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Editor's Introduction

Assalamu'alaikum Wr. Wb.

All praise and gratitude we pray to Allah SWT because of His blessings, mercy, taufiq, and guidance, Jurnal MANDIRI: Ilmu Pengetahuan, Seni, dan Teknologi, can be published again. Fifteenth Edition, Vol. 8, No. 1, June 2024, of course it is very proud and happy for us as managers.

Alhamdulillah, based on the Decree of the Director General of Strengthening Research and Development of the Ministry of Research, Technology and Higher Education of the Republic of Indonesia, Number 36/E/Kpt/2019 concerning the Scientific Journal Accreditation Ranking Period VII of 2019 as of December 13, 2019, starting from Vol. 3, No. 1, June 2019, Jurnal MANDIRI Accreditation rose to SINTA 4 rank.

Then based on the Decree of the Directorate General of Higher Education, Research, and Technology of the Ministry of Education, Culture, Research, and Technology of the Republic of Indonesia Number: 230/E/KPT/2022 concerning the Accreditation Ranking of Scientific Journals for Period IV of 2022, dated December 30, 2022, the MANDIRI Journal again received SINTA 4 Ranking Accreditation starting from Volume 6 Number 1 of 2022 to Volume 10 Number 2 of 2026.

As for the coverage in the Jurnal MANDIRI: Ilmu Pengetahuan, Seni, dan Teknologi, these are ideas or ideas as well as the results of studies and scientific works both originating from research and community service with the aim of advancing science, art, and technology. In addition, the existence of this journal is expected to be a means for improving the competence of lecturers and also as an alternative for the general public in publishing their work.

We realize, in this fifteenth edition, there are still many shortcomings. For this reason, we welcome criticism and suggestions for improvement in the next edition. Criticisms and suggestions can be sent to the editorial address of Jurnal MANDIRI.

In closing, we invite Mr/Mrs/Mr. to be able to fill out this journal.

Thanks and happy reading.

Wassalamu'alaikum Wr. Wb.

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Layout

Muhammad Fahrizal Rizki Batubara

Proofreader

Rahmayeny Putri Batubara, Universitas Sumatera Utara (USU), Medan

Editor's Address and Administration

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by address Lembaga Kajian Demokrasi dan Pemberdayaan Masyarakat (LKD-PM)
Jalan Kiwi IV No. 7, Griya Pamulang Estate, Pamulang Timur, Tangerang Selatan 15417
Website: www.jurnalmandiri.com
E-mail: jurnalmandiri@lkd-pm.com
Telp./Faks.: 021-74771224

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Performance Analysis of the Brimob Training Unit (Satlat Brimob) Using a SWOT Approach

Iskandar

Program Magister Management, Universitas IPWIJA
iskandarenamtujuh1976@gmail.com

Slamet Ahmad

Program Magister Management, Universitas IPWIJA
contact@ipwija.ac.id

Abstract

This research aims to analyze organizational performance measurements at the Brimob Training Unit (Satlat Brimob) using the SWOT method. The study employs a descriptive analysis with a qualitative approach. The findings reveal several strategies derived from the SWOT analysis. The Strengths- Opportunities strategy involves deploying trained resources to address security needs, collaborating with agencies for suitable and renewable equipment and weapons procurement, and conducting HR training with nationally and internationally accredited agencies. The Weaknesses-Opportunities strategy includes coordinating with the Indonesian National Police (INP) Headquarters to fulfill personnel requirements according to the Personnel and Equipment Composition List (DSPP) and seeking additional budget allocations and supporting facilities. The Strengths-Threats strategy focuses on positioning trained human resources in security areas to counter disturbances from radical groups and evolving crime modes, as well as utilizing adequate equipment to prevent security threats and detect sophisticated criminal activities. The Weaknesses-Threats strategy involves assigning the best personnel to maintain security against radical groups and implementing supporting facilities with information systems to detect crime routes. The research highlights the importance of strategic resource allocation, inter-agency collaboration, and continuous improvement in training and equipment to enhance the Brimob Training Unit's organizational performance and address security challenges effectively. These findings provide valuable insights for improving the operational efficiency and effectiveness of the Brimob Training Unit in maintaining public safety and security.

Keywords: SWOT Analysis, Organizational Performance, Security Management, Strategic Resource Allocation

INTRODUCTION

The Brimob Training Unit (Satlat Brimob) as the main implementing element at the level of the Brimob Corps of the Indonesian National Police (INP) in carrying out its duties carries out the functions of coaching, maintenance training and improving personnel capabilities in an integrated

manner with the level of the Brimob Corps of the INP and the Brimob of Regional Police as well as carrying out training cooperation with other agencies both within and outside the country, but in fact the performance produced by the Satlat Brimob still does not show optimal results, this is in accordance with research by Heru Susetyo

(2018). This research evaluates the effectiveness of the Brimob training program at the Polda level and identifies areas that require improvement. The findings from this research may be used as a comparison to analyze deficiencies in the Brimob Satlat training program.

The Satlat Brimob currently does not have performance benchmarks that are used to measure the organization's performance as a whole and are needed to evaluate performance so that it can improve the performance of the Satlat Brimob and regularly measure organizational effectiveness. Thus, without performance indicators, it is difficult for Satlat Brimob to assess the level of success and the possibility of failure in strategic policies and other programs in the organization. Wirjana (2007) states that organizations must be able to articulate the organization's vision, mission, and programs, build a framework for performance, make strategic plans for improving performance, ensure there are performance benchmarks based on the needs of various consumers, and collect data systematically to regularly measure organizational effectiveness.

This research is motivated by research gaps in previous research. The study of Elis Susan Dwi (2020) stated that the research results produced 11 strategic alternatives which were translated into 11 strategic targets. Among them, from a financial perspective, there is a measure of return of investment (ROI) with a value of 0.30%, profit margin with a value of 0.31%, total assets turnover with a value of 9 times, from a customer perspective it produces a total customer retention value of 60%. The internal business process perspective focuses on delivering efficiently, consistently and on time in completing product work, while the learning and growth perspective shows that employee satisfaction is at an interval of 316, in order that employee satisfaction can be categorized as satisfied.

Research by Noor, MA (2021) assesses the importance of optimizing performance for the Satlat Brimob, in order to determine the level of achievement of organizational goals, providing personnel learning facilities, improving performance in subsequent periods, providing

systematic considerations in decision making, giving rewards and punishments, motivating personnel, as well as creating public accountability. Seeing the current condition of the Satlat Brimob, a performance evaluation is needed so that the formation and development of the Satlat Brimob meet its objectives. Therefore, strategic direction is needed to find out the right corrective steps in designing a performance measurement system and preparing important indicators in order to achieve organizational goals.

This research is to provide an overview of determining the strategic direction of the police. The most popular and widely used measuring tool currently is a SWOT analysis, which is a performance measurement method that is built from the vision, mission, and strategy of the organization as well as performance indicators that are formed that have a balance between financial and non-financial performance indicators. Cristofoli et al. (2021) stated that a SWOT analysis can be integrated into qualitative research designs to help researchers understand the context and dynamics involved in the research topic. The SWOT analysis is the development of a long-term plan to make Satlat Brimob management effective based on opportunities and threats by considering the strengths and weaknesses of the organization. Using a SWOT measuring tool synergistically will result in speed and ease of monitoring to control the course of a work process and will have a big impact on the strategy and performance of Satlat Brimob. The steps for designing a performance measurement system in this research are measuring the performance of the Satlat Brimob using a SWOT matrix formulation with selected variables, a SWOT analysis (IFAS and EFAS), and determining a grand strategy. According to Oreski (2022), the IFAS and EFAS matrices in a SWOT analysis are used to identify and evaluate internal factors (strengths and weaknesses) and external factors (opportunities and threats) that influence the organization or research object, Lukiasuti et.al (2020).

Intrigued by the challenges faced by law enforcement organizations, this research seeks to demonstrate the efficacy of the SWOT method as

a performance measurement tool for the Brimob Training Unit (Satlat Brimob). The study aims to determine the unit's performance and identify crucial strategies for improvement. Starting from the background of the problem outlined above, the researcher was particularly drawn to the potential of SWOT analysis in enhancing organizational effectiveness within the context of security forces. This interest led to a comprehensive examination of how SWOT analysis can be applied to assess and optimize the performance of Satlat Brimob. By utilizing this strategic management tool, the study aims to provide valuable insights into the unit's strengths, weaknesses, opportunities, and threats, thereby informing decision-making processes and strategic planning. Recognizing the significance of this approach in fostering organizational growth and adaptability, the author has chosen to focus on the topic "Performance Analysis of the Satlat Brimob using a SWOT approach."

INTRODUCTION

This research is categorized as qualitative descriptive. According to Sugiyono (2018), the qualitative descriptive method is a research method based on postpositivist philosophy used to research the natural conditions of objects (as opposed to experiments) Moleong (2018). Descriptive research refers to research that aims to investigate and explain observed phenomena Yin (2021) systematically and accurately.

The method used a SWOT analysis can be used in qualitative research to explore internal and external factors that influence the research subject, furthermore to identify appropriate strategies Chandra and Menezes (2022), as stated in figure 1.

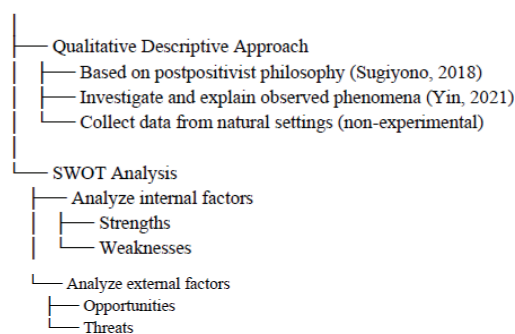


Figure 1. Research methodology

This diagram outlines the overall qualitative descriptive approach based on postpositivist philosophy, investigating observed phenomena in natural settings without experiments. It also highlights the use of SWOT analysis as a method to analyze internal factors (strengths and weaknesses) and external factors (opportunities and threats) influencing the research subject. By including this diagram in the research methodology section, it provides a clear visual representation of the research approach and the specific methods employed, supporting the qualitative descriptive nature of the study and the use of SWOT analysis as described in the abstract.

RESULTS

General description of the Satlat Brimob

The Satlat Brimob is an element that implements the main duties of the Indonesian National Police (INP), especially the Brimob Corps, which is tasked with developing and training the abilities of the INP, especially the Brimob Corps personnel. In the area of development and training of the Indonesian National Police personnel, Satlat Brimob has succeeded in carrying out capacity building education and training activities for Brimob Corps personnel in a planned manner

every year. In the operational field, the Satlat Brimob plays an active role in organizing training for the Brimob Corps Headquarter and the Brimob of Regional Police personnel in improving the capabilities and dexterity of the Brimob Corps, in order that personnel of the Brimob Corps and their level are trained and always ready to respond task challenges quickly, precisely and completely, for the sake of realizing the stability of security and social order throughout the Republic of Indonesia. The Satlat Brimob is the main implementing element at the Brimob Corps of the INP level in carrying out its duties to realize a Predictive, Responsible, and Fair Transparency (Precision) of the Indonesian National Police (INP) posture both in the area of training and improving personnel capabilities in an integrated manner. In the area of training and coaching, the Satlat Brimob has succeeded in carrying out capacity building education and training activities for the Brimob Corps HQ and the Brimob of Regional Police personnel in a planned and sustainable manner every year.

In addition, the Satlat Brimob also plays an active role in world peace missions by sending the Satlat Brimob personnel to be assigned to world peace missions, competent instructors who provide material in accordance with the curriculum established by INP educational institutions in order that training for INP personnel is prepared for peace missions, the world is precise, measurable, and understandable.

The vision of the Satlat Brimob is "The realization of the Satlat Brimob which is capable of producing the Brimob Corps personnel who have quick, accurate, and complete responses in realizing security and public order through training to increase the capabilities of Brimob personnel". The meaning of the Satlat Brimob vision is developing the Brimob Corps personnel who have skills and proficiency in carrying out their duties and through guidance and training for the Brimob personnel in dealing with security and public order disturbances, with the result that they can and are able to carry out their duties quickly, precisely, and completely.

"The mission of the Satlat Brimob is to

organize capacity building training for personnel of the Brimob Corps HQ and the Brimob of Regional Police to realize the presence of the state in society through police actions : pre-emptive, preventive, law enforcement, and rehabilitation with a quick, precise, and complete response in accordance with the demands of the task".

SWOT analysis

In "The SAGE Handbook of Qualitative Research" (2021), Denzin and Lincoln state that SWOT analysis can be used in qualitative research to identify strengths, weaknesses, opportunities, and threats related to the phenomenon being studied. Shahmirzadi and Sajadi (2020) proposed using a SWOT analysis in qualitative research to explore and understand the factors that influence the success or failure of a program or policy. According to David et al. (2019) "The SWOT is an abbreviation for Strengths, Weaknesses, Opportunities, and Threats".

Strengths analysis

Well-trained human resources in the area of security and defense

The Satlat Brimob personnel have an adequate number of human resources to carry out their duties in the area of security and defense. The Satlat Brimob continues to develop capabilities and organize capacity building for the Satlat Brimob, central and the Brimob of Regional Police personnel in order to support operational training tasks in the field, which are carried out in the form of routine training and Brimob capacity building in order to overcome high-level security and public order disturbances, high intensity as well as organized crime that uses firearms, bombs, chemical, biological and radioactive materials, counterterrorism, overcoming social conflicts, riots and anarchic masses, crimes of rebellion, implementation of special intelligence functions, search and rescue, as well as other tasks within the scope of duties principle of the Indonesian National Police.

Based on the Government Agency Performance Report for 2023, it shows that Satlat Brimob has conducted training 21 times out of the target set of 10 times. This shows that Satlat Brimob continues to develop the competence of its personnel to

create competent personnel according to needs. Table 1 shows the total training efficiency in 2023.

Indonesian National Police Regulation Number 6/2017 concerning Organizational Structure and Work Procedures of Organizational Units at the

Table 1. The comparison of the efficiency of training to increase the capabilities of Satlat Brimob personnel

Key Performance Indicators	Target	Realization	Achievements
Number of training efficiencies to increase the capabilities of Brimob Corps personnel programmed by the Satlat Brimob every year.	10 Times	21 times	210%

Source: The Satlat Brimob (Government Agency Performance Accountability Report for 2023/LKIP 2023).

Adequate equipment and weapons

The Satlat Brimob has adequate equipment and weapons. This is in accordance with the 2023 that the Brimob Corps plan where the Satlat Brimob provides support for military equipment, safety tools and equipment (alpalkam), facilities and infrastructure including building infrastructure are increasing from year to year, especially operational equipment such as : special vehicles for transporting anti riot personnel, SAR vehicles and equipment, weapons, crowd control equipment, sensing equipment, bullet- proof and sharp-weapon-resistant vests, information and communication technology and materials or spare parts and other supporting equipment, in order to support the duties of the Satlat Brimob and provide services to the community quickly, precisely and completely.

The analysis of weaknesses

Lack of personnel in certain areas

The Satlat Brimob currently has 318 personnel consisting of 9 middle officers, 54 first officers, 173 Non-Commissioned Officers (NCO), 80 private and 2 civil servants. In terms of real numbers, the Satlat Brimob personnel are still far from the List of Personnel and Equipment Composition (DSPP) in accordance with the Regulation of the Head of the Indonesian National Police of the Republic of Indonesia, Regulation of the Chief of Police Number 6/2017 concerning Organizational Structure and Work Procedures of Organizational Units at the Headquarters Level of the Indonesian National Police of the Republic of Indonesia as amended by Regulation of the Chief of Police Number 5/2019 concerning Amendments to the

Indonesian National Police Headquarters Level and the Indonesian National Police Regulation Number 2/2020 concerning Second Amendment to National Police Chief Regulation Number 6/2017 concerning Organizational Structure and Working Procedures of Organizational Units at the Indonesian National Police Headquarters Level concerning The organizational structure and work procedures of organizational units at the Indonesian National Police Headquarters level of the Republic of Indonesia, this has an impact, is that there are multiple tasks carried out by personnel, especially during training (2020-2024 Strategic Plan).

Based on the 2020-2024 strategic plan, it is stated that there are still vacant positions in the Satlat Brimob structure and have not been filled by personnel with the appropriate rank and experience and the level of rejuvenation of the Satlat Brimob personnel that has been carried out is still relatively low compared to the intake received each year, due to limited personnel, instructors and trainers. Based on the 2023 work plan, it is stated that additional personnel have been proposed to the Brimob Corps of the Indonesian National Police to fulfill the List of Personnel and Equipment Composition (DSPP). Supporting facilities that need to be improved

Based on the results of the Government Agency Performance Accountability Report for 2023 (LKIP 2023), the Satlat Brimob shows that the realization of fulfilling the infrastructure and equipment of the Satlat Brimob is 75% of the target of 80%. Details of the comparison of the percentage of infrastructure and facilities as depicted in the table below.

Table 2. Comparison of the percentage of infrastructure and special material tools (almatsus) Satlat Brimob in 2023

Key Performance Indicators	Target	Realization	Achievements
Percentage means infrastructural and the increasingly high quality and modern Satlat Brimob special material tools (almatsus).	80%	75%	93.7%

Based on table above, it can be analyzed that the percentage of the Satlat Brimob and infrastructure facilities as well as special material tools (almatsus) which are increasingly high quality and modern in 2023, from the target of 80% and the realization is 75% with the result that the performance achievement is 93.7%, this shows that the performance achievement is achieved according to with predetermined targets.

Opportunities analysis

Increased security needs in the area

Currently, the need for security is increasing to deal with demonstrations, social conflicts, rebellions, outermost and inhabited islands and border areas still require special security from the Indonesian National Police (INP), as well as readiness to secure the inauguration of the elected President/Vice President in 2024 as well as security for the new national capital. The Satlat Brimob plans and organizes readiness to deploy personnel in the context of securing demonstrations, handling social conflicts, handling insurgency crimes, handling earthquake and disaster prone areas, securing national/international events in 2023, securing the construction of the new national capital and securing the election stages in 2024 as well as strengthening security in border areas and inhabited islands, including in the border areas of the Republic of Indonesia to overcome high-intensity security and public order disturbances.

Collaboration with other related agencies

The Satlat Brimob carries out training collaboration with related agencies and establishes good cooperation/relationships with the mass media and other information facilities to obtain data information and support the implementation

of tasks. Apart from that, the Satlat Brimob optimizes coordination and cooperation with related agencies in the supervision and control of the Brimob Corps personnel (The Satlat Brimob, Government Agency Performance Accountability Report for 2023).

Development of new technology in the field of security

The Satlat Brimob increases the fulfillment of modern special material tools (almatsus) based on the latest technology and information in the context of dealing with high level and intensity domestic security: To realize the achievement of this policy direction, the Satlat Brimob strategy that will be implemented is (The Satlat Brimob, Government Agency Performance Accountability Report for 2023) :

- Prepare a road map and map the needs of the Satlat Brimob special material tools (almatsus) to support education and training activities for the Brimob Corps personnel that are adapted to the geographic location of the region and aligned with the challenges of future tasks;
- Increasing the professionalism of human resource capabilities through education and training as well as improving modern of the Satlat Brimob equipment based on technology and information in order to improve superior public services;
- Preparing a budget based on the critical needs of special material tools (priority scale) based on technical specifications in a bottom up manner; and
- Procurement of goods and services for the Satlat Brimob station is based on the unit's interests in supporting educational activities and personnel training.

Threat analysis

Potential security disturbances from radical groups

The Satlat Brimob faces various potential disturbances from various groups:

- The threat of terrorism in the future will still be influenced by global and regional terrorist activities. After pressure of ISIS movement in Iraq, Syria and Philippines, it does not automatically mean that the threat of terrorism in Indonesia will not subside, in fact acts of terrorism will no longer take place in Middle Eastern countries, but will shift to their respective countries in accordance with the propaganda of ISIS figures to carry out amaliah attacks;
- Influence of global and regional developments, Indonesia will face the threat of transnational crime, terrorism, cyber crime, separatism as well as challenges for defense and the security and social security situation;
- Security threats do not only come from states but also non-state actors, such as companies, certain groups and individuals. The scope of the threat is not only sovereignty and territorial but also focuses on humanitarian issues. The threat is not only in the form of weapon terrorism, but also disease terrorism and environmental terrorism. Global warming, ozone layer depletion, acid rain, loss of biodiversity, and radioactivity are threats to health and the environment;
- In general, the security situation in several post-conflict areas, such as Nanggroe Aceh Darussalam, Poso and Maluku Provinces is relatively safe. Even though in some areas there are still political maneuvers in order to raise enthusiasm for secession from the Republic of Indonesia, these are only political maneuvers that simply show the existence of separatist movements;
- Implementation of special autonomy (autonomy) in West Papua is still not fully accepted by the local community. This indicates that there are still activities by pro-independence groups to realize their separation from the Republic of Indonesia.

The West Papua separatist movement utilizes international political networks through the formation of an international parliamentary caucus for West Papua, which has received support from several members of the British parliament and US Congress. The development of international political networks was carried out with the facilitation and assistance of local and foreign NGOs supporting pro-independence groups;

- Some terrorist networks developing in Indonesia continue to recruit and train new members. The Santoso group collaborates with extreme groups in Philippines, such as Abu Sayyaf and Moro Islamic Liberation Front (MILF) and the JI group, especially former Afghanistan; and
- Cybercrime or crime via the Internet network is a threat to national stability, the government finds it difficult to balance the crime techniques carried out by perpetrators/syndicates with internet and intranet network technology, several cases have emerged in Indonesia such as credit card theft, hacking several sites and tapping other people's data transmissions. . So computer crimes are possible with formal offenses (the act of someone entering another person's computer without permission) and material offenses (the act of causing harm to another person).

The development of modus operandi in increasingly sophisticated crimes

Current technological developments have resulted in the development of increasingly sophisticated crime modes. Cybercrime or crime via the internet network is a threat to national stability. The government finds it difficult to balance the crime techniques carried out by perpetrators/syndicates with internet and intranet network technology. Numerous cases have emerged in Indonesia, such as credit card theft, hacking several sites, and tapping other people's data transmissions. In order computer crimes may include formal offenses (acts of someone entering another person's computer without permission) and material offenses (acts that cause harm to other people) (2020-2024 Strategic Plan).

Competition with other security institutions

Adherents of liberal democracy often take advantage of the momentum of reform, democratization, and protection of human rights to influence politicians, NGOs, intellectuals, and community groups to demand and fight for unlimited "freedom" without paying attention to the values of Pancasila. In line with the development of democratic life, efforts and desires arise from certain groups of society to change Pancasila with other ideologies such as : HTI's understanding of the caliphate, liberal ideology, or socialist/communist ideology.

Internal strategic factor analysis summary (IFAS) matrix

Shahmirzadi & Sajadi's (2018) research uses the IFAS and EFAS matrices in SWOT analysis to evaluate internal and external factors that influence policy implementation. Helms & Nixon (2020) outline the steps in compiling the IFAS and EFAS matrices, as well as how to use the resulting scores to determine the right strategy in a SWOT analysis.

Table 4 shows the total IFAS matrix value of 2.9. This shows that the Satlat Brimob is in an above average position in terms of overall internal strength related to human resources, budget, equipment, and supporting facilities.

According to Gurel (2021), IFAS and EFAS scores are the results of calculations from

Table 3. Internal strategic factor analysis summary (IFAS) matrix

S/N	Internal Factors	Weight	Ratings	Score
Strength				
1.	Well-trained human resources in the field of security and defense.	0.3	4	1.2
2.	Adequate equipment and weapons.	0.2	4	0.8
Weakness				
1.	Limited budget.	0.2	3	0.6
2.	Lack of personnel in certain areas.	0.15	1	0.15
3.	Supporting facilities that need to be improved.	0.15	1	0.15
Total		1		2.9

Table 4. External strategic factor analysis summary (EFAS) matrix

S/N	External Factors	Weight	Ratings	Score
Opportunity				
1.	Increased security needs in the area.	0.15	3	0.45
2.	Collaboration with other related agencies.	0.2	3	0.6
3.	Development of new technology in the field of security.	0.2	4	0.8
Threat				
1.	Potential security disturbances from radical groups.	0.15	2	0.3
2.	The development of increasingly sophisticated crime modus operandi.	0.2	3	0.6
3.	Competition with other security institutions.	0.1	1	0.1
Total		1		2.85

an IFAS and EFAS matrices which show the strategic position of an organization or research object based on its internal and external factors (David,2019). The table shows that the EFAS matrix value is 2.85. The results show that the strategy implemented by Satlat Brimob effectively describes existing external opportunities and avoids the potential negative influence of threats.

DISCUSSION

SWOT analysis diagram

Based on the results of the analysis of the IFAS and EFAS matrices, a SWOT analysis diagram is then created which results from the difference in the total scores for each factor or weight and rating (BxR). A SWOT analysis diagram was created to illustrate which strategies could be suggestions for the research object. Calculations to determine the quadrants on the SWOT analysis diagram are:

$$\begin{aligned} \text{X coordinate} &= \text{Total Strengths Score} + \text{Total Weaknesses Score} \\ &= 2 + (-0.9) \\ &= 1.1 \end{aligned}$$

$$\begin{aligned} \text{Y coordinate} &= \text{Total Opportunities Score} + \text{Total Threats Score} \\ &= 1.85 + (-1) \\ &= 0.85 \end{aligned}$$

The main function of a SWOT diagram is as a visualization and communication tool that helps in analyzing, mapping, and presenting the internal and external factors of an organization or research object systematically, as well as facilitating the formulation of appropriate strategies based on the results of the analysis. Based on the diagram above, the Satlat Brimob is in quadrant 1, which means a favorable situation for the Satlat Brimob which has opportunities and strengths so that opportunities can be exploited. The strategy that can be used in this situation is to support an aggressive growth strategy (growth oriented strategy). This research is in line with research conducted by Kumalasari, D., & Al Fatih, S. (2020) by formulating appropriate strategies for the Bandung Police in improving its performance and services to the community.

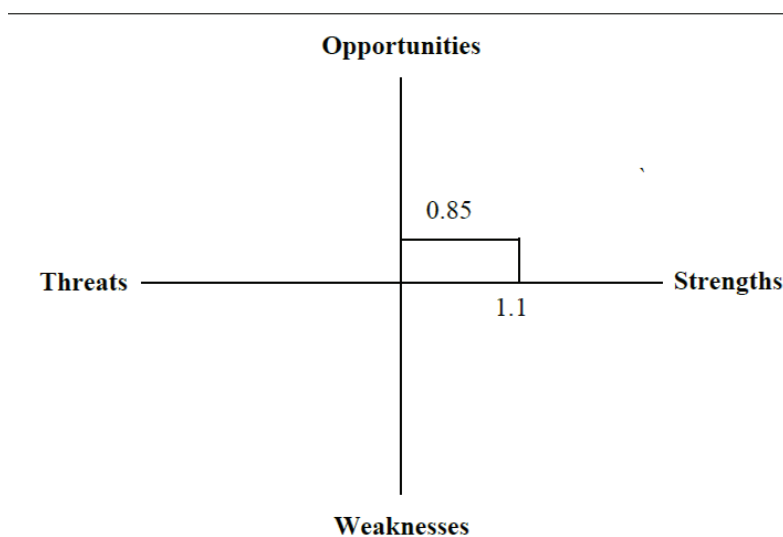


Figure 2. SWOT analysis diagram

SWOT matrix

Table 5. SWOT matrix

	Strength (S)	Weakness (W)
SWOT Matrix	<ol style="list-style-type: none"> Well-trained human resources in the field of security and defense. Adequate equipment and weapons. 	<ol style="list-style-type: none"> Limited budget. Lack of personnel in certain areas. Supporting facilities that need to be improved.
Opportunities (O)	<p>SO Strategy (Utilizing strengths to take advantage of opportunities)</p> <ol style="list-style-type: none"> Increased security needs in the area. Collaboration with other related agencies. Development of new technology in the field of security. 	<p>WO Strategy (Using opportunities to improve weaknesses)</p> <ol style="list-style-type: none"> Deploy trained resources to meet security needs. Coordination with the National Police to fulfill personnel who have not been fulfilled according to the List of Personnel and Equipment Composition (DSPP). Collaboration with agencies to procure equipment and weapons that suit needs and are renewable. Coordination with the National Police regarding additional budget allocations and supporting facilities. HR training with nationally and internationally accredited training agencies.
Threat (T)	<p>ST Strategy (Using force to reduce the impact of a threat)</p> <ol style="list-style-type: none"> Potential security disturbances from radical groups. The development of increasingly sophisticated crime modus operandi. Competition with other security institutions. 	<p>WT Strategy (Reducing weaknesses to avoid threats)</p> <ol style="list-style-type: none"> Trained human resources are placed in security areas who are able to overcome security disturbances from radical groups and modes of crime. The best personnel are assigned to maintain security from radical groups. Using adequate equipment to prevent security breaches by radical groups and detect sophisticated crime modes. Supporting facilities that can detect crime passes with information systems.

The Brimob Training Unit (Satlat Brimob) possesses significant strengths in well-trained human resources and adequate equipment, which can be leveraged to address increasing security needs and collaborate with other agencies. However, the unit faces weaknesses such as limited budget, personnel shortages, and facilities requiring improvement. To capitalize on opportunities and mitigate threats, the SWOT analysis suggests several strategies. These include deploying trained resources strategically, enhancing collaboration for equipment procurement, coordinating with the National Police for personnel and budget allocation, and utilizing advanced technology. The unit must also focus on countering security disturbances from radical groups and adapting to sophisticated crime modes. By implementing these strategies, Satlat Brimob can improve its organizational performance, address security challenges effectively, and maintain its competitive edge among security institutions.

CONCLUSION

By combining a SWOT analysis, Satlat Brimob can identify the strengths, weaknesses, opportunities, and threats faced. Next, they can develop a balanced strategy that takes into account financial perspectives, customers, internal business processes, and learning and growth. This will help improve overall performance in providing optimal security services to the community. The strategies that can be implemented by Satlat Brimob involve a combination of capitalizing on strengths and opportunities, addressing weaknesses by leveraging opportunities, utilizing strengths to mitigate threats, and minimizing weaknesses to overcome threats.

Specifically, Satlat Brimob should deploy their trained resources strategically to meet security needs, collaborate with agencies to procure suitable and renewable equipment and weapons, and provide human resource training through nationally and internationally accredited agencies to take advantage of their strengths and opportunities. To address weaknesses while

seizing opportunities, they should coordinate with the National Police to fulfill personnel requirements based on the Personnel and Equipment Composition List (DSPP) and secure additional budget allocations and supporting facilities.

Leveraging their trained personnel in security areas can help overcome disturbances from radical groups and sophisticated crime modes, while using adequate equipment can prevent security threats and detect advanced crime methods, capitalizing on strengths to mitigate threats. Finally, assigning their best personnel to maintain security from radical groups and implementing supporting facilities with information systems can minimize weaknesses and overcome threats effectively.

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Customer Loyalty Improvement of PT Federal International Finance Danastra Bogor Area

Risda Novita Sari

Fakultas Ekonomi dan Bisnis, Universitas Nusa Mandiri
risdanovita30@gmail.com

Mutiara Rofingi

Fakultas Ekonomi dan Bisnis, Universitas Nusa Mandiri
mutiararofingi03@gmail.com

Purwadi

Fakultas Ekonomi dan Bisnis, Universitas Nusa Mandiri
puradi36365@gmail.com

Syafira Rindiyani

Fakultas Ekonomi dan Bisnis, Universitas Nusa Mandiri
syafirardyn03@gmail.com

Denny Rudiyo

Fakultas Ekonomi dan Bisnis, Universitas Nusa Mandiri
dennyrudiyo@gmail.com

Adam Hidayah

Fakultas Ekonomi dan Bisnis, Universitas Nusa Mandiri
adam.hidayah41@gmail.com

Wahid Akbar Basudani

Fakultas Ekonomi dan Bisnis, Universitas Nusa Mandiri
wahidakbarbasudani@gmail.com (correspondence)

Abstract

Online loans (pinjol) are increasingly being used by the public, especially during the Covid-19 pandemic where many households are experiencing extraordinary economic pressure. The Financial Services Authority (OJK) provides information regarding the amount of loan disbursements through loan organizing institutions or commonly known as online loan providers (pinjol) in Indonesia touched Rp20.53 trillion in August 2023. PT Federal International Finance Danastra is an application engaged in multipurpose financing such as working capital, wedding capital, education financing and many other needs to support life. The purpose of the study was to determine how much influence service quality, brand image and customer trust have on customer satisfaction and its impact on customer loyalty at PT. Federal International Finance Danastra, this research uses quantitative analysis methods using SPSS 26 software and the sampling method uses simple random sampling with a sample size of 270 respondents using the Slovin model. Through this research analysis, it is known that the factors of service quality, brand image, consumer trust and consumer satisfaction have a strong and significant influence on consumer loyalty PT. Federal International Finance Danastra.

Keywords: Consumer Satisfaction, Customer Loyalty.

INTRODUCTION

In this era of rapid technological development, everything seems to be easier as well as in terms of capital where in the past Indonesians found it difficult to access capital to develop their business or meet their needs, but now borrowing capital is no longer too difficult because of the growth of digital loan service provider platforms or commonly called online loans (pinjol) where the presence of the fintech industry in providing digital financial products seems to open new doors for those who want to apply for loans (Putri, 2022). The use of online loans (pinjol) is increasing among the public, especially as many households are facing tremendous financial pressure during the COVID-19 pandemic.

The Financial Services Authority (OJK) provides information regarding the amount of loan disbursements through loan organizing institutions or commonly known as online loan providers (pinjol) in Indonesia touched Rp 20.53 trillion in August 2023 where the amount of online loan disbursements increased slightly by 0.78% when compared to the previous month (month-on-month/mom) which amounted to Rp 20.37 trillion. 20.37 trillion, while compared to August 2022 the national online loan disbursement ratio in August 2023 increased by 6.78% (year-on-year/yoy) where the online loan disbursement was distributed to 13.37 million loan recipient accounts and most or 10.47 million borrowers came from Java or 78.3% of the total number of loan recipients in the country (Annur, 2023).

As of 9 March 2023, the number of online lenders licensed by OJK was 102 companies and based on Populix's survey 'Exploring Indonesia's Financial Evolution: loan providers and Paylater Adoption', 41% of the total 1,017 respondents aged between 17 and 55 had borrowed from an online lending platform, of which 22% borrowed to support lifestyle and entertainment (Ulfa, 2023).

Online loan services that are fairly easy and fast to access make Fintech companies have their own advantages. Nowadays, borrowing money through online loan applications has become popular thanks to the ease of access and fast

processing, which is increasingly relevant to the increasing needs of the community in line with the economic development that continues to move forward (Jalin, 2024). Where the fast and simple application process, coupled with less stringent requirements compared to traditional financial institutions, makes it very attractive to individuals who need funds immediatel (Edji, 2024).

So in recent years, online lending has often become a popular platform for the public where platform providers are trying to build brand awareness. Quoting the Financial Services Authority (OJK) page, OJK's P2PLending Fintech Statistics (joint funding fintech) in December 2022 shows that 62 percent of joint funding fintech accounts are owned by customers aged 19-34 years, meaning that joint funding fintech users are dominated by Gen Z and Millennials (Widyastuti, 2023). Because the main reason why online loans are most in demand is that they have a practical plan, with the advancement of existing technology, almost the entire online loan process is carried out digitally, making it easier for consumers to apply for funds in a short time (Adriansyah, 2023). So that online loans are of great interest to the public because they are fairly easy to use which makes consumers easily remember them if they need them.

Building consumer trust in online loan platforms must be able to create a sense of security, the sense of security in question is having a clear legal entity, registered and licensed, official services, transparency, and security and privacy (Biru, 2023). That way consumers are calm and safe in using online loan services.

With the comfort and convenience provided by fintech companies at this time, it has been proven that many people are helped to fulfill even urgent needs, therefore, fintech startups are said to be one of the important instruments that can encourage the growth of Indonesia's digital economy (Purnama, 2019).

Data from the Financial Services Authority (OJK) and various fintech platforms show a significant surge in the use of fintech and digital payments in Indonesia. In 2020, the value of digital

payment transactions reached IDR 1,165 trillion, increased rapidly to IDR 2,378 trillion in 2021, and continued to grow until it reached IDR 3,940 trillion in 2023, this reflects the rapid adoption by Indonesians of more efficient and practical fintech technology (Berijalan, 2024). Seeing this development, it is not surprising that the fintech industry in Indonesia is growing rapidly. In fact, fintech is running faster and more aggressively than banks in providing digital financial services (Ananda, 2024).

With the existence of more and more online loans at this time PT. Federal International Finance (FIFGROUP) can see high opportunities so that PT. Federal International Finance (FIFGROUP) optimizes the application that previously existed since 2017 called Danastra which is engaged in multipurpose financing such as working capital, wedding capital, education financing, health financing, renovation financing, vacations and many other needs to support life. So as to compete and gain market share PT. Federal International Finance (FIFGROUP) Danastra provides fast, easy and safe loan application services to customers where FIFGROUP Danastra is registered and supervised by OJK.

Due to fierce competition in the Fintech industry, PT Federal International Finance (FIFGROUP) Danastra is required to provide better service quality to customers. A service must be able to reflect the needs and desires of customers because if the product or service is used correctly, the customer can provide an assessment after using the product or service whether it meets customer expectations or not (Yani & Sugiyanto, 2022). By trying to balance customer expectations, namely by responding to customer needs and requests while still paying attention to the convenience of the product or service and the accuracy of the service (Tjiptono, 2021). To ensure customer satisfaction, of course, the key to the company's success is to improve service and marketing strategies, of course, with different ways of serving customers must be done (Maria et al., 2022). By building satisfaction from customers, PT Federal International Finance (FIFGROUP) Danastra hopes to gain

loyalty from its customers. Every company in the financial sector, both banks and fintech, always improves the quality of its services so that existing customers survive and become loyal and increase the number of customers because of customers because the services provided to customers (Fauzi, 2022).

In addition to the services of PT Federal International Finance (FIFGROUP) Danastra also focuses on improving the company's image. Where consumers think about their belief in a brand, then consumers have confidence in the brand they choose according to what consumers want to use the product or service. (Sudirman et al., 2020). This can be used as a differentiator from other competitors and can increase the likelihood of customers using the product or service. Meanwhile, brand image can also increase the market share of products or services thanks to the creation of customer trust from brands that they already trust (Jamilah & Habra, 2022).

In addition, brand experience impacts customer satisfaction because customers do not expect better utility and benefits from the product, but rather the experience gained when buying or consuming the product or service (Andrian & Fadillah, 2021). So that a successful brand image will increase customers' desire to make repeat purchases or loyalty to the same brand (Maharani et al., 2020).

Customer trust is also something that is considered crucial for PT Federal International Finance (FIFGROUP) Danastra. Consumer trust involves a person's willingness to act in the belief that the company can deliver what they expect (Sobandi & Somantri, 2020). Trust is created in the mind of the customer when the product or service purchased can produce the usefulness or value expected by the customer from the product or service (Tirtayasa et al., 2021). Brand trust also affects customer satisfaction if a company has a good image, it will shape customers to believe in the product or service and not be afraid to consume it so that thanks to good quality and trust, customers will be satisfied with the quality and confident in the value provided by the company, most likely they will remain customers for a long

time (Jamilah & Habra, 2022).

Due to service quality, brand image and gaining customer trust, PT Federal International Finance (FIFGROUP) Danastra can achieve customer satisfaction. where customer satisfaction can be defined as a sense of satisfaction and security that a person feels when buying a product or consuming a product or service (Nasfi et al., 2020). Customer satisfaction has a significant influence on the running of a company or business it manages. Where the services offered to customers can cause satisfaction for customers for the services provided (Sumadi et al., 2021). Customer satisfaction is a supporting factor that shapes customers to be loyal to PT Federal International Finance (FIFGROUP) Danastra. Therefore, the company must maintain its customers by presenting a sense of satisfaction so that it can reach the level of customer loyalty by providing the best service to its customers (Agiesta et al., 2021).

When PT. Federal International Finance (FIFGROUP) Danastra can fulfill customer satisfaction, PT. Federal International Finance (FIFGROUP) Danastra hopes to gain loyalty from customers to ensure the sustainability of the Company. A loyalty is based on the customer feeling satisfied and feeling confident wearing a certain product or service (Fitriani et al., 2019). The importance of maintaining customer loyalty lies not only in service or product, but also has an impact on creating a sense of closeness and trust between customers (Amanda et al., 2021). Therefore, by creating and continuously increasing customer loyalty, the company will be able to minimize the threat or risk of problems arising in industrial competition so that the company is able to compete and survive in the business world (Momuat et al., 2021). Customers are considered loyal or loyal if they show regular purchasing behavior or show conditions that require buyers to make purchases twice or more within a certain period of time (Tumanung, 2021).

METHODS

This research was conducted to explain how the influence of service quality, brand image

and customer trust on customer satisfaction and its impact on customer loyalty at PT Federal International Finance Danastra Cibinong Branch. Furthermore, we processed this questionnaire with SPSS 26 statistical processing and this study uses path analysis to test the suitability of relational networks with two or more models that compare causal relationships based on the hypotheses proposed by researchers. The research sampling technique we use is simple random sampling where members are taken randomly from the population without regard to the strata in the population. The research sampling technique we use is simple random sampling where members are taken randomly from the population without regard to strata in the population. The data collection method in this study was to distribute questionnaires online. From the distribution, 270 questionnaire samples were obtained with a distribution period of 2 weeks.

This research was conducted at PT Federal International Finance Danastra Cibinong Branch which has a working area in the City and Regency of Bogor. The office of PT. Federal International Finance Danastra Cibinong is located at Jl. Raya Pemd, Pakansari Village, Cibinong District, Bogor Regency - West Java 16915. This research took place for \pm 4 months from September to December 2023. The research population consists of consumers who use the services provided by PT Federal International Finance Danastra.

This research is contain several hypotheses. The first hypothesis suggests that consumer satisfaction is impacted by the quality of service provided. Second hypothesis suggests that consumer satisfaction is impacted by brand image. Third hypothesis states that consumer satisfaction is impacted by consumer trust. Fourth hypothesis states that service quality affects customer loyalty. fifth hypothesis is that brand image affects customer loyalty. Sixth hypothesis states that customer trust affects customer loyalty. The seventh hypothesis states that service quality has an indirect effect on customer loyalty through customer satisfaction. The eighth hypothesis states that brand image has an indirect effect on customer

loyalty through customer satisfaction. The ninth hypothesis asserts that customer loyalty is indirectly affected by consumer trust built through consumer satisfaction. Tenth hypothesis predicts that customer satisfaction has influence on customer loyalty. The eleventh hypothesis suggests that service quality, brand image, and customer trust all impact customer satisfaction at the same time. The twelfth hypothesis suggests that service quality, brand image, customer trust, and customer satisfaction all have a simultaneous impact on customer loyalty.

RESULTS

Validity test

The Validity Test can be said to be valid if $r_{count} > r_{tabel}$. The following is the retrieval of the correlation value, you must first find the r table with a 2-way test. $N = 270$ then $df = n - 2$ so $270 - 2 = 268$. With a 5% significance level for the two-way test is 0.05, the r_{tabel} is 0.119. The Validity Test in this study can be seen as follows: Based on table 1, it can be concluded that the validity value of each Service Quality indicator is declared valid.

Table 1. Service quality validity test results

Item	r_{count}	r_{tabel}	Description
X1.1	0,652	0,119	Valid
X1.2	0,652	0,119	Valid
X1.3	0,716	0,119	Valid
X1.4	0,716	0,119	Valid
X1.5	0,728	0,119	Valid
X1.6	0,725	0,119	Valid
X1.7	0,732	0,119	Valid
X1.8	0,667	0,119	Valid
X1.9	0,703	0,119	Valid
X1.10	0,690	0,119	Valid

Sumber: Data processed (2023).

Table 2. Brand image validity test results

Item	r_{count}	r_{tabel}	Description
X2.1	0,556	0,119	Valid
X2.2	0,621	0,119	Valid
X2.3	0,715	0,119	Valid
X2.4	0,722	0,119	Valid
X2.5	0,655	0,119	Valid
X2.6	0,710	0,119	Valid
X2.7	0,729	0,119	Valid
X2.8	0,729	0,119	Valid
X1.9	0,703	0,119	Valid
X1.10	0,690	0,119	Valid

Sumber: Data processed (2023).

Based on table 2, it can be concluded that the validity value of each Brand Image indicator is declared valid.

Based on table 3, it can be concluded that the validity value of each Trust indicator is declared valid.

Based on table 4, it can be concluded that the validity value of each indicator of Customer Satisfaction is declared valid.

Tabel 5 shows that validity value of each indicator of Customer Loyalty is declared valid.

Table 3. Customer trust validity test results

Item	r_{count}	r_{tabel}	Description
X3.1	0,703	0,119	Valid
X3.2	0,753	0,119	Valid
X3.3	0,744	0,119	Valid
X3.4	0,688	0,119	Valid
X3.5	0,671	0,119	Valid

Sumber: Data processed (2023).

Table 4. Customer satisfaction validity test results

Item	r_{count}	r_{tabel}	Description
Y1	0,714	0,119	Valid
Y2	0,730	0,119	Valid
Y3	0,738	0,119	Valid
Y4	0,671	0,119	Valid
Y5	0,688	0,119	Valid

Sumber: Data processed (2023).

Table 5. Customer loyalty validity test results

Item	r_{count}	r_{tabel}	Description
X3.1	0,714	0,119	Valid
X3.2	0,730	0,119	Valid
X3.3	0,738	0,119	Valid
X3.4	0,671	0,119	Valid
X3.5	0,688	0,119	Valid

Sumber: Data processed (2023).

Reliability test

The minimum acceptable standard for determining the reliability of a questionnaire is Cronbach's alpha > 0.60. Thus the following are the results of the Reliability Test in this study:

Table 6 shows that the Cronbach's Alpha value

of each Service Quality indicator is > 0.60.

So it can be concluded that the Service Quality statement can be considered reliable.

Table 7 shows that the Cronbach's Alpha value of each Brand Image indicator is > 0.60. So it can be concluded that the Brand Image statement can be considered reliable.

Table 6. Service quality reliability test results

Item	Cronbach's Alpha	Description
X1.1	0,914	Reliabel
X1.2	0,914	Reliabel
X1.3	0,910	Reliabel
X1.4	0,910	Reliabel
X1.5	0,910	Reliabel
X1.6	0,910	Reliabel
X1.7	0,910	Reliabel
X1.8	0,913	Reliabel
X1.9	0,911	Reliabel
X1.10	0,912	Reliabel

Sumber: Data processed (2023).

Table 7. Brand image reliability test results

Item	Cronbach's Alpha	Description
X2.1	0,892	Reliabel
X2.2	0,885	Reliabel
X2.3	0,876	Reliabel
X2.4	0,876	Reliabel
X2.5	0,882	Reliabel
X2.6	0,876	Reliabel
X2.7	0,875	Reliabel
X2.8	0,880	Reliabel
X1.9	0,911	Reliabel
X1.10	0,912	Reliabel

Sumber: Data processed (2023).

Table 8. Customer trust reliability test result

Item	Cronbach's Alpha	Description
X3.1	0,855	Reliabel
X3.2	0,843	Reliabel
X3.3	0,845	Reliabel
X3.4	0,858	Reliabel
X3.5	0,862	Reliabel

Sumber: Data processed (2023).

Table 8 shows that the Cronbach's Alpha value of each Trust indicator is > 0.60. So it can be concluded that the Trust statement can be considered reliable.

Table 9 shows that the Cronbach's Alpha value of each Customer Satisfaction indicator is > 0.60. So it can be concluded that the Customer Satisfaction statement can be considered reliable.

Table 9. Customer satisfaction reliability test results

Item	Cronbach's Alpha	Description
Y1	0,850	Reliabel
Y2	0,846	Reliabel
Y3	0,844	Reliabel
Y4	0,860	Reliabel
Y5	0,856	Reliabel

Sumber: Data processed (2023).

Table 10. Customer loyalty reliability test results

Item	Cronbach's Alpha	Description
Z1	0,894	Reliabel
Z2	0,879	Reliabel
Z3	0,885	Reliabel
Z4	0,885	Reliabel
Z5	0,882	Reliabel
Z6	0,885	Reliabel

Sumber: Data processed (2023).

Table 10 shows that the Cronbach's Alpha value of each indicator of Customer Loyalty is > 1.60. So it can be concluded that the Customer Loyalty statement can be considered reliable.

Normality test

Normality is a method to determine whether data comes from a normally distributed population or is within a normal distribution (Nuryadi et al., 2017).

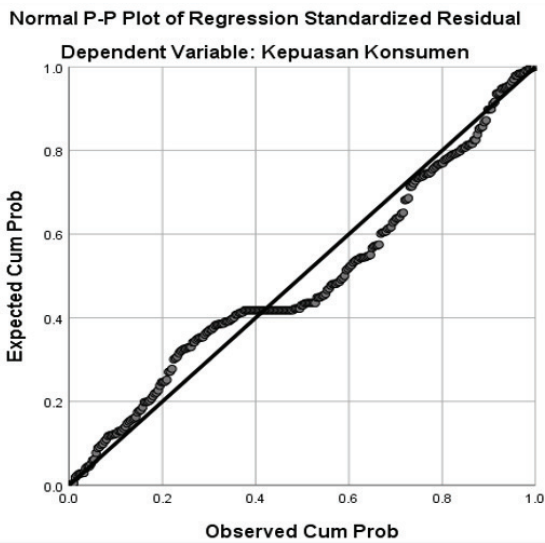


Figure 1. Normality test of service quality (X1), brand image (X2), customer trust (X3) effect on customer satisfaction (Y)

Based on Figure 1 PP Plot Structure above, it can be seen that the variables of Service Quality, Brand Image, Customer Trust related to Customer Satisfaction have indices that meet the assumptions of the normality test. The graph shows a normal graph, where the data is spread on the diagonal line and follows the direction of the diagonal line.

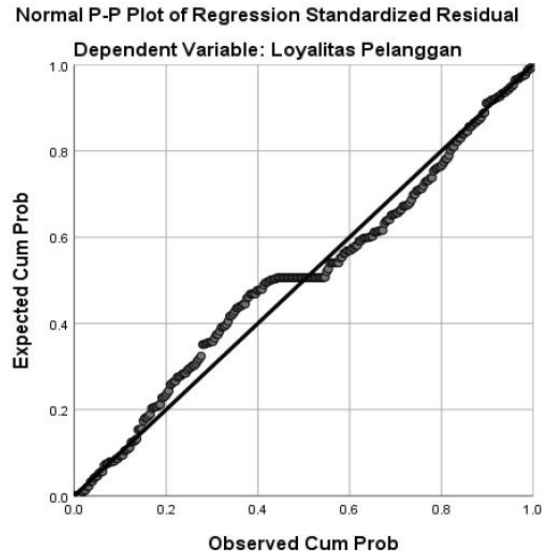


Figure 2. Normality test of service quality (X1), brand image (X2), customer trust (X3) customer satisfaction (Y) affects customer loyalty (Z)

Based on Figure 2 PP Plot Structure above, it can be explained that the variables of Service Quality, Brand Image, Customer Trust, Customer Satisfaction related to Customer Loyalty have indices that meet the assumptions of the normality test. The graph shows that the normal data is spread on the diagonal line and follows the direction of the diagonal line.

Autocorrelation test

Autocorrelation is the correlation between observed members sorted by time and location, a good regression model should be free from autocorrelation (Purnomo, 2016).

This test method uses the Durbin-Watson test (DW-Test).

Table 11. Autocorrelation test results service quality (X1), brand image (X2), customer trust (X3) affect customer satisfaction (Y)

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.882 ^a	.778	.775	1.79900	1.948

a. Predictors: (Constant), Customer Trust, Service Quality, Brand Image

b. Dependent Variable: Customer Satisfaction

Table 12. Autocorrelation test results there is an influence on customer loyalty (Z) on service quality (X1), brand image (X2), customer trust (X3) through customer satisfaction (Y).

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.893 ^a	.798	.795	2.06334	1.983

a. Predictors: (Constant), Customer Satisfaction, Service Quality, Customer Trust, Brand Image

b. Dependent Variable: Customer loyalty

Based on table 11, it can be seen that this study has a Durbin-Watson value of 1.948 with $n = 270$ and $k = 5$, so that $dL = 1.77052$ and $dU = 1.83062$ are obtained. Then it is stated that: $d > dU$ means there is no positive autocorrelation. And $(4 - d) > dU$ then there is no negative autocorrelation.

Based on table 12, it can be seen that this study has a Durbin-Watson value of 1.948 with $n = 270$ and $k = 5$, so that $dL = 1.77052$ and dU

$= 1.83062$ are obtained. Thus: $d > dU$ means there is no positive autocorrelation. And $(4 - d) > dU$ means there is no negative autocorrelation.

Multiple linear regression test

Multiple regression is an analysis technique that involves more than two variables, namely two or more independent variables and one dependent variable (Sahir, 2021). This study has the following points:

Table 13. Regression test results service quality (X1), brand image (X2), consumer trust (X3) affect customer satisfaction (Y)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	3010.907	3	1003.636	310.109	.000 ^b
Residual	860.881	266	3.236		
Total	3871.788	269			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Customer Trust, Service Quality, Brand Image

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficient		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	-.679	.594		-1.142	.255
	Service Quality	.126	.030	.235	4.228	.000
	Brand Image	.136	.040	.202	3.436	.001
	Customer Trust	.504	.051	.504	9.849	.000

a. Dependent Variable: Customer Satisfaction

From table 13 can be obtained:

- The regression coefficient value of Service Quality (X1) to Customer Satisfaction (Y) is 0.235.
- The regression coefficient value of Brand Image (X2) to Customer Satisfaction (Y) is 0.202
- The regression coefficient value of Consumer Trust (X3) Consumer Satisfaction (Y) is 0.504.

From table 14 can be obtained:

- The regression coefficient value Service Quality (X1) to Customer Loyalty (Z) is 0.223
- The regression coefficient value of Brand Image (X2) to Customer Loyalty (Z) is 0.074
- The regression coefficient value of Customer Trust (X3) to Customer Loyalty (Z) is 0.251
- The regression coefficient value of Customer Satisfaction (Y) to Customer Loyalty (Z) is 0.409

Table 14. Regression Test Results there is an influence on Customer Loyalty (Z) on Service Quality (X1), Brand Image (X2), Customer Trust (X3) through Customer Satisfaction (Y)

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4459.693	4	1114.923	261.880	.000 ^b
Residual	1128.208	265	4.257		
Total	5587.901	269			

a. Dependent Variable: Customer Loyalty

b. Predictors: (Constant), Customer Satisfaction, Service Quality, Customer Trust, Brand Image

		Coefficients ^a				
Model		Unstandardized Coefficients		Standardized Coefficient		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.122	.683		1.641	.102
	Service Quality	.143	.035	.223	4.061	.000
	Brand Image	.060	.047	.074	1.283	.201
	Customer Trust	.302	.069	.251	4.403	.000
	Customer Loyalty	.492	.070	.405	6.993	.000

a. Dependent Variable: Customer Loyalty

DISCUSSION

The variable quality of service (X1) on customer satisfaction (Y) has a regression coefficient of 0.235 and is significant at a value of $0.000 < 0.05$. There is a small influence between the variable quality of service (X1) on customer satisfaction (Y) at PT Federal International Finance Danastra. The results of this study are in line with previous research conducted by (Amarin & Wijaksana, 2021) mentioned that improving the quality of good service will create a good level of customer satisfaction as well. Consumer satisfaction is obtained because financial services as a product of PT. Federal International Finance Danastra provide fast disbursement time to consumers so that consumers will feel satisfied and in accordance with expectations.

The Brand Image variable (X2) on Customer Satisfaction (Y) has a regression coefficient of 0.202 and is significant at a value of $0.001 < 0.05$. Founded a small influence between the brand image variable (X2) on customer satisfaction (Y). This shows that Brand Image (X2) has an influence on Customer Satisfaction (Y) according to previous research conducted by (Rahardjo & Yulianto, 2021). Factors that form customer satisfaction are feelings of pleasure and comfort when using the service because they assume that PT. Federal International Finance Danastra is a large company that has a good reputation.

The Customer trust variable (X3) on customer satisfaction (Y) has a regression coefficient of 0.504 and is significant at $0.000 < 0.05$. There is a moderate influence between the customer trust variable (X3) and customer satisfaction (Y) at PT. Federal International Finance Danastra. This shows that the Customer Trust Variable (X3) has an influence on Customer Satisfaction (Y), this is in accordance with previous research conducted by (Syarifuddin, 2021). Consumers see that employees of PT. Federal International Finance Danastra have good integrity values in providing services to consumers so that consumers feel proud and satisfied in using products or services from PT. Federal International Finance Danastra.

The service quality variable (X1) on customer loyalty (Z) has a regression coefficient of 0.223

and is significant at a value of $0.000 < 0.05$. There is a small influence between service quality variables (X1) on customer loyalty (Z) at PT Federal International Finance Danastra. This is supported by research conducted by (Istiyawari et al., 2021) that Service Quality (X1) affects Customer Loyalty (Z). Consumers consider that accessing the services of PT. Federal International Finance Danastra is very easy and fast so that consumers have a habit of consuming the services of PT. Federal International Finance Danastra more often than other companies.

The Brand Image variable (X2) on Customer Loyalty (Z) has a regression coefficient of 0.074 and is significant at a value of $0.000 < 0.05$. From these results it is concluded that there is no influence between brand image and customer loyalty. This is different from research which states that brand image influences customer loyalty (Octoriviano et al., 2022). The growth of financing institutions and fintech that conduct aggressive marketing with competitive brands and pricing makes customers willing to take financing with the lowest interest without looking at the company's brand.

The Customer Trust variable (X3) on Customer Loyalty (Z) has a regression coefficient of 0.251 and is significant at a value of $0.000 < 0.05$. There is a low influence between the Customer Trust variable (X3) on Customer Loyalty (Z) at PT Federal International Finance Danastra. The influence between these variables is supported by research that has been done before by (Momuat et al., 2021) which shows that Consumer Trust (X3) has a significant influence on Consumer Loyalty (Z). Consumers feel that employees of PT. Federal International Finance Danastra can be trusted because they act professionally in providing services to consumers so that consumers can recommend PT. Federal International Finance Danastra to friends and relatives who need financial services.

The indirect effect of service quality variables (X1) through customer satisfaction (Y) on customer loyalty (Z) at PT. Federal International Finance Danastra from the results of the Sobel test, it can be seen that the one-tailed probability

is 0.00015703 and the two-tailed probability is 0.00031407 < 0.05 . Concluded that there is an indirect effect of service quality (X1) through customer satisfaction (Y) on customer loyalty (Z). This is in accordance with previous research conducted by (Zahara, 2020) shows that consumers believe that the employees of PT. Federal International Finance Danastra have good credibility in services so that consumers will feel proud and satisfied in using the services. When customers need financial services, they will choose PT. Federal International Finance Danastra.

The indirect effect of brand image variables (X2) through customer satisfaction (Y) on customer loyalty (Z) at PT Federal International Finance Danastra. It can be seen from the results of the sobel test that the one-tailed probability of 0.00110847 and the two-tailed probability of 0.00221695 < 0.05 . It can be concluded that there is an indirect effect of brand image (X2) through customer satisfaction (Y) on customer loyalty (Z). From the results of this study, it is in accordance with previous research researched by (Ulfah et al., 2020) that the higher customer satisfaction caused by brand image can increase customer loyalty. The brand of PT. Federal International Finance Danastra is known to the public for providing good quality service and meeting consumer expectations so that consumers like the company.

The indirect effect of customer trust variables (X3) on customer loyalty (Z) through customer satisfaction (Y) PT. Federal International Finance Danastra. The results of the Sobel test show a one-tailed probability of 0.00000001 and a two-tailed probability of 0.00000001 < 0.05 . Based on the ninth hypothesis states that customer loyalty is indirectly influenced by customer trust built through customer satisfaction so it can be concluded that there is an indirect effect of customer trust (X3) through customer satisfaction (Y) on customer loyalty (Z). This is consistent with previous research conducted by (Abadi et al., 2020) that customer satisfaction can mediate the relationship between trust and customer loyalty. Employees of this company provide empathy

and attention to customers when using services so that consumers feel satisfied. When the service provided is of high quality, customers will use the services of PT. Federal International Finance Danastra more often.

Customer satisfaction (Y) has a moderate influence with an influence value of 0.409 and is significant at a value of $0.000 < 0.05$ on customer loyalty. This is in accordance with the research findings that customer satisfaction can be the foundation in achieving customer loyalty (Pertiwi et al., 2022). The cost factor charged by PT. Federal International Danastra to its customers is considered quite competitive so that customers choose this company in taking financing. In addition, because of its competitive costs, these customers also recommend to those closest to them when they need financing to take credit facilities at PT. Federal International Danastra.

Service quality variables (X1), brand image (X2), customer trust (X3) on customer satisfaction (Y) at PT. Federal International Finance Danastra there is a simultaneous influence has a regression coefficient of 0.882 has a significant value of $0.000 < 0.05$. It is said that there is a strong influence between service quality variables (X1), brand image (X2), customer trust (X3) on customer satisfaction (Y) at PT Federal International Finance Danastra. This is similar to previous research conducted by (Wulandari & Rakhman, 2022) because this shows that employees of PT. Federal International Finance Danastra provide services and respond quickly, creatively to requests or problems faced by consumers so that they feel happy when using the services. Employees of this company have good ethics in serving consumers so that consumers feel satisfied with the services provided by PT. Federal International Finance Danastra.

Service quality variables (X1), brand image (X2), customer trust (X3) through customer satisfaction (Y) to customer loyalty (Z) at PT. Federal International Finance Danastra there is a simultaneous influence which has a regression coefficient of 0.798 with a significant value of $0.000 < 0.05$. There is a strong influence between service quality variables (X1), brand image

(X2), customer trust (X3) through customer satisfaction (Y) on customer loyalty (Z) at PT. Federal International Finance Danastra. This result is supported by previous research which shows that if service quality, brand image, trust and customer satisfaction increase, then customer loyalty will also increase (Yani & Sugiyanto, 2022). The reason for the high level of customer loyalty is that PT Federal International Finance Danastra has employees with expertise, skills and knowledge to provide good customer service so that customers can get benefits and of course the company also gets a good reputation from customers. PT. Federal International Finance Danastra is a company that has experience and has good capabilities in providing services for financial services so that consumers feel proud and like the services provided by PT. Federal International Finance Danastra.

CONCLUSION

Based on the findings of this study PT Federal International Finance Danastra can conclude that service quality, brand image and trust have a significant influence on customer satisfaction and trust is the main variable that affects customer satisfaction. Service quality, brand image, trust, and customer satisfaction have a strong and significant effect on customer loyalty of PT Federal International Finance Danastra. There have been many studies discussing customer satisfaction and loyalty at PT. Federal International Finance Danastra. Other studies focus on one or two variables of consumer trust, brand image, or service quality, while this study integrates all three to provide a more holistic view. This study was conducted more specifically on FIF Group Danastra, which may differ from other studies that cover FIF Group more broadly.

In accordance with the results of research and the limitations of the author. First, to increase customer satisfaction and customer loyalty PT. Federal International Finance Danastra needs to provide training for its employees in order to provide services to consumers quickly, creatively to requests or problems faced by consumers. Second, the company is expected to continue to

focus on service quality, brand image, customer trust, and customer satisfaction because research shows that these things have a strong impact on customer loyalty. Finally, for future research, if the next researcher wants to develop this research further, it is hoped that the next researcher will include other variables into the research. This is done in order to find out more accurately the variables that are really a problem at PT. Federal International Finance Danastra.

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Effect Economic Value Added and Market Value Added to Stock Return Sub-Sector Cement Industry on BEI 2019-2023

Diana Riyana Harjayanti

Fakultas Ekonomi dan Bisnis, Universitas Pamulang
drharjayanti@gmail.com

Risma Marlina

Fakultas Ekonomi dan Bisnis, Universitas Pamulang
rismamarlana00@gmail.com

Ifa Nurmasari

Fakultas Ekonomi dan Bisnis, Universitas Pamulang
dosen01550@unpam.ac.id

Dony Oktariswan

Fakultas Akutansi, Universitas Asa Indonesia
donny.oktariswan@yahoo.com

Abstract

The purpose of this study is to determine the effect of Economic Value Added (EVA) and Market Value Added (MVA) on stock return in manufacturing companies sub-sector cement industry listed on the Indonesia Stock Exchange period of 2019 – 2023. This research was conducted using a quantitative analysis method. This study using panel data regression analysis calculate in Eviews 13 program. Results of study shows that partially Economic Value Added (EVA) on Stock Return with value t-value 1.188 with a positive direction of $t < t_{table} 2.048$ and a significant value of $0.2475 > 0.05$ which means that Economic Value Added does not have a significant effect on stock return especially in manufacturing companies-sub sector cement industry period 2019 - 2023. And partially Market Value Added (MVA) to the Return of Stocks with a calculated value of t-value -3.990 with a negative direction $t > t_{table} 2.048$ and a significant value of $0.0006 < 0.05$, This means that Market Value Added (MVA) has a significant effect on stock returns, especially in manufacturing companies-sub sector cement industry period the 2019 - 2023 period. And simultaneously (together) Economic Value Added (EVA) and Market Value Added (MVA) have a significant effect on Stock Return with a calculated value of F-value 6.1407 with a positive direction $F > F_{table} 2.510$ and $0.0004 < 0.05$. And also the result of the determination coefficient value (Adjusted R Square) of 0.553 or 55.3% and the remaining 44.7% was influenced by other variables outside the research model.

Keywords: Economic Value Added, Market Value Added, Stock Returns

INTRODUCTION

Today's business is entering the era of globalization which causing high competition, so that each company is required to always produce efficiently if they want to continue operating by applying economic principles. Many innovations are made by humans to meet their needs.

Stock market is one of the assessments of a country's economy because the companies that enter or are registered in the stock market are large companies in several developed countries and the stock market is important part in economics. The more stock market there are, the more companies will enter the stock market so that many investors invest by purchasing stock in the stock market. The existence of a stock exchange greatly influences the economic development of a country. The Indonesian stock exchange has big influential effect on the economic development. Financial analysts often use financial ratio analysis to measure a company's financial performance. Yousaf & Dey (2022) financial ratios give important information in analyzing and evaluating business performance cause this ratio represent financial condition and operation performance. Investor can use financial ratio to make investment decision and firm's future performance.

A company is declared successful if the company can provide positive stock return to investors to show how much value the company provides and where the profits reported by the company not include capital cost elements. Therefore in 1989, a new method was discovered for calculating a company's profit that shows the objectives of investors that can be used as a benchmark for financial performance with the aim of overcoming the shortcomings of the financial ratio, where introduced by Stren Stewart and Co Management Consultant in the United States called Economic Value Added (EVA) and Market Value Added (MVA).

According to Alfitri, L. (2020) EVA represents a good signal which a company has delivered additional shareholder value. Based on the definitions above, conclusion EVA is residual income or residual profit obtained by

subtracting capital costs from operating profit or business profit. Economic Value added (EVA) is a communication tool that can be reached by line managers which ultimately drives company performance and connecting to the stock market. Economic Value Added (EVA) is an indicator of the added value of an investment each year in a company. Company can identify business activities that provide higher returns and minimize the level of capital costs so that the company value can be maximized used EVA.

Irfani, A. S. (2020) said that "Market Value Added (MVA) is used to measure the market performance of a company. This method can reflect how capable the company is of capital owned by investors because it concerns the stock price as its main component. Market Value Added (MVA) is a measure of financial performance in creating shareholder wealth by comparing market value with book value. The results of the Market Value Added (MVA) calculation must be maximized so that the company is able to maximize investor welfare. If the MVA value can increase, of course the invested capital will get a greater return than the cost of capital. The stock returns provided by the company can provide good value for investors. A positive MVA indicates that the company has succeeded in providing added value to its shareholders. The higher the MVA value means that the company has been able to maximize the wealth of shareholders as a result of good company performance.

Object of the study is the manufacturing companies-sub sector the cement industry listed on the Indonesia Stock Exchange (IDX) with an observation period from 2019 to 2023, and the author's research only tests the Effect of the Economic Value Added (EVA) and Market Value Added (MVA) methods on stock return both partially and simultaneously. The selection of the company used as research is only in the manufacturing companies-sub sector cement industry because the manufacturing companies in cement industry are the largest group of issuers of all companies listed on the Indonesia Stock Exchange (IDX). To determine the sample to be used in this study, the author used the purposive

sampling research method, namely sampling technique with certain considerations. The sample in this research sample is determined by selecting companies that meet all of the following criteria:

1. Companies included in the Cement Sub-Sector that published financial reports consecutively for 2019 – 2023.
2. Companies included in the cement sub-sector whose financial reports are using Rupiah.

The samples taken in this study are financial report data, profit and loss reports, and other supporting reports. The data taken for this study is 5 years from 2019 - 2023. And the author chose the Manufacturing Company sub-sector listed on the Indonesia Stock Exchange (IDX) there are 6 lists of companies in 2019-2023 : PT. Semen Indonesia (SMGR), PT. Solusi Bangun Indonesia (SMCB), PT. Semen Baturaja (SMBR), PT. Indocement Tunggal Prakarsa (INTP), PT. Waskita Beton Precast (WSBP), PT. Wijaya Karya Beton (WTON). This can be seen by analyzing Economic Value Added (EVA), Market Value Added (MVA) and stock return in manufacturing companies-sub sector cement industry listed on the Indonesia Stock Exchange (IDX) for the period 2019-2023 with annual data.

Economic value added (EVA)

Silvia & Wangka (2022) explained that a

positive EVA ($EVA > 0$) company can generate income levels that the company has succeeded in creating value for the owners of capital because the company can generate income levels that exceed the cost of capital level. On the other hand, a negative EVA ($EVA < 0$) indicates that the company's value decreases because the income levels is lower than the cost of capital. EVA provides agood measure of whether a company has added value to shareholders.

Economic Value Added is the answer to the main weakness of financial ratio analysis, namely ignoring the existence of capital costs, making it difficult to know whether a company has succeeded in creating added value or not. Economic Value Added is a financial management system for measuring economic profit in a company which states that welfare can only be created when the company is able to cover all operating costs and capital costs.

Based on the opinions of the previous researcher, the author can draw the conclusion that Economic Value Added is a tool to measure the performance of a company as well as a measure of the added value generated by the company to investors by taking into account the cost of capital.

Table 1. Economic Value Added (EVA) of manufacturing companies-sub sector cement industry listed on Indonesia Stock Exchange (IDX) Period 2019-2023

Company Code	Economic Value Added (EVA) in Rp (Billion)					Average
	2019	2020	2021	2022	2023	
SMGR	-56,243	-171	1,803	1,631	1,617	-10,273
INTP	265,283,400	322,878,355	344,481,871	381,851,069	536,905,183	370,279,976
SMBR	0.127	0.167	0.169	0.158	0.104	0.145
SMCB	872,331,346	697,180,694	494,091,147	423,140,436	426,162,361	582,581,197
WSBP	604	3,841	2,121	884	249	1,540
WTON	39	-1	53	80	69	48
Average	189,593,191	170,010,453	139,762,833	134,165,683	160,511,580	158,808,748

Sumber: idx.co.id data processed by the author.

Manufacturing companies-sub sector cement industry have trend positive Economic Value Added. PT. Indocement Tunggul Prakarsa (INTP) and PT Solusi Bangun Indonesia (SMCB) have Economic Value Added have positive and higher value than other company. PT. Indocement Tunggul Prakarsa (INTP) and PT Solusi Bangun Indonesia (SMCB) have Economic Value Added above average. PT. Semen Baturaja (SMBR), PT. Waskita Beton Precast (WSBP), PT. Wijaya Karya Beton (WTON) have positive Economic Value Added but not higher than average. Only one company with negative Economic Value Added is Semen Baturaja (SMGR).

Market value added (MVA)

According to Brigham, E. F., & Houston, J. F. (2018) "Market Value Added (MVA) is the difference between the market value of a company's shares and the amount of investor capital equity that has been provided". So the wealth or welfare of the Company's owners (shareholders) will increase if MVA increases.

Raharjo & Hidayat (2021) MVA is the difference between the market value of a company's capital and the book value as presented in the balance sheet. Based on the opinion above, it can be concluded that MVA is the difference between the recorded book value and the market value.

Manufacturing companies-sub sector cement industry have trend positive Market Value Added (MVA). PT Indocement Tunggul Prakarsa (INTP) has highest Economic Value Added and above average. Only one company with negative Market Value Added is PT. Wijaya Karya Beton (WTON). So base on table 1 and 2 Indocement Tunggul Prakarsa (INTP) has both highest Economic Value Added (EVA) and Market Value Added (MVA) assume Indocement Tunggul Prakarsa (INTP) have good performance in financial performance and positive and growing MVA is a sign of a healthy and well-managed company makes investor confidence with value of company in market.

Stock return

The stock return rate is the return that investors expect from funds invested through stocks, where dividend yield and capital gain (loss) are the results of the investment (Ruswandi et al., 2022). The stock return rate is obtained by comparing the stock price with the closing price of the previous period, which is calculated by subtracting the current stock price from the closing price of the previous period. The results of this calculation can be positive or negative (Tanjaya & Suhendah, 2023).

Stock return is the result obtained by shareholders from investments made. The

Table 2. Market Value Added (MVA) movement of manufacturing companies-sub sector cement industry listed on Indonesia Stock Exchange (IDX) Period 2019-2023

Company Code	Market Value Added (MVA) in Rp (Billion)					
	2019	2020	2021	2022	2023	Average
SMGR	37,286	38,194	129	-2,848	-4,591	13,634
INTP	46,955	31,110	23,922	16,877	13,634,067	2,750,586
SMBR	4,367	10,575	6,155	3,831	2,758	5,537
SMCB	2,060	3,468	1,751	-940	-374	1,193
WSBP	-121	6,349	227	401	2,063	1,784
WTON	414	-26	-1,341	-1,973	-2,685	-1,122
Average	15,160	14,945	5,140	2,558	2,271,873	461,935

Sumber: idx.co.id data processed by the author.

author can conclude that Stock Return is the difference between the selling price of shares and the purchase price, plus dividends received after holding shares for a certain period by investors for investments made in the form of capital gains or losses and dividends.

Table 1 and figure 1 shows the companies PT. Waskita Beton Precast (WSBP) have average positive return and the all companies sub sector cement industry. PT. Semen Indonesia (SMGR) and PT. Indocement Tungal Prakarsa (INTP) stock return are considered positive that recorded

Table 3. Stock return of manufacturing companies-sub sector cement industry listed on Indonesia Stock Exchange (IDX) period 2019-2023

	Stock Return (%)					Average
	2019	2020	2021	2022	2023	
SMGR	0.12	-0.04	-0.42	-0.08	-0.04	-0.09
INTP	0.03	-0.24	-0.16	-0.18	-0.05	-0.12
SMBR	-0.75	1.42	-0.42	-0.11	-0.98	-0.17
SMCB	-0.37	0.22	0.17	-0.16	-0.06	-0.04
WSBP	-0.19	-0.13	1.79	-0.51	-0.44	0.10
WTON	-0,27	-0.13	-0.06	-0.60	-0.15	-0.23
Average	-0.23	0.19	0.15	-0.27	-0.29	-0.09

Sumber: idx.co.id data processed by the author.

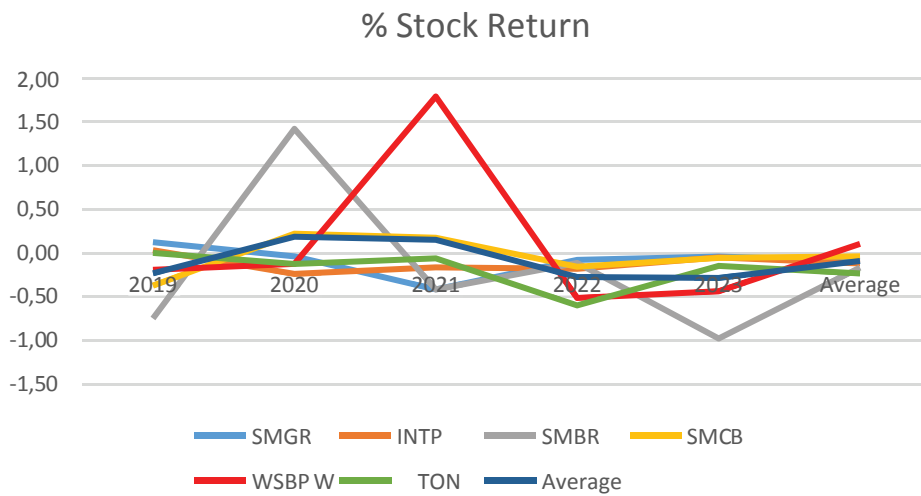


Figure 1. Stock return chart of manufacturing companies in sub sector cement industry listed on IDX 2019-2023

the highest value compared to others in 2019. But between periode 2020 - 2023 PT. Semen Indonesia (SMGR) and PT. Indocement Tunggul Prakarsa (INTP) have trend decline.

Furthermore PT. Semen Baturaja (SMBR), PT. Solusi Bangun Indonesia (SMCB), PT Waskita Beton (WSBP) and PT Wijaya Karya Beton (WTON) which experienced a decline and are still considered negative in all period.

Framework

This research study relationship between Economic Value Added and Market Value Added to Stock Return, with conceptual framework of this research as below :

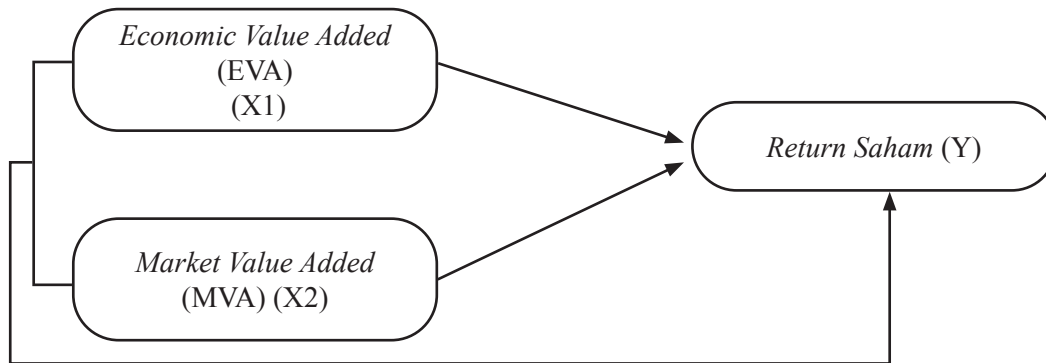


Figure 2. Conceptual framework of research

The hypothesis that will proven in this study:
 X1 = Economic Value Added (EVA) has a partial effect on stock return sub sector cement industry.
 X2 = Market Value Added (MVA) has a partial effect on stock return sub sector cement industry.
 Y = Economic Value Added (EVA) and Market Value Added (MVA) have a simultaneous effect on on stock return sub sector cement industry.

METHODS

Methods study with a type of quantitative research that is associative causal, to find out the correlation and influence between independent variables and dependent variables.

The population of this study is manufacturing companies in sub sector cement industry listed on the Indonesia Stock Exchange (IDX) for the period 2019-2023 and the financial statements of 6 (six) companies in the cement industry

sub sector for the period 2019-2023, while the sample used by this researcher uses the purposive sampling method. Each variable use formula as below:

$$MVA = \text{Market Capitalization} - \text{Total Capital Invested}$$

- Market Capitalization: The total market value of a company's outstanding shares (Share Price x Number of Shares Outstanding).
- Total Capital Invested: The total amount of money invested in the company by shareholders (equity) and debt holders (debt). This includes things like initial investments, retained earnings, and debt financing.

$$EVA = \text{NOPAT} - (\text{Cost of Capital} * \text{Capital Invested})$$

- NOPAT (Net Operating Profit After Taxes): The profit a company generates from its operations after deducting taxes. It represents the profit available to all investors (both debt and equity holders).
- Cost of Capital: The weighted average cost of capital (WACC), which represents the minimum rate of return a company needs to earn on its investments to satisfy its investors.
- Capital Invested: The total amount of capital employed by the company, including both debt and equity.

$$\text{Stock Return} = \frac{\text{Ending Price} - \text{Beginning Price}}{\text{Beginning Price}}$$

- Ending Price: The price of the stock at the end of the period.
- Beginning Price: The price of the stock at the beginning of the period.

RESULTS

Statistic descriptive result

Result of statistic descriptive of this research as below:

value is $4.61E+25$ with a standard deviation of $2.49E+12$ with a total of 30 research data. This means that there are several companies that have not been able to increase the wealth of the

Table 4. Statistic descriptive result

	X1	X2	Y
Mean	1.59E+17	4.61E+25	-0.086337
Median	1.25E+17	2.06E+12	-0.127000
Maximum	8.72E+17	1.36E+26	1.789470
Minimum	-5.62E+13	-4.59E+13	0.540672
Std. Dev.	2.51E+12	2.49E+12	1.131587

Sumber: Data processed by the author.

Table 4 above that the data analyzed amounted to 30 sample data. The explanation of the research variables as below:

1. The Economic Value Added (EVA) variable has a minimum value of $-5.62E+13$ owned by PT. Semen Indonesia in 2019 and a maximum value of $8.72E+17$ owned by PT. Solusi Bangun Indonesia in 2019. Average EVA value is $1.59E+17$ with a standard deviation of $2.51E+12$ with a total of 30 research data. This shows that all sample companies have been able to create added value for their investors.
2. The Market Value Added (MVA) variable has a minimum value of $-4.59E+13$ owned by PT Semen Indonesia in 2023 and a maximum value of $1.36E+26$ owned by PT Indocement Tunggul Prakarsa in 2023. Meanwhile, the average EVA

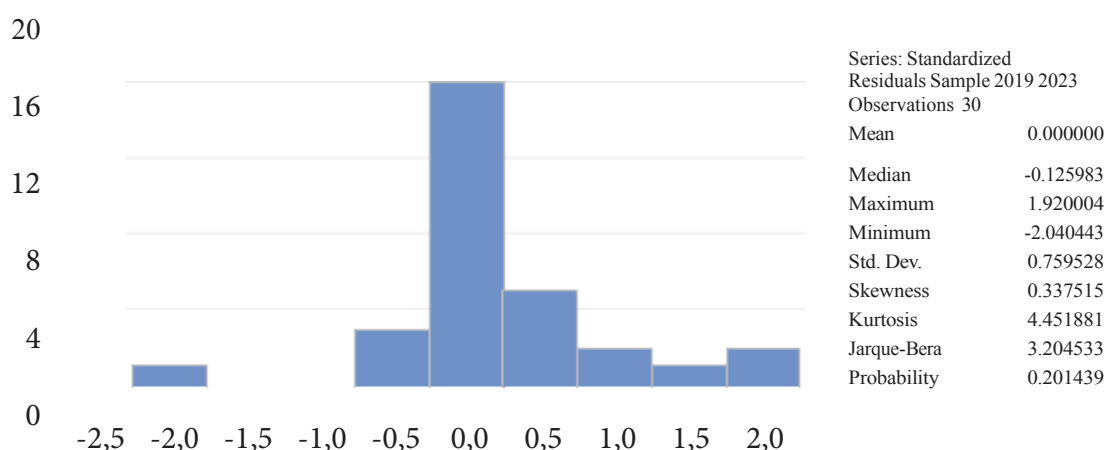
company's shareholders

3. The dependent variable of stock return has a minimum value of 0.54 owned by PT Semen Baturaja in 2023 and a maximum value of 1.79 owned by PT. Waskita Beton Precast in 2021. While the average value of stock return is -0.09 with a standard deviation of 1.13 with a total of 30 research data. The negative stock return value indicates that during the research period there were several companies that experienced losses due to a decline in the company's stock price.

Classical assumption test Normality test

The data normality test aims to determine the distribution in the variables that will be used in the study. This study uses the Jarque - Bera Test using Eviews 13 Software can be seen in the table below:

Table 5. Normality test result



To find out whether the data is normally distributed or not, it is done by comparing the calculated Jarque-Bera probability value with the alpha level of 0.05. If the Jarque-Bera probability value is greater than 0.05 then it can be concluded that the residual is normally distributed and vice versa. From the picture above shows that the probability value of the Jarque-Bera probability value of 0.201439 is greater than alpha 0.05 then it can be concluded that it is normally distributed.

Multicollinearity test

The Multicollinearity Test aims to test whether in the regression model there is a high or perfect correlation between independent variables. The model is said to be non-multicollinear if there is no high correlation between variables above 0.90. The results of the multicollinearity test are as follows:

Table 6. Multicollinearity test result

	X1	X2
X1	1,000,000	-0.160850
X2	-0.160850	1,000,000

Sumber: Data processed by the author.

Based on table 10, it can be concluded that the results show that there is no correlation between independent variables that is below 0.90. This can be concluded that there is no multicollinearity between independent variables.

Heteroscedasticity test

The heteroscedasticity test is conducted to test whether there is inequality of residual variables in the regression model. The heteroscedasticity test is conducted using the Glejser test.

Hypothesis:

Ho = There are no symptoms of heteroscedasticity in the regression model.

Ha = There are symptoms of heteroscedasticity in the regression model.

The decision taken is if the significant value is greater than 0.05 (alpha), then Ho is accepted.

Conversely, if the significant value is less than 0.05 (alpha), then Ho is rejected. The results of the heteroscedasticity test are as follows:

Table 7. Heteroscedasticity test result

Heteroskedasticity Test: Glejser			
Null hypothesis: Homoskedasticity			
F-statistic	1.910046	Prob. F(5,4)	0.0061
Obs*R-squared	7.048021	Chi-Square Prob.(5)	0.4453
Scaled explained SS	1.532422	Chi-Square Prob.(5)	0.2076

Sumber: Data processed by the author.

Based on the table above, the probability value for the heteroscedasticity test of the independent variables in this study which has a value above $0.2076 > 0.05$ so that the decision taken is that Ho is accepted, namely there is no symptom of Heteroscedasticity.

Autocorrelaion test

The autocorrelation test aims to test whether in the linear regression model using the Breusch-Godfrey Serial Correlation LM Test, as follows:

Table 8. Autocorrelation test result

Breusch-Godfrey Serial Correlation LM Test:			
Null hypothesis: No serial correlation at up to 2 lags			
F-statistic	0.423372	Prob. F(2,15)	0.6624
Obs*R-squared	1.068665	Prob. Chi-Square(2)	0.5861

Sumber: Data processed by the author.

Test Equation:

Dependent Variable: RESID

Method: Least Squares

Date: 01/11/25 Time: 16:54

Sample: 1 20

Included observations: 20

Presample and interior missing value lagged residuals set to zero.

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-0.010802	0.125888	-0.083423	0.9346
EVA	2.40E-16	8.59E-15	0.068111	0.9488
MVA	1.59E-17	1.68E-18	0.094508	0.8280
RESID(-1)	0.214829	0.276291	0.777909	0.4487
RESID(-2)	-0.175159	0.295814	-0.806156	0.5600
R-squared	0.058488	Mean dependent var		-1.25E-17
Adjusted R-squared	0.198885	S.D. dependent var		0.154758
S.E. of regression	0.169455	Akaike info criterion		-0.500138
Sum squared resid	0.430728	Schwarz criterion		0.251205
Log likelihood	10.00138	Hannan-Quinn criter.		-1.451548
F-statistic	0.211886	Durbin-Watson stat		1.860448
Prob(F-statistic)	0.927886			

Sumber: Data processed by the author.

The results of the Breusch-Godfrey Serial Correlation LM Test statistical Prob. Chi-Square(2) test obtained a significant value of $0.5861 > 0.05$. The Chi-square Prob (2) value is greater than 0.05, so it can be concluded that the regression model does not have an autocorrelation problem and the research can be continued.

Regression model estimation

In panel data regression model analysis there are three approaches, namely Common Effect Model (CEM), Fixed Effect Model (FEM) and Random Effect Model (REM). Research do some selection analysis get best panel data regression model estimation with Chow Test, Hausman Test, Langrage Multiplier Test which will be used to predict the regression model of the research conducted.

Chow test

The Chow test is intended to test whether the regression model used is between the Fixed Effect Model (FEM) or the Common Effect Model (CEM). The test with the Hypothesis is as follows:

Ho: Common Effect Model (CEM) Ha: Fixed Effect Model (FEM)

If the Probability (prob) for Cross-section Chi-square > 0.05 then Ho is accepted, and the model used is the Common Effect Model (CEM). And if the Probability (Prob) for Cross-section Chi-square < 0.05 then Ha is accepted, and the model used is the Fixed Effect Model (FEM). The results of the estimation using the Chow Test are as follows:

Table 9. Chow test result

Redundant Fixed Effects Tests

Equation: CEM

Cross-section fixed effects test

Effects Test	Statistics	df	Prob.
Cross-section F	1.455375	(5.22)	0.2444
Cross-section Chi-square	8.572664	5	0.1274

Sumber: Data processed by the author.

Based on the Chow Test Results above, it is known that the Cross-section Chi-square Probability is $0.1274 > 0.05$, this causes H_0 to be accepted and H_a to be rejected, so the Common Effect Model (CEM) is a better model to use.

Hausman test

After the Chow Test is conducted and obtains the results that the Common Effect Model (CEM) is a better model to use, the panel data model must be compared again between the Fixed Effect Model (FEM) and the Random Effect Model (REM). The Hausman Test is used to choose which model is best to use. The test is conducted with the following hypothesis:

H_0 : Random Effect Model (REM) H_a : Fixed Effect Model (FEM)

If the p-value is greater than alpha (0.05), then H_0 is accepted and the model used is the Random Effect Model (REM). However, if the p-value is smaller than alpha (0.05), then H_a is accepted, meaning the model used is the Fixed Effect Model (FEM). The results of the Hausman Test in this study are:

Table 10. Hausman test result

Correlated Random Effects - Hausman Test
Equation: CEM
Cross-section random effects test

Test Summary	Chi-Sq. Statistic	Chi-Sq. df	Prob.
Random cross section	5.849510	2	0.0537

Sumber: Data processed by the author.

Based on the results of the Hausman Test above, it is known that the probability is $0.0537 > 0.05$, this causes H_0 to be accepted and H_a to be rejected, so the Random Effect Model (REM) is a better model to use.

Langrange multiple test

The Langrange Multiplier (LM) test is intended to test whether the regression model used is between the Random Effect Model (REM) or the Common Effect Model (CEM). If LM is greater than alpha (0.05) H_0 is accepted then Common Effect Model (CEM) model is used. If LM is smaller than alpha (0.05) H_a is accepted then the

Random Effect Model (REM) model is used. The test uses the following hypothesis:

H_0 : Common Effect Model (CEM) H_a : Random Effect Model (REM)

Table 11. Langrange multiple test

Lagrange Multiplier Tests for Random Effects

Null hypothesis: No effects

Alternative hypotheses: Two-sided (Breusch-Pagan) and one-sided (all others) alternatives

	Hypothesis Testing		
	Cross section	Time	Both
Breusch Pagan	0.004018 (0.9495)	3.609790 (0.0574)	3.613808 (0.0573)

Sumber: Data processed by the author.

Based on the Langrange Multiplier test in the table above, it shows that the Breusch-pangan probability value is 0.0573 or it can be said that the probability value is greater than alpha 5% (0.05). Thus, it can be concluded that H_0 is accepted and H_a is rejected, this means that the accepted model is the Common Effect Model (CEM). Research use Chow test, Hausman test, Langrange Multiplier test to get best model regression with result in below table:

Table 12. Testing model data regression

No.	Method	Testing Result	Resume
1.	Chow – Test	Common Effect vs Fixed Effect	Common Effect Model (CEM)
2.	Hausman Test	Fixed Effect vs Random Effect	Random Effect Model (REM)
3.	Langrange Multiplier (LM- Test)	Common Effect vs Random Effect	Common Effect Model (CEM)

Sumber: Data processed by the author.

Base on resume the table above, this research

use Common Effect Model (CEM) for multiple regression analyst and significant analyst.

Multiple panel data regression test

- Based on partial statistical tests, the results of the statistical test of the Economic Value Added (EVA) variable show a t-value of $1.187887 <$

Table 13. Multiple regression analyst

Dependent Variable: RETURN_SAHAM Method: Panel Least Squares

Date: 01/11/25 Time: 00:59 Sample: 2019 2023

Periods included: 5

Cross-sections included: 6

Total panel (balanced) observations: 30

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-0.226653	0.229614	-0.987103	0.3343
X1	2.74E-13	2.31E-13	1.187887	0.2475
X2	-6.39E-27	1.60E-27	-3.989587	0.0006
Effects Specification Cross-section fixed (dummy variables)				
R-squared	0.661461	Mean dependent var		-0.149535
Adjusted R-squared	0.553744	S.D. dependent var		1.131587
S.E. of regression	0.755928	Akaike info criterion		2.501437
Sum squared resid	12.57139	Schwarz criterion		2.875089
Log likelihood	-29.52155	Hannan-Quinn criter.		2.620971
F-statistic	6.140721	Durbin-Watson stat		2.548383
Prob(F-statistic)	0.000462			

Sumber: Data processed by the author.

Based on the results of the multiple linear regression analysis in the table above, the multiple regression equation model is obtained as follows: $Stock\ Return = -0.22 + 2.74\ EVA - 6.39\ MVA + e$. Base on that equation, if we want to stock return so cement industry can increase Economic Value Added (EVA) and decrease Market Value Added (MVA).

Result t partial test, F simultaneous test, R determinant

Refer to Table 13. Data multiple regression test describe result as below:

ttable 2.04841 with a positive direction and a significant value of $0.2475 > 0.05$. So it can be concluded that the Economic Value Added (EVA) variable is not significant to stock returns.

- Based on partial statistical tests, the results of the statistical test of the Market Value Added (MVA) variable show a t-value of $-3.989587 >$ ttable 2.04841 with a negative direction and a significant value of $0.0006 < 0.05$. So it can be It is concluded that the Market Value Added (MVA) variable has a significant effect on stock returns.

Table 14. simultaneous test

R-squared	0.661461	Mean dependent var	-0.149535
Adjusted R-squared	0.553744	S.D. dependent var	1.131587
S.E. of regression	0.755928	Akaike info criterion	2.501437
Sum squared resid	12.57139	Schwarz criterion	2.875089
Log likelihood	-29.52155	Hannan-Quinn criter.	2.620971
F-statistic	6.140721	Durbin-Watson stat	2.548383
Prob(F-statistic)	0.000462		

Sumber: Data processed by the author.

Simultaneous table can be seen that F-value $6.140721 > F_{table} 2.51061$ and with a probability value (F-statistic) is $0.000462 < 0.05$ then the variables Economic Value Added (EVA) and Market Value Added (MVA) have a simultaneous influence on Stock Returns.

The Determination Coefficient (R^2) essentially measures the extent to which the independent variation model of Economic Value Added (EVA) and Market Value Added (MVA) is able to explain the variation in the dependent variable of stock returns. Based on the calculation results, the coefficient of determination (Adjusted R Square) value is 0.553. This means that the magnitude of the Stock Return variables in Manufacturing Companies in the Cement Industry sub sector listed on the Indonesia Stock Exchange for the period 2019-2023 which is explained by the variation of Economic Value Added (EVA) and Market Value Added (MVA) is 55.3% and the remaining 44.7% is influenced by other variables outside the research model.

DISCUSSION

This study using partial statistical tests to analyze if Economic Value Added (EVA) and Market Value Added (MVA) have partial significant effect to stock returns or not has a t-value of $1.187887 < 2.04841$ t-table with a positive direction and significant value of $0.2475 > 0.05$. This means that Economic Value Added (EVA) has not a significant effect on stock returns, especially in manufacturing companies-sub sector cement industry listed on the Indonesia Stock Exchange (IDX) for the period 2019-2023.

Market Value Added (MVA) has a t-value of $-3.989587 > 2.04841$ t-table with a negative

direction and a significant value of $0.0006 < 0.05$. This means that Market Value Added (MVA) has a significant effect on stock returns, especially in manufacturing companies-sub sector cement industry listed on the Indonesia Stock Exchange (IDX) for the period 2019-2023

Base on F test significant analyst this research assume Economic Value Added (EVA) and Market Value Added (MVA) simultaneously have a significant effect on Stock Returns. It is known that Prob (F-Statistic). So it can be concluded that F-value $6.140721 > F_{table} 2.51061$ and the significant number is $0.000462 < 0.05$. This means that the variables Economic Value Added (EVA) and Market Value Added (MVA) simultaneously have a significant effect on stock returns, especially in manufacturing companies-sub sector cement industry listed on the Indonesia Stock Exchange (IDX) for the period 2019-2023.

CONCLUSION

Economic Value Added (EVA) has not a significant partially effect on stock return in manufacturing companies-sub sector cement industry listed on the Indonesia Stock Exchange (IDX) for the period 2019-2023. Market Value Added (MVA) has a significant partially influence on stock return in manufacturing companies-sub sector cement industry listed on the Indonesia Stock Exchange (IDX) for the period 2019-2023.

Results of the analysis of both Economic Value Added (EVA) and Market Value Added (MVA) on Stock Returns shows that the variables Economic Value Added (EVA) and Market Value Added (MVA) simultaneously (together) have a significant effect on stock return in manufacturing companies-sub sector cement industry listed on

the Indonesia Stock Exchange (IDX) for the period 2019-2023.

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Chatime Living World Kota Wisata Cibubur, Bogor Business Investigation Using SWOT Analysis

Syamruddin

Fakultas Ekonomi dan Bisnis, Universitas Pamulang
dosen01343@unpam.ac.id

Abstract

This study aims to investigate the Chatime Living World Kota Wisata business, Cibubur, Bogor. The study used a qualitative method. Data analysis techniques include SWOT Analysis, IFE Matrix Analysis, EFE Matrix Analysis, IE Matrix Analysis, SWOT Matrix, and SWOT Analysis Diagram. The results of the study showed that the IFE Matrix strengths and weaknesses with a score of 3.96. Then in the EFE Matrix opportunities and threats with a score of 3.96. Based on the IE Matrix, the position of the company in cell I shows that the appropriate strategy is to grow and develop (growth and build) which means that this strategy is adjusted to the strengths of the company's internal side to take advantage of the right opportunities to gain benefits for the company. While in the SWOT Matrix using the SO, WO, ST, and WT formulas, twenty strategies were obtained. The results of the SWOT Analysis Diagram show that the company is in quadrant I, namely supporting an aggressive strategy.

Keywords: Business, SWOT Analysis, Chatime

INTRODUCTION

Nowadays, the culinary business sector in Indonesia has entered the industrial category. So it becomes one of the businesses that is increasingly promising for the community. The impact is that many culinary businesses have emerged. Like mushrooms in the rainy season. However, not a few who have just opened their businesses are forced to close them again because they are unable to compete.

The trend of the increasingly lively culinary business world is marked by the many types of food and beverage (mamin) products available in the market. Not only domestic mamin products, but also those from abroad. In fact, many business actors from abroad want to try their luck in

Indonesia. So that many mamin products from abroad enter Indonesia.

One of the foreign culinary brands that is now growing rapidly in Indonesia is Chatime. This famous sweet drink founded in Taiwan in 2005 entered Indonesia in 2011. Precisely at Living World Alam Sutera, South Tangerang City. Until mid-2024, Chatime already has 420 outlets operating in more than 60 cities in Indonesia, with dine-in, take away, and online delivery services.

In running its business, Chatime also cooperates with a franchise model. This model is considered very suitable for today's business developments. Moreover, the Chatime brand is already quite familiar in the minds of consumers in Indonesia.

As a provider of brewed tea drinks that presents more than 50 flavor variants, Chatime continues to grow. In Indonesia, Chatime is part of F&B Indonesia, a parent company that since 2011 has overseen the entire portfolio of the Kawan Lama Group's food and beverage business pillars.



Figure 1. Chatime drink

Chatime Indonesia is present with six categories of drinks that can be enjoyed by all ages, as shown in Table 1.

Table 1. Kategori minuman Chatime Indonesia

No.	Category	Beverage
1.	Signature Milk Tea	Favorite milk tea drink menu
2.	Tea Presso	Classic menu made from a variety of selected teas
3.	Smoothies	Special ice blended menu
4.	TeaRRIFIC	The menu offers various flavors of green and black tea
5.	Coffe and Latte	Brewed coffee drink menu from Chatime barista
6.	Mood Refresh	Refreshing drink menu

Sumber: www.chatime.co.id, 2025.

One of Chatime's branches in Indonesia is the outlet located in Living World Kota Wisata, Cibubur, Bogor, West Java. Chatime's management is very observant in seeing the market opportunities in Kota Wisata Cibubur by opening its branch in the area. In line with the increasingly rapid development of the culinary industry, the Chatime outlet in Cibubur has also continued to grow.

As a business institution, Chatime Living World Kota Wisata, Cibubur, Bogor has also experienced ups and downs. With the very tight competition in the world of education, of course the management of Chatime Living World Kota Wisata, Cibubur, Bogor also wants to know their current condition. By knowing the current existing conditions, it is hoped that it can be a reference and input material to create the right strategy to run its business in the future.

One way that Chatime Living World Kota Wisata, Cibubur, Bogor management can do to find out the current condition of its business and what strategies to take in the future is through the SWOT Analysis approach. By using this technique, the company will be able to take the right steps in managing its business. SWOT analysis itself was first introduced by Albert S. Humphrey who used this technique in the 1960s when he initiated a research project carried out at the Stanford Research Institute.

SWOT analysis is a strategic planning analysis method used to monitor and evaluate a company's environment, both external and internal, for a specific business purpose. SWOT is an acronym for the words: strengths, weaknesses, opportunities, and threats in a project or business speculation. These four factors form the acronym SWOT.

ANALISIS SWOT

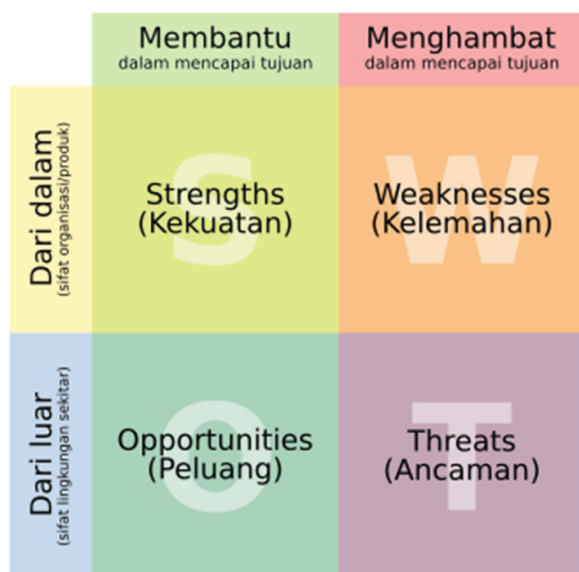


Figure 2. SWOT analysis framework

According to Freddy Rangkuti (2018), SWOT Analysis is an analysis process carried out systematically to develop effective and appropriate organizational strategies. The main focus of this analysis is to optimize the strengths and opportunities of the organization. In addition, it also tries to minimize the weaknesses and threats that will be faced.

One of the discussions in SWOT Analysis is the Internal Factors Evaluation Matrix (IFE Matrix) External Factor Evaluation Matrix (EFE Matrix). The IFE Matrix is a strategy formulation tool that summarizes and evaluates the main strengths and weaknesses in the functional areas of a business and also provides a basis for identifying and evaluating the relationships between these areas. This matrix is composed to determine how good the internal condition of the company is, seen from the strengths and weaknesses it has. While the EFE Matrix helps strategists to identify and evaluate external factors that influence the company's performance. This matrix is composed to determine how well the company responds to the opportunities and threats it faces. This matrix will be used together with the Internal Factors Evaluation Matrix (IFE Matrix) in compiling internal and external matrices (David, 2016).

Based on previous research, namely SWOT Analysis on Marketing Strategy: Building a Competitive Business (Case Study of Thai Tea Ce Es MSMEs), it was found that the emergence of many competitors has motivated business actors to compete and prove their superiority in terms of product quality, price, service, innovation, and product taste. Therefore, overcoming business weaknesses and threats is very important in order to successfully enter a very competitive market like today. (Rahma et al., 2024)

In another study on the Strategy for Developing Innovation in Instant Boba Davocas Drinks Using SWOT Analysis. The processing of Boba Davocas has a fairly large opportunity to be industrialized. The strategies carried out based on the SWOT analysis include the Strength-Opportunity, Weakness-Opportunity, Strength-Threat, and Weakness-Opportunity strategies. Referring to several of these analyses, there are several methods applied, including expanding the marketing area through e-commerce media, continuing to innovate in developing product flavors, intensifying product promotions and introductions, building relationships with fruit juice sellers, providing various attractive offers on products, and collaborating with suppliers of raw materials in an effort to reduce prices. (Lilis Ayu Fatiniaa, Fanecia Apriania, Wildanu Ubaidillaa, 2024)

Meanwhile, the research is entitled: Analysis of Small and Medium Enterprise Marketing Strategy with SWOT and QSMP Methods (Case Study of Boba Teapot UKM). The main strength of Boba Teapot UKM is the very good quality of the drink. The main weakness of Boba Teapot UKM is the business premises that are not spacious enough. The main opportunity for Boba Teapot UKM is the profit obtained can open branches, while the threat obtained is the unclear legality of the business and the marketing position of Boba Teapot UKM is in quadrant II in the diversification position, where this alternative has the potential to develop by utilizing the strengths it has but must also be aware of threats. (Fadillah et al., 2024)

In a previous study entitled Analysis of Sinom Beverage Product Development Using SWOT

Matrix and QSPM Method, the results obtained showed a total weight of the IFE matrix score of 3.319 and EFE of 2.990 so that the company is in a grow and build condition. Based on the QSPM matrix, the highest value is 6.863 and the lowest value is 5.17. Recommendations for product development strategies based on the QSPM matrix are to cooperate with traders to increase sales, conduct marketing by participating in exhibitions, improve product packaging to make it more attractive. (Alwan et al., 2023)

The results of previous research entitled SWOT Analysis in Mojithoss Beverage Marketing Strategy from Mojithoss SMEs obtained four strategies, namely two SO strategies, two WO strategies, three ST strategies, and two WT strategies. The strengths-opportunities (SO) strategy is to strengthen and improve product quality and keep product prices affordable. The weaknesses-opportunities (WO) strategy is to promote products through social media and provide special discounts. The strengths- threats (ST) strategy is to improve service with effective communication to establish good relationships with consumers, update products to compete with competitors and collaborate with raw material providers. The weaknesses-threats (WT) strategy is to increase promotion to face competitor competition and control the availability of raw materials. (Alamsyah, 2025).

METHODS

According to Sugiyono (2017), population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by researchers to be studied and then conclusions drawn. Population is not only humans but also objects and other natural objects. Researchers give questions to the owners who have the right to fill in and all employees of

the Chatime Living World Kota Wisata business, Cibubur, Bogor.

Furthermore, according to Sugiyono (2017), a sample is part of the number and characteristics possessed by the population. Sampling is a step to find the size of the sample taken in conducting research on an object. To determine the size of the sample can be done with statistics or based on research estimates. This sampling must be done in such a way that the actual sample is obtained, in other words it must be representative.

In this study, the informants were 15 employees consisting of 1 Store Manager, 2 Supervisors, 3 Production, 4 Baristas, 3 Cashiers, and 2 Kitchen. The sample used was probability sampling with a simple random sampling technique.

Meanwhile, the data collection process in this study was obtained after the researcher obtained permission from the Chatime Living World Kota Wisata, Cibubur, Bogor business management to conduct research. As an initial step in the study, the researcher asked permission from the informant to provide information related to the research activities. Then the researcher conducted interviews and filled out questionnaires with employees of the Chatime Living World Kota Wisata, Cibubur, Bogor business.

The data processing and analysis method consists of descriptive analysis. The analysis tools used in formulating company strategies are IFE Matrix Analysis, EFE Matrix Analysis, IE Matrix Analysis, SWOT Matrix Analysis, and SWOT Analysis Diagram (David, 2016).

RESULTS

SWOT Analysis

After conducting internal and external analysis, the results obtained were strengths, weaknesses, opportunities and threats, as explained in Table 1.

Table 2. SWOT analysis

Strengths	Weaknesses
1. Strong and globally recognized brand	1. High production costs
2. Efficient supply chain management system to ensure high quality raw materials	2. Depends on the supply of raw materials that can be affected by external factors
3. Use of technology in efficient and fast ordering process	3. Tight competition with similar brands
4. Competent and experienced employees in providing the best service	4. Lack of presence of outlets in several potential areas
5. Continuous innovation in creating new and interesting menus	5. Lack of attention to environmental and sustainability issues
6. Courage in expanding to international markets	6. Lack of initiative in collaborating with influencers or public figures as brand ambassadors
7. Clear mission and vision in providing quality and healthy drinks	7. Difficulty in finding high-quality employees in several locations
8. Employee training and development programs	8. Cleanliness and sanitation factors that still need to be improved
9. Awards and certificates that show the company's achievements and quality	
10. Commitment to implementing sustainable business practices	
Opportunities	Threats
1. Continuous growth in bubble tea consumption	1. Increasing competition from other bubble tea brands
2. High market demand for low-calorie and sugar-free drinks	2. Strict government regulations regarding the use of raw materials and sales of high-sugar drinks
3. Development of consumer trends and interest in healthy and natural concepts	3. Poor boba quality from unqualified suppliers
4. Development of outlets with attractive and Instagrammable designs to attract visitors	4. Unstable economic conditions that can reduce customer purchasing power
5. Expansion to the international market with strong local partnerships	5. Limited store space in strategic locations that are already controlled by competitors
6. Implementing marketing strategies through endorsements from well-known influencers on social media	6. Brand and concept imitation by competitors that can reduce Chatime's uniqueness
7. Collaborating with local producers to use sustainable and local raw materials	7. Disruption of raw material stocks due to natural disasters or logistics problems
8. Developing alliances with well-known food and beverage companies to create mutually beneficial partnerships	8. High raw material prices that have the potential to reduce the company's profit margin
9. Providing product variants that are in line with changing trends and consumer preferences	9. Negative impact of anti-sugar campaigns on the consumption of sweet drinks such as bubble tea
10. Increasing cooperation with creative industry players to create unique and memorable experiences	10. Quality and hygiene issues in stores that can affect customer trust

Sumber: Processed primary data, 2025.

IFE Matrix (Internal Factor Evaluation) Analysis

Once all strengths and weaknesses are known,

an IFE (Internal Factor Evaluation) analysis can be carried out by providing an assessment and rating as stated in Table 2.

Table 3. Determination of IFE matrix analysis score

No.	Internal Factor	Rating	Weight	Score
Strengths				
1.	Strong and globally recognized brand	4	0,05607	0,2243
2.	Efficient supply chain management system to ensure high quality raw materials	4	0,05607	0,2243
3.	Use of technology in efficient and fast ordering process	4	0,05607	0,2243
4.	Competent and experienced employees in providing the best service	4	0,05607	0,2243
5.	Continuous innovation in creating new and interesting menus	4	0,05607	0,2243
6.	Courage in expanding to international markets	4	0,05607	0,2243
7.	Clear mission and vision in providing quality and healthy drinks	4	0,05607	0,2243
8.	Employee training and development programs	4	0,05607	0,2243
9.	Awards and certificates that show the company's achievements and quality	4	0,05607	0,2243
10.	Commitment to implementing sustainable business practices	4	0,05607	0,2243
Sub Total			0,56075	2,24299
Weaknesses				
1.	High production costs	3,93333	0,05514	0,21688
2.	Depends on the supply of raw materials that can be affected by external factors	3,93333	0,05514	0,21688
3.	Tight competition with similar brands	3,73333	0,05234	0,19539
4.	Lack of presence of outlets in several potential areas	4	0,05607	0,2243
5.	Lack of attention to environmental and sustainability issues	3,73333	0,05234	0,19539
6.	Lack of initiative in collaborating with influencers or public figures as brand ambassadors	4	0,05607	0,2243
7.	Difficulty in finding high-quality employees in several locations	4	0,05607	0,2243
8.	Cleanliness and sanitation factors that still need to be improved	4	0,05607	0,2243
Sub Total			0,43925	1,72174
Total number			1	3,96474

Sumber: www.chatime.co.id, 2025.

EFE Matrix (External Factor Evaluation) Analysis

After all opportunities and threats are

known, an EFE (External Factor Evaluation) analysis will be carried out by providing an assessment and rating as shown in Table 3.

Table 4. Determination of EFE matrix analysis score

No.	External Factor	Rating	Weight	Score
Opportunities				
1.	Continuous growth in bubble tea consumption	4	0,05042	0,20168
2.	High market demand for low-calorie and sugar-free drinks	4	0,05042	0,20168
3.	Development of consumer trends and interest in healthy and natural concepts	4	0,05042	0,20168
4.	Development of outlets with attractive and Instagram-mable designs to attract visitors	4	0,05042	0,20168
5.	Expansion to the international market with strong local partnerships	4	0,05042	0,20168
6.	Implementing marketing strategies through endorsements from well-known influencers on social media	4	0,05042	0,20168
7.	Collaborating with local producers to use sustainable and local raw materials	3,8	0,0479	0,18202
8.	Developing alliances with well-known food and beverage companies to create mutually beneficial partnerships	4	0,05042	0,20168
9.	Providing product variants that are in line with changing trends and consumer preferences	3,93333	0,04958	0,19501
10.	Increasing cooperation with creative industry players to create unique and memorable experiences	3,93333	0,04958	0,19501
Sub Total			0,5	1,98381
Threats				
1.	Increasing competition from other bubble tea brands	4	0,05042	0,20168
2.	Strict government regulations regarding the use of raw materials and sales of high-sugar drinks	3,73333	0,04706	0,17569
3.	Poor boba quality from unqualified suppliers	4	0,05042	0,20168
4.	Unstable economic conditions that can reduce customer purchasing power	4	0,05042	0,20168
5.	Limited store space in strategic locations that are already controlled by competitors	4	0,05042	0,20168
6.	Brand and concept imitation by competitors that can reduce Chatime's uniqueness	4	0,05042	0,20168
7.	Disruption of raw material stocks due to natural disasters or logistics problems	4	0,05042	0,20168
8.	High raw material prices that have the potential to reduce the company's profit margin	4	0,05042	0,20168
9.	Negative impact of anti-sugar campaigns on the consumption of sweet drinks such as bubble tea	3,93333	0,04958	0,19501
10.	Quality and hygiene issues in stores that can affect customer trust	4	0,05042	0,20168
Sub Total			0,5	1,98415
Total number			1	3,96796

Sumber: www.chatime.co.id, 2025.

IE (Internal External) Matrix Analysis

The IE Matrix is a picture that shows the results of the calculation of the IFE and EFE Matrix scores. In this calculation, the IFE Matrix score is 3.96 and the EFE Matrix score is 3.96. These results are placed in the IE matrix cells as in Figure 2.

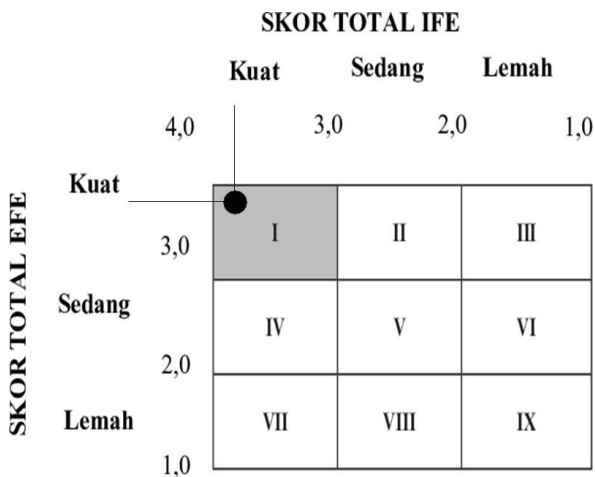


Figure 2. Determination of IE matrix analysis

The company's position in cell I shows that the appropriate strategy is growth and build, which means that this strategy is adjusted to the strengths of the company's internal side to take advantage of the right opportunities to gain benefits for the company. The IE matrix maps

out the strategic choices that are in accordance with the characteristics of the Chatime Living World Kota Wisata, Cibubur, Bogor business, namely intensive strategies (market penetration, market development, and product development) or integration (backward integration, forward integration, and horizontal integration).

The results that can be applied to the company's strategy are efforts to increase the market more intensively. That way, the Chatime Living World Kota Wisata, Cibubur, Bogor business can be attempted to approach larger market opportunities. The Chatime Living World Kota Wisata, Cibubur, Bogor business can introduce existing products to new markets. This can develop products in an effort to increase sales.

SWOT Matrix Analysis

Based on strengths and weaknesses as well as opportunities and threats, the SWOT Matrix can clearly explain the company's appropriate situation according to its strengths and weaknesses to respond to opportunities and threats. This matrix produces four types of strategies that can be applied: SO, WO, ST, and WT. The SWOT matrix of the Chatime Living World Kota Wisata, Cibubur, Bogor can be seen in Table 4.

Table 5. SWOT matrix analysis

IFE	Strengths (S)	Weaknesses (W)
	<ol style="list-style-type: none"> 1. Strong and globally recognized brand. 2. Efficient supply chain management system to ensure high quality raw materials. 3. Use of technology in efficient and fast ordering process. 4. Competent and experienced employees in providing the best service. 5. Continuous innovation in creating new and interesting menus. 6. Courage in expanding to international markets. 7. Clear mission and vision in providing quality and healthy drinks. 8. Employee training and development programs. 9. Awards and certificates that show the company's achievements and quality. 10. Commitment to implementing sustainable business practices. 	<ol style="list-style-type: none"> 1. High production costs. 2. Depends on the supply of raw materials that can be affected by external factors. 3. Tight competition with similar brands. 4. Lack of presence of outlets in several potential areas. 5. Lack of attention to environmental and sustainability issues. 6. Lack of initiative in collaborating with influencers or public figures as brand ambassadors. 7. Difficulty in finding high-quality employees in several locations. 8. Cleanliness and sanitation factors that still need to be improved.
EFE		

Opportunities (O)	SO	WO
1. Continuous growth in bubble tea consumption.	1. Continuously building brand image in the minds of consumers.	1. Partnering with local producers to provide cheaper raw material supplies.
2. High market demand for low-calorie and sugar-free drinks.	2. Strengthening management and continuing to innovate.	2. Cooperating with food and beverage companies by promoting new variants that are different from competitors.
3. Development of consumer trends and interest in healthy and natural concepts.	3. Cooperating with third parties by building new outlets.	3. Strengthening brand position and promotion through various communication and marketing channels.
4. Development of outlets with attractive and Instagrammable designs to attract visitors.	4. Carrying out business practices that are oriented towards sustainability.	4. Recruiting reliable and competent personnel in providing quality and healthy products.
5. Expansion to the international market with strong local partnerships.	5. Prioritizing product innovation that is in accordance with consumer preferences.	5. Increasing commitment to environmentally friendly and sustainable products along with changes in consumer trends and preferences.
6. Implementing marketing strategies through endorsements from well-known influencers on social media.		
7. Collaborating with local producers to use sustainable and local raw materials.		
8. Developing alliances with well-known food and beverage companies to create mutually beneficial partnerships.		
9. Providing product variants that are in line with changing trends and consumer preferences.		
10. Increasing cooperation with creative industry players to create unique and memorable experiences.		

Threats (T)	ST	WT
1. Increasing competition from other bubble tea brands.	1. Continuously building a brand image in the minds of consumers.	1. Prioritizing the supply of cheaper but quality local raw materials.
2. Strict government regulations regarding the use of raw materials and sales of high-sugar drinks.	2. Commitment to using quality yet affordable local raw materials.	2. Strengthening Chatime's positioning as a healthy and high-quality sweet drink through various promotional and marketing channels.
3. Poor boba quality from unqualified suppliers.	3. Increasing the use of technology and continuous innovation with an orientation towards healthy and hygienic products.	3. Increasing outlets in strategic locations.
4. Unstable economic conditions that can reduce customer purchasing power.	4. Upgrading employee capabilities and competencies to overcome various emerging threats.	4. Building an environmentally friendly business concept by prioritizing quality products and healthy locations.
5. Limited store space in strategic locations that are already controlled by competitors.	5. Business expansion both in the domestic market and to the international market.	5. Recruiting high-quality employees to be able to compete with competitors.
6. Brand and concept imitation by competitors that can reduce Chatime's uniqueness.		
7. Disruption of raw material stocks due to natural disasters or logistics problems.		
8. High raw material prices that have the potential to reduce the company's profit margin.		
9. Negative impact of anti-sugar campaigns on the consumption of sweet drinks such as bubble tea.		
10. Quality and hygiene issues in stores that can affect customer trust.		

SWOT Analysis Diagram

Furthermore, the total score of each factor can be detailed, where strength is 2.24, weakness is 1.72, opportunity is 1.98, and threat is 1.98. Thus, it can be seen that the difference in the total score of the strength and weakness factors (+) is 0.52, while the difference in the total score of the opportunity and threat factors (+) is 0.00.

strength to overcome the situation.

In the EFE Matrix, the opportunities/opportunities score is 1.98, while the threat/threats score is

1.98. So the weighted score result of the EFE Matrix is 3.96. If all the variables or opportunity factors are utilized optimally, it can be proven by the total EFE value of $1.98 = 1.98$, which means

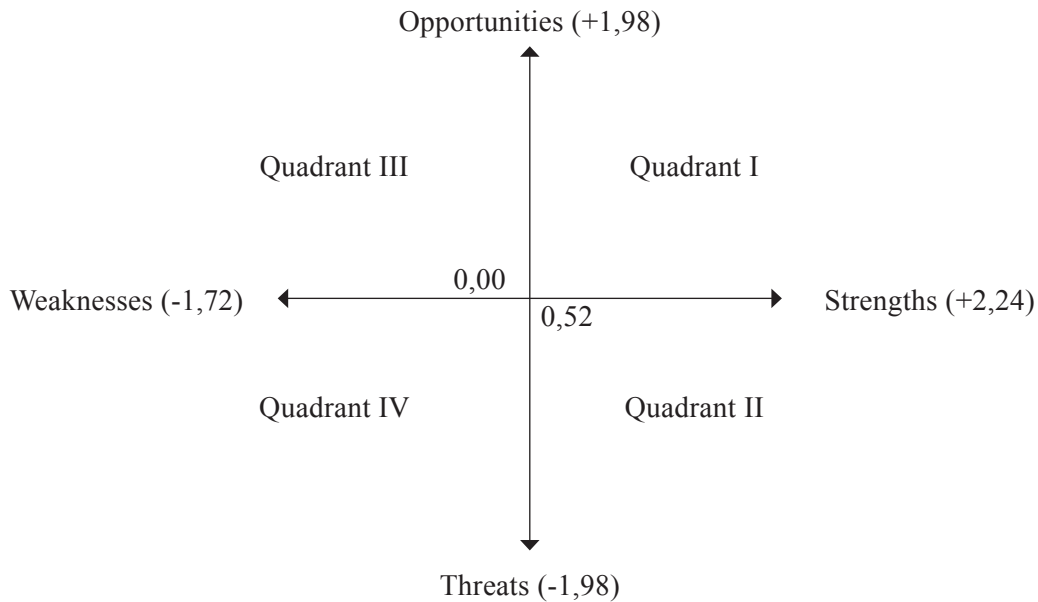


Figure 3. SWOT analysis diagram

Based on Figure 3 above, it can be seen that the diagram intersection point is on the X, Y axis (0.52:0.00) in quadrant I where this position supports an aggressive strategy. Chatime Living World Kota Wisata, Cibubur, Bogor business is in a favorable situation and has strengths and opportunities so that it can utilize existing potential. The strategy that can be applied in quadrant I is expansion by supporting an aggressive growth policy (growth oriented strategy) so that the company can develop well.

DISCUSSION

Based on the research results, the IFE Matrix shows a score for strengths of 2.24, while weaknesses are 1.72. So the total weighted score obtained is 3.96. If the strengths and weaknesses are optimized, it will overcome the various weaknesses that exist. This is indicated by the total score on the IFE Matrix of $2.24 \geq 1.72$, which means that internal conditions have the

the system is less able to respond to the existing external situation.

The IE Matrix shows the position of Chatime Living World Kota Wisata, Cibubur, Bogor is in the Matrix Cell in Box I, namely growth. The score values obtained are internal factors of 3.96 and external factors of 3.96. In this cell is a growth phase where the method used is a concentration strategy through vertical integration.

After formulating all the strengths, weaknesses, opportunities, and threats that exist, then the business strategy factors are compiled with the SWOT Matrix. The scheme in the SWOT Matrix is by combining strengths with company opportunities (S-O) and weaknesses with company opportunities (W-O) and strengths with company threats (S-T) and weaknesses with company threats (W-T).

The results obtained from the SWOT Matrix are that the company utilizes business strengths as business opportunity openers. Minimize

weaknesses in order to maximize opportunities. Furthermore, utilize strengths to overcome existing threats. The last strategy is to minimize weaknesses and avoid threats.

The S-O strategy consists of 1. Continuously building brand image in the minds of consumers. 2. Strengthening management and continuing to innovate. 3. Cooperating with third parties by building new outlets. 4. Carrying out business practices that are oriented towards sustainability. 5. Prioritizing product innovation that is in accordance with consumer preferences.

The W-O strategy consists of 1. Partnering with local producers to provide cheaper raw material supplies. 2. Cooperating with food and beverage companies by promoting new variants that are different from competitors. 3. Strengthening brand position and promotion through various communication and marketing channels. 4. Recruiting reliable and competent personnel in providing quality and healthy products. 5. Increasing commitment to environmentally friendly and sustainable products along with changes in consumer trends and preferences.

The S-T strategy consists of 1. Continuously building a brand image in the minds of consumers. 2. Commitment to using quality yet affordable local raw materials. 3. Increasing the use of technology and continuous innovation with an orientation towards healthy and hygienic products. 4. Upgrading employee capabilities and competencies to overcome various emerging threats. 5. Business expansion both in the domestic market and to the international market.

The W-T strategy consists of 1. Prioritizing the supply of cheaper but quality local raw materials. 2. Strengthening Chatime's positioning as a healthy and high-quality sweet drink through various promotional and marketing channels. 3. Increasing outlets in strategic locations. 4. Building an environmentally friendly business concept by prioritizing quality products and healthy locations. 5. Recruiting high-quality employees to be able to compete with competitors. In the SWOT Analysis Diagram, it appears that the Chatime Living World Kota Wisata, Cibubur, Bogor business is in quadrant I, where this

quadrant is a profitable situation. Although the company has threats, its strengths are still able to anticipate existing threats, so that it can utilize existing potential. The strategy that can be applied in this quadrant I is expansion by supporting an aggressive growth policy (growth oriented strategy) so that the company can continue to develop well. This is in accordance with the SWOT Matrix Analysis shown in internal and external factors.

CONCLUSION

The IFE Matrix shows that the strengths and weaknesses factors have a total score of 3.96, because the total IFE score is above 2.5. This identifies that its internal position is strong, where the Chatime Living World Kota Wisata, Cibubur, Bogor business has strengths in terms of products, facilities, and infrastructure as well as services. Furthermore, the EFE Matrix shows that the opportunities and threats factors have a total score of 3.96. This indicates that the Chatime Living World Kota Wisata, Cibubur, Bogor business responds to existing opportunities and avoids existing threats.

In the IE Matrix shows the results of the calculation of the IFE and EFE Matrix scores. The calculation results are that the IFE Matrix score is 3.96 and the EFE Matrix score is 3.96. This places the company's position in cell I, which shows that the appropriate strategy is to grow and develop (growth and build) which means that this strategy is adjusted to the strengths of the company's internal side to take advantage of the right opportunities to gain profit for the company.

SWOT Matrix Analysis includes Strengths-Opportunities (S-O), Weaknesses-Opportunities (W-O), Strengths-Threats (S-T), and Weaknesses-Threats (W-T) strategies. Strengths-Opportunities strategy is a company that utilizes business strengths as a business opportunity opener. Weaknesses-Opportunities strategy is to minimize weaknesses in order to maximize opportunities. Strengths-Threats strategy is to utilize strengths to overcome existing threats. Weaknesses-Threats strategy is to minimize weaknesses and avoid threats.

The SWOT Analysis Diagram has a diagram intersection point on the X, Y axis (0.52:0.00) which is where the position on the diagram is in quadrant I, which supports an aggressive growth strategy. Chatime Living World Kota Wisata, Cibubur, Bogor's business is in a very profitable situation, because it has strong strengths and opportunities so that even though there are threats. The strategy that can be applied in this quadrant I is to support policies to carry out aggressive growth (growth oriented strategy) so that the company can continue to develop well.

Furthermore, the author suggests that future research should focus more on deepening the opportunities that can still be explored by Chatime Living World Kota Wisata, Cibubur, Bogor. Then, what might emerge as a threat in the future for the management of Chatime Living World Kota Wisata, Cibubur, Bogor. If opportunities can be maximized and threats can be minimized, then it is possible that the business of Chatime Living World Kota Wisata, Cibubur, Bogor will continue to develop and grow even more rapidly in the future.

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The Influence of Product Quality and Brand Image on Purchasing Decisions of Carvil Sandals at Hypermart Cyberpark Karawaci

Jakariah

Fakultas Ekonomi dan Bisnis, Universitas Pamulang
dosen01225@unpam.ac.id

Abstract

The purpose of this study was to determine the effect of product quality and brand image on the purchasing decision of Carvil sandals at Hypermart Cyberpark Karawaci. This research method is quantitative associative type. This study uses an instrumen test analysis technique, which consists of validity and reliability, classical assumption test analysis and quantitative analysis test. The results showed that there was a partial effect of product quality on the purchasing decision of Carvil sandals at Hypermart Cyberpark Karawaci, seen from the results of the t test (partial test) which showed the t value of 5,751 > ttable of 1,985 and a significant value of 0,00 < 0,05. Then there is the influence of brand image on the decision to buy Carvil sandals at Hypermart Cyberpark Karawaci partially, seen from the results of the t test (partial test) tcount 4,104 > ttable 1,985 and significant value 0,00 < 0,05. Meanwhile, based on the F test (simultaneous test) shows that there is an effect of product quality and brand image on the decision to buy Carvil sandals at Hypermart Cyberpark Karawaci in a simulant manner, seen from the results of the F test (simultaneous test) which shows thecalculated 249,300 > Ftable 2,700 and significant value of 0,000 < 0,05. The results of the determination test show the Adjusted R Square value of 0,840 or 84%, which means that the quality of the product and brand image contributes or influences purchasing decisions by 84% and the remaining 16% is influenced by other variables.

Keywords: Product Quality, Brand Image, Purchasing Decision

INTRODUCTION

The condition of technology and information, which continues to advance and develop, certainly has a significant influence on many aspects, one of which is the increasingly competitive marketing environment. The marketing condition itself is closely related to welfare and the economy, as it encompasses efforts to meet the levels of needs and desires of every individual. This, in turn, will have an impact on a country's income. In the era of globalization, fashion conditions have certainly become more developed. Fashion has

become an important part of every individual's daily life, and therefore it cannot be separated from each person's needs in supporting their appearance. One form of fashion that has become a primary necessity for individuals is sandals. Basically, the function of sandals is as footwear to protect the skin of the feet from dirt and sharp objects that may cause injury.

However, along with the progression of time, the function of sandals is no longer limited to protection, but has also become a complementary necessity in enhancing self-confidence and

fulfilling a sense of satisfaction. In the sandal fashion industry, various producers or companies continuously strive to optimally create innovations over time. In Indonesia, many local sandal brands can be found, each of which has created a variety of innovations.

One local sandal brand that is widely recognized and used by the public is the Carvil brand.

Carvil itself is an original Indonesian local brand that has been established since 1978.

In this study, the researcher conducted research on Carvil brand sandal products at Hypermart

Cyberpark Karawaci. The data used in this study consists of sales data of Carvil brand sandals at Hypermart Cyberpark Karawaci from the period 2020 to 2023. The data has been processed by the researcher using rupiah units.

The following is the sales data of Carvil brand sandal products at Hypermart Cyberpark Karawaci for the period 2021 to 2023 as Table 1

The data in Table 1 represents sales data of Carvil brand sandal shoes at Hypermart Cyberpark Karawaci for the 2020–2023 period. The data shows monthly sales of Carvil brand sandal shoes at Hypermart Cyberpark Karawaci over three years.

Table 1. Sales data of Carvil sandal footwear products at Hypermart Cyberpark Karawaci for the 2021–2023 period

Month	2021	2022	2023
	Sales		
Januari	Rp. 3,253,360	Rp. 15,317,731	Rp. 9,038,850
Februari	Rp. 9,943,340	Rp. 14,237,300	Rp. 11,783,850
Maret	Rp. 11,528,715	Rp. 15,144,404	Rp. 9,531,400
April	Rp. 9,689,185	Rp. 10,048,852	Rp. 7,422,000
Mei	Rp. 22,645,425	Rp. 12,436,731	Rp. 19,375,970
Juni	Rp. 18,525,980	Rp. 13,764,203	Rp. 5,655,350
Juli	Rp. 11,318,681	Rp. 13,470,921	Rp. 7,948,700
Agustus	Rp. 14,625,259	Rp. 7,777,211	Rp. 11,491,550
September	Rp. 10,375,926	Rp. 10,475,700	Rp. 10,604,850
Oktober	Rp. 13,608,452	Rp. 11,798,550	Rp. 9,417,150
November	Rp. 16,099,017	Rp. 9,765,189	Rp. 9,673,900
Desember	Rp. 21,840,326	Rp. 9,436,149	Rp. 9,124,410
Total	Rp.163,453,666	Rp.143,672,944	Rp.121,067,980

Sumber: Primary data of PT. Mekar Niaga Sentosa, 2024.

Table 2. Quality standards of Carvil sandal shoes at Hypermart Cyberpark Karawaci

Aspect	Standard	Conditions commonly found in the field
Variation	Has many variations	Not yet fully able to meet consumer preferences or consumers are not free to choose models
Cleanliness	Clean condition, free from dirt stains	There are dirt stains attached
Labeling	Product labeling is symmetrical and intact	The label shape is not symmetrical or slightly faded
Sewing	Stitching must be strong, neat, and tight	There are stitches that are open and not tight
Size	Available in various sizes	Not yet fully available in many sizes that meet consumer needs
Box	Box is clean and intact	Not yet fully available in many sizes that meet needs

Sumber: Primary data of PT. Mekar Niaga Sentosa, 2024.

Table 2 is a standard table of product quality for Carvil brand sandal shoes in the field according to the opinions of consumers who know and have used Carvil brand products. Therefore, based on the results of these product quality standards, it can serve as a reference for the Carvil brand sandal shoe company. Where the definition of product quality itself according to Solihin (2015:206) is, "The ability of a product to meet consumer needs. Continuous improvement of product quality is important to enhance quality on an ongoing basis."

The researcher conducted a pre-survey to see how the existence of Carvil brand sandal shoes is in the field based on the assessment of each consumer. The following are the results of the pre-survey conducted on the brand image of Carvil brand sandal shoes as Tabel 3.

interpreted to mean that product quality is the characteristic of the product or service provided that focuses on its ability to meet the satisfaction required by consumers. According to Solihin (2015), product quality is a condition in which the product has advantages and the ability to meet the demands and needs desired by consumers. Solihin further explains that the higher the level of product quality, the better it will be and the more continuously influential it becomes.

Brand image

According to Tjiptono in Widiastuti et al. (2020:118), a brand is "a name, term, sign, symbol or emblem, design, color, movement, or a combination of other product attributes that are expected to provide identity and differentiation from competing products."

According to Rahman in Labesi (2019), brand

Table 3. Pre-survey of Carvil sandal shoes brand image at Hypermart Cyberpark Karawaci

No.	Question	Yes	No
1.	Do you know about the Carvil sandal shoe brand?	20	0
2.	Are you currently using Carvil sandal shoe products?	12	8
3.	Do you trust the quality of the Carvil sandal shoe brand?	16	4
4.	Do you believe that Carvil products are easy to find in strategic locations?	20	0
5.	Do you believe that the design variations of the Carvil sandal shoe brand are always up-to-date?	4	16

Sumber: Primary data of PT. Mekar Niaga Sentosa, 2024.

Based on Table 3 of the pre-survey results conducted by the researcher to ensure the existence of the Carvil brand from the perspective of consumers in the field. Brand image itself, according to Keller in Sterie et al. (2019:3141), is “Brand Image as perception about a brand as reflected by the brand association held in consumer memory.” This definition can be interpreted as brand image being the perception of the impression given and stored in consumers’ memory about the brand.

The existence of Carvil brand sandals is certainly beyond doubt. However, based on sales data and evidence from the pre-survey that has been conducted, problems have emerged in the decline of revenue for two consecutive years, namely in the periods of 2021 and 2022. Additionally, there are several less favorable perceptions arising from consumers’ views and experiences regarding the quality condition of Carvil brand sandal products.

Product quality

According to Kotler and Armstrong in Widiastuti et al. (2020:117), product quality is “the characteristics of a product or service that bear on its ability to satisfy stated or implied customer needs.” This statement can be

image is a perception originating from consumers in storing memories of a particular product. A good and strong brand image can certainly provide a positive impression of product advantages, consumer loyalty, as well as good profit and product recognition in the market.

Purchasing decision

According to Sangadji & Sopiiah in Wijaya & Purba (2020), the definition of a Purchasing decision is a form of knowledge possessed and used as consideration in determining a choice regarding the addition of something to be owned. Another opinion according to Maramis et al. (2023) states that a Purchasing decision is a condition when consumers already understand the constraints experienced in the process of fulfilling their needs, where they have gathered various information regarding the relationship between the product to be Purchasingd and the constraints faced, so that the best decision can be made.

In the research entitled *The Effect of Product Quality and Brand Image on The Purchasing Decision of Ms. Glow Skincare Products Through Purchasing Interest as A Mediation Variable in Users of Ms. Glow Skincare Products in Ternate*. The results of this study indicate that product quality has a significant effect on purchasing

decisions, brand image has no significant effect on purchasing decisions, product quality has a significant effect on buying interest, brand image has a significant effect on buying interest, buying interest has a significant effect on purchasing decisions, product quality has a significant effect on purchasing decisions through buying interest, and brand image has a significant effect on purchasing decisions through buying interest. (Ahmad, F., *et al*, 2022)

Meanwhile, in another study entitled The Influence of Price, Product Quality, and Brand Image on the Purchasing Decision of Lip Tint Implora Cosmetics. Data were analyzed using descriptive statistical analysis to collect, manage and analyze data so that it can be presented properly describing the distribution and average frequency tables and making an analysis which states that the results are positive and influential, the coefficient of determination (R²) is obtained at 0.652, meaning that the model the coefficient of determination explains that variable (x) has an effect on variable (y). This study concludes that Price, Product Quality, and Brand Image have a significant effect on consumer Purchasing Decision for Liptint Implora products partially and simultaneously. (Aryani, I., *et al*, 2023)

METHODS

Type of research

This type of research is quantitative research with an associative approach. According to Sugiyono (2019:65), the associative approach is “research that aims to determine the influence or relationship between two or more variables.” In this study, the data used are presented in numerical form and analyzed using statistics, so the research conducted by the researcher

aims to obtain empirical evidence to confirm and compare the Analysis of the Influence of Product Quality and Brand Image on Purchasing Decisions of Carvil Sandals at Hypermart Cyberpark Karawaci.

Place and time of research

This research was conducted at Hypermart Cyberpark Karawaci, located on Jalan Faletahan, Tangerang City. This research began in June 2024 and continued until December 2024, until all the required information and data were fulfilled.

Population and sample

The population in this study consists of all consumers who Purchasingd Carvil sandals at Hypermart Cyberpark Karawaci from 2019 to 2021, totaling 5,400 consumers.

This study uses a simple random sampling technique. According to Sugiyono (2019), simple random sampling is the selection of sample members from a population carried out randomly without considering the existing strata in the population. In this study, the sample calculation used the Slovin formula (Sugiyono, 2019), as follows:

Based on the results of calculations using the Slovin formula approach, the author concludes that the sample to be studied consists of 98 respondents with a margin of error of 10%.

Data collection techniques

The data used in this study are quantitative data. The data sources in this study are objects of data obtained by the researcher using two sources, namely: primary data sources and secondary data.

Data analysis techniques

This study analyzes three variables: Product Quality (X1), Brand Image (X2), and Purchasing Decision (Y). The analysis is conducted through approaches including Validity Test, Reliability

Test, Normality Test, Multicollinearity Test, Autocorrelation Test, Simple Linear Regression Test, Multiple Linear Regression Test, Correlation Coefficient Test, and Determination Coefficient Test.

RESULTS

Based on the data collected through the distribution of questionnaires, the data were analyzed by grouping respondent characteristics. The number of questionnaires distributed to respondents was 98 samples, where the

respondents in this study were consumers of Carvil sandal shoes during the period from 2019 to 2021 at Hypermart Cyberpark Karawaci. The following are sample data categorized based on respondent characteristics in this study as Table 4.

Respondents based on education level

The latest level of education influences a person's ability, insight, and level of confidence in consuming a product. Based on the results of the questionnaire distribution used as primary data, the following are the data on respondent characteristics based on their latest level of education.

Respondents based on gender

Table 4. Respondent data based on gender

No.	Gender	Number of Respondents	Percentage (%)
1.	Male	46	47%
2.	Female	52	53%
	Total	98	100%

Sumber: Results of questionnaire distribution (primary data) year 2024.

Respondents based on age

Table 5. Respondent data based on age

No.	Age	Number of Respondents	Percentage (%)
1.	17–25 Years	43	44%
2.	26–30 Years	30	31%
3.	31–35 Years	17	17%
4.	>35 Years	8	8%
	Total	98	100%

Sumber: Results of questionnaire distribution (primary data) year 2024.

Table 6. Respondent data based on education level

No.	Education Level	Total	Percentage
1.	Junior High School	5	5%
2.	Senior High School	23	23%
3.	Diploma (D3)	15	15%
4.	Bachelor's Degree (S1)	48	49%
5.	Master's Degree (S2)	7	7%
	Total	98	100%

Sumber: Results of questionnaire distribution (primary data) year 2024.

Instrument testing

Validity test

Table 7. Validity test results for the product quality (X1)

Item No.	r Pearson correlation	r table	Description
X1.1.	0,758	0,199	Valid
X1.2.	0,811	0,199	Valid
X1.3.	0,852	0,199	Valid
X1.4.	0,827	0,199	Valid
X1.5.	0,746	0,199	Valid
X1.6.	0,811	0,199	Valid
X1.7.	0,768	0,199	Valid
X1.8.	0,796	0,199	Valid
X1.9.	0,749	0,199	Valid
X1.10.	0,840	0,199	Valid
X1.11.	0,801	0,199	Valid
X1.12.	0,840	0,199	Valid

Sumber: Data processed by SPSS 26, 2024.

Table 8. Results of the validity test of the brand image (X2)

Item No.	r Pearson correlation	r table	Description
X2.1.	0,824	0,199	Valid
X2.2.	0,82	0,199	Valid
X2.3.	0,795	0,199	Valid
X2.4.	0,851	0,199	Valid
X2.5.	0,835	0,199	Valid
X2.6.	0,79	0,199	Valid

Sumber: Data processed by SPSS 26, 2024.

Table 9. Results of the validity test of the Purchasing decision (Y)

Item No.	r Pearson correlation	r table	Description
Y.1.	0,799	0,199	Valid
Y.2.	0,823	0,199	Valid
Y.3.	0,844	0,199	Valid
Y.4.	0,812	0,199	Valid
Y.5.	0,819	0,199	Valid
Y.6.	0,877	0,199	Valid
Y.7.	0,88	0,199	Valid
Y.8.	0,863	0,199	Valid
Y.9.	0,777	0,199	Valid
Y.10.	0,839	0,199	Valid

Sumber: Data processed by SPSS 26, 2024.

Reliability test

Table 10. Reliability test results

No.	Variable	Cronbach Alpha	Cronbach Alpha Standard	Description
1.	Product Quality (X1)	0.948	0.60	Reliable
2.	Brand Image (X2)	0.902	0.60	Reliable
3.	Purchasing Decision (Y)	0.951	0.60	Reliable

Sumber: Data processed by SPSS 26, 2024.

Classical assumption test

Normality test

Table 11. Normality test results

One-Sample Kolmogorov-Smirnov Test	
Unstandardized Residual	
N	98
Mean	.0000000
Std. Deviation	2.65689716
Absolute	.131
Positive	.131
Negative	-.082
Test Statistic	.131
Exact Sig. (2-tailed)	.063
Point Probability	.000

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Sumber: Data processed by SPSS 26, 2024.

Then, in the P-Plot test, the distribution of points on the chart (Normal P-P Plot Regression Standardized Residual) is read. Based on the results of the P-Plot normality test, the graph

forms a straight diagonal line. It can be seen that the line representing the actual data follows the diagonal line. Therefore, it can be concluded that the residual data is normally distributed.

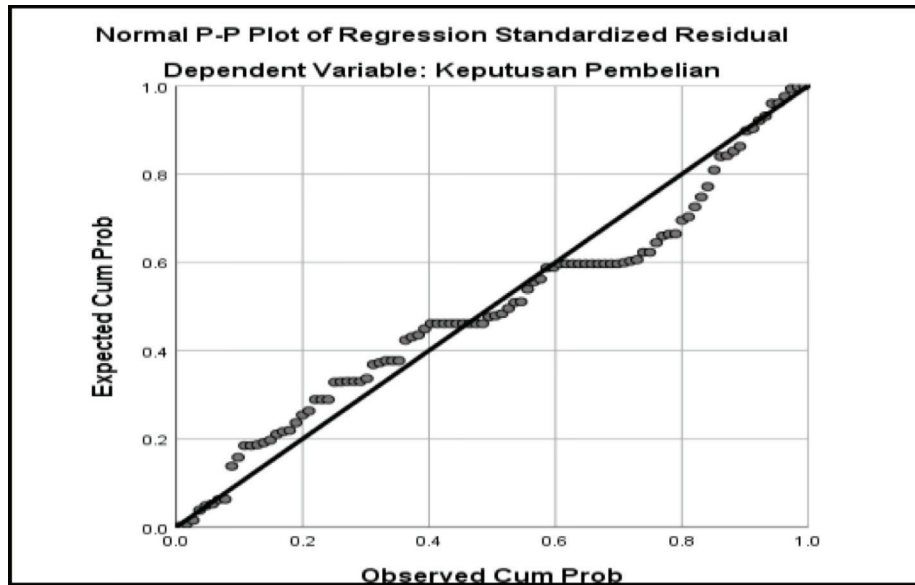


Figure 2. P-Plot normality test results.

Multicollinearity test

Table 12. Multicollinearity test results

	Coefficients ^a				Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients	Tolerance	VIF	
	B	Std. Error	Beta			
(Constant)	3.935	1.626		2.420	.017	
Product Quality	.449	.078	.548	5.751	.000	.186
Brand Image	.616	.150	.391	4.104	.000	.186

a. Dependent Variable: Purchasing Decision

Sumber: Data processed by SPSS 26, 2024.

Heteroscedasticity test

Table 13. Heteroscedasticity test results

	Coefficients^a				
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	5.273	1.094		4.819	.000
Product Quality	-.097	.053	-.418	-1.850	.067
Brand Image	.051	.101	.114	.504	.615

a. Dependent Variable: Y

Source: Data processed by SPSS 26, 2024.

Table 14. Durbin-Watson test interpretation guidelines

Criteria	Description
< 1,000	There is autocorrelation
1,100 – 1,550	No conclusion
1,550 – 2,460	There is no autocorrelation
2,460 – 2,900	No conclusion
> 2,900	There is autocorrelation

Source: Sugiyono (2019:184)

The table above provides an interpretation guide that can be used to compare the results of the autocorrelation test using SPSS 26.0 software. The results of the autocorrelation test are as Tabel 15.

Table 15. Autocorrelation test results

Model Summary^b					
Model	R Square		Std. Error of the Estimate	Durbin-Watson	
	R	Std. Error			
1	.916 ^a	.840	.840	2.685	2.171

a. Predictors: (Constant), Brand Image, Kualitas Produk

b. Dependen Variable: Keputusan Pembelian

Source: Data processed by SPSS 26, 2024.

Quantitative test

Simple linear regression test

Table 16. Results of simple linear regression test (X1) against (Y)

	Coefficients^a						
	B	Unstandardized Coefficients		Standardized Coefficients			
			Std. Error	Beta			
(Constant)	4.671	1.744		2.678	.009		
Product Quality	.738	.036	.901	20.335	.000		

a. Dependent Variable: Purchasing Decision

Source: Data processed by SPSS 26, 2024.

Table 17. Results of a simple linear regression test of variable (X2) against variable (Y)

	Coefficients^a						
	B	Unstandardized Coefficients		Standardized Coefficients			
			Std. Error	Beta			
(Constant)	6.951	1.778		3.909	.000		
Brand Image	1.394	.075	.886	18.681	.000		

a. Dependent Variable: Purchasing Decision

Source: Data processed by SPSS 26, 2024.

Multiple linear regression test

Table 18. Results of multiple linear regression test (X1) and (X2) against (Y)

	Coefficients ^a				
	B	Unstandardized Coefficients		Standardized Coefficients	
		Std. Error		Beta	
(Constant)	3.935	1.626	2.420	.017	
Product Quality	.449	.078	.548	5.751	.000
Brand Image	.616	.150	.391	.391	.000

a. Dependent Variable: Purchasing Decision

Source: Data processed by SPSS 26, 2024.

The numbers 0.449 and 0.616 $\neq 0$ so it can be interpreted that there is a simultaneous influence between product quality and Brand Image on purchasing decisions. The numbers 0.449 and 0.616 are positive numbers, meaning there is a unidirectional influence, that is, if the product quality and Brand Image are good or increasing, then the purchasing decision will be good or increasing as well and vice versa, if the

product quality and Brand Image are not good or decreasing, then the purchasing decision will not be good or decreasing as well.

Coefficient of determination test

The coefficient of determination test aims to determine the percentage influence or contribution of product quality (X1) and brand image (X2), both partially and simultaneously, on purchasing decisions (Y).

Correlation coefficient test

Table 19. Results of correlation coefficient test of variable (X1) against (Y)

	Correlations	
	Product Quality	Purchasing Decision
Pearson Correlation	1	.901**
Sig. (2-tailed)		.000
N	98	98
Pearson Correlation	.901**	1
Sig. (2-tailed)	.000	
N	98	98

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed by SPSS 26, 2024.

Table 20. Test the correlation coefficient of the brand image (X2) on purchasing decisions (Y)

Correlations		
	Brand Image	Purchasing Decision
Pearson Correlation	1	.886**
Sig. (2-tailed)		.000
N	98	98
Pearson Correlation	.886**	1
Sig. (2-tailed)	.000	
N	98	98

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed by SPSS 26, 2024.

Table 22. Results of the test of the coefficient of determination of variable (X2) against (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.886 ^a	.784	.782	3.101

a. Predictors: (Constant), Brand Image

Source: Data processed by SPSS 26, 2024.

Table 23. Results of the test of the coefficient of determination of variables (X1) and (X2) against (Y)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.916 ^a	.840	.837	2.685

a. Predictors: (Constant), Brand Image, Product Quality

Source: Data processed by SPSS 26, 2024.

Based on the model summary table above, it is known that the Adjusted R Square value is 0.840. It can be concluded that Product Quality (X1) and Brand Image (X2) have a contribution or influence on Purchasing Decisions (Y) of 84%, and the remaining 16% is influenced by other factors.

DISCUSSION

PT Mekar Niaga Sentosa is a Manufacturing Company that has been established since 1978. PT Mekar Niaga Sentosa operates in the footwear and garment sectors. Footwear refers to products related to shoes, while garments refer to products related to clothing. PT Mekar Niaga Sentosa owns a shoe brand called Carvil. Carvil has established itself as one of the top market leaders in the national footwear industry.

This is because Carvil has undergone extensive research and development to produce quality products that are comfortable, unique, trendy, and meet the highest standards. The company continuously strives to develop its products using the latest technology in the manufacturing process, as well as seeking new materials and designs to meet consumer expectations. As a result, the Carvil brand has earned a reputation for having good durability while remaining affordable for all consumers.

Throughout its development and progress, PT Mekar Niaga Sentosa has certainly had a vision and mission that serve as pillars of its success. In its vision, PT Mekar Niaga Sentosa states that it aims to “Become a national retail network center that excels in global competition.” Meanwhile, its

mission states that it aims to “Prioritize service and customer satisfaction and create attractive designs according to customer needs.”

PT Mekar Niaga Sentosa is headquartered at Jalan Muara Baru No. 1A, Sentra Kosambi Warehouse Complex Block H2-M, East Kosambi. One indication of PT Mekar Niaga Sentosa’s progress can be seen from the numerous collaborations it has established with various department stores, including Metro Department Store, Sogo Department Store, Matahari Department Store, Centro Department Store, Seibu Department Store, Debenhams Department Store, Lotte Shopping Avenue, and Hypermart Department Store.

CONCLUSION

There is a partial effect between product quality (X1) and the purchasing decision (Y) for Carvil sandals at Hypermart Cyberpark Karawaci. This can be seen from the results of the t-test, or partial test, where the product quality variable (X1) on the purchasing decision (Y) shows a calculated t-value of $5.751 > t\text{-table } 1.985$ and a significance value of $0.00 < 0.05$.

There is a partial effect between brand image (X2) and the purchasing decision (Y) for Carvil sandals at Hypermart Cyberpark Karawaci. This can be seen from the results of the t-test, or partial test, where the brand image variable (X2) on the purchasing decision (Y) shows a calculated t-value of $4.104 > t\text{-table } 1.985$ and a significance value of $0.00 < 0.05$.

There is a simultaneous influence between variables (X1) and (X2) on the purchasing decision (Y) of Carvil sandals at Hypermart Cyberpark Karawaci. This can be seen from the results of the F test or simultaneous test, variables (X1) and (X2) simultaneously on the purchasing decision (Y) show the results of F count $249.300 > F\text{ table } 2.700$ and a significant value of $0.000 < 0.05$. In the results of the coefficient of determination test, where the R Square value is 0.840 or 84%. Where

it can be concluded that there is an influence of product quality (X1) and brand image (X2) on the purchasing decision (Y) of 84% and the remaining 16% is influenced by other variables.

For further research, it is recommended to examine other factors such as perceptions and discounts, promotions, and customer satisfaction. Additionally, research into other socio-psychological factors could be conducted.

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