the Inspectorate of the

District of Music District of Rawas was that the officer was still out of office before the rest hour. As a result, the officers did not comply with the rules that exist in the District Inspectorate of Rawas County Music District at the moment, and the officer did not realize the importance of work discipline, weak discipline caused the decline of official performance. This shows that there are still many employees who come to the office not in accordance with the scheduled working hours, and still a lot of employees who do not come into the office.

Among the competence-related phenomena that researchers found in the Inspectorate District of Musi Rawas is the ability of employees to understand the tasks given by their leaders is still low and the quality of tasks solved is less satisfactory. For this purpose, the Inspectorate District of Musi Rawas can provide special training or workshops to give better understanding to employees. Ability to influence employee performance. This shows that the more competencies an employee has, the higher the performance of the employee according to his role. Seeing some reviews above me as a writer interested untic to conduct research in the Inspectorate District of Musi Rawas with the title "The Influence Of Work Disipline And Competence On Performance Employees".

2. Literature Review

In order to be able to understand the discipline of work, it is necessary to know the understanding of the work discipline. Etimologically, the discipline is derived from the English disciple which means "followers" or "successors", "teaching", "training", and so on. Discipline is a particular condition in which the people who are part of an organization are subject to existing rules with pleasure. Work is all human activity carried out to a set goal. Discipline is the consciousness and willingness of a person to obey all corporate rules and applicable norms (Hasibuan, 2010). Work discipline is a tool that managers use to change a behavior and some attempt to raise awareness and willingness of a person to obey all corporate rules and applicable social norms (Rivai, 2014). Discipline is the attitude of a person's readiness and reluctance to abide by and obey the norms of regulation that apply around him, good employee discipline will accelerate the company's goals while degraded discipline would become a barrier and slow the achievementof the company's goals (Sutrisno, 2019). It can be concluded that discipline is a tool or means for an organization to maintain its existence. With high discipline, officials will obey all existingrules, so that the business of the work can be in accordance with the established plan.

Discipline seeks to prevent delays and lazy work of employees and strives to address disagreements between employees and prevent disobedience caused by misunderstandings and misinterpretations. According to Rivai (Alfiah, 2019) there are five indicators of work discipline which are as follows: Presence is a key indicator that measures the level of discipline and generally low work discipline in employees can be reflected in the habits of employees who like to be late at work; Compliance with the regulations of work is a form of compliance of the employee to the rules of work and always comply with the procedures in force in the Office; Compliance with work standards is how much responsibility an employee has in carrying out the assigned tasks; The high level of alertness of employees is a careful and careful attitude in effective and efficient work; Work ethics is a form of indisciplinary action and employee work discipline.

In order to be able to understand the competence of the employee, it is necessary to know the understanding of that competence. Provide the hypothesis of competence as the underlying characteristic of a person and related to the effectiveness of individual performance in his/her work. In addition, Boulter and Hill (Sutrisno, 2019) argued that competence is a basic characteristic of someone who gives performance that can provide superior performance in a particular job, role, or situation. According to Finch an Crunkilton (Sudarmanto, 2019) present competence as the mastery of a tas, skill, attitude and appreciation that the SDM organisazation must hae to be able to perform the asks of work according to what is charged by the organization. It can be concluded that competence is something associated with ability, knowledge or insight and attitude that is made a guideline in carrying out responsibility.

Indicators of staff competence according to Gordon (Sutrisno, 2019): Knowledge is the awareness in the cognitive field, for example, an employee knows how to perform learning identification and how to carry out learning identity and how do goodlearning according to the needs in the company; Understanding is the cognitive and affective depth of the individual. For example, an employee in carrying out learning should have a good understanding of the characteristics and conditions of work effectively and efficiently; Skill is the ability of an individual to perform tasks or tasks assigned to him. For example, the ability of employees in choosing the method of work that is consideredmore effective and efficient; Value is the standard of behavior that has been believed and psychologically united within a person. The standard of employee behavior in the performance of tasks; Attitude is a feeling or reaction to an external stimulus. For example, the reaction to the economic crisis, feelings about the increase in wages and their proportions. Sixth, interestis a person's tendency to do something. For example, a work activity.

Etimologically, performance of the word performance of work (performance). That is the performance of the word job performance or actual performance of work performance or real performance achieved by someone is the result of work in terms of quality and quantity attained by an employee in performing his duties in accordance with the responsibilities given to him (Suparno, 2015).

Performance is the result obtained by an organization, both profit oriented and non- profit oriented, generated over a period of time. (Fahmi, 2016). Employee performance is defined as the ability of an employee to perform a certain skill. Performance is the result of work that can be achieved by a person or group of people within an organization, in accordance with their respective authority and responsibilities, in order to endeavour to the objectives of the organization concerned legally, not in violation of the law and in conformity with moral and ethical principles (Sinambela, 2016). The performance indicators are as follows (Wibowo, 2016): Target is A goal is a different situation that an individual or organization actively seeks to; Standards A standard is a measure of whether a desired goal can be achieved; Return to Feedback is the input used to measure performance progress and the achievement ofgoals; Tools or facilities Tools or means waste resources that can be used to help accomplish a goal successfully without tools or means, the task of work cannot be accomplished and thegoal cannot be solved properly; Competence Competence is the ability of a person the work that is given to him well; Motivated is the motivation; Opportunity Workers need to get an opportunity ti slow their

work performance. There are two factors that contribute to the lac of opportunity to perform, namely the availability of time and the ability to qualify.

3. Research Method

The core of this research is the method of quantitative causal research. The population of this research is the Inspectorate District of Musi Rawas, which has atotal of 64 people. In this study, the sample used was a civil service officer Inspectorate of District Musi Rawas with a total of 64 employees. The data collection techniquesused are raw data forms of data obtained based on research using research questionnaires, the test technique of research instruments using validity and reliability tests, while the testof classical hypotheses using normality and linearity tests, as well as statistical techniques.

4. Findings and Discussions

The analytical techniques used are simple linear regression, correlation coefficient, test-t. As for the results of the simple linear regression test, the influence of work discipline on the performance of officers in the Musi District Inspectorate of Rawas obtained Y = 47,423 + 0,635 X1. From the equation of the estimated value of the regression functionabove you can see the constant value obtained is a = 47,423 which means Employee Performance (Y) of 47.423 without being affected by the free variable of Labor Discipline. (X1). The regression coefficient obtained representing the Labor Discipline variable is b1=0.635 which indicates that whenever the Work Disciplines change, the Official Performance will change proportionally, which is 0.635.

The correlation coefficient (R) of the non-disciplinary variable (X1) is 0.462. This can be explained by the fact that some of the relationship between the Work Discipline Free variable (X1) and the Officer Performance Binded Variable (Y) can be said to be strong. To see the influence of the partially variable Labor Discipline on the variable Employee Performance can be explained by the t test. Based on the results of the calculation with the above t test, it can be seen that the Labor Discipline variable (X1) hasa significant impact on Employee Performance (Y) showing the tcount value = 2,982greater than the table value (2,032), and the level of significance is sig. is 0.05 This means that it can be concluded that the work discipline is partly influenced by the performance of officers in the Inspectorate of the District of Musi Rawas.

The result of the simple linear regression test Seeing the influence of competence on the performance of officials on the Musi District Inspectorate of Rawas obtained Y = 62,946 + 0,391X2. As can be seen from the equation of the estimated value of the regression function above, the constant value a = 62,946 is obtained. This shows that the performance ofthe employee (Y) of 62,946 is not affected by the free variable of ability. (X). A regression coefficient is obtained that represents the Competence variable of b2 = 0.391 which indicatesthat each time the performance of the employee changes, the performance will changerelative to the straight, which is 0.391.

And the value of the correlation coefficient (R) of the capacity-free variable (X2) is obtained at 0.517. This can be explained by the fact that some of the relationship between theindependent variable Competence (X2) and the dependent variable Employee Performance (Y) can be said to be strong. Meanwhile, based on the results of the calculation of the test t obtained tcount value = 3,168 capacity variables (X2) against

employee performance (Y) greater than the value of the table (2,032), and the level of significance is sig. It is 0.005. Thismeans that it can be concluded that some of the capacity has influenced the performance of the Inspectorate District of Musi Rawas.

The findings show that work discipline and competence have an influence on the performance of officers at the Inspectorate District of Musi Rawas. It can be seenfrom the regression equation: Y = 39,621 + 0,462 X1 + 0,298 X2. The result of the double linear regression test showed that 1) the value (constant) indicates a value of 39,621 which means if the value of the independent variable (work discipline and competence) is zerothen the dependent variable value (official) performance) in this case is 39,622 A free variable will increase or realize if increased or affected by one unit. 2) The value of the regression coefficient of the labor discipline variable (X1) to the employee performance variables (Y) is b1 = 0,462, which means that if the work discipline (X1) increases by one unit, then the staff performance will increase by 0,462. 3) The value of the variable regression coefficient of Competence (X2) against Official Performance (Y) is b2 = 0,298, meaning if Competence(X2) has an increase of one unit, then it will have an increase in Officer Performance by 0,298.

The determinant coefficient value (R2¬) is 0.583 which means that 58.30% of the variation in the value of variation of the dependent variable (employee performance) can be explained (simultaneously) by all independent variables (work discipline and competence). and the remaining 41.70% is influenced by other variables. Based on the generalization of the results of the double linear regression test obtained a calculation value of 7,991 > Ftable = 3,25, and a level of significance of sig F of 0,000. This shows that the independent variables studied (work discipline and competence) together (simultaneously) have a significant influence on the bound variables. (Performance of Employees).

5. Conclusion

Based on the results of the calculation of the test t can be described the disciplinary variable (X1) against the performance of the employee (Y) which indicates that tcount = 2,982 is greater than the value of the table (2,032), and the level of significance is sig. is 0.05 This means that it can be concluded that some discipline affects the performance of the Inspectorate District of Musi Rawas. Based on the results of the calculation of the t test it can be explained that the capacity variable (X2) against the performance of the officer (Y) indicates that tcount = 3,168 is greater than the value of the table (2,032), and the level of significance is sig. It is 0.005. This means that it can be concluded that some of the capacity has affected the performance of the Inspectorate District of Musi Rawas. Based on the recapitulation of the test results, the obtained calculation value is 7,991 > Ftable = 3,25 and the digestive rate simultaneously sig F is 0,000. This shows that together (simultaneously) research-free variables (discipline and competence) have a significant influence on the bound variables. (Performance of Employees). Based on the generalization of the test results obtained a calculation value of 7,991 >Ftable = 3,25, while the level of significance of sig F is 0,000. This shows that freevariables (discipline and competence) studied at the same time (simultaneously) have a significant influence on bound variables. (Performance of Employees).

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The Influence of Organizational Culture, Motivation and Work Discipline on Service Quality AK1 (jobseeker) at the Manpower and Transmigration Office of Musi Rawas Regency

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Abstract

This research was conducted with the aim of knowing the effect of organizational culture, motivation and work discipline on service quality for AK 1 (Job Seekers) at the Manpower and Transmigration Office of Musi Rawas Regency. This research method uses quantitative data sources used are secondary and primary data, data collection techniques using research questionnaires. There is a significant influence of organizational culture, motivation and work discipline simultaneously on service quality with Fcount (56.931) > Ftable (2.83). There is a significant influence of organizational culture and motivation simultaneously on service quality with Fcount (78.385) > Ftable (2.83). There is a significant influence of organizational culture and work discipline simultaneously on service quality with Fcount (80.863) > Ftable (2.83). There is a significant effect of motivation and work discipline simultaneously on service quality with Fcount (50.059) > Ftable (2.83). There is a significant influence of organizational culture partially on service quality with tcount (11.512) > ttable (1.682). There is a significant influence of motivation on service quality with tcount (9.181) > ttable (1.682). There is a significant effect of work discipline partially on service quality with tcount (7.016) > ttable (1.682). In conclusion, organizational culture, motivation and work discipline have an influence on the service quality of AK 1 (Job Seekers) at the Manpower and Transmigration Office of Musi Rawas Regency.

Keywords: organizational culture, motivation, work discipline, service quality.

1. Introduction

State Civil Apparatus (hereinafter abbreviated as ASN) is a profession of civil servants and government employees with work agreements in government agencies. It can also be interpreted as civil servants and civil servants with work agreements who are appointed by civil service supervisors and assigned tasks in a government position or entrusted with other tasks.

One way to achieve organizational goals is through the development of human resources within the organization. Human resource development is an activity that needs to be carried out by organizations so that the knowledge, abilities and skills of employees are in accordance with the demands of the work they do. The workforce in the organization must be placed according to the job description given to them, be disciplined about the latest methods of getting the job done and use the right tools to help them get the job done.

An employee is required to work as well as possible with the level of ability possessed by employees so that they can carry out the tasks or work assigned to employees starting

from superiors to their subordinates. Employees must be skilled and have expertise in carrying out tasks or work so that the results achieved in carrying out tasks or authorities get optimal results and it can be seen that the employee is able to carry out his duties and authorities.

In the workplace, employees must understand culture, from the surface to the depths of the cultural symbols, spirit, rituals and values. National culture at the level of values, organizational culture at the level of symbols, spirit, rituals and shared practices. In national culture there are 5 value dimensions: power distance, individualism versus collectivism, masculinity versus femininity, uncertainty avoidance, short-term long-term orientation (Sedarmayanti, 2017: 347).

According to Hasibuan Malayu S.P in Sunyoto Danang (2015: 191) motivation is a stimulus of a person's desire to work, each motive has a specific goal to be achieved in maximizing the quality and work results of employees at the Department of Manpower and Transmigration. Musi Rawas District.

Work Discipline According to Edy Sutrisno (2013: 85) discipline is an attitude of one's willingness and willingness to obey and adhere to the norms of regulations that apply around him. Good employee discipline will accelerate the achievement of company goals, while decreased discipline will become an obstacle and slow down the achievement of company goals

Services according to Hardiyansyah (2018: 13) in the American Marketing Association, that services are basically activities or benefits offered by one party to another and are essentially intangible and do not result in the ownership of anything, the production process should not be linked either. with product. stature.

Indicators in determining service quality are physical evidence, reliability, responsiveness, assurance, and empathy. In addition, employees must be able to achieve optimal and maximum performance in order to establish good relations between employees.

Based on the results of initial observations made by researchers at the Manpower and Transmigration Office of Musi Rawas Regency, it is known that related to organizational culture, it is known that in working with fellow employees they do not follow the applicable regulations because the activities carried out are habits that tend to be carried out every day so that the existing work culture has not affected the work performance of employees of the Manpower and Transmigration Office of Musi Rawas Regency. This is in line with problems in research (Sulistiawan et al., 2017). Similar problems were also found in research (Sulistiawan et al., 2017) and (Andi Ratna Sari Dewi, 2017).

Motivation is known that, there are still employees who have not been able to motivate themselves to work thoroughly and still have not optimized the ability and potential of employees at work. The problems at the research sites are similar to the research conducted by (Rosyid et al., 2021), (Edoway et al., 2019) and (Andayaningsih et al., 2020).

Understanding the analysis of work discipline analysis shows that, there are still employees who are not punctual and irregular when they come to the office, besides that there are still employees who cannot manage time during working hours and there are

still some employees. who do not have a sense of responsibility to carry out the task. Problems related to work discipline were also found in research conducted by (Kumajas et al., 2016), (Runtunuwu, Hiskia-Jonest, 2015), and (Edowai et al., 2019), (Hermawati, 2018)

Analysis of service quality shows that people's waiting rooms still lack seats so that if conditions are crowded there are still some people standing and there is still a lack of air conditioning facilities that can provide comfort when queuing. There are still employees who do not give enough trust, for example when they have taken the queue number it turns out that the employee concerned is KLU, so the community has to come back the next day and there are still employees who are not willing to help with services such as helping explain requirements and procedures related to AK services 1. Similar problems found in research conducted by (Susanti, 2019). Based on the phenomenon found, the researcher conducted this research.

2. Literature Review

Definition of Service according to (Hardiansyah, 2018) Service according to the American Marketing Association, that service is basically an activity or benefit offered by a party to another party and is essentially intangible and does not quality service can be interpreted as an effort to fulfill the needs and desires of consumers and the accuracy of their delivery in balancing consumer expectations results in the ownership of something, the production process may also not be associated with a physical product. The indicators used to measure the level of service quality are as follows: Tangible, Reliability, Responsiveness, Assurance, Emphaty.

(Edison et al., 2018)organizational culture is the result of the process of fusing the cultural and or behavioral styles of each individual previously brought into a new set of norms and philosophies, which have group energy and pride in dealing with something and certain goals.(Sedarmayanti, 2017) organizational culture is a belief, attitude and values that are generally owned, which arise in the organization, stated more simply, culture is the way we do things here. The indicators used to measure organizational culture are as follows: Individual initiative, Tolerance of risky actions, Direction, Integration, Support from management, Control, Identity, Tolerance of conflict, Communication patterns.

(Sunyoto, 2019) motivation is a stimulus for the desire for a person's willingness to work, each motive has a specific goal to be achieved. Motivation comes from the Latin word movere which means encouragement or movement(Robbins, 2018) states that motivation is a skill, in moving personnel and organizations to want to work successfully, so that the desires of the personnel and organizational goals are simultaneously achieved. The indicators used to measure the level of motivation are as follows: Physiological needs, safety needs, social needs, esteem needs, self-actualization needs.

(Sutrisno, 2020) says work discipline is an attitude of willingness and willingness of a person to obey and comply with the regulatory norms that apply around him. Good employee discipline will accelerate company goals, while declining discipline will become a barrier and slow down the achievement of goals. company. Work discipline is a tool to drive employees, so that each job can run smoothly, it must be endeavored so that there is good discipline Tery in(Dessler, 2016). The indicators used to measure work discipline are as follows: Preventive Discipline, Corrective Discipline, Progressive

Discipline.

The performance produced by employees is influenced by various variables that influence it. Of the many variables that affect performance include: organizational culture, motivation and work discipline. Based on the results of research conducted(Suparno & Sudarwati, 2014) motivation and work discipline partially or simultaneously have a positive and significant effect on performance. The influence of service quality and organizatonal culture variables on performance is supported by the results of research conducted by(Dewi, 2018), (Sulistiawan et al., 2017), (Andi Ratna Sari Dewi, 2017)and research (Maryadi, 2014)which prove the significant effect of competency variables on performance . The effect of work discipline on performance is proven by the results of a study conducted by(Laras et al., 2019), which proves that the work discipline variable has a significant effect on the service quality. The results of research conducted by(Dede Kurnia Ilahi, 2017) and (Khongida et al., 2018)which prove the significant effect of work discipline variables.

3. Research Method

The research design used is a quantitative associative design which aims to describe the relationship between two or more variables to be tested. In addition, a causal associative design is used to explain and describe a causal relationship between the independent variable (the influencing variable), the dependent variable (influenced) and the intervening variable. In this study the first independent variable (X_1) is organizational culture and the second independent variable (X_2) is motivation,and work discipline is used as the thrid variable (X_3), and the dependent variable (Y) is service quality. This study also uses a causal approach which aims to examine the level of influence of the independent variables on the dependent variable through a regression test. The data obtained were then statistically analyzed. According to (Creswell, 2018) population is defined as a collection of research objects from which data will be captured or collected, population (universe) is the whole or totality of objects studied whose characteristics will be estimated or estimated. The characteristics of the population are called parameters. The population in research can be people (individuals, groups, organizations, communities or society) or objects. The population in this study amounted to 41 employees of the Manpower and Transmigration Office of Musi Rawas Regency. The sample or also called the sample setting is representative of the population whose characteristics will be disclosed and used to estimate the characteristics of the population, therefore, if research uses the sample as a resource, what we will obtain are the characteristics of the sample (called statistics).), not population characteristics but the sample characteristics must be used to estimate the population. As with the population, in the sample there is also the concept of sample size and sample size. The number of samples is the number of sample categories studied which is denoted by the letter K, which is the same as the number of population (k = K), while the sample size (denoted by the letter n) is the size of the population used as a sample, which is always smaller than the size of the population (n). So in this study the entire population was used as the research sample, while the sample in the study amounted to 41 employees of the Manpower and Transmigration Office of Musi Rawas Regency.

4. Findings and Discussions

The influence of organizational culture partially on the service quality of AK 1 (Jobseekers) at the Manpower and Transmigration Office of Musi Rawas Regency. Partial test (t test) was conducted to prove the hypothesis whether there is an influence of Organizational Culture on Service Quality Ak 1 (Jobseekers) at the Manpower and Transmigration Office of Musi Rawas Regency by comparing tcount with ttable. The research results are as follows:

Table 1. T Test Result

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	17.041	3.735		4.563	.000
	BudayaOrganisasi	.399	.035	.879	11.512	.000

The table above shows that the value of tcount (11,512) is greater than ttable (1,682). This means that there is a positive and significant influence of organizational culture partially on the quality of AK1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency.

The effect of motivation partially on the service quality of AK 1 (Jobseekers) at the Manpower and Transmigration Office of Musi Rawas Regency.

Table 2. T Test Result

Model	Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1 (Constant)	8.818	5.575		1.582	.122
Motivasi	.850	.093	.827	9.181	.000

The table above shows that the value of tcount (9.181) is greater than ttable (1.682). This means that there is a positive and significant influence of motivation on the quality of AK1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency.

The effect of work discipline partially on the service quality of AK 1 (Jobseekers) at the Manpower and Transmigration Office of Musi Rawas Regency :

Table 3. T Test Result

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	27.685	4.610		6.006	.000
	DisiplinKerja	.899	.128	.747	7.016	.000

The table above shows that the value of tcount (7.016) is greater than ttable (1.682). This means that there is a positive and significant effect of work discipline partially on the quality of AK1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency.

The influence of organizational culture, motivation, and work discipline simultaneously on the quality of AK 1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency :

Table 4. F Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	396.816	3	132.272	56.931	.000[a]
	Residual	85.964	37	2.323		
	Total	482.780	40			

The table above shows that, , the value of Fcount (56,931) is greater than Ftable (2.83). That is, there is a positive and significant influence of organizational culture, motivation and work discipline simultaneously on the quality of AK 1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency

The simultaneous influence of organizational culture and motivation on service quality for AK 1 (Jobseekers) at the Manpower and Transmigration Office of Musi Rawas Regency:

Table 5. F Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	388.589	2	194.294	78.385	.000a
	Residual	94.192	38	2.479		
	Total	482.780	40			

The table above shows that, , the value of Fcount (78,385) is greater than Ftable (2.83). That is, there is a positive and significant influence of organizational culture and motivation simultaneously on the service quality of AK 1 (Jobseekers) at the Manpower

and Transmigration Office of Musi Rawas Regency.

The influence of organizational culture and work discipline simultaneously on the quality of AK 1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency :

Table 6. F Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	390.927	2	195.463	80.863	.000a
	Residual	91.854	38	2.417		
	Total	482.780	40			

The table above shows that, , the value of Fcount (80,863) is greater than Ftable (2.83). That is, there is a positive and significant influence of organizational culture and work discipline simultaneously on the quality of AK 1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency.

The effect of motivation and work discipline simultaneously on the quality of AK 1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency.

Table 7. F Test Result

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	349.954	2	174.977	50.059	.000a
	Residual	132.827	38	3.495		
	Total	482.780	40			

The table above shows that, the value of Fcount (50.059) is greater than Ftable (2.83). That is, there is a positive and significant effect of work motivation and discipline simultaneously on the quality of AK 1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency.

The influence of organizational culture, motivation, and work discipline simultaneously on the service quality of AK 1 (Jobseekers) at the Manpower and Transmigration Office of Musi Rawas Regency. Organizational culture is a pattern of how people do things, what they believe, what is valued and what should be avoided. Organizational culture is how and why people take different jobs within a company.According to (Fahmi, 2019), organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers. Organizational Culture is often referred to as "Organizational Culture". Work motivation is a stimulus or stimulation for every employee to work in carrying out their duties. With good motivation, employees will feel

happy and enthusiastic at work resulting in significant development and growth within the organization. (Sedarmayanti, 2017), motivation is the strength of an individual's tendency to engage in activities that are goal-directed at work. This is not a feeling of pleasure relative to the results of various jobs as well as satisfaction, but rather a feeling of being willing/willing to work to achieve work goals.

Work discipline is an attitude and behavior of a person who shows obedience, obedience, loyalty, order and order to company or organizational regulations and applicable social norms. According to (Hamali, 2017)work discipline is a management activity to carry out organizational standards. Order is the hallmark of organization and discipline is one method of maintaining that order. Service quality is a level of service related to meeting the expectations and needs of customers or users. According to(Hardiansyah, 2018) Services according to the American Marketing Association, that services are basically activities or benefits offered by a party to other parties and are essentially intangible and do not result in the ownership of something, the production process may also not be related with a physical product. The results of the analysis show that Y = 10.555+ 0.257X1+ 0.220X2+ 0.238X3. Adjusted R Square value with a coefficient of determination of 80.8%, the results of the study are that the value of Fcount (56,931) is greater than Ftable (2.83). That is, there is a positive and significant influence of organizational culture, motivation and work discipline simultaneously on the quality of AK 1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency.

This research has similarities with research conducted. Purnama Ramadhan. The Effect of Organizational Culture on Information Quality with Accounting Information Systems as a Moderating Variable. The results of this study indicate that conventional banking in Banda Aceh must be able to improve the quality of information by carrying out the functions of the accounting information system so that the quality of information will be better. And (Maryadi, 2014). The Influence of Organizational Culture on Service Quality at the Aceh Government Mother and Child Hospital. This research proves that service quality is strongly influenced by organizational culture. In an effort to improve service quality in order to institutionalize ideal behavior for each officer as organizational culture or behavior. (Talle, 2018) The Effect of Motivation on Service Quality in the Procurement Service Unit of North Mamuju Regency. The results of the study show that the effect of motivation on service quality in the North Mamuju District Procurement Unit is determined by physiological needs, safety needs, social needs, esteem needs and self-influence needs.

The simultaneous influence of organizational culture and motivation on service quality for AK 1 (Jobseekers) at the Manpower and Transmigration Office of Musi Rawas Regency

Organizational culture is different from one organization to another, each has specific characteristics that distinguish it. However, organizational culture is not always fixed, and needs to always be adapted to environmental developments. According to (Fahmi, 2019), organizational culture is a habit that has been going on for a long time and is used and applied in life work activities as one of the drivers to improve the quality of work of company employees and managers. Organizational Culture is often referred to as "Organizational Culture".”

Motivation is carried out not only from superiors, but also from oneself where this motivation is interpreted as a situation in a person's self that encourages the desire to carry out certain activities in order to achieve the expected goals.(Sedarmayanti, 2017), motivation is the strength of an individual's tendency to engage in activities that are goal-directed at work. This is not a feeling of pleasure relative to the results of various jobs as well as satisfaction, but rather a feeling of being willing/willing to work to achieve work goals.

This means that services are said to be of high quality if certain government agencies or institutions are able to provide services in accordance with the wishes of the community in the Ak 1 job seekers card service at the Manpower and Transmigration Office, Musi Rawas Regency. According to (Hardiansyah, 2018)Services according to the American Marketing Association, that services are basically activities or benefits offered by a party to other parties and are essentially intangible and do not result in the ownership of something, the production process may also not be related with a physical product.

The results show that the regression equation is Y = 10.186+ 0.280X1+ 0.327X2. and Adjusted R Square is 79.5%, the results of the study are that the value of Fcount (78,385) is greater than Ftable (2.83). That is, there is a positive and significant influence of organizational culture and motivation simultaneously on the service quality of AK 1 (Jobseekers) at the Manpower and Transmigration Office of Musi Rawas Regency

This research has similarities with research conducted. Purnama Ramadhan. The Effect of Organizational Culture on Information Quality with Accounting Information Systems as a Moderating Variable. The results of this study indicate that conventional banking in Banda Aceh must be able to improve the quality of information by carrying out the functions of the accounting information system so that the quality of information will be better. And (Maryadi, 2014)The Influence of Organizational Culture on Service Quality at the Aceh Government Mother and Child Hospital. This research proves that service quality is strongly influenced by organizational culture. In an effort to improve service quality in order to institutionalize ideal behavior for each officer as organizational culture or behavior. (Djabir, 2017)The Effect of Employee Work Motivation on Service Quality at the Baubau City Licensing and Investment Service Agency, the determinant value or contribution of the work motivation variable to public service variables is obtained by 38% while the other 62% is influenced by other factors and not examined in this research.

The influence of organizational culture and work discipline simultaneously on the quality of AK 1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency. Organizational culture has an important role in determining organizational growth. Organizations can grow and develop because the organizational culture contained in them is able to stimulate the morale of the human resources in it so that organizational performance increases. According to, organizational culture is a habit that has been going on for a long time and is used and applied in life work activities as one of the drivers to improve the quality of work of employees and company managers. Organizational Culture is often referred to as "Organizational Culture". Upholding work discipline is very important for the company. The existence of work discipline will guarantee the maintenance of order and the smooth implementation of company work, so as to obtain

optimal results. As for employees, work discipline has an impact on a pleasant working atmosphere so that it will increase enthusiasm in carrying out their work. According to (Hamali, 2017)work discipline is a management activity to carry out organizational standards. Order is the hallmark of organization and discipline is one method of maintaining that order.

This means that the service is said to be of quality if a government agency or certain institution is able to provide services in accordance with the wishes of the community in the Ak 1 job seeker card service at the Manpower and Transmigration Office, Musi Rawas Regency. According to (Hardiansyah, 2018)Services according to the American Marketing Association, that services are basically activities or benefits offered by a party to other parties and are essentially intangible and do not result in the ownership of something, the production process may also not be related with a physical product. The results of the analysis of the regression equation are Y = 14.527 + 0.315X1 + 0.321X2. the value of Adjusted R Square is 80.0%, and the F test results of the research, namely the value of Fcount (80,863) is greater than Ftable (2.83). That is, there is a positive and significant influence of organizational culture and work discipline simultaneously on the quality of AK 1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency

This research has similarities with research conducted. Purnama Ramadhan. The Effect of Organizational Culture on Information Quality with Accounting Information Systems as a Moderating Variable. The results of this study indicate that conventional banking in Banda Aceh must be able to improve the quality of information by carrying out the functions of the accounting information system so that the quality of information will be better. And(Maryadi, 2014). The Influence of Organizational Culture on Service Quality at the Aceh Government Mother and Child Hospital. This research proves that service quality is strongly influenced by organizational culture. In an effort to improve service quality in order to institutionalize ideal behavior for each officer as organizational culture or behavior. (Talle, 2018) The Effect of Motivation on Service Quality in the Procurement Service Unit of North Mamuju Regency. The results showed that the effect of motivation on service quality in the Procurement Unit of North Mamuju Regency was determined by physiological needs, safety needs, social needs, esteem needs and self-influence needs. (Dewi, 2018)The Effect of Officer Work Motivation on the Quality of Health Services at Community Health Centers in Kendari City. This study shows that giving motivation by leaders at the Kendari City Health Office has an influence that is in the high (strong) category on the quality of health services at the Health Center in Kendari City.

The effect of motivation and work discipline simultaneously on the quality of AK 1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency. Motivation is carried out not only from superiors, but also from oneself where this motivation is interpreted as a situation in a person's self that encourages the desire to carry out certain activities in order to achieve the expected goals. (Sedarmayanti, 2017)motivation is the strength of an individual's tendency to engage in activities that are goal-directed at work. This is not a feeling of pleasure relative to the results of various jobs as well as satisfaction, but rather a feeling of being willing/willing to work to achieve work goals. Work discipline is an attitude and behavior of a person who shows obedience, obedience, loyalty, order and order to company or organizational regulations and

applicable social norms.According to (Hamali, 2017)work discipline is a management activity to carry out organizational standards. Order is the hallmark of organization and discipline is one method of maintaining that order.Service quality is a level of service related to meeting the expectations and needs of customers or users. According to(Hardiansyah, 2018) Services according to the American Marketing Association, that services are basically activities or benefits offered by a party to other parties and are essentially intangible and do not result in the ownership of something, the production process may also not be related with a physical product. The result of the regression equation is Y = 9.550+0.362X1+0.622X2. Adjusted R Square value is 71.0% and the results of the study are that the value of Fcount (50.059) is greater than Ftable (2.83). That is, there is a positive and significant effect of work motivation and discipline simultaneously on the quality of AK 1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency.

This research has similarities with research conducted. Purnama Ramadhan. The Effect of Organizational Culture on Information Quality with Accounting Information Systems as a Moderating Variable. The results of this study indicate that conventional banking in Banda Aceh must be able to improve the quality of information by carrying out the functions of the accounting information system so that the quality of information will be better. And(Maryadi, 2014). The Influence of Organizational Culture on Service Quality at the Aceh Government Mother and Child Hospital. This research proves that service quality is strongly influenced by organizational culture. In an effort to improve service quality in order to institutionalize ideal behavior for each officer as organizational culture or behavior. (Dewi, 2018)The Effect of Officer Work Motivation on the Quality of Health Services at Community Health Centers in Kendari City. This study shows that giving motivation by leaders at the Kendari City Health Office has an influence that is in the high (strong) category on the quality of health services at the Health Center in Kendari City.

The influence of organizational culture partially on the service quality of AK 1 (Jobseekers) at the Manpower and Transmigration Office of Musi Rawas Regency. Changes in organizational culture are needed so that organizations can survive, develop a culture of achievement, change mindsets and maintain trust in the organization.According to Irham Fahmi (2015: 50), organizational culture is a habit that has been going on for a long time and is used and applied in the life of work activities as one of the drivers to improve the quality of work of employees and company managers. Organizational Culture is often referred to as "Organizational Culture". This means that the service is said to be of quality if a government agency or certain institution is able to provide services in accordance with the wishes of the community in the Ak 1 job seeker card service at the Manpower and Transmigration Office, Musi Rawas Regency. According to Hardiyansyah (2018: 13) Services according to the American Marketing Association, that services are basically activities or benefits offered by a party to other parties and are essentially intangible and do not result in the ownership of something, the production process may also not be related with a physical product. The result of the equation is Y = 17,041 +0.399X, that the Adjusted R Square value is 76.7. The results of data processing tcount (11,512) are greater than ttable (1,682). This means that there is a positive and significant influence of organizational culture partially on the quality of AK1

(Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency.

This research has similarities with research conducted. Purnama Ramadhan. The Effect of Organizational Culture on Information Quality with Accounting Information Systems as a Moderating Variable. The results of this study indicate that conventional banking in Banda Aceh must be able to improve the quality of information by carrying out the functions of the accounting information system so that the quality of information will be better. And(Maryadi, 2014). The Influence of Organizational Culture on Service Quality at the Aceh Government Mother and Child Hospital. This research proves that service quality is strongly influenced by organizational culture. In an effort to improve service quality in order to institutionalize ideal behavior for each officer as organizational culture or behavior. (Talle, 2018). The Effect of Motivation on Service Quality in the Procurement Service Unit of North Mamuju Regency. The results showed that the effect of motivation on service quality in the Procurement Unit of North Mamuju Regency was determined by physiological needs, safety needs, social needs, esteem needs and self-influence needs. (Djabir, 2017) The Effect of Employee Work Motivation on Service Quality at the Baubau City Licensing and Investment Service Agency, the determinant value or contribution of the work motivation variable to public service variables is obtained by 38% while the other 62% is influenced by other factors and not examined in this research.

The effect of motivation partially on the service quality of AK 1 (Jobseekers) at the Manpower and Transmigration Office of Musi Rawas Regency. Work motivation is a stimulus or stimulation for every employee to work in carrying out their duties. With good motivation, employees will feel happy and enthusiastic at work resulting in significant development and growth within the organization. Sedarmayanti (2017: 151), motivation is the strength of an individual's tendency to engage in activities that are goal-directed at work. This is not a feeling of pleasure relative to the results of various jobs as well as satisfaction, but rather a feeling of being willing/willing to work to achieve work goals. Service quality is a level of service related to meeting the expectations and needs of customers or users.According to(Hardiansyah, 2018) Services according to the American Marketing Association, that services are basically activities or benefits offered by a party to other parties and are essentially intangible and do not result in the ownership of something, the production process may also not be related with a physical product. The result of the equation is Y = 8,818 +0.850X, the Adjusted R Square value is 67.6. The results of the research are tcount (9.181) greater than ttable (1.682). This means that there is a positive and significant influence of motivation on the quality of AK1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency.

This research has similarities with research conducted. Purnama Ramadhan. The Effect of Organizational Culture on Information Quality with Accounting Information Systems as a Moderating Variable. The results of this study indicate that conventional banking in Banda Aceh must be able to improve the quality of information by carrying out the functions of the accounting information system so that the quality of information will be better. And(Maryadi, 2014). The Influence of Organizational Culture on Service Quality at the Aceh Government Mother and Child Hospital. This research proves that service quality is strongly influenced by organizational culture. In an effort to improve service

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The effect of work discipline partially on the quality of AK 1 (Jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency. Work discipline is an attitude and behavior of a person who shows obedience, obedience, loyalty, order and order to company or organizational regulations and applicable social norms. According to(Hamali, 2017) work discipline is a management activity to carry out organizational standards. Order is the hallmark of organization and discipline is one method of maintaining that order. Service quality is a level of service related to meeting the expectations and needs of customers or users. According to(Hardiansyah, 2018) Services according to the American Marketing Association, that services are basically activities or benefits offered by a party to other parties and are essentially intangible and do not result in the ownership of something, the production process may also not be related with a physical product. The result of the equation is Y = 27,685 +0.899X, where the result of the SPSS output is a = 27,685. Adjusted R Square value of 54.7%. As for the results of the study, namely the value of tcount (7.016) is greater than ttable (1.682). This means that there is a positive and significant effect of work discipline partially on the quality of AK1 (jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency.

This research has similarities with research conducted. Purnama Ramadhan. The Effect of Organizational Culture on Information Quality with Accounting Information Systems as a Moderating Variable. The results of this study indicate that conventional banking in Banda Aceh must be able to improve the quality of information by carrying out the functions of the accounting information system so that the quality of information will be better. And(Maryadi, 2014). The Influence of Organizational Culture on Service Quality at the Aceh Government Mother and Child Hospital. This research proves that service quality is strongly influenced by organizational culture. In an effort to improve service quality in order to institutionalize ideal behavior for each officer as organizational culture or behavior. (Talle, 2018) The Effect of Motivation on Service Quality in the Procurement Service Unit of North Mamuju Regency. The results showed that the effect of motivation on service quality in the Procurement Unit of North Mamuju Regency was determined by physiological needs, safety needs, social needs, esteem needs and self-influence needs. (Djabir, 2017)The Effect of Employee Work Motivation on Service Quality at the Baubau City Licensing and Investment Service Agency, the determinant value or contribution of the work motivation variable to public service variables is obtained by 38% while the other 62% is influenced by other factors and not examined in this research.

5. Conclusion

It can be concluded that: (1) There is a positive and significant influence of organizational culture, motivation and work discipline simultaneously on the quality of AK 1 (jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency. (2) There is a positive and significant influence of organizational culture and motivation simultaneously on the quality of AK 1 (jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency. (3) There is a positive and significant influence of organizational culture and work discipline simultaneously on the quality of AK 1 (jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency. (4) There is a positive and significant effect of work motivation and discipline simultaneously on the quality of AK 1 (jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency. (5) There is a positive and significant influence of organizational culture partially on the quality of AK1 (jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency. (6) There is a positive and significant influence of motivation on the quality of AK1 (jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency. (7) There is a positive and significant effect of work discipline partially on the quality of AK1 (jobseekers) services at the Manpower and Transmigration Office of Musi Rawas Regency.

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The Correlation between Discipline, Motivation and Compensation on the Performance of the Land Office of Musi Rawas District

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Abstract

The effectiveness of a company's workforce affects whether it is successful in completing its objectives. This study intends to investigate and assess how salary, incentive, and employee performance is impacted by discipline at the Land Office of the Musi Rawas Regency in South Sumatra, Indonesia. Research of this kind is quantitative. All employees of Musi Rawas Regency's Land Office make up the study's population. Forty respondents received questionnaires. Statistical Package for Social Sciences (SPSS) version 24 multiple linear regression approach is the analytical technique employed. The study's findings show that while each discipline, motivation, and compensation component individually and jointly has a beneficial effect that is significant on performance, the compensation variable has a very strong overall influence on employee performance. In light of the aforementioned conclusions, the organization's leadership must constantly raise or maintain the level of compensation to ensure that workers exhibit acceptable work ethics, addition to providing non-financial compensation needs to be considered by increasing facilities in the office in various forms so that employees can be motivated and disciplined positively and have a high commitment to the organization.

Keywords: discipline, employee performance, compensation, motivation.

1. Introduction

As an organization, government agencies are increasingly required to be involved in achieving the success of their main tasks and functions. The accomplishment of a company will be impacted by the ability to convey information in an open, balanced, and equitable manner for all interested parties Employees in Employees that are capable of producing good performance can significantly contribute to carrying out an organization's activities, making them one of the most crucial assets in attaining the goals of an organization. The National Land Office, previously known as the agrarian office, is a non-ministerial government agency in Indonesia that has duties and functions nationally, regionally, and regional in the land sector. It is referred to as the Regional Office of the National Land Agency, South Sumatra, Indonesia at the regional level.

In An effort to achieve superior performance, the land office must involve its employees who are active by encouraging a high level of motivation in both from within and from outside, additional to motivation, the degree of discipline becomes a benchmark in improving organizational performance and as a fulfillment of employee needs for adequate compensation. appropriate and meet standards have an impact on improving employee performance. Employees are human resources who are different from other production factors because they have different feelings, thoughts, desires, and backgrounds (Rosmadi & Tachyan, 2018).

Low levels of The amount of compensation and benefits offered by the business, the level of responsibility for the work completed, the level of attendance at work due to a lack of employee discipline, and the efficient or inefficient use of time are all indicators of employee performance in an organization or company. It is also claimed that employee performance is below average when performing work. (Isvadiarti and Fuadah, 2017) Completed work by an individual or group inside the organization in accordance with their particular duties constitutes performance. (Mathis and Jackson, 2016) Furthermore (Hasibuan, 2018) then organizational performance is a mirror of individual performance (Mahmudi, 2013) Increased employee productivity can be used as a significant factor for building human resources for businesses, and it will affect stability as those goals are attained. (Purnomo & Djudi, 2017) Related to employee The ability of personnel to adhere to all rules and regulations is discipline. Administrative regulations, following the opinion (Bagus Memuji mengalem Hartatik, 2014) employee being disciplined is a method or instrument for the organization to maintain its existence, The implementation of work can be in line with the defined plan since highly disciplined staff will abide by all laws is determined. Singodimedjo in (Edy Sutrisno, 2016) states that The attitude and readiness to obey that a person exhibits is what is known as discipline and follow the rules that are in place around him. Human resources are one of the organizational resources that are crucial to achieving its objectives. Due to the significance of the human element in the long-term and short-term goals of business (Wilson Bangun, 2014).

Self-control is a good discipline (Priyono, 2016) Many people are aware that self-discipline has the potential to improve employee performance because of an increase in awareness of following business policies, according to (Husain, 2018) stating that Employee performance will improve with increased work discipline. In addition to discipline, company or organizational performance also requires work motivation high employee motivation, and motivation as a force that arises engenders passion and persistence to attain a desired goal from within or from without a person (Daft, 2020) according to (Endah, 2016) motivation is a factor that affects the enthusiasm and enthusiasm of employees to participate actively in pro Work ice, according to (Susanti, 2017) Discipline is a means of instilling a sense of accountability and an obligation in employees to follow the established norms. Other factors influencing employee performance in an organization besides motivation, other aspects such as compensation greatly affect employee performance, because compensation is a sign of the company's remuneration to employees for their loyalty to the company (Anggela & Widjaya, 2020) Workers may receive compensation as a just and appropriate reward for their efforts in attaining organizational objectives (Aditya & Riyadi 2019) In increasing job satisfaction and employee performance compensation has an important role, as research conducted by (Berliana et al, 2018) Providing reasonable compensation will provide benefits for the company as well as for employees (Idris et al, 2020).

Previous research has demonstrated Workplace discipline and employee performance are significantly correlated (Harlie, 2012). Furthermore, research conducted by(Sajangbati, 2013) shows that work discipline has a big impact on how well employees perform. Research conducted by(Katiandagho et angkatan laut(AL), 2014) shows that performance has a significant effect on employee performance. In addition to discipline in the evaluation, this study also examines the role of motivation in influencing

performance, as research results (Setiawan, 2013) show that Employee performance is positively and significantly impacted by work motivation. Research conducted by (Dwipayana, 2014) demonstrate how employee performance is positively and significantly impacted by work motivation. research carried out by (Susanty & Baskoro, 2012) shows that motivation has an effect on a worker's performance. Research conducted (Sajangbati, 2013) demonstrates that employee performance is significantly impacted by motivation. Moreover, research was done by (Leonardo, 2015) states that employee compensation will greatly affect performance, if the compensation given is appropriate, employees are more satisfied and motivated to achieve organizational goals. Workers who are satisfied with their work can be seen from their sense of enthusiasm for meeting the work standards set by the company (Rosita, 2016). Meanwhile (Syah, 2013) states that compensation has a favorable impact on employee job satisfaction. Other research (Hameed, 2014) explained that compensation is able to affect employee performance. Employee performance is positively impacted by compensation (Salisu et al, 2015) this is consistent with the findings of studies (Humaeroh, 2015) that both monetary and non-monetary rewards have a big impact on workers' performance.

The Land Office of Musi Rawas Regency, South Sumatra is an organization whose scope and volume of tasks and functions of management in handling the land sector are very broad, cross-sectoral, and cover various aspects, namely infrastructure and land measurement aspects, aspects of land legal relations, aspects of land tenure and administration. land, aspects of land acquisition, and elements of land disputes, including the fact that there is still a dearth of staff discipline, were seen in the field by the researchers, this can be seen from the condition of employees who are often absent, come late and have low enthusiasm for work, as a result, The compensation received by employees is low, as an illustration of The table below displays the level of employee discipline

Table 1. Employee Discipline Data in 2020

Month	Lately Comes	Permint	Alpha	Go Home Early	Total
January	13	3	3	5	43
February	10	2	3	6	42
March	11	3	4	5	45
April	8	4	2	4	40
May	12	2	3	5	40
June	13	3	2	5	40

The disciplinary data table above shows that the overall number from January to June, the highest number from the sum of the average total number of employees in March is 45, and the lowest figure is in the month of March. June, a number of 40 people, It is possible to draw the conclusion that the discipline of employee job attendance, the desire

to work was not yet productive, so that it would result in work piling up and the results of land service incomes declining state revenues. decreased productivity. Due to the fact that high levels of discipline ensure that workers and subordinates observe all laws and rules, businesses are able to conduct their business in accordance with a predetermined plan (Roebing Gunawan, 2017). also that the results of the employee performance of the Musi Rawas district land office, South Sumatra, are decreasing from 2019-2020

Table 2. Data on the results of employee performance appraisals.

Behaviour	Weight	Year 2019 Work Value Score	Score (%)	Weight	Year 2020 Work Value Score	Score (%)
Dicipline	10	75	7,5	10	65	6,5
Motivation	10	70	7,0	10	60	6,0
Work Together	10	80	8,0	10	70	7,0
Responsibility	10	85	8,5	10	80	8,0
Work Result						
Work quality	20	70	14	20	60	12
Work Quantitiy	20	75	15	20	65	13
Job Skills	20	75	15	20	70	14
Total	100		75	100		66,5

The information in table 2 above demonstrates that the effectiveness of the land office employees in the Musi Rawas district, South Sumatra, has decreased from 2019-2020 with a figure of 75% to 66.5%. From the phenomenon is taken into account (Oyemomi et al, 2016). Choudhary et al., 2013).

2. Literature Review

According to to (Colquitt, 2015) Job Performance is the collection of worker actions that support organizational goals. A person will perform at their best if they receive advantages and are given an incentive in a fair and reasonable manner, according to the theory of balance, which is implemented in performance. Wexley and Yulk (Sinambela, 2016) also defined performance by Sinambela as an The ability of an employee to do a certain skill and the employee's performance are highly important since it will be clear from the performance how well the employee is able to complete the tasks that have been given to him. precise and quantifiable and jointly determined as a reference in work.

According to (Samuel et al, 2017) The ability of an organization is referred to as

organizational performance or company to achieve high-income profits, *market share*, product quality, fairly good financial results, sustainability, and the achievement of company goals with relevant strategies. (Gunadi & Kistyanto., 2018) defines performance as the output of the work process carried out by individuals within a targeted time period using creativity to achieve the company's work goals, further (Rahman & Kistyanto, 2019) states that Performance is an accomplishment of good work performance in terms of quantity and quality that has been completed in accordance with the standards established by the firm.

Performance refers to the achievement of results that have been targeted according to the plan, thus performance evaluation is said to be the hub of performance management (Cardy & Leonard, 2015) in addition to Organizational performance is a way of thinking that combines several human resource operations and a strategic approach to configuring human resources. or individual actions required to meet company objectives (Anita, 2014) When measuring organizational success as a proxy for productivity, corporate employees' involvement of these observations, researchers are interested in examining the level of discipline, work motivation, and compensation, and their effect on employee performance at the land office of Musi Rawas district, South Sumatra. Furthermore, according to Schermerhorn, 2010) Individual characteristics like talent and experience, organizational factors like resources and technology, and Performance is most affected by effort, or simply a person's desire to exert a lot of effort. Ability and experience, organizational assistance like technology resources and effort, or an individual's willingness to put a lot of effort into their work are all examples of these factors.

According to Handoko (Sinabela, 2016) Work discipline refers to a person's willingness to adhere to organizational rules after awakening to their own consciousness (Singodimedjo in Sutrisno, 2014) says Discipline is a way of life and a readiness to follow the rules of norms that go around him Siagian in Sutrisno, (2016) in a narrower sense, discipline is defined as actions taken by providing for correcting wrong behavior and attitudes in all employees, according to (Terry in Sutrisno, 2016) discipline is a tool for motivating employees so that each worker can run smoothly, then efforts must be made to have good discipline. Terry does not agree that discipline is only associated with Because punishment is essentially the last technique to impose discipline, it is unpleasant things (punishment). Discipline has two meanings, the first of which entails teaching or imprinting behavior through the use of rewards (Beach in Sutrisno, 2016). Alternatively known as punishment, the second, more limited definition of discipline simply refers to the act of punishing the offender. It can be said that employees are disciplined if they are willing to carry out all of their duties and responsibilities with awareness because discipline is essential for the business's success., according to (Hasibuan, 2018). Individual awareness of and willingness to adhere to the laws and social norms is a sort of discipline that apply within the company. enforced to attain shared objectives.

Discipline is essential to a company's ability to perform at a high level; without the assistance of effective employee management, it is challenging for businesses to realize their objectives. As a result, discipline is essential to a company's ability to achieve its objectives; The more disciplined a company's personnel are, the more successful they are. Work that can be created, but without proper discipline, it can be challenging for businesses to get the best results (Rivai and Sagala, 2013) This backs up studies by

Aromega et al. (2019) and Labudo (2013) that find that maintaining job discipline has positive and significant impact on adhering to rules. (Edy Sutrisno, 2018) argues that Discipline is defined as a person's behavior in accordance with current work procedural norms or as adherence to the written and unwritten principles in conduct of the company.

According to (Senches & Sahuqullo, 2012) Motivation is based on emotions and goals related to work performance. David McClelland, (1961) argues that someone who has high achievement prefers a job that involves skill and effort, providing a clear trade-off between work needs and motivation. According to (Mendol & Marcus, 2015) said that for every action taken by humans the motivation achieved is the power to achieve psychologically so that it affects behavior at work. According to (Yuli in Dahlan, 2018) motivation is a behavior formation that is characterized by a form of activity or activity through a psychological process, both influenced by intrinsic and extrinsic factors that can direct it in achieving what you want, namely goals. According to (Samsuddin, 2009) According to (Widodo, 2015), motivation is the power that exists from within a person that drives his behavior to take action, whereas (Widodo, 2015) The process of persuading someone or a group of people to desire to do something after being persuaded to do it by an outside source is called motivation. (Viktor Vroom in Ulber et al. Silalahi, 2015) The process of persuading someone to engage in various types of desired behavior is called motivation. Abraham Malow (Robbins, 2013) asserts that there are five hierarchically ordered levels of needs, namely:

Every payment made to employees in the form of compensation or contributions to the business or organization is considered compensation. Thus the company has an obligation to provide a reward to employees for the hard work and loyalty they give to the company (Agoes & Ardana, 2021). Every award was given by the company to its employees as remuneration also includes compensation. According to (Sastrohardiwiryo in Sinambela, 2018) compensation is Workers who have invested time, effort, and ideas into the advancement of the company in order to reach the established goals are compensated for their services or paid by their employers. According to (Rivai, 2015) Employees receive remuneration as a replacement for their service contribution to the compensating company. Furthermore, (Darsono & Siswandoko, 2015) compensation is all forms of compensation received for their work (Wahyono, 2015) compensation is everything received by services in return for donations to the company, including salaries, allowances, and facilities provided employees can enjoy both in the form of money and not money. The following (Mody, 2015) states that The sum of all awards that employees receive in exchange for their services is known as compensation. Hariandja (Kadarisman, 2014) defines compensation as the total compensation that employees have got for working for the company. Remuneration can take the form of salaries, wages, incentives, and other benefits like health care, holiday and meal allowances, leave money, and more. Meanwhile, financial compensation, according to (Bangun, 2012), is a type of payment made in cash for services rendered to a corporation. According to (Edison, 2017) compensation is something that employees receive for the services they contribute to their work, compensation is a form of reward, both in the form of money and gifts received by employees for the effort they produce According to (Wibowo, 2015) explaining that Compensation is the number of packages delivered by the company to employees as payment for the use of its manpower. The use of employees or services rendered by the

workforce is countered by payment.

Work discipline refers to an employee's attitude that demonstrates respect for, compliance to, and accuracy with the Organizational policies and procedures. This attitude encourages the employee to willingly adapt to the organization's rules and regulations (Hamali, 2016) Work discipline is the knowledge of and readiness for on the part of employees to abide by all laws and standards that are relevant in a company. (Hasibuan, 2013). Discipline is also defined as compliance or obedience to applicable rules and be ready to accept the consequences of violating the said regulations (Fahmi, 2017).Sandhi Fialy Harahap & Satria Tirtayasa, (2020) stated that According to research findings (Muhammad Arif: 2020) there is a considerable and favorable influence between employee discipline and employee performance, which means that if disciplining employees improves employee performance, either partially or simultaneously), Workplace discipline improves performance, but not significantly. Sutan Napsan's research also supports this claim. According to the study's findings (Jufrizen, 2018), Performance is positively and significantly impacted by work discipline, which is consistent with previous studies (Tanjung, 2015) A leader is regarded to be effective in his leadership if his subordinates are disciplined, hence every leader always makes an effort to instill strong discipline in them (Arda, 2017) is so important the level of discipline of employees both in government agencies and in the private sector, it is necessary to develop an analysis, Consequently, the following theory was created: H1. Employee discipline has a positive effect on organizational performance

In addition to fulfilling organizational performance, it affects employee work discipline, and it also affects work motivation, according to (Wibowo, 2017) Efforts to achieve goals or engage in conduct that is goal-directed are intensely driven and motivated by psychological processes. Lack of motivation is the first step in the process of motivation. or needs from within a person so that they are motivated to activate behavior of drives aimed at achieving the fulfillment of needs (Kaswan, 2017). According to the results of the study (Supriadi et al, 2019) intrinsic motivation is something that encourages people to make impressions that are intrinsically sourced from within with disciplined indicators at work, According to research (Mardiyah., et al, 2019), Positive effects of motivation on worker performance. This is demonstrated by doing work in accordance with the rules, responsibly, and creatively. The research findings of Setiani et al. (2019) stated that it is important to be able to maintain employee work motivation so that employees can increase cooperation with one another, which creates work passion and motivation. This is in line with the findings of research (Jayanti Ardani, 2019) supporting positive correlation between employee performance and motivation. The study's findings (Yenni, 2019) state that work motivation is influenced by needs or efforts to meet needs if the needs are met, then work motivation will grow well, Consequently, the following theory was created: H2. Employee motivation has a positive effect on organizational performance

The compensation received by employees in the form of wages, salaries, incentives, and bonuses can affect organizational performance. This is because compensation, both financial and non-financial, is needed by employees, in line with the results of research (Asmayana, et al, 2018) which states that compensation has an effect on performance, by offering compensation that is more commensurate with the effort and skills expended,

which is more acceptable to employees. According to research results (Kurniawan., et al., 2020) that compensation has an impact on performance, research results (Alvi Nugroho, et al., 2017) that jointly state that compensation has a financial and non-financial influence on performance, and this is supported by research results (Kurniawan., et al., 2020) that show that respecting the hard work of employees will make employees more professional. (Noora Fithriana, et al, 2020) It claims that employee performance is influenced by salary significantly, so that by providing proper compensation in the form of a decent and fair salary received by employees, the better also the resulting performance, Consequently, the next t hypothesis is created: H3.Compensation has a positive effect on organizational performance.

The success of a business is positively and significantly impacted by employee pay, job motivation, and work discipline, according to research findings. (Nyoma Angga Krinanda & I Gede Adnyana Sudibya, 2020) but compensation has a more dominant influence, this is in line with research results (Yoga Ammar Prabowo, 2017) states that Organizational performance is impacted by discipline, motivation, and compensation all at once. It differs from the findings of the study (Rizky Suprahirja, 2021), which claim that while discipline and compensation have an impact on organizational performance, job motivation has no impact on performance. Employee performance may be impacted by compensation because with it, they can meet their needs (Dewi, 2016). Consequently, the following is how the theory is developed: H4. Discipline, work motivation, and compensation together have a positive effect on organizational performance.

Research with a similar theme has been conducted (Siagian, 2015) showing that According to Muawanah (2016), who demonstrated Since factors like pay, motivation, and work ethic all significantly affect performance, compensation satisfaction, motivation, and work discipline all have a positive impact on employee output (Ayer, 2016). 2016) demonstrates that performance is impacted by work attitude, drive, and compensation. Employee performance is impacted by workplace rules, as demonstrated by (Fadilah, 2017). 2017 (Purwono) According to Santoso et alresearch .'s from 2017, job motivation and feedback have a big impact on performance, so every person in an organization needs to play a big part in driving organizational transformation for the better. (Febrianty et al, 2019).

3. Research Method

This type arch limits set (Yusnitas & Wahyudi, 2017) involving several research variables, namely discipline (X1) Work motivation (X2), Compensation (X3) and Organizational Performance (Y) before being analyzed in Validity, reliability, classical assumption, normalcy, linearity, auto colinearity, multicollinearity, and heteroscedasticity tests must be performed on this study. This study was carried out at the land office of Musi Rawas district, South Sumatra, The data from this strategy resulted in as many as 40 employees as sampling since it was necessary to analyze multiple linear regression analysis utilizing a saturated sample of non-probability sampling with purposive sampling type.

4. Findings and Discussions

A questionnaire is considered valid if it may expose a phenomenon that will be assessed by the questionnaire; the validity test criteria are r-count > r-table. Before the data are processed, it is required to evaluate the accuracy and dependability of the study's

instruments (0.361) The validity test results are shown in the following table. If r-count from r-table, it is deemed invalid and must be removed or replaced:

Table 3**.** The results of the Validity Testing

Indikator	Dicipline	work Motivation	Compensation	Performance	R-tabel	Summary
01	0,461	0,606	0,878	0,982	0,361	Valid
02	0,721	0,903	0,874	0,358	0,361	Valid
03	0,645	0,525	0,832	0,854	0,361	Valid
04	0,503	0,629	0,875	0,995	0,361	Valid
05	0,576	0,860	0,840	0,995	0,361	Valid
06	0,489	0,658	0,698	0,995	0,361	Valid
07	0,430	0,600	0,740	0,995	0,361	Valid
08	0,593	0,860	0,743	0,870	0,361	Valid
09	0,670	0,736	0,870	0,995	0,361	Valid
10	0,352	0,772	0,950	0,995	0,361	Valid

Discipline Variable (X1), work motivation variable (X2), Compensation variable (X3) and performance variable (Y) there are 10 statement items, namely the statement item number starting through 10. Given the results of the SPSS computations, it is clear from table 3 above that all statement items for the discipline variable, work motivation, compensation variable and performance variable, are deemed acceptable because they all have a value of r-count > r.

The reliability test is used to evaluate The cosistency or stability of a research instrument's score on the same response when administered at various times. If Cronbach's Alpha > 0.60, the instrument is deemed reliable; otherwise, if Cronbacha 0.60, it is deemed unreliable. The reliability test results are shown in the table below.

Table 4. Variable Reliability Test Results (X)

Variable	Cronbah's Alpha	Discription
Dicipline	.845	Reliabel
Motivation	.914	Reliabel
Compensation	.962	Reliabel

Work Performance	.980	Reliabel

From the calculation table for variable reliability test (X) Cronbach's Alpha value is obtained. For the Discipline variable (X1) of 0.845. The variable of work motivation (X2) is 0.914. The compensation variable (X3) is 0.962 with an average of > 0.60, so it is stated that all research instrument items are said to be reliable or reliable as a research data collection tool.

Multiple linear regression was used to find out the multiple linear regression equation and calculate the effect of work discipline, work motivation, and compensation on the performance of the land office employee of the Musi Rawas district. From the results of the questionnaire distributed to 40 respondents, the answers were obtained from the results of data processing using the SPSS program. 24 the following results were obtained:

Table 5. Partial t-test results

Model	Beta	t	Sig
Dicipline	-.110	-.883	.383
Motivation	.139	1,256	.217
Compensation	.956	10,277	.000

The discipline variable has a significant t-count value of -0,883 < t-table 2,021 and a significan value of 0.383 > 0.05, which indicates a partial and significant impact on performance, according to the SPSS calculation results in the table above. The compensation variable has a t-count value of 10,277 and a sig value of 0.000 0.05, indicating that it has a marginally positive and significant impact on performance. The motivation variable has a t-count value of 1,256 > t-table 2.921 and a sig value of 0.217 0.05. This suggests that the commission influences performance in a good and meaningful way. From the value of the regression coefficient, it can be formulated in the form of the equation Y = b1X1+b2X2+b3X3+e or Y = -0,883X1+0,256X2+10,277X3+e This equation illustrates that every change in variable X will affect variable Y.

Simultaneous F test to find out whether the variables of discipline, work motivation and compensation have a significant influence on performance together at the land office of Musi Rawas district, the results of the F test are illustrated in the table below

Table 6. Simultaneous F Test Results

Model	F	Sig
Regression Residual	36,187	.000

From table 6 above The recapitulation of the F test results can be explained that the variables of work discipline, work motivation, and compensation have an effect on performance together (sultan) at the Musi Rawas district land office, the F-count value is

36,187 > F-table 2.87 and the sig value is 0.000 < 0.05 with a significance level of 95%, this means that it simultaneously has a strong influence.

Table 7. R-Square Test Result

Model	R	R-Square	Ajusted R-Square	Eror estimate
	.867	.751	.730	4,47348

R has a value of 0.867 according to the calculation of the coefficient of determination. This indicates that there is a very strong positive association between the performance of the employees of the Land Office of Musi Rawas Regency and the factors of work discipline, motivation, and compensation. Performance will improve if work ethics, motivation, and pay all improve. The Adjusted R Square is 0.730 as a result of the calculation results. It means that the Land Office of Musi Rawas Regency employees' performance is influenced by work discipline, motivation, and compensation to the extent of 0.730 or 73,00 percent, with the remaining 73 percent influenced by other factors not examined in this study, such as leadership variables, work environment, and commitment, etc.

The effect of work discipline on employee performance. Employee performance is partially or simultaneously impacted by discipline, demonstrating the importance of discipline as a gauge of an organization's success. Additionally, research results show that if employees practice good work discipline, performance will also increase. (Fiali Harahap & Satria Tirtayasa, 2020) The results of this study support earlier research by Regina (2020), which found that work discipline affects employee performance. This test statistically demonstrates that work discipline has a positive and significant effect on employee performance, indicating that there is an influence between work discipline variables on employee performance at the Musi Rawas district land office, this is because there are still many employees who do not realize how important the level of discipline in an organization is to create a conducive work atmosphere, some of the results of this study are: Research related to employee work discipline such as by (Trisnowati & Budiwinarto, 2013) conducted research on the impact of rewards and discipline on employee performance. The following are some good and substantial effects of work discipline and pay on employee performance (Aryenda, 2013) conducted research on discipline work and compensation on employee performance, the results of the study resulted in work discipline and compensation having a positive and significant effect on employee performance, then research (Arianto, 2013) conducted study on the impact of work culture and discipline on employee performance. The findings indicated that discipline and work culture had a favorable and significant impact on employee performance. Additionally, for the work process to be productive and efficient, employees require work discipline in order to meet the company's goals. (Triani., et al, 2020); (Putra, 2020., Amha., Brhane, 2021) according to research (Erga Adnan Ramatha, 2015) stating discipline and motivation jointly affect employee performance. And supported by research (Zulfikar, 2020)

The effect of work motivation on employee performance. According to statistical analysis, there is a correlation between motivational factors and employee performance at the Musi Rawas district land office. Work motivation has a good and significant impact

on employee performance. The findings of this study support earlier studies showing that employee performance is influenced by motivation (Nurjanah & Mukodim, 2011), and they are consistent with other studies. (Yenni, 2019) which states that work motivation is influenced by needs or efforts to meet needs, if the necessities of life fulfilled then work motivation will grow well.

Effect of Compensation on employee performance. According to statistical evidence, there is a correlation between salary variables and employee performance at the Musi Rawas district land office. This correlation is positive. The findings of this study support those of earlier research by Suwati (2013), which found that compensation has a favorable and significant impact on employee performance and that this study's findings are also corroborated by other research findings (Asmayana et al, 2018) stating that The impact of remuneration on employee performance, by providing more appropriate compensation received by employees according to with the energy and capabilities given to the company and respect for the hard work of employees, the employee concerned will be professional in his work and in line with the results of research (Noora Fithriana, et al, 2020) which states that compensation significantly affects employee performance, so that by providing appropriate compensation in the form of a decent and fair salary received by employees, the better the resulting performance. Effect of Employee Performance on Discipline, Motivation, and Compensation. According to these findings, the Musi Rawas district land office can use work discipline, work motivation, and compensation as tools to enhance employee performance. By enhancing employee performance through work discipline, work motivation, and compensation, the leadership elements can contribute to the achievement of organizational goals. According to research (Yoga Ammar Prabowo, 2017), discipline, motivation, and compensation all have an impact on organizational performance. Research (Surwanto, 2019) indicates that discipline and motivation when combined have a positive impact on employee performance. These findings are also supported by research (Nyoma Angga Krinanda & I Gede Adnyana Sudibya, 2020), but compensation has a more dominant influence (Jasman Saripuddin, 2017) and research results (Baby Silvya, 2019).

5. Conclusion

According to the findings of the data analysis, data processing, and discussions conducted, Workplace discipline and employee performance are related in a major and partially beneficial manner, There is a tangentially substantial and favorable correlation between employee performance and work motivation, and a partially positive relationship between employee performance and compensation. Workplace discipline, employee motivation, and salary all have a favorable and considerable impact on workers' performance.

According to the findings of both partial and simultaneous analyses, the remuneration variable has a much stronger impact on employee performance than the other two X variables, namely work incentive and discipline, this proves that The largest impact on employee performance is salary, meaning that by giving A reasonable and satisfactory compensation system for employees will have an impact on improving Employees in the Musi Rawas district's land office will have an impact on raising employee performance, in an effort to improve employee performance in carrying out their main duties as a public service in the land sector. Furthermore, to maximize the performance of employees of an

organization, it is necessary to carry out inherent supervision in upholding employee work discipline, on an ongoing basis, both monitoring the level of attendance and absenteeism, as well as supervision of budget management, supervision of operations in carrying out public services to the community as land service users, and there are efforts by the management at the land office of the Musi Rawas district in increasing employee motivation through formal and non-formal education and training programs, as well as rewards for employees who excel in their main duties and functions in carrying out their service tasks to the community.

Although the topics discussed in this study are often carried out or have been studied before, this research certainly has some limitations as with other series of studies, this research is not without limitations as with all *cross-sectional studies,* the sample size in this study was deliberately small to limit generalizations. findings in the wider population. In addition, considering the extent of the problem and the limited time in the study, this research was only conducted on employees of the land office of the Musi Rawas district, so the results obtained were not comprehensive enough to get answers, because of the possibility of differences in the characteristics of each region, it is hoped that further research can use other variables. such as leadership, job satisfaction, or work environment through work motivation as an intervening variable that can affect organizational performance.

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The Influence of Competence and Motivation on Employee Performance with Moderation Variables Work Commitment at Regional Secretariat of Lubuklinggau City

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Abstract

This study aims to empirically test the effect of competence and motivation on employee performance with work commitment as a moderating variable. The population in this study were employees at the Regional Secretariat Office of Lubuklinggau City. The sample in this study were all employees at the Regional Secretariat Office of Lubuklinggau City. The number of samples in this study were 30 respondents. The data used is primary data obtained from the results of distributing questionnaires to employees of the Regional Secretariat Office of Lubuklinggau City. The method used is Moderated Regression Analysis (MRA) with the help of SPSS software. From the test shows that the first hypothesis is competence affects employee performance. The second hypothesis is that motivation influences employee performance. The third hypothesis is that work commitment can moderate the effect of competence on performance. The fourth hypothesis is that work commitment can moderate the effect of motivation on employee performance.

Keywords: performance, work commitment, competency, motivation.

1. Introduction

Human resources are the only resources that have reason, feelings, skills, knowledge and creativity, such as the role of each person towards their environment which cannot be separated from the attitude of development and the potential that exists within them to develop the environment, foster, as well as improve the welfare of society as a whole. sustainable, (Nuraini, 2017) . While the performance itself is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization, (Sutrisno, 2015) . Human Resources (HR) are humans who work in an organization's environment (called personnel, workforce, workers or employees, employees). Organization is a formal union system of two or more people who work together to achieve certain goals (Hasibuan, 2016) . The success of an organization or government agency is strongly influenced by the performance of its employees.

Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him, (Mangkunegara, 2016) . Performance itself is the result achieved by an employee in carrying out activities within a certain period of time. Every organization tries to improve the performance of its employees in order to achieve the goals set by the organization.

To achieve good performance, competent human resources are needed. In competence there are not only skills, knowledge, and attitudes but how to apply them to match

performance standards. Competence in Human Resources (HR) is one of the requirements that must be met by each individual, employees must have adequate competence in carrying out and completing work, so that the work results obtained can be optimal and satisfying. Therefore, competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the work attitude demanded by the job (Wibowo, 2016) . No matter how sophisticated and complete the supporting facilities are owned by a work organization, without adequate employees, both in number (quantity) and ability (quality), then the organization or agency will not be able to succeed in realizing the vision, mission and goals of an agency. Competence provides a basis that can be accounted for in carrying out human resource management that is able to help agencies obtain, place, maintain, and develop reliable human resources for services in the era of globalization (Sedarmayanti, 2016) .

The abilities and expertise possessed by employees are meaningless if they do not want to work hard in carrying out the tasks assigned to them. This should be a concern for the leaders of an agency in order to be able to provide motivation for their employees to be more enthusiastic about carrying out the tasks that have been given. Basically motivation can spur employees to work hard so they can achieve their goals. This will improve employee performance so that it affects the achievement of organizational goals (Rivai, 2016) . With high motivation it will produce optimal work but vice versa if motivation is low even though the individual is competent it certainly will not produce optimal work.

In addition, performance is also influenced by employee commitment, because through this commitment a professional work climate will be created. So, the higher the commitment to the organization can improve the employee's performance. An employee who has high performance can support the achievement of goals and objectives set by an organization. Every employee in the organization must have a high commitment to achieving the mission, vision and goals of the organization to create a good work commitment. To encourage commitment, organizations need to define and communicate their mission, create a sense of community and support employee development.

Based on the initial observations that the researchers made, information was obtained that there were still many employees whose performance was still low and not yet optimal to meet their performance standards as indicated by the lack of employee attention to agency goals, employee work results did not meet the standards contained in the agency, there was no feedback from superiors. regarding the achievements that have been achieved by employees, lack of support such as facilities and infrastructure that can reduce employee performance, responsibility in each job given is still lacking.

The level of employee performance can be assessed by looking at the factors that influence it, one of which is the work commitment factor. Problems found regarding work commitment, namely the willingness/desire to come to the office on time have not been implemented properly, there are still employees who come late to the office without explanation, a sense of pride in the organization that has not been maximized. There are several employees who do not take part in events involving the agency where they work, not optimal enthusiasm and work involvement caused by assignments that are not the main function of their field of work.

Based on data from the Lubuklinggau City Blood Secretariat Office, it shows that out of

30 employees who have attended technical training, only 6 employees. This certainly affects the level of competency possessed by employees, this situation results in a minimum knowledge of employees in dealing with obstacles when carrying out tasks, a lack of understanding that is owned in analyzing and solving a problem that occurs, the ability and expertise of employees related to the work carried out is not optimal, lack of experience in shaping the nature and values of self-concept, as well as the lack of employee interest in developing self-competence.

The level of employee motivation based on educational data from the Lubuklinggau City Regional Secretariat Office is still relatively low. This is indicated by the presence of employees who do not have the desire to improve their education to a higher level. In addition , employees also do not have high enthusiasm and responsibility in carrying out each of their duties, employees also still do not meet this standard as evidenced by the lack of interest from employees to increase their level of education, and motivation from superiors to improve employee performance is still very weak.

To achieve its goals and functions, the Lubuklinggau City Blood Secretariat Office must improve employee performance. Factors that can affect the performance of agency employees must pay more attention to the competence, motivation and work commitment of each employee. Because these factors have a strong influence in improving employee performance.

Previous research on employee performance which is influenced by competence and motivation through work commitment explains that work commitment moderates the effect of motivation on employee performance (Kusumo, 2017) . Other research regarding the effect of motivation and competence on employee performance with commitment as a moderating variable shows positive results, namely commitment moderates the effect of motivation and competence on employee performance (Baroroh, 2017) . Subsequent research explaining the effect of competence and motivation on employee performance with work commitment as a moderating variable shows the result that the commitment variable does not moderate the effect of competence and motivation on employee performance (Martono et al., 2018) .

2. Literature Review

Performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given within a certain period (Kasmere, 2016) . Performance is the result of employee work seen from the aspects of quality, quantity, working time, and cooperation to achieve the goals set by the organization (Sutrisno, 2015) . Performance is a manifestation of the work that has been produced or carried out by employees (Priansa, 2017) .

Performance can be interpreted as the implementation of the plans that have been prepared. Performance implementation is carried out by human resources who have the ability, competence, motivation and interest. Work results that have a strong relationship with the organization's strategic goals, customer satisfaction and making an economic contribution (Wibowo, 2017) . Performance can be known and measured if an individual or a group of employees already has criteria or benchmark success standards set by the organization. Therefore, if there are no goals and targets set in measurement, it is impossible to know the performance of a person or organizational performance if there

are no benchmarks for success (Danuarta, 2017)

Basically, commitment is individual, an attitude or behavior that is owned by each individual. Work commitment is the feelings, attitudes and behavior of individuals identifying themselves as part of the organization, involved in the process of organizational activities and loyal to the organization in achieving organizational goals (Wibowo, 2017) .

Commitment is the degree to which employees trust and accept organizational goals, and will not leave the organization (Fakhry, 2017) . Commitment is a common phenomenon that occurs in all social systems (Kaswan, 2017) . Commitment can be interpreted as self-emotional encouragement in a positive sense. Where employees who want their careers to advance are committed to pursuing excellence and achieving achievements and employees who feel important to service are committed to improving performance (Emron, 2017) .

Competence can be defined as a person's ability to do a job based on skills and knowledge. Competence is an ability to carry out or perform a job or task that is based on skills and knowledge and is supported by the attitudes demanded by the job (Wibowo, 2016) . Competence are characteristics related to superior and or effective performance at work (Sudarmanto, 2019) .

Competence is a fundamental characteristic possessed by someone who has a direct effect on/can predict excellent performance (Sedarmayanti, 2017) . Competence is the ability to be knowledgeable, skilled, mastery of a task, attitude, behavior, and appreciation needed to support success (Sutrisno, 2015) .

Motivation is an encouragement for someone to do work (Kasmere, 2016) . Motivation is an impetus for a series of processes of human behavior in achieving goals (Wibowo, 2016) . Work motivation is a desire that arises from within a person or individual because he is inspired, encouraged and driven to carry out activities with sincerity, pleasure and earnestness so that the results of the activities he does get good and quality results (Pandi, 2018) . Motivation is a process of trying to influence or encourage the people they lead to do the work they want, according to certain goals that have been set beforehand.

Motivation comes from the Latin word *movere* which means pushing or moving. Motivation in management is only *aimed* at human resources in general and subordinates in particular. Motivation is the provision of driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and integrate with all their efforts to achieve satisfaction (Hasibuan, 2020) . Motivation is the desire that exists in an individual who stimulates him to take actions, both from an active perspective (motivation as a positive effort), and from a passive aspect (motivation as a stimulus and need) (Sedarmayanti, 2016) .

3. Research Method

This study uses a causal quantitative research design consisting of several stages including formulating problems, studying theories, formulating hypotheses, collecting data, processing data, and drawing conclusions. the research subjects used in this study were employees of the Regional Secretariat Office of Lubuklinggau City, while the objects of this study were employee performance, work commitment, competence and

motivation. This research is categorized as a population research because all populations are used as units of observation or research targets, amounting to 30 people.

This type of research is quantitative research. The data used is primary data. The data collection technique in this study is a questionnaire, then the data obtained will be analyzed using *Moderated Regression Analysis* (MRA). The purpose of moderating regression is to find out whether the moderating variable will strengthen or weaken the relationship between the independent variable and the dependent variable (Ghozali, 2016) . Moderation analysis is used to determine whether the work commitment variable can strengthen or weaken the relationship between competence and motivation on performance.

4. Findings and Discussions

Based on the results of calculations with the SPSS for Windows version 23 program, the coefficients in the Multiple Linear Regression equation are obtained as follows:

Table 1. Multiple Linear Regression Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
	(Constant)	0.219	6,298		0.035	0.972
1	Competence	0.393	0.108	0.316	3,631	0.001
	Motivation	0.648	0.089	0.633	7,274	0.000

From the table above it is known that the value of t count (3.631) > t table (1.697) or Sig. (0.001) < 0.05 . This means that the competency variable has a significant effect on employee performance. Thus it can be concluded that the first hypothesis (H1) competence affects employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

It is known that the value of t count (7.274) > t table (1.697) or Sig. (0.000) < 0.05 . This means that the motivational variable has a significant effect on employee performance. Thus it can be concluded that the second hypothesis (H2) motivation influences employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

The results of calculating the coefficient of determination with the SPSS for Windows version 23 program can be seen in the following table:

Table 2. Results of the Coefficient of Determination

Model	*R*	*R Square*	*Adjusted R Square*	*std. Error of the Estimate*
1	0.854 [a]	0.729	0.720	3.04832

From the table above shows the value of the coefficient of determination (R^2) obtained is 0.729 which can be interpreted, changes in the value of the dependent variable employee performance are explained by all independent variables namely competence and motivation simultaneously by 72.9 % . The rest (100% -7 2.9 %) is 27 ,! % d is influenced by other variables not examined in this study .

The results of the F test (simultaneous) on competency and motivation variables on employee performance can be seen in the following table:

Table 3. F test results

Model		*Sum of Squares*	*df*	*MeanSquare*	*F*	*Sig.*
1	*Regression*	1425.193	2	712,596	76,687	0.000b –
	residual	529,657	27	9,292		
	Total	1954,850	39			

The table above shows, the calculated F value obtained is 76.687 with a significant value of 0.000 < 0.05 . This shows, simultaneously the independent variables of competence and motivation have a significant influence on the dependent variable of employee performance.

The Moderated Regression Analysis (MRA) test calculations can be seen as follows:

Table 4. *Moderated Regression Analysis* Results

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	std. Error	Betas		
(Constant)	11,827	6,572		1,800	0.077
Competence	0.598	0.105	0.480	5,714	0.000
Work Commitment	0.494	0.086	0.483	5,754	0.000
KO*KK	0.648	0.089	0.633	7,274	0.000

From the table above it is known that t count (7.274) > t table (1.697) and Sig. (0.000) < 0.05 . The table above shows that the competency variable has a significant level of 0.000, which is less than 0.05 . The parameter coefficient value is 0.648 and is positive. This means that the value of the employee performance variable will increase by 0.648 if the value of the competency variable moderated by the work commitment variable increases and the other independent variables have a fixed value. It can be concluded that work

commitment moderates the relationship between competency and employee performance. Where work commitment can strengthen the influence of competence on employee performance. This proves that employees who have good competence can improve employee performance. This means that the higher the competency possessed by employees with moderate work commitment, the employee's performance will increase. Thus it can be concluded that the third hypothesis (H3) work commitment can moderate the effect of competence on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted.

Table 5. Determination Coefficient Results

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.901 [a]	0.812	0.807	1.19842

From the table above it is known that the R square value is 0.812, which means that the effect of competence on performance with work commitment as a moderating variable is 81.2 % .

Table 6. Results of *Moderated Regression Analysis*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	B	std. Error	Betas		
(Constant)	33,931	9.109		3,725	0.001
Motivation	1,538	0.181	0849	8,513	0.000
Work Commitment	1,409	0.158	0.860	8,922	0.000
MO*KK	0.830	0.230	0.458	3,613	0.001

From the table above it is known that t count (3.613) > t table (1.697) and Sig. (0.001) < 0.05 . The table above shows that the motivational variable has a significant level of 0.001, which is less than 0.05 . The parameter coefficient value is 0.830 and is positive. This means that the value of the employee performance variable will increase by 0.830 if the value of the motivation variable moderated by the work commitment variable increases and the other independent variables have a fixed value. It can be concluded that work commitment moderates the relationship between motivation and employee performance. Where work commitment can strengthen the influence of motivation on employee performance. This proves that employees who have good motivation can improve employee performance and vice versa if motivation is not good it will also reduce employee performance. This means that the higher the motivation moderated by work commitment, the employee's performance will increase. Thus it can be concluded that the

fourth hypothesis (H4) work commitment can moderate the effect of motivation on employee performance at the Regional Secretariat Office of Lubuklinggau City is accepted .

Table 7 Coefficient of Determination

Model	R	R Square	Adjusted R Square	std. Error of the Estimate
1	0.895 [a]	0.810	0.793	2.61695

From the table above it is known that the R square value is 0.810, which means that the effect of motivation on performance with work commitment as a moderating variable is 81.0 % .

The Effect of Competence on Employee Performance at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant influence of competence on employee performance. This shows that the higher the competence possessed by employees, the performance of employees will also increase. The results of this study support the theory (Wibowo, 2018) which says that competence shows the characteristics of knowledge and skills possessed or needed by each individual that enables them to perform their duties and responsibilities effectively and raise professional quality standards in their work. As the purpose of competence is to encourage the success of an organization to achieve its goals. The results of this study are in line with research conducted by (Rukmana, 2016) entitled The Impact of Leadership, Work Motivation and Competence on Employee Performance and Their Implications for the Quality of Development Planning" (Case study at Pasundan University). This study states that competence has a significant influence on employee performance.

The Effect of Motivation on Employee Performance at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant influence of motivation on employee performance. This proves that the higher the motivation level of an employee, the higher his performance will also be. Work motivation has a positive and significant influence on the performance of employees of the Lubuklinggau City Library and Archives Service. The results of this study support the theory (Kasmir, 2016) , which says that motivation is an encouragement for someone to do work. Without encouragement, a person will not have work motivation so that it will result in the resulting performance. Work motivation can be generated if someone gets a good reward, and fair. Employees of the Lubuklinggau City Library and Archives Service must have motivational characteristics including employees being encouraged to be innovative and responsible in carrying out tasks, carrying out accuracy or precision, analyzing and paying attention to details, then focusing more on results rather than focusing on techniques or processes. used to achieve these results, then management decisions consider the effect of these results on the people in the organization, as well as work activities in the organization on teams rather than individuals, and be aggressive and competitive rather than relaxed. The results of this study are in line with research conducted by (Susanto, 2017) , this study states that motivation has a significant effect on employee performance .

The Effect of Competence on Employee Performance in Moderation of Work Commitment at the Regional Secretariat Office of Lubuklinggau City. The results of the study indicate that there is a significant influence of competence moderated by work commitment on employee performance. This means that work commitment can moderate the effect of competency on employee performance. In competency there are not only skills, knowledge, and attitudes but how to apply them by utilizing technological sophistication to comply with standards. The more often he does the same job, the more skilled and faster he gets the job done. There is something that is no less important that an organization must have, namely statistical partners who are willing to work hard and want to achieve maximum results. In accordance with the theory that says competence is mastery of a task, skills, attitudes, and appreciation needed to support success. Based on the opinions of the experts above, it can be concluded that, Competence is the ability to be knowledgeable, skilled, mastery of a task, attitude, behavior, and appreciation needed to support success (Sutrisno, 2015) . The results of this study are supported by research conducted by (Baroroh, 2017) and (Martono et al., 2018) , the results of the study show that work commitment can moderate the effect of competence on employee performance.

The Effect of Motivation on Employee Performance in Moderation of Work Commitment at the Regional Secretariat Office of Lubuklinggau City. The results of the study show that work commitment moderates the relationship between motivation and performance, this is because motivation with the support of work commitment will improve performance. This shows that increasing employee motivation supported by work commitment will also increase performance at the Lubuklinggau City Regional Secretariat Office. The higher the employee's work motivation, the higher the employee's performance will be. So that employees can be more serious at work is by giving awards, one of the ways is giving awards in the form of money . Not only that, other factors must also be improved because the average value shows that the highest value is never giving up and not easily giving up. With a high average score of strongly agree answers, this indicates that employees at the Lubuklinggau City Library and Archives Service have work motivation in terms of the need for appreciation, the need for achievement and the need for a sense of security. The results of this study are also supported by previous research related to the effect of motivation on employee performance with work commitment as a moderating variable by (Tanjung & Rosmaini, 2019) and (Kusumo, 2017) which shows that motivation is strengthened by the support of work commitment has a close relationship with improving employee performance.

5. Conclusion

Based on the data that has been collected and the tests that have been carried out, the following conclusions can be drawn: The results of the first hypothesis test show that competency has a significant effect on employee performance. The results of testing the second hypothesis indicate that motivation has a significant effect on employee performance. The results of testing the third hypothesis indicate that the interaction of competence and work commitment has an effect on employee performance. The results of testing the fourth hypothesis indicate that the interaction of motivation and work commitment has an effect on employee performance.

Suggestions for future researchers are: future research is expected to increase the population, research will be better if it does not only use questionnaires but is equipped

with interview techniques or other methods in order to obtain valid data in accordance with the actual reality.

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Influence of Workload on the Performance of the Secretariat DPRD Lubuklinggau City

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Abstract

This study has entitled the influence of Workload on the Performance of the secretariat employees of the DPRD Lubuklinggau city. This study aims to determine the influence caused by the provision of workload on the performance of employees within the Lubuklinggau City DPRD Secretariat. This is a quantitative research with data obtained primarily through the distribution of questionnaires to 35 employees. The data obtained were analyzed using a quantitative descriptive method through the Statistical Package for the Social Sciences (SPSS) program. The Pearson correlation test used in SPSS with a significance level of 0.05 or 5% involves employee workload as the independent variable and employee performance as the dependent variable. Based on the results of the data analysis, the magnitude of the correlation between workload (X) and employee performance (Y) is 0.764. This shows that there is a strong influence between workload and employee performance. The results of data analysis also satisfy the linear regression equation y = 1.2738x + 13.88, this positive value equation indicates that the relationship between workload and employee performance is positive. Which is the heavier the employee's workload, the lower the employee's performance, and the lighter the workload, the higher the employee's performance.

Keywords: employee, influence, performance, workload.

1. Introduction

Every organization, both government and private, must have a vision and mission to achieve in the short , medium and long term. Realizing the vision and mission is certainly not an easy thing, there must be good planning and cooperation between all the resources needed. Both human resources and other resources involved in it. Although supported by good facilities and infrastructure, but not supported by human resources, the activities in an organization will not run well. Human resources is a determinant of success in an organization. Organizations need human resources who are able to work better and faster so that high-performance human resources are needed.

Performance is a description of the level of achievement of the implementation of an activity in an organization. Employee performance affects how much they contribute to the organization. Employee performance is one of the factors that influence organizational progress. The higher or better the employee's performance, the easier it is for the organization's goals to be achieved, and vice versa, if the employee's performance is low or not good, the planned activities cannot run properly and the organization is difficult to achieve the set goals . Employees are required to give their performance, where by increasing the individual performance of each employee, it is hoped that it will have a positive impact on company performance (Watson AP Manalu, 2022).

Employee performance can be measured from performance indicators which are benchmarks in one's work achievement. With the measurement of employee performance,

the organization can find out how far the level of employee performance is so that the organization can provide feedback on the results of performance measurement, encourage performance improvement, and make decisions so that the organization has high-quality and highly competitive human resources.

The Secretariat of the Regional People's Representative Council (DPRD) which is an organization that is integrated with the City/Regency Government whose existence is an integral part when discussing the performance of the DPRD. As stipulated in Law Number 23 of 2014 concerning Regional Government, that the Regional People's Representative Council (DPR) DPRD) and the Regional Head have an equal position and are partnership in nature. In this equal working position it does not only imply equality in terms of authority but should also be equal in terms of responsibility and capacity in ensuring that governance and development processes run well.

The position of DPRD in local government holds three important roles namely, legislation, budget and supervision. Legislation is designing policies and regulations that support the creation of good and standard public services. The budgeting function is to ensure that the budget is allocated according to the right target, efficient both in terms of quantity and in terms of time. Meanwhile, supervision is a function to monitor and evaluate the implementation of regional regulations and the use of the budget (Putra, 2019).

To support the implementation of the function of the DPRD, the DPRD has a DPRD secretariat. As mandated by Law Number 23 of 2014 concerning Regional Government which was later confirmed by Government Regulation Number. 18 of 2016 concerning Regional Apparatuses, that the DPRD secretariat is a "regional apparatus" which is an element of administrative service to the DPRD, which includes organizing the DPRD secretariat, organizing DPRD financial administration, supporting the implementation of the DPRD's duties and functions, as well as providing and coordinating the experts needed by DPRD. Seeing how important and many roles the DPRD secretariat has, it is necessary to equalize the workload for all DPRD secretariat employees so that the secretariat's performance runs optimally to provide services to related parties.

2. Literature Review

Workload is a group or number of activities that must be completed by a worker or position holder within a certain period of time. According to Koesomowidjojo workload is the process of determining the number of working hours of human resources that are worked, used, and needed in completing a job for a certain period of time (Koesomowidjojo, 2017). Permendagri Number 12 of 2008 states that workload is the amount of work that must be borne by a position/organizational unit and is the product of work volume and time norm .

Workload is the body's ability to accept tasks. Every workload that a person receives must be appropriate and balanced with the physical and psychological abilities of the workers who receive workloads of workloads in the form of physical workload and psychological workload. Physical workload includes heavy work such as lifting, pushing, caring for, and others. While the psychological workload includes the extent to which the level of expertise and work performance that is owned by an individual with other individuals (Manuaba, 2000). According to Hart and Staveland in Tarwaka (2015), that workload is

something that arises from the interaction between the demands of tasks, the work environment where it is used as a workplace, skills, behavior and perceptions of workers (Tarwaka, 2015). Based on some of the definitions above, it can be concluded that workload is the extent to which an individual worker's capacity is needed to complete the tasks assigned to him, which can be indicated by the amount of work that must be done, the time/time limit that workers have in completing their tasks, and the individual's own subjective view of the work assigned to him. The workload of the organizational unit or the workload of each employee must be divided evenly so that organizational units with too many activities and too few organizational units can be avoided.(Paulus Juru, 2022)

Workload is something that arises from the interaction of internal factors and external factors of employees. External factors of workload are loads that come from outside the worker's body. Including external workloads are physical tasks such as: workload, work stations, work tools and facilities, work conditions or *fields* , lifting methods, work aids, and others. Then the organization consisting of: length of working time, rest time, shift work, and others. In addition, the work environment includes: temperature, lighting intensity, dust, worker-to-worker relations, and the following. These three aspects are often called stressors. While the internal factors of workload are factors that come from within the body itself as a result of reactions from external workloads.

The body's reaction is known as strain. Tarwaka (2015) explains that subjective *strain is closely related to expectations, desires, satisfaction and other subjective judgments.* In more concise internal factors include: Somatic factors; gender, age, body size, health condition, nutritional status. psychological factors; motivation, perception, belief, desire, satisfaction. Meanwhile, according to Hart and Staveland in Tarwaka (2015), the three main factors that determine workload are task demands, effort and performance.(Tarwaka, 2015)

Workload analysis aims to determine how many employees are needed to complete a job and how much responsibility or workload can be delegated to an employee, or it can also be argued that workload analysis is a process for determining the number of working hours used or needed. to complete the workload within a certain time. In addition, the purpose of other workloads is to provide instruments in the process of structuring human resources to evaluate the Work Unit workload, the results of which will be used as input *for* the planning process for structuring/improving the organizational structure and staffing. Measurement of workload can be done in various procedures, but Cain (2007) has broadly classified there are three categories of workload measurement (Cain, 2007). The three categories are: (1) Subjective measurements, namely measurements based on assessment and reporting by workers on the workload they feel in completing a task. This type of measurement generally uses a rating *scale*. (2) Performance measurement, namely measurement obtained through observing the aspects of behavior/activity displayed by workers. One type of performance measurement is measurement that is measured based on time. Performance measurement using time is a method to find out the completion time of a job done by workers who have certain qualifications, in a predetermined work atmosphere and are done with a certain work pace. (3) Physiological measurements, namely measurements that measure the level of workload by knowing several aspects of the physiological response of workers when completing a particular task/job. Measurements are usually taken on pupil reflexes, eye movements, muscle activity and

other body responses.

Sutalaksana (2006) explains that time measurement can be used to get a measure of the load and performance that apply in a work system (Sutalaksana, 2006). Because the method used in this research is the scientific method, the results can be accounted for. Through this measurement the measurer obtains correct quantitative measurements of performance and workload. Elements in measuring workload based on time In measuring workload based on time, there are several elements needed so that calculations can be carried out according to the formula specified.

Performance or *performance* is a picture of the level of achievement of the implementation of a program of activities or policies in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization (Moheriono, 2014). According to Wibowo (2014) performance comes from the word *performance* which means the result of work or work performance. However, it should be understood that performance is not just the result of work or work performance, but also includes how the work process takes place. Performance is the result of work that has a strong relationship with the goals of the organization's strategy, customer satisfaction and making an economic contribution (Wibowo, 2014).

A person's performance is influenced by his physical condition (Siagian, 2006), a person who has a good condition has a high immune system which is ultimately reflected in the excitement of working with a high level of productivity and vice versa. Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities such as work standards, targets or goals or predetermined criteria that have been mutually agreed upon (Basri, 2005).

To achieve that the organization functions effectively and in accordance with organizational goals, the organization must have good employee performance, namely by carrying out their duties reliably. Employee performance is a very important thing in the company's efforts to achieve its goals (Basri, 2005). From the several opinions above, it can be concluded that performance is the level of achievement or work results of a person or group in accordance with the tasks, abilities and responsibilities carried out in realizing the goals, objectives, vision and mission of an organization so as to contribute to the company.

Performance in the organization reflects how far the success of a job carried out by individuals and organizations has been achieved. Performance also refers to achievements and performance achievements. Individual performance can be measured by the contributions of individuals in agencies made to the organization (Ambar, 2009).(Basri, 2005) states that performance appraisal refers to a formal and structured system used to measure, assess and influence work-related traits, behaviors and outcomes. So that the performance of individuals can be measured and known if they meet the success criteria as a measuring tool that has been determined by the organization.

Performance appraisal aims to improve or increase organizational performance through increasing or improving the performance of existing human resources in an organization. The performance appraisal targets put forward by Agus Sunyoto (Mangkunegara, 2012) are as follows: (1) Make performance analysis from the past on an ongoing and periodic basis. (2) Make an evaluation of the training needs of employees. (3) Setting goals for

future performance and assigning individual and group responsibilities so there is clarity for the coming period. (4) Finding potential employees who are eligible for promotion.

To measure the performance of an organization can be done through various ways and indicators. (Moeheriono, 2014) mentions several performance indicators as follows: (1)Effective, effective is a measure and capability in carrying out the functions, tasks, programs or missions of an organization or company and is the relationship between output and goals. Work effectiveness shows the level of achievement of work results. (2) Efficient, efficiency is the best comparison between a job performed and the results achieved by the work according to the target both in terms of quality and results which include optimal use of time and maximum quality of work (Sedarmayanti, 2001) methods. (3) Quality, this indicator measures the degree of conformity between the quality of the products or services produced and the needs and expectations of consumers. Quality is a result that can be measured by the effectiveness and efficiency of a job performed by human resources or other resources in achieving company goals or objectives properly and efficiently (Flippo, 2008). (4) Timeliness, this indicator measures whether the work has been completed correctly and on time. According to Mitchel (2001) timeliness is the time limit in doing a job where the time to complete the work has been predetermined so that every time you do the work there is a deadline that has become a rule in a company or organization. (5) Productivity, this indicator measures the level of effectiveness of an organization. This is the level of ability of the workforce in producing a product or service. Productivity shows that there is a relationship between output (work results) and the time needed to produce a product from a workforce. (6) Safety, this indicator measures the health of the organization as a whole and the work environment of employees in terms of health.

3. Research Method

This research is a quantitative research with primary and secondary data obtained. Primary data was obtained through distribution of closed questionnaires to 35 employees of the Lubuklinggau Municipal DPRD Secretariat with civil servant status. Meanwhile, secondary data was obtained through literacy studies and studies of important documents, including: employee data, recap of employee attendance and other supporting documents. The data obtained were analyzed using descriptive statistics, namely by using the Statistical Package for the Social Sciences (SPSS) Program for statistical tests. Descriptive statistical analysis aims to provide an overview or description of a data seen from the average *(mean),* minimum, maximum, and standard deviation values (Ghozali, 2013). To determine the magnitude of the influence of workload as the independent variable (independent) and performance as the dependent variable, the Pearson correlation test was carried out. Before being used to calculate employee performance, the questionnaire distributed must be declared valid and reliable through a series of validity tests and reliability tests. Validity test is used to measure whether or not a questionnaire is valid. Questionnaires can be declared valid if the questions on the questionnaire are able to reveal something that will be measured by the questionnaire. Valid means that the instrument can be used to measure what should be measured (Sugiyono, 2013). The validity test in this study used *the Pearson Correlation* with the help of the SPSS program . Sugiyono (2012) states that the minimum requirement to be considered a valid instrument item is a positive validity index value and a magnitude of

0.3 and above. Reliability test is a tool for measuring a questionnaire which is an indicator of a variable or construct. A questionnaire is reliable or reliable if one's answers to questions are consistent or stable from time to time (Ghozali, 2013). An instrument is said to be reliable if the *Cronbach alpha value* is greater than the specified limit, namely 0.6 or the correlation value calculated is greater than the value in the table and can be used for research (rcount > rtable).

4. Findings and Discussions

Based on data analysis, the questionnaire used in this study is valid and reliable to be used as a research instrument. The results of the validity and reliability test of the instrument can be seen in the table below.

Table 1. Instrument Validity and Reliability Test Results

No	Statement	Mark			Ket
	Workload	rcount	r table	α	
1	I am given a lot of work every day that needs to be done immediately	0.460	0.275	0.005	Valid/Reliable
2	I am able to complete work with a high level of difficulty	0.727	0.275	0.000	Valid/Reliable
3	The time given to complete the work is in accordance with the level of employee performance	0.635	0.275	0.000	Valid/Reliable
4	I am able to complete the work in accordance with the allotted time	0.761	0.275	0.000	Valid/Reliable
5	I often coordinate with co-workers to get work done faster	0.667	0.275	0.000	Valid/Reliable
6	I was given a work target that must be completed within a predetermined time period	0.729	0.275	0.000	Valid/Reliable
7	I can complete more work than targeted	0.768	0.275	0.000	Valid/Reliable
	Performance				
1	The work I do is in accordance with work standards	0.717	0.275	0.000	Valid/Reliable
2	I have good ability to finish the job	0.702	0.275	0.000	Valid/Reliable

3	Employees are given the opportunity to take the initiative to achieve work targets set by the company	0.278	0.275	0.000	Valid/Reliable
4	I try to meet the work targets that have been planned	0.698	0.275	0.000	Valid/Reliable
5	I can complete the task given quickly without any problems	0.547	0.275	0.000	Valid/Reliable
6	I am very disciplined at work	0.701	0.275	0.000	Valid/Reliable
7	I can finish work on time	0.637	0.275	0.000	Valid/Reliable
8	I don't like procrastinating work	0.571	0.275	0.000	Valid/Reliable
9	I am very interested in working innovatively through new ideas that can improve performance	0.577	0.275	0.000	Valid/Reliable
10	I am able to master excellent skills in carrying out my jobs	0.698	0.275	0.000	Valid/Reliable
11	For me work safety is important so that work can be carried out properly	0.599	0.275	0.000	Valid/Reliable
12	Every employee who works is in a safe and clean working environment	0.559	0.275	0.000	Valid/Reliable

The results of the Pearson correlation analysis show that there is an influence between the workload variable and the performance variable which we can see in table 4 below.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764[a]	.584	.571	2.956

a. Predictors: (Constant), Beban Kerja

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.880	5.461		2.542	.016
	Beban Kerja	1.274	.187	.764	6.800	.000

a. Dependent Variable: Kinerja

The results of the linear regression analysis of the two variables show a positive relationship, which we can see in the graph below.

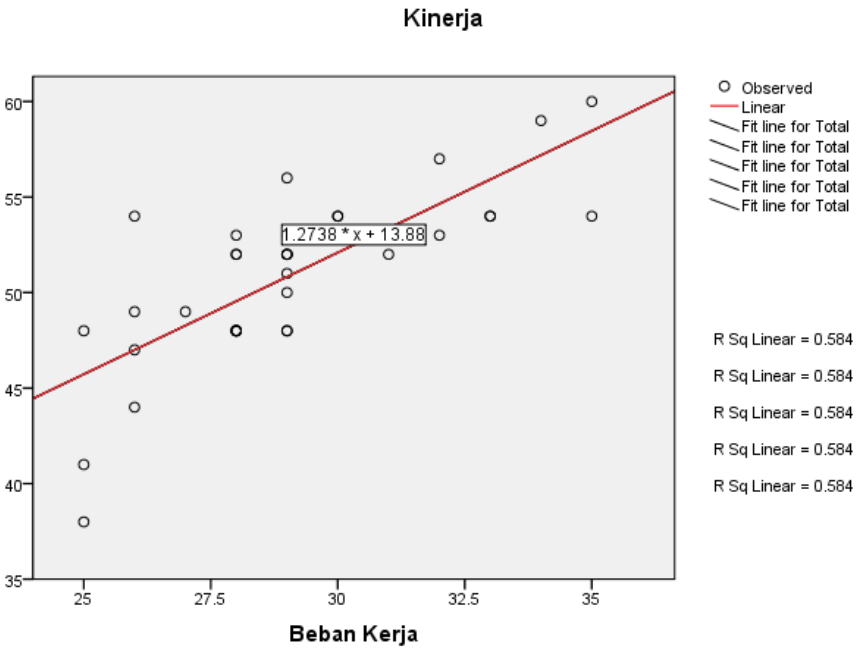


Figure 1. Linear regression graph

The results of the validity and reliability tests of the instruments used in this study indicate that all instruments (questionnaires) can be used to collect data. Workload consists of three indicators which are translated into seven statement points and performance consists of five indicators which are translated into 12 statements. The instrument is declared valid and reliable if rcount > rtable, the value of rtable is 0.275. The varying values of r count indicate that employees have various responses to the statements given. Respondents' responses to statements regarding workload can be seen in the following table.

Table 2 Statements of Respondents on Workload Indicators

Instrument No	STS	TS	KS	S	SS
1	0	0	3	22	11
2	0	0	5	24	6
3	0	0	4	22	9
4	0	0	5	26	4
5	0	0	1	15	19
6	0	0	2	20	13

7	0	0	6	19	10

Based on the table above, we can see that some respondents stated that they had a workload that had to be completed every day with quite high difficulty. Even though the difficulties they faced were quite high, they were able to complete them according to the targets given. In completing their work, employees are used to coordinating with other employees, so they are able to complete their work properly and on time. Likewise with employee performance indicators which have variations in the statements of the respondents, as we can see in the table below.

Table 2. Statements of Respondents on Performance Indicators

No. Instrument	STS	TS	KS	S	SS
1		1	3	23	8
2			4	22	9
3		1	3	24	7
4			2	8	25
5			7	22	6
6			4	20	11
7			5	19	11
8		1		18	16
9			1	21	13
10			5	23	7
11			3	11	21
12			3	14	18

The table above shows that most employees state that they have a good performance in completing their duties. This is evidenced by employees who are able to complete tasks on time. Employees also have the ability to innovate in their duties. In the work environment indicator, employees feel comfortable with their workplace environment, due to safe and clean workplace conditions. The above conditions show that the performance of secretariat employees is quite good. The good performance of these employees is influenced by the workload given by their superiors according to their job descriptions. The workload of the Lubuklinggau City DPRD secretariat employees has a positive influence on employee performance, this can be seen from the linear regression

graph which is indicated by the value of the linear equation which has a positive value. The Pearson correlation value indicates the effect of workload on performance is 0.764 (strong), based on the Pearson correlation interpretation table, workload has a strong influence on employee performance. This assumption is also supported by the tcount > ttable , namely 6.800 > 2.542 with a significance value of 0.00 <0.05 (<5%).

5. Conclusion

Based on this research, it can be concluded that workload has a strong influence on employee performance. Employee internal and external factors are determining factors in the formation of workload on each employee which will then affect their performance in completing tasks.

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The Influence of Organizational Culture and Work Environement on Employee Performance in Class UUA Narcotics Correctional Institution Muara Beliti

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Abstract

The title of this research is The Influence of Organizational Culture and Work Environment to Employee Performance using the quantitative research conducted in Muara Beliti Class IIA Narcotics Correctional Institution. The purpose of research to determine the influence of organizational culture and work environment to employee performance in Muara Beliti Class IIA Narcotic Correctional Institution both simultaneously and partially. The sample in this research as many as 103 employees in Muara Beliti Class IIA Narcotic Correctional Institution. Data analysis technique used in this research is multiple linear regression test, coefficient of determination test, F test and t test. The results obtained are 1). The partial test (t test) performed proves Organizational Culture has a significant effect on employee performance where tcount 2,945 > ttable 1,983 and also sig 0,025 < 0,05. 2). Work Environment significantly influence the performance where tcount 5,347 > ttable 1,983 and also sig is 0,000 < 0,05. 4). Organizational Culture and Work Environment have significant influence simultaneously to employee performance in Muara Beliti Class IIA Narcotics Correctional Institution, where Fcount 38,197 > Ftable 3,09 and also sig of 0,000 < 0.05.

Keywords: organizational culture, work environment, employee performance

1. Introduction

The rapid development of science and technology has an impact on changes in the environment and the way organizations view employees. Employees are no longer considered merely a means of production, but furthermore employees are a valuable asset for the organization in achieving goals. To achieve its goals, the organization must have employees with superior competence available at the right time and place. This is realized through a series of employee management/management activities.

Performance is at the core of human resource management. The performance of each employee in the organization greatly influences the overall organizational performance. Performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with the responsibilities with the expected results. Performance management in an organization or business unit must follow general management principles, which involve planning, organization, execution and control procedures. The process of planning, organization, implementation and monitoring is then referred to as the performance method. High performance produced by employees is strongly influenced by a series of factors such as organizational culture and work environment.

Organizational culture is the values that become a guide for employees in carrying out their duties and responsibilities. These values form the basis of employee attitudes and

behavior in the workplace, whether they are in accordance with the expectations and provisions that apply in the organization

Organizational culture can help direct human resources to achieve the mission, vision and goals of the organization. Organizational culture shapes employee behavior by encouraging a mix of core values and desired behavior, thus enabling the organization to work more effectively and efficiently. Organizational culture functions as a form of behavioral boundaries, growth of organizational and employee identity, forming shared commitments, as a binding rope for all members of the organization and a means of controlling behavior.

Muara Beliti Class IIA Narcotics Correctional Institution has a strong organizational culture, values and traditions. However, the existing organizational culture is generally at a ceremonial level that is protocol in nature, and has not touched much on aspects of improving and developing employee and organizational performance substantially. The lack of organizational culture can be seen from the fact that there are still employees who do not understand the duties and responsibilities they have in the organization. Lack of awareness of duties and responsibilities has a direct impact on the resulting performance. The resulting performance tends to be less than optimal and only releases responsibility.

The work environment is a place where employees carry out work activities. The work environment can have a positive or negative impact on employee performance. The work environment in an organization is very important to note management. Even though the work environment does not carry out the production process in an organization, the work environment has a direct influence on the employees who carry out the production process. A conducive work environment has an impact on improving performance. A good work environment is one that is safe, secure, clean, quiet, bright and free of all kinds threats and distractions that can hinder employees from working optimally. The work environment is one of the causes of successful performance. However, the work environment can also cause a failure in carrying out work, because the performance produced by employees is influenced by the work environment, especially the psychological work environment.

The condition of the work environment in the Muara Beliti Class IIA Narcotics Correctional Institution, is still faced with a series of problems, including the arrangement of work space that pays little attention to economic aspects and the ease of circulation of people and goods. The work space is not properly laid out, it will reduce the quality of the existing work environment. In addition, work support equipment is often not sufficient. This condition has an impact on the less than optimal quality of performance produced by employees.The comfort of the work environment is still a problem faced by Muara Beliti Class IIA Narcotics Correctional Institution. The lack of air-conditioning facilities (AC/fan), makes the work environment seem claustrophobic and uncomfortable. In addition, the lack of employee privacy due to the concept of an open working space also has an impact on decreasing employee comfort.

The success of the coaching task carried out by the Muara Beliti Class IIA Narcotics Correctional Institution is largely determined by the performance of the existing apparatus. Muara Beliti Class IIA Narcotics Correctional Institution is a technical implementation unit in the correctional sector which is under and directly responsible to

the Regional Office of the Ministry of Law and Human Rights of South Sumatra. The main task of the Muara Beliti Narcotics Prison is to carry out correctional convicts who use narcotics and other illegal drugs. To carry out these tasks, narcotics prisons have functions, including: carrying out coaching for drug-case convicts, providing guidance, therapy and rehabilitation for drug-case convicts, and providing social/spiritual guidance.

The Muara Beliti Class IIA Narcotics Correctional Institution is still faced with a series of problems related to employee performance. Patterns of ineffective communication between prison staff and inmates still occur frequently, and cause friction that tends to lead to personal sentiments. In addition, the lack of performance-supporting facilities and infrastructure such as computers, office stationery and office furniture that are inadequate, has an impact on decreasing employee performance. The existing conditions resulted in a lack of employee discipline at work. This study aims to find out and analyze whether organizational culture and work environment simultaneously have a significant effect on employee performance at Muara Beliti Class IIA Narcotics Correctional Institution.

2. Literature Review

Performance or performance is a record resulting from the function of a particular job or activity during a certain period of time. The role of performance is very strategic, because with performance it will be known how far the employee's ability is in carrying out the tasks assigned to him. There are various definitions of performance put forward by experts. Performance as the willingness of a person or group of people to carry out an activity and perfect it in accordance with their responsibilities with the expected results (Dessler, 2019). Performance is the willingness of a person or group of people to carry out an activity and perfect it in accordance with the responsibilities with the expected results (Suparno & Sudarwati, 2014). performance is a record of the results produced for a particular job function or activity over a certain period of time (Bernardin, 2014). The indicators used to measure the level of employee performance are as follows: Quality, Quantity, Implementation of tasks, Responsibility.

Organizational culture or work culture is a habit that is carried out repeatedly by employees in an organization. Employees have morally agreed that these habits are habits that must be obeyed in the context of carrying out work in achieving goals. In other words, habits that are firmly rooted in the organization can increase the effectiveness of achieving the vision, mission and goals of the organization can be said to be organizational culture (Maryadi, 2014). Organizational culture is a variety of social knowledge in an organization regarding rules, norms, and values that shape employee attitudes and behavior (Krietner, 2018). The indicators used to measure organizational culture are as follows: Self-awareness, Aggressiveness, Personality,Performance, Team Orientation.

The work environment as a whole of work facilities and infrastructure around employees who are doing work that can affect the implementation of work(Sutrisno, 2020). The work environment includes the workplace, work facilities and tools, cleanliness, lighting, calm, including the working relationship between the people in that place. The work environment is a very important component when employees carry out work activities (Sulistiawan et al., 2017). By paying attention to a good work environment or creating working conditions that are able to provide motivation to work, it will have an influence on employee performance at work. The work environment is the whole of the tools and

materials faced by the surrounding environment where a person works, his work methods, and his work arrangements both as individuals and as a group (Sedarmayanti, 2017). The indicators used to measure the level of work environment are as follows: Workspace Design, Work Plan, Environmental Conditions, Level of Visual and Acoustical Privacy

The performance produced by employees is influenced by various variables that influence it. Of the many variables that affect performance include: organizational culture and work environment. Based on the results of research conducted (Prahasti & Wahyono, 2018), (Iqram & Rizal, 2019) and (Indrawati, 2019) organizational cultures and work environment partially or simultaneously have a positive and significant effect on performance. The influence of organizatonal culture variables on performance is supported by the results of research conducted (Kumajas et al., 2016) and research (Tampubolon, 2018), (Feel et al., 2015) which prove the significant effect of organizational cultures variables on performance . The effect of work environment on performance is proven by the results of a study conducted by (Setiawan & Lestari, 2016), (Primananda & Djastuti, 2015) and (Junaedy et al., 2019) which proves that the work environment variable has a significant effect on the employee performance.

3. Research Method

The research design used is a quantitative associative design which aims to describe the relationship between the variables to be tested. In addition, the causal associative design is used to explain and describe certain phenomena in a variable, symptom or condition, so that the data obtained can be analyzed to determine the effect of the relationship between the independent variable and the dependent variable. In this study the first independent variable (X1) is organizational culture, the second independent variable (X2) is the work environment, and the dependent variable (Y) is employee performance. This study also uses a causal approach which aims to examine the level of influence of the independent variables on the dependent variable through a regression test. In this study the data obtained were analyzed statistically using SPSS software.

The population according to Suharsimi (Arikunto, 2018) defines the population as the entire object of research. Thus, the population is not only people but also objects and other natural objects. The population is also not just the amount that exists in the object or subject being studied, but includes all the characteristics or properties possessed by the subject or object itself. The population in this study were all employees totaling 103 employees, who were in the Muara Beliti Narcotics Penitentiary Class IIA. According to (Sugiyono, 2019) the sample is part of the number and characteristics possessed by the population. So the sampling technique is a saturated sample according to (Sugiyono, 2019) is a sampling technique when the population is used as the research sample. Where all members of the population are used as samples in the study. The object of research were 103 people consisting of employees of the Muara Beliti Narcotics Penitentiary Class IIA. Respondents' answers to the statements in the distributed questionnaires are the primary data source in the study. Secondary data in this study is in the form of data related to research variables such as: absence recap, vision and mission of the organization, periodic work results reports, and other relevant supporting data.

Validity test was done to measure the validity of a questionnaire. If the questionnairewas valid then the question was able to reveal something to be

measured. All statements had $r_{count} > r_{table}$ value, so it could be concluded that all statements were declared valid.Based on the results of reliability test all variables must had coefficient of alpha Cronbach above 0.70 so it could be concluded all the variables were declared reliable. Data analysis in this study was to use the help of SPSS (Statitiscal Product and Service Solution) version 24 for Windows through data processing obtained from questionnaires using the General Equation Simple Linear Regression method which aims to examine the extent to which organizational cultur and work environment influence employee performance. Multiple linear regression analysis according to (Sugiyono, 2019) is used by researchers, if the researcher intends to predict the state (up and down) of the dependent variable (criterion), if two or more independent variables as predictor factors are manipulated (up and down in value). So multiple regression analysis will be carried out if the number of independent variables is at least 2 (two).

4. Findings and Discussions

Penitentiary is a coaching system for lawbreakers and as an embodiment of justice that aims to achieve social reintegration or restore the unity of life relationships, life and livelihoods of prisoners in the community. In its development, the implementation of the correctional system has become more stable with the promulgation of Law Number 12 of 1995 concerning Corrections. With the existence of the Correctional Law, efforts to realize the vision of the correctional system will be even stronger. The goal to be achieved from the correctional system is to improve the quality of prisoners so that they are aware of mistakes, improve themselves and not repeat crimes so that they can be accepted again by the community, and play an active role in development and can live normally as good and responsible citizens. Muara Beliti Narcotics Class IIA Penitentiary carries out its main tasks and functions based on Government Regulation Number 31 of 1999 concerning Guidance and Guidance of Correctional Families. Class IIA Narcotics Penitentiary was formed with the aim of improving the quality of devotion to God Almighty, intellectual, attitude and behavior, professionalism, physical and spiritual health of the prison inmates.

Validity test is usually used to measure the degree of accuracy in a study. With valid and reliable instruments in the data collection process, it is hoped that the research results will be valid and reliable. Researchers conducted a validity test of 50 respondents, in Muara Beliti Class IIA Narcotics Correctional Institution. The calculation is done by comparing the rcount value with the rtable value where an item statement is considered valid or strong if the rcount is greater than the rtable:

Table 1. Results of Testing the Validity of Organizational Cultures Variables

No	Statement	R_{count}	R_{table} n=50	Remark
1	Employees should develop themselves and their abilities	0,727	0,278	Valid
2	I obey the rules that exist in the organization	0,541	0,278	Valid
3	Employees make maximum efforts to provide the best service to the community.	0,603	0,2787	Valid
4	Employees should have initiative and creativity at work	0,821	0,278	Valid

5	Employees set plans and try to get the job done well	0,739	0,278	Valid
6	Respect for colleagues shows the level of professionalism possessed	0,567	0,2787	Valid
7	Each employee respects the differences of opinion that exist	0,486	0,278	Valid
8	Employees prioritize quality in completing their work.	0,631	0,278	Valid
9	Every employee always tries to work effectively and efficiently	0,743	0,278	Valid
10	Each task is carried out by discussion and synergized	0,460	0,278	Valid

From table above it is known that the highest average value of 0.821 is obtained from the fourth statement "Employees should have initiative and creativity at work". While the lowest overall average value is 0.397 obtained in the ninth statement "Every employee always tries to work effectively and efficiently". The results of the validity test for all organizational culture variable statements obtained correlation values per item to the total items with a rcount > rtable value of 0.2787. Thus, all of these items are feasible to use as further research instruments.

Table 2. Results of Testing the Validity of Work Environtment Variables

No.	Statement	R_{count}	R_{table} n=50	Remark
1	The workspace should make it easy for employees to interact	0,563	0,278	Valid
2	Workspace comfort has a positive effect on employee performance	0,621	0,278	Valid
3	I am able to use work process support tools	0,692	0,278	Valid
4	The organization provides adequate working tools	0,702	0,278	Valid
5	Employees understand the standard operating procedures that exist within the organization	0,745	0,278	Valid
6	Adequate lighting will improve the quality of the work environment	0,498	0,278	Valid
7	Controlled and comfortable working room temperature affects employee performance	0,528	0,278	Valid
8	A good work environment has a low noise level	0,601	0,278	Valid
9	Privacy at work is important for employees	0,511	0,278	Valid
10	A partition between employee desks will increase privacy at work	0,632	0,278	Valid

From table above it is known that the highest average value of 0.745 is obtained from the fifth statement "Employees understand the standard operating procedures that exist within the organization". While the lowest overall average value is 0.498 obtained in the sixth

statement "adequate information will improve the quality of the organization's work environment". The results of the validity test for all work environment variable statements obtained correlation values per item to the total items with rcount > rtable value of 0.2787. Thus, all of these items are feasible to use as research instruments.

Table 3. Results of Testing the Validity of Employee Performance Variables

No	Statement	r_{hitung}	R_{table} n=50	Remark
1	Employee performance is measured by the quality of the work produced	0,471	0,278	Valid
2	The work process based on established operational standards is a form of quality performance	0,543	0,278	Valid
3	The quantity of work is an important indicator in evaluating employee performance	0,685	0,278	Valid
4	The quantity of performance is measured by completing the volume of work at one time	0,701	0,278	Valid
5	The ability of employees to work multi-tasking is a form of performance quantity	0,574	0,278	Valid
6	I understand the duties and responsibilities attached to the position I accept	0,621	0,278	Valid
7	Understanding of operational standards and applicable regulations is important to support the successful implementation of tasks	0,554	0,278	Valid
8	Solutions and innovations are a form of task execution	0,471	0,278	Valid
9	I can complete work with high precision	0,543	0,278	Valid
10	I am able to work with targets	0,685	0,278	Valid

From table above it is known that the highest average value of 0.701 is obtained from the seventh statement "Understanding of operational standards and applicable regulations is important to support the successful implementation of tasks". While the lowest overall average value is 0.471 obtained in the fourth statement "The quantity of performance is measured by the completion of the volume of work in one time". The results of the validity test for all performance variable statements obtained correlation values per item to the total items with rcount > rtable value of 0.2787. Thus, all of these items are feasible to use as further research instruments.

The reliability test was carried out to measure the construct level of each measurement item for each variable. The level of reliability of measurement items can be seen from the value of Cronbach's Alpha. The level of reliability for each research variable can be seen in the table below:

Table 4. Performance Variable Reliability Test Results

No.	Variable	*Cronbach's Alpha* Value	Level of Reliability
1	Organizational Cultures	0,749	High Reliability
2	Work Environtment	0,825	High Reliability
3	Employee Performance	0,824	High Reliability

From the results of data analysis, the Cronbach's Alpha value for the organizational culture variable was 0.749. the Cronbach's Alpha value for the work environtment variable is 0.825, and the Cronbach's Alpha value for the employee performance variable is 0.824. All Cronbach's Alpha values are above 0.60. Thus, it can be concluded that all research variables have a high level of reliability

Multiple linear regression is used to determine the multiple linear regression equation and calculate the influence of organizational culture and work environment on performance in Class IIA Penitentiary for Narcotics Muara Beliti. From the results of distributing questionnaires to 103 respondents, answers were obtained from the results of data processing with the SPSS Ver. program. 24

Table 5. T Test Result

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	5.183	4.189		3.237	.019
	ORGANIZATIONAL CULTURE	.235	.121	.290	2.945	.025
	WORK ENVIRONMENT	.612	.114	.521	5.347	.000

a. Dependent Variable: PERFORMANCE

Based on the calculation results above, it can be seen that the value of organizational culture has a tcount value of 2.945 > ttable of 1.983 and a Sig value of 0.025 <0.05. This shows that organizational culture variables partially have a significant effect on

performance. The work environment has a tcount of 5.347 > ttable of 1.983 and a Sig value of 0.000 <0.05, this shows that the work environment variable partially has a significant effect on performance. From the table, the values a = 5.183, b1 = 0.235, and b2 = 0.612 are obtained. Then the values of a and b are arranged into a multiple linear regression equation Performance = a + b1 Organizational Culture + b2 Work Environment, then the regression equation is: Y = b1 X1 + b2 X2 + a.

The regression coefficient value representing the organizational culture variable obtained indicates that any change in the organizational culture variable will increase performance.The regression coefficient value representing the work environment obtained indicates that any change in the work environment variable will increase performance.

Based on the results of the data processing above, it is known that the coefficient of determination can be used to determine the influence of the dependent variable in explaining variations in changes in the independent variables. The value of the correlation coefficient is a value to measure the strength of the influence between the performance response variable (Y) with all explanatory variables, organizational culture and work environment. By entering the data summary or tabulation values into the correlation coefficient and determination formulas using SPSS Ver. 24 with the following results.

Table 6. Coefficient of DeterminationTest Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658[a]	.433	.422	3.49289

a. Predictors: (Constant), WORK ENVIRONMENT, ORGANIZATIONAL CULTURE

b. Dependent Variable: PERFORMANCE

From the calculation of the coefficient of determination, it is obtained that the value of R is 0.658. This means that there is a positive relationship between organizational culture and work environment variables on employee performance in the Muara Beliti Narcotics Penitentiary Class IIA which is very strong. If organizational culture and work environment improve, performance will also increase. Then from the calculation of the coefficient of determination (R2) of 0.433. This means that the magnitude of the influence of organizational culture and work environment on performance in the Muara Beliti Narcotics Class IIA Penitentiary based on the Adjusted R Square value is 0.422 or 42.2%, while the remaining 57.8% is influenced by other variables not included in this study such as variable leadership style, placement, job satisfaction and so on.

Based on the recapitulation of the results of the F Test above, it can be explained that the variables of organizational culture and work environment have on performance in the Muara Beliti Narcotics Prison Class IIA with a value of Fcount = 38.197 > Ftable = 3.09. The significance level has a value of Sig = 0.000 <α = 0.05, with a significance level of 95% and a = 5% and denominator db = n-k-1 = 103 – 2 – 1 = 100 and db quantifier k = number of variables – 1 (k = 2). This means that together the variables of organizational

culture and work environment have a significant influence on performance in the Muara Beliti Narcotics Prison Class IIA. Thus the hypothesis in the research is proven and acceptable:

Table 7. Simultaneous Significance Test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	932.028	2	466.014	38.197	.000[b]
	Residual	1220.030	100	12.200		
	Total	2152.058	102			

a. Dependent Variable: PERFORMANCE

b. Predictors: (Constant), WORK ENVIRONMENT, ORGANIZATIONAL CULTURE

Based on the recapitulation of the results of the F Test above, it can be explained that the variables of organizational culture and work environment have on performance in the Class IIA Narcotics Muara Beliti Penitentiary with a value of Fcount = 38.197 > Ftable = 3.09. The level of significance has a value of Sig = 0.000 <α = 0.05, with a significance level of 95% and a = 5% and d. Beliti with Fcount = 38.197 > Ftable = 3.09. The significance level has a value of Sig = 0.000 <α = 0.05, with a significance level of 95% and a = 5% and denominator db = n-k-1 = 103 – 2 – 1 = 100 and db quantifier k = number of variables – 1 (k = 2). This means that together the variables of organizational culture and work environment have a significant influence on performance in the Muara Beliti Narcotics Penitentiary Class IIA. Thus the hypothesis in the research is proven and acceptable, the denominator = n-k-1 = 103 – 2 – 1 = 100 and the db quantifier k = number of variables – 1 (k = 2). This means that together the variables of organizational culture and work environment have a significant influence on performance in the Muara Beliti Narcotics Penitentiary Class IIA. Thus the hypothesis in the research is proven and acceptable.

Based on the recapitulation of the t test above, it can be explained that the organizational culture variable on performance in the Muara Beliti Narcotics Prison Class IIA shows a tcount of 2.945 > ttable of 1.983 and a Sig value of 0.025 <0.05. This shows the research hypothesis is proven and the hypothesis is accepted. The results of research conducted in the field show that organizational culture has a significant influence on performance in Class IIA Narcotics Muara Beliti Penitentiary and the results of calculating the coefficients obtained Adjusted R Square = 0.422. Means between organizational culture variables (X1) and performance (Y) shows a strong relationship.

The organizational culture owned by employees at the Muara Beliti Narcotics Penitentiary Class IIA currently cannot be said to be optimal. Unhealthy competition

between employees in an effort to get a certain position in the organization, has an impact on decreasing organizational culture. Organizations that are oriented towards teamwork (teamwork), have shifted their orientation to more individual or group work within the organization. The secondary impact of unhealthy competition in the organization is a decrease in the sense of togetherness among employees. This condition in the long run will create communication barriers that have the potential to cause conflict between employees, which in the end will result in not achieving organizational goals.

Given the importance of organizational culture for the successful achievement of organizational goals, it is necessary to review in advance what culture exists and develops within the organization. (Krietner, 2018) suggests four types of organizational culture, namely: a culture of power, a culture of roles, a culture of support and a culture of achievement. Each type of organizational culture has its advantages and disadvantages. However, seeing the increasingly complex challenges faced by organizations in the future, a culture of achievement is a culture that is able to answer all challenges. Achievement culture focuses on the high performance of each employee. If every employee in the organization has a high awareness of achievement, the overall organizational performance will automatically increase.

The research results obtained are in line with research conducted by (Kumajas et al., 2016). Research on the Influence of Organizational Culture, Work Discipline and Work Environment on Employee Performance at PT. PLN (Persero) Regional Office of Sulutenggo states that there is a positive and significant relationship between organizational culture and employee performance at PT. PLN (Persero) Sulutenggo Regional Office

The results of the t test show that the work environment variable on employee performance at the Muara Beliti Narcotics Prison Class IIA shows a tcount of 5.347 > ttable of 1.983 and a Sig value of 0.000 <0.05. This value can be interpreted that partially the work environment variable has a significant influence on the performance of employees in the Muara Beliti Narcotics Penitentiary Class IIA. This shows the hypothesis in the research is proven and the hypothesis is accepted. From the results of research conducted in the field, it shows that the work environment has a significant influence on employee performance at the Class IIA Narcotics Muara Beliti Correctional Institution with an Adjusted R Square coefficient of 0.442, which means there is a strong relationship between work environment variables (X2) and performance (Y).

According to (Sutrisno, 2020)s the work environment is all the work facilities and infrastructure that are around employees who are doing work, which can affect the implementation of work. The work environment includes the workplace, work facilities and tools, cleanliness, lighting, calm, including the working relationship between the people in that place. Departing from the definition above, the working environment conditions in the Muara Beliti Narcotics Correctional Class IIA are still not optimal. An unorganized work space, an uncomfortable working temperature and work process support facilities such as stationery and other office necessities that are often unavailable are a series of problems faced by organizations in creating a comfortable work environment for employees.

Employee comfort at work has a positive impact on work results. The higher the quality

of the work environment provided by the organization for employees, the higher the resulting performance. The less than optimal working environment conditions at the Narcotics Muara Beliti Class IIA Penitentiary are caused by the limited available budget, even though the organization already has plans to improve the quality of the existing work environment. Therefore, the current improvement in the quality of the work environment still prioritizes aspects of optimizing existing facilities and infrastructure, and gradually increasing supporting facilities in accordance with budget availability

The results of this study are in accordance with the results of research conducted by (Sulistiawan et al., 2017) in 2017 conducting research on employees at the Sebulu II Health Center showing that the work environment has a significant effect on performance. This is in line with the results of a study conducted on 103 employees at the Muara Beliti Narcotics Penitentiary Class IIA.

Based on the recapitulation of the t test above, it can be explained that the variable of job satisfaction on performance in the Lubuklinggau Class IIA Correctional Institution , shows a tcount value of 3.678 > ttable of 2.008 and a Sig value of 0.007 <0.05. This shows the research hypothesis is proven and the The results of multiple linear regression calculations obtained the following equation: value a = 5.183, b1 = 0.235 and b2 = 0.612 values then the values of a and b are arranged into the multiple linear regression equation Y = a + b1X1 + b2X2 then the regression equation is as follows: Performance = 5.183 + 0.235 organizational culture + 0.612 work environment. From the equation of the estimated value of the regression function above, it can be seen that the constant obtained is 5.183. This illustrates that without being influenced by the independent variables of organizational culture and work environment, the value of employee performance is β/a = 5.183.

While the value of the regression coefficient representing the organizational culture variable has a value of 0.235 indicating that any changes in the organizational culture variable, the performance will change in a direct proportion of 0.235 assuming the other independent variables are constant. Then the value of the regression coefficient that represents the work environment variable is obtained by a value of 0.612 indicating that any changes in the work environment variable, the performance will change in a direct proportion of 0.612 assuming the other independent variables are constant.

From the calculation of the coefficient of determination, the R value is 0.658. This can be interpreted that the magnitude of the contribution of organizational culture and work environment to the performance of employees in the Muara Beliti Narcotics Correctional Class IIA is very strong. Then from the calculation of the Adjusted R Square coefficient of determination of 0.422. This means that the influence of organizational culture and work environment on employee performance in Class IIA Penitentiary for Narcotics Muara Beliti is 0.422 or 42.2%, while the remaining 47.8% is influenced by other variables not included in this study. Testing the hypothesis in this study obtained a value of Fcount = 38.197 > Ftable = 2.86 with a significance level of Sig = 0.000 <α = 0.05, with a significance level of 95% and a = 5% and denominator db = n-k-1 = 103 – 2 – 1 = 100 and db quantifier k = number of variables – 1 (k = 2). This means that together the variables of organizational culture and work environment have a significant influence on performance in the Muara Beliti Narcotics Prison Class IIA. Thus, the hypothesis in the research is proven and acceptable.

The results of this study are in accordance with the results of research conducted by Anggy Henly Kumajas, Victor P.K. Lengkong and Rudy S. Wenas in 2016 proved that either partially or simultaneously organizational culture and the environment had a positive and significant effect on performance. The research results above are corroborated by the results of research conducted by Deni Sulistiawan, Sukisno S. Riadi and Siti Maria in 2017 which stated that the work environment has a positive and significant influence on performance. Differences in research results are influenced by the research locus, the number of respondents, the demographics of the respondents and the characteristics of the respondents in the research location. The research was conducted at the Muara Beliti Narcotics Class IIA Penitentiary, using a sample of 103 respondents, while other studies used a different number of respondents, with different demographics of respondents, so that the variations in the respondents' answers became more diverse. This certainly affects the results of research. Therefore, the Head of the Muara Beliti Narcotics Class IIA Penitentiary as the decision maker in the future should be able to improve and improve the organizational culture and quality of the work environment in the Class IIA Narcotics Muara Beliti Correctional Institution, so that the performance produced by employees is optimal.

5. Conclusion

From the results of the research conducted, the authors draw conclusions about the results of the research conducted that organizational culture and work environment have a significant influence on the performance provided by employees at the Muara Beliti Narcotics Penitentiary Class IIA. This is evidenced by the F count value of 38.197 and the Sig value of 0.000. The F count value of 38.197 is greater than the F table value of 3.09. Thus it is proven that organizational culture and work environment variables have a significant simultaneous influence on employee performance.

Based on the research results obtained, the researchers submit suggestions that can be used as material for consideration for the organization for future improvements, as follows: (1) Organizational culture as an important variable that influences performance needs to get attention from the organization. Increasing the understanding that employees have regarding the main tasks and functions attached to the positions held will ultimately improve the performance of the employees themselves. In addition, mastery of operational standards and other regulations related to duties and responsibilities will have an impact on the growth of work independence for each employee. Employees who are able to work independently while still prioritizing synergy between employees and parts of the organization will ultimately create a good organizational culture. (2) Work environment as the dominant variable in research indicates that there needs to be an increase in the quality of the work environment. Improving the quality of the work environment can be done through improving work facilities and infrastructure, arranging work spaces that pay attention to economic aspects, so as to create work comfort which has an impact on improving performance. (3) Good performance is impossible to achieve without a conducive organizational culture and work environment. Therefore, the organization should encourage the creation of a conducive organizational culture and work environment. Adequate office facilities, comfortable rooms, good communication between employees and between departments within the organization as well as the authority given by the organization to employees to maximize their abilities and talents

are steps that can be taken to create an organizational culture and a conducive work environment. The Head of the Muara Beliti Narcotics Class IIA Penitentiary in his capacity and authority plays a central role in creating a conducive organizational culture and work environment

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The Effect of Exchange Rate, Interest Rate, Inflation and World Oil Prices on Composite Index

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Abstract

This study aims to analyze the influence of macro economy between composite stock prices index. The dependent variable in this study was represented by the composite stock price index, while the independent variables consist of exchange rate, interest rate, inflation and oil price. The sampling used in this research observation period were 6 years during 2010-2015, then the data was analyzed by Multiple Linear Regression Test. The results of this study indicate that there were three variables that affect the composite stock price index, it's a exchange rate, interest rate and oil prices, while inflation have no effect on composite stock price index. Anova test result indicates exchange rate, interest rate, inflation and oil price simultaneously influence the composite stock price index. The test result show that these variables have significant positive impact on stock prices, i.e 0,000.

Keywords: exchange rate, interest rate, inflation, oil price, composite index

1. Introduction

The rapid development and development in the economic field that has occurred from year to year shows the great enthusiasm of investors and ordinary people to be able to experience a more prosperous life in society. The capital market is also growing along with the rapid development of all publicly listed companies because the capital market is seen as a vehicle that can raise the movement of long-term funds from the public to be deposited with productive issuers. The capital market is also a representation for assessing the condition of companies in a country, because almost all industries in a country are represented by the capital market. Capital markets that have experienced an increase (bullish) or decreased (bearish) can be seen from the rise and fall of listed stock prices which are reflected through an index movement or better known as the Composite Index. The condition of the capital market in Indonesia this year is inseparable from the economic slowdown, both at the global and domestic levels. Composite Stock Price Index (IDX) year to date in 2015 (2 January to August 7) saw a decline of -9,01% or in levels 4.770,30. However, when viewed over the last five years, the performance of the Indonesian Capital Market is still growing. There was an increase in the JCI by 29% in 2015 compared to 2010 which was recorded at the level of 3,203.51. Then, judging from the number of companies listed on the Indonesia Stock Exchange (IDX), there was a growth of 23%, from 420 companies in 2010 to 516 companies on August 7 2015. Then, in the value of stock market capitalization there was an increase of 52% for five last year. The share capitalization value reaches Rp 4,932.29 trillion as of August 7 2015. Meanwhile, at the end of 2010 it was recorded at IDR 3,247.10 trillion. (marketers.com).

2. Literature Review

According to Nurhaida, Chief Executive of the Capital Market Supervision of the Financial Services Authority (Marketeers.com, 11 August 2005) In the last five years, the JCI in Indonesia is still relatively better than the development of indices in several global exchanges. Indonesia is still better than Australia (ASX), Malaysia (KLCI), Singapore (STI), and others whose JCI growth rates are below Indonesia in the past five years.

Based on the chart, the trend of stock price movements on the stock exchange is very fluctuating and tends to increase from year to year. This depends on the strength of supply and demand for stocks. In the capital market, fluctuations in stock prices make the stock exchange attractive to several groups of investors. On the other hand, increases and decreases in stock prices can occur due to fundamental, psychological, and external factors.

The movement of the index is of course influenced by investors' expectations of state and global fundamental conditions. Various events and changes in macroeconomic indicators also play a role in a country's economic growth, which directly or indirectly influence the development of the capital market. Capital market performance is influenced by macroeconomic conditions such as exchange rates, interest rates, inflation and world oil prices. These macroeconomic conditions will greatly affect the ability of investors to understand and predict macroeconomic conditions in the future useful in making profitable investment decisions. Tandelilin (2001).

The value of the rupiah exchange rate against the US dollar is one of the factors that also influences the movement of the stock index in the Indonesian capital market. The stability of exchange rate movements is very important, especially for companies that are active in export-import activities that cannot be separated from the use of foreign currencies, namely the United States dollar as a transaction tool or a currency that is often used in trade. Exchange rate risk is closely related to fluctuations in domestic currency exchange rates with other countries' currencies. For a company that is export-import oriented, depreciation of the value of foreign currencies will result in imported goods being expensive. If most of the company's raw materials use imported materials, this will automatically result in an increase in production costs. This increase in production costs will certainly reduce the company's profit level. The decline in the company's profit rate will certainly affect investors' buying interest in the company's shares. In general, this will lead to a weakening of the stock price index in that country.

An increase in interest rates can increase the burden on companies (issuers) which can further reduce share prices. This increase also has the potential to encourage investors to divert their funds to the money market or savings and time deposits so that investment on the stock exchange floor decreases and can further reduce share prices.

Inflation is the tendency of goods to increase in general and within a certain period of time (Case and Fair, 1999). The unidirectional relationship between inflation and stock prices is that the higher the inflation, the higher the goods and services, which in turn increases the company's profit and its stock price. Aziz (2013).

The fluctuating movement of world crude oil prices is an indication that affects a country's capital market. The increase in world crude oil prices will indirectly impact the export and import sectors of a country. For oil-exporting countries, the increase in world crude oil prices is a distinct advantage for the company. Because oil prices are currently high,

investors tend to invest their funds in various oil and mining commodity sectors. However, if oil prices are falling, investors tend to seek profits by selling their shares.

As stated above, there are many factors that influence the capital market. Fluctuations in macroeconomic variables such as exchange rates, interest rates, inflation and world oil prices have played a vital role in the movement of the Jakarta Composite Index. Of course, these variables will also be a benchmark for investors to participate in making important decisions in investing in the capital market. Here is complete data. When interest rates fall, the JCI also falls. This happened during the 2014-2015 period. Meanwhile, when interest rates rise, the JCI also rises. this happened in the period 2012-2014. This is of course contrary to what has been described above, that interest rates have a negative influence on the JCI. Meanwhile, when the inflation rate fell from 6.96 to 3.79 in 2011, this did not cause the JCI to fall. JCI even increased sharply from 3,096.13 to 3,746. It can also be seen that when world oil prices fall, the JCI increases. This happened in 2013-2014. This condition is certainly not in accordance with the description above that world oil prices have a positive influence on the JCI.

Hypothesis. Allegedly the Exchange Rate, Interest Rate, Inflation and World Oil Prices affect the Composite Stock Price Index. Allegedly the Exchange Rate affects the Jakarta Composite Index. It is suspected that interest rates have an effect on the Jakarta Composite Index. It is suspected that inflation has affected the Jakarta Composite Index. It is suspected that world oil prices have an effect on the Jakarta Composite Index.

3. Research Method

Given the breadth of discussion that can be carried out on macroeconomic factors, the authors limit the use of these macroeconomic factors only in the form of Exchange Rates, Interest Rates, Inflation and World Oil Prices which are considered to represent macroeconomic factors in researching listed stock prices of the Jakarta Composite Index. on the Indonesian Stock Exchange. The research conducted is descriptive in nature, namely research that describes a phenomenon that occurs in research, in which the sequence of stages is in the form of collecting data, processing data, and analyzing data. Priyatno (2008). The data collected is secondary data, namely primary data that has been further processed and presented either by the primary data collector or by other parties, for example in the form of tables or diagrams. Umar (1998, p. 69). The type of data is quantitative data, namely data in the form of numbers or numbers. In accordance with the criteria, quantitative data can be processed or analyzed using statistical and mathematical calculation techniques. The data used in this study is monthly data for the 2010-2015 period in the form of: The closing price of the manufacturing sector stock price index is obtained from www.finance.yahoo.com; Prices for SBI exchange rates and interest rates are obtained from www.bi.go.id; The inflation rate is obtained from www.bps.go.id; World oil prices are obtained from www.economagical.com; Reading materials sourced from print media, electronic media, internet and books and other literature. The population used in this study is all data on the JCI, exchange rates, BI interest rates, inflation and world oil prices (based on West Texas Intermediate standards). Meanwhile, the data used as a sample in this study are JCI data, exchange rates, SBI interest rates, inflation and world oil prices (based on West Texas Intermediate standards) which are limited to closing data at the end of each month during the observation period between 2010- 2015. The reason for choosing the year period used is to get more accurate results

according to the current situation. The selection of monthly data is to avoid bias that occurs due to market panic in reacting to information, so that using monthly data is expected to obtain more accurate results.

4. Findings and Discussions

Multiple regression analysis techniques are used to predict the dependent variable if the independent variable is increased or decreased. The regression equation can be seen from the *coefficient* test table based onthe SPSS version 16 output shown in the following table:

Table 1. Multiple Linear Regression Output

Model	Unstandardized Coefficients		Standardized Dized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-113.388	761.150		-.149	.882
EXCHANGE	.501	.055	1.191	9.044	.000
VALUE					
LEVEL_SBI	-32262.653	10707.898	-.355	-3.013	.004
INFLATION	59.704	92.706	.049	.644	.522
OIL	15.819	3.694	.413	4.282	.000

a. Dependent Variable: JCI

Based on the calculations through theSPSS program shown in Table 1 above, a regression equation model is obtained to determine how macroeconomic variables affect the Composite Stock Price Index as follows: IHSG = -113.388+0.501 X1- 32262.653 X2+59.704 X3+ 15.819 X4+ e

From the results of the multiple linear regression equation, the following analysis can be done: The constant value of -113.388 means that if the value of the independent variables X1, X2, X3 and X4 is equal to zero, then the JCI value will be -113.388. X_1 regression coefficient of 0.501 means that if the X_1 variable increases by 1 point, it will increase the JCI by0.501. The X_2 regression coefficient of - 32262.653 means that if the X_2 variable increases by 1 point, it will reduce the JCI by - 32262.653. The X_3 regression coefficient of 59.704means that if the X_3 variable increases by 1 point, it will increase the JCI by59.704. The X_4 regression coefficient of 15.819means that if the X_4 variable increases by 1 point, it will increase the JCI by15.819.

The F statistical test basically shows whether all independent variables includedin the model have a simultaneous influence on the dependent variable. The results of thisF test calculation using SPSS version 16 canbe seen in the table below:

Table 2. F Test Output

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2.281E7	4	5702773.434	26.017	.000[a]
Residuals	1.469E7	67	219196.331		
Total	3.750E7	71			

Predictors: (Constant), OIL, INFLATION, RATE_SBI, EXCHANGE RATE

Dependent Variable: JCI

Based on the SPSS results in table 2,it is known that the F sig value of 0.000 is smaller than the significance level of 0.05. These results indicate that the variables of Exchange Rate, Interest Rate, Inflation and World Oil Price simultaneously has a significant influence on the JCI.

The t test aims to test the effect of the independent variable (partially on thedependent variable. The results of the *coefficients* regression analysis test using SPSS version 16 are shown in the table below:

Table 3. T Test Output

Model	Unstandardized Coefficients		Standar dized Coeffici ents	t	Sig.
	B	Std. Error	Beta		
(Constant)	-113.388	761.150		-.149	.882
EXCHANGE	.501	.055	1.191	9.044	.000
VALUE					
LEVEL_SBI	-32262.653	10707.898	-.355	-3.013	.004
INFLATION	59.704	92.706	.049	.644	.522
OIL	15.819	3.694	.413	4.282	.000

a. Dependent Variable: JCI

By looking at table 3 with a significance level of 0.05, the regression equation above when associated with the hypothesis test that the author proposes has the following meaning: Hypothesis Test of the Effect of Exchange Rate on JCI. The Exchange Rate variable has apositive and significant effect on the Composite Stock Price Index. This is indicated by the t sig value of 0.000 which is smaller than thesignificance level of 0.05. Thus the hypothesis H_0 which states the Exchange Rate has no significant effect on the Composite Stock Price Index is rejected and which states that the Exchange Rate has a significant effect on JCI is accepted.

Hypothesis Test of the Effect of Interest Rate on JCI. The Interest Rate variable has a negative and significant effect on JCI. This is indicated by the t sigvalue of 0.004 which is less than the significance level of 0.05. Thus the hypothesis H_0 which states the Interest

Rate has no significant effecton JCI is rejected and $_{Ha}$ which statesthe Interest Rate has a significant effect on JCI is accepted.

Hypothesis Test of Inflation Effect on JCI. Inflation variable has a positive and insignificant effect on JCI. This isindicated by the t sig value of 0.522 which is greater than the 0.05 significance level. Thus the hypothesis $_{H0}$ which states Inflation has no significant effect on stock prices is accepted and Ha which states Inflation has a significant effect on the JCI is rejected.

Test Hypothesis Effect of World Oil Price to JCI. Variable Price Oil Price variable. has apositive and significant effect on price stock price. this isindicated by the t sig value of 0.000 more smaller from significance level of 0.05. Thus thehypothesis $_{H0}$ which states Inflationdoes not have a significant effect to the stock price is rejected and which states Inflation has a significanteffect on JCI is accepted.

The analysis of the coefficient of determination (R^2) is used to determine howmuch percentage of the contribution of the influence of the independent variables simultaneously on the dependent variable (Priyatno, 2013: 56). The results of the calculation of the coefficient of determination can be seen in the following table:

Table 4. Regression Coefficient Output

Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate
1	.780a	.608	.585	468.18408

Predictors: (Constant), OIL, INFLATION, RATE_SBI, EXCHANGE RATE

Dependent Variable: JCI

Table 4 shows the R value which explains the level of influence between the independent variable and the dependentvariable. From the processed data obtained the coefficient of determination of 0.585, meaning that this value indicates that theeffect of independent variables, namelychanges in Exchange Rates, Interest Rates, Inflation and World Oil Prices on JCIexplained by this equation model is 58.5% and the remaining 41.5% is influenced by other factors not included in this regression model.

In simultaneous hypothesis testing, the variables of Exchange Rate, Interest Rate, Inflation and World Oil Price showed that there was a strong and significant influence on the JCI. While from the partialhypothesis test, from the variables of Exchange Rate, Interest Rate, Inflation and World Oil Prices, only Inflation did not show a significant influence on the JCI. The discussion of the hypothesis test results is as follows:

The results showed that the variables of Exchange Rate, Interest Rate, Inflation and World Oil Price have a strong and significant effect on JCI. Simultaneously the Exchange Rate, Interest Rate, Inflation and World Oil Price variables have a strong and significant influence on the Composite Stock Price Index. This can be seen from the results of the F

test obtained with an F sig of 0.000 which is smaller than the significance level of 0.005. The magnitude of the influence of the independent variables Exchange Rate, Short Interest Rate, Inflation and World Oil Prices on JCI explained by this equation model is 58.5% and the remaining 41.5% is influenced by other factors not included in this study. The large and strong influence of Exchange Rate, Interest Rate, Inflation and World Oil Price on JCI which reached 58.5% is in accordance with the theory which says that theoretically the factors that influence the price of oil and gas are the same as those that influence the price of oil. External factors (macro environment), whichin this study are the variables of Exchange Rate, Interest Rate, Inflation and World Oil Price.

The results showed that the Exchange Rate variable had a positive and significant effect on JCI. From the t test results (partial) obtained t sig of 0.000 smaller than the significance level of 0.05. These results indicate that the Exchange Rate variable has a positive and significant effect on JCI. Thusthe hypothesis H0 which states the Exchange Rate has no significant effect on the JCI is rejected and $_{Ha}$ which states the Exchange Rate has a significant effect on the JCI is accepted. The value of the regression coefficient that occurs in this study ispositive. This indicates that the higher the Exchange Rate the higher the JCI. The results of this study are inaccordance with the theory that the exchange rate and stock prices have aunidirectional relationship, where thestronger the rupiah against the dollar (thelower the rupiah per dollar) causes increasedcapital inflows into Indonesia which ultimately increases national income and stock prices. This study is consistent with those conducted by Witjaksono (2010), Thobarry (2009), Suyanto (2007) and Hasibuan (2009)which state that the Exchange Rate has asignificant effect on JCI.

The results showed that the Interest Rate variable has a negative and significant effect on JCI. From the t test results (partial) obtained t sig of 0.004 is smaller than the significance level of 0.05. These results indicate that the Interest Rate variable has a negative and significant effect on JCI. Thus the hypothesis H0 which states the Interest Rate has no significant effect on stock pricesis rejected and Ha which states the Interest Rate has a significant effect on the JCI is accepted. The regression coefficient in this study is negative. This indicates that the higher the Interest Rate the lower the JCI. The results of this study are in accordance with the theory that the Interest Rate has a negative relationship with the JCI, where when interest rates rise, stockprices will decline. An increase in interest rates will result in an increase in lendingrates. An increase in deposit interest rates results in an increase in lending rates by banks, so that the interest costs borne bydebtors who are mostly in the business sector become greater, this results in a decrease in profit levels and even companiescan lose money. Companies that experience interest rate risk, their stock prices will fall because investors see the company as having poor prospects. This research is consistent with that conducted by Suyanto (2007) which states that the level of interest rate riskis not good. Interest rate has a significant influence on JCI.

The results showed that the Inflation variable had a positive and insignificant effect on stock prices. From the t test results (partial) obtained t sig of 0.522 greater than the significance level of 0.05. These results indicate that the Inflation variable has a positive and insignificant effect on JCI. Thusthe hypothesis $_{H0}$ which states Inflation has no significant effect on JCI is accepted andHa which states Inflation has a significant effect

on JCI is rejected. The results of this study are not in accordance with the theory that has been previously stated. The absence of a significant effect indicates that the ups and downs of inflation in the 2010-2015 period did not have a major impact on stock price movements. These results indicate that inflationary conditions cause investors not towant to speculate or tend to wait so thatinflation conditions are more stable, so that the risk of loss experienced by investors is not large. This research is consistent with Azis (2013) and Maryanne (2009) who state that Inflation has no significant effect on stock prices.

The results showed that the World OilPrice variable has a positive and significant effect on JCI. From the t test results (partial) obtained t sig of 0.000 less than the significance level of 0.05. These results indicate that the World Oil Price variablehas a positive and significant effect on JCI. Thus the hypothesis H_0 which states that World Oil Prices have no significant effect on JCI is rejected and H_a which states that World Oil Prices have a significant effect onJCI is accepted. The results of this study are inaccordance with the theory that indirectlythe increase in world crude oil prices will affect the export and import sectors of a country. For oil exporting countries, the increase in world oil prices is an advantage for the company because high prices make investors tend to invest their funds in variousoil and mining commodity sectors, so that demand for these shares increases and causes the composite stock price index torise. This research is consistent with that conducted by Witjaksono (2010) whichstates that World Oil Prices have a significant influence on the JCI.

5. Conclusion

This study aims to obtain empirical evidence regarding the effect of exchangerates, interest rates, inflation and world oil prices on the Composite Stock Price Index. Based on the test results that have been carried out on the sample during 2010-2015, the conclusions are as described in the following section: From the results of simultaneous testing, it shown that there was asignificant influence between Exchange Rates, Interest Rates,Inflation and World Oil Prices on theComposite Stock Price Index. From the partial test results, it shown that there was a significant influencebetween the Exchange Rate and the Composite Stock Price Index. From the partial test results, it shown that there was a significant influencebetween the Interest Rate on the Composite Stock Price Index. From the partial test results, it shown that there was no significant influence between Inflation on the Composite Stock Price Index. From the partial test results, it shown that there was a significant influence between the World Oil Price and the Composite Stock Price Index.

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Disclosure of Green Banking, Profitability and Company Size on Company Value in Banking, Indonesia

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Abstract

This study aims to determine the effect of green banking disclosures, profitability and firm size on firm value. The sample used was 11 samples with 55 observations using purposive sampling technique. The data used is secondary data, with the data collection method using content analysis. The analysis technique used is multiple linear regression analysis. The results of the analysis prove (1) disclosure of green banking, profitability and firm size has a positive and significant effect on firm value, (2) disclosure of green banking has a negative and significant effect on firm value, (3) profitability has a positive and significant effect on firm value, and (4) company size has a positive and insignificant effect on firm value.

Keywords: disclosure of green banking, profitability, firm size, firm value.

1. Introduction

Current environmental problems indirectly affect the Indonesian economy. The current economy has created competition between companies which makes it even more intense to improve performance so that company goals are achieved. The main goal of the company, one of which is to increase the value of the company to generate profits. An increase in company value due to high stock prices will make the market believe in the company's performance and prospects in the future (Rudangga & Sudiarta, 2017). Where the value of the company is a very important aspect because it can reflect the reputation and performance of a company. The value of a type of company can influence or be influenced by economic conditions because economic activity always involves many parties, one of which is banking. Banks are directly involved with many business sectors through their financing activities (Wijaya et al., 2021). The purpose of a company being established is to get large profits and maximize firm value. In other words, maximizing the value of the company means maximizing the main goal of a company. If the stock value is higher, the company's value will be better, and can increase market confidence in the company's performance. Shareholder and corporate wealth is represented by the market price of the stock, which reflects investment, financial and wealth management decisions. The stock price of a company is formed between buyers and sellers when trading occurs, which is known as the company's market value because the stock price reflects the company's value (Muzaki, 2022). Some factors that can affect the value of the company include profitability and company size, where profitability is an important factor in financial management and can be interpreted as an entity by utilizing the assets owned by the company. Profitability is to show the company's success in generating profits. Potential investors will look closely at the smooth running of a company and its ability to make a profit, the better the profitability, the better the company's ability to earn high profits (Anggraeni et al., 2019). The value of a company is said to be affected by its size

because larger companies have an easier time finding sources of funding with which to achieve their goals. On the other hand, because corporations have little danger in carrying out their obligations, they will generate large amounts of debt (Indriyani, 2017). According to Tiara & Jayanti, (2022) Total assets represent company size, which can be determined by looking at the number of employees, total assets, stock market value, and other factors. The value of the company can increase if its total assets exceed all of its liabilities. Although environmental issues should be a major concern given the current environmental damage. To overcome these problems, the green economy concept continues to be pursued so that economic activities can reduce their impact on the environment. One form of the green economy concept is known as green banking. According to Budiantoro (2015), Green banking is a banking effort to prioritize the fulfillment of sustainability in financing (credit distribution) or operational activities. Sustainable fulfillment is defined as growth that prevents future declines in production capacity. The availability of resources, including natural, human, technological and other resources, is very important for this production capacity. Meeting the needs of the present without compromising the capacity of future generations to do the same is known as sustainable development. Banks are a source of funding for industry, whose business activities often have an impact on the environment. Thus, now banks are also required to have an environmentally friendly commitment, one of which is by implementing green banking. In principle, green banking is an effort to strengthen banking management capabilities related to environmental and social issues. For example, by increasing the bank's portfolio in financing the renewable energy industry, organic farming, and so on. There are four banks that are widely perceived as having implemented green banking principles. In first place is a private bank, namely Bank Central Asia (BCA) which is considered to have implemented green banking by 25.7%. After that there are three state-owned banks, namely Bank Rakyat Indonesia (BRI) with a percentage of 23.7%, Bank Negara Indonesia (BNI) 12.6%, and Bank Mandiri 12.1%. Meanwhile, other banks are not widely perceived as green banking actors, with a percentage of each below 2%. (Databokskatadata.co.id, 2022). On the other hand, companies that are digital banks, get poor stock performance where there is a decline in digital bank shares. Based on the data, there are three banks listed on the Indonesian Stock Exchange (IDX), namely PT bank CIMB Niaga Tbk (BNGA), PT bankKB Bukopin Tbk (BBKP), and PT bank OCBC NISP Tbk (NISP).

There are 3 banks that have the same pattern of decline, these banks are PT bank CIMB Niaga Tbk (BNGA), PT bankKB bukopin Tbk (BBKP), and PT bank OCBC NISP Tbk (NISP). Chart 1 shows the performance of digital bank shares from 2020 to 2021. The three banks are predicted to experience the deepest decline so far this year. BNGA bank shares in 2020 reached a price of Rp. 995 and will experience a decrease in 2021 at a price of Rp. 965. PT bankKB bukopin Tbk (BBKP) share performance in 2020 is Rp. 575, and decreased to Rp. 270 in 2021. Then PT bank OCBC NISP Tbk (NISP) in 2021 will reach a price of Rp. 820 and in 2021 it will decrease by Rp. 670. The decline in banking shares is due to a lack of public trust in banks in Indonesia at this time because banks have not implemented many environmentally friendly concepts even though bank shares have fallen, financial performance has actually improved.

Even though banks are considered to have to pay attention to environmental aspects in all

their business activities, some stakeholders think that banks do not have a significant impact on the environment. disclosure of bank efforts in protecting the environment or the application of green banking provides added value to the bank's reputation, but does not have a positive impact on company profits as does financial performance.

Previous research was conducted by Winarto & Nurhidayah (2021), with research results showing that green banking has a positive effect on firm value. Meanwhile, the research conducted by Muzaki (2022) obtained research results which showed that green banking disclosures had no effect on company value. Besides that, in Mumtazah & Purwanto's research, 2020, it shows that disclosure of green environment has a positive but not significant effect on company value. The results of research from Muharramah & Hakim (2021), show that company size affects company value. While profitability does not affect the value of the company. As well as research conducted by Sutama & Lisa (2018), shows that profitability has a significant positive effect on company value.

Based on the phenomena and problems above, the purpose of this study was to determine the effect of green banking disclosures, profitability and firm size on firm value in banking in Indonesia. As well as the benefits for all banking companies in Indonesia, especially regarding the disclosure of green banking, profitability and company size on firm value.

2. Literature Review

Research by Tiara & Jayanti (2022), with the title of the influence of green banking, firm age and firm size on firm value. The results show that the green banking variable has no significant effect on firm value, firm age shows a significant negative effect on firm value, firm size has a significant positive effect on firm value and the three variables namely green banking, firm age and firm size simultaneously have a significant effect on firm value The equation of this study is that the independent variables both use green banking and company size. The difference in this study lies in the firm age variable.

Karyani & Obrien (2020), with the title Green Banking and Performance: The Role of Foreign and Public Ownership. The dependent variable used is bank performance, while the independent variable used is green banking. This research also uses moderating variables, namely foreign ownership and public ownership. The results of this study indicate that green banking practices have a negative effect on profitability, while green banking practices have a positive effect on bank value. The moderating variable of public ownership strengthens the negative effect of the effect of green banking on profitability, while the variable of foreign ownership weakens the positive effect of the positive effect of green banking practices on banking value. The equation in this study lies in the independent variables of green banking and profitability. The difference in this study uses moderating variables, namely foreign ownership and public ownership.

Muharramah & Hakim (2021), with the title influence of firm size, leverage, and profitability on firm value. The results of this study indicate that firm size affects firm value. While leverage and profitability do not affect firm value. The equation of this study lies in the independent variables firm size, profitability and firm value as the dependent variable. The difference in this study lies in the leverage variable.

Research from Winarto, & Nurhidayah, (2021) with the title the effect of green banking

disclosure on corporate value at public banks um sharia in Indonesia. The results of the study indicate that there is a significant positive effect of green banking disclosure on firm value in Islamic banking. The equation of this study is that both use the green banking disclosure variable as the independent variable and the firm value variable as the dependent variable. The difference in this study is that the object of research was conducted at Islamic commercial banks while this research was conducted at banking companies in Indonesia that are listed on the IDX.

Research by Simanungkalit & Mayangsari, (2020) with the title of the effect of gender diversification, managerial ownership and green banking on the value of banking companies. The results of this study indicate that board of commissioners gender diversification and managerial ownership have a negative effect on firm value, while green banking has no effect on firm value. Firm size is not proven to moderate the effect of board of commissioners gender diversification, managerial ownership, and green banking on firm value. The equation in this study is the green banking variable as the independent variable and firm value as the dependent variable. The difference in this research is the object used in 2018-2021 while this research is in 2017-2021.

Research by Lugina Kurniawan, (2021) with the title influence of financial performance on green banking disclosure with a control mechanism as a moderating variable. The results of the study show that financial performance has a direct positive effect on green banking disclosure. Of the three elements of the control mechanism, only the variable public ownership moderates the positive effect of performance on green banking disclosure. Meanwhile, the board of commissioners and the audit committee did not moderate the effect of financial performance on green banking disclosures at banking companies listed on the IDX during the study period. The equation in this study lies in the independent variable, namely green banking disclosure. while the difference in this study lies in the board of commissioners and audit committee variables.

Romli & Zaputra's research, (2022) with the title the influence of the implementation of green banking, corporate social responsibility on firm value in banking companies listed on the IDX. Based on the test results, it was found that the green banking implementation variable has a negative influence on company value. While the variable disclosure of corporate social responsibility has no effect on firm value. The equation in the study lies in the independent variable, namely green banking and firm value as the dependent variable. The difference in this research is corporate social responsibility. Research by Mumtazah & Purwanto, (2020) with the title analysis of the effect of financial performance and environmental disclosure on company value. The results of the study show that environmental disclosures made by banks do not have a significant effect on firm value because people think that banks do not have a direct impact on the environment like other industries. The equation in this study lies in the independent variables, namely disclosure of green banking and firm value as the dependent variable. The difference in this study lies in the financial performance variable.

Research conducted by Zhafran Mufid Galyani, (2022) entitled Determination of factors that influence firm value in banking companies. This study aims to analyze the effect of corporate social responsibility (x1), green banking (x2), non-performing loans (x3), and loan to deposit ratio (x4) on the value of banking companies. The results show that corporate social responsibility has a positive influence on the value of the company. Then

non-performing loans have a negative influence on company value. Meanwhile, green banking and loan to deposit ratio have no effect on firm value. The equation in this study lies in the independent variables both using green banking variables and firm value as the dependent variable. The difference in this study lies in the variables of corporate social responsibility, non-performing loans and loan to deposit ratio.

Research by Khan, Bose, Sheehy & Quazi, (2021) with the title green banking disclosure, firm values, and the moderating role of a contextual factor a distinctive regulatory setting. The results of the study show that green banking disclosure has a positive effect on the overall firm value. The equation in the study is that both use the green banking disclosure variable as the independent variable. The difference in this study is the non-performing loan variable and this study uses a moderating variable.

Handajani & Mataram Research, n.d. (2021) with the title corporate governance and green banking disclosure: studies on banks in Indonesia. The results of this study indicate a trend of increasing green banking disclosures during the observation period. This study also found that there is a significant effect of the size of the board of commissioners on the disclosure of green banking practices, but the existence of independent commissioners and institutional ownership has no effect. The equation in this study is that they both use green banking disclosure variables. The difference in this study is using corporate governance.

Research by Sutama & Lisa, (2018) the effect of leverage and profitability on company value. Statistical test results show that the variable profitability has a very strong relationship with firm value. Partially, profitability turns out to have a significant positive effect on firm value. This means that the higher the profitability of each, the higher the value of the company. Likewise, the profitability variable simultaneously has a significant positive effect on firm value, meaning that the higher the profitability, the higher the firm value. The equation in this study lies in the independent variables, namely using the variable profitability and firm value as the dependent variable. The difference in this study lies in the leverage variable.

Research by Hossain et al., (2020) entitled The Effects of Green Banking Practices on Financial Performance of Listed Banking Companies in. The results of this study found that there is a positive relationship between green banking practices and financial performance. The findings resulting from this study can serve as appropriate guidelines for bank regulators to take effective decisions regarding environmental issues and thus make social contributions, and after all, play an important role in economic growth. The equation in this study is that the independent variables both use green banking variables. While the difference in this study is the dependent variable using financial performance variables.

Research by Irawan & Kusuma, (2019) with the title influence of capital structure and company size on company value. The results of this study indicate that capital structure has no effect on firm value, while firm size has a negative and significant effect on firm value. The equation in this study lies in the independent variables, namely the independent variables of firm size and firm value as independent variables. The difference in this study lies in the capital structure variable.

Prawirasasra research, (2015) with the title Analysis of the relationship of environmental performance and firm value. In International Conference on Economics and Banking.

The results of this study indicate a positive relationship between environmental performance and firm value. The equation in this study is the independent variable, namely the variable environmental performance and company value as the dependent variable. While the difference in this study is the period used in the 2011-2013 study.

3. Research Method

The type of research used in this research is quantitative, because the data used in the research is in the form of numerical data and the research analysis uses statistical data. The quantitative research method is to obtain a significant relationship between research variables. Where is the disclosure of green banking (X1), profitability (X2), and firm size (X3) to firm value (Y). This research was conducted at banking companies listed on the Indonesia Stock Exchange that issue annual reports and/or sustainability reports. The population in this study includes 47 banking sector companies listed on the IDX in 2017-2021. Sampling was carried out using a purposive sampling technique, while 11 banking companies were taken as samples, which met the criteria for issuing sustainability reports consecutively during 2017-2021. The data used in this research is secondary data obtained from financial reports, annual reports, and and sustainability reports issued by banking companies listed on the Indonesian stock exchange for the period 2017-2021 on the websites of related companies. The analysis techniques used include financial analysis, descriptive statistical data analysis, multiple regression analysis and hypothesis testing.

4. Findings and Discussions

Data Analysis Test With a total sample of 11 banking companies x 5 observations (2017-2021), the total sample is 55 observations. The research data shows that the variables of profitability, firm size, and firm value show a smaller standard deviation when compared to the mean (mean), which means that the distribution of research data is quite varied. Except for the green banking disclosure variable which has a standard deviation that is larger than the average (mean).

Table 1. Descriptive Statistics

N		*Range*	*Minimum*	*Maximum*	*Mean*	*Std. Deviation*
Firm Value	55	706586,791	26032,399	732619,190	193971,30190	141314,428100
Disclosure of *Green Banking*	55	666,762	0,238	667,000	12,69529	89,860397
Profitability	55	0,158	-0,041	0,118	0,01677	0,022864
Ln Size	55	4,388	16,881	21,269	19,49329	1,116460
Valid (listwise)	*N*55					

Table 2. Multiple Regression Analysis Results

Unstandardized Coefficients				
Model	B	Std. Error	t	Sig.t
1 (Constant)	-404607,120	291269,673	-1,389	,171
Disclosure of Green Banking	-460,488	228,087	-2,019	,049
Profitability	3831082,874	889209,941	4,308	,000
Ln Size	27711,037	14967,216	1,851	,070
R	,566			
R Square	,321			
Adjusted R Square	,281			
Df	3			
	51			
F	8,032			
Sig.F	,000			

Based on the table above, it can be arranged into an equation, as follows: Y (Company Value) = -404,607.120 -460.488X1 +3,831,082.874X2 + 27,711.037X3. Based on the multiple linear regression equation above, it is known that the constant value is -404,607.120, meaning that if the independent variables of Green Banking Disclosure, Profitability and Company Size are considered constant, it can be predicted that the company value is -404,607.120. The Green Banking Disclosure Coefficient (β1) is -460.488, this figure indicates that every one percent increase in GDBI will be followed by a decrease in Tobin's Q of -4.60488%. Profitability Coefficient (β2) 3,831,082.874, this figure shows that every one percent increase in ROA will be followed by an increase in Tobin's Q of 38310.83%. Firm Size Coefficient (β3) 27,711.037, this figure shows that every one percent increase in LN will be followed by an increase in Tobin's Q of 27,711.037.

Hypothesis testing Regression Model Fit Test Results Based on the results of the regression model fit test, it shows that the value of Fcount is 8.032 > Ftable 2.786, with a sig.F level of 0.000 <0.05 (significant), then H0 is rejected and Ha is accepted, meaning that disclosure of green banking, profitability and company size has a significant effect on value company. Slope Test Results - Multiple Regression Analysis Based on the results of the slope test - multiple regression analysis, it shows that the tcount value of green

banking disclosure is -2.019 < ttable 2.007, with a sig.t level of 0.049 <0.05 (significant), then H0 is accepted and Ha is rejected, meaning that green banking disclosure has no significant effect on the value of the company. The tcount profitability is 4.308 > ttable 2.007, with a sig.t level of 0.000 <0.05 (significant), then H0 is rejected and Ha is accepted, meaning that profitability has a significant effect on firm value. The tcount value of firm size is 1.851 <ttable 2.007, with a sig.t level of 0.070 > 0.05 (not significant), then H0 is accepted and Ha is rejected, meaning that firm size has no significant effect on firm value.

Coefficient of Determination (R2) Based on the calculation of the coefficient of determination, it can be seen that the value of R Square (Coefficient of Determination) is 0.321 or 0.321 x 100% = 32.1%. The R Square number is 0.321, indicating the effect of green banking disclosure variables, profitability and firm size on firm value of 32.1%. While the rest is influenced by other variables outside of this study.

Effect of Disclosure of Green Banking, Profitability and Company Size on Company Value. Based on the research results, it is known that disclosure of green banking, profitability and firm size has a Fcount of 8.032 > Ftable of 2.786, with a sig. F 0.000 <0.05 (significant), then H0 is rejected and Ha is accepted, meaning that disclosure of green banking, profitability and firm size has a significant effect on firm value. These results explain that green banking disclosures, profitability and firm size are related to one another in influencing firm value. Disclosure of Green Banking has an influence on company value, because the goal with the concept of green banking is to increase the perception of bank investors by reporting, while the goal of banking companies is to maximize the value of the company to be achieved by the organization. Profitability has an influence on company value, because the profitability ratio is the ratio to assess the company's ability to achieve profits, the higher the profitability ratio, the added value will be for the company. Also, the size of the company has an influence on the value of the company, because the size of the company can determine the level of ease with which the company obtains funding through the capital market, large companies tend to be considered to have high value and are considered good by investors. These results are in line with the theory put forward by Anggraeni et al (2019), several factors that can affect company value include profitability and company size, where profitability is an important factor in financial management and can be interpreted as an entity by utilizing its assets company. Profitability is to show the company's success in generating profits. Potential investors will look closely at the smooth running of a company and its ability to make a profit, the better the profitability, the better the company's ability to earn high profits. These results are supported by research conducted by Tiara & Jayanti (2022), whose research results prove that there is a significant effect of green banking and company size on firm value. The difference lies in previous studies that did not use the profitability variable s but using the variable company age. This research is also supported by Murammah & Hakim (2021), with the results of their research proving that there is a significant effect of company size and profitability on firm value. The difference is in previous studies using green banking disclosure variables but using leverage variables.

Effect of Green Banking Disclosure on Company Value. Based on the results of the study it is known that green banking disclosures have a tcount value of -2.019 < ttable 2.007, with a sig.t level of 0.049 <0.05 (significant), then H0 is accepted and Ha is rejected,

meaning that green banking disclosures have no significant effect on firm value. This result is reinforced by the coefficient value of -460.488 which indicates that every one percent increase in green banking disclosures will be followed by a decrease in firm value of -4.60488%. These results prove that green banking disclosures have no effect on firm value. This result is in line with the theory put forward by Budiantoro (2015), Green banking is a banking effort to prioritize the fulfillment of sustainability in financing (credit distribution) or operational activities. Fulfillment of sustainability is defined as development that does not contain future production capabilities, which decreases. This production capability is highly dependent on the availability of natural, human, technological and other resources. Sustainable development is a process of meeting the needs of the current generation without compromising the ability of future generations to meet their own needs. The results of this study are in line with previous research conducted by Karyani & Obrien (2020) which proved that green banking has a significant effect on bank values. However, there are differences between the results of this study and previous research, which in this study showed a negative effect between green banking disclosures on firm value, while previous research showed a positive effect of green banking on bank values.

Effect of Profitability on Firm Value. Based on the research results it is known that profitability has a tcount of 4.308 > ttable of 2.007, with a sig.t level of 0.000 <0.05 (significant), then H0 is rejected and Ha is accepted, meaning that profitability has a significant effect on firm value. This result is reinforced by a coefficient value of 3,831,082.874, indicating that every one percent increase in profitability will be followed by an increase in firm value of 38,310.83%. These results prove that profitability has a positive effect on firm value. This result is in line with the theory put forward by Kasmir (2019) that the profitability ratio is a ratio for assessing a company's ability to achieve profits. This ratio provides a measure of the effectiveness of a company's management. This is shown by the profit generated from sales and investment income to see the efficiency of the company. The results of this study are in line with previous research conducted by Muharramah & Hakim (2021) which proved that profitability has a significant effect on company value.

Effect of Firm Size on Firm Value. Based on the research results it is known that company size has a tcount value of 1.851 < ttable 2.007, with a sig.t level of 0.070 > 0.05 (not significant), then H0 is rejected and Ha is accepted, meaning that company size has no significant effect on firm value. Meanwhile, the coefficient value of 27,711.037 for firm size is positive, indicating that every one percent increase in firm size will be followed by an increase in firm value of 27,711.037. These results prove that firm size has no significant effect on firm value, but there is a positive correlation between firm size and firm value. These results are in line with the theory put forward by Setiawan et al (2015), company size can determine the level of ease with which a company obtains funding through the capital market, large companies tend to more easily access funding through the capital market, then are captured as a positive signal by investors so that decided to invest. The results of this study are in line with previous research conducted by Muharramah & Hakim (2021) which proved company size had a positive effect on firm value. However, there is a difference between the results of this study and previous research, which in this study showed no significant effect of firm size on firm value, while

previous studies showed a significant effect on firm value.

5. Conclusion

Conclusion Based on the results of the analysis and discussion that has been carried out, it can be concluded, as follow : 1. Green banking disclosure variables, profitability and firm size have a significant effect on firm value. 2. The green banking disclosure variable has no significant effect on firm value. 3. The variable profitability has a significant effect on firm value. 4. The variable firm size has no significant effect on firm value. Suggestion Based on the conclusions above, the authors provide suggestions aimed at the good and progress of the banking sector, as follows: 1. Disclosures of Green Banking must be increased from year to year so that they can have a positive impact on company value, because the disclosures of Green Banking that are reported must be consistent according to the number of existing disclosure items. 2. Companies in the banking sector should increasingly strive to increase their profitability from year to year, because profitability not only guarantees the progress and sustainability of the company, but also adds value to the company. Because companies that are able to obtain the maximum possible profitability will be considered increasingly valuable to the public and investors. 3. Companies in the banking sector should further expand the size of the company, because company size is a size scale that is seen from the total assets of a company, the greater the assets owned by the company will add to the value of the company for the public and investors. 4. For future researchers who wish to review similar titles, it is hoped that they will add other independent variables besides green banking disclosures, profitability and firm size on firm value. Because the results of this study have proven that 32.1% of the influence caused by disclosure of green banking, profitability and firm size has on firm value, to find out the remaining effect it is necessary to add other independent variables to examine further what variables can increase firm value.

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