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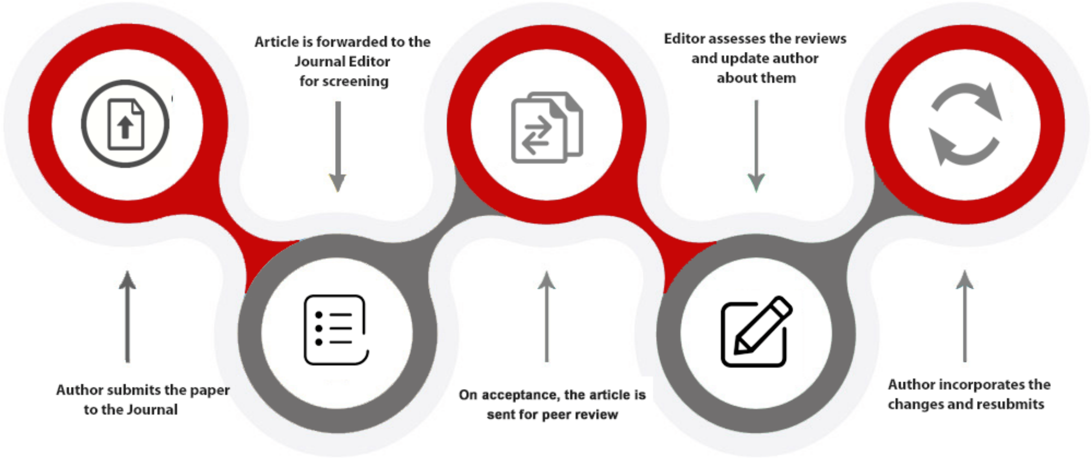

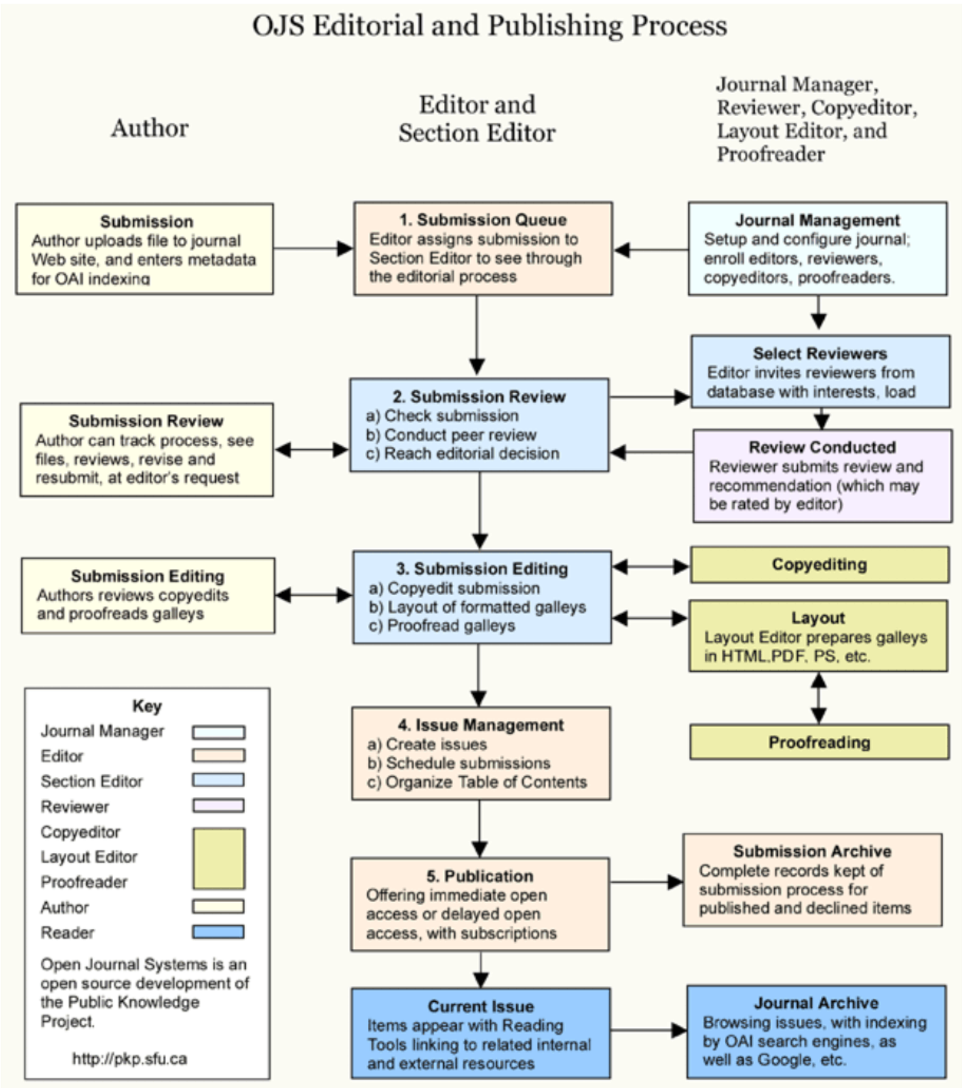

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Effect of Service Quality, Price, and Facilities On Customer Loyalty to Uniqlo Surabaya

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Abstract

This study aims to analyze the effect of service quality, price and facilities on customer loyalty at Uniqlo Tunjungan Plaza Surabaya. This study used purposive sampling, and the sample taken was 100 respondents. The analysis technique used is multiple linear regression. Simultaneous analysis results show that service quality, price and facilities have a significant effect on customer loyalty and partially show service quality, price and facilities have a significant effect on customer loyalty. The results of the analysis of the coefficient of determination are known that 74.6% of customer loyalty variables can be affected by variables of service quality, price and facilities, while 25.4% is read by other variables that are not available in this study.

Keywords
Customer Loyalty, Service Quality, Price, Facilities

1. Introduction

In today's modern era, the fashion industry in Indonesia is growing rapidly, especially in clothing with well-known brands. In today's era, the fastest growing fashion is clothes. To get the best models and variations of clothes at attractive prices, consumers will usually compare the prices of various existing clothing brands. In Indonesia itself there are many retail companies that produce clothes, therefore companies are required to be able to compete with other companies to sell their products to consumers.

One of the fashion retail brands that is quite well known among consumers in Indonesia is Uniqlo. Uniqlo is currently one of Zara's biggest competitors as well as H&M. Even in 2018, Uniqlo was in the third position globally as a fast fashion retailer with high sales. Uniqlo sales reached 19.6 billion US dollars. Well, while the other two competitors, namely Zara and H&M, sales reached 20.1 billion US dollars (Zara, Spain) and 21.7 billion US dollars (H&M, Sweden).

Based on this data, Uniqlo is only outmatched by Zara and H&M in other fashion brand competitions. Therefore, companies are required to be able to increase customer loyalty to their products.Providing affordable prices, the best and most comfortable services and facilities is a commitment from Uniqlo. This is the company's way of retaining its customers.

Many empirical studies have been conducted to identify any factors that can affect customer loyalty to a product or service. according to (E. S. Chaeriah MM, 2016) customer trust in a price contributes to Samsung's brand loyalty intention. This is proven based on the results of his research that the price variable partially has a positive effect on consumer loyalty on Samsung brand Smartphone products. Atul Kumar, (2017) stated that for a period, the company has realized that the key to success is how to retain customers. To retain customers, one of the things the company must pay attention to is the quality of service. according to (Rodonuwu et al., 2016)In an effort to increase customer loyalty, the company must always improve the quality of services and facilities provided to customers. Therefore, many companies are trying to develop effective strategies to build, maintain and increase customer loyalty.

Customer loyalty has an important role in a company and having loyal customers is the ultimate goal of all companies. retaining them means improving financial performance and maintaining the viability of the company, this is the main reason for a company to attract and retain customers.

2. Literature Review and Hypotheses

2.1 Service Quality

According to Kotler, (2000), service quality is the totality of the characteristics of goods and services that show their ability to satisfy customer needs, both visible and hidden. For companies engaged in the service sector, providing quality services to customers is an absolute thing that must be done if the company wants to achieve success. Fandy, (2011) Measurement of service quality is based on a multi-item scale designed to measure customer expectations and perceptions. Thus, there are five main dimensions, including: Reliability, Responsiveness, Assurance, Empathy, and Tangible.

2.2 Price

Price has an important role in the marketing mix, because the price determines how much profit or revenue the company generates from selling products or services. According to Augusty, (2008) price is one of the important variables in marketing, where price can influence consumers in making decisions to buy a product, for various reasons. Meanwhile, according to (Kotler, 2000) price is the amount of money set by the product to be paid by consumers or customers to cover the costs of production, distribution and basic sales including returns that mark the effort and risk.

2.3 Facilities

Understanding facilities according to (Fandy, 2011) are physical resources that must exist before a service is offered to consumers. Meanwhile, according to Wahyuningrum, (2005) Facilities are everything that can facilitate and expedite the implementation of a business. Sudono, (2005) Facilities can also be interpreted as facilities and infrastructure available in the environment and within the company's office, intended to provide maximum service so that consumers or customers feel comfortable and satisfied. Facilities are the main supporting factors in the activities of a product.

2.4 Customer Loyalty

According to Griffin, (2003) loyal customers are "A loyal customer is one who makes regular repeat purchases across product and service lines, refers others and demonstrates an immunity to the pull of the competition". This means that loyal customers are customers who have characteristics, including making repeated purchases at the same business entity, buying product lines and services offered by the same business entity, informing others of the satisfactions obtained from the business entity and demonstrate immunity to bids from competitors.

2.5 Relationship Between Variables

Service quality is one of the most important things in several marketing activities, because according to Solomon, (2012) service quality consists of five main dimensions, namely: Reliability, Responsiveness, Assurance, Empathy, Evidence Physical (Tangible) which is expected to help organizations to achieve the goals of a company in creating customer loyalty. The results of research from Piri, (Piri, 2013) concluded that services that provide satisfaction to customers thus have a positive influence on customer loyalty and there is a close relationship between service quality and customer loyalty, if the service quality provided increases of course customer loyalty will also increase.

According to consumers, price is one of the factors that can influence consumers to buy the desired product or service. Before deciding to buy or use a product or service, consumers will consider the price of the product or service with the benefits provided. If the consumer feels the benefits received are good and in accordance with the expenses or costs incurred, the consumer will repurchase again in the future. E. Chaeriah MM, (2016) conducted a qualitative analysis research on the effect of price, brand image and product quality on the loyalty of Samsung smartphone users (Study on UNKRIS Masters in Management Students), using price, brand image and product quality as attribute variables studied. The sample of this research is some users of Samsung mobile phones in the Master of Management UNKRIS. The results of this study indicate that partially the price variable has a positive effect on consumer loyalty to the product of Samsung brand smartphone users. This means that customer trust in a price contributes to the intention of Samsung brand loyalty.

Facilities are important infrastructure facilities used by companies to increase customer satisfaction. The facilities provided are in accordance with the wishes and needs of consumers, consumers will feel satisfied and remain loyal to using the company's services, and vice versa if the facilities provided are inadequate then consumers will not satisfied so that it will not create loyalty from the consumer itself. The results of research conducted by (Palenewen, Pieter., Lotje kawet., and Maria tielung,This is because consumer (customer) loyalty is a facility provided by the bank itself.

2.6 Hypothesis

The hypotheses in this study are:

H1: The variables of service quality (X1), price (X2), facilities (X3) have a significant simultaneous effect on customer loyalty (Y) at Uniqlo Tunjungan Plaza.

H2: The variables of service quality (X1), price (X2), facilities (X3) have a partially significant effect on customer loyalty (Y) at Uniqlo Tunjungan Plaza.

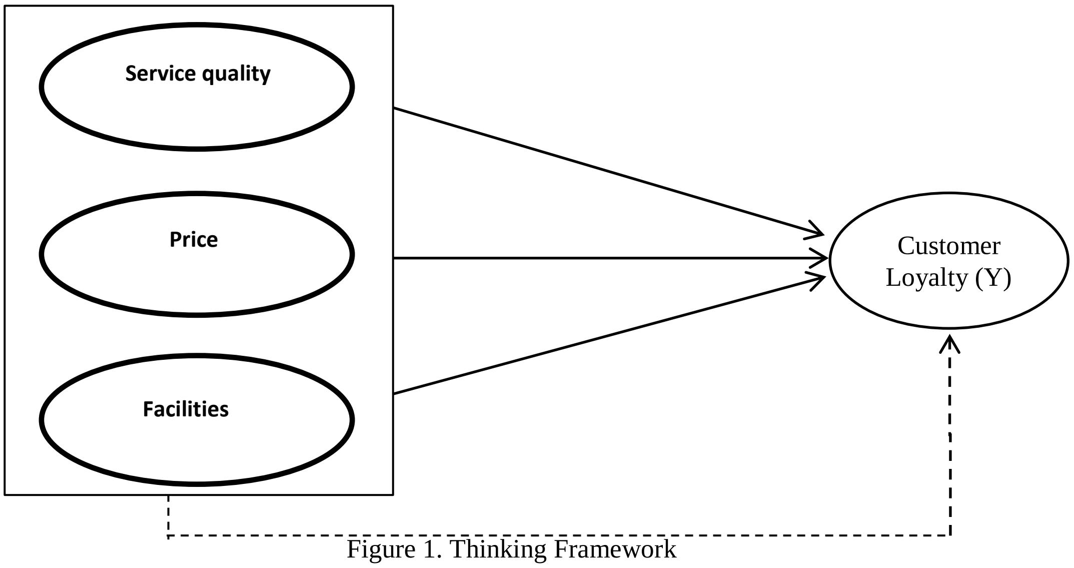

Figure 1. Thinking Framework

Keterangan :
→ = Show partial effect
- - - -> = Show simultaneous effect

3. Method

3.1 Types of Research

This research uses a quantitative approach research type, is a research method based on the philosophy of positivism, is used to examine certain populations or samples, data collection using research instruments, data analysis is quantitative / statistical, with the aim of describing and testing predetermined hypotheses.

3.2 Place and Time of Research

This research was conducted at the Uniqlo stand at Tunjungan Plaza Mall, Jl. General Basuki Rachmat No.8-12, Kedungdoro, Kec. Tegalsari, SBY City, East Java 60261, Indonesia. This research was conducted by giving questionnaires to consumers who have purchased products from Uniqlo. This research plan will be carried out from April 2021 to July 2021.

3.3 Population and Sample

The population in this study are consumers who buy and use fashion products from Uniqlo, the number is not known with certainty. In this study, the sampling technique used Purposive Sampling with the criteria of age, frequency of buying products, and profession, with 100 respondents.

3.4 Data Type

The types of data used in this research are quantitative and qualitative data. Quantitative data is a type of data that can be measured or calculated directly and expressed in the form of numbers or numbers. While qualitative data, namely the type of data from the explanation in the form of a description in the form of sentences and cannot be analyzed in the form of numbers or numbers.

3.5 Data Source

Using 2 data sources. Namely primary and secondary data. Primary data is data obtained directly from the research source. And secondary data is data obtained from sources other than informants.

3.6 Data Collection Techniques

Literature research, namely collecting data and theories relevant to the problems in this study by conducting library research on literature and other library materials. And using a questionnaire, which is distributing questionnaire sheets containing a list of questions to respondents.

4. Results and Discussion

4.1 Reliability Test

Table 4.1 Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
.939	14

Source: SPSS.23 Analysis Results. 2021

Based on table 1, the cronchbach alpha value of all indicators is 0.939 and is greater than 0.60, meaning the measuring instrument or questionnaire instrument used in this study is reliable.

4.2 Validity Test

Table 4.2 Validity Test Results
Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
X1.1	40.98327	65,648	.654	.935
X1.2	40.80602	67,494	.527	.939
X1.3	40.79913	68,498	.469	.940
X1.4	40.86976	65,308	.682	.935
X1.5	41.01683	65,730	.658	.935
X2.1	40.77805	65.007	.706	.934
X2.2	41.01570	64,127	.767	.932
X2.3	41.02814	65.015	.776	.932
X3.1	40.95847	65.444	.752	.933
X3.2	41.02853	64,251	.754	.932
X3.3	40.71743	63.068	.826	.930
Y.1	40.72547	62,932	.822	.930
Y.2	41.03898	64,342	.734	.933
Y.3	40.76497	67,308	.657	.935

Source: SPSS 23. 2021 analysis results

Based on Table 4 shows that all indicators have r arithmetic (Corrected Item-Total Correlation) greater than r table = 0.1966 so that empirically it can be proven that all indicators in this questionnaire are valid.

4.3 Normal Distribution Test

Table 4.3 Normal Distribution Test Results
One-Sample Kolmogorov-Smirnov Test

		X1	X2	X3	Y
N		100	100	100	100
Normal Parameters, b	mean	3.9780	3.6680	3.7330	3.8658
	Std. Deviation	.77410	.71050	.72425	.70925
Most Extreme Differences	Absolute	.088	.080	.085	.079
	Positive	.060	.080	.085	.072
	negative	-.088	-.066	-.072	-.079
Test Statistics		.088	.080	.085	.079
asymp. Sig. (2-tailed)		.055c	.112c	.069c	.125c

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.

Source: SPSS.23 analysis results. 2021

Based on the table above, the values obtained from each variable show a significance value greater than or above 0.05. Thus it can be concluded that the data of all variables used in this study were declared normal.

4.4 Multiple Linear Regression Analysis

Table 4.4 Results of Multiple Linear Regression Analysis
Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.298	.209		-1.428	.157
	X1	.314	.063	.290	4.993	.000
	X2	.330	.112	.301	2,956	.004
	X3	.452	.113	.412	4.001	.000

a. Dependent Variable: Y

Source: Primary data processed by the author. 2021

Regression equation model:
Y= Y = -0.298 + 0.314 X1 + 0.330 X2 + 0.452 X3 + 0.787

The interpretation of the above regression model equation can be explained as follows:

1. The constant a value of = -0.298 means that if the quality of service, price and facilities have no value (X1, X2X3 = 0) then customer loyalty Y is worth = -0.298.
2. The value of the regression coefficient on the service quality variable = 0.314, indicating that every change or increase in the service quality unit by one unit will increase customer loyalty by 31.4%.
3. The value of the regression coefficient on the price variable = 0.330, indicating that every change in the unit price of one unit will increase customer loyalty by 33%.
4. The value of the regression coefficient on the facility variable = 0.452, indicating that every change or increase in the facility unit by one unit will increase customer loyalty by 45.2%.
5. *Standard Error Estimate (SEE)* on the variables of service quality (X1), price (X2) and facilities (X3) = 0.787, indicating that the number is relatively small so that the multiple linear regression model in this study is more accurate for presenting customer loyalty at the Central Motor workshop in Pandaan.

4.5 Simultaneous Test (F)

Table 4.5 Simultaneous Test Results (F)

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	46.131	3	15,377	97,940	.000b
	Residual	15,072	96	.157		
	Total	61.204	99			

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

Source: Primary data processed by the author. 2021

In Table 4, the results of the F test show that the variables of Service Quality, Product Quality, and Price simultaneously have an effect on Customer Loyalty which can be seen from the F Count 97,940 means F count > F table (df 96 ,0.05) 2.70 and the probability level of significance is 0.00 < 0.05.

4.6 Partial Test (T)

Table 4.6 Partial Test Results (T)
Coefficientsa

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-.298	.209		-1.428	.157
	X1	.314	.063	.290	4.993	.000
	X2	.330	.112	.301	2,956	.004
	X3	.452	.113	.412	4.001	.000

Source: Primary data processed by the author. 2021

Based on the table above can be explained as follows:

1) The service quality variable (X1) obtained a T count = 4.993 > T table = 1.984 with a significance probability level of 0.000 < 0.05. it means Ha is accepted and Ho is rejected., then partially service quality variable (X1) has a significant effect on customer loyalty variable (Y)

2) The price variable (X2) obtained the value of T count = 2,956 > T table = 1,984 with a significance probability level of 0.004 < 0.05. meaning that Ha is accepted and Ho is rejected, then partially the price variable (X2) has a significant effect on the customer loyalty variable (Y)
3) The facility variable (X3) has a value of T count = 4.01 > T table = 1.984 with a significance probability level of 0.000 < 0.05. meaning that Ha is accepted and Ho is rejected, then partially the facility variable (X3) has a significant effect on the customer loyalty variable (Y).

4.7 Coefficient of Determination

The value of the coefficient of determination (R2) aims to measure how far the model's ability to explain variations in the dependent variable, namely customer loyalty (Y).

Table 4.7 Results of the Coefficient of Determination

Model Summaryb

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868a	.754	.746	.39624

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

b. Dependent Variable: Y

Source: Primary data, processed by the author. 2021

In the table above, the coefficient of determination (R2) is 0.746. This means that 74.6% of customer loyalty variables are influenced by variables of service quality, price and facilities so that 25.4% are influenced by other variables outside this research model.

4.8 Multicollinearity Test

Table 4.8 Multicollinearity Test Results

Coefficientsa

Model		Collinearity Statistics Tolerance	VIF
1	X1	.762	1.312
	X2	.248	4030
	X3	.241	4.144

a. Dependent Variable: Y

Source: Primary data processed by the author. 2021

Based on the table above, it is obtained the results of the tolerance value of each independent variable is greater than 0.1 and the VIF value of each independent variable is less than 10. So it can be concluded that there is no multicollinearity between independent variables in the regression model.

4.9 Heteroscedasticity Test

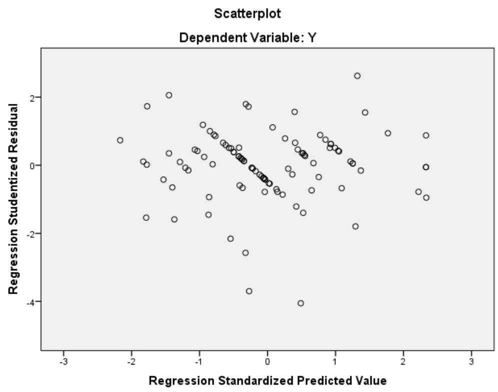

Figure 2 Heteroscedasticity Test Results

Source: Primary data processed by the author. 2021

Based on the graph above, it is known that the points or plots do not form a certain pattern and the points or plots spread above and below the number 0 on the Y axis. Thus, it can be concluded that the regression model used in this study does not occur heteroscedasticity.

4.10 Normality Test

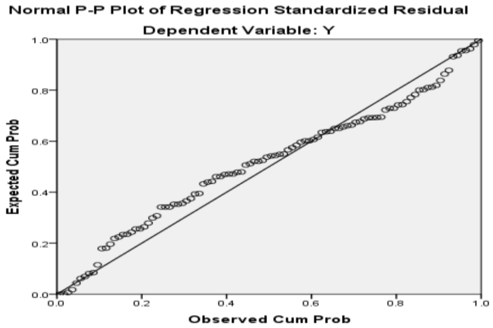

Figure 3 Normality Test Results
Source: primary data processed by the author. 2021

Based on the graph in the picture above shows the points or plots spread around the diagonal line and follow the direction of the diagonal line. Thus, it can be assumed that the regression model in this study is normally distributed.

4. Conclussion

Based on the results of research and data analysis The conclusions from the results of this study are: Based on the simultaneous test (F) that all research variables consisting of service quality, price and facilities simultaneously have a significant effect on customer loyalty variables. This is proven by the results of the calculated F value > F table which is 97.490 > 2.70 with a probability level of < 0.05, namely 0.00 < 0.50. Thus, the first hypothesis that the author put forward in this study is empirically proven true and can be accepted. Based on the partial test (T) that all variables in the study consisting of service quality, price and facilities partially have a significant effect on the customer loyalty variable. This is evidenced by the results of the calculated T value of each variable > T table, namely the service quality variable 4.993 > 1.984 with a significance probability level of < 0.05 that is 0.000 < 0.05, the price variable is 2.956 > 1.984 with a significance probability level of < 0.05 that is 0.004 < 0, 05 and the facility variable 4,001 > 1,984 with a significance probability level of < 0.05, which is 0.000 < 0.05. Thus the second hypothesis that the author put forward in this study is empirically proven true and can be accepted.

The results also show that the service quality variable is the dominant variable that affects customer loyalty compared to the price and facilities variable. From the results of multiple linear regression equations, it is known that the variables of service quality, price and facilities show a positive influence on customer loyalty at Uniqlo Tujungan Plaza Surabaya. From the results of the coefficient of determination (R2) obtained a value of 0.746, meaning that 74.6% of the customer loyalty variable is influenced by the variables of service quality, price and facilities so that 25.4% is influenced by other variables outside this research model.

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Joko Suyono, is a lecturer at NArotama University, Surabaya, Indonesia. He is also as head of Master of Management at Narotama University, Surabaya, Indonesia. He got a bachelor's degree in business administration and also accounting, he got a master's degree in industrial management and also in marketing management, and he got a doctoral degree in business administration. Prior to becoming a lecturer, he is a practitioner as senior manager in some multinational corporation such as Stanley Works Indonesia (USA Company), Ericsson Indonesia (Europan Company) and Loutus Indah Textile Industries, a multinational company in the textile, spun yarns.

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Effect of Work Discipline and Job Satisfaction on Employee Performance at the Pratama Gotong Royong Clinic Surabaya

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Abstract

This study aims to determine the effect of work discipline and job satisfaction on employee performance at the Pratama Gotong Royong Clinic in Surabaya. The approach used in this research is quantitative. Respondents in this study were all employees of the Pratama Gotong Royong Clinic in Surabaya with a total of 40 respondents. The source of this research data was obtained by distributing questionnaires to respondents to obtain primary data. The analysis technique used is a multiple linear analysis technique which aims to determine how much influence the variables of Work Discipline and Job Satisfaction (t-test) have on employee performance. Meanwhile (f-test) is used to test whether this research is feasible or not to be used for this research. The results of the study stated that the variables of Work Discipline and Job Satisfaction had a significant effect on employee performance.

Keywords
Employee Performance, Job Satisfaction, Work Discipline

1. Introduction

The era of globalization has reached into various aspects of life. In the current era of globalization, many companies want to develop their business rapidly, so companies need good management to achieve company goals. One way to achieve company goals that is effective and efficient is by implementing a strategy. In order for a company to have an advantage on a global scale, the company must be able to perform better in order to produce high-quality goods and services. Basically every company by doing various ways, one of them by developing programs to improve employee performance.

The success of health services in a clinic cannot be separated from various service factors not only in terms of nursing but also the presence of other non-medical human resources who help in the implementation of good services. Therefore, in order to continue to develop themselves and for the survival of the organization. In this case, the expected increase in employee performance is to be able to improve their performance as much as possible to provide satisfactory service. The success of an organization is strongly influenced by employee performance. Every organization or company will always try to improve performance of the employees therefore the company's goals are achieved. To achieve these results in need of factors that affect the achievement of performance.

The clinic is means for treating patients, in a clinic there are employees who devote themselves and treat patients seriously for the success of the clinic in building a good image and trust of the people. Pratama Gotong Royong Clinic is one of health clinics in Surabaya on Jalan Manyar Kartika IV No.2-4-6 Surabaya. Gotong Royong Clinic has several workers who have their functions and duties in accordance with their respective fields. However, based on the results of an interview from one of the workers, there are still some employees who are not orderly in doing their work. "There were some employees who came to the clinic and went out not according to office hours, and without asking permission they were absence or leave the clinic," said one employee at the Pratama Gotong Royong Clinic. These problems can lead to a decrease in employee performance which ultimately has an impact on not achieving the organization's goals. Employees are a very valuable organizational asset that must be managed properly by the organization in order to make an optimal contribution. One of the main concerns of the organization is job satisfaction. The factors affect employees at work, are the job itself, supervision, salary factors and incentives which are still considered low, relationships between employees who are not harmonious, resulting in non-optimal performance.

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From the description above, in this study the researcher interested in conducting research with the title "The Effect of Work Discipline and Job Satisfaction on Employee Performance at the Pratama Gotong Royong Clinic Surabaya".

2. Literature Review

2.1 Work Discipline

Siagan (Harunan, 2018) states that work discipline is a management action to encourage organizational members to meet the demands of various provisions. Discipline itself is not formed in an instant, where there is a continuous process of coaching, forgings from an early age. Forging does not have to be through violence, but firmness, because firmness and firmness in implementing regulations are the main capital and absolute requirements for realizing better discipline (Harunan, 2018). The main purpose of Work Discipline is for the continuity of the organization or company in accordance with the motives of the organization or company concerned both today and tomorrow.

2.2 Job Satisfaction

Job satisfaction reflects a person's feelings towards his job. This can be seen in the positive attitude of employees towards work and everything they face in their work environment (Arief Eka Atmaja, 2011). Job satisfaction is an emotional attitude that is pleasant and loves his job (Hasibuan, 2014). With job satisfaction can improve the performance of nurses (Arief Eka Atmaja, 2011). Aspects of job satisfaction according to (Tasios, T., & Giannouli, 2017) are:

1. The nature of the work (Work) is the extent to which the work does not contradict one's conscience. Where the work done can be enjoyed or may not be enjoyed.
2. Salary (Pay) is the payment received by the employee in return for what has been done to the company.
3. Promotion is an opportunity to improve employee positions given by the company.
4. Supervision or leadership is support from superiors in work such as direct supervision of competencies or providing technical assistance related to assigned assignments.
5. Co-workers are a group of people who are in the same company. This aspect refers to a cooperative relationship with colleagues who have enthusiasm, competence and are able to work together.

2.3 Employee Peformance

Sudaryono in (Prasetyo & Marlina, 2019), states that performance is a series of activities that describe the extent to which the results have been achieved by a person in carrying out his duties and responsibilities, both in the form of successes and shortcomings that occur. Performance in general 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, Sunyoto (Rahmawati & Irwana, 2020).

Performance in an organization has different work standards depending on the company's policies. The factors that affect performance are developed in various ways from each point of view. According to (Edy, 2016), the factors that affect performance are as follows:

1. Effectiveness and Efficiency
2. Authority and Responsibility
3. Discipline
4. Initiative

2.4 Framework

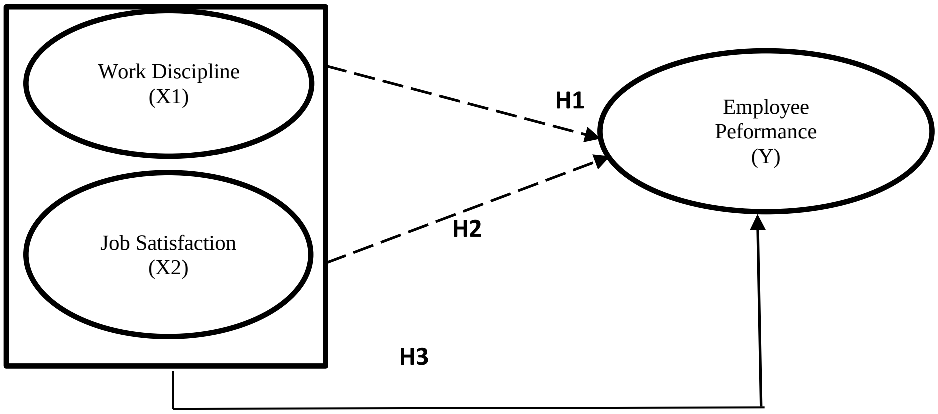

Figure 1. Framework

Hypothesis

H1: Work Discipline has a partially significant effect on Employee Performance at the Pratama Gotong Royong Clinic

H2: Job Satisfaction has a partially significant effect on Employee Performance at the Pratama Gotong Royong Clinic

H3: Work Discipline and Job Satisfaction have a significant simultaneous effect on Employee Performance at the Pratama Gotong Royong Clinic

3. Methodology

Analysis of the data used in this study using quantitative descriptive analysis techniques. According to (Sugiyono, 2013) quantitative research methods can be interpreted as research methods 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/ statistics with the aim of testing the established hypotheses. According to (Suharsaputra, 2012), quantitative research methods are research that uses numbers that are used as data which is then analyzed

3.1 Population and Sample

The population in this study were employees of the Pratama Gotong Royong Clinic in Surabaya totaling 40 medical and non-medical employees.

The sample is part of the population of Uma now in (Novianta, P., & subiyanto, 2020) The sample consists of several members selected from the population, to determine the sample that is part of the population used calculations and reference tables developed by experts in general. Researchers took the entire population of the Pratama Gotong Royong Clinic, with total of 40 respondents. Thus the use of the entire population without having to draw a research sample as a unit of observation is referred to as a census technique (saturated sample).

3.2. Data collection technique

The technique used in collecting data using survey techniques through the distribution of questionnaires. According to (Sugiyono, 2013) the questionnaire is a data collection technique that is done by giving a set of questions or a written statement which is done by giving a set of questions on a written statement to the respondent to answer. In implementing this method, the researcher will go directly to get the data needed because this method requires contact between the researcher and the respondent.

4. Conclussion

4.1 Validity test

Testing on validity is very necessary in a study, especially those using questionnaires to obtain data. Testing on the validity is intended to find out the error between the concept and empirical reality.

According to Ghozali, (2016) the validity test is used to measure whether or not a questionnaire is valid. In this case a questionnaire is declared valid if the question or statement on the questionnaire is able to reveal something that can be measured by the questionnaire (Ghozali, 2016).

Table 1. Validity Test

Variable	Indicator	Corrected Item-Total Correlation	R-Table	Information
Work Discipline (X_1)	X1.1	0,631	0,312	Valid
	X1.2	0,712	0,312	Valid
	X1.3	0,721	0,312	Valid
	X1.4	0,702	0,312	Valid
	X1.5	0,636	0,312	Valid
	X1.6	0,619	0,312	Valid
	X1.7	0,725	0,312	Valid
Job Satisfaction (X_2)	X2.1	0,738	0,312	Valid
	X2.2	0,657	0,312	Valid
	X2.3	0,678	0,312	Valid
	X2.4	0,741	0,312	Valid
	X2.5	0,678	0,312	Valid
	X2.6	0,711	0,312	Valid
	X2.7	0,594	0,312	Valid
	X2.8	0,624	0,312	Valid
	X2.9	0,615	0,312	Valid
	X2.10	0,559	0,312	Valid
	X2.11	0,585	0,312	Valid
Employee Performance (Y)	Y1	0,815	0,312	Valid
	Y2	0,647	0,312	Valid
	Y3	0,802	0,312	Valid
	Y4	0,681	0,312	Valid
	Y5	0,779	0,312	Valid
	Y6	0,722	0,312	Valid
	Y7	0,631	0,312	Valid

4.2Reliability Test

According to Sugiyono, (2016) the reliability test is used to find out how far the measurement results remain consistent if two or more measurements are taken of the same symptoms using the same measuring instrument. Reliability test is conducted to show the extent to which a measuring instrument can be trusted or relied upon. To see whether the measuring instrument used is reliable or not, a statistical approach is used, namely through the reliability coefficient, if the reliability coefficient is > 0.60 then the overall statement is declared reliable (reliable).

Table 2. Reliability Test
Reliability Statistics

Cronbach's Alpha	N of Items
,841	25

From table 2, the reliability test of the research variables above shows that all Cronbach's alpha values from both dependent and independent variables are declared reliable or acceptable because they have a value above 0.6, which means that the questions from this research questionnaire are said to be reliable or reliable.

4.3 Data Normality Test

The normality test in multiple linear regression aims to test between the dependent variable and the independent variable having a normal distribution or not. A good regression model has normal redistribution data close to normal. In this case to test whether the data is normally distributed or not. The normality of the retribution of a data is a must that must be met when doing parametric statistical analysis.

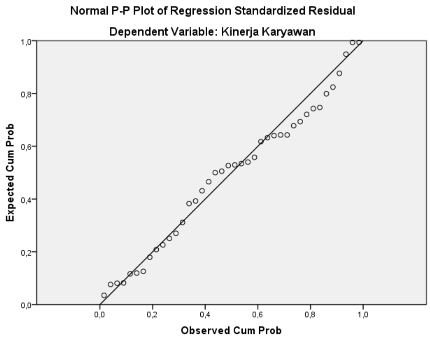

Figure 2 P-Plot . Normality Test Results

Based on the results of the P-Plot test from Figure 2 above, it shows that the data points have spread following the diagonal line, so it can be said that the data in this study has a normal distribution.

Table 3 Data Normality Test
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters[a,b]	Mean	,0000000
	Std. Deviation	2,87024503
Most Extreme Differences	Absolute	,097
	Positive	,097
	Negative	-,075
Kolmogorov-Smirnov Z		,616
Asymp. Sig. (2-tailed)		,843

a. Test distribution is Normal.
b. Calculated from data.

From the results of the calculation in table 3 above, the sig value is 0.843 or greater than 0.05. Then the provisions of Ho are accepted, namely that the assumption of normality is met.

4.4 Multicollinearity Test

The multicollinearity test is part of the classical assumption test in multiple linear regression analysis which aims to test whether in the regression model there is a strong relationship between independent variables or independent variables. A good regression model should not have a correlation between the independent variables or the absence of multicollinearity symptoms. The basis for making decisions in the multicollinearity test is by looking at the Tolerance and Varlance Inflation Factor (VIF) values. If the tolerance is 0.10, it means that there is multicollinearity in the regression model, and if the VIF value is 10.00, it means that there is no multicollinearity in the regression model. A low tolerance value is the same as a high VIF value because it can be said (VIF = 1 / Tolerance).

Table 4 Multicollinearity Test
Coefficients[a]

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Disiplin Kerja	,995	1,005
	Kepuasan Kerja	,995	1,005

a. Dependent Variable: Kinerja Karyawan

Based on the table above, it shows that the VIF value for the independent variable is less than 10. So it can be said that there is no symptom of multicollinearity between the independent variables.

4.5 Heteroscedasticity Test

The heteroscedasticity test is one of the classical assumption tests that assesses whether there is an inequality of variance from the residuals for all observations made in the linear regression model. This test must be performed on linear regression because if the assumption of heteroscedasticity is not met, then the regression model is declared invalid as a forecasting tool.

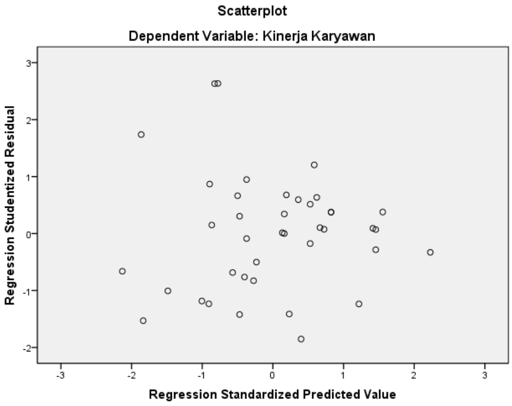

Figure 3 Heteroscedasticity Test (Scatterplot)

From the results of Figure 3 above, it shows that there is no clear pattern in the distribution of the data, as well as the points that spread above and below the number 0 on the X and Y axes. It can be concluded that there is no heteroscedasticity disorder in this study. The following is the heteroscedasticity test in this study which was detected using the glesjer test to strengthen the scatterplot results.

4.6 Multiple Linear Regression Test

Multiple linear regression analysis from this study was used to determine whether or not there was an influence of Work Discipline (X1), Job Satisfaction (X2) as the independent variable on Employee Performance (Y) as the dependent variable. Multiple linear regression equations are enabled from the results of data processing with the SPSS program as follows:

Table 5 Multiple Linear Regression Test
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,462	5,211		2,008	,052
	Work Discipline	,372	,159	,347	2,343	,025
	Job Satisfaction	,137	,085	,240	1,622	,013

a. Dependent Variable: Employee Performance

$Y = 10{,}462 + 0{,}372\ X_1 + 0{,}137\ X_2$

From the results of these equations, it can be interpreted that:

1. The constant value is 10,462, this shows that if Work Discipline (X1), Job Satisfaction (X2) is equal to zero, then Employee Performance is 10,462.
2. Work Discipline Value (X1) 0.372. This shows that if Work Discipline (X1) increases by one unit, it will increase Employee Performance (Y) by 0.372 units with the assumption that the Job Satisfaction variable (X2) is constant.
3. The value of the coefficient of job satisfaction (X2) is 0.137. This shows that if employee job satisfaction increases by one unit, it will increase employee performance (Y) by 0.137 units assuming the size of the Work Discipline variable (X1) is constant.

4.7 Determination Test

The analysis of the coefficient of multiple determination in this study was used to measure how much variation up and down the variables of work discipline (X1) and job satisfaction (X2) were able to affect employee performance (Y). From the results of the data test, it is possible to obtain the coefficient of multiple determination as follows:

Table 6 Determination Test Results of R and R2

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,437[a]	,391	,347	2,947

a. Predictors: (Constant), Kepuasan Kerja, Disiplin Kerja
b. Dependent Variable: Kinerja Karyawan

Based on the results of the data test in table 4.16 of the summary model above, the R square value is 39.1%, which means that the work discipline variable (X1) and job satisfaction (X2) explains 39.1% of the variation in the employee performance variable (Y). While the remaining 60.9% is influenced by other variables not examined in this study.

4.8 F Test

The F test aims to be able to determine the effect of the independent variable Work Discipline (X1), Job Satisfaction (X2) on the dependent variable, namely employee performance (Y) the acceptance criteria and the rejection of the hypothesis used are as follows:

1. If the significant value is > 0.05 then Ho is accepted and Ha is rejected or the independent variable from the linear regression model is not able to explain the dependent variable.
2. If the significant value is <0.05, then Ho is rejected and Ha is accepted or the independent variable from the linear regression model is able to explain the dependent variable.

Table 7 F Test Results

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	75,681	2	37,841	4,358	,020[a]
	Residual	321,294	37	8,684		
	Total	396,975	39			

a. Predictors: (Constant), Work Discipline, Job Satisfaction
b. Dependent Variable: Employee Performance

Based on table 7 ANOVA above, it can be said that the results of simultaneous hypothesis testing with a calculated F value of 4.358 with a significant level of 0.020. The significant value of F is less than 0.05, thus it can be concluded that the variables of Work Discipline (X1) and Job Satisfaction (X2) have a significant effect simultaneously.

4.9 T Test

The criteria for acceptance and rejection of the partial hypothesis with the t-test are:

1. If the significant value is > 0.05, then Ho is accepted and Ha is rejected or the independent variable is unable to explain the dependent variable or there is no significant effect of the variable being tested.
2. If the significant value is <0.05, then Ho is rejected and Ha is accepted or the independent variable is able to explain the dependent variable or there is a significant effect of the variable being tested.

Table 8 T Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	10,462	5,211		2,008	,052
	Work Discipline	,372	,159	,347	2,343	,025
	Job Satisfaction	,137	,085	,240	1,622	,013

a. Dependent Variable: Employee Performance

Based on the coefficients table above, the results of partial hypothesis testing are obtained as follows:

1. Effect of Work Discipline (X1) on employee performance (Y)
   The results of the analysis of the Work Discipline variable obtained a significant value of 0.025 (smaller than 0.05) which means that the Work Discipline variable (X1) has a significant effect on employee performance (Y).

2. Effect of Job Satisfaction (X2) on employee performance (Y)
   The results of the analysis of job satisfaction variables were obtained with a significant value of 0.013 (smaller than 0.05) which means that the work discipline variable (X2) has a significant effect on employee performance (Y).

4.10 Discussion

1. The Effect of Work Discipline on Employee Performance

The results of the tests that have been carried out in this study show that Work Discipline has a significant influence on employee performance at the Pratama Gotong Royong Clinic in Surabaya. This shows evidence because Work Discipline has a significant value of 0.025 which is smaller than 0.05. From this value, it can be concluded that Work Discipline has a significant influence on Employee Performance. If work discipline is carried out the better, the higher the employee performance. The results of this study support research conducted by Adi Setya Pamungkas and Sri Yuni Widowati (2020) which states that work discipline has a positive and significant effect on employee performance.

2. The Effect of Job Satisfaction on Employee Performance

The results of the tests that have been carried out in this study, job satisfaction has a significant level of influence on employee performance at the Pratama Gotong Royong Clinic in Surabaya. This can be shown by evidence because job satisfaction has a significant value of 0.013 which is smaller than 0.05. From this value, it can be concluded that job satisfaction has a significant effect on employee performance. If job satisfaction increases it will affect the increase in employee performance. This is indicated by the existence of superiors who are willing to listen to the suggestions of each employee so that it can increase job satisfaction for employees. The results of this study support the research conducted by Purnama Novianta, Tamansiswa Didik Subiyantob (2020) which states that job satisfaction has a positive effect on employee performance.

3. Simultaneous Influence of Work Discipline and Job Satisfaction on Employee Performance

Based on the results of simultaneous regression analysis, the Fcount value is 4.358 with a significant level of 0.020. The significant value of F is less than 0.05, thus it can be concluded that the variables of work discipline (X1) and job satisfaction (X2) have a significant effect simultaneously.

5.Conclusion

Based on this research was conducted to determine which variables affect employee performance. In this study there are independent variables used are work discipline variables (X1) and job satisfaction (X2) while the related variables used are employee performance (Y), it can be concluded:

1. Work discipline has a significant influence on employee performance. If work discipline is carried out the better, the better or higher the employee's performance.
2. Job satisfaction has a significant effect on employee performance. If job satisfaction increases, it will affect employee performance.
3. Work discipline and job satisfaction have a significant effect simultaneously on employee performance.

Based on the conclusions, the researchers found the expected suggestions for the company and for other parties as follows:

1. This study only uses certain independent variables, namely work discipline and job satisfaction. It is hoped that for further research, researchers can add independent variables such as compensation, motivation, leadership so that the results obtained in writing research can be compared with this research.
2. The company should be able to improve work discipline and job satisfaction for employees so that the company can produce better company performance.
3. It is expected that leaders can communicate well to employees, so that employees feel comfortable and satisfied with their work so that they are able to provide good performance for the company.
4. In order to increase employee performance, it is expected that company leaders will think more about the welfare of employees and give greater trust to employees.
5. It is expected for the company to provide sanctions that are not too heavy for employees who may be negligent in carrying out their work.
6. It is expected for the company to be able to provide salaries that are in accordance with the level of workload carried out by employees.

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Biography / Biographies (Optional)

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Elok Damayanti graduated at Universitas Surabaya (UBAYA) and then continued her study at Sekolah Tinggi Ilmu Ekonomi YAPAN, Surabaya. She completed her Master's Degree of Management at Narotama University. She focuses in Human Resources Management, Business English, Business Management and Business Administration. Previously she was a Head of Treasury at Public Service Commision, a government-own organization. At present she is a Lecturer at the Economy and Business Faculty at Narotama University. In addition, she is a Head of ASEAN Study Centre, responsible for the ASEAN cooperation, information and studies. Also as a Head of National Partnership, responsible for the domestic cooperation at the University.

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Purchase Decisions for Victory One Racing Motorcycle Variations in Surabaya

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Abstract

This study aims to determine the analysis of the influence of electronic word of mouth, discounts, and social media advertisements either simultaneously or partially on the purchasing decisions of the Victory Onr Racing motorcycle variation product in Surabaya. This research is a quantitative research. The population of this study are consumers who use the product victory one racing in Surabaya. The sampling technique used was purposive sampling (respondents based on predetermined criteria), with a total of 97 people as samples. The data collection technique used is a questionnaire, and the data analysis technique used is multiple linear regression analysis with the help of the SPSS program. The results show that, the significant probability number of E-WoM (0.043) < (0.05) so that the E-WoM variable has a significant influence on purchasing decisions, the significant probability of Discount (0.023) < (0.05) so that the Discount variable has a significant influence on purchasing decisions, the probability number is significant for social media advertising (0.003) < (0.05) so that the social media advertising variable has a significant influence on purchasing decisions. This means that the variables of E-Wom, Discounts, and Social Media Advertising partially have a significant effect on purchasing decisions.

Keywords
Electronic Word of Mouth, Discount, Social Media Advertising, Purchase Decision

1. Introduction

In the business world, especially the motorcycle industry in Indonesia, of course, with the increase in motorcycle users, companies engaged in spare parts or variations of motorcycles will also increase, even though consumers are still there but their purchasing power is still limited so that consumers are more careful in carrying out their duties. Purchasing and determining the brand on a desired product, this creates competition that creates many obstacles and challenges for business people. In Indonesia, there are several variations of brands that are known by the public. One of them is Victory. Victory is a company that runs in the field of motorcycle variations. Which is located on Jl. Kedung Cowek, This company is engaged in the variety of motorcycles. In its operational activities, Victory Company carries out various kinds of advertising on social media, discounts and also some consumers have started to talk about the promotions and discounts they do. From this phenomenon, researchers are interested in conducting research by raising the variables of Electronic Word of mouth, sales discounts, and social media advertisements to find out whether the three influence the purchasing decisions of customers.

Based on the data, product sales starting from 2020 are as follows:

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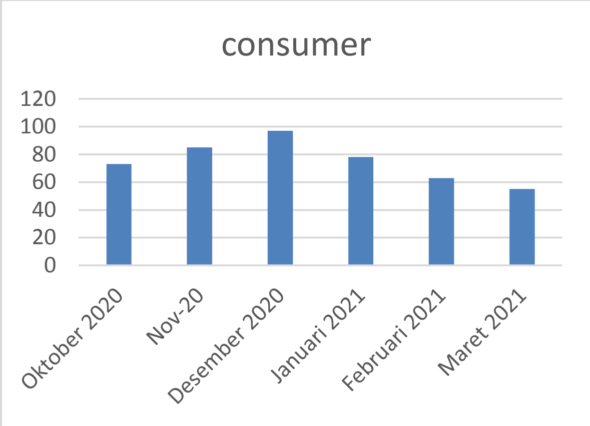

Figure 1. consumer data

Based on the data from the sale of the victory variation product sales above. It can be seen that the results of sales of Victory products from October 2020 to March 2020 have fluctuated, the demand for this product is actually quite high, it's just that the price set by the company is too high for consumers. Therefore the need for good marketing in a company, and the type of internet marketing model to achieve marketing goals by participating in various social media networks

(Litvin et al., 2008) defines electronic word of mouth as all informal communication directed at consumers through the use of internet-based technology related to the use or good characteristics of certain services or sellers. According to (P Kotler & Keller, 2012) explains that discounts are gifts made by companies for faster payments. According to (Philip Kotler, 2010) advertising as all forms of non-personal presentation, promotion of ideas, promotion of goods or services carried out by certain sponsors who are paid. According to (Peter & Carla, 2012), "The purchase decision is an integration process that combines knowledge to evaluate two or more alternative behaviors and choose one of them".From the description above this research focuses more on e-wom, discounts and advertisements and to analyze customer decisions to choose victory products so that based on this background the researcher raises the topic **"The Influence of Electronic Word Of Mouth, Sales Discounts, and Social Media Advertising on Purchase Decisions in victory one racing product in the city of Surabaya".**

Based on the description of the background above, several problems can be formulated, namely whether electronic word of mouth, discounts, social media advertising can influence purchasing decisions either partially or simultaneously.

This study aims to determine the effect of electronic word of mouth, discount, social media advertising variables on purchasing decision variables

1.1 Buying decision

According to (Peter & Carla, 2012), "The purchase decision is an integration process that combines knowledge to evaluate two or more alternative behaviors and choose one of them". According to (Philip Kotler, 2010), Purchasing Decision Indicators include:

1. Perception
2. Motivation
3. Attitude
4. Personality
5. Facilities and Infrastructure.

1.2 Electronics Word of Mouth

According to (Sernovitz, 2012), Word of Mouth is "giving people a reason to talk about your stuff and making it easier for that conversation to take place". Based on research (Jiménez,F.R & Mendoza, 2013), there are 3 indicators of electronic word of mouth as follows:

1. Intensity
2. Valence of Opinion
3. Content.

1.3 Discount

According to (P Kotler & Keller, 2012) explains that discounts are gifts made by companies for faster payments. Bulk purchases, and off-season purchases. Based on this explanation, it can be seen that a discount is a direct price reduction for certain products in a certain period of time. According to (Sutisna, 2007) discount indicators can be seen from:

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1. The amount of the discount
2. Discount period
3. Types of products that get discounted prices.

1.4 Social media ads

According to (Philip Kotler, 2010) advertising as all forms of non-personal presentation, promotion of ideas, promotion of goods or services carried out by certain sponsors who are paid. The indicators that can be used to measure advertising variables according to (P Kotler & Armstrong, 2010) are as follows:

1. Finding information about a product or company from various media is easy
2. The design of the media used is attractive
3. The information conveyed in various media is clear
4. Messages contained in various media can be trusted.

1.5 Relationship Between Variables

1. The effect of online product introduction shows that current purchases are caused by the strong role of electronic word of mouth in building and activating brand image so that this makes electronic word of mouth one of the factors in determining consumer purchasing decisions.
2. This implies that purchasing decisions do not occur by themselves, but are influenced by many factors, such as discounts, services, and free shipping (Farhat, 2020).
3. Advertising will always be correlated with a purchasing decision on the product, of course a product that has advertising will encourage the emergence of a desire to buy in this case is a purchase decision.

1.6 framework of thinking

Based on the literature review, a framework of thought is made that employee performance is influenced by leadership style and work motivation. The framework is described as follows:

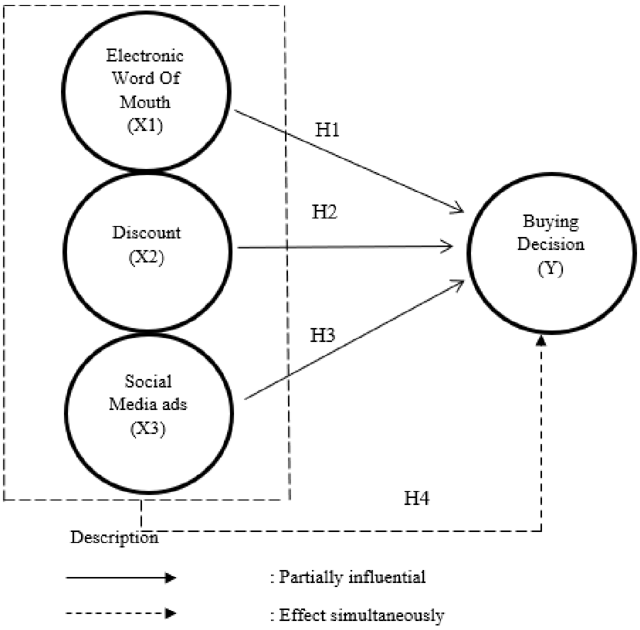

Figure 2. kerangka pemikiran

1.7 Hipotesis

H1: Electronic Word of mouth (X1) partially has a positive and significant effect on purchasing decisions (Y).

H2: Discount (X2) partially has a positive and significant effect on purchasing decisions (Y).

H3: Social media advertisements (X3) partially have a positive and significant effect on purchasing decisions (Y).

H4: Electronic Word of mouth (X1), Discounts (X2), Social media advertisements (X3) partially have a positive and significant effect on purchasing decisions.

2. Methodology

This study uses quantitative methods with an objective research approach that includes the collection and analysis of quantitative data and uses statistical testing methods. Quantitative Research consists of two types, namely Surveys and Experiments (Hermawan & Yusran, 2017).

2.1 Research Location and Time Plan

This research was conducted on research respondents, namely consumers who have used/purchased Victory products in the city of Surabaya. The implementation of field research is by distributing questionnaires which are planned to be carried out in June-July 2021. As for the overall research from proposal writing to thesis preparation, namely from March - July 2021.

2.2 Population and sample

Population according to Sugiono in (Rukajat, 2018) 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. It can be concluded that the population is the whole object that has certain characteristics based on the area determined by the researcher. The population in this study are customers who have used victory products in the city of Surabaya.

The type of sampling is non probability sampling using purposive sampling technique. Purposive sampling selects sample members from the population determined by the researcher alone (Sumargo, 2020 : 20). To determine the number of samples in this study using the Chocran formula. Because the population is unknown, the sampling technique used in this study uses the Chocran formula in (Sugiyono, 2017). In this study, the level of confidence used is 95%, with a Z^2 value of 1.96 and a margin of error of 10% and the probability of being wrong and right is assumed to be 50%. Then the minimum number of samples in this study is 97.

3. Result and Discussion

This research data was taken using a questionnaire by distributing an online google form containing questions that must be answered to users of the winning product. The sample in this study is the user of the victory product in Surabaya. This questionnaire has been consulted with the supervisor before being informed. This data collection was carried out for 1 month for users of voctory products in the city of Surabaya. The total number of questionnaires that have been distributed is 97 and all questionnaires have been filled in completely. So that the questionnaire can be directly analyzed and processed

The results of distributing questionnaires by researchers are as follows:

3.1 Validity test

Table 1. Validity test results

Variabel	Rata-rata r hitung	R table
E-WoM	0,751	0,168
Discount	0,777	0,168
Social media advertisements	0,771	0,168
Buying Decision	0,778	0,168

Based on the table above, it is stated that the data obtained from distributing questionnaires by researchers are valid. This is evidenced by the number of calculated r in each variable is greater than r table. The number of r tables = 0.168 (df = n-2 -> df = 97 - 2 = 95, with a significance of 0.05), and the significance value for each variable has a value less than 0.05 and is positive.

3.2 Reliability test

Reliability test is to measure the reliability of an instrument, in this study used Cronbach's Alpha coefficient. According to Nunnaly in (Ghozali, 2011) the instrument is said to be reliable if the alpha value is 0.6. This shows that these measurements can provide consistent results, if repeated measurements are made on the same subject.

Table 2. Reliability test result

Variabel	Cronbach's Alpha	Status
E-WoM	0,619	Reliable
Discount	0,687	Reliable
Social media advertisements	0,667	Reliable
Buying decision	0,672	Reliable

It can be seen from table 4. above, from the data this research has Cronbach's alpha which is above 0.60 all, then this research data can be declared reliable and trustworthy.

3.3 Classic assumption test

1. Normality test

Several assumptions must be met so that the conclusions from the testers' results are unusual, including:

Table 3. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

	Unstandardized Residual
N	97
Asymp, Sig. (2-tailed)[c]	0,200[d]

The normality test in this study states that the data obtained from the distribution of the questionnaire by the researcher is data with a normal distribution. This can be proven with Asymp. Sig (2 tailed) with a value of 0.200 indicates that the value is greater than 0.05, which means that the data is normally distributed (according to the basis for decision making in the research methodology chapter).

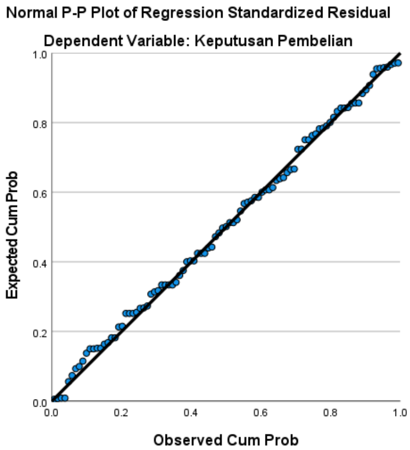

Figure 3. P-Plot Normality Test Results

It can be seen that the p-plot normality graph above shows that all existing data are normally distributed, because all data spreads to form a straight diagonal line, then the data meets the normal assumption or follows the normality line.

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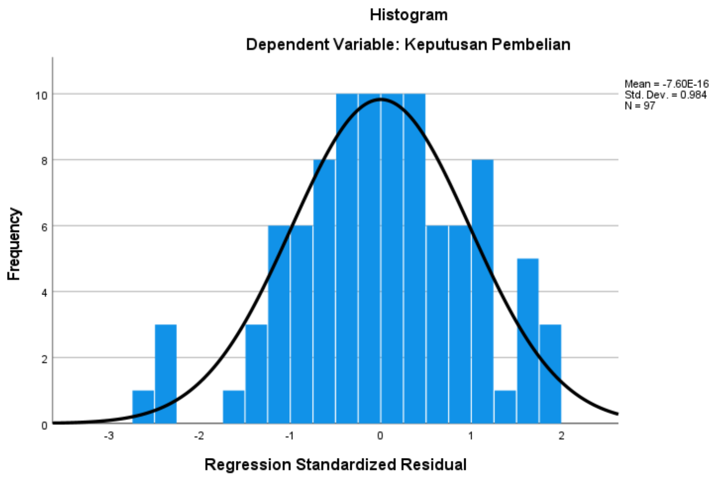

Figure 4. Histogram Normality Test Results

In the picture above shows the results of testing the normal distribution with the Kolmogorov Smimov method to strengthen the normal plot graph test, a significance value of > 0.05 is obtained, so the regression model is normally distributed. , because the data form a pattern like a mountain, then the data meets the normal assumption.

3.4 Multicollinearity Test

According to (Ghozali, 2011) the multicollinearity test aims to test whether there is a correlation between the independent variables (independent) in the regression model. To detect the presence or absence of multicollinearity in the regression model, it can be done by looking at the tolerance value and the Variance Inflation Factor (VIF) value. if the tolerance value is > 0.10 and the VIF value is < 10, then there is no multicollinearity problem. The results of the multicollinearity test were measured by statistical data which can be seen in the table below.

Table 4. Multicollinearity Test
Coefficients[a]

	Collinearity Statistics	
	Tolerance	VIF
E-WoM	.746	1.340
Discount	.769	1.300
Social media advertisements	.966	1.035

Based on the table above, it can be seen that the regression model does not experience multicollinearity disorders. This can be seen in the tolerance value of each independent variable which is greater than 0.1. The results of the VIF calculation also show that the VIF value of each independent variable is less than 10. So it can be concluded that there is no multicollinearity between the independent variables in the regression model.

3.5 Heteroscedasticity Test

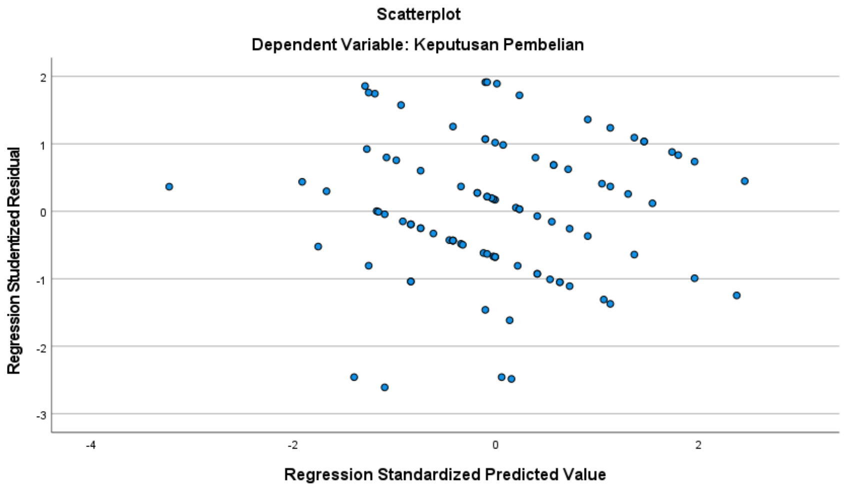

Figure 5. Heteroscedasticity Test Result

It can be seen that the points spread randomly and are spread both above and below 0 on the Y axis, and there is no certain pattern, this concludes that there is no heteroscedasticity

3.6 Hypothesis testing

1) T test

Table 5. T Test Results
Coefficients[a]

Variabel	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.691	1.625		2.272	.025
E-WoM	.219	.107	.212	2.047	.043
Diskon	.231	.100	.237	2.317	.023
Iklan media sosial	.285	.093	.280	3.078	.003

a. The test results for the E-WoM variable (X1) have a t-count value of 2.047 with a sig value of 0.043 which means it is lower than the value of = 0.050. Based on this, it can be concluded that the E-WoM variable (X1) partially has a significant influence on the Purchase Decision variable (Y).
b. The test results for the Discount variable (X2) have a t-count value of 2.317 with a sig value of 0.023 which means it is lower than the value of = 0.050. Based on this, it can be concluded that the Discount variable (X2) partially has a significant influence on the Purchase Decision variable (Y).
c. The test results for the social media advertising variable (X3) have a t-count value of 3.078 with a sig value of 0.003 which means it is lower than the value of = 0.050. Based on this, it can be concluded that the social media advertising variable (X3) partially has a significant influence on the Purchase Decision variable (Y).

2) F test

Table 6. F Test Result
ANOVA[a]

Variabel	Sum of Squares	df	Mean Square	F	Sig.
Regression	45.072	3	15.024	10.568	<,001[b]
Residual	132.207	93	1.422		
Total	177.278	96			

Based on the table of f test results above, it is known that the calculated f value is 10.568 and the significance value is <.001 which is smaller than the value of 0.05. Based on this, it can be concluded that the variables of E-WoM, Discounts, and Social Media Advertising simultaneously affect the Purchase Decision variable.

3.7 Multiple Regression Analysis

Table 7. Test Multiple Regression Analysis Results

Coefficients[a]

Variabel	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.691	1.625		2.272	.025
E-WoM	.219	.107	.212	2.047	.043
Diskon	.231	.100	.237	2.317	.023
Iklan media sosial	.285	.093	.280	3.078	.003

Based on the results of the analysis in table 7. the linear regression equation is obtained as follows:
Y = 3,691 + 0,219 X1 + 0,231 X2 + 0,285 X3 + e

Based on the multiple linear equations, it can be described as follows:

1. The regression coefficient value of the E-WoM variable (β1) is 0.219, meaning that if the E-WoM is increased by one unit with the assumption that the Discount and Social Media Advertising variables are considered constant, it will increase the Purchase Decision by 0.219.
2. The regression coefficient value of the Discount variable (β2) is 0.231, meaning that if the discount is increased by one unit assuming the E-WoM and social media advertising variables are considered constant, it will increase the Purchase Decision by 0.231.
3. The regression coefficient value of the social media advertising variable (β3) is 0.285, meaning that if the social media advertising is increased by one unit assuming the E-WoM and Discount variables are considered constant, it will increase the Purchase Decision by 0.285.

3.8 Test Coefficient of Determination (R^2)

Table 8. Test Coefficient of Determination Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.504[a]	.254	.230	1.192

Based on the table above, it shows that the value of Adjusted R Square in this study is 0.230 or 23.0%, which means that the magnitude of the influence (independent variable) of E-WoM, Discounts, and social media advertising on purchasing decisions (the dependent variable) is 23. .0% while the remaining 77.0% is influenced by other variables.

Based on the results of the analysis carried out by researchers using the SPSS 28.0 tool, it states that of the three hypotheses presented by the researchers, all variables are accepted

1. The Effect of Electronic Word of Mouth on Purchase Decisions

Based on the test results, the t-count value for the Electronic Word of Mouth variable on purchasing decisions shows the t-count value = 2.047 < t table 1.986 with a significance of 0.043<0.05, which means it is significant. Thus the first hypothesis is accepted.

2. The Effect of Discounts on Purchase Decisions

Based on the test results, the t-count value for the discount variable on purchasing decisions shows the t-count value = 2.317 < t table 1.986 with a significance of 0.023 < 0.05, which means it is significant. Thus the second hypothesis is accepted.

3. The Effect of Social Media Advertising on Purchase Decisions

Based on the test results, the t-count value for the social media advertising variable on purchasing decisions shows the t-count value = 3.078 < t table 1.986 with a significance of 0.003 < 0.05, meaning that it is significant, thus the third hypothesis is accepted.

4. Conclusion

1. Electronic Word of Mouth (X1) has a significant positive effect on purchasing decisions (Y). Where the regression coefficient is 2.047 (positive) with a significance of 0.043 <0.05, which means it is

significant. It can be interpreted that the Electronic Word of Mouth variable has an effect and is significant on purchasing decisions.

2. Discount (X2) has a significant positive effect on Purchase Decision (Y). Where the regression coefficient is 3.078 (positive) with a significance of 0.023 <0.05, which means it is significant. This can be interpreted as an influential and significant discount variable on purchasing decisions.
3. Social media advertisements (X3) have a significant positive effect on Purchase Decisions (Y). Where the regression coefficient is 3.078 (positive) with a significance of 0.003 <0.05, which means it is significant. This can mean that social media advertising variables have an effect and are significant on purchasing decisions.
4. Electronic Word of Mouth (X1), Discount (X2) and Social Media Advertising (X3) variables have a simultaneous effect on Purchase Decision (Y) with a significant value less than 0.05, which is <.001.

5. Suggestion

1. For further research, it is expected to examine or add other variables because the significance for the Electronic Word of Mouth variable, Discounts and Social Media Advertising on Purchase Decisions is still low. It is expected that with the addition of these other variables there is a greater influence on customer satisfaction.
2. The company is expected to continue to improve and maintain E-WoM, Discounts, and Social media advertising from the products it produces, because these three components are proven to be able to create purchasing decisions. The company is also expected to always evaluate these components or other components on a regular basis in order to compete with competitors so that customers remain loyal and loyal to the company.

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The Influence of Product Quality, Brand Image and Promotion on The Purchase Decision of 3second Fashion

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Abstract

This study aims to determine the effect of product quality, brand image and promotion on purchasing decisions of 3second Fashion Royal Plaza Surabaya fashion. A quantitative approach is used to answer the problems in this study, using 100 respondents. The analysis technique used is multiple linear regression analysis. The results show that, 1) Product quality influences purchasing decisions for the 3second Fashion Royal Plaza Surabaya fashion so that H1 is accepted. That is, the better the quality of the products sold, the higher the decision to buy the product. 2) Brand image influences purchasing decisions for 3second Fashion Royal Plaza Surabaya fashion so that H2 is accepted. That is, the better the brand image that is embedded in the minds of consumers, the decision to buy a product is increasing. 3) Promotion has an effect on purchasing decisions for 3second Fashion Royal Plaza Surabaya fashion so that H3 is accepted. That is, the more maximum promotional efforts made by the company, the decision to buy the product will increase. and 4) Product quality, brand image and promotion influence the purchasing decision of the 3second Fashion Royal Plaza Surabaya fashion so that H4 is accepted. That is, the existence of products with high quality, good brand image and maximum and well-targeted promotions will have an impact on increasing consumer purchasing decisions.

Keywords
Brand Image, Promotion, Purchase Decision, Product Quality

1. Introduction

Along with the development of an increasingly modern era, it has an impact on the shifting of cultural values from social society to become more individual. The density of busyness and high mobility of a person outside the home, causes people to prefer something practical and instant to be able to meet their needs. In addition, the rapid progress of science and technology also has an impact on the tight competition in the business world. Every company must be able to determine the right strategy to survive and expand its market share. Every business actor needs to study and understand the needs, wants and demands of each customer. Having this understanding will help design market offerings that are more desirable and build value burdens. Good relationships with customers will be beneficial for capturing customer lifetime value and a wider market share (Darmanto, & Wardana, 2016). Fulfillment of needs and wants will drive consumer purchasing decisions.

Purchasing decisions are a problem-solving process in an effort to meet consumer needs (Rossanty, Y., Nasution, Muhammad D. T. P., & Ario, 2018). Product purchase decisions are more defined as the process by which consumers make decisions to actually buy the product. Purchase decisions are influenced by several factors. So companies are required to always compete and attract the attention of consumers. There are several factors that can influence purchasing decisions, including product quality, brand image and promotion (Brata, B. H., Husani, S., & Ali, 2017).

The first factor is product quality. Product quality is an understanding that the products offered have advantages as expected by consumers (Firmansyah, 2019). The second factor is brand image. Brand image or brand image is the name, term, symbol, sign and design used by the company to distinguish it from competing products (Firmansyah, 2019). The third factor is promotion. According to Musfar, (2019), promotion as a component of marketing is considered very important in increasing brand recognition and also sales.

Research related to product quality, brand image and promotion of purchasing decisions has been carried out by several previous researchers. One of them is the research conducted by (Widjaja, Y. R., & Rahmat, 2017), which obtained the results that product quality has a positive and significant influence on consumer purchasing decisions. This means that the better the quality of a product, the purchasing decisions will increase. Contrary to research conducted by (Rumondor, P., Tumbel, A., & Ogi, 2017), which obtained the results that product quality was not proven to have a significant effect on purchasing decisions. This means that the good or bad quality of a product does not guarantee that purchasing decisions will increase. Empirical studies were also conducted by (Evita, 2017), which obtained the results that brand image has a positive and significant influence on purchasing decisions. This means that with a positive brand image embedded in the minds of consumers, the purchase decision has increased. This is in contrast to the research conducted by (Wicaksono, D. A., Sumarsono, H., & Santoso, 2019), which found that brand image was not proven to have an effect on purchasing decisions. Research was also carried out by (Brata, B. H., Husani, S., & Ali, 2017), which showed that promotions proved to have a positive and significant effect on purchasing decisions. This means that with the right promotional strategy, it will help improve consumer purchasing decisions. Contrary to research conducted by (Rahmawati, Y., & Nilowardono, 2018), which proves that sales promotion does not have a significant contribution to purchasing decisions.

This research was conducted at the 3second Fashion Royal Plaza Surabaya fasion. 3Secend is one of the well-known clothing brands that is inherent among young people, with its center in Bandung, West Java. The quality of 3second Fashion products has a trendy and stylish concept, which is made with comfortable materials and not too flashy colors. Products from 3second Fashion also play more with fonts, with simple and unique designs so that they can become a special attraction for consumers. On the other hand, there are some people who think that 3second Fashion products are expensive, where a t-shirt with a simple design is sold for a minimum price of IDR 160,000. However, with the value in 3second Fashion products, there are still many people, especially young people who are still loyal to buying 3second Fashion products (Nadiya, F. H., & Wahyuningsih, 2020).

The brand image attached to 3second Fashion products is already embedded in the minds of consumers, especially among young people. The company uses celebrity endorsers to help introduce 3second Fashion products to the public, including Ariel "Noah", Raffi Ahmad and also Momo "Geisha". The products offered by 3second Fashion are not only t-shirts, there are also variations of other products such as jackets, shirts, pants, sweaters, hats, bags, belts, sandals and shoes. With an age of more than 15 years, 3second Fashion also cooperates with other brands, with the same company ownership, such as the Famo, Moutley and Greenlight brands. In an effort to increase sales and introduce products, 3second Fashion carries out various promotions, such as advertising on print media and social media. The company also provides exhibitions at certain events, besides that the company also provides attractive price discounts. Discount prices given by 3second Fashion such as buying 1 20% discount, buying 2 30% discount and buying 3 50% discount. Some 3second Fashion items also offer discounts of up to 50% (https://3second Fashion.co.id/ accessed 24 April 2021).

2. Literature Review

2.1 Product Quality

Product quality is an understanding that the product offered has advantages as expected by consumers. In addition, product quality is also a public perception where the products offered by a company have advantages over competing products. So that the company will try to maintain the quality of the products it offers and compare with the products offered by competing companies (Firmansyah, 2019). According to Sunarto, (2015), product quality is the ability or characteristic possessed by a product, either goods or services, in meeting and satisfying consumer needs. If the product can carry out its functions, it can be said that the product has good quality. Based on a study conducted by (Brata, B. H., Husani, S., & Ali, 2017), quality products and in accordance with consumer expectations, the decision to purchase these products will be higher. Quality products, will encourage consumers to make purchases to meet their needs, otherwise if the product does not have quality, consumers will choose other alternatives to meet their needs. Related to this, the research hypothesis can be formulated as follows:

H_1: Product quality has a significant effect on purchasing decisions.

2.2 Brand Image

Brand image or brand image is the name, term, symbol, sign and design used by the company to distinguish it from competing products (Firmansyah, 2019). Image can be built with all media owned by the company, and is sustainable and has a message conveyed either through visual media, symbols, atmosphere or events. Basically, brand image is a consumer's perception of a particular brand based on considerations and comparisons made with several other brands of the same type. So that the brand image becomes an important element for the company in carrying out its marketing activities. Brand image also has the meaning of trust, where the existence of a brand image shows that consumers think that certain brands are physically different from competing brands (Evita, 2017). According to Yudhanto, (2018), brand image is a set of assumptions that exist in the minds of customers or consumers of a brand that arises from the existence of information and experience. The image of a brand is related to customer attitudes in the form of beliefs and preferences for a particular brand. Brand image refers more to the customer's memory scheme of a brand, which contains customer interpretations related to attributes, uses, advantages, situations, users and marketer characteristics.

Based on a study conducted by (Ardiantika, D. B. C., & Rachmi, 2017) and shows that brand image has a significant influence on purchasing decisions. The existence of a positive perception in the minds of consumers regarding a brand, will be taken into consideration in decision making. A good brand image will make consumers more interested in having the product as a fulfillment of needs. Related to this, the research hypothesis can be formulated as follows:

H_2: Brand image has a significant effect on purchasing decisions.

2.3 Promotion

According to (Musfar, 2019), promotion as a component of marketing is considered very important in increasing brand recognition and also sales. The function of promotional activities is to achieve various communication goals with consumers. Promotion is the flow of information created by the company to be able to direct a person or organization to act by creating exchanges within the company. Based on the opinion of (Rinnanik, Priyanti, E., Buchori, Sulastri, S., Dede, Mardiono, T., 2021), promotion is defined as an activity designed by the company specifically in informing consumers about products and services so that they can be recognized and persuade consumers to buy these products and services. Promotional activities are not only a means of communication between companies and consumers, but also as suggestions in influencing consumers to buy or use services to meet their needs. Based on a study conducted by (Faizani, R. D., & Prihatini, 2020) shows that promotion has a significant influence on purchasing decisions. This means that promotions that are carried out properly will increase consumer knowledge of a product. So that if a need arises, consumers will always remember the product for the information conveyed through promotional activities. Related to this, the research hypothesis can be formulated as follows:

H_3: Promotion has a significant effect on purchasing decisions.

2.4 Purchase Decision

Purchasing decisions are the selection of two or more alternative choices that consumers can buy, where consumers will decide what to buy according to the significance value of the purchase (Miauw, 2016). In this case, consumer decisions can also be interpreted as a way for consumers to decide what to buy according to their needs. Purchasing decisions are problem-solving activities that individuals can do in selecting behavioral alternatives that are considered appropriate from two or more behavioral alternatives and are assessed as the most appropriate or appropriate actions by going through the decision-making stages (Firmansyah, 2019). The consumer's decision-making process is an important activity, because the process can contain various steps that occur before making a decision. Based on a study conducted by (Limpo, L., Rahim, A., & Hamzah, 2018), consumer purchasing decisions can be influenced by several factors, including product quality, price and promotion. This means that with good product quality, prices that are in accordance with the benefits provided from the product and the right promotion will be considered by consumers in the decision-making process. Another study conducted by (Wicaksono, D. A., Sumarsono, H., & Santoso, 2019), where brand image, product quality and product design are factors that can influence consumer purchasing decisions. Related to this, the research hypothesis can be formulated as follows:

H_4: Product quality, brand image, and promotion has a significant effect on purchasing decisions.

The framework of thinking in this research is as follows:

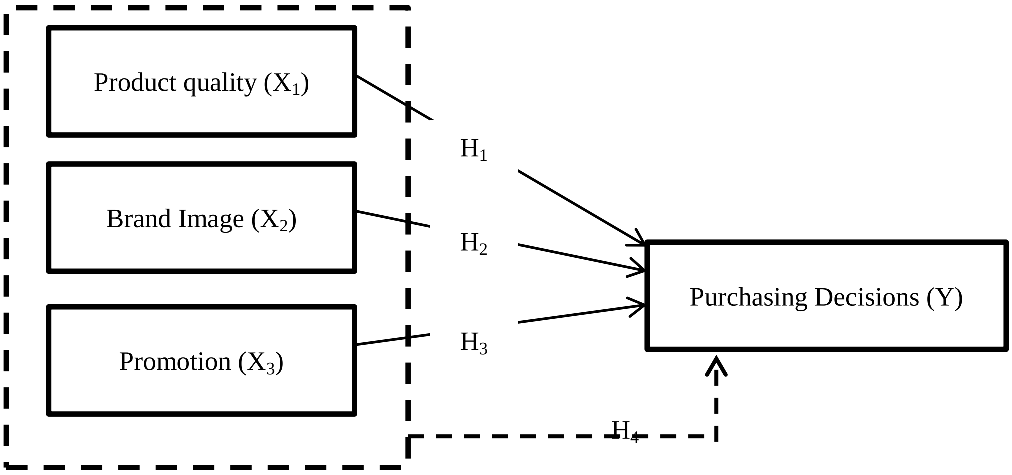

Figure 1. Framework of thinking

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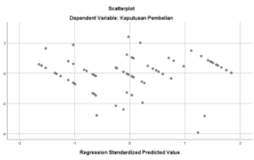
3. Methodology

A quantitative approach is used to answer the problems in this study. The object of this research is the 3second Fashion Royal Plaza Surabaya fashion consumer. The sampling technique in this study is incidental sampling, with the number of samples analyzed amounting to 100 respondents. Collecting data in this study in the form of a questionnaire or questionnaire. The data analysis technique used is multiple linear regression analysis, with partial hypothesis testing and simultaneous testing with the help of the SPSS version 25 program.

4. Results And Disuccion

4.1 Classic Assumption Test

Table 1 Classic Assumpton Test Results

Classic Assumption Test	Results		Criteria	Desciption
Normality Test	0,091		Sig. > 0,05	Normal distributed data
Linierity Test				
Product quaity (X_1)	Sig. = 0,000			Linier date
Brand image (X_2)	Sig. = 0,000		Sig. < 0,05	
Promotion (X_3)	Sig. = 0,000			
Multikolinierity Test	Tolerance	VIF		
Product quaity (X_1)	0,614	1,628	Tolerance > 0,1	Free of multicollinearity Free of multicollinearity
Brand image (X_2)	0,389	1,470		
Promotion (X_3)	0,440	1,274	VIF < 10	Free of multicollinearity
Heteroskedastisity Test			Spread above and below the 0 axis	Free of heteroscedasticity
Autocorrelation Test	1,963		between -2 to 2	Free of autocorrelation

4. 2 Multiple Linear Regression Analysis

Table 2 Multiple Linear Regression Analysis Test Results

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta
1	(Constant)	4.013	.969	
	Product quality (X1)	.141	.056	.148
	Brand image (X2)	.593	.071	.615
	Promotion (X3)	.237	.075	.221

a. Dependent Variable: Purchase decision

Based on the table above, the following equation is obtained:

$Y = 4{,}013 + 0{,}141\ X_1 + 0{,}593\ X_2 + 0{,}237\ X_3 + e$

The following is an explanation of the obtained equation:

1. The constant value is 4.013. That is, without the influence of the independent variables, namely product quality, brand image and promotion, the value of the purchasing decision variable remains constant at 4.013.
2. The coefficient value of the product quality variable is 0.141 with a positive value. This means that every increase of one unit of product quality variable will have an impact on an increase in the purchasing decision variable of 0.141 with the assumption that other factors are constant or fixed.
3. The coefficient value of the brand image variable is 0.593 with a positive value. This means that every one unit increase in the brand image variable will have an impact on the increase in the purchasing decision variable by 0.593 with the assumption that other factors are constant or fixed.
4. The coefficient value of the promotion variable is 0.237 with a positive value. This means that every increase in one unit of the promotion variable will have an impact on the increase in the purchasing decision variable of 0.237 with the assumption that other factors are constant or fixed.

4.3 Hypothesis Test

Tabel 3 Hypothesis Test Results

	Model	T_{count}	Sig.	F_{count}	Sig.	R	R Square
1	(Constant)	4.140	.000	123.874	.000[b]	.891[a]	.795
	Product quality (X1)	2.502	.014				
	Brand image (X2)	8.290	.000				
	Promotion (X3)	3.169	.002				

a. Dependent Variable: Purchase decision

Based on the table above, it can be explained as follows:

1. The product quality variable obtained a value of tcount = 2.502 with a significance of 0.014 <0.05. This means that the product quality variable partially affects the purchasing decision variables.
2. Brand image variable obtained tcount = 8,290 with a significance of 0.000 <0.05. This means that the brand image variable partially influences the purchasing decision variable.
3. Promotion variable obtained tcount = 3.169 with a significance of 0.003 <0.05. This means that the promotion variable partially influences the purchasing decision variable.

Based on the table above, it is known that the F value obtained is 123.874 with a significance of 0.000 < 0.05. This means that the variables of product quality, brand image and promotion simultaneously affect the purchasing decision variables. The R value is 0.891 or 89.1%. This means that the ups and downs of the purchasing decision variables are influenced by the product quality, brand image and promotion variables of 89.1%; while the rest are influenced by other variables outside the study. The R Square value is 0.795 or 79.5%. This means that the ups and downs of the dependent variable, namely purchasing decisions can be explained by product quality, brand image and promotion variables of 79.5% while the rest can be explained by other variables outside the study.

4.4 Discusson

1. Product Quality Affects the Purchase Decision of Fasion 3second Fashion Royal Plaza Surabaya

H_1 : Product quality has a significant effect on purchasing decisions. Data analysis proves that product quality influences purchasing decisions for 3second Fashion Royal Plaza Surabaya fashion so that H1 is accepted. That is, the better the quality of the products sold, the higher the decision to buy the product. According to (Untari, 2019), product quality is an understanding of the products offered by manufacturers and sellers that have more selling value that competing products do not have, so companies are required to focus on product quality and compare them with competing products. The existence of product quality, makes the product chosen by the public to be purchased and consumed. If the product can carry out its functions, it can be said that the product has good quality. Products that have quality, will be a consideration for consumers to buy and consume them. Research conducted by (Brata, B. H., Husani, S., & Ali, 2017) shows that product quality influences purchasing decisions. This shows that the better the value of the product used by consumers compared to the sacrifices used to obtain the product, it will encourage consumers to make a purchase. Similar research was also conducted by (Rahmawati, Y., & Nilowardono, 2018) and showed that product quality had a significant effect on purchasing decisions.

2. Brand Image Affects the Purchase Decision of Fasion 3second Fashion Royal Plaza Surabaya

H_2 : Brand image has a significant effect on purchasing decisions. Data analysis proves that brand image influences purchasing decisions for 3second Fashion Royal Plaza Surabaya fashion so that H2 is accepted. That is, the better the brand image that is embedded in the minds of consumers, the decision to buy a product is increasing. Brand image or brand image is the name, term, symbol, sign and design used by the company to distinguish it from competing products (Firmansyah, 2019). Basically, brand image is a consumer's perception of a particular brand based on considerations and comparisons made with several other brands of the same type. So that the brand image becomes an important element for the company in carrying out its marketing activities. Brand image can be built with all media owned by the company, and is sustainable and has a message conveyed either through visual media, symbols, atmosphere or events. The existence of a different and unique brand image becomes the most important thing, because the product is increasingly complex and the market is wider, so consumers will be more dependent on the brand image compared to the actual brand attributes. In a study conducted by (Evita, 2017) showed that brand image has a significant influence on purchasing decisions. This shows that the better the brand image that is embedded in the minds of consumers, the purchasing decisions will increase. Research with similar results was also conducted by (Ardiantika, D. B. C., & Rachmi, 2017) and shows that brand image has a significant influence on purchasing decisions.

3. Promotion Affects the Purchase Decision of Fasion 3second Fashion Royal Plaza Surabaya

H_3 : Promotion has a significant effect on purchasing decisions. Data analysis proves that promotion has an effect on purchasing decisions for 3second Fashion Royal Plaza Surabaya fashion so that H3 is accepted. That is, the more maximum promotional efforts made by the company, the decision to buy the product will increase. According to (Musfar, 2019), promotion as a component of marketing is considered very important in increasing brand recognition and also sales. The function of promotional activities is to achieve various communication goals with consumers. Through sales promotion, companies can attract new customers, influence their customers to try new products, encourage customers to buy more, attack competitors' promotional activities, increase impulse buying (purchases without prior plans), or seek closer cooperation with retailers. In a study conducted by (Faizani, R. D., & Prihatini, 2020) showed that promotion has a significant influence on purchasing decisions. Sales promotion is a form of marketing communication that seeks to disseminate information, influence or persuade and remind the target market of the company and its products, to buy and be loyal to the products offered.

4. Product Quality, Brand Image and Promotion Affect the Purchase Decision of Fasion 3second Fashion Royal Plaza Surabaya

H_4 : Product quality, brand image and promotion have a significant effect on purchasing decisions. Data analysis proves that product quality, brand image and promotion influence the purchasing decision of the 3second Fashion Royal Plaza Surabaya fashion so that H4 is accepted. That is, the existence of products with high quality, good brand image and maximum and well-targeted promotions will have an impact on increasing consumer purchasing decisions. From the results of the correlation coefficient test, the R value of 0.891 or 89.1% was obtained. This means that the ups and downs of the purchasing decision variables are influenced by the product quality, brand image and promotion variables of 89.1%; while the rest are influenced by other variables outside the study. While the results of the coefficient of determination test show that the R Square value is 0.795 or 79.5%. This means that the ups and downs of the dependent variable, namely purchasing decisions can be explained by product quality, brand image and promotion variables of 79.5% while the rest can be explained by other variables outside the study.

5. Conclussion

The following are the conclusions in this study:

1. The quality of the product influences the purchasing decision of the 3second Fashion Royal Plaza Surabaya fasion so that H_1 is accepted. That is, the better the quality of the products sold, the higher the decision to buy the product.
2. Brand image influences purchasing decisions for 3second Fashion Royal Plaza Surabaya fashion so that H_2 is accepted. That is, the better the brand image that is embedded in the minds of consumers, the decision to buy a product is increasing.
3. Promotion has an effect on purchasing decisions for 3second Fashion Royal Plaza Surabaya fashion so that H_3 is accepted. That is, the more maximum promotional efforts made by the company, the decision to buy the product will increase.
4. Product quality, brand image and promotion influence the purchasing decision of the 3second Fashion Royal Plaza Surabaya fashion so that H_4 is accepted. That is, the existence of products with high quality, good brand image and maximum and well-targeted promotions will have an impact on increasing consumer purchasing decisions.

The following suggestions are put forward regarding the research findings:

5. The 3second Fashion Royal Plaza Surabaya party maximizes promotional activities, for example by promoting through their social media.
6. For further research can add other variables such as price. This is because according to the results of the study there are other variables that influence purchasing decisions.

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Biography / Biographies

Rindi is a student of Narotama University, Surabaya, Indonesia, majoring in Marketing Management, Departement of Management, Faculty of Economic and Business.

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Community activities are also supervised as CHAIRMAN OF HIPWA (Shop Traders Association) JAWATIMUR, Secretary of PERSANI (Indonesian Gymnastics Athlete Association) Surabaya City, Head of KPJ (East Java Perias Community), Pembina DPW PEKNAS East Java. Strengthening the National People's Economy (PEKNAS) Also as a ludruk artist for the Sinar Nusantara Cultural Rhythm.

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Rentability Analysis of PT. Garuda Indonesia by Using Dupont Method period 2019-2020

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Abstract

Financial performance is used as a benchmark for the company to see how far the company can continue to survive and develop, and also to see the overall financial health of the company during a certain period. This research basically aims to measure the financial performance of PT. Garuda Indonesia for the 2019-2020 period by applying a profitability analysis using the Dupont method which is based on a return on equity analysis model. The Dupont method is used to analyze a company's profitability and return on equity by dividing performance into four components: net profit margin, total asset turnover, equity multiplier, and return on investment. PT. Garuda Indonesia is the number one and largest national airline in Indonesia with services and facilities that meet world standards. In 2019, airlines were affected by the Covid-19 Pandemic era which caused a global financial crisis. The results found that the financial performance of PT. Garuda Indonesia in 2019-2020 tends to decline in net profit margin, equity multiplier, and return on investment. Meanwhile, the return on equity showed a figure of -7.65% and in the last year it jumped high by 127.46% where the company was at a loss due to low equity due to excessive debt.

Keywords
Dupont Analysis, Financial Performance, Rentability

1. Introduction

In the era of Coronavirus Disease (Covid-19) Pandemic, the world order has changed a lot in a short time. This pandemic spread rapidly on a wide scale and caused many casualties, changes in daily life patterns, significant limitations on socializing and working, as well as detrimental to economic development and growth in various countries. In Indonesia, based on the mapping, there are about 10 sectors or 60 percent of the total industries that are affected by the spread of the outbreak because there are indeed some industries that cannot run by only working from home. Many industries must keep trying to put themselves in a stable position and ready to compete in order to survive and thrive in the face of the situation. Basically even though every company has certain goals to achieve, the main goal is rentability.

Airline Industry, this transportation has an important role as the only air transportation that is fast, precise, well-maintained security and is the main driver of many other economic activities. Due to the current pandemic, it affects the entire productivity of the airline industry. PT. Garuda Indonesia is one of the airlines in Indonesia that has been affected by the Covid-19 outbreak. Many flights with domestic and international routes were forced to be restricted by implementing policies made by the Government of the Republic of Indonesia and local governments. With these various policies, Irfan Setiaputra as Director of Garuda Indonesia said that the airline's revenue fell by 90%, while on the other hand, operational costs can only be reduced by 60%, but it still creates a wide gap between revenue and operating expenses. Many things have been done by airlines to reduce operational costs, through short-term and long-term initiatives.

Previous research used as comparison and reference material in this study is from Carlo Perosi Fau (2019), researching the Financial Performance Analysis of PT. Garuda Indonesia Tbk in 2014-2018. The results showed that in general the company's financial performance based on profitability ratios was not good because the results were still below the standard that had been set as a benchmark for ratio assessment. Which means, the company has not been able to earn a profit from any capital invested in assets and has not been able to maximize or make its working capital efficient.

Tindige, Rogahang, and Mangindaan (2020), researching the Financial Performance Report Analysis of PT. Garuda Indonesia (Persero) Tbk from Profitability Ratios.The results showed that in general the company's financial performance based on profitability ratios was not good because the results were still below the standard that had been set as a benchmark for ratio assessment. Which means, the company has not been able to earn a profit from any capital invested in assets and has not been able to maximize or make its working capital efficient.

Kurniasari Dwi Pratiwi (2020), researched on Financial Performance Assessment Using Du Pont Analysis at PT. Garuda Indonesia (Persero) Tbk 2015-2018. The results show that in general the financial performance using Du Pont's analysis has proven to be good and the ROI value is above the average in 2015, 2017 and 2018 which is 2.355%, -5.661% and -4.2%. And below the 2016 average of 0.250%.

Sahni Jasriani (2016), with the research title "Analyzing The Financial Performance of PT. Garuda Indonesia by using Dupont Analysis (period 2011-2015)". The results showed that In 2011-2015, the company's best financial performance was in 2012 with ROE reaching the highest 16%. In the last 5 years, the company experienced a significant decline in performance and the 2011-2015 financial performance was -0.6%, which means that for the last 5 years the company's performance has been poor.

Financial performance is a measure of the extent to which the company's finances are being or have been achieved and is an important aspect of financial risk management. One of the assessment tools that can be used by the company is the financial statements that are prepared in each period. The assessment can be done by comparing the total wealth or capital owned and the profits obtained, namely through Profitability analysis, to see how efficient the airline is in getting a net profit during the pandemic. There are various analytical techniques to measure the level of profitability of a company. In this case the researchers used the Dupont method. This method is used to analyze the company's profitability and return on equity which shows how these ratios are interrelated to determine profitability. With Dupont, companies will be able to see a clearer and more complete picture of the overall health and financial performance of what drives the return on equity and what is the relationship between NPM, TATO, EM and ROI

1.1 Literature Review

1. Financial Performance

According to Rudianto (2013), financial performance is the result or achievement that has been achieved by the company's management in managing the company's assets effectively during a certain period. Financial performance is needed by the company to know and evaluate the level of success of the company based on the financial activities that have been carried out. Meanwhile, according to another opinion, financial performance is a good prospect or future, growth, and development potential for the company. With the company's financial performance, it can be easier to find out the company's financial condition in each period, both regarding aspects of raising funds and distributing funds (Inge Barlian : 2003).

2. Rentability

Rentability or commonly referred to as Profitability is one of the financial ratio analysis that describes how the company's ability to earn profits through all capabilities and existing sources such as sales activities, cash, capital, number of employees, number of branches, and so on (Sofyan Syafri Harahap, 2015). According to (Sutrisno, 2003), is the ability of a company to generate profits with all the working capital in it.

3. Dupont Analysis

Dupont analysis is one of the financial methods used to increase the return on equity. In short, this ratio is an analytical tool used to analyze the profit of a company. Dupont Company is the name of the company that developed this method. The development of the Dupont method was carried out in the 1920s by the company. This company is known as a successful entrepreneur who has his own way of analyzing his financial statements.according to Brigham | Houston (2018), argues that the DuPont equation is a formula showing that the rate of return on equity is the product of the profit margin, total asset turnover, and the equity multiplier. The equation shows the relationship between asset management, debt management, and profitability ratios. according toMamduh M. Hanafi and Abdul Halim (2002), Dupont analysis is an analysis that connects three kinds of ratios at once, namely return on investment, net income and asset turnover. Below is a schematic of the Dupont analysis that will be used. So, Dupont is a method that can be used by companies to analyze financial statements with a more integrative and detailed approach to each of its account items. For investors, this ratio is needed to find out what financial activities contribute the most to changes in the company's return on equity. In addition, the use of the Dupont method is also useful for the company's financial management to know in detail the various financial components that affect the company's financial performance in obtaining profits. By knowing the weaknesses and strengths of these financial component indicators, it is easier for financial management and so on to take appropriate policies in managing the company to be more effecient.

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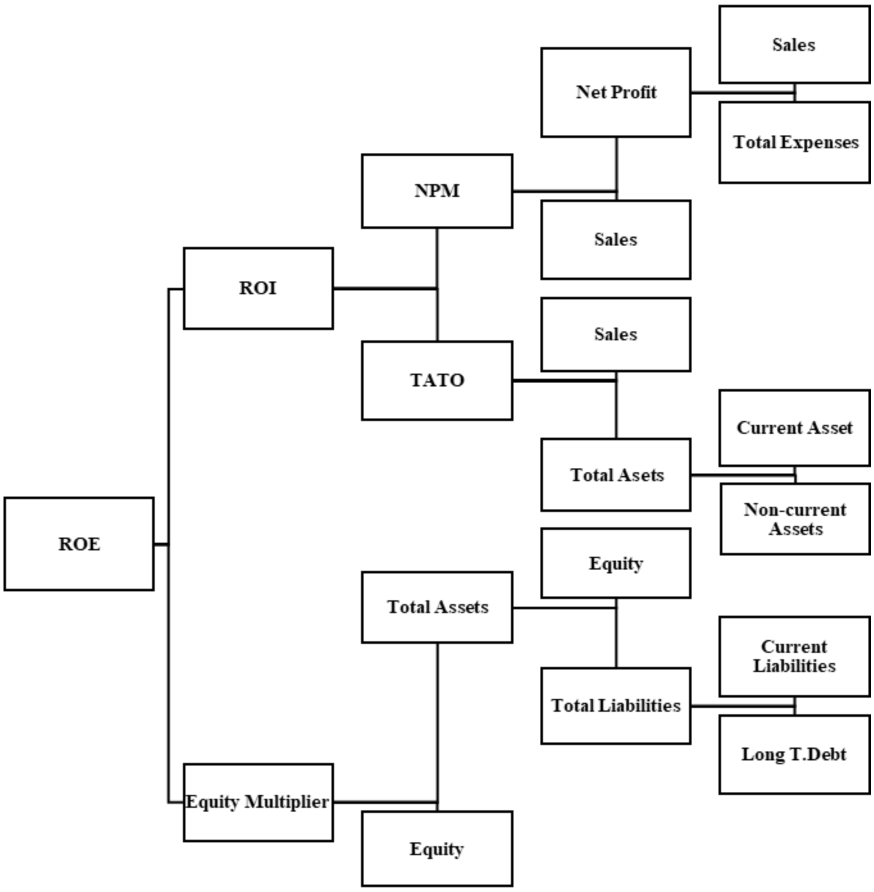


Figure 1. Dupont Analysis Schematic
Source : Sofyan Syafri Harahap (2015)

1) Net profit margin (NPM)

According to Brigham | Houston (2018), is a ratio that measures net income per dollar of sales, and is calculated by dividing net income by sales. The ratio also shows how big the percentage of net income is from each sale. The bigger this ratio, the better because it is considered that the company's ability to earn profits is quite high (Sofyan Syafri Harahap, 2015). Meanwhile, according to (Budiman, 2013), the ratio used to measure net profit per rupiah of sales. With a formula like this:

$$\text{NPM}= \frac{\text{Earning After Tax}}{\text{Sales}} \text{ x } 100\%$$

2) Asset Turnover (TATO)

This rastio is part of the activity ratio. This ratio shows how efficiently the company can use its total assets to generate sales. according toBrigham | Houston (2018), this ratio which measures the turnover of all company assets, calculated by dividing sales and total assets. Meanwhile, according toSofyan Syafri Harahap (2015), this ratio shows total asset turnover measured by sales volume in other words how far the ability of all assets to create sales. The higher this ratio, the more efficiently the company uses its total assets and vice versa. With a formula like this:

$$\text{TATO} = \frac{\text{Sales}}{\text{Total Asset}}$$

3) Equity multiplier (EM)

This ratio compares the total assets owned with the amount of capital or equity of the business owner. In addition, this ratio can also measure the level of equity used as a source of financing. according to Darsono and Ashari (2010), Equity Multiplier is a ratio that shows the company's ability to utilize shareholder equity or how big the portion of company assets is financed by shareholders. Another opinion says that this ratio describes the comparison between total assets and total own capital Dedi Kusmayadi (2008). The smaller this ratio, the greater the funding used in the form of equity to finance assets. With a formula like this:

$$EM = \frac{\text{Total Assets}}{\text{Total Equity}}$$

4) Return on Investment (ROI)

According to Brigham | Houston (2018), return on investment (ROI) is a ratio that shows the return on the amount of assets used. This ratio is also a ratio that measures the effectiveness of management in managing its investments.according to Munawir (2007)This ratio is a measure of the ability used to cover investments that have been issued. With a formula like this:

$$ROI = NPM \times TATO$$

5) Return on equity (ROE)

Is part of the Profitability Ratio which shows the company's ability to generate profits after tax by using the company's own capital. according toBrigham | Houston (2018), this ratio is net income to equity common stock, measuring the return on investment of common stockholders. Meanwhile, according to Harry (2015)This ratio is used to measure the company's success in generating profits for shareholders. This rastio is considered as a representation of shareholder wealth or the value of a company. With a formula like this:

$$ROE = ROI \times EM$$

4. Financial Ratio Standards

According (Kasmir, 2010), in assesing fianancial performance using ratio analysis, it is necessary to know the standart of the financial ratios. This standart is determined by comparing several financial ratios of simliar companies. The following is the Industry Average to assess the financial performance of a company:

Table 1. Financial Ratio Standards

No.	Financial Ratio	Industry Average
1.	Solvency Ratio	
	Current Ratio	200% (2:1)
	Fast Ratio	1.5 times
	Cash Ratio	50%
	Cash Turnover Ratio	10%
	Inventory to Networking Capital	12%
2.	Solvency Ratio	
	Debt Ratio	35%
	Debt to Equity Ratio	80%
3.	Activity Ratio	
	Accounts Receivable Turnover	15 days
	Inventory Turnover	19 days
	Working Capital Turnover	6 times
	Total Asset Turnover	2 times
4.	Profitability Ratio	
	Net Profit Margin	20%
	Return On Investment	30%
	Return On Equity	40%

1.2 Research Framework

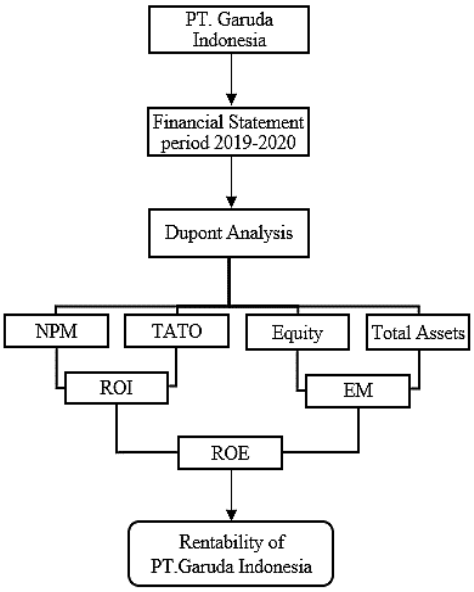


Figure 2. Research Concept Framework
Source: Author, data processed (2021)

2. Methodology

2.1 Research Approach

In this study the authors used descriptive research methods, with quantitative data. Descriptive method is a method used to analyze data by describing or describing the data that has been collected as it is without intending to make generally accepted conclusions or generalizations.(Sugiyono, 2013). While quantitative means collecting data in the form of numbers or data in the form of words or sentences that are converted into data in the form of numbers. The data in the form of these numbers will then be processed and analyzed to obtain scientific information behind these numbers.

2.2 Population and Sample

The population is the whole of the research subject, where individuals have the same characteristics even though the percentage of similarity is small, in other words all individuals who will be used as research objects (Arikunto, 2013). This research population is the Aviation Industry Sector, with a sample of PT. Garuda Indonesia.

2.3 Data analysis technique

The data analysis technique used in this research is quantitative data analysis techniques, namely the analysis of financial data which includes the balance sheet and the company's income statement. The steps taken by researchers are as follows:

1) Collecting financial data of PT. Garuda Indonesia (Persero) Tbk obtained fromwww.idx.com namely the Indonesia Stock Exchange (IDX) and www.garuda-indonesia.com .
2) Financial data classified according to need in the existing ratio formula.
3) Simplify the required financial data by using tables from the period 2019 – 2020.
4) Enter financial data that has been classified into each of the formulas that have been determined using the Dupont method.
5) Conducting financial profitability analysis for the period 2019-2020 based on the results obtained from existing formulas.

3. Result and Discussion

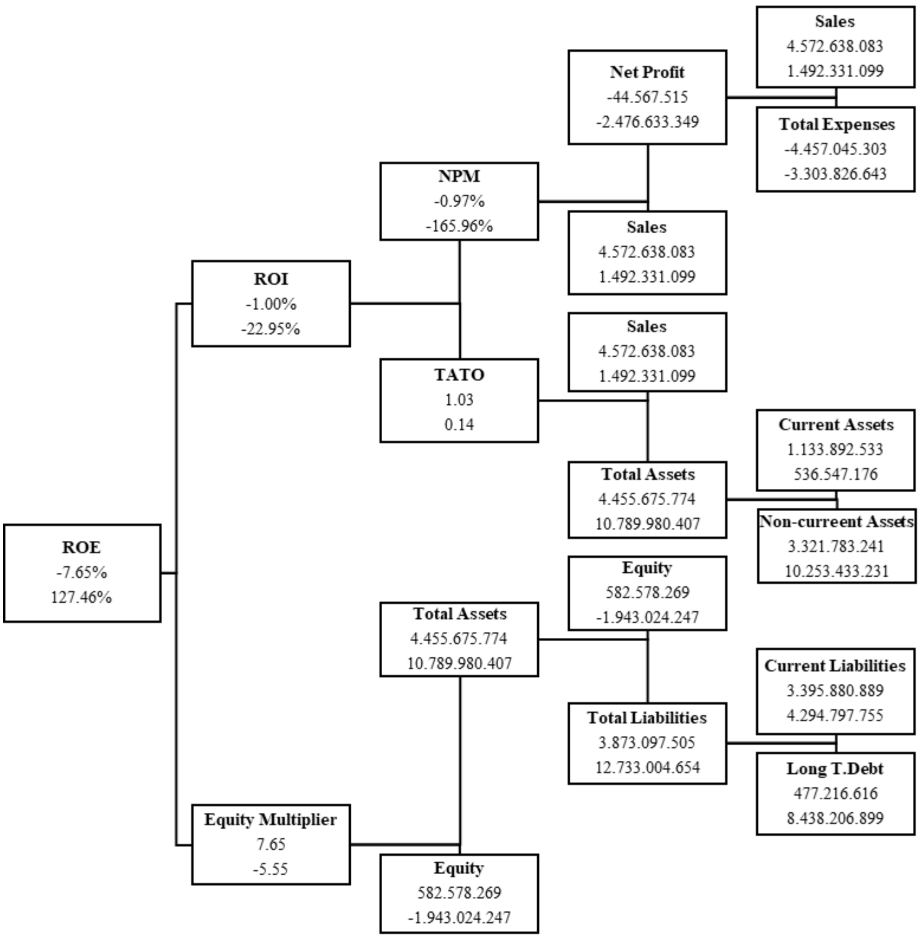
The following is the data on the financial statements of PT. Garuda Indonesia (Persero) Tbk in 2019-2020 required in the analysis using Dupont :

Table 2. Financial Statements of PT. Garuda Indonesia

Description	Year ended December 31	
	2019	2020
Current Assets	1.133.892.533	536.547.176
Non-current Assets	3.321.783.241	10.253.433.231
Total Asset	4.455.675.774	10.789.980.407
Total Equity	582.578.269	-1.943.024.247
Sales	4.572.638.083	1.492.331.099
Net Profit	-44.567.515	-2.476.633.349
Total Liabilities	3.873.097.505	12.733.004.654
Current Liabilities	3.395.880.889	4.294.797.755
Non-current Liabilities	477.216.616	8.438.206.899
Total Profit before tax	1.235.153	-2.603.049.577
Total Liabilities & Equity	4.455.675.774	10.789.980.407
Total Expenses	4.457.045.303	3.303.826.643

Source: Author, data processed (2021)

1) Dupont Analysis 2019-2020



Picture 3. Dupont Analysis PT. Garuda Indonesia period 2019-2020
Source: Author, data processed (2021)

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Based on the results of this study, it can be seen that there is a relationship between the five ratios combined in the Dupont Method. From charts it can be seen that the declined in net profit margin, total assets turnover, equity multiplier, return on investment and return on equity. In addition, the five ratios have not been able to reach the industry average standart already set. According to Dupont charts, return on equity is affected by return on investment and equity multiplier. Where if the return on investment increases and the equity multiplier increases, the return on equity will also increase but, if one of the two elements decreases, the return on equity will alsodecrease. While return on investment is influenced by both net profit margin and total assets turnover. Where will return on equity be change if there is a change in net profit margin or totale assets turnover either each or both (Munawir, 2004). With this, research results Dupont Method at PT. Garuda Indonesia it can be explained that :

2) Net Profit Margin (NPM)

Table 3. Net Profit Margin

Year	EAT	Sales	Industry Average	NPM	Change
2019	-44.567.515	4.572.638.083	20%	-0.97%	-
2020	-2.476.633.349	1.492.331.099		-165.96%	-164.98%

Table 4. Calculation Net Profit Margin

Year	Net Profit	Change %	Revenue	Change %	Total Exp.	Change %
2019	-44.567.515	-	4.572.638.083	-	4.457.045.303	-
2020	-2.476.633.349	5457.04%	1.492.331.099	-67.36%	3.303.826.643	-25.87%

In 2020, the NPM value decreased drastically when compared to 2019, which was -0.97% to -165.96%. The decrease in NPM that occurred in this company was due to a net loss in 2020. The net loss was Rp--2.476.633.349,- decreased 5457.04% due to the total cost that experienced a change of -25.87%. Likewise, revenue decreased by -67.36% to Rp 1.492.331.099,- from Rp 4.572.638.083,- in 2019. This valuemeans that the company is not able to increase its sales volume or reduce operating costs to achieve profit. So that finally the company suffered a loss in 2020 which caused a decrease in the value of NPM. The decrease in NPM that occurs shows that the company is less effective in carrying out operational activities because it is not yet efficient in reducing existing costs. So that in 2019 there was a net profit difference that was far from 2020 which resulted in a net loss. So the research shows that PT. Garuda Indonesia is not good enough in generating net profit from the level of sales.

3) Total Assets Turnover (TATO)

Table 5. Total Asset Turnover

Year	Sales	Total Asset	Industry Average	TATO	Change
2019	4.572.638.083	4.455.675.774	2x	1.03	-
2020	1.492.331.099	9.392.106.273		0.14	-0.89

Table 6. Calculation Total Asset Turnover

Year	Revenue	Change %	Total Assets	Change %
2019	4.572.638.083	-	4.455.675.774	-
2020	1.492.331.099	-67.36%	10.789.980.407	142.16%

In 2020, the value of TATO decreased by -0.89 times, which is 0.14 times compared to 2019. From table 6 above, it can be seen that this decrease occurred due to the income which decreased by -67.36% to Rp. 1.492.331.099,- compared to Rp. 4.572.638.093,- in 2019. Likewise with total assets which increased by 142.16%, namely Rp. 10.789.980.407,- In 2020 compared to Rp. 4.455.675.774,- in 2019. The value of TATO is 0.14 times, this is the lowest value where the company cannot afford achieve 1x asset turnover.

This value also states that the company is not able to achieve the appropriate income because it is due to the large number of total assets owned compared to the income achieved. So the research shows that PT. Garuda Indonesia has a slow asset turnover due to the large amount of total assets compared to the company's ability conduct business in achieving revenue.

4) Equity Multiplier

Table 7. Equity Multiplier

Year	Total Asset	Total Equity	Industry Average	Equity Multiplier	Change
2019	4.455.675.774	582.578.269	-	7.65	-
2020	10.789.980.407	-1.943.024.247		-5.55	-13.20

Table 8. Calculation Equity Multiplier

Year	Total Assets	Change %	Total Equity	Change %
2019	4.455.675.774	-	582.578.269	-
2020	10.789.980.407	142.16%	-1.943.024.247	-333.52%

The table above shows that the Equity Multilier (EM) has decreased by -13.20 in 2020, which is -5.55. This is due to an increase in assets owned by the company by 242.16% from Rp. 4.455.775.774, - to Rp. 10.789.980.407.- On the other hand, Equity decreased drastically from a positive number of Rp. 582.578.269,- to a negative number of Rp. -1.943.024.247,- So the research shows that PT. Garuda Indonesia assets owned by the company is greater than equity. Means companyhas suffered losses and taken on a large enough debt to keep the business running.

5) Return on Investment (ROI)

Table 9. Return on Investment

Year	NPM	TATO	Industry Average	ROI	Change
2019	-0.97%	1.03	30%	-1.00%	-
2020	-165.96%	0.16		-22.95%	21.95%

Table 10. Calculation Return on Investment

Year	NPM	Change %	TATO	Change %
2019	-0.97%	-	1.03	-
2020	-165.96%	-165%	0.14	-0.89

In the table above, it can be seen that the ROI decreased by -21.95% in 2020, namely -22.95%. The decline was motivated by a drastic decline in the value of NPM by -165%, namely -165.96% which was due to a decrease in the company's net loss because revenue was smaller than its operating costs. Likewise with TATO which decreased by -0.89 times to 0.14 times in 2020. This TATO also experienced a decline due to the ratio of income which was smaller than the total assets owned by the company. The decrease in NPM and TATO also affects the decrease in ROI. So the research shows that PT. Garuda Indonesia experienced a decline that occurred due to net losses and decreased as well as slow total asset turnover in achieving operating income. This shows that the company's performance is poor because the industry average standart is 30%, main the company has not been able to manage its assets and generate profits to achieve a return on investment that has been invested that’s why it is still below standart.

6) Return on Equity (ROE)

Table 11. Return on Equity

Year	ROI	Equity Multiplier	Industry Average	ROE	Change
2019	-1.00%	7.65	40%	-7.65%	-
2020	-22.95%	-5.55		127.46%	135.11%

Table 12. Calculation Return on Equity

Year	ROI	Change %	Equity Multiplier	Change %
2019	-1.00%	-	7.65	-
2020	-22.95%	-21.95%	-5.55	-13.20

The table above shows that ROE increase by 135.11% namely. 127.46% in 2020 compared to -7.65% in 2019. Which means the company is loss, it can be seen that the ROI decreased by -21.95% due to a decrease in the low NPM due to a loss of -Rp 2.476.633.349,- and slow asset turnover (TATO) which is only 0.14 times. Likewise, the company's Equity Multiplier decreased to -13.20, which is -5.55 times. Small total assets compared to the total equity owned by the company greatly affects the ROE value. It is clear that the decline in ROE is accompanied by a decrease in the ROI ratio and the Equity Multiplier. So the research shows that PT. Garuda Indonesia has a very high and unfavorable performance because the industry standart set for 40%. This very high ROE value greatly affects various management parties, both internal and external, such as interested investors and all those who have an interest in reading the company's financial statements.

4.Conclusion

Based on the results of research and discussion that have been carried out on the Report Finance PT. Garuda Indonesia in 2019-2020, it can be concluded that :

1) Rentability PT. Garuda Indonesia's ratio of Return on Equity (ROE) has increased from 2019-2020, which means that the company is indicated to be at risk and is making a loss. This high number is influenced by the decline in the Equity Multiplier and also the company's Return on Investment (ROI). The declining equity multiplier was due to a decrease in the company's total equity, which tends to be smaller than the growth in total assets owned. The increase in total assets was due to the high value of liabilities. The more debt the company has, the lower its equity will be. Likewise, the decline in the value of ROI is influenced by a decrease in the ratio of the company's Net Profit Margin (NPM) and Total Asset Turnover (TATO).
2) In the Dupont chart, it can be seen that the decrease in Net Profit Margin (NPM) was caused by a net loss accompanied by lower income compared to the total costs incurred to achieve the targeted sales. Meanwhile, the company's Total Asset Turnover (TATO) also decreased and its asset turnover was so slow that it did not reach one turnover. This happens because there is a small comparison of income compared to ownership of a larger total asset.
3) By applying rentability analysis using the Dupont method, it can be said that the management of PT. Garuda Indonesia has not succeeded in improving its financial performance properly. The management can be said to have not been able to manage the total assets and equity owned by the company to get the rate of return to be achieved with the appropriate sales volume in order to obtain sustainable income with a net profit target after deducting the total costs and corporate taxes

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Biographies

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Muchamad Arif is a lecturer at Narotama University, Surabaya, Indonesia. He is also as Head of Narotama Language Center at Universitas Narotama, Surabaya, Indonesia. He got a master's degree in English Education from Unika Widya Mandala, Surabaya, Indonesia.

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The Effect of Work Motivation and Work Facilities on Employee Performance at Magic Star Printing in Surabaya

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Abstract

The purpose of this research to analyze the effect of motivation and work facilities on employee performance at Magic Star Printing in Surabaya. This study uses a quantitative descriptive method. The population of this study was 48 respondents. The results of the study using the t test showed a positive effect of 0.002 < 0.05. So that the hypothesis of work motivation has a significant partial effect on employee performance at the Surabaya Magic Star Printing. The results of the study using the t test showed a positive effect of 0.002 < 0.05. So that work facilities have a significant partial effect on work facilities on employee performance at Magic Star Printing in Surabaya. The results of the F test showed a positive effect of 0.000 <0.05. It can be said that work motivation and work facilities have a significant effect on the performance of Magic Star Printing employees in Surabaya.

Keywords
Employee Performance, Work Motivation, Work Facilities

1. Introduction

Every company expects their employees to have high performance. The more high-performing employees, the overall company productivity will increase, thus enabling the company to survive in global competition. Performance is the result of work that is compared with various possibilities, such as standards, targets/targets or criteria that have been determined together. Performance appraisal is one of the important roles in increasing motivation in the workplace. Performance appraisal is a key factor in growing any company in an efficient and effective manner. (Yunarifah, 2012)

Human resource development within the scope of the organization is a process of improving the quality or human capability in order to achieve the goals of the organization. Organizational goals can be achieved with good performance from employees. To get good performance for employees, they must seek a structured and effective direction(Kerja et al., n.d.)

In a job, motivation is one of the important factors to encourage employees to work. According to that "motivation is the willingness of individuals to expend a high effort to achieve organizational goals". When someone is motivated, that person will make every effort to achieve his goals, but not necessarily a lot of effort that will result in high performance. Therefore, it takes strength and quality. This effort and focus on goal setting. Internal conditions that are driven, where satisfaction is not needed will cause tension to become motivation within the individual. This impulse causes search behavior to find a specific destination. If it turns out that the need is met, and then there is a decrease in stress on the employee, it is an attempt to come back refreshed. (Sutrischastini & Riyanto, 2017)

Employee performance is influenced by many factors, including work facilities. Work facilities are a means to facilitate the implementation of the function of a job. Facilities are also a tool for planning a purpose, some work facility goals; support organizational goals by improving material and deviation handling; effective use of labor, equipment, space and energy; minimize capital investment; ease of maintenance; improve safety and job satisfaction. (Robbins., 2006)

Magic Star Printing in Surabaya is a company engaged in Photo Copy & Digital Printing that provides services in fulfilling printing needs & all solutions for promotional activities & all other types of prints. Magic Star Printing employee performance can also be measured effectively and efficiently in completing duties and carry out their roles and functions, all of which are positively related to the success of the company. Employees

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must be able to complete tasks better, on time and responsibly. Employee success can be measured by customer satisfaction, reducing the number of complaints, and achieving optimal goals.

1.1 Theory Review

1. Work Motivation

According to (Riniwati, 2011), work motivation is the extent to which an individual uses and maintains his business to achieve company goals. Motivation is an activity that is important in causing, channeling and maintaining one's behavior. Motivation is an important subject for leaders because leaders must work together with others. (Kristina, n.d.). Indicators of Work Motivation According to (B. Uno, 2012) of them:

1. Responsibility in doing work
2. Achievements achieved
3. Self development
4. Independence in action

2. Work Facilities

According to (Moenir, 2010) facilities are all types of equipment, work equipment and services that function as the main tool / assistant in carrying out work and also socially in the context of the interests of people who are in contact with the work organization or everything that is used, used. , occupied, and enjoyed by users. The indicators of work facilities according to (Abdullah, 2005) are:

1. According to needs
2. Able to optimize work results
3. Easy to use

3. Employee Performance

According to (Bernardin, H. J dan Russell, 2013) employee performance is the result produced by certain job functions or activities at certain jobs during a certain period of time, which shows the quality and quantity of the work. Employee performance indicators, measured through. (Setiyarti, 2013).

1. Quality of work
2. Cooperation in carrying out tasks
3. Work accuracy
4. Knowledge

1.2. Conceptual Framework

Conceptual Framework of The Effect of Work Motivation and Work Facilities on Employee Performance at Magic Star Printing in Surabaya.

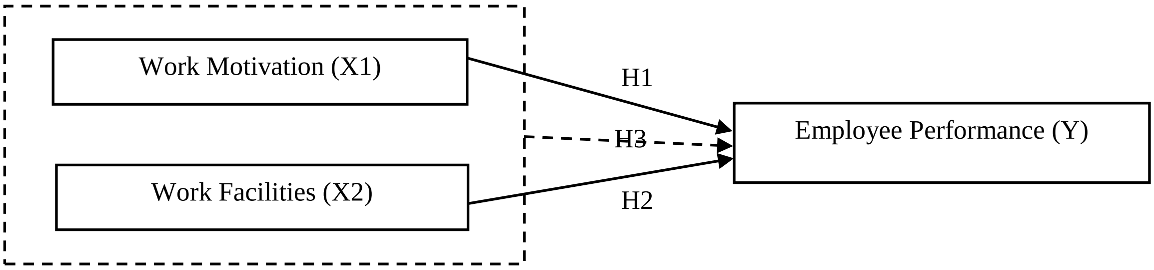

Figure 1.1 Conceptual Framework

1.3. Hypothesis

H1: Work motivation partially significant effect on employee performance.
H2: Work facilities partially significant effect on employee performance
H3: Work motivation and work facilities simultaneously significant effect on employee performance

2. Methodology

2.1 Research Approach

This research approach uses a quantitative approach, according to (Emzir, 2009) explaining that an approach that principally uses positivism, in developing science (such as related to cause and effect, reduction to variables, hypotheses and specific questions with measurement, observation, and theory testing), using research strategies such as surveys and experiments that require statistical data.

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2.2 Population and Sample

According to (Sujarweni, 2014) population is the total number of objects or subjects that have the characteristics and qualities determined by the researcher. The sample is part of the population to be studied. According to (Sugiyono, 2011) the sample is part of the number and owned by the population. The sampling technique in this study is a saturated sampling technique. Saturated sampling technique, where the number of samples is the same as the population. The population in this study were all employees of the Magic Star Printing in Surabaya, totaling 48 people.

2.3 Data Collection Techniques

The data collection technique used in this study is a questionnaire. According to (Arikunto, 2006), the questionnaire is a number of written questions that are used by information from respondents. The technique is done by asking a list of written questions to all respondents.

3. Result and Discussion

3.1. Result

1) Validity Test

According to (Nursalam, 2003) validity is a measure that shows the level of validity of an instrument.

Table 3.1 Validity Test Results

Variable	Corrected Item-Total Correlation	Value of R Table	Description
X1.1	0,041	0.285	Invalid
X1.2	0,304	0.285	Valid
X1.3	0,563	0.285	Valid
X1.4	0,403	0.285	Valid
X1.5	0,495	0.285	Valid
X1.6	0,657	0.285	Valid
X1.7	0,261	0.285	Invalid
X2.1	0,435	0.285	Valid
X2.2	0,582	0.285	Valid
X2.3	0,473	0.285	Valid
X2.4	0,553	0.285	Valid
X2.5	0,460	0.285	Valid
X2.6	0,620	0.285	Valid
X2.7	0,618	0.285	Valid
Y1	0,588	0.285	Valid
Y2	0,454	0.285	Valid
Y3	0,465	0.285	Valid
Y4	0,283	0.285	Invalid
Y5	0,690	0.285	Valid
Y6	0,536	0.285	Valid
Y7	0,757	0.285	Valid
Y8	0,694	0.285	Valid

Based on the table above, it can be seen that r is positive and greater than r table with df = 48-2, and the degree of freedom is 5%, which is 0.285 and the correlation of each statement item score to the total statement item score shows that the indicator used to measure the variables studied there are some that are invalid, it is said to be invalid because r count is smaller than r table. Then it is not included in the calculation for the next test. And it is said to be valid because r count is greater than r table.

2) Reliability Test

According to (Soegeng, 2006) reliability is the level of consistency in measuring anything. The more varied the measurement results with a measuring instrument, the more unreliable the measuring instrument is.

Table 3.2 Reliability Test Results

Reliability Statistics

Cronbach's Alpha	N of Items
,897	19

From the results of the reliability test which states the results of the variables X and Y produce an alpha cornbrach value> 0.6. So it can be concluded that the instrument used in this study is declared reliable.

3) Multiple Linear Regression Analysis

Multiple Linear Regression Analysis was conducted to determine how much influence the independent variable (X) had on the dependent (Y).

Table 3.3 Multiple Linear Regression Analysis Test Results

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	4,986	3,680		1,355	,182
	Work Motivation	,512	,157	,404	3,256	,002
	Work Facilities	,475	,145	,407	3,280	,002

a. Dependent Variable: Employee performance

Based on the general multiple linear regression equation:

Y = 4,986 + 0,512 X1 + 0,475 X2 + e.

Description:

Y = employee performance

a = constant value

β1, β2 = regression coefficient

X1, X2 = work motivation, work facilities

e = error

The positive constant value (a) is 4.986 and for (the value of 1) is 0.512. Meanwhile (the value of 2) is 0.475. When X1 and X2 show the number 0, then there is a positive influence on the independent variables of work motivation (X1), and work facilities (X2). With the magnitude of the regression coefficient (X1) work motivation on employee performance of 0.512. This means that work motivation has increased by one unit on employee performance of 0.512. While the regression coefficient (X2) of work facilities on employee performance is 0.475. This means that work facilities have increased by one unit in employee performance of 0.475**.**

4) Classic Assumption Test

1. Normality Test

According to (Imam Ghozali, 2012) Research uses a normal probability plot to test for normality if the points spread around the diagonal axis and follow the direction of the diagonal line, then the regression line model meets the assumption of normality. Normality test results can be seen in the image below:

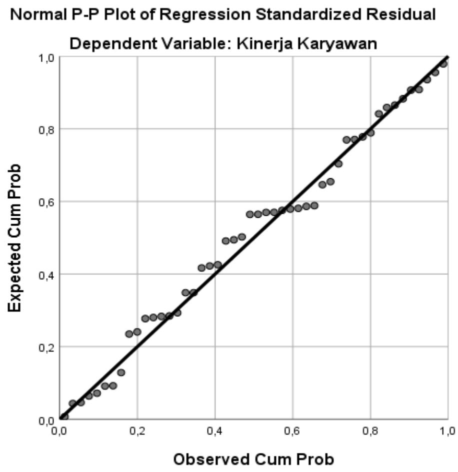

Figure 1.2 Normality Test Results

Based on the picture above, it shows that the points spread out following the diagonal line, so it can be said to have a normal distribution.

2. Multicollinearity Test

According to (I Ghozali, 2011). Multicollinearity test aims to test whether the regression model is determined if there is a correlation between independent variables. The way to find out whether there is multicollinearity or not is by looking at the Tolerance and Variable Inflation Factor (VIF) values. So a low Tolerance value equals a high VIF value (because VIF = 1/Tolerance). The cut off value that is commonly used to indicate the presence of multicollinearity is the Tolerance value > 0.10 or the same as the VIF value <10. Multicollinearity test results can be seen in the table below:

Table 3.4 Multicollinearity Test Results

Coefficients[a]

		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	T	Sig.	Tolerance	VIF
1	(Constant)	4,986	3,680		1,355	,182		
	Work Motivation	,512	,157	,404	3,256	,002	,719	1,390
	Work Facilities	,475	,145	,407	3,280	,002	,719	1,390

a. Dependent Variable: Employee Performance

Based on the table above, it is known that the VIF value of the Work Motivation (X1) and Work Facilities (X2) variables is 1.390 < 10. And the Tolerance value is 0.719 > 0.10 then the data can be said that the overall variable does not occur multicollinearity.

3. Heteroscedasticity Test

According to (Imam Ghozali, 2016) Heteroscedasticity test is used to find out whether in a regression model there is discomfort variance from the residuals in one observation to another. A good way to detect the presence or absence of heteroscedasticity is to use a scatter plot. If the points spread above and below zero and do not form a certain pattern, the regression model is free from heteroscedasticity problems. The results of the Heteroscedasticity Test can be seen in the image below:

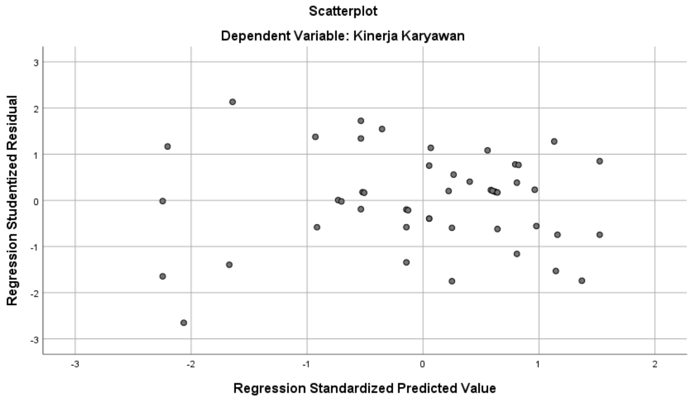

Figure 1.3 Heteroscedasticity Test Results

Based on the picture above, it shows that the points spread above or below the zero axis, and do not form a certain pattern. Thus, it can be said that this research does not involve heteroscedasticity problems.

5) Coefficient of Determination

According to (Sugiyono, 2008) the coefficient of determination analysis is to determine the percentage of the independent variable on the dependent variable which is expressed by the coefficient of determination (R2) which means which variable has the dominant influence. The greater the coefficient of determination, the better the ability of the independent variable in explaining the dependent. Based on the results of the test (R2) carried out, it can be seen below:

Table 3.5 Coefficient of Determination Test Results

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,709[a]	,502	,480	2,653

a. Predictors: (Constant), Work Facilities, Work Motivation

Based on the table above, it can be seen that the value of the coefficient of determination contained in the Adjusted R Square value is 0.480. This means that the ability of the independent variable to explain the dependent variable is 48%, the remaining 52% is explained by other variables not discussed in this study.

6) Hypothesis Testing

1. T Test

According to (Pardede, Ratlan dan Manurung, 2014) the value of t count is used to partially test the effect of Work Motivation (X1) and Work Facilities (X2) on the dependent variable. Does the variable have a significant effect on the Employee Performance variable (Y) or not with an error rate of 5%. This test is carried out by looking at the significance column for each independent variable (free) with a significant level of <0.05. The results of the t-test carried out can be seen in the following:

Table 3.6 T Test Results

Coefficientsa

Model		Unstandardized Coefficients B	Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	4,986	3,680		1,355	,182
	Work Motivation	,512	,157	,404	3,256	,002
	Work Facilities	,475	,145	,407	3,280	,002

a. Dependent Variable: Employee Performance

It is known that the Sig value, for the effect of the work motivation variable (X1), has a positive and significant effect on employee performance (Y). of 0.002 < 0.05. So the hypothesis that there is an effect of work motivation (X1) on employee performance (Y) is partially accepted.

It is known that the Sig value, for the work facility variable (X2) has a positive and significant effect on employee performance (Y). of 0.002 < 0.05. So that the hypothesis that there is an effect of work facilities (X2) on employee performance (Y) is partially accepted.

2. F Test

According to (Pardede, Ratlan dan Manurung, 2014) the F test can be used to test the simultaneous effect of the independent variable on the dependent variable (Y) if the independent variable has a simultaneous effect on the dependent variable (Y). The results of the F test can be seen in the table below:

Table 3.7 F Test Results

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	319,693	2	159,847	22,706	,000[b]
	Residual	316,786	45	7,040		
	Total	636,479	47			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Work Facilities, Work Motivation

Based on the test results in the table above, it can be seen that the significance level is 0.000 <0.05. it can be concluded that the variables of work motivation (X1) and work facilities (X2) together have a significant effect on employee performance (Y).

3.2 Discussion

1. The Effect of Work Motivation on Employee Performance

Based on the results of the t test on the work motivation variable (X1), it has a positive effect by showing a value of 0.002 <0.05. So that the work motivation hypothesis (X1) has a significant partial effect on employee performance (Y) at Magic Star Printing in Surabaya. This shows that the higher and increasing the work motivation variable, the employee's performance will increase.

2. The Effect of Work Facilities on Employee Performance

Based on the results of the t-test on the work facilities variable (X2), it has a positive effect by showing a value of 0.002 <0.05. So that the work facilities hypothesis (X2) has a significant partial effect on employee performance (Y) at Magic Star Printing in Surabaya. This shows that the higher and increasing the work facilities variable, the employee's performance will increase.

3. The Effect of Work Motivation and Work Facilities on Employee Performance

Based on the results of the F test, the significance value is 0.000 <0.05. It can be concluded that the work motivation variable (X1) and work facilities (X2) have a significant simultaneous effect on employee performance (Y) at Magic Star Printing in Surabaya.

4. Conclussion and Suggestion

4.1 Conclussion

Based on the results of the analysis that has been carried out by researchers regarding "THE EFFECT OF WORK MOTIVATION AND WORK FACILITIES ON EMPLOYEE PERFORMANCE AT MAGIC STAR PRINTING IN SURABAYA" are as follows:

1. The results of the t-test showed that there was a positive and partially significant effect on Work Motivation on Employee Performance at Magic Star Printing in Surabaya.
2. The results of the t test showed that there was a positive and partially significant effect on Work Facilities on Employee Performance at Magic Star Printing in Surabaya.
3. The results of the F test showed that there was a simultaneous positive and significant influence on Work Motivation and Work Facilities on the Performance of Magic Star Printing Employees in Surabaya.

4.2 Conclussion

The research conducted by the researcher shows the results in the form of several suggestions given to the academic environment and to the company. Among others:

1. For the academic environment, the results of this study are expected to increase knowledge about work motivation, work facilities, and employee performance. Especially for other researchers in the future who have the desire to study more deeply. So it is better if the next researcher modifies the independent variable by replacing or adding the variable. So it can produce a more objective and varied.

2. For companies, it is recommended to increase the work motivation of its employees by implementing a reward system that is not only in the form of material (money) but also in the form of rewards for work achievements that have been achieved by employees, so that they are motivated to work better and get excited again.

It is expected that the company will provide better and adequate work facilities, such as adding or repairing work equipment or work facilities that are in good condition or can still function properly, so that employees are encouraged to improve their performance to the maximum.

It is expected that the company pays more attention to or monitors work absenteeism from employees by giving warnings or sanctions according to existing regulations in the company. And the company monitors or instructs its employees every time they do their work. With this, it can be used as consideration for companies to improve the performance of their employees.

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Strategic Planning of Stakeholders Involvement on Human Capital Support at a Holding Company

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Abstract

The influence of Stakeholders is raised on the holding as an external and internal influence. This influence is used as input to the SWOT-analysis to be combined with the strategic planning of the holding, where the strategic planning is generated from the stages of the existing management strategy. The results of the SWOT-analysis are used as input for holding or companies in general in the formulation of Long Term Strategic Planning (LTSP). This formulation is made every 5 (five) years as a result of top management meetings consisting of: Directors, Commissioners, LTSP-teams, and several personnel from internal stakeholders. The Long Term Strategic Planning is elaborated by each directorate, including the HCS directorate, in a meeting involving the heads of the directorate work units. The results are formulated into several items in the Annual Work Program for each department. Some of these items were discussed by all members of the division within the department. The results of the division-level discussion for each work program item are generally represented as a Task Force Group from a dynamic division. The mention of the Task Force Group is used as the name for the organizational structure for the level below the department. Holding for this research is selected in a company with the main producer from mining and then processing it into basic building materials. This company was founded more than 50 years ago. Initially this company was established as a business unit for collecting community mining products. The current holding condition with 7 (seven) departments controlled by the Human Capital Support Directorate, which consists of: Human Capital Policy and Strategy Department, Human Capital Services Department, Performance Management and Talent Department, Corporate Learning and Development Department, Legal and Risk Management Department, Governance and Compliance Department, Business Process Management Department. Dynamic Task Force Groups following the results of the SWOT-analysis mentioned here include: Key Performance Indicators, Performance Excellence, counselor to the poor performance employees, and new recruitment methods.

Keywords
Annual Work Program, Long Term Strategic Planning, Strategic Planning, Task Force Group

1. Introduction

Economic concept from early with jargon, trading was asked profitable by buying goods as cheap as possible and selling them as expensive as possible. Jargon was developed to build storage keeping goods for selling at the right time with double profit. The next after, jargon as concept was added to build relation, expanded networking, and multiple customers for buying and selling order as much as possible. Information technology and investment were completed to support economic concept with others science for practical application. Information technology was prepared to change paradigm and action pattern in trading. The goods had not to be surrounded by traders but enough stay in the special and maybe hidden place. Trading goods information could be given to customer without face to face, from Karyasa, (2014). For the beginning after world war-2, there was two thinks aim to survive as called economic consideration by calling: profit taken as much as possible, and making expenditure as less as possible. For the beginning of twentieth century, economic science in the developing country or colonized country could be classified into three famous economic scopes: accounting, management, and development study.

Strategic role was raised far before joined in economic scope. Thirteen art strategics of war in China was already done by Sun Tzu as follows: strategic planning with leadership and estimation, human resource for competitif action, wisdom for competitive strategic, knowledge for position and hitting the target, management conflict for avoid confrontation, look at time and opportunities along with structural management, situation and market atmosphere control, flexibility and adapting, observation and manuvering, pay attention in failure caused at competitive situation, doing in offensive strategic as soon as posible, doing destruction with decision, and believe in intelligence result information, from Stan F. Lee, and A, S, Ko, (2000). The next development, strategic planning with leadership and estimation could be applied at the field beside battle strategy, for example at: corporate, company, holding, and state-owned enterprise. Strategic planning company was formed to develop company by thorough and comprehensive for mission and main purpose enhancement, from Thomas L. Wheelen, (2004). Management Economic was arised to take on the role and directly involved in others scientific and engineering.

Following practical used accounting and management economic expansion other of their management could be explained to improve as unity to: production (planning system, controlling, and supervising), marketing (survey market, research, planning, analysis, promotion product, continue handling product), Finance, Human Capital Support, Business Strategic and Corporate Development, Management, and accounting itself. They were merged into scientific management with two global aspects: theoritical dan operational management. Operational management was mentioned in the two scope types: scope type-1 for top down and bottom up approaches types, and scope type-2 for internal and external handling types. Top down approach for the example, even though for all scope type-2 as planning approach type was called Strategic Planning.

For observation, the scope of strategic planning has generally been defined as a directorate of a Company, Holding Company or State-own enterprise. HCS as an example of a company directorate was arisen from the author's interest in this issue. Human Capital was viewed as human eternal intelligence and company's resource asset. Scope example for Strategic Planning of Stakeholders Involvement on Human Capital Support at a Holding Company was detailed as follows: Human Capital Policy and Strategy Department, Human Capital Services Department, Performance Management and Talent Department, Corporate Learning and Development Department, Legal and Risk Management Department, Governance and Compliance Department, Business Process Management Department (subject: Business Process and System Management). In some companies the three departments (Governance and Compliance, Business Process Management, Legal and Risk Management) could be another directorate. HCS was needed to work following aspects for example: recruitment, personal performance evaluation, personal carrier development, working unit mapping, personal mapping, personal rotation, workplace, personal mutation, task unit, job description, job position, personal workload, and unit workload.

Stakeholder was explained as all group which influenced by company performance. Stakeholder clasification was mentioned here consist of stakeholder: the main (shareholders, privat loan, and financial institution), for continuity production (costumer, supplier, surrounding community, and labor union), for organization continuity in company (employee, manager, and non manager personil), from Joseph F. Hair, R. E. Anderrson, R. L. Tatham, (1998). For strategic planning discussion in holding company, Stakeholder could be expanded in general scope to result a good internal communication. Engagement field of stakeholders were mentioned that: government, surrounding community, employer and family, student, shareholders, Non Government Organization, Financial Service Organizer, bank, investor, supplier, distributor, consultant, contractor, labor union, people’s representatives, small medium enterprises, consumer, and strategic partner.

Strategic planning was defined as: the long term comprehensive planning, to show the direction of achieving company’s vision, and how resource was allocated to reach the aim to manage and mitigate uncertainly condition of environment. Strategic Planning was informed as the process: selection of the organization goal setting, strategic determination, wisdom, and strategic programs needed to achieve company goals. Strategic Planning was used by organization or company from now until the next five or ten years, from Kerznet, (2004). Benefit and role part of Strategic Planning was determined by result analysis of company at condition to: act from design making, decide business limitation, choose business fields which would developed all management level, give the company direction, setting policy and priorities for environmental change, direct and build company culture, shape corporate culture from interaction bargaining process or reciprocal communication, guard wisdom to obey the principle, maintain flexibility and stability operation, and make it easy in composing activity and annual budget planning, from Robert N. Anthony, (2021). Finally, individual strategic planning could be followed with six steps to the strategic planning process include: identifying strategic position, gathering people and information, performing of Strength, Weakness Opportunity and Threat Analysis (SWOT-analysis), formulating a strategic plan, executing a strategic plan, and constantly monitoring performance.

The eight procedure of Strategic Planning from Bufe Method with sort explaination was delivered to: summarize vision (as realization of dream), revisi mission (as operational of mission), define aim (characteristic of transformation description from Strategic Planning Team), make strategy (activities and action for next program), arranged wisdom (Strategic Planning Long Term reference), published work program, preparing budget, and create procedure. Strategic planning was desined with sort statement and explained clearly with rather detail implemented at next Strategic Planning procedure. Strategic Planning could be set by level management from: top leader, middle leader, or lower leader. Their involvement might be sorted following impact resulted, from Bambang Sugiono Agus Purnomo, Muhammad Maskan, (2015).

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Making a Strategic Planning with a detailed explanation can be followed, by Arthur A. Thompson, (2003), as follows. Number one, the vision statement must be based on the statement “what your company business is”. It was answered with three questions, “Who are we” (what we can do for the company). “What we do” and “Where are we now?” (Where was compared the current position of our company with other companies). Number two, the mission statement can be stated for the long term by answering the question, “Where we are going” (what do we want our company to be). This question must be answered clearly so as not to arouse suspicion from people including shareholders. Number three, the goals as organizational or company commitment can be raised in the next stage with two questions, namely: "How will the company achieve its goals", and "how to measure the performance of implementing long-term goals later". Number four, the strategy was prepared with planning tools. Aids in strategy could be realized to include: geography expansion, diversification, acquisition, product development, market penetration, divestment, liquidation, and joint venture. Number five, the policy formulation was prepared to outline long-term goals into annual goals. Policies can be defined as activities, namely: management, marketing, finance or accounting, production, operations, research and development, and information systems. Number six, the work program can be defined as a comprehensive plan to involve the use of resources in an integrative way, including the schedule for the implementation of activities. Work programs are generally structured for a long term generally five years. Number seven, the preparation of a budget was made to plan the receipt and expenditure of money for business activities. Number eight, the preparation of procedures was carried out to get the procedures for working systematically.

Figure 1 Strategic Planning Formulation

The eight stages of making strategic planning were used as company references in general as a description and explanation of the top down management process. Statements from top down managers must be met with a bottom up management process to get statements from managers from the lowest level. But first, the manager's statement must be understood to the lowest level. This bottom-up management process was called Strategic Planning Formulation, figure-1. The implementation of the five-year work program was used as a reference for making the annual work program, called the Short Term Plan (Rencana Jangka Pendek atau Rencana Tahunan) or Annual Corporate Program. After a year of implementation, if necessary, a SWOT-analysis for each department was reviewed to ensure performance improvement and plotted in the quadrant position compare to the previous quadrant position for the next Annual Corporate Program.

2. Methodology

Methodology is the application of science that were used in a set of ways or stages (eg. research or literature review) that were passed or taken to achieve the goal of finding the truth by using certain searches and procedures according to what reality is being studied (eg. methods). A review of 5(five) aspects of the method mentioned here are: the type of research (qualitative and quantitative descriptive), the object and time of the research, research variables and operational definitions, types and sources of funds, and data collection techniques to data processing techniques, by Syafnidawaty, (2020). Qualitative research views facts or truths depending on the way the researcher interprets them as descriptive data and tends to use analysis with subjective aspects that were highlighted. Quantitative research was departed from factual data in the field which explained by theories. That were considered relevant, to support an existing theory, by Mulyadi, (2011). The type of research was conducted for this Strategic Planning Application with qualitative and quantitative methods.

This strategic planning research uses a descriptive qualitative approach, namely research whose data was expressed in verbal form and analysis without using statistical techniques. Research that often uses this method was a case study or historical, from Sangadji, Etta Mamang, (2010). This type of qualitative research was used with interview techniques from several sources, observation, and using the method of corporate

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strategy which was analyzed using SWOT-analysis, from Kaleb Zwingli, (2014). The Company's Strategic Planning was formulated according to the results of SWOT-analysis of what happened in the previous operational conditions. The results of this plan were influenced, among others, by the sharpness of vision from the involvement of 3(three) main Stakeholders, some of the actors, namely: commissioners and their organs, employees, and directors of the Holding Company.

SWOT-analysis was involved a strategic planning method used to evaluate the Strength, Weakness, Opportunity, and Threat, in a project or in business venture. Analytical framework was used to help summarize in a quich and concise way the risk and opportunities for internal and external factors of any company across the value chain. Structure of SWOT-analysis was represented by a 4-box model that list Strength-Weakness from left to right at upper box and Opportunities-Threats from left to right at lower box following order. SWOT-analysis steps was descripton as follows: description of the current condition of the company's Human Capital Support, the current condition are defined in mentioning which one its Strength, Weakness, Opportunity, or Threat, the coordination of president director and others directors, with the department heads are carried out to determine the previously mentioned SWOT-value from each directorate, including Human Capital Support, description of the existing conditions for Human Capital Support is mapped to the company's position, the results are placed in the SWOT-quadrant as the company's current position (positioning) to formulate long-term strategic planning, this formula is cascaded into medium-term and short-term formulations, and this short-term formulation is embodied in the annual work program of the relevant departments. These internal handling top down outputs were resulted from SWOT-analysis, called Annual Strategic Planning usually used for application to departments and lower managements of department. Annual Strategic Planning was made in each year. It was reviewed at end of the year.

Preliminary Agreement was made by Top management with attention from Long Term Strategic Planning updated every five years. The Strategic Planning Team was formed by top management as the main step that started the creation of a work program with a SWOT-analysis. Strength business was formulated by top management considering external input, namely: partner group, Competitor, and Blocker. The top dowm statement from top management was used as a reference for rearranging with changes if needed to the existing internal input conditions for: strategy, company history, Human Capital Resource and Natural Capital Resource conditions, and company performance. Vision, mission, and corporate culture could be refined to apply further, if necessary. Preliminary agreement and external-internal inputs were used to make Strategic Issue in the fist level. Strategic Issue for the next level was perfected by notice reports from bottom up management as follows: Impact Analysis, Commissioner State, Director State, Activity Report, Progress Report, Work Program, Audit Report, and Personnel Analysis. Each item of Strategic Issue Final had to be supported with explanation why each item was choosed. Items were arranged as Quantitative Declaration to divide in four groups for SWOT-analysis.

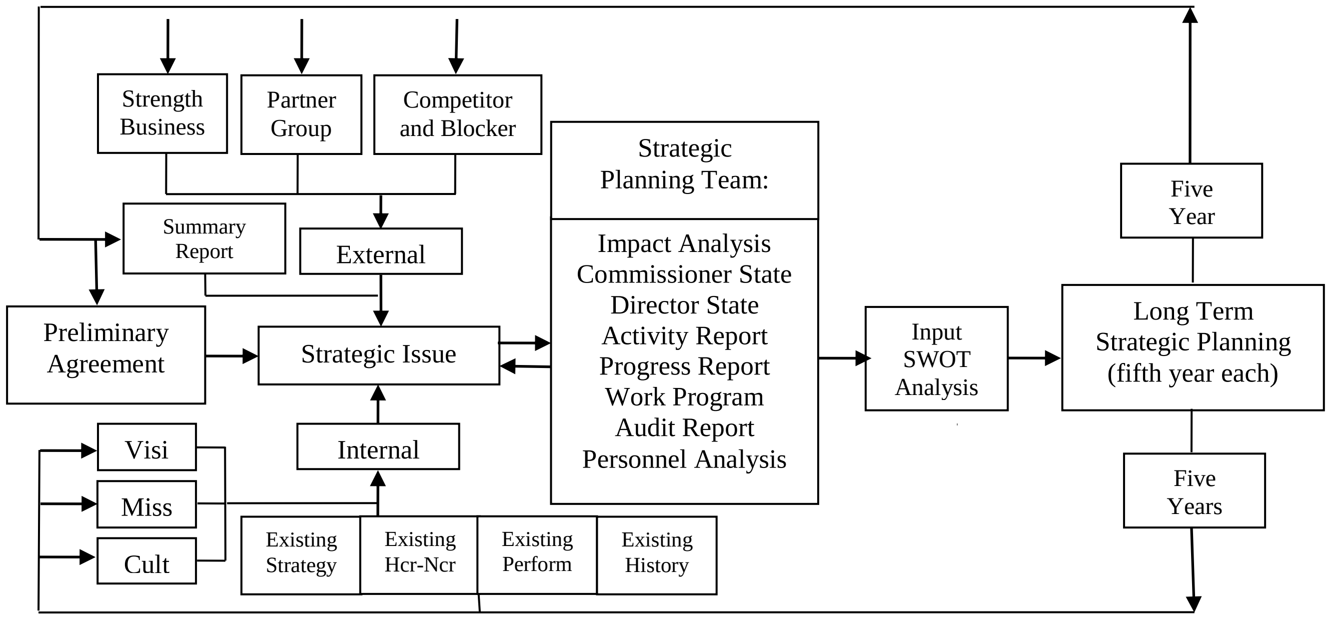

Figure 2 Fishbone Diagram for Five Years Cycle for Strategic Planning

The Quantitative Declaration for SWOT analysis should be organized into two pairs as qualitative data by the Board of Directors and Board of Commissioners (BOC-BOD), namely: the Strength-Weakness pair and the Opportunity-Threat pair. General Quantitative Declared was used at holding company for example: price competition, delivery speed, channel effectiveness, after-sales service, establish agency, up factory location deployment. effectiveness and efficiency of business process, human resource competence, product diversification, employee education level, customer loyalty, limited natural resources, electricity financing, limited energy sources, environmental regulations, voice of Non Government Organization, limited availability of raw materials, limited availability of auxiliary materials, integrity worker, skill worker, finance resource, worker capacity, export opportunity, infrastucture project growth, and integration of quality system management implementation. All of this quantitative declared must be determined in which each group, whether the Quantitative Declaration includes Strength-Weakness or Opportunity-Threat. SWOT-analysis was carried out by a holding company or Stage-Own Enterprise with the participation of members of the Strategic Planning Team, for example from: one department as echelon-1 generally numbering up to 50(fifty) people, each department includes at least 2(two) members of the relevant division, and each division is accompanied by at least 2(two) personnel. The member totaly for holding company was involved in the SWOT-analysis in 360 (three hundred and sixty) personnel, figure-2.

Final result of SWOT-analysis was declared as a one point in quadrant area location of two dimensional fuction with Strength-Weakness in x-axis and Opportunity-Threat in y-axis. The result point was obtained with all member participation of Strategic Planning Team by procedure the following below. First, the General Quantitative Declared could be placed as Statement of strategic management per Quadrant, until all General Quantitative Declared statement had been described with their position as in Strength-Weakness or Opportunity-Threat followed top management and informed to all member of Strategic Planning Team. Second, General Quantitative Declared was layed in each quadrant. It was called Strategic Management Item generaly for holding company six upto ten statements per quadrant. Third, Specific Strategic Management Item statement as attention was informed by Strategic Planning Team with Board of Commissioners and Board of Directors. Fourth, six upto ten statements per quadrant of Strategic Management Item were socialized by Board of Commissioners and Board of Directors at the first attendance workshop informed Strategic Planning Team. Sixth, two selections from Strategic Management Item of each quadrant might be proposed by Board of Commissioners and Board of Directors with high levels of attention as given high score scope in the next result, for holding company or state-own enterprice propose examples: strengths in cost leadership of product and production technology, weaknesses in inventory management and establish agency, opportunity in efforts product diversification and infrastucture project growth, and threat in environmental regulations and limited natural resources.

Seventh, weighting rules of each Strategic Management Item were explained by Strategic Planning Team in generaly with seven levels as numerical one up to seven following level: dominant influence (7), very influential (6), take effect (5), quite influential (4), little effect (3), less influential (2), and no effect at all (1). Each item in Strategic Management Item was weighted by 260 personnel with numerical from one to seven as behind closed. Eighth, summation of each and totally items Strategic Management Item following SWOT-group might be analyzed by three steps as follows: assume weight values for each item in one group (examples strength group) equal one hundred percent. Nineth, Each Strategic Management Item prediction values from 260 people were predicted as weight decision, assume a-value equal proportional in percentage. Strategic Management Item for each quadrant was added up in totally. Tenth, Positioning as a point of the SWOT-analysis result could be calculated as values of totally percentage from: strength minus weakness, and opportunity minus threat. Eleventh, a point following its quadrant was represented real condition positioning of the holding company as point with expressed the Main Action Plant. Main Action Plant next could be read an accordance statement that written in quadrant called Statement Strategic Management. Twelfth, Base on Statement Strategic Management, Milestone every five years of holding company was formulated by Board of Commissioners and Board of Directors included: Qualitative targets Achievement, step by step action planning, and how to achieve Milestone next handed over to Strategic Planning Team. Thirteenth, Long Term Strategic Planning every five years was produced by Strategic Planning Team after negotiated with Board of Commissioners and Board of Directors and finance condition with consisting of: Executive Summary, the New Holding Company Naration, cost allocation for each target, completed content action plant to the each directorate, and support data. Fourteenth, Long Term Strategic Planning was delivered to departments in directorate as detail intern discussion to become a Work Program in the first year. Work Program was evaluated to formulate next Work Program, and so forth.

3. Result and Discussion

Description of the current condition of the company's Human Capital Support with each description mentioning its Strength Weakness Opportunity Threat Analysis (SWOT-analysis). Then the coordination to the directors with the department heads is carried out to determine the previously mentioned SWOT-value for each directorate, including Human Capital Support. Specifically, the description of the existing conditions for Human Capital Support is mapped to the company's position. The results are placed in the SWOT-quadrant as the company's current position (positioning) to formulate long-term strategic planning. Detail item of Work Programs were delivered in each Human Capital Division viewed as human eternal inteligence and company's resource asset. Ideal staff for one division was determined 3 up to 5 person. Divisions in Human Capital Support Directorate themself were set as dynamic structure by name of work program and sum person in charge.

The scope of Strategic Planning has generally been defined as a directorate of a Holding Company and especially Strategic Planning for Human Capital detailed in Human Capital Support Directorate (HCSD). After all Head of Departement in Human Capital Support Directorate wrote idea and proposal from members as notes, Long Term Strategic Planning as meeting input was translated to make Human Capital formula (HC-formula) and focus at Human Capital Support Directorate in problems. This formula was broken down into medium-term (three years) and short-term (one year) descriptions to handle each department program. Detail HC-formula as work program was distributed to implement at department in division program, here the actual holding company. It did not role out the possibility, items of work program were used as name of division itsself. Human Capital Policy and Strategy Department was handled work program of: organization effectivity evaluation in Human Capital Organization Development Division, create success strategy of each department in Human Capital Strategy and Regulation Division, job description establishment in Human Capital Organization Development Division, and application of corporate culture to employees in Human Capital Policy and Culture Division. Human Capital Services Department was handled work program of: remuneration system review in Human Capital Remuneration System Division, management representative of labor union problem in Human Capital Labor Service Division, employee welfare and health in Human Capital General Affair Division, personnel administration in Human Capital Employee and Administration Division, and workplace standard in Human Capital Internal Function Worthly Division.

Performance Management and Talent Department was handled work program of: competence requirement in Human Capital Competence Planning Division, number and classification of employee recruitment in Human Capital Need Analysis Division, recruitment and implementation method in Human Caputal Recruitment and Apprenticeship Division, key performance indicator (KPI) Evaluation in Human Capital KPI Evaluation Division, carrier planning in Human Capital Span Management Analysis Division, employee promotion and transfer in Human Capital Promotion and Transfer Division, and making employment status letter in Human Capital Employee Status Division. Corporate Learning and Development Department was handled work program of: annual core value and competency training needs in Human Capital Operational and Certification Division, training agenda and topics of seminars or symposiums in Human Capital Trainning and Research Planning Division, fulfillment of holding employee proffessional certification in Human Capital Skill and Legal Division, and facilitate cooperation with stakeholder in Human Capital Stakeholder Cooperation Division. Legal and Risk Management Department was handled work program to ensure that the latest rules apply in Business and Corporate Legal division, act as legal consultant and handle legal cases in Legal Service Division, and Document legality management in Operational Legal Division. Governance and Compliance Department was handled work program of: good corporate governance implementation periodically in Good Corporate Governance Implementation Division, implementation of annual Good Corporate Governance assessment in Good Corporate Governance Operational Division, and review and update of subsidiary and affiliate governance documents in Governance Documentation Division. Business Process Management Department was handled work program of: assist in the preparation of a management system audit, in Management System Audit Division, planning needs and implementation of internal audit management system in Internal Audit Management System Division, assist to review the department’s business process in Business Analysis Division, and corporate governance and compliance evaluation in Governance and Compliance Division.

This short-term formulation is embodied in the annual work program of the relevant departments, for examples as follows: Key Performance Indicator (KPI) as personal activity output was presented as column items form: personal name, employe ID, program activity, task weight, target, and description. Examples for program activity of list Key Performance Indicator from Performance Management and Talent Department. Then Business Process Management Department with subject Business Process was detailed the following: Business Process Review Completed on spec-on budget-ontime, Business Process Recommendation Accepted, Business Proccess Strategic Initiative Execution, Business Analysis depend on User Experience Design Delivered on spec-on budget-ontime, System Management Standard & Policy Completed, Good Corporate Goverment Score, Compliance to Integrated Management Standard, Progress Opportunity for Improvement to Action for Improvement, Change Management Initiatives Implemented, Change Impact & Risk Analysis Completed, Fulfillment of Non Conformities from Management System Audit, Management Level of Business Process Document, and Monitoring of Effectivity Implementation Management System ISO periodically.

Other company could be used Balance Scorecard and Performance Excellence to analyse Performance Employee and measure the level of excellence of business process. Balance Scorecard (Work Result

Measurement Method) was used by company as Strategy Management from customer Perspective viewpoint of employee from aspect as follows: customer relation, finance, internal business process (operation prosess, innovation, and service response), with condition of (family support, demography, competence), and learning and growth (training, career path, marketing instinct, salary growth). The following list ISO handled Human Capital Support Directorate was mentioned that: ISO-9000 (quality management system), ISO-14001 (environment), ISO-37001 (Anti-bribery management system), ISO-45001 (safety and health), ISO-31000 (risk management), ISO-17025 (laboratory), ISO-ISPS Code (port), and ISO-22301 (business Continuity Management).

4. Conclussion

Stakeholder involvement was positioned to review Long Term Strategic Planning (LTSP) every five years after SWOT analysis. LTSP was delivered to departments in all directorates as detail intern discussion to become Work Programs in the first year. The scope of Strategic Planning has generally been defined as a directorate of a Holding Company and especially HC Strategic Planning to be detailed in HCSD, after all Head of Departement HCSD wrote idea and proposal from members as notes to be consideration and judgement. Work Programs were evaluated to formulate for the next work programs, and so forth. Work Programs were delivered in all departement of each directorate. Detail item of Work Programs of HCSD-departements were viewed by each division as human eternal intelligence and company's resource asset. Ideal staff for division was determined 3(three) up to 5(five) person. Divisions in HCSD themself were set as dynamic structure by name of work program and some personnel as in charge of the work program.

Scope example for Strategic Planning of Stakeholders Involvement on Human Capital Support at a Holding Company was detailed as follows: Human Capital Policy and Strategy Department, Human Capital Services Department, Performance Management and Talent Department, Corporate Learning and Development Department, Legal and Risk Management Department, Governance and Compliance Department, Business Process Management Department (subject: Business Process and System Management).

Detail HC-formula as work program was distributed to apply at department as division program, here the actual holding company.This short-term formulation is embodied in the annual work program of the relevant departments, for examples: Key Performance Indicator with Balance Scorecard, performance excellence, and Management System handled.

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