

JE | Jurnal Ekonomi

Vol 20 No 3 (Desember 2020)

26.417

www.ejournal.worldconference.id/index.php/eko/issue/archive

ISSN 2019
2685-3272
ISSN 2007
1412-0860



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The Effect of Leadership Style, Competence and Motivation on Employee Performance Dinas Pengelolaan Bangunan and Tanah Kota Surabaya

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Abstract

This study aims to analyze the influence of leadership style (X1), competence (X2) and motivation (X3) on employee performance (Y) at Dinas Pengelolaan Bangunan dan Tanah Kota. The sample was obtained by random sampling method with 100 respondents from 132 employees. The data analysis used in this research includes data quality test, classical assumption test, multiple linear regression analysis, and hypothesis testing. The results of the partial significance test (t statistical test) from the analysis and discussion of the research show that leadership style, competence and motivation partially have a significant effect on employee performance and the simultaneous significance test (f test) of the analysis and discussion of the study shows that leadership style, competence and motivation together have a significant effect on employee performance at Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya.

Keywords :

Competence, Leadership Style, Motivation, and Performanc.

1. Introduction

The bureaucratic reform agenda is a policy that requires a significant change to the elements of the organizational institutions. Changes in these elements include institutions, apparatus resources (employees), management, management, supervision, and service to the public. The reform agenda is based on the Regional Regulation Law Number 32 of 2004 which essentially gives full authority to organizational institutions to manage and manage their households and is supported by Presidential Instruction of the Republic of Indonesia Number 7 of 1999 concerning the accountability of the performance of government agencies. Responding to this agenda certainly has a goal, namely to position and prepare (Organizational Institutions) to adapt to the complex dynamics of this era, to achieve solid and responsible development, and to achieve organizational goals. In line with the principles contained in the underlying Law.

Organizational institutions at all levels of government are required to be more adaptive and anticipatory to various kinds of changes, both those that will and are happening. However, the low performance of Organizational Institutions has an impact on placing the order of Indonesia's competitiveness. According to The Global Competitiveness Report 2017-2019 (world economic forum), Indonesia is ranked 37th out of 140 countries. Thus, it demands the role of all apparatus (employees) in the organization to always hone their competencies. The role of employees in moving government institutions is of course very vital and strategic. Law Number 5 of 2014 concerning Government Organization Employees requires the implementation of Performance as the main basis and parameter for the operation of the Organizational Institution. Meanwhile, in terms of management,

The condition of the average quality of professionalism possessed by an organizational institution can be said to be not satisfactory, the cause is the ineffective practice of human resource management policies. Human Resources are the main determining factor in any organization because Human Resources can drive other existing resources. Including in the case of organizational institutions represented by human resources as bureaucrats (employees). Employees are one of the elements of strength for organizational institutions and even the main determinants, therefore employees must have high work competence and motivation to achieve goals.

Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya has a work unit, one of which is the Personnel Department, with a vision of realizing quality Human Resources and professional personnel management. As one of the Government Agencies in the City of Surabaya, the Office of Building and Land Management carries out functions following the Regulation of the Mayor of Surabaya Number 57 of 2016 concerning Position, Organizational Structure, Job Descriptions, and Functions as well as Work Order which has a function or objective of City Asset Management and Public Services to the Community. The determination of the main tasks of the

agency's functions can run if there are human resources who are professional, competent, and have the motivation to compete in carrying out their duties. Relation to Competence and Motivation,

Every organization expects to have employees with the best performance. It can be interpreted in other words, if the employee's performance is good, it will have a good impact on the organization as well. The best employee performance will make it easier for each organization to achieve its goals. An organization's success in realizing the achievement of goals is greatly influenced by the performance of its employees. This is because performance is a description of the level of achievement of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined in the strategic planning of an organization (Moehariono, 2014: 95). Performance can be influenced by internal factors, such as employee performance which affects service quality. Unfulfilled needs want and hopes, as well as a work environment that is not good enough, can weaken employee work motivation which results in weak employee performance. Human resources play a very important role, human resources are seen as the main driving factor in determining the success of a company. Boosting employee motivation must be done to encourage the achievement of good performance. (Harry Murti Veronika Agustini Srimulyani 2013).

This opinion implies that optimal employee performance is a prerequisite that must be met by the organization. Furthermore, optimal employee performance will be realized if the leadership can carry out their Leadership Style effectively. Either explore the potential or motivate its members. Leadership style is a method used by a leader in influencing the behavior of others. Leadership is an indicator of the quality of human resources that will determine the success of an organization (Rahim, Junaid, and Afa 2016). From the explanation above, it shows that Leadership Style is the main key in determining the development of employees and their organizations.

"Based on observations at the Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya, we have conducted closed interviews with several employees. The results of interview observations obtained facts related to the research variables which will be discussed in this study. The results of the pre-research on respondents from the Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya indicated that there were respondents who had no interest in the leadership style applied by their leaders. Because the leader in carrying out his leadership is too demanding of obedience and does not consider input from its members, it seems more rigid. Leaders with the applied leadership style have not been able to maximize the potential in their organization with applicable procedural compliance so that they do not improvise policies to tolerate input from members, emergencies, or incidents. Leaders only stick to the existing rules. Leaders do not understand that there are differences in characteristics, such as abilities, knowledge, and behavioral attitudes, resulting in solving problems between the leader and its members. (Source of an interview with the leaders/managers of the Surabaya City Government building, 2020). " Leaders do not understand the differences in characteristics, such as abilities, knowledge, and behavioral attitudes, causing solving problems between the leader and its members. " Leaders do not understand that there are differences in characteristics, such as abilities, knowledge, and behavioral attitudes, resulting in solving problems between the leader and its members. (Handoyo et al. 2020).

In a good organizational institution, it is hoped that the official (leadership) can act as a leader (leader) who is obliged to impose mentoring or training to each employee, Rukmana (in Articleong: 118). By Government Regulation Number 102 of 2000 that training/coaching aims to achieve leadership requirements to achieve good organizational performance. Leadership is the way a leader influences the behavior of subordinates so that they are willing to work together and work productively to achieve organizational goals (Hasibuan 2017). Then, according to the clause of (Pasolong 2008) Leaders are required to take part in some training series, by following the training the Leader (leader) can carry out leadership functions with all the philosophy, skills and attitudes, not necessarily only the leader who holds the position.

Competence is said to be one of the factors that affect performance. Competence is a characteristic that is fundamental to someone related to the effectiveness of individual performance in carrying out their work or basic characteristics of individuals who have a close relationship or as a cause and effect with criteria that are used as references, effectiveness, or top performance in the place where they work. (Moehariono 2014). This is intertwined with opinion (Priansa 2017) Job competence is the capacity of employees for job attributes, which are a collection of abilities, skills, maturity, experience, effectiveness, efficiency, and success in carrying out job responsibilities. Competencies at the executive level are strategic thinking and change leadership management. At the manager level, competence includes aspects of flexibility, change implementation, interpersonal understanding, and empowering information. At the employee level, competencies such as flexibility, motivation, collaboration, and customer service are required.

The above opinion indicates that competence is important because it is a determining factor in human resources in achieving performance. Performance is the translation of performance which means the implementation of work, or work achievement (Rahadi 2010). If you want to improve your performance, you should have the appropriate competence (the right man on the right job). So the management of human resources must be managed as much as possible to achieve goals and objectives through optimal resources (Moehariono 2014).

"In terms of optimizing and good performance efficiency, the employees Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya must pay attention to the competencies possessed by each individual. The existing phenomenon is that there is still a gap between the competence held and the position. This is because there are still indications of a lack of confidence and creativity in making decisions. The educational background that is not following their position and employees who have worked for decades are not rotated according to their competencies (Handoyo et al. 2020). Based on the results of observations with the interview method, it is found that there are employees who occupy their positions do not match their educational background. Generally, formal education at the Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya has high school education. (Sedarmayanti 2013) says an instrument training program to achieve the competencies required by a position to facilitate carrying out the main duties of an agency. Training that is intended is coaching by providing capital or provisions that are useful for increasing his or her abilities so that it is expected to produce high productivity. However, not all of them have received this guidance, so encouragement from the leadership is needed to improve employee competence.

Motivation becomes a motivator for someone to do an activity to get the best results. Motivation is an important thing to pay attention to if you want all goals to be achieved. The organization always wants every employee to make a positive contribution to the achievement of the goals of the organization's institution. There is a phenomenon of a decrease in work motivation in the Surabaya City Building and Land Management Service Employees. This phenomenon can be seen when doing his job. Lack of motivation causes employees to be slow at work and not responsive when there is work that must be completed quickly. This was also expressed during pre-research observations by interviewing one of the employees. The employee states that the work is carried out only as a matter of self-burden, the work is carried out only as a form of compulsion, and work is only lived as a form of routine only. It can be seen that the lack of morale of some employees in carrying out their work, the lack of willingness of some employees to improve the quality of their performance and work performance, and a lack of personal motivation to develop themselves and adjust to developments outside the organization itself.

"This condition is generally caused by a typical monotonous job and the low contribution of the leader in encouraging or encouraging work. (Dinas et al. 2016).

Starting from the problems that arise in the Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya, efforts must be made so that all of these can be resolved properly so that efforts are needed such as generating positive motivation as encouragement for each employee, effective human resource management policies. , provide training / mentoring to improve employee competence, develop innovative and leadership factors that can guide employees well to create good self-motivation.

Based on the phenomena described above, it is our interest as researchers to compile a Final Thesis with the title "The Influence of Leadership Style, Competence and Motivation on Employee Performance of Dinas Pengelolaan Bangunan and Tanah Kota Surabaya".

2. Literature Review

2.1 Leadership Style

A leader who carries out his leadership functions with all his philosophy, skills, and attitudes, as a whole is perceived by employees as a leadership style. According to Harbani (2013) leadership style is a method used by a leader in influencing, directing, encouraging, and controlling his subordinates to achieve organizational goals efficiently and effectively. According to Umam (2010) leadership style is a behavior norm used by someone when that person tries to influence the behavior of others as he sees it.

According to research (basis van Hersey and Management 1996) in Hadari (2014) defines leadership style as follows "The leadership style of an individual is the behavior pattern that a person exhibits web attempting to influence the activities of others as perceived by those others. This may be very different from the leader's perception of leadership behavior, which we shall define as self-perception; rather than style "

Meanwhile, according to Moehariono (2014) defines leadership style as a manifestation of the behavior of a leader, which concerns his ability to lead. The embodiment usually forms a certain pattern or shape. In line with the above opinion according to Hadari (2014) leadership style as a pattern of leader behavior in influencing the attitudes of behavior and so on his followers. Understanding behavior patterns are not in a static sense but a dynamic sense.

2.2 Competence

According to Spencer (1993) "A competency is an underlying characteristic of an individual that is causally related to the criteria referenced effective and or superior performance in a job or situation". Spencer's opinion has a definition, competence is a characteristic that underlies a person about the effectiveness of individual performance in their work or basic characteristics of individuals who have a causal relationship or as a cause-and-effect with criteria that are used as a reference, are effective, or perform prime or superior in the workplace or at work. certain situation. Then competence is a basic characteristic of a person that indicates how to think, behave, and act and draw conclusions that can be done and maintained by a person at a certain time.

Meanwhile, Moeheriono (2014) competence as a basic characteristic of personnel which is a determining factor for a person's success or failure in doing a job or in a certain situation Skills and knowledge have an important role in one's success, but four other competencies play a much bigger role. This is especially true in jobs that are more strategic and higher up in the hierarchy of the organization (Veithzal Rivai Veithzal Rivai 2013).

2.3 Motivation

Motivation is the desire to do something and determines the ability to act to satisfy individual needs. To fulfill the necessities of life one has to work. This need can be in the form of an economic need, namely to obtain money. Meanwhile, non-economic needs can be interpreted as a need to obtain appreciation and a desire to be more advanced. With all these needs, a person is required to be more active at work. To achieve this, motivation to work is required. The greater the motivation of a person, the performance will increase. To achieve organizational goals that have been set by an organization, employees often need the motivation to achieve these goals.

According to Hamdu and Agustina (2011) "*Motivation is one of the several things which determine the success of the student learning activity. Without motivation, the learning process is difficult to achieve optimum success. The use of the principle of motivation is something essential in the learning and education process*". Motivation is a suggestion or encouragement that arises because someone gives it to others or oneself. The urge is intended to make the person a better person than before.

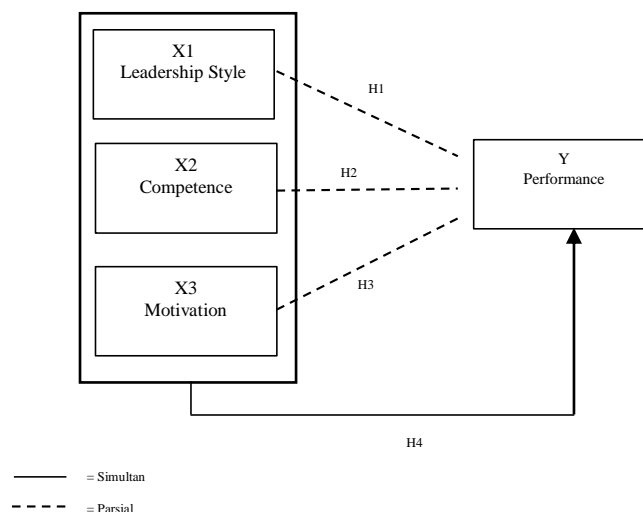
2.4 Employee performance

The term performance comes from the word job performance or actual performance (actual work performance or achievement achieved by a person), namely the quality and quantity of work achieved by an employee in carrying out his duties following the responsibilities assigned to him Mangkunegara (2014).

According to Wirawan (2012) performance is the output produced by functions or indicators of a job or a profession within a certain time. According to Moeheriono (2014) opinion, performance is a description of the level of achievement of the implementation of an activity program or policy in realizing the goals, objectives, vision, and mission of the organization as outlined in the strategic planning of an organization. Performance is an act of process or a way of acting or performing organizational functions (Oxford Dictionary in Moeheriono (2014)). Meanwhile, performance comes from the word "to perform" with several entries, namely:

- Do, run, execute (to do or carry of a execute).
- Fulfill or carry out an obligation of an intention or vow (to the discharge of fulfilling as a vow).
- Carry out or perfect responsibility (to execute or complete and undertaking).
- Doing something that is expected by a person or machine (to do what is expected of a person machine).
- So it can be concluded from the above opinions that performance is the result of work performed by employees as work performance according to their responsibilities in the company or organization.

3. Research Method



Flowchart 1. Research Method

3.1 Research Hypotheses

Based on the research objectives, problem formulation, results of empirical studies and conceptual frameworks, the following hypothesis can be made:

- a. It is assumed that Leadership Style, Competence and Motivation have a partially significant effect on the Employee Performance of Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya.
- b. It is assumed that leadership style, competence and motivation jointly influence the employee Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya.

3.2 The type of research

This type of research is field research, namely direct observation of the object under study to obtain relevant data. This research includes quantitative research.

3.3 Population and Sample

In this study, the population used was P.Employees who work in the Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya, City Asset Management Unit, and based on the sampling results obtained, the researchers distributed 100 questionnaires from 132 employees who work in the Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya, City Asset Management Unit.

3.4 Types, Sources and Data Collection Techniques

Data collection techniques used in this study are primary data and secondary data. Primary data is a source of research data obtained directly from the source namely employees of the Surabaya City Building and Land Management Service. To obtain this data, researchers used a questionnaire. The questionnaire is a data collection tool in the form of a written list of questions to obtain information from some respondents.

Secondary data is a source that does not directly provide data to data collectors, for example through other people or documents. To obtain secondary data, researchers used Library Research techniques through books, journals, the internet and other tools related to this research and study. Documentation, namely data collection is carried out by directly quoting data obtained from employees Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya.

3.5 Data analysis technique

1. Validity and Reliability Test
2. Multiple Linear Regression Test

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Y	= Interest in buying
A	= Constant
b ₁ , b ₂ , b ₃	= regression coefficient of variables X ₁ , X ₂ , X ₃
X ₁	= Leadership Style
X ₂	= Competence
X ₃	= Motivation
e	= Error, Variable interference

3.6 Test the Hypothesis

3.6.1. Partial Test (T-Test)

This test aims to test whether the independent variables (Leadership Style, Competence and Motivation) on the dependent variable (Employee Performance) have a partial or separate effect.

3.6.2. Test F

The F test is used to determine the significance level of the independent variables simultaneously on the dependent variable.

4. Results and Discussion

Table 1. Respondent Character

Gender	Total	Percent
Male	54	54%
Female	46	46%
Total	100	100%
Education	Total	Percent
High school	39	39%
Diploma	29	29%
Bachelor	32	32%
Total	100	100%
Ages	Total	Percent
<20 years old	4	4%
21 - 25 years old	28	28%
26 - 30 years old	13	13%
31 - 35 years old	15	15%
36 - 40 years old	17	17%
> 41 years old	23	23%
Total	100	100%

4.1 Reliability and validity

Table 2. Reliability Statistics

Cronbach's Alpha	N of Items
,937	17

Based on the research results, it was obtained that the cronbanch alpha value was 0.937, which means it was above the acceptable limit of 0.60 so that the research instrument for the relationship between variables showed good consistency and acceptable data.

4.2 Multiple Analysis Test Results

Table 2. Results of Multiple Regression Analysis Test

Variable	Regression Coefficient	Counted	Sig.
Constant	0.983	1.240	0.003
Leadership Style (X1)	0.240	3.396	0.001
Competence (X2)	0.239	3.152	0.002
Motvation (X3)	0.524	6.466	0.000
F count		154,812	
Significant		0.00	
R		0.910	
R2		0.829	
Adjusted Rsquare		0.823	

By entering the values obtained from the SPSS calculation above, multiple regression equations can be obtained, namely:

$$Y = 0,983 + 0,240 X1 + 0,239 X2 + 0,524 (X3) + e$$

4.3 Constant

Obtained a constant Y value of 0.983, this shows the employee performance (Y) of 0.983 if it is assumed that leadership style (X1), competence (X2) and motivation (X3) are considered constant.

4.4 Leadership Style (X1)

The leadership style regression coefficient (X1) is 0.240. This means that if the Employee Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya increases the influence of leadership style (X1), competence (X2) and motivation (X3) remain, it will increase employee performance (Y) by 0.240 units.

4.5 Competence (X2)

The competency regression coefficient (X2) is 0.239. This means that if the Employee Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya improves employee performance and other variables of leadership style (X1) remain, it will increase employee performance (Y) by 0.239 units.

4.6 Motivation (X3)

Coefficient motivation regression (X3) of 0.524. This means that if the Employee Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya improves employee performance and other variables of leadership style (X1) remain constant, it will increase employee performance (Y) by 0.524 units.

4.7 T-Test

Table 3. Coefficientsa

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	,983	,792		1,240,003	
1 Leadership_style (X1)	,240	,071	,232	3,396,001	
Competence (X2)	,239	,076	,270	3,152,002	
Motivation (X3)	,524	,081	,483	6,466,000	

a. Dependent Variable: Performance (Y)

Based on the table above, it can be seen that the value of the leadership style variable (X1) is 3.396, the competency variable (X2) is 3.152, the motivation variable is (X3) is 6.466.

1. Testing the influence of leadership style on employee performance.

The test results show that the value for the leadership style variable on employee performance shows a value = 3.396 > of 1.983 with a significance of 0.001 < 0.05 which means significant. Thus partially, leadership style has a positive and significant effect on the Employee Performance Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya $t_{hitung} > t_{tabel}$

2. Testing the influence of competence on employee performance.

The test results obtained from the value for the competency variable on employee performance showed a value = 3.152 > of 1.983 with a significance of 0.001 < 0.05, which means significant. Thus, partially, competence has a positive and significant effect on the Employee Performance Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya.

3. Testing the influence of motivation on employee performance.

The test results obtained from the value for the motivation variable on employee performance showed a value = 6.466 > of 1.983 with a significance of 0.001 < 0.05, which means significant. Thus, partial motivation has a positive and significant effect on the Employee Performance Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya.

4.8 Test F

Table 4. ANOVAa

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	465,765	3	155,255	154,812,000	b
Residual	96,275	96	1,003		
Total	562,040	99			

a. Dependent Variable: EMPLOYEE PERFORMANCE

b. Predictors: (Constant), MOTIVATION, LEADERSHIP_STYLE, COMPETENCY

Based on the table data above, it is known that it can be obtained = 154,812 while the value is 2,696. Thus 154,812 > 2,696. And a significant value of 0.000 < 0.05, so it can be concluded that leadership style (X1), competence (X2), motivation (X3) simultaneously have a positive and significant effect on the Employee Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya (Y).

5. Discussion

Based on the results of calculations using SPSS V.20, the results of these calculations are continued to the research discussion as follows:

- a. The leadership style variable (X1) has a partially significant effect on the employee performance variable (Y). This is indicated by the magnitude of the significance value greater than 0.05, which is equal to 3.396. Based on these results, it can be concluded that leadership style has a significant influence on the employee Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya
- b. The competency variable (X2) has a partially significant effect on employee performance (Y). This is indicated by the amount of significance value smaller than 0.05, which is equal to 3.392. Based on these results, it can be concluded that competence has a significant influence on the Employee Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya.
- c. The motivation variable (X3) has a partially significant effect on employee performance (Y). This is indicated by the magnitude of the significance value is smaller than 0.05, which is equal to 6.466. Based on these results, it can be concluded that competence has a significant influence on the employee Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya.
- d. The variable of leadership style (X1) competence (X2) and motivation (X3) has a significant effect simultaneously on the employee performance variable (Y). This is indicated by the magnitude of the significance value smaller than 0.05, which is equal to 0.000. Based on these results, it can be concluded that leadership style, competence and motivation together have a significant effect on the Employee Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya.

6. Conclusions and Recommendations

6.1 Conclusion

Based on To obtain a comprehensive and integral understanding of the results of the research that has been carried out and the discussion described in the previous chapter, the following conclusions can be drawn:

- a. There is a partially significant influence of leadership style on the performance of employees Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya. This is based on the results of the t test of $3.396 > 1.983$ with a significance of $0.301 > 0.05$. This means that the better the leadership style applied by a leader can affect the performance Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya staff. t_{tabel}
- b. There is a partially significant effect of competence on the performance Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya employees. This is based on the results of the t test $3.152 >$ from 1.983 with a significance of $0.039 > 0.05$, which means significant. Thus, partially, competence has a positive and significant effect on the Employee Performance Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya. t_{tabel}
- c. There is a partially significant effect of competence on the performance Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya employees. This is based on the t test results of $6.466 > 1.983$ with a significance of $0.039 > 0.05$, which means significant. Thus, partial motivation has a positive and significant effect on the Employee Performance Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya.
- d. Together (simultaneously) there is an influence of leadership style, competence and motivation on the employee Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya. This is based on the results of the f test of 154.812 and a significance level of 0.000. This shows that the higher the value of leadership style, competence and motivation, the better the employee's performance.

Leadership style plays an important role in directing employees to do work to achieve agency goals. A leader can overcome complex problems by making wise decisions. A good leader always knows what his subordinates want and interacts both personally and professionally. Competence is the basis of ability in determining positions and tasks following their respective expertise based on formal education to improve existing competencies.

Motivation as a driving force for employee enthusiasm to carry out the work sincerely without any sense of pressure which can also harm the achievement of organizational goals. In this case, all variables affect employee performance.

Leadership style, competence and motivation have a significant influence on the performance of the employees Performance Dinas Pengelolaan Bangunan dan Tanah Kota Surabaya. This study shows that the variables contained in this study need to be considered to expect an increase in employee performance to achieve the goals and progress of the agency.

6.2 Suggestion

a. For the leadership

It is recommended to pay attention to the needs and desires of employees when employees feel they have difficulties, always encouraging so that employees can be motivated to carry out their duties properly. Leaders can be creative, innovative and communicative in conditioning and assigning tasks to employees, following established procedures and regulations. Leaders can conditionally adjust their leadership style and leaders should be willing to formulate policies that can increase the competence of employees to achieve organizational goals.

b. For further researchers to be able to carry out deeper studies on the discussion of leadership style, competence, motivation in aspects and case studies in institutions that are more complex in terms of composition or employee background and are expected to select a wider population to get better results. With such a large population, the number of respondents will be many. One way to get better research results is to increase the significance level of the respondents.

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Effect of Training and Work Environment on Employee Performance at PT Marindo Makmur Usahajaya Sidoarjo

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Abstract

This study discusses how the influence of training and work environment on employee performance at PT Marindo Makmur Usahajaya Sidoarjo. This study aims to determine the effect of training, work environment on employee performance. The sampling technique in this study used the Non Probability Sampling method. Respondents in this study were 83 employees. Methods of data analysis using multiple linear regression test, with SPSS v.18 software as an analysis tool. The results of this study indicate that training variables and work environment variables partially and simultaneously have an effect on employee performance.

Keywords :

Employee Performance, Training, Work Environment

1. Introduction

One of the company's efforts to maintain employee performance is to maintain several important factors for optimal work results. In big cities, more and more people spend their time in companies because of job demands that are sometimes difficult to avoid. If you have this, the company seems to be a frightening specter for its employees. In fact, human resources (HR) have a very influential role in the performance and positive growth of a company.

Every organization or company that succeeds in achieving its goals will try to make the best use of its resources. One of these resources is human resources. Human resources are the most important organizational or company asset in determining the success or failure of a company, because they are the ones who drive and act as actors in work activities and actors in economic activities.

Employees are a very important and attractive part because their benefits prove to be very important. Therefore, efforts to improve employee performance are the most serious management challenges because the success in achieving the goals and survival of the company is very dependent on the quality of the performance of its human resources.

PT Marindo Makmur Usahajaya (MMU) is a company engaged in the export of marine products. Therefore, the company understands the importance of creating a conducive and healthy work environment. The work environment can have positive and negative impacts for employees to achieve their work results.

The work environment in a company is very important for management to pay attention to. Even though the work environment does not carry out the production process in a company, the work environment has a direct influence on the employees who carry out the production process. A comfortable work environment for employees can improve performance. Conversely, an inadequate work environment will reduce performance. Performance is said to be good or appropriate if humans can perform activities optimally, healthy, safe and comfortable.

On an ongoing basis, the company also continues to strive to improve HR capabilities through effective development programs. In the world of work our ears are familiar with the term job training or training. Where is the process of increasing the skills or abilities needed by new employees and old employees to do work. New employees or those who are already working need to attend training because job demands can change due to changes in the work environment, strategies, and so on.

The company provides regular training programs with the same material (refresh) which aims to make employees more familiar with SOPs because so far there are still some employees who are negligent in their work (old or new employees).

In addition, the company organizes training programs due to cooperation with certification, sedex, etc. Training can affect employee performance, even more than the appraisals and feedback provided to employees.

Training is conducted twice a month inside the company and once a year outside the company. There are ten to fifteen participants who take part in the training per meeting if the system is Off the Job Training. However, if it is On the Job Training (OJT) the participants who take part are all employees.

From the description of the background above, this research is interested in studying training, work environment on employee performance, so the researcher examines it with the title "The Effect of Training and Work Environment on Employee Performance".

2. Literature Review

2.1. Training

Job Training is an effort to improve the quality of human resources in the world of work. Employees, both new and already employed, need to take part in training because there are jobs that can change due to changes in the work environment, strategies, and so on. Job training is related to the skills and abilities required for the current job. Job training is oriented to the present and helps employees to master specific skills and abilities (competencies) to succeed in their jobs. According to Dessler (2011) job training is the process of teaching new or existing employees the basic skills they need to carry out their jobs.

2.2. Work environment

According to Sedarmayanti (2013) suggests that a place has a group in which there are several supporting facilities to achieve company goals in accordance with the company's vision and mission. Meanwhile, Suwatno and Priansa (2011) defines the work environment as factors outside humans, both physical and non-physical in an organization.

From the opinions of experts, it can be concluded that the work environment is everything that is around the employee at work, both physical and non-physical which can affect employees at work. If the work environment is conducive, employees can be safe, comfortable and if the work environment is not supportive, employees cannot be safe and comfortable.

2.3. Employee performance

According to Mangkunegara (2011) employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him. Based on the above explanation, performance is a result achieved by a person in carrying out tasks based on skills, experience and seriousness and time according to predetermined standards and criteria.

Performance according to Hasibuan (2012) is a result achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness and time.

From the above understanding, it can be formulated that basically. Performance is the result of work that has a strong relationship with the organization's strategic objectives, customer satisfaction, and contributes to the economy and performance is an effort or effort in managing human resources that are performance-oriented employees who carry out an open and sustainable communication process by creating a shared vision and strategic and integrated approach as a driving force to achieve organizational goals. Performance is the work achieved by a person in carrying out tasks in accordance with the responsibilities given during a certain period of time.

2.4. Framework of Thinking

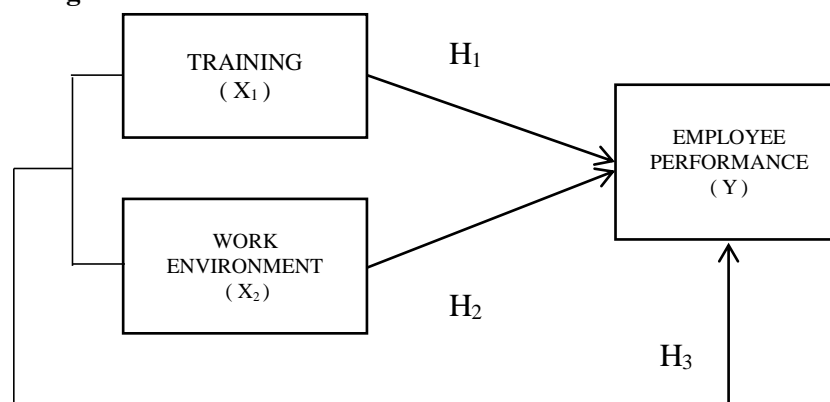


Figure 1. Framework of Thinking

2.5. Hypothesis

Based on the research framework above, the following research hypothesis can be formulated:

- H1: Training has a partially significant effect on employee performance
 H2: The work environment has a partially significant effect on employee performance.
 H3: Training and work environment simultaneously have a significant effect on employee performance.

3. Research Methods

3.1. Population and Sample

This type of research used in this research is quantitative research methods. According to Sugiyono (2013) quantitative research methods can be interpreted as a research method based on the philosophy of positivism, used to research on certain populations or samples, sampling techniques are generally carried out randomly, data collection uses research instruments, data analysis is quantitative / statistical with purpose to test the hypothesis that has been set. The object of research is something that becomes a reason for conducting research, the object of research is the goal of finding answers and solutions to problems that occur. The research object in this research is the employees of PT Marindo Makmur Usahajaya Sidoarjo. The population in this study were 83 employees of PT Marindo Makmur Usahajaya. The sampling method used in this study is to use the Non Probability Sampling method, namely convenience sampling where members of the population can be easily selected as the sample.

3.2. Multiple Linear Regression Analysis

Regression analysis is used to determine the dependence of the dependent variable with one or more independent variables with the aim of estimating and / or predicting the population mean or average value. The dependent variable is based on the known value of the independent variable.

With the formula:

$$Y = a + b_1X_1 + b_2X_2 \dots + b_nX_n$$

Information :

Y = Employee Performance

a = Constant

b₁ = Job Training regression coefficient

b₂ = Work Environment regression coefficient

X₁ = Job Training

X₂ = Work Environment

To find the values of a and b₁, b₂ the following formula is used:

$$b_1 = \frac{(\sum x_1 y)(\sum x_2 y) - (\sum x_2 y)(\sum x_1 x_2)}{(\sum x_1^2)(\sum x_2^2) - (\sum x_1 x_2)^2}$$

$$b_2 = \frac{(\sum x_2 y)(\sum x_1^2) - (\sum x_1 y)(\sum x_1 x_2)}{(\sum x_1^2)(\sum x_2^2) - (\sum x_1 x_2)^2}$$

$$a = \frac{(\sum Y - b_1 \sum x_1 - b_2 \sum x_2)}{n}$$

4. Results and Discussion

4.1. Test Validity and Reliability

Data processing used in this study used statistical pasw version 18, by determining the conclusion for the validity test, namely the 2-sided test of 0.05 significance where if r count > r table then the instrument statement items have a significant correlation to the total score or are declared valid. If r count < r table, the statement instrument which has a significant correlation to the total score can be declared invalid.

Table 1. Test Validity

Variabel	Indikator	Corrected Item-Total Correlation	R-Table	Keterangan
Training (X1)	X1.1	0,602	0,22	Valid
	X1.2	0,561	0,22	Valid
	X1.3	0,538	0,22	Valid
	X1.4	0,719	0,22	Valid
	X1.5	0,698	0,22	Valid
	X1.6	0,737	0,22	Valid
	X1.7	0,721	0,22	Valid
	X1.8	0,693	0,22	Valid
Work environment (X2)	X2.1	0,444	0,22	Valid
	X2.2	0,446	0,22	Valid
	X2.3	0,763	0,22	Valid
	X2.4	0,705	0,22	Valid
	X2.5	0,725	0,22	Valid
	X2.6	0,71	0,22	Valid
	X2.7	0,762	0,22	Valid
	X2.8	0,753	0,22	Valid
	X2.9	0,706	0,22	Valid
	Employee performance (Y)	Y.1	0,745	0,22
Y.2		0,741	0,22	Valid
Y.3		0,729	0,22	Valid
Y.4		0,71	0,22	Valid
Y.5		0,774	0,22	Valid
Y.6		0,674	0,22	Valid
Y.7		0,642	0,22	Valid
Y.8		0,724	0,22	Valid
Y.9		0,626	0,22	Valid
Y.10		0,677	0,22	Valid

Based on the results of the validity test according to the table above for all dimensions it states that of the 27 statement items used can be said to be valid.

4.2. Reliability test

Table 2. Reliability Test

Variabel / indikator	Alpha	Keterangan
Work Training	0,812	Reliabel
Work Environment	0,852	Reliabel
Employee Performance	0,886	Reliabel

Based on the reliability test table above, this research data has a Cronbach's alpha value of 0.812 in training (x1), 0.6522 in the work environment (x2), 0.886 on employee performance, and more than 0.5 with 27 statement items. for Then the data is declared reliable.

4.3. Classic assumption test

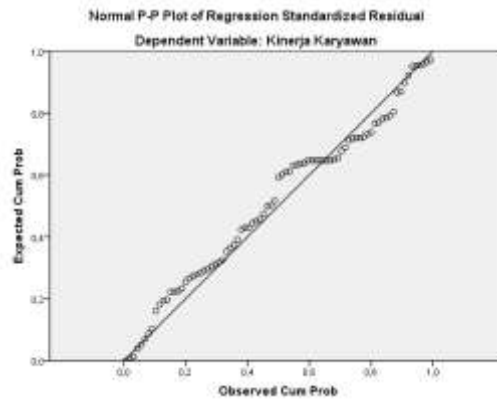


Figure 2. Classic assumption test

Based on the graph above shows that all existing data are normally distributed, because all data spread in a diagonal straight line then the data meets the normal assumption or follows the normality line.

4.4. Kolmogorov Smirnov Normality Test

Table 3. One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		83
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	3,81696607
Most Extreme Differences	Absolute	,099
	Positive	,073
	Negative	-,099
Kolmogorov-Smirnov Z		,905
Asymp. Sig. (2-tailed)		,386

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

Based on the results of the normality test, it is known that the significance value is 0.386 > 0.05. So it can be concluded that the residual value is normally distributed.

4.5. Multicollinearity Test

Table 4. Multicollinearity Test

Model		Coefficients ^a		Standardize		Collinearity Statistics		
		Unstandardized Coefficients		d Coefficients		Toleranc		
		B	Std. Error	Beta	t	Sig.	e	VIF
1	(Constant)	15,755	4,212		3,740	,000		
	Training	,323	,127	,260	2,547	,013	,756	1,323
	Work environment	,441	,103	,438	4,300	,000	,756	1,323

a. Dependent Variable: Kinerja Karyawan

Based on the table above, the calculation of the tolerance value shows that all independent variables have a tolerance value greater than 0.10. The result of the calculation of the variance inflation factor (VIF) value shows that all independent variables have a VIF value of less than 10. The VIF value of the X1 and X2 variables is 1,323.10. So it can be concluded that there is no multicollinearity in the regression model.

4.6. Heterokedas Ticity Test

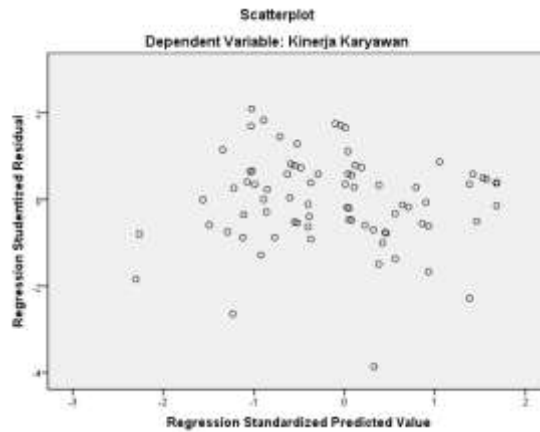


Figure 3. Heterokedas Ticity Test

Based on the graphic image above, it can be seen that the data distribution is irregular and does not form certain patterns, and is spread above and below the number 0 on the Y axis, so it can be concluded that in this regression model there is no heteroscedasticity problem.

4.7. Park Test

Coefficients^a
 Table 5. Park Test

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3,033	8,628		,352	,726
	Ln _{x1}	,268	2,459	,014	,109	,913
	Ln _{x2}	-,732	2,173	-,042	-,337	,737

a. Dependent Variable: Lnei2

Based on the table above by looking at the P value, namely in the sig column. If the sig value > 0.05, there are no symptoms of heteroscedasticity.

4.8. Multiple Linear Regression Analysis

Coefficients^a
 Table 6. Multiple Linear Regression Analysis

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,755	4,212		3,740	,000
	Training (X1)	,323	,127	,260	2,547	,013
	Work environment (X2)	,441	,103	,438	4,300	,000

a. Dependent Variable: Kinerja Karyawan (Y)

Multiple regression models or multiple linear regression equations are generally denoted by:
 $Y = a + b_1X_1 + b_2X_2 + e_i$

The regression equation can be seen from the coefficient table, so it can be written as follows:
 $Y = 15,755 + 0,323X_1 + 0,441X_2 + e_i$

Information:

Y = Employee Performance

X1 = Training

X2 = Work Environment

Interpretation:

A constant of 15,755, meaning that if the value of training (X1) and work environment (X2) is 0, then the employee's performance (Y) is 15,755

The training variable regression coefficient (X1) is 0.323, meaning that if the training variable increases by one unit, the employee performance variable (Y) will increase by 0.323 units.

The work environment variable regression coefficient (X2) is 0.441, which means that the work environment variable has increased by one unit, then the employee performance variable (Y) has increased by 0.441 units.

It is known that the second variable has a positive regression coefficient. This means that the provision of job training and work environment will improve the performance of employees at PT Marindo Makmur Usahajaya.

4.9. Hypothesis test

4.9.1. T test

Coefficients^a
 Table 7. T test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	15,755	4,212		3,740	,000
	Training (X1)	,323	,127	,260	2,547	,013
	Work environment (X2)	,441	,103	,438	4,300	,000

a. Dependent Variable: Kinerja Karyawan (Y)

Based on the table data above in the T test (partial) above, it is known that the significant value of the training variable (X1) is 2.547 > 0.05 so that the training variable (X1) has a significant effect on the employee performance variable (Y). The Work Environment variable (X2) is 4,300 < 0.05 so that these results have an effect on the Employee Performance variable (Y). Thus the training and work environment variables have a significant influence on employee performance variables.

H1: It is known that the sig value for the effect of X1 on Y is equal to 0.000 < 0.05 and the t value of 2.547 > t table 1.993 so that it can be concluded that H1 is accepted, which means that there is a significant effect of X1 on Y.

H2: It is known that the sig value for the effect of X2 on Y is equal to 0.000 < 0.05 and the t value of 4.300 > t table 1.993 so that it can be concluded that H1 is accepted, which means that X2 has a significant effect on Y.

4.9.2. F test

ANOVA^b
 Table 8. F test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	707,203	2	353,601	23,678	,000 ^a
	Residual	1194,677	80	14,933		
	Total	1901,880	82			

a. Predictors: (Constant), Work environment (X2), Training (X1)

b. Dependent Variable: Employee performance (Y)

Based on the output above, it is known that the significance value of the effect of X1 and X2 simultaneously on Y is equal to 0.000 < 0.05 and the value of Fcount 23.678 > Ftable 3.11. So it can be concluded that H3 is accepted, which means that there is an effect of X1 and X2 simultaneously on Y.

4.10. Coefficient of Determination (R²)

Table 9. Coefficient of Determination (R²)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,610 ^a	,372	,356	3,86438

a. Predictors: (Constant), Lingkungan Kerja (X₂), Pelatihan (X₁)

Based on the output above, it is known that the R Square value is 0.372. This means that the effect of variables X₁ and X₂ simultaneously on variable Y is 37.2% and the remaining 62.8% is influenced by other variables not examined in this study.

4.11. Discussion

From the results of data analysis shows that partially job training variables have an effect on employee performance variables, the significance value is greater than 0.05 (0.000 < 0.05) $t_{count} > t_{table}$ (2.547 > 1.993). While work environment variables also affect employee performance variables based on a significance value greater than 0.05 (0.000 < 0.05) $t_{count} < t_{table}$ (4.300 > 1.993).

From the results of data analysis shows that simultaneously job training and work environment variables affect employee performance variables with a significance value of 0.000 less than 0.05 (0.000 < 0.05), while if seen from the Fcount value 23.678 is greater than Ftable value (23,678 > 3,11). Thus, it can be ignored that job training and work environment variables have an effect on employee performance variables. The value of R Square is 0.372.

5. Conclusions and Suggestions

5.1. Conclusion

Based on the analysis that has been done, some conclusions can be drawn as follows:

- The results of the data show that partially the training variable (X₁) affects the employee performance variable (Y), the significance value is greater than 0.05 (0.000 < 0.05) $t_{count} > t_{table}$ (2.547 > 1.993), it can be concluded that job training variables have an effect on employee performance.
- The results of data analysis show that partially the work environment variable (X₂) also affects the employee performance variable (Y), based on a significance value greater than 0.05 (0.000 > 0.05). And if it is seen from the value of $t_{count} > t_{table}$ (4.300 > 1.993), it can be concluded that the work environment affects employee performance.
- The results of data analysis show that simultaneously the Fcount of 23.678 > Ftable is 3.11 and a sig value of 0.05, it can be concluded that there is a significant influence between job training (X₁), work environment (X₂) and a significant effect on performance. employee (Y).
- The test results of the coefficient of determination (R²) obtained a value of 0.372 or about 37.2%. So it can be seen that the influence of training and work environment variables on employee performance is 37.2% and the remaining 62.8% is influenced by other factors or variables not examined in this study.

5.2. Suggestion

Based on the above conclusions, the authors provide several suggestions which are expected to be useful for PT. Marindo Makmur Usahajaya are as follows:

1. For companies

Based on the results of the research, it is hoped that companies both that are the subject of this research and outside of this study can pay attention to the following aspects:

- In the training variable, the company needs to improve the material provided with the difficulty level of the job. Companies can recruit specialists who focus on specific skills to provide training to employees. Such a move would allow more for employee performance.
- In general, the work environment variable is good, only the noise problem needs to be fixed. Like controlling noise so as not to disturb anymore. This can be done by attaching a damper to the device in question.
- In the employee performance variable, from several aspects the employees have worked well, but the company needs to prepare a strategy so that employees feel at home working overtime to meet this high morale. Such as free snacks, appreciation, work atmosphere without pressure.

2. For employees

Must attend training conducted by the company. The results of the training are expected to provide more knowledge and insight to employees in working at the company so that their performance and quality are getting better.

3. For researchers

Subsequent research is to test other variables in improving employee performance such as variables of salary, compensation, productivity, and others.

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Analyze The Factors of Organizational Citizenship Behavior on Starbucks' Manager in Surabaya

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Abstract

The objective of this study is to examine the influence of factors on OCB on Starbucks' Managers in Surabaya. The population is the managers of Starbucks Surabaya. Data collected by 30 questionnaires. Structural Equation Model (SEM) – PLS (Partial Least Square) has been employed to analyze the data. The results showed that 3 (three) hypotheses are accepted and 9 (nine) hypotheses are rejected. Five independent variables (employee development, employee communication, rewards and recognition, and leadership) had no significant effect on OCB with employee engagement as an intervening variable.

Keywords :

Intervening, OCB, PLS, SEM

1. Introduction

Successful organizations need employees who will do more than just their regular tasks, which will deliver performance exceeds expectations. Nowadays in the dynamic world of work, where tasks are increasingly being worked out in teams and flexibility is critical, organizations need employees who will demonstrate "good citizenship" behavior (Stephen P. Robbins, Tim Judge, Bruce Millett, 2014). Employees' effort to go beyond the formal and the extra role are the foundation for the concept of Organizational Citizenship Behavior (OCB).

Researchers make Starbucks the object of research. Starbucks has a CSR program in the form of social responsibility to society and the environment. Usually, employees of the OCB category are often found in companies or non-profit organizations. Meanwhile, Starbucks itself is a profit-oriented company that has an OCB program. This is what attracts researchers to analyze OCB factors.

The real dedication given by Starbucks employees becomes a basis for thinking and a point to analyze the factors possessed by employees that help them to act beyond the standard performance set and support the development of the company.

This research was conducted at the manager level of Starbucks employees. Because of the results of observations, the researcher shows an indication of high OCB in employees who are full-time employees at this level of position, which is more suitable to be the object of research when compared to employees with a status below the level.

2. Literature Review

2.1 The relationship between Employee Development and Employee Engagement

Organizations with a high level of employee engagement provide their employees with adequate opportunities to develop their abilities to acquire new knowledge and skills to take advantage of their potential in doing their jobs. (Mone et al., 2018) state that when managers provide opportunities for training and support the career development of an employee, the manager helps create employee development and employee engagement. (Kumar & Swetha, 2011) suggest that an organization can increase engagement in its work environment by creating a learning culture and individual development plans for each employee because many studies state that most employees will remain interested in their work and have created if they acquire knowledge and skills. as well as using new approaches or methods every day in the world of work. The 2013 ASTD study suggested that employees want the opportunity to grow and have progressed in their organization and this has a direct impact on employee engagement, where 65% of respondents respond to the quality of opportunities to train and learn positively encouraging employee engagement at a higher level (Noviardila et al.,2020) (Muthuveloo et al., 2017). (C. Hoffman & Paradise, 2008) states that training and development are important factors for increasing employee engagement. When employees undergo training and development programs for development, self-confidence is automatically built which will motivate employees to be more attached to their work. So if employees get several opportunities to grow and develop, the level of employee engagement is expected to increase later (J., 2014).

Hypothesis 1: There is a significant positive effect between Employee Development and Employee Engagement.

2.2 The relationship between Employee Communication and Employee Engagement

In employee engagement, communication between employees, employees, and superiors has an important role to play in ensuring good relations among the population in the work environment, then honest and consistent communication is also an important management tool in employee engagement. (Durkin et al., 2007) states that if communication is not carried out consistently and honestly, it can cause employees to start thinking about the future of the company and the desire to leave the company. Employees admit that communication is an indication of their sense of the company (Faisal Aman, S Hossein Cheraghi, Krishna K Krishnan, 2013). The importance of employee communication in various organizations was proven when a survey by The Chartered Institute of Personnel and Development (CIPD) reported that the two things that most influenced employee engagement were having the opportunity to interact upward and always having good information about what was happening to the organization (Andrew C Ologbo & Saudah Sofian, 2013). Hypothesis 2: There is a significant positive effect between Employee Communication and Employee Engagement.

2.3 Relationship between Rewards and Recognition and Employee Engagement

Oktafiy & Bayyinah, (2017) states that an organization must have a good payroll system that can motivate employees to work within the company. This includes certainty of benefits and compensation, recognition such as an award (award), service marks, and others. The reward system also plays a very important role in employee engagement where staff will feel valued for their skills, knowledge, and contributions to the organization (Mukherjee et al., 2009). After doing a good job, employees are not necessarily satisfied with the results of their work, but the company's recognition of the work that has been done is highly expected by employees. Although in general companies often provide formal wages and recognition or appreciation programs in return for employee contributions and ideas, many employees still expect appreciation or recognition per day (A. S. Hoffman, 2012).

Hypothesis 3: There is a significant positive effect between Reward and Recognition and Employee Engagement.

2.4 Relationship between Leadership and Employee Engagement

Leadership has been recognized as an important component in the effectiveness of employee or workforce management (Liu et al., 2003). Leadership is also known as one of the major elements that affect employee perceptions in the work environment and workforce engagement (Boerner et al., 2007) (Macey & Schneider, 2008). Previous research by Wildermuth et al., (2008) and Storey et al., (2008) shows that engagement occurs naturally when a leader inspires. Khuong & Yen, (2014) in their research discussed the influence of leadership style and employee engagement. The results of the study suggest that leadership has a positive influence on employee management, which is also supported by previous research (Ekowati et al., 2013).

Hypothesis 4: There is a significant positive influence between Leadership and Employee Engagement.

2.5 The relationship between Work-Life Balance and Employee Engagement

Several studies have stated that there is a direct relationship between the application of work-life balance, where this will ultimately relate to the work-life balance of employees and employee engagement. The relationship between the application of work-life balance and employee engagement can be explained using social exchange theory (Morris & AU - Douglass, 2014). This theory explains companies that care and provide opportunities for their employees, so employees will show certain attitudes and behaviors. More specifically, when employees receive the favorable treatment they tend to reciprocate, which leads to profits between the company and the employees (Rhoades & Eisenberger, 2002). The application of social exchange theory to work-life balance is when employees feel that the company helps balance work and personal life, so employees feel cared for and supported by the company. Adhering to the norm of reciprocity, it is said that employees feel obliged to reciprocate the things that the company provides by providing better attitudes and behaviors at work. Employees respond to these things by increasing positive feelings about work (Hari Srinivas, 2005). When employees are given attention by the company, employees will respond with a certain level of engagement (Saks, 2006).

Hypothesis 5: There is a significant positive effect between Work-Life Balance and Employee Engagement.

2.6 Relationship between Employee Engagement and Organizational Citizenship Behavior (OCB)

Jagannathan & Anitha, (2014) in her research states that employee engagement is the level where the commitment and involvement of an employee have on the company and the value of the organization. Based on several previous studies, employee engagement is influenced by several factors including emotional and rational which are related to work and overall work experience (Bakker et al., 2012); (Karatepe et al., 2010) and (Hayuningtyas & Helmi, 2016) suggests that a high level of employee engagement increases performance. , tigas

performance, and OCB, productivity, independence, affective commitment, commitment, psychological climate levels, and customer service.

Hypothesis 6: There is a significant positive effect between Employee Engagement and Organizational Citizenship Behavior (OCB).

2.7 Relationship between Employee Development and Organizational Citizenship Behavior (OCB) with Employee Engagement as an Intervening Variable

Andrew C Ologbo & Saudah Sofian, (2013) in their research on individual factors and work results from employee engagement resulted that employee engagement became a variable that mediates the relationship between individual factors including employee development, employee communication, and co-employee support and work outcomes include job satisfaction, organizational commitment, intention to quit, and OCB. (Nikolett & Christina Nawangsarit, 2019) in his research examined the influence of Human Resources Management (HRM) Practice consisting of employee participants, compensation and benefits, reward systems, career planning, training and development, and employee empowerment on employee engagement and OCB which had a significant positive effect on both that variable.

Hypothesis 7: There is a significant positive effect between Employee Development and Organizational Citizenship Behavior (OCB) with Employee Engagement as an intervening variable.

2.8 Relationship between Employee Communication and Organizational Citizenship Behavior (OCB) with Employee Engagement as an Intervening Variable

Andrew C Ologbo & Saudah Sofian, (2013) in their research stated that employee engagement is a variable that mediates between individual factors, one of which is employee communication and OCB.

Hypothesis 8: There is a significant positive effect between Employee Communicative and Organizational Citizenship Behavior (OCB) with Employee Engagement as an intervening variable.

2.9 Relationship of Reward and Recognition and Organizational Citizenship Behavior (OCB) with Employee Engagement as an Intervening Variable

Saks, (2006) in his research found that partially mediating the relationship between antecedent includes job characteristics, perceived organizational support, perceived supervisor support, reward and recognition, procedural justice, distributive justice, and consequence including job satisfaction, organization commitment, intent to quit, OCB. Reward and recognition have a fairly close relationship with OCB. Not only does reward and recognition affect OCB but several studies have also stated the opposite. Veverapa's research also states that the presence of OCB in employees has an impact on rewards such as promotions given by the company to employees (Noviardila et al., 2020). Podsakoff et al., (2009) in their research resulted in a positive relationship between OCB and employee reward allocation decisions.

Hypothesis 9: There is a significant positive effect between Reward and Recognition and Organizational Citizenship Behavior (OCB) with Employee Engagement as an intervening variable.

3.0 Relationship between Leadership and Organizational Citizenship Behavior (OCB) with Employee Engagement as an Intervening Variable

Modul et al., (2019), Chen & Hung, (2016) in his research using the AMOS Structural Equation Modeling (SEM) program in conducting a mediation test resulted that employee engagement did not mediate the relationship between leaders and OCB. However, this research shows that leadership directly has a significant positive effect on OCB in being tested separately or simultaneously with employee engagement as mediation. In Organ's research (1997) states that in addition to mood traits, organization and leadership predict OCB at the altruism and compliance levels.

Hypothesis 10: There is a significant positive effect between Leadership and Organizational Citizenship Behavior (OCB) with Employee Engagement as an intervening variable.

3.1 Relationship between Work-Life Balance and Organizational Citizenship Behavior (OCB) with Employee Engagement as an Intervening Variable

Some researchers state that the work-life balance that increases significantly contributes to increasing the OCB of employees in the organization (Harikaran & Thevanes, 2018), (Ambert et al., 2000) Researchers also argue that work-life balance has become an important issue because it tends to have positive impacts such as mental health and resilience, higher productivity and effectiveness, higher levels of job satisfaction and involvement, lower turnover intentions, reduced absenteeism, increased performance in roles, organizational commitment, employee morale, increase employee sense of competence, reduce employee stress, employee loyalty (Ambert et al., 2000); (Chan et al., 2017); (Podsakoff et al., 2009) and (L et al., n.d.) show that work-life balance exists to increase employee engagement in OCB which will have a positive impact. However, employees

with the conflicting job and family demands may not always be able to perform optimally and exhibit the high OCB levels expected by the organization (Harikaran & Thevanes, 2018). In other words, increasing work-life balance contributes to encouraging OCB of employees in the organization by creating a positive work environment. However, few studies have considered the relationship between work-life balance and OCB in the past. Thus, this review exists as a gap in the literature and wishes to establish a positive relationship between work-life balance and employee OCB. Based on the literature evidence cited, it is possible to establish a positive relationship between work-life balance and OCB. According to literature, this review establishes that work-life balance has a positive relationship with employee OCB.

Hypothesis 11: There is a significant positive effect between Work-Life Balance and Organizational Citizenship Behavior (OCB) with Employee Engagement as an intervening variable.

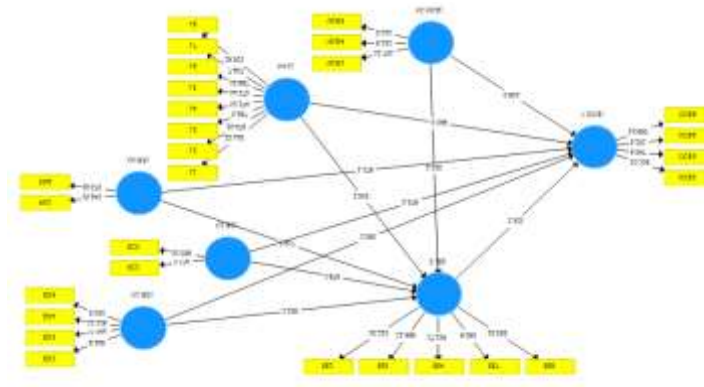


Figure 1. Research Model

3. Research Method

The population that becoming the unit of analysis in this research is store managers of Starbucks Surabaya, Indonesia. This study use employee engagement as an intervening variable. The main instrument in collecting data in this study is to provide a structured questionnaire adapted from various previous studies that are considered to have been tested for reliability and validity. Data analysis techniques in this study using the structural equation model (SEM) with the help of software SmartPLS 3.

4. Result

4.1 Outer Model

Table 1. Cronbach's Alpha, Composite Reliability, and AVE

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
X1 (ED)	0.854	0.900	0.693
X2 (EC)	0.751	0.888	0.799
X3 (RR)	0.766	0.894	0.809
X4 (L)	0.931	0.943	0.677
X5 (WLB)	0.726	0.832	0.623
Y (OCB)	0.804	0.872	0.630
Z (EE)	0.880	0.912	0.675

Based on table 1, it can be seen that all constructs have met the criteria for being reliable. This is indicated by the Composite Reliability value above 0.70 and AVE above 0.50.

4.2 Inner Model

Table 1. R-square and R-square Adjusted

	R-square	R-square Adjusted
Y (OCB)	0.547 (54.7%)	0.429 (42.9 %)
Z (EE)	0.715 (71.5%)	0.656 (65.6%)

These results indicate that the Organizational Citizenship Behavior (Y) variable can be influenced by Employee Development (X1), Employee Communication (X2), Reward and Recognition (X3), Leadership (X4), and Work-Life Balance (X5) of 4.29% and the rest influenced by other factors, while the Employee Engagement (Z) variable can be influenced by Employee Development (X1), Employee Communication (X2), Reward and Recognition (X3), Leadership (X4), and Work-Life Balance (X5) of 65.6%. other factors that were not examined in this study.

Then the increase in value indicated by the difference in the acquisition of the two variables above shows that employee engagement as an intervening variable has sufficient influence on the organizational citizenship behavior variable, although not in large numbers.

4.3 Testing Hypothesis

Table 2. Summary of Hypothesis Test Result

Path Coefficient	Original Sample (O)	Indirect Influence			P-Value
		Sample Mean (M)	Standar Deviation (STDEV)	T-Statistics (O/STDEV)	
X1 (ED) → Z (EE) → Y (OCB)	0.022	0.049	0.111	0.194	0.846
X2 (EC) → Z (EE) → Y (OCB)	0.075	0.056	0.111	0.677	0.499
X3 (RR) → Z (EE) → Y (OCB)	-0.053	-0.033	0.095	0.588	0.577
X4 (L) → Z (EE) → Y (OCB)	0.239	0.205	0.207	1.155	0.249
X5 (WLB) → Z (EE) → Y (OCB)	0.176	0.155	0.136	1.300	0.194

4.4 Direct effects

The results of data processing show that the first hypothesis is rejected because the t-statistic value is 0.228 <t-statistic and the p-value are 0.05> 0.819. The results of this study indicate that employee development has no positive effect on employee engagement at Starbucks managers.

The results of data processing show that the first hypothesis is rejected because the t-statistic value is 0.881 <t-statistic and the p-value are 0.05> 0.374. The results of this study indicate that employee communication has no positive effect on employee engagement at Starbucks managers.

The results of data processing show that the first hypothesis is rejected because the t-statistic value is 1.194 <t-statistic and the p-value are 0.05> 0.233. The results of this study indicate that reward and recognition has no

Path Coefficient	Original Sample (O)	Direct Influence			P-Value
		Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics (O/STDEV)	
X1 (ED) → Z (EE)	0.050	0.047	0.218	0.228	0.819
X2 (EC) → Z (EE)	0.173	0.181	0.197	0.881	0.379
X3 (RR) → Z (EE)	0.312	0.208	0.261	1.194	0.233
X4 (L) → Z (EE)	0.551	0.543	0.263	2.097	0.037
X5 (WLB) → Z (EE)	0.406	0.405	0.126	3.230	0.001
Z (EE) → Y (OCB)	0.434	0.411	0.307	1.414	0.158

positive effect on employee engagement at Starbucks managers.

The results of data processing show that the first hypothesis is rejected because the t-statistic value is 2.097 <t-statistic and the p-value are 0.05> 0.037. The results of this study indicate that leadership has no positive effect on employee engagement in Starbucks managers.

The results of data processing show that the first hypothesis is accepted because the t-statistic value is 3.230 <t-statistic and the p-value are 0.05> 0.001. The results of this study indicate that work-life balance has a positive effect on employee engagement at Starbucks managers.

The results of data processing show that the first hypothesis is rejected because the t-statistic value is 1.414 <t-statistic and the p-value 0.05> 0.158 is rejected. The results of this study indicate that employee engagement has no positive effect on OCB in Starbucks managers.

4.5 Indirect Effects

Based on the results of the analysis conducted by SmartPLS as in table 3, it can be concluded that the variables Employee Development (X1), Employee Communication (X2), Reward and Recognition (X3), and Leadership (X4), have no indirect effect on Organizational Citizenship Behavior (Y) through Employee Engagement (Z). The results show that the t-statistic is smaller than the t-table and the p-value is greater than 0.5, which means that the employee engagement variable as an intervening in the study is less able to mediate so that it cannot strengthen the effect of OCB, which is the dependent variable.

However, the work-life balance (X5) variable has an indirect effect on OCB. The results show that the t-statistic is greater than the t-table and the p-value is smaller than 0.05, this means that the employee engagement variable as an intervening variable has succeeded in influencing OCB, which is the dependent variable.

The inability of employee management to be a mediator variable in this study is quite reasonable if we look back at table 2 which shows the R-square results where the test results for OCB (Y) only have an effect of 42.9% while the rest is influenced by other factors not discussed in the study. This small percentage can be the reason why employee engagement is less able to be a mediator to increase the influence of employee development, employee communication, reward and recognition, leadership, and work-life balance on OCB. Then the objects in this study are employees with a service period of more than 2 years who have a position as manager.

5. Discussion And Practical Implications

5.1 Direct Effects

The results of data processing indicate that employee development, employee communication, reward and recognition, and leadership have no positive effect on employee engagement in Starbucks managers.

The results of data processing show that work-life balance has a positive effect on employee engagement at Starbucks managers.

The results of data processing show that employee engagement has no positive effect on OCB in Starbucks managers.

5.2 Indirect Effects

Based on the results of the analysis, it can be concluded that the variables Employee Development (X1), Employee Communication (X2), Reward and Recognition (X3), and Leadership (X4) have no indirect effect on Organizational Citizenship Behavior (Y) through Employee Engagement (Z). The results show that the t-statistic is smaller than the t-table and the p-value is greater than 0.5, which means that the employee engagement variable as an intervening in the study is less able to mediate so that it cannot strengthen the effect of OCB, which is the dependent variable.

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Considering that the research results show that reward and recognition do not have a significant effect on employee engagement or OCB, Starbucks should think more about other ways that are expected to increase the involvement of managers in the company.

For further research, it is necessary to develop and use more variables and involve respondents with a wider scope in researching so that it can produce far better research results.

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The Influence of Capital Structure, Asset Growth, and Total Asset Turnover Against Return on Equity in Construction and Building Companies Listed in Bei 2016-2019

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Abstract

This study aims to determine the effect simultaneously and partially of capital structure, asset growth and TATO on Return on Equity. Data analysis used multiple linear regression analysis with SPSS application. Population in this research is the company of construction and building listed on BEI from 2016-2019. The research sample technique used purposive sampling with the results of 9 companies and 36 samples. The results showed partially, the regression coefficient value of the capital structure was 2.515 with a significance value of 0.017, so the capital structure had a significant effect on Return on Equity. And the TATO regression coefficient value is 3,479 with a significance value of 0.001. Then TATO has a significant effect on Return on Equity, while the regression coefficient value of Asset Growth is -0.459 with a significance value of 0.649. So Asset Growth has no significant effect on Return on Equity. For the research results simultaneously the significance value is 0.008, which means that Capital Structure, Asset Growth and TATO have an influence on Return on Equity.

Keywords :

Asset Growth, Capital Structure, Return On Equity, TATO

1. Introduction

The development of infrastructure in Indonesia, such as the construction of toll roads, highways, house buildings, tall buildings, stations, airstrips, parks and others, cannot be separated from construction and building service companies. The need for better and more equitable infrastructure has provided companies in this field with opportunities that are considered to continue. Construction and building service companies will also develop along with increasingly sophisticated technology and equipment. Even the Central Statistics Agency noted that in 2018 there were 1,551 large-scale construction companies in Indonesia. This certainly has an impact on Indonesia's economic development. As noted, the economic growth in the construction services sector in gross domestic product was 5.17% in the first quarter then increased to 5.78% in the third quarter of 2018. The increasing number of construction and building companies in Indonesia means that the companies are becoming more competitive. Every company is always looking for opportunities and opportunities to increase the value of its company. In addition, they see the company's financial performance as an evaluation material to increase company profits. A good company's financial performance will attract investors. Financial performance is one aspect of a fundamental assessment of a company's financial condition which can be done by analyzing financial ratios in a certain period, such as profitability ratios. Profitability ratios are used to see the company's ability to generate profits and measure the level of operational efficiency and efficiency in using its assets. One of the profitability ratios can be measured by Return on Equity.

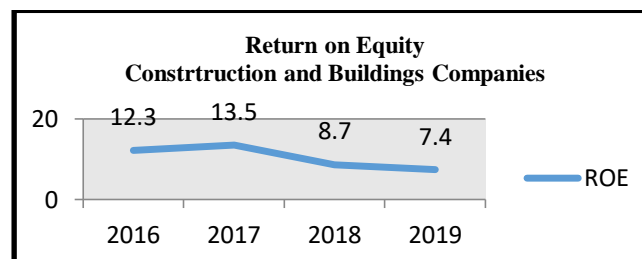


Figure 1. Return on Equity Construction and Buildings Companies
 Source: Data processed, 2020

The graph above shows the average ROE development in construction and building companies listed on the IDX in 2016-2018. From the graph above it can be seen that the results vary. There was an increase from 2016 ROE of 12.3% to 2018 to 13.5%. However, in 2018 and 2019 it has decreased. This can be influenced by various factors.

Many things can affect the Return on Equity, such as the company's capital structure, growth in company assets and total asset turnover or total asset turnover.

The capital structure is a combination of debt and equity in the company's long-term financial structure. A good capital structure is a capital structure that optimizes the balance between risk and return, thereby increasing share prices. The capital structure can be calculated using the Debt to Equity (DER) ratio. In the research of Astuti, Rini. Lopian, Joyce. Rate (2016), it is stated that capital structure has a significant positive effect on profitability (ROE).

Asset growth is the change in total assets either in the form of increase or decrease in one period. Good company growth will attract investors to invest so that it will increase the share price and company value. In the research of Suryadi (2018) stated that Asset Growth has a positive and significant effect on Return on Equity.

Total Asset Turnover is a ratio to show a company's ability to use its assets for sales efficiency. In the research of Argananta (2017) it is stated that Total Asset Turnover has a significant effect on Return on Equity in a positive direction.

2. Literature Review

2.1. Capital Structure

Capital structure is related to the long-term spending of a company as measured by the ratio of long-term debt to its own capital used for company spending (Sudana, 2011). According to Weston (1996) capital structure is permanent financing consisting of long-term debt, preferred stock and shareholder capital. Hackbarth, D. & Mauer, (2011) stated that capital structure can influence investment policy. An investor invests his / her funds in the hope of getting a return or profit from the company that receives the funds.

$$DER = \frac{\text{Total of Debt}}{\text{Equity}}$$

2.2. Asset Growth

Asset growth or growth is the change (decrease or increase) in total assets owned by the company. Asset growth is calculated as the percentage change in assets at a certain time against the previous year (Saidi, 2004). Growth is the impact of the company's cash flow from operational changes caused by growth or decline in business volume (A, Helfert, 1997). Company growth is highly expected by internal and external parties of the company, because good growth signals the company's development. Prihantoro (2003) states that the higher the growth rate of the company, the greater the level of funding needed to finance expansion. The greater the need for funds in the future, the more likely it is for the company to withhold profits and not pay them out as dividends. Asset growth is the increase in the number of assets owned by the company from year to year. Asset growth is one of the objectives expected by internal parties and investors to have a good influence on the company so as to increase profits as well as company value

$$\text{Asset Growth} = \frac{\text{Total asset} - \text{Total asset (t-1)}}{\text{Total asset (t-1)}}$$

2.3. TATO

According to Syamsuddin (2007) The higher the ratio of Total Asset Turnover means the more efficient the use of all assets in generating sales. Total Asset Turnover is a measure of the number of times the company's total assets generate sales, this can also be interpreted that Total Assets Turnover measures the turnover of all assets owned by the company and measures how many sales are obtained from each rupiah of assets (Syamsudin, 2011).

$$TATO = \frac{\text{Sales}}{\sum \text{Total Aset}}$$

2.4. ROE

ROE is a ratio to see the return on equity (return on equity), which is the net profit for shareholders divided by the total shareholder equity. Brigham, Eugene F. dan Houston (2011).the company's ability to generate profit after tax using the company's own capital (Kasmir, 2015). The higher this ratio, the better, meaning that the position of the company owner is getting stronger. The most important ratio is

$$ROE = \frac{\text{Profit After Tax}}{\text{Equity}}$$

3. Conceptual Framework

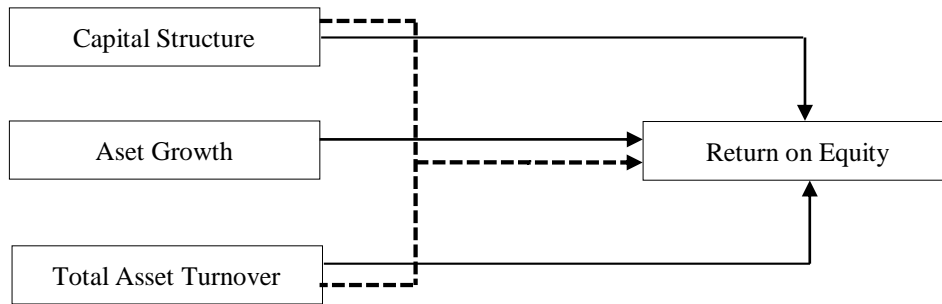


Figure 2. Conceptual Framework

4. Research Method

1) Research Approach

In this study using an associative research approach. The associative research approach according to Sugiyono (2017) is research that aims to determine the relationship between two or more variables.

2) Object of research

The object of this research is the Financial Statements of Construction and Building Companies listed on the Indonesia Stock Exchange from 2016-2019.

3) Population and Sample

The population of this research is construction and building companies listed on the Indonesia Stock Exchange 2016-2019. The sample collection uses purposive sampling technique.

4) Types, Sources, and Data Collection Techniques

The data used in this research is quantitative data. The data source in this study uses secondary data. Data collection techniques in this study using documentation techniques and literature study on the Indonesia Stock Exchange website (www.idx.co.id).

5) Data analysis technique

The data analysis used is multiple linear regression analysis with the SPSS application. Descriptive Analysis, Classical Assumption Test, and Hypothesis Test.

5. Result and Discussion

5.1. Classic Assumption Test

4. Normality Test

The normality test is used to test whether in a regression model, an independent variable or dependent variable or both have a normal or abnormal distribution

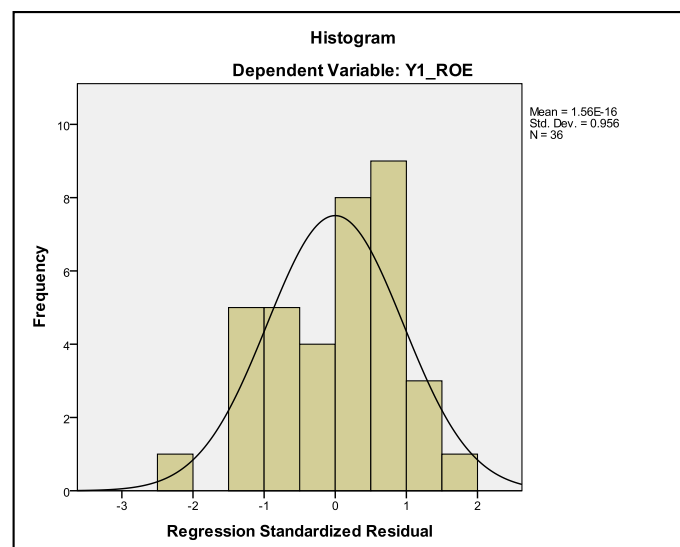


Figure 3. Histogram Graph

From the graph above, it can be seen that the data in the curved line and the highest point on the curved line are parallel to 0, this is in accordance with the provisions of the normality test, so it has met the assumption of normality.

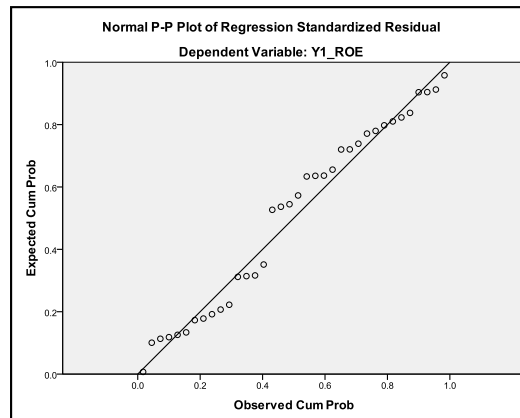


Figure 4. Chart P-Plot

It can be seen that the data is scattered around the diagonal lines and follows the direction of the diagonal lines on the histogram graph, this indicates that there is a normal distribution pattern. So it can be concluded that from the P-P Plot Graph, the regression model fulfills the normality assumption.

Table 1. One-Sample Kolmogorov-Smirnov One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		36
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	.05300139
Most Extreme Differences	Absolute	.112
	Positive	.093
	Negative	-.112
Kolmogorov-Smirnov Z		.671
Asymp. Sig. (2-tailed)		.759

From the Kolmogrov-Smirnov statistical data above, it can be seen that the significant value is 0.895, so it meets the classical assumptions because the significant value is above 0.05.

5.1.1. Heteroscedasticity Test

The heteroscedasticity test is used to determine whether or not there are deviations from the classic assumption of heteroscedasticity, namely the inequality of variants of the residuals for all observations in the regression model. Table 1.

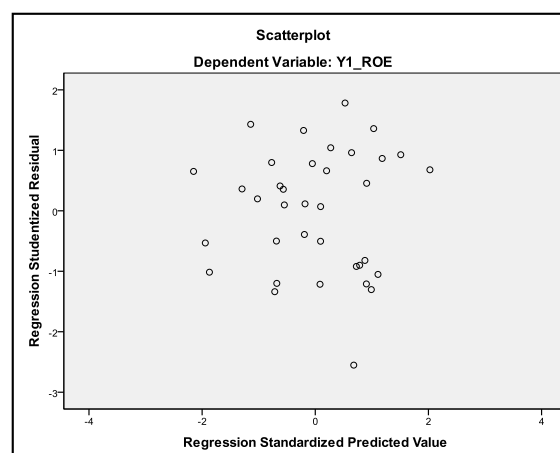


Figure 5. Heteroscedasticity Test

From the table above, it can be seen that the pattern is spread and none is close to the number 0 so there is no heteroscedasticity.

5.1.2. Multicollinearity Test

Multicollinearity testing aims to determine whether the regression model found a correlation between independent variables or independent variables.

Table 2. Multicollinearity Test Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1		
X1_Struktur_Modal	.657	1.523
X2_Pertumbuhan_Aset	.804	1.244
X3_TATO	.706	1.416

a. Dependent Variable: Y1_ROE

From the test above, it can be seen that the tolerance value for Capital Structure, Asset Growth, and TATO of more than 0.10 has fulfilled the requirements. Then the VIF value is smaller than 10. Then the above data does not occur multicollinearity.

5. Autocorrelation Test

One way to identify autocorrelation is by looking at the Durbin Watson value, as follows:

- 1) If the DW value is below -2 it means that the autocorrelation is positive
- 2) If the DW value is below -2 to 2.5 it means there is no autocorrelation
- 3) If the DW value is above 2.5 it means that the autocorrelation is negative
- 4)

Table 3. Autocorrelation Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.550 ^a	.302	.237	.055430	1.335

a. Predictors: (Constant), X3_TATO, X2_Pertumbuhan_Aset, X1_Struktur_Modal

b. Dependent Variable: Y1_ROE

5)

From the results of the autocorrelation test above, it can be seen that the Durbin-Watson value is 1.335 so there is no autocorrelation.

6)

5.2. Hypothesis Test

5.2.1. Multiple Linier Regression Test

Multiple linear regression functions to find the effect of two or more independent variables on the dependent variable.

Table 4. Multiple Linier Regression Test Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1					
(Constant)	-.025	.041		-.620	.540
X1_Struktur_Modal	.028	.011	.458	2.515	.017
X2_Pertumbuhan_Aset	-.016	.035	-.076	-.459	.649
X3_TATO	.129	.037	.611	3.479	.001

a. Dependent Variable: Y1_ROE

Based on the results of the multiple linear regression test above, the following equation is obtained:

$$Y = -0.025 + 0.028X1 - 0.016X2 + 0.129X3 + e$$

So it can be explained that:

- 1) The regression coefficient value of the capital structure variable is 0.028. So if the capital structure increases by one percent, ROE will increase by 0.028 assuming other variables are constant.
- 2) The regression coefficient value of the asset growth variable is -0.016. So if the asset growth increases by one percent, the ROE will decrease by -0.016 assuming other variables are constant.

- 3) The regression coefficient value of the TATO variable is 0.037. So if the TATO increases by one percent, the ROE will increase by 0.037 assuming the other variables are constant.

5.2.2. Partial Signification Test (t)

The statistical t test is used to test how much influence the independent variable has on the dependent variable partially. If the Sig value <0.05, it means that the independent variable (x) partially affects the dependent variable.

Based on the test results above, it can be concluded that:

The regression coefficient value of the capital structure is 2.515 with a significance value of 0.017. Then the capital structure has a significant effect on Return on Equity. The value of the Asset Growth regression coefficient is -0.459 with a significance value of 0.649. Then Asset Growth does not have a significant effect on Return on Equity. TATO regression coefficient value of 3.479 with a significance value of 0.001. Then TATO has a significant effect on Return on Equity.

5.2.3. Simultaneous Significance Test (F)

The statistical F test shows whether all the independent variables included in the model have a joint influence on the dependent variable. If the Sig value <0.05, it means that the variables X1, X2, X3 simultaneously have an effect on the dependent variable ROE.

Table 5. Significance Test (F)
ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.043	3	.014	4.624	.008 ^a
Residual	.098	32	.003		
Total	.141	35			

a. Predictors: (Constant), X3_TATO, X2_Pertumbuhan_Aset, X1_Struktur_Modal

b. Dependent Variable: Y1_ROE

From the test results above, it can be seen that the significance value is 0.008, which means that capital structure, asset growth, and tattoos have an effect on Return on Equity simultaneously.

5.2.4. The coefficient of determination (R²)

Table 6. The coefficient of determination (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.550 ^a	.302	.237	.055430

From the test results above, it can be seen that the Adjust R Square is 0.237 which means that ROE can be explained by the variables of Capital Structure, Asset Growth, and Tattoos by 23.7%. And the rest is influenced by other variables that are not studied.

6. Conclusion

- 1) The Effect of Capital Structure (X1) on Return on Equity (Y)

The results of the research show that the capital structure has a significant effect on Return on Equity because the regression coefficient value of the capital structure is 2.515.

- 2) The Effect of Asset Growth (X2) on Return on Equity (Y)

The results of the research show that Asset Growth has no significant effect on Return on Equity because the regression coefficient value of the capital structure is -0.459.

- 3) Effect of TATO (X3) on Return on Equity (Y)

The results of the research show that TATO has a significant effect on Return on Equity because the regression coefficient value of the capital structure is 3.479.

- 4) The Influence of Capital Structure, Asset Growth, and Tattoos on Return on Equity

The results of the research show that capital structure, asset growth, and tattoos have a simultaneous effect on Return on Equity because the significance value is 0.008.

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The Effect of Capital Structure, Profitability Ratio and Liquidity Ratio on Share Prices (Studies on Manufacturing Companies in Southeast Asia)

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Abstract

This study aims to analyze the effect of the influence of capital structure, profitability ratio and liquidity ratio on share prices (studies on manufacturing companies in southeast asia) 2017-2019. The sample used was 15 manufacturing companies with purposive sampling method. This research used quantitative approach. The data collection techniques used are documentation in the form of secondary data and library research. The analysis of this research uses multiple linear regression. The results of this study are the capital structure, liquidity ratio and profitability ratio have a significant positive effect on stock prices simultaneously and partially.

Keywords :

Capital Structure, Liquidity Ratio, Profitability Ratio, Stock Price.

1. Introduction

According to the Central Statistics Agency (BPS), the production growth of large and medium-sized manufacturing industries in 2017 increased by 4.74% compared to the previous year. Head of BPS Suhariyanto said the increase was due to an increase in food industry production, which rose by 9.93%. Meanwhile, the industry that experienced the largest decline in production was the Other processing industry, down 4.51%. The production growth of large and medium manufacturing industries in the fourth quarter of 2017 increased by 5.15% (yoy) against the fourth quarter of 2016. The increase was mainly due to increased production of the food industry, up 15.28%.

The production growth of large and medium manufacturing industries in the fourth quarter of 2017 (y-on-y) at the provincial level that experienced the highest growth was DKI Jakarta, up 16%. Meanwhile, the province that experienced a decline in growth was Jambi Province, down 6.54%

The production growth of large and medium manufacturing industries in the fourth quarter of 2017 (q-to-q) at the provincial level that experienced the highest growth was Southeast Sulawesi Province, up 10.22%. Meanwhile, the province that experienced a decline in growth was South Sumatra Province, down 15.93%.

The manufacturing sector is considered the key to economic growth. Therefore, the manufacturing sector must be developed, so that economic growth can run. This is because the manufacturing-based trade and industry sectors have become the foundation of economic growth in several countries in the Southeast Asian region, such as the Philippines and Vietnam. Minister of Industry Airlangga Hartarto also explained that the export contribution of the manufacturing industry to the economy was still high.

Based on World Bank national accounts data, and OECD National Accounts data files that the value added Gross domestic product from 2017 to 2019 has increased rapidly. We can see from the graph above from 2017 to 2019 that GDP has increased rapidly.

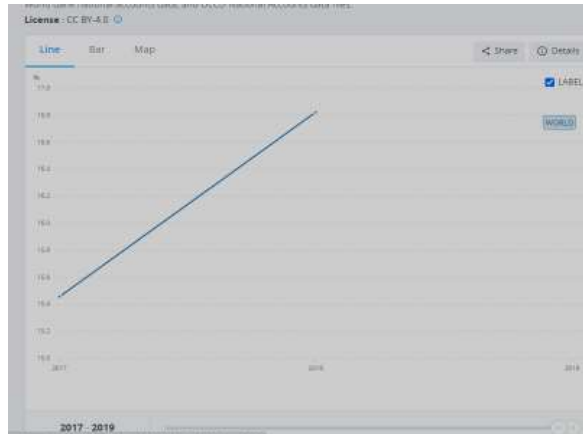


Figure 1. GDP data of manufacturing companies for the 2017-2019 period

2. Literature Review

2.1 Capital Structure

Brigham (2006), conducted a research on the company's capital structure, namely that the variables that affect the capital structure are sales stability, asset structure, operating leverage, growth rate, profitability, taxes, control, management attitudes, attitudes of lenders and rating agents, market conditions, internal company conditions, and financial flexibility”.

2.2 Profitability Ratio

According to Munawir (2010) : "Profitability is the company's ability to generate profits for a certain period." So from the various opinions above, it can be concluded that profitability is the ratio between profit and capital that produces this profit.

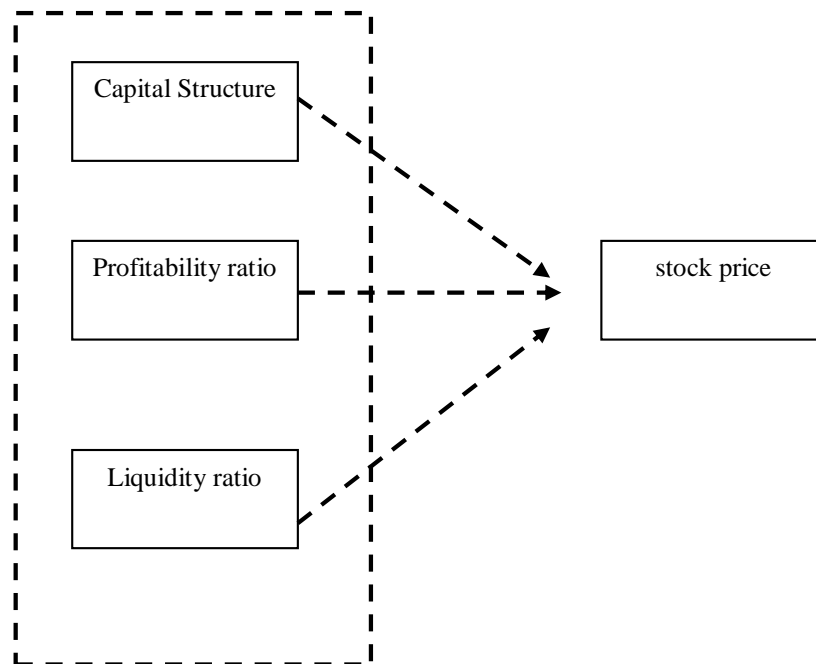
2.3 Liquidity Ratio

Kasmir, (2013) states that the liquidity ratio is to show or measure the company's ability to meet its maturing obligations, both obligations to parties outside the company and within the company. In this study, the ratio used to measure the level of company liquidity is the Current Ratio. Current Ratio is a comparison between current assets and current liabilities and is the most commonly used measure to determine a company's ability to meet its short-term obligations. Current Ratio shows the extent to which current assets cover current liabilities. The greater the ratio of current assets and current liabilities, the higher the company's ability to cover its short-term liabilities

2.4 Stock Price

Shares can be defined as a sign of participation or ownership of a person or entity in a company or limited liability company. The form of shares is a sheet of paper which states that the owner of the paper is the owner of the company that issued the securities. The portion of ownership is determined by how much investment is invested in the company (Darmadji, 2001).

3. Research Concept Framework



4. Methodology

This research used descriptive quantitative external secondary data as research material. Secondary data used is in the form of financial statements of manufacturing companies in Southeast Asia 2017-2019. In this study the data includes capital structure, profitability ratios, and liquidity ratios as independent variables, stock prices as intervening variables and. The sampling method using purposive sampling method, with a sample size of 15 companies. Samples were selected based on selection criteria.

Data collection techniques are the most strategic steps in research, because the main purpose of the study is to collect data (Sugiyono, 2009) The data collection technique in this study uses documentation techniques by finding and collecting data related to research problems to get the right information. The documentation method is used to collect financial reports on manufacturing companies for the 2017-2019 period. The second data collection method used in this study is library research. Library research is a way of collecting data through library media in the form of Company Annual Reports, books, journals and other literature related to the issues studied.

This study uses multiple linear regression models in analyzing data. This model is used to determine how much influence the independent variable has on the dependent variable, namely *Debt to Total Assets Ratio* (DAR), Return On Assets (ROA) and Current Ratio (CR) on stock prices of manufacturing companies in Southeast Asia. Based on the framework that has been written, this research model can be mathematically written as follows:

$$Y_{it} = \alpha + \beta_1 CR_{it} + \beta_2 DAR_{it} + \beta_3 ROA_{it}$$

A: Constants

Y: Stock Price

CR: Current Ratio

DAR: Debt to Total Assets Ratio

ROA: Return on Asset

5. Research and Discussion

5.1 Descriptive Research Results

Description of research data is the process of collecting, presenting and summarizing which functions to provide an adequate overview of the data under study. Data processing was carried out with the help of the SPSS 21 statistical program and obtained the following descriptions of research data:

Table 1. Results Description of Research Data

	Descriptive Statistics				
	N	Minimum	Maximum	Mean	Std. Deviation
DAR	45	.00	8.27	.6336	1.23205
ROA	45	.00	35899.41	799.0998	5351.37021
CR	45	.51	189.56	10.6436	38.86866
Harga Saham	45	.20	83800.00	10316.4752	24824.05168
Valid N (listwise)	45				

Data source: SPSS 21

From the table above, it will be explained as follows:

5.1.1 Debt to Assets Ratio (DAR)

Based on the test results in the table above, it can be seen that the minimum value of Debt to Assets Ratio is 0.00 and the maximum value is 8.27. This shows that the value of the Debt to Assets Ratio in the sample of this study ranged from -0.00 to 8.27 with an average (mean) of 0.63 at the standard deviation of 1.23. The mean average value is smaller than the standard deviation, which is $0.63 < 1.23$, which means that the distribution of the Debt to assets ratio value is not good, that is, there is too large a gap between the lowest value and the highest value of the Debt to assets ratio variable during the period. research.

5.1.2 Return On Assets (ROA)

The test results in the table above, it can be seen that the minimum value of Return On Assets is 0.00 and the maximum value is 35899.41. This shows that the value of the Return On Assets in the sample of this study ranged from 0.00 to 35899.41 with an average (mean) of 799.0998 at a standard deviation of 5351.37021. The mean average value is smaller than the standard deviation, which is $799.0998 > 5351.37021$, which means that the distribution of the Return On Assets value is not good, that is, there is too large a gap between the lowest and highest values of the Return On Assets variable during the study period.

5.1.3 Current Ratio (CR)

Based on the test results in the table above, it can be seen that the minimum value of the Current Ratio is 0.51 and the maximum value is 189.56 This shows that the value of the Current Ratio in the sample of this study ranges from 0.51 to 189.56 with an average (mean) 10.64 at standard deviation of 38.87. The mean average value is smaller than the standard deviation, which is $10.64 < 38.87$, which means that the distribution of the current ratio value is not good. The data is homogeneous, there is no too big gap between the lowest and highest values of the Current Ratio variable during the study period.

5.1.4 Share Price

Based on the test results in the table above, it can be seen that the minimum value of the Share Price is 0.20 and the maximum value is 83800.00. This shows that the value of the stock price in the sample of this study ranged from 0.20 to 83800.00 with an average (mean) of 10316.4752 at the standard deviation of 24824.05168. The mean average value is smaller than the standard deviation, which is $10316.4752 < 24824.05168$, which means that the distribution of the value of the stock price is not good, that is, there is too big a gap between the lowest value and the highest value of the stock price variable during the study period.

5.2 Classic Assumption Test

The classical assumption test is a requirement that must be met in multiple linear regression analysis based on Ordinary Least Square (OLS), which is one of the methods in multiple linear regression analysis to determine the effect of independent variables on dependent variables. The classic assumption test in this study is used to determine the relationship between the research variables in the regression model.

5.3 Data Normality Test

The normality test aims to test whether in the regression model, confounding or residual variables have a normal distribution (Ghozali, 2013). A good regression model is to have a residual value that is normally distributed. So the normality test is not carried out on each variable but on its residual value. Normality test can be done by histogram, normal P Plot test, Chi Square test, Skewness and Kurtosis or Kolmogrof Smirnov test. In this study, to test the normality of the data used the Kolmogrof Smirnov test, the basis for making decisions is as follows:

- 1) The number of significance (sig) > 0.05, the data is normally distributed.
- 2) The number of significance (sig) < 0.05, the data is not normally distributed.

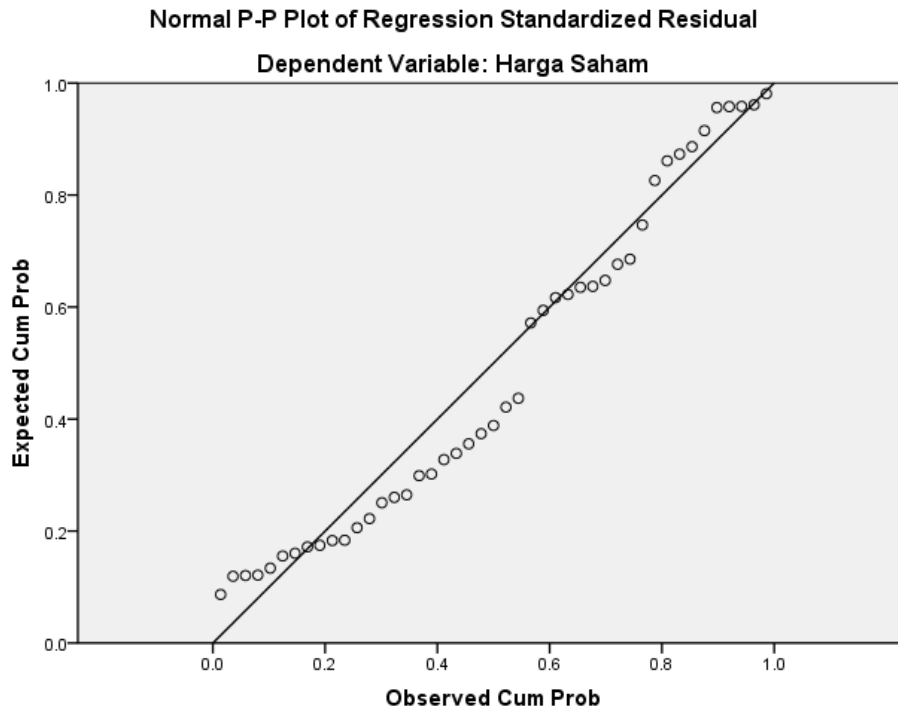


Figure 2. Normal P-P Plot of Regission Standardized Residual Dependent Variabel : Haga Saham

Based on the output "Chart" above, we can see that the plot points in the "Normal P-P Plot of Standardized Residual Regression" figure always follow and approach the diagonal line. Therefore, as the basis or guideline for decision making in the probability plot technique normality test, it can be concluded that the residual value is normally distributed. Thus, the normality assumption for residual values in the simple linear regression analysis in this study can be fulfilled.

5.4 Multicollinearity Test

The multicollinearity test is to see whether or not there is a high correlation between the independent variables in a multiple linear regression model. If there is a high correlation between the independent variables, then the relationship between the independent variables and the dependent variable will be disturbed. This multicollinearity test can be seen from the tolerance value and variance inflation factor (VIF). This tolerance measures the selected independent variable which cannot be explained by other independent variables. So if a low tolerance value is the same as a high VIF value (because $VIF = 1 / \text{tolerance}$), then this indicates high collinearity. The cut off value that is commonly used is a tolerance value of 0.10 or a VIF value which is below the value of 10. Thus, multicollinearity occurs when the tolerance value is <0.10 or the VIF value > 10 (Ghozali, 2013)

Coefficients^a

Table 2. Multicollinearity Test

Correlations			Collinearity Statistics	
Zero-order	Partial	Part	Tolerance	VIF
-,024	-,074	-,066	,981	1,020
,455	,456	,453	,993	1,007
-,101	-,094	-,083	,983	1,017

Dependent Variable: HS

Based on the table above, it shows the VIF calculation, it can be concluded that the model does not occur multicollinearity between the independent variables, because the VIF value of each is smaller than 10.

5.5 Heteroscedasticity Test

Heteroscedasticity test is to see whether the variance inequality from one residual to another observation. Regression models that meet the requirements are where there is a similarity in variance from one observation to another, which is fixed or called homoscedasticity. Heteroscedasticity detection can be done by using the Glesjer test method. The basis for making decisions on the Heteroscedasticity Test are:

- 1) If the significance value is greater than 0.05, heteroscedasticity does not occur.
- 2) If the significance value is smaller than 0.05, heteroscedasticity occurs

Table 3. Heteroscedasticity coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	9897.567	4203.065		2.355	.023
	DAR	-613.760	2920.040	-.030	-.210	.835
	ROA	1.745	.668	.376	2.614	.012
	CR	-55.150	92.616	-.086	-.595	.555

a. Dependent Variable: Stock Price

Based on the results of the Glesjer test above, the significance value of the Debt Assets Ratio variable is 0.835 and is greater than 0.05, so the data for the Debt Assets Ratio variable is said to have no heteroscedasticity. The significance value of the Return On Assets variable is 0.012 and is greater than 0.05, so the data on the Return On Assets variable is said to be heteroscedasticity. The significance value of the Current Ratio variable. amounting to 0.555 and greater than 0.05, then the Current Ratio variable data is said to have no heteroscedasticity.

Table 4. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.390 ^a	.152	.090	23680.74785	2.236

a. Predictors: (Constant), CR, ROA, DAR

b. Dependent Variable: Harga Saham

From the test table of the coefficient of determination, it can be seen that the Adjusted R Square value is 0.090 or 9% so it can be concluded that the independent variables (Debt to Assets Ratio, Return on Assets and Current Ratio) in this regression model can explain the dependent variable (Stock Price) of 9 %, while the remaining 91% is influenced by other variables not taken into account in this study.

5.6 Multiple Linear Regression Test

Regression analysis is a method or technique to find a relationship between one variable and another which is expressed in a mathematical equation in a functional relationship. In another sense, regression analysis seeks to find the relationship of two or more variables, where one variable depends on the other variable. In general, it can also be stated that if you want to know the effect of one variable X on one variable Y, simple linear regression analysis is used, and if you want to know the effect of two or more variables X on variable Y, multiple linear regression analysis is used. Multiple linear regression equation in the formula:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Where :

- α = Constant
- $\beta_1 - \beta_3$ = Regression coefficient
- Y = Price Earning Ratio (PER)
- X_1 = Current Ratio (CR)

X_2 = Debt to Equity Ratio (DER)
 X_3 = Net Profit Margin (NPM)
 e = Residual error (error)

Table 5. Multiple Linear Regression Test Results

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9556,905	4055,338		2,357	,023		
	DAR	-1342,253	2808,445	-,067	-,478	,635	,981	1,020
	ROA	1207,490	368,039	,455	3,281	,002	,993	1,007
	CR	-53,557	88,918	-,084	-,602	,550	,983	1,017

a. Dependent Variable: HS

From the table of the results of the Multiple Linear Regression Test above, it can be concluded that the regression equation generated in this study is:

$$\text{Share Price} = 9556.905 - 1342.905 \text{ DAR} - 1,286 \text{ ROA} - 0.686 \text{ CR}$$

The multiple linear regression equation above, can be explained as follows:

The constant is 9556.905, meaning that if DAR (X1), Debt to Assets Ratio (X2), and CR (X3) are 0 (zero), then the share price value (Y) is 9556.905

The regression coefficient for the DAR variable (X1) is -342,253, meaning that if the other independent variables ROA and Net CR are fixed in value, and the DAR variable has increased by 1%, the share price value (Y) will decrease by -1342,253. The coefficient is negative, meaning that there is a negative relationship between DAR and stock prices, meaning that an increase in the DAR variable will decrease the share price variable.

The regression coefficient for the ROA variable (X2) is -1207,490, meaning that if the other independent variables DAR and CR are fixed in value, and the ROA variable increases by 1%, the share price value (Y) will decrease by 1207,490. The coefficient is negative, meaning that there is a negative relationship between ROA and stock prices, meaning that an increase in the ROA variable will reduce the variable stock price.

The regression coefficient for the CR variable (X3) is -53.557, meaning that if the other independent variables DAR and ROA are fixed in value, and the CR variable has increased by 1%, then the stock price value (Y) will decrease by -53.557. The coefficient is negative, meaning that there is a negative relationship between CR and stock prices, meaning that a decrease in the Net CR variable will reduce the variable stock price.

5.7 Statistical Test F

Table 6 Statistical Test F ANOVA^b

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.122E9	3	1.374E9	2.450	.077 ^a
	Residual	2.299E10	41	5.608E8		
	Total	2.711E10	44			

a. Predictors: (Constant), CR, ROA, DAR

b. Dependent Variable: Harga Saham

c. Dependent Variable: Stock Price

Based on the data in the table above, it is known that the Fcount value obtained is 2.450 with a significance value of 0.077, the F count value is 2.450 > F table is 3.27 which means that DAR, ROA and CR have a significant effect on stock prices. The Sig value is 0.077 > 0.05. So it can be concluded that H₀ and H_a are accepted, or it can be said that the variables DAR, ROA and CR simultaneously (together) have a significant effect on stock prices.

Table 7. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	9556,905	4055,338		
	DAR	-1342,253	2808,445	-,067	2,357
	ROA	1207,490	368,039	,455	3,281
	CR	-53,557	88,918	-,084	-,602

a. Dependent Variable: HS

b. Dependent Variable: PER

Source: SPSS Processed Data

The results of the data using SPSS obtained a DAR t-value of -0.478 with a significance value of 0.635. The t-count value of -0.478 > t-table 1.68957 means that Current DAR has a significant effect on stock prices, a significance value of 0.635 is greater than 0.05. or 0.90 > 0.05 means that DAR has no significant effect on stock prices. So that H₀ is accepted and H₁ is rejected.

The results of the data using SPSS obtained an ROA t-value of 3.281 with a significance value of 0.002. The t-count value of 3.281 > t-table 1.68957 means that ROA has a significant effect on stock prices, a significance value of 0.002 is less than 0.05 or 0.90 > 0.05 means that ROA has a significant effect on stock prices. So that H₀ and H₁ are accepted.

The results of the data using SPSS obtained a CR t-value of -0.602 with a significance value of 0.550. The t-count value of -0.602 > t-table 1.68957 means that CR has a significant effect on stock prices, the significance value of 0.550 is less than 0.05 or 0.008 > 0.05 means that CR has a significant effect on stock prices. So that H₀ and H₁ are accepted.

6. Conclusions and Recommendations

6.1 Conclusion

This study aims to determine the effect of fundamental factors and economic conditions on stock prices of manufacturing companies in Southeast Asia for the 2017-2019 period. Based on the results of the analysis, the conclusions that can be drawn from this study are as follows:

1. The results of the data using SPSS obtained a DAR t-value of -0.478 with a significance value of 0.635. The t-count value of -0.478 > t-table 1.68957 means that DAR has a significant effect on stock prices, a significance value of 0.635 is greater than 0.05. or 0.90 > 0.05 means that DAR has no significant effect on stock prices. So that H₀ is accepted and H₁ is rejected.
2. The results of the data using SPSS obtained an ROA t-value of 3.281 with a significance value of 0.002. The t-count value of 3.281 > t-table 1.68957 means that ROA has a significant effect on stock prices, a significance value of 0.002 is less than 0.05 or 0.90 > 0.05 means that ROA has a significant effect on stock prices. So that H₀ and H₁ are accepted.
3. The results of the data using SPSS obtained a CR t-value of -0.602 with a significance value of 0.550. The t-count value of -0.602 > t-table 1.68957 means that CR has a significant effect on stock prices, the significance value of 0.550 is less than 0.05 or 0.008 > 0.05 means that CR has a significant effect on stock prices. So that H₀ and H₁ are accepted.
4. Based on the data in the table above, it is known that the value of F count obtained is 2.450 with a significance value of 0.077, the value of Fcount is 2.450 > F table is 3.27 which means that DAR, ROA and CR have a significant effect on stock prices. The Sig value is 0.077 > 0.05. So it can be concluded that H₀ and H_a are accepted, or it can be said that the DAR, ROA and CR variables simultaneously (together) have a significant effect on stock prices.

6.2 Suggestion

Based on the research results and conclusions above, the suggestions that can be given regarding the development of manufacturing companies in Southeast Asia are as follows:

6.2.1 For the Company

Companies should improve company performance each year so that they are able to compete in gaining the trust of investors, making it easier to obtain capital from outside the company. The better the company's

performance, one of which can be reflected in the higher ROA value, so that the company needs to increase the ROA value to gain the trust of investors.

6.2.2 For Prospective Investors

Prospective investors, when they want to invest, should consider DAR and ROA and CR, because they are proven to affect the stock price of the invoice company for the 2017-2019 period.

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The Effect of Work Discipline and Work Motivation on Employee Performance at Jamu Jago Joyokusumo Herbal Medicine Factory

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Abstract

This research is a survey research with a quantitative approach. The sample of this research is all employees of Jamu Jago Joyokusumo Factory Banyuwangi, amounting to 40 employees with the sampling technique using the census method. Data collection using a questionnaire while data analysis using multiple linear regression test. The results of this study indicate that: (1) Work Discipline has no partially significant effect on the Employee Performance of Jago Jago Joyokusumo Jamu Factory. This can be proven by the T test of 0.576 which is greater than 0.05. (2) Work motivation has a partially significant effect on the Employee Performance of Jago Jago Joyokusumo Jamu Factory. This can be proven by the T test of 0.000 which is less than 0.05. (3) Work Discipline and Work Motivation simultaneously have a significant effect on the Employee Performance of Jamu Jago Joyokusumo Factory Employees. This can be proven by the F test of F count 8.174 with a significant level of 0.001, so the significant value is much smaller than 0.05

Keywords :

Employee Performance, Work Discipline, Work Motivation.

1. Preliminary

1.1 Background

Human resource management (HR) has an obligation to build employee behavior and HR management also has a duty to create the best performance for the company and employees. The role of human resources (HR) is very important in an organization / company and basically organizations not only expect capable, skilled human resources, but most importantly they must be willing to work actively and have the desire to achieve optimal work results. Good performance is performance that is in accordance with organizational standards and supports the achievement of organizational goals and seeks to improve the ability of human resources, because this is the key to improving employee performance. The maximum performance of Jamu Jago Joyokusumo Jamu Factory employees is expected by the factory. According to Lisman et al. (2019) performance is the behavior displayed by each worker as a work performance produced by employees in accordance with their role in the company.

Work discipline is an attitude of respecting, appreciating, obeying and obeying the rules that apply both written and unwritten and being able to carry out and not avoid receiving sanctions if he violates the rules, duties, authority given to him (M, 2019). Work discipline is very important for the factory because it is where the awareness and willingness of a person to obey all the rules set by the factory. Darmawan et al.(2019) say that motivation is a process that explains the intensity, direction and conditions of effort to achieve a goal.

Jamu Jago Joyokusumo in Banyuwangi is a leading herbal medicine factory in the Banyuwangi Regency. Many herbs contain health benefits and increase immunity. The owner of this herbal medicine used to sell home herbal medicine and over time the home herbal medicine turned into a factory called Jamu Jago Joyokusumo. Joyokusumo jago jamu factory has experienced a fairly rapid development and provides benefits to the community, and is ready to face the challenges in the future. Each individual has a variety of different characters, this results in less cohesiveness in work, sub-optimal performance, resulting in low morale and reduced employee motivation which greatly affects employee performance.

The aim of this research is :

1. Analyze the effect of work discipline partially on the employee performance of Jamu Jago Joyokusumo Jamu Factory.
2. Analyze the effect of work motivation partially on the employee performance of Jamu Jago Joyokusumo Jamu Factory.

3. Analyze the effect of work discipline and work motivation simultaneously on the performance of the employees at Jamu Jago Joyokusumo Factory.

2. Literature Review

2.1 Human Resources

Basically, the most important thing to achieve a maximum goal is to start with the thing that most respects the achievement of that goal, namely human resources (HR). Human resources (SDM) is a planning, organizing, implementing and supervising the procurement, development, remuneration, integration, maintenance and separation of labor in order to achieve organizational goals according to (Darmawan et al. 2019).

2.2 Work Discipline

Work discipline is a tool used by managers to communicate with employees so that they are willing to change behavior and as an effort to increase one's awareness and willingness to comply with all company regulations (Iskamto et al. 2020).

2.3 Work motivation

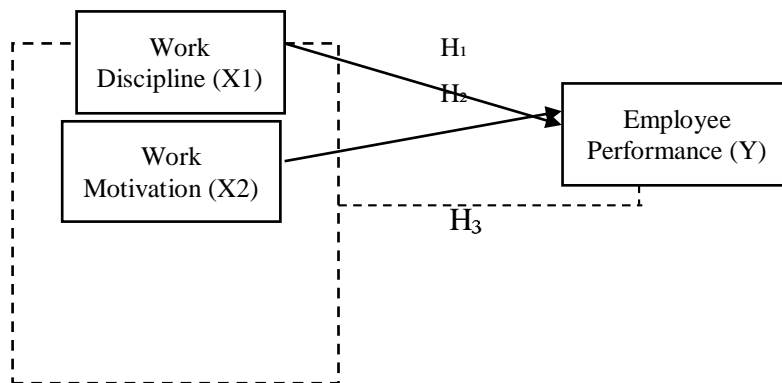
Work motivation according to Herdian et al. (2020) is motivation formed from the attitude of employees in dealing with work situations in the company. motivation is a condition or energy that moves employees who are directed or aimed at achieving company organizational goals.

2.4 Employee performance

Employee performance is the level of achievement of results for the implementation of certain tasks. Company performance is the level of achievement of results in order to realize company goals. Management is all activities carried out to improve the performance of a company or organization, including the performance of each individual and work group in the company (Maiti & Bidinger, 1981).

2.5 Framework of Mind

Based on the description above, a frame of mind is made regarding the effect of work discipline and work motivation on employee performance at Jago Jago Joyokusumo Herbal Medicine Factory. As illustrated as follows:



Flowchart

2.6 Research Hypothesis

Based on the description of the framework and theoretical basis above, the hypothesis of this study is as follows:

H1: Work discipline has a partially significant effect on employee performance.

H2: Work motivation has a partially significant effect on employee performance.

H3: Work discipline and work motivation simultaneously have a significant effect on employee performance.

3. Research Methods

3.1. Population

Population is a generalization area consisting of objects / subjects that have certain quantities and characteristics that are determined by the researcher to study and then draw conclusions (Susilana, 2015). The population in this study were 40 employees of Jamu Jago Joyokusumo Factory in Banyuwangi.

3.2 Sample

The sample is a part of the whole as well as the characteristics of a population (Hutabarat et al., 2017) In this study, no sampling was carried out, because all members of the population as many as 40 employees of the Jago Joyokusumo Jamu Factory would be used as respondents.

3.3 Data collection technique

The data collection technique in this study was to use an agket / questionnaire. The questionnaire is a list of written questions that have been formulated, and with this questionnaire the respondents will answer. The questionnaire was chosen because it is an efficient data collection. While the weakness of the respondents themselves is that the questions have been determined and the respondent does not provide answers that are appropriate to the circumstances.

3.4 Research Variables and Operational Definitions

1. Independent variables (Independent), the independent variables to be used in this study are Work Discipline (X_1) and Work Motivation (X_2).
 - b. Work Discipline (X_1) The indicators are time discipline, responsibility discipline, regulatory discipline.
 - c. Work motivation (X_2) indicators, physiological needs, security needs, social needs, self-esteem needs, actualization needs.
2. Bound variables (dependent), the dependent variable that will be used in this study is Employee Performance (Y).
 - a. Employee Performance (Y) Indicators, Quality, Quantity, Timeliness, Effectiveness, Independence, Work Commitment.

4. Technical Analysis

4.1 Validity test

The validity test in this study uses item analysis, which is to correlate the score of each item with the total score which is the sum of each item score, and if there is an item that does not meet the requirements, the item will not be studied further (Kusnadi & Mutoharoh, 2016) .

4.2 Reliability Test

He use of reliability testing by researchers is to assess the consistency of objects, data and whether the instruments that have been used several times to measure the same object will rouduce the same data (Lrviana, 2019)

4.3 Classic assumption test

4.3.1 Normality test

The normality test is whether the residual value is normally distributed or not and a good regression modal is that it has a normally distributed residue, so it is often an error that the normality test is performed for each variable.

4.3.2 Multicollinearity Test

The multicollinearity test is to determine whether there is a high correlation between the independent variables in a multiple linear regression model.

4.3.3 Heteroskedastizitas Test

The heteroscedastity test was examined for unequal differences between one residue and other observations. One of the regression models that qualify is that there is a similarity in the variance between the residues of one observation and another called homoscedasticity.

4.3.4 Multiple Linear Regression Analysis

Multiple linear regression is a statistical method in which the independent variable and independent variable are more than one. The form of the multiple regression equation is as follows.

$$Y = a + b_1X_1 + b_2X_2 \dots + b_nX_n + e$$

Information :

Y = dependent variable

a = constant

b = regression coefficient
 X_1 = The first independent variable
 X_2 = second independent variable
 E = error

4.4 T Test (Partial)

The T test basically shows how far the influence of one independent variable individually explains the variation of the dependent variable (Durkheim, 1999).

4.5 F Test (Simultaneous)

The F test basically shows whether the same independent variables or independent variables included in the model have a joint influence on the dependent variable or the dependent variable. Used for F statistics (Soeprajitno et al., 2018).

4.6 Coefficient of Determination

The coefficient of determination is a tool to measure the ability of the model to explain the variation in the dependent variable. The coefficient of determination is either zero or one. And a small R value means that the ability of the independent variables to explain the variation in the dependent variable is very, very limited. And conversely, if the value is close to 1, it means that the independent variables provide almost all the information needed to predict the dependent variables (Rahman et al., 2020).

5. Research Results and Discussion

Table 1. Reliability Results

Reliability Statistics	
Cronbach's alpha	N of Items
,887	27

Source: SPSS Output Data

Based on table above, the reliability test results show that the research data has a Cronbach's alpha value of 887, more than 0.6, so it can be said that each questionnaire variable is reliable.

Based on the table2., all variables of Work Discipline (X_1), Work Motivation (X_2) and Employee Performance (Y) show significant results t count is greater than r table. So it can be concluded that all statement items are declared valid.

Table 2. Validity Results

Variabel	Indikator	Corrected Item-Total Correlation	R-Table	Remarks
Work Discipline (X1)	X1.1	0,821	0,312	Valid
	X1.2	0,851	0,312	Valid
	X1.3	0,748	0,312	Valid
	X1.4	0,668	0,312	Valid
	X1.5	0,699	0,312	Valid
	X1.6	0,477	0,312	Valid
	X1.7	0,775	0,312	Valid
	X2.1	0,702	0,312	Valid
	X2.2	0,748	0,312	Valid
	X2.3	0,640	0,312	Valid
	X2.4	0,413	0,312	Valid
Work motivation (X2)	X2.5	0,682	0,312	Valid
	X2.6	0,604	0,312	Valid
	X2.7	0,575	0,312	Valid
	X2.8	0,834	0,312	Valid
	X2.9	0,782	0,312	Valid
	X2.10	0,736	0,312	Valid
	X2.11	0,531	0,312	Valid
Employee performance (Y)	Y.1	0,636	0,312	Valid
	Y.2	0,891	0,312	Valid
	Y.3	0,787	0,312	Valid
	Y.4	0,888	0,312	Valid
	Y.5	0,588	0,312	Valid
	Y.6	0,686	0,312	Valid

Source: SPSS Output Data

Table 3. Multiple Linear Regression Test Coefficients^a

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig.
	B	Std. Error	Beta	
1 (Constant)	6.886	5.731		1.201 .237
Work Discipline	.074	.131	.078	.565 .576
Work Motivation	.352	.087	.554	4.035 .000

a. Dependent Variable: Employee Performance

Source: SPSS Output Data

$$Y = 6.886 + 0.074 (X1) + 0.352 (X2)$$

Information :

Y = Employee Performance

A = Constant value

B1, B2 = Variable Coefficient

X1 = Work Discipline

X2 = Work Motivation

E = error

1. The constant value is 6,886, this indicates that if Work Discipline (X1) and Work Motivation (X2) are 0, then the Employee Performance is 6,886
2. The coefficient value of Work Discipline (X1) is 0.074, this indicates that if Work Discipline (X1) increases by one unit, then Employee Performance (Y) will increase by 0.074 units.
3. The coefficient of Work Motivation (X2) is 0.352. This indicates that if Work Motivation (X2) increases by one unit, then Employee Performance (Y) will increase by 0.352 units.

Table 4. R Square Test and Adjusted R Square
 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.554a	.306	.269	3.00823	1.782

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

b. Dependent Variable: Employee Performance

Source: SPSS Output Data

Based on the table above, in the R square test of determination, the R coefficient value of 0.554 can be obtained, which means that the variables of Work Discipline (X1), Work Motivation (X2), and Employee Performance (Y). The coefficient of determination or R square is 0.306, which means that the Work Discipline variable (X1) and the Work Motivation variable (X2) can explain the variation in employee performance by 30.6% while the rest (100% - 30.6% = 69.4%) are explained by other variables not examined in this study.

Table 5. T test
 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	6.886	5.731		1.201	.237		
	Work Discipline	.074	.131	.078	.565	.576	.994	1.006
	Work Motivation	.352	.087	.554	4.035	.000	.994	1.006

a. Dependent Variable: Employee Performance

Source: SPSS Output Data

Based on the table above, the T test (partial) shows that the Work Discipline variable (X1) has a significant value of 0.576 > 0.05. This shows that the Work Discipline variable (X1) does not have a partially significant effect on the Employee Performance variable (Y). Work Motivation Variable (X2) obtained a significant value of 0.000 < 0.05. This shows that the Work Motivation variable (X2) has a partially significant effect on the Employee Performance variable (Y).

Table 6. F test
 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	147.945	2	73.972	8.174	.001 ^b
	Residual	334.830	37	9.049		
	Total	482.775	39			

a. Dependent Variable: Employee Performance

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

Source: SPSS Output Data

Based on the table above, the F test (simultaneous) is the result of the F test simultaneously with F counting to 8.174 with a significance level of 0.001^b. Then the significant value is much smaller than 0.05, meaning that the variables of Work Discipline (X1) and Work Motivation (X2) simultaneously have a significant effect on Employee Performance (Y).

Table 7. Multicollinearity Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error				Tolerance	VIF
1	(Constant)	6.886	5.731	.078	1.201	.237		
	Work	.074	.131	.078	.565	.576	.994	1.006
	Discipline							
	Work	.352	.087	.554	4.035	.000	.994	1.006
	Motivation							

a. Dependent Variable: Employee Performance

Source: SPSS Output Data

Based on the table above, the tolerance value for each independent variable is greater than 0.1 and the VIF value for each independent variable is less than 10. It means that it can be concluded that there are no symptoms of multicollinearity.

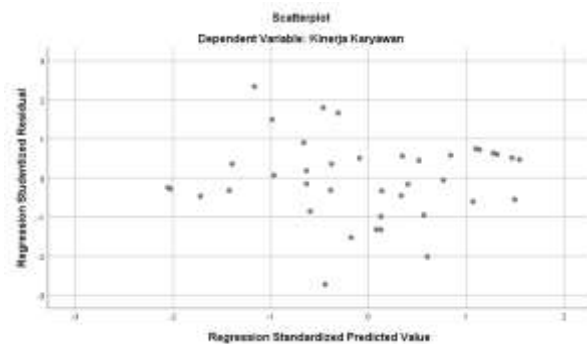


Figure 8. Heteroscedasticity Test

Source: SPSS Output Data

Based on the image above, it can be seen that the data distribution is irregular and does not form a certain pattern, and is spread above and below the number 0 on the Y axis. And it can be concluded that in this regression model there is no heteroscedasticity problem.

Table 9. Glejser Test Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error			
1	(Constant)	-1.002	3.395	.307	-.295	.770
	Work	.153	.078	.307	1.966	.057
	Discipline					
	Work	-.020	.052	-.060	-.385	.702
	Motivation					

a. Dependent Variable: Abs_Res

Source: SPSS Output Data

Based on the table above in the Glejser test it is said that to strengthen the heteroscedasticity test which is the result of the Work Discipline variable (X1) with a significant 0.057, Work Motivation (X2) with a significant 0.702 which is greater than 0.05, it can be concluded that the Work Discipline variable (X1), Work Motivation (X2) and Employee Performance (Y) Free from heteroscedasticity symptoms.

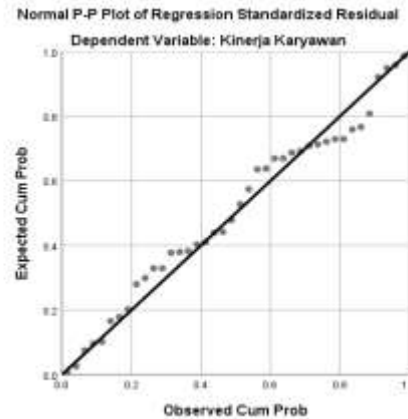


Figure 8. Heteroscedasticity Test
 Source: SPSS Output Data

Based on the picture above, it shows that all existing data is normally distributed, because all the data spreads to form a straight diagonal line, then the data meets normal assumptions or follows the line of normality.

Table 11. Kolmogorov Smirnov test
 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		40
Normal Parameters,a,b	Mean	.0000000
	Std. Deviation	2.93008452
Most Extreme Differences	Absolute	.102
	Positive	.102
	Negative	-.089
Test Statistic		.102
Asymp. Sig. (2-tailed)		.200c

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

Data Source: SPSS Output

Based on the table above, the Kolmogorov Smirnov test is used to strengthen the normality test, where the significant results are $0.200 > 0.05$, it can be concluded that the residual value is normally distributed.

6. Conclusion and Suggestion

6.1 Conclusion

Based on the results of the research analysis that has been carried out, it can be concluded as follows:

1. Work Discipline has no partially significant effect on the Employee Performance of Jamu Jago Joyokusumo Herbal Medicine Factory. This can be proven by the T test results of 0.576 which is greater than 0.05.
2. Work motivation has a partially significant effect on the Employee Performance of Jamu Jago Joyokusumo Herbal Factory. This can be proven by the T test of 0.000 which is smaller than 0.05.
3. Work Discipline and Work Motivation have a significant effect simultaneously on the Employee Performance of Jamu Jago Joyokusumo Factory Employees. This can be proven by the F test of F count 8.174 with a significance level of 0.001, so the significant value is much smaller than 0.05.

6.2 Suggestion

Based on the above conclusions obtained, the following suggestions can be given:

1. For the Jago Joyokusumo Jamu Factory

- b. For Jamu Jago Joyokusumo Jamu Factory to further improve employee performance by paying attention to work discipline and work motivation so that future performance will be better.
 - c. In the aspect of Work Discipline, the company should make a firm rule, this can be done by providing guidance / direction for employees who behave / behave not in accordance with the rules set by the company.
 - d. In the aspect of Work Motivation, it is advisable for the leader of Jamu Jago Joyokusumo Herbal Medicine Factory to increase Work Motivation from the leadership to employees by giving gifts or appreciation for outstanding employees.
 - e. In the aspect of employee performance, the company should pay more attention to employee performance to complete work in excess of a predetermined volume. This also greatly supports the achievement of company goals.
2. For further research and it is hoped that the results of this study will be used as a reference for further researchers. In addition, it can add other variables that can affect employee performance at the Joyokusumo Jamu Factory in Banyuwangi. Associated with other variables that can affect performance, from the results of the research conducted by the author, there are other variables that will be examined by further research, namely the variable job satisfaction, compensation, work environment, leadership.

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Students' Interest in Entrepreneurship After Following Entrepreneurship Practice of "Indonesian Traditional Snack Creation"

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Abstract

This research attempted to describe students' interest in entrepreneurship after following the entrepreneurship practice of "Indonesian Traditional Snack Creation". This was a qualitative descriptive research whose informants were elementary school teacher education study program students of PGRI University of Palembang, who took entrepreneurship courses and amounted to 36 students. Data collection was done using questionnaires and interviews. The research results showed that although business activities were carried out independently in their houses due to the Covid-19 pandemic, that did not reduce students' enthusiasm, optimism, and creativity. This was evident from the various traditional snack creations presented in their sales reports. Students' interest in entrepreneurship tends to be high and medium, with more than 50% of students who participated in entrepreneurship practice planned to start their own entrepreneurship in the near future to the next 2 years. The entrepreneurship practice of "Indonesian Traditional Snack Creation" could provide the students with the ability to create their own job opportunities for others and become solution to unemployment.

Keywords :

Entrepreneurship Interest, Entrepreneurship Practice

1. Introduction

The wave of layoffs in the midst of the Covid-19 pandemic has reached a number of sectors including manufacturing sector and service sector such as tourism, transportation, trading, construction, and others. The significant increase of unemployment is not only caused by economic growth slowdown but also due to changes in the community behavior related to the Covid-19 pandemic as well as social restriction policies, both on small and large scales. The worst impact can be felt in the business of accommodation, food and drink, transportation, warehousing, and trading, both wholesale and retail trade (CORE Indonesia, 2020).

The case of layoffs and the impact of the Covid-19 pandemic seem to add to the series of problems with the lack of job opportunities for prospective graduates in addition to competition with incoming (foreign) workers. From the moment they were still studying, they must be able to map opportunities and project the future amidst chaotic problems in the world of working. If not, then these prospective graduates will increase the Open Unemployment Rate (TPT) in Indonesia, which was currently around 4.99% of the total workforce as of February 2020, before the Covid-19 case hit Indonesia (BPS, 2020). Although in aggregate the level of TPT has declined in the last 5 years, viewed from the perspective of the education level, diploma and university graduates are increasingly unemployed. If we look closely, the problem of unemployment in Indonesia are dominated by educated circles.

The slow rate of unemployment decline in Indonesia is considered to be due to the irrelevance skills of the existing workforce with the needs of the industrial world, or in other words, the skills possessed by graduates are not suitable with the job opportunities provided by the labor market. Things that need to be addressed from the national education sector to reduce educated unemployment is that the learning system implemented by educational institutions must be oriented towards competence and expertise according to the development and needs of the labor market and industry. The increase in the number of educated unemployed is considered to be the result of the absence of harmony between the two sides of supply and demand for Indonesian workers. There are at least two main reasons behind this problem. Firstly, graduates tend to be overly selective in choosing jobs because of the prestige they hold in their degrees. Secondly, the abilities or skills that are owned do not match the needs of the industry (Kajian, 2019).

Educational institutions have a big responsibility to address the high rate of educated unemployment in Indonesia. Some efforts that educational institutions can try are to enrich the entrepreneurial aspects in curriculum and to provide more intensive practice of entrepreneurship courses. Through entrepreneurship learning, both theoretical and practical, students are more prepared to face entrepreneurship competitions. After graduating,

students should not only wait to get a job, but they can create job opportunities for themselves and for others armed with the knowledge and experience obtained from their education. According to Nasional/Bappenas, (2017) in a press release on demographic bonus, "In 2030-2040, Indonesia is predicted to experience a demographic bonus period, where the productive age population (aged 15-64 years) is greater than unproductive age population (aged under 15 years and over 64 years)". If this prediction is correct, then fixing the skill-oriented learning system might be one of the right solutions to ensure the availability of abundant human resources at productive age in balanced manner with quality improvements, including its relation to the openness of the labor market.

Entrepreneurship education in higher education is related to cultivating entrepreneurial character, forming an entrepreneurial mindset and behavior of creative and innovative, creating added value, taking advantage of opportunities, and having the courage to take risks (Susilaningsih, 2015). Entrepreneurship education is packaged in a variety of programs, such as providing loan funds (Entrepreneurship Student Program), Entrepreneurship Student Creativity Program (PKM-K), as well as seminars and training. In addition to these programs, entrepreneurship education is also delivered through lecturing activities, in the form of entrepreneurship and practical courses. Entrepreneurship courses are given in various study programs (Fitriyanti, 2016). Through entrepreneurship learning, higher education provides the widest possible opportunity for students to become individuals with integrity, trustworthiness, skilled in business, communication skill, cooperativeness, and good personality.

Entrepreneurship learning design should lead to providing meaningful, creative, and future-oriented learning experiences that include interactive learning, case study, experiential learning, mentoring and coaching, use of visual media, use of entrepreneurship, use of game theory and drama, use of simulation and animation, practice in business plans, and other important topics (Moses, C., & Mosunmola, 2014). At the tertiary level, mentoring and training of business practice is sufficiently applicable, where students are conditioned to plan, manage, and evaluate a business. The "Indonesian Traditional Snack Creation" is one of them that the researchers applied in instructional entrepreneurship.

The target output of entrepreneurship learning is developing students' interest in becoming entrepreneurs, as well as their ability to think creatively and innovatively in finding business opportunities. In addition, learning also leads to the implementation stage of entrepreneurship so that students are ready to take part in the world of entrepreneurship. (Dzulfikri, A., & Kusworo, 2019) mentioned that "interest in entrepreneurship is a desire, connection, and a willingness to work hard or try to meet the needs without being afraid of the risk of failure." Interest is positively influenced by behavior and attitude, meaning that the stronger (positive) an individual's assessment of being an entrepreneur will strengthen the individual's desire to work independently (self-employed) or run his own business. The stronger the behavior and attitude towards entrepreneurship, the stronger the interest in becoming an entrepreneur (Budiati, Y., Yani, T. E., & Universari, 2012). With a strong urge, aspiration, or desire for entrepreneurship, when those are fulfilled, a pleasant satisfaction will arise (Rahmadi, A. N., & Heryanto, 2017).

Students with interests will try to know and learn things related to their interests without coercion. According to Anggraeni, B., (2015) "A person is said to have a high interest in entrepreneurship which can be seen from various aspects of personality such his character, attitude, and behavior". Entrepreneurship has six important components; self-confidence, results-oriented, risk-taking, leadership, originality, and future-oriented (Suryana, 2013). Indicators that can be used as benchmarks for lecturers in mapping student achievement and measures of success in learning entrepreneurship according to Prasetyo and Sumarno (Siswadi, 2014) include: 1) strong will to achieve life goals and needs, 2) strong belief in self-strength, 3) honesty and responsibility, 4) physical and mental resilience, 5) persistence in working and business, 6) creative and constructive thinking, 7) future-oriented, and 8) willing to take risks. One variable of entrepreneurship that needs to be developed among students is originality, in the sense that what is emphasized in entrepreneurship learning is that students are able to think independently, be different from others, find new opportunities, be revolutionary, or even become a pioneer in whatever field they are in. Based on the background above, the formulation of the problem in this research was how are students' interest in entrepreneurship after participating in the entrepreneurship practice of "Indonesian Traditional Snack Creation"?

2. Research Method

This research implemented qualitative method, based on the philosophy of interpretive and post-positivism, in which this research was carried in inductive, interpretive, and discovery manner. This kind of research is carried out on natural objects, directed to understand meanings, find hypotheses, and construct phenomena (Sugiyono, 2019). The informants were students of the elementary school teacher education study program who took entrepreneurship courses of "Indonesian Traditional Snack Creation" that the researched taught, amounting to 36 students. Data collection was performed using questionnaires and interviews. These two techniques were used to collect information related to entrepreneurial practice activities and deepen students' interest in becoming entrepreneurs after participating in said activity. The data analysis of this research used the Miles & Huberman model, the analysis was carried out when the data collection took place and after completing

the data collection within a certain period of time. Data analysis was carried out interactively and continued until the data were saturated. It was done by the following procedures: Data Display, Data Reduction, and Drawing Conclusion/Verifying (Sugiyono, 2019).

3. Result and Discussion

3.1. Entrepreneurship Practice Description

The practice was part of the semester learning plan for the entrepreneurship course with a weight of 2 credits. The practice was designed by the research team, starting from group division, assignment, cooking reference, capital cost, production plan and process, marketing venue, and reporting stages. However, in the middle of the semester, the practice was converted into independent activity due to the Covid-19 pandemic that hit Indonesia since the end of February 2020 and subsequently learning process was changed to distance learning (PJJ) or online learning.

The practice was carried out independently by the students, with each student was given the task of creating one kind of Indonesian traditional snack. Recipe references, cooking ingredients, and cooking steps were for the students to find on their own from books, magazines, or the internet and YouTube. The fund for the business was provided fully by the research team, which then subsequently managed independently by students in their business. The fund was used for purchasing ingredients, renting cooking tools, product packaging, selling costs, and others based on budget plan. Those stages of the practice were carried out independently by students, but male students were given option to work with their mothers or sisters for the production/cooking stage. Business activities were performed on every weekend to prevent from disturbing other lecturing activities.



Figure 1. Ingredients



Figure 2. Lemper Snack

Students were free to decide their own sales targets as the target of designing the activity was to develop entrepreneurial spirit for opening opportunities and finding ideas that are different from others and oriented to the future. As Indonesia experiences the Covid-19 pandemic, thus the issuance of no crowd regulations, the plan to hold a bazaar activity was canceled. Therefore, most consumers were neighbors around the students' houses. The following is a documentation of their sales activities.



Figure 3. Sale of PutriNoong Snack



Figure 4. Sale of Arem-arem Snack

3.2. Questionnaire Results Description

This questionnaire was given to research participants to determine the state of their interest in entrepreneurship after participating in entrepreneurship practice of "Indonesian Traditional Snack Creation". The answers from the participants can be seen as the following:

Table 1. Summary of Participants' Answers

Describer	Frequency/ Respondent				Total	Frequency/Score				Total	%	Explanation
	S S	S	T S	STS		S S	S	T S	ST S			
Everyone must pose willpower to achieve life goals	24	9	3	0	36	96	27	6	0	129	90	High
To meet all the needs, people have to work hard	16	12	6	2	36	64	36	12	2	114	79	Medium
Strong belief in one's own strength	22	8	3	3	36	88	24	6	3	121	84	Medium
Understanding your strengths and weaknesses	13	14	8	1	36	52	42	16	1	111	77	Medium
Honesty	30	6	0	0	36	120	18	0	0	138	96	High
Responsible	20	12	4	0	36	80	36	8	0	124	86	High
Physical endurance	16	14	4	2	36	64	42	8	2	116	81	Medium
Mental endurance	15	10	7	4	36	60	30	14	4	108	75	Medium
Persistence in working and trying	13	16	5	2	36	52	48	10	2	112	78	Medium
Resilience in working and trying	19	9	6	2	36	76	27	12	2	117	81	Medium
Creative thinking	17	13	3	3	36	68	39	6	3	116	81	Medium
Constructive thinking	12	11	6	7	36	48	33	12	7	100	69	Low
Oriented to the future	16	11	5	4	36	64	33	10	4	111	77	Medium
Having a long term plan	9	13	8	6	36	36	39	16	6	97	67	Low
Willing to take risks	17	15	2	2	36	68	45	4	2	119	83	Medium
Able to turn risk into opportunity	19	7	6	4	36	76	21	12	4	113	78	Medium

Based on table 3.1, it can be explained that all participants gave quite varied statements for each measured entrepreneurial interest indicator. Most students admitted that they agreed that everyone must pose a strong will in achieving life goals. The some goes for honesty and responsible indicators as these two characteristics are considered as main capitals in entrepreneurship. However, there are also statements showing that their interest in entrepreneurship were not accompanied by future projections of said interest. This is as shown in the indicators of constructive thinking and having a long-term plan in entrepreneurship where more than 30% of students gave statements that they disagreed with the importance of these two things. Furthermore, to see the conclusion from the indicators of student interest in entrepreneurship, consider the following image,

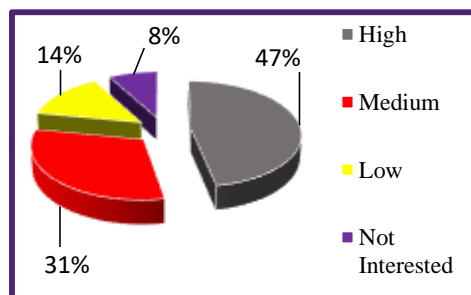


Figure 5. Percentage of interest in entrepreneurship

In Figure 5., almost half of the students who took part in the practice had high interest in entrepreneurship. There appears to be a huge difference between the number of students who were interested and those who were less interested in becoming entrepreneurs. The unique finding of this questionnaire was that there were three students who gave statements that tended to be negative, so it could be concluded that the three students were not interested in entrepreneurship.

3.3. Interview Results Description

Interest in entrepreneurship is defined as a person's desire to work independently (self-employed) or run his own business. In the interview, the researchers conducted a deeper exploration of the student's interest in starting a business, the choice of statements was divided into four groups; Interest in starting entrepreneurship in near term, within the next two years, in long term, and not having an interest in entrepreneurship. It was also given with logical reasons for the statements which the students chose.

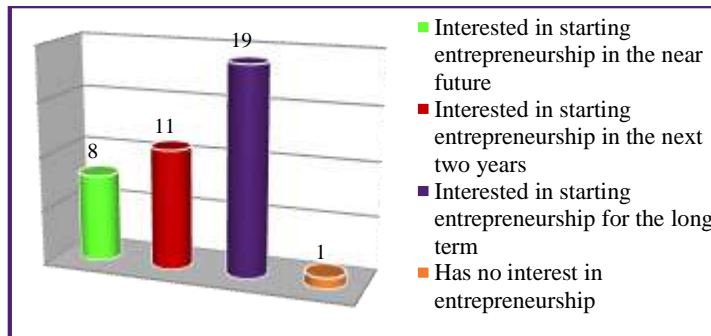


Figure 6. summarizes the results of the interview

The time frame and business field of the students' picking were quite varied. Some chose the same field for reasons of hobbies and projections of promising future opportunities. The following is a summary of the results of the interview regarding the business plan that would be involved in certain period of time.

Table 2. – Time Frame and Business Field of the Students' Picking

Time Frame	Business Field
Less than a year	Typing Service
	Online Shop
	Calistung Private Course
Within the next two years	Trading Service (<i>Jastip</i>)
	Vlogger
	Cosmetic
	Culinary
Long term	Traditional Snack / Pastry
	Clothing
	Packaged Food (Frozen Food)

3.5. Discussion

The results of this research provide an overview that entrepreneurship education is important to produce human resources with creative and innovative thinking in order to take advantage of opportunities and create new businesses. The main objective of entrepreneurship education is to impart knowledge, value, spirit, and attitude to students in order to create reliable new entrepreneurs. As human population in Indonesia increases, the number of unemployment at productive age due to difficulties in finding employment opportunities also increases, as Bappenas has projected that it is likely that in 2030-2040 Indonesia will experience a demographic bonus. Thus, everyone should think thoroughly about the problem of unemployment because everyone is looking for work to improve economic quality of an individual or a family and to increase per capita income of our country.

Various strategies have been implemented by the government to increase the number of entrepreneurs in Indonesia, one of which is to include entrepreneurship courses in curriculum, especially at tertiary level. When a person opens a business as he has the knowledge to do so, he will help in reducing unemployment and increase

the number of job opportunities. The existence of entrepreneurship course is intended to broaden students' insight into the world of entrepreneurship and motivate them to be directly involved in such world as strong young entrepreneurs, so that they can contribute to improving the Indonesian economy. This is also highlighted by an empirical study from Mueller, J., Zapkau, F. B., & Schwens, (2014) which examined that entrepreneurial education positively related to entrepreneurial intention of 253 students in Germany and Ethiopia. The results showed that entrepreneurship in educational could help the government develop better economy prospects and economic growth. This means that tertiary institutions and educational units are extensions of government programs related to poverty alleviation, reducing of unemployment, and new business opportunities through entrepreneurship education.

The allocation of special credits (*SKS*) about entrepreneurship at the university level covers the introduction stage and the development stage of entrepreneurial concepts. This is necessary as entrepreneurship development process involves more than just solving problems. An entrepreneur must find, evaluate, and develop an opportunity by overcoming the problems the creation of something new. As a form of responsibility and support for the country's economic development, entrepreneurship courses have been included in the curriculum for at least two credits, which must be taken by students at almost all universities in Indonesia. The same goes with PGRI University of Palembang, where entrepreneurship education is included in the curriculum in every study program with two to five entrepreneurship credits must be taken by all students.

The entrepreneurship practice in this research acted as a form of contribution from PGRI University of Palembang in developing and training future entrepreneur cadres. Through this entrepreneurial activity, the researchers facilitated the process of discovering student entrepreneurial interests, which of course would be one of career choices after they graduate, that the students are not only oriented as job seekers but have competence and are ready to become job creators. In this research, students were guided to carry out business independently. Each student was given the task of creating one kind of Indonesian traditional snack. Each stage of the practice was carried out independently, but still under the supervision and guidance of lecturers. This was intended to familiarize students with planning, organizing, implementing, controlling, evaluating and reporting.

Entrepreneurship learning is aimed at fostering interest in entrepreneurship among students, as most students have understood the essence of entrepreneurship education. The focus is not on the amount of results, but the formation of strong attitude and mentality in facing various possibilities and problems in the future. Lecturers should understand that the emphasis of coaching is to facilitate students to find their interests in the world of entrepreneurship, not to teach trading skills. Interest in entrepreneurship arises because of the knowledge and information about entrepreneurship, which will be followed by the willingness to participate directly in order to seek experience. The list goes on with having a happy feeling and having a desire to be involved in risk-taking activities, running own business by taking advantage of existing opportunities, and creating new businesses with an innovative approach. Entrepreneurial interest is not just owned, but rather nurtured and developed.

In this particular research, students' interest in entrepreneurship showed good percentage, where almost half of them had high interest in entrepreneurship. This shows that as one of the pioneers of entrepreneurship development in the elementary school teacher education study program, this activity was quite successful in piquing students' enthusiasm and desire to learn more about the world of entrepreneurship. Of course there were challenges in the follow-up activities, without of 36 students, around 22% seemed uninterested in the world of entrepreneurship. Interest in becoming an entrepreneur is defined as someone's desire to work independently, and 39% of students were interested in starting entrepreneurship within the next two years after completing their studies. Wanting to raise capital, wanting to focus on college first, having no entrepreneurial background were some of the reasons that students used to explain their disinterest in the world of entrepreneurship.

In practice-based entrepreneurship learning, students must be serious and earnest as learning on a practical basis is more complicated than theory. Students must study and create a business proposal before carrying out the business. They have to test products before selling them. All of these assignments will tell if students are able to complete each process and can absorb the knowledge. Maybe the knowledge is not very useful for the moment, but one day it will be. Through practices, students develop strong and resilient characters, have entrepreneurship spirit, and increase entrepreneurship attitude and intention as they are directly involved in all the process of planning, conducting surveys, testing product feasibility, processing product from raw ingredients, calculating Break Event Point (BEP), and marketing the product to community.

Based on the analysis of the questionnaire and interviews, it can be concluded that entrepreneurship attitude and intention increase as long as the students practice entrepreneurship. Students were optimistic in carrying out entrepreneurship practice as optimistic attitude could lead a businesses to run smoothly and get good results. The attitude of responsibility has begun to appear from the students, which could be seen from all the assignments that have been completed properly and on time. They also showed the attitude of initiative to ensure the practice ran smoothly, most of which were already present in students, namely full of energy, active, and agile. In the near future, some students planned to start entrepreneurship with low capital, such as opening a typing service and private tutoring service for reading, writing, and arithmetic for elementary school students.

4. Conclusion

Based on the results and discussion of the research, it can be concluded that;

- a. The entrepreneurship practice activity of traditional snack creation was part of a learning innovation that aimed to provide coaching for students in entrepreneurship, through the integration of experience, skill, and knowledge.
- b. There were 17 students who had high interest in entrepreneurship, 11 students with medium interest, 5 students with low interest, and 3 students were not interested.
- c. More than 50% of students who participated in the practice planned to start entrepreneurship in the near future, within the next 2 years.

Based on the research conclusions, the following suggestions are given;

- a. Universities should increase the intensity of practical activities and entrepreneurship assistances for their students.
- b. Students should be able to take advantage of practical activities and entrepreneurship assistances optimally, in order to open new opportunities
- c. Further researchers should make use of this research as a reference for subsequent research related to interests in entrepreneurship in a more complex and in-depth manner.

5. Acknowledgment

The researchers would like to thank the Ministry of Research and Education and the PGRI University of Palembang.

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