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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. Eleventh edition, Vol. 6, No. 1, June 2022, 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.

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.

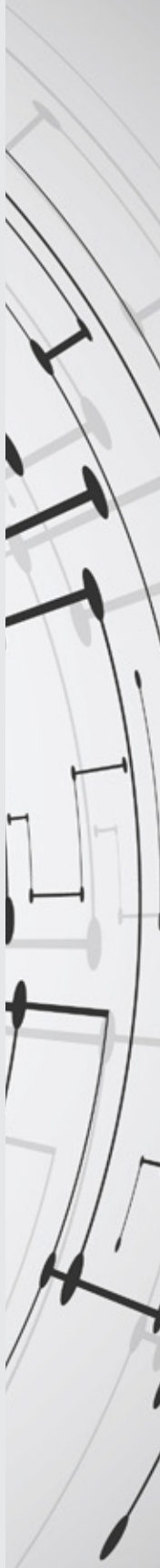
We realize, in this eleventh publication, there are still many shortcomings. For this reason, we welcome criticism and suggestions for improvement in the next edition. Criticisms and suggestions can be sent to the editorial address of Jurnal MANDIRI.

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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Published twice a year in June and December.

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Analysis of SWOT Strategy in Sustainable Management of Mangrove Ecosystems in Kaliwlingi Village, Brebes Sub-district, Brebes District

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Abstract

This study aims to obtain a strategy for managing sustainable mangrove ecosystems in Kaliwlingi Village, Brebes Sub-district, Brebes District. This study uses qualitative research with phenomenological methods. The data needed in this research is primary data obtained directly from respondents and secondary data obtained from data sources that do not directly provide data. The analytical method used in this research is the analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT), and Quantitative Strategic Planning Matrix (QSPM) to determine the right strategy in managing sustainable mangrove ecosystems. The results of the Internal Factor Evaluation (IFE) calculation have a score of 2.21, which is below the average score of 2.50, indicating a less strong internal position. The results of the External Factor Evaluation (EFE) calculation show that the total score of 2.03 is below the average score of 2.50, indicating a less strong external position. The integration stage of IFE and EFE uses a SWOT matrix. The results of the combined score between IFE and EFE are 2.21; 2.03 in the first quadrant position, which is a favorable situation. The results of the QSPM show the Total Attractiveness Score (TAS) of strategy I as much as 6,009 has the highest TAS value and is the chosen alternative priority strategy. The results of the study show that the expansion strategy that must be taken by the Brebes Regency Government is to provide opportunities for the community to manage the mangrove ecosystem independently with assistance from the Government of Brebes District.

Keywords: Management Strategies, Mangrove Ecosystems, Sustainable Management, SWOT Analysis

INTRODUCTION

Sustainable mangrove ecosystem management is an important policy of the Government of Brebes District. The policy is based on the idea that ecologically well-maintained mangrove

ecosystems can maintain the sustainability of the coastal areas where they live, and economically have the potential to be developed and utilized for the welfare of the community. The Government of Brebes District has tried to implement policies to

maintain the mangrove ecosystems and manage existing resources in a sustainable manner. One of the efforts to maintain the preservation of the damaged mangrove ecosystems is by way of rehabilitation.

According to field cited by Akbar (Akbar et al., 2017), there are three approaches to rehabilitating mangroves based on their objectives, namely:

1. conservation methods and landscape formation aimed at restoring the conservation value or landforms of an area.
2. A multipurpose system method for yield sustainability, this approach is only carried out if the degradation of the mangrove forest has affected the land use.
3. Coastal protection methods in the form of planting mangrove forests in areas prone to storms, hurricanes, tides, and erosion to maintain land stability and coastal protection.

Law Number 27 of 2007 mandates that the government and regional governments are required to manage and update data and information on coastal and small islands periodically and be documented as an official public document for use by any person or other stakeholders by considering all aspects of sustainability (Muhsimin et al., 2018). The government, especially the Government of Brebes District, in developing, constructing, and utilizing coastal areas, especially mangrove ecosystems, must be based on and on applicable laws and regulations which aim to improve the welfare of the community. In 2015, Indonesia had the largest mangrove forest ecosystems in the world, covering approximately 3,489,140.68 ha consisting of well-conditioned mangrove forests covering an area of 1,671,140.75 ha and damaged conditions covering an area of 1,817,999,999.93 ha, as well as the highest biodiversity (Rahmah et al., 2019).

Mangrove forest destruction can be caused by two factors, namely natural factors and human factors. Damage to mangrove forests is caused by natural factors, such as sedimentation, abrasion, drought, and attacks by pests such as crabs, spiders, termites, caterpillars and ants. Damage to mangrove forests is caused by human

factors such as environmental pollution, forest encroachment, and excessive land use conversion into aquaculture areas for the cultivation of fish, shrimp, crabs, and salt. According to Toknok, as quoted by Susilawati et al. Damage to mangrove ecosystems is generally caused by physical environmental factors and socio-economic factors of the community (Susilawati et al., 2018).

According to Sugiarto, as cited by Tambunan (Tambunan et.al, 2005) , Mangroves have several functions, namely:

1. Ecological function, mangrove forests with root systems and their growth can function to protect the coast, retaining mud and sediment transported by surface water flows.
2. Economic function, mangrove forest as a producer of wood for household, industrial, and its leaves as raw material for medicines.
3. In a biological function, mangrove forest is a place for spawning, a place for care, a place for foraging for food, and from its fallen leaves it can be a producer of food ingredients for marine life.

Increased activities in the coastal area of the Brebes District increase the need for land, which results in conflicts of interest among various actors in the coastal area of the Brebes District and has an impact on the management of the coastal area. Problems with the development of coastal areas in the Brebes District have resulted in environmental damage to coastal areas such as abrasion and sedimentation. From 2000-to 2008, there was an abrasion that submerged the coastal area in the Brebes District, reaching approximately 640.45 ha and accretion covering an area of 815.76 ha (Dinas Perikanan dan Kelautan Kabupaten Brebes, 2008).

Based on the description above, the purpose of this study is to obtain the strategy of the Government of Brebes District in managing sustainable mangrove ecosystems in the coastal area of the Brebes District so that the socio-economic benefits can be felt by the surrounding community. The SWOT analysis is used to obtain strategies for sustainable management of mangrove ecosystems in the coastal area of the Brebes District.

METHODS

Research Types

This type of research uses qualitative research with the phenomenological method. The phenomenological method is used with the aim of capturing a phenomenon, event or symptom that occurs from experience by ignoring presumptions that may occur so that the essence of the phenomenon appears naturally. Littlejohn, as cited by Hasbiyansyah, explains the phenomenology of the study of knowledge that comes from consciousness or how to understand an object or event by experiencing it consciously (Hasbiyansyah, 2008).

The research location in Kaliwlingi Village, Brebes Sub-district, Brebes District was deliberately chosen because it had experienced severe damage to the mangrove ecosystem as a result of the conversion of mangrove forest land into large-scale aquaculture lands. The known population is 25 people who are estimated to be able to actively participate in helping the research run smoothly and the degree of accuracy is 0.05. The number of respondents was determined using the Slovin formula (Supriyanto et.al, 2017), as follows:

$$s = \frac{N}{1+N.e^2}$$

Information:

s = Sample Quantity

N = Population Number

e = Error Tolerance Limit

Based on the Slovin formula above, the number of respondents can be calculated, as follows:

$$s = \frac{25}{1 + 25 \times 0,05^2} = \frac{25}{1,0625} = 24$$

So, the number of samples or respondents needed in this research is 24 people.

Data Collection Stage

According to Siyoto, data collection in research needs to be monitored so that the data obtained can be maintained at the level of validity and reliability (Siyoto et.al, 2015). The data collection and analysis technique used in this study is the triangulation method. According to the Institute of Global Technology, as quoted by Bachri, the triangulation method is a combination of various methods used to examine interrelated phenomena by testing information by collecting data through different methods, by different groups and in different populations (Bachri, 2010).

In this study, the focus of research is the most appropriate strategy so that the management of mangrove ecosystems can run sustainably in Kaliwlingi Village, Brebes Sub-district, Brebes District. The focus of the research aims to limit the problem based on the limitations of the author in terms of energy, time, opportunities, and funds. The sampling technique used is purposive sampling, which is the intentional taking of respondents who can provide data, information, and explanations tailored to the purpose of data collection based on criteria determined by the researcher. According to Sugiyono, as cited by Mukhsin, the purposive sampling method, namely the sampling technique by determining certain criteria (Mukhsin et al., 2017).

The resources of data used in this study are primary data and secondary data. Primary data sources are data sources that directly provide data to data collectors, and secondary data sources are data sources that indirectly provide data to data collectors (Hardani et al., 2020).

Data Analysis Stage

Analysis of strengths, weaknesses, opportunities, and threats (SWOT) is a method for systematically identifying various factors to formulate corporate strategy. This analysis is based on a logic that can maximize strengths and opportunities, but at the same time minimize weaknesses and threats (Astuti et.al, 2020). In-depth, SWOT analysis is also used to systematically analyze various internal and external factors so that they can determine the

right strategy for managing sustainable mangrove ecosystems. The sustainable management of mangrove ecosystems aims to secure, protect and make the best use of the mangrove ecosystem to maintain its sustainability.

According to Koster cited by Rahmayati, defining a SWOT analysis is an assessment of the overall strengths, weaknesses, opportunities, and threats (Rahmayati, 2015). Meanwhile, David as quoted by Sari explained that the relationship between internal factors and external factors is described in the SWOT matrix after knowing the strengths, weaknesses, opportunities, and threats to obtain alternative strategies that can be formulated by combining SO, ST, WO, and WT (I. D. O. Sari, 2019).

The SWOT analysis in this study was used with an Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) approach based on the consideration that it could maximize strengths and opportunities at the same time as well as create weaknesses and threats. Thus, in determining a sustainable mangrove ecosystem management strategy, it is necessary to analyze the strengths, weaknesses, opportunities, and threats in the conditions that exist in the field. Based on the description above, the authors are interested in researching SWOT analysis concerning sustainable mangrove ecosystem management strategies in Kaliwlingi Village, Brebes Subdistrict, Brebes District.

Validity Test

Sugiyono in Sari explains that when researchers collect data by actual triangulation, the researchers at the same time test the validation of the data collected with different data collection techniques to obtain data from the same source (M. Sari et al., 2018). Figure 1, which shows a flow diagram of the triangulation form of data collection techniques, is presented below:

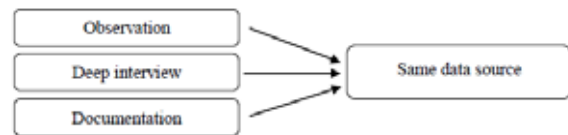


Figure 1.Triangulation of data collection techniques
Source: M. Sari et al., (2018).

Figure 2, which shows a flow diagram of the triangulation form of data collection sources, which is presented in the following sections:

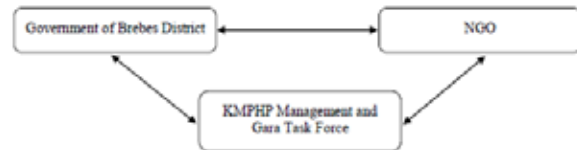


Figure 2.Triangulation of data collection sources
Source: M. Sari et al., (2018).

Figure 3, which shows a flow diagram of the triangulation form, the data collection procedure is presented below:



Figure 3.Triangulation of data collection procedures
Source: M. Sari et al., (2018).

RESULTS

There are two stages of SWOT analysis conducted in this study. The first, determine factors that affect the management of sustainable mangrove ecosystems such as existing natural resources, human resources that manage, supporting facilities and infrastructure, and regulations applicable in the region. The second, determine, analyze, and evaluate the significance of each internal and external policy factor obtained through a combination of interviews, observations, and secondary data collection documentation. Table 1, wich shows the SWOT matrix diagram, is presented below:

Table 1. SWOT matrix diagram

	Internal Strength (S) Determining the internal strength factor	Weakness (W) Determining Internal weakness
External Opportunity (O) Determining External opportunity factors	Strategy S-O The strategy of using strength to take advantage of opportunities	Strategy W-O Strategies to minimize weaknesses and to take advantage of opportunities
Threat (T) Determining External threat factors	Strategy S-T The strategy of using strength to overcoming threats	Strategy W-T Strategies to minimize weaknesses to avoid threats

Respondents in this study were deliberately selected. As many as 24 people, consisting of 14 people (58%), were KMPHP administrators, and 10 people (42%) were members of the Gara Task Force. The initial assumption (H0) is that the respondent has no significant relationship between the respondent and the sustainable management of mangrove ecosystems. The second assumption (H1) is that the choice of the respondent has a significant relationship between the respondent and the sustainable management of mangrove ecosystems.

All respondents have the same drive to manage the mangrove ecosystem in their consciousness and will. Respondents' participation in sustainable mangrove ecosystem management for reasons to protect settlements and aquaculture areas from waves that cause abrasion and seawater tidal flooding.

The depreciation of mangroves in the coastal area of the district of Brebes occurs very fast. In 1983, the existing mangrove area reached 2,370 ha, rising to 505 ha in 2002. This shows that the average decline is 101.22 ha each year. Even between 2000 and 2002, the decrease has been increasing, reaching an average of 129.38 ha each year (Suyono et al., 2015).

The uncontrolled use of mangrove forest areas is fatal because the mangrove forests that function as land protectors are completely cleared. Since 1985, one by one, the ponds of the population have been submerged by abrasion and tidal waves.

In 1995, there was the most severe abrasion and tidal flooding that drowned hundreds of hectares of ponds for the residents of Kaliwlingi. Table 2, which shows the shrinkage of the pond in the village of Kaliwlingi because of the abrasion, is presented below:

Table 2. Depreciation of Kaliwlingi Village's Aquaculture Area Due to Abrasion

Number	Year	Area of Depreciation (Ha)	Average Depreciation (Ha)
1	1992-2007	590	98,3
2	2008-2012	300	60
Amount		890	81

Source: Kompas.com (2012).

In 2005, the people of Kaliwlingi Village, spearheaded by members of the KMPHP and Gara Task Force, began to realize the importance of mangrove ecosystems for the preservation of the coastal area. The community began to rehabilitate mangrove forests to restore the mangrove ecosystem, protecting coastal areas from the brunt of waves and abrasion.

Efforts to deal with abrasion have been made by the local community by replanting mangroves into old ponds. Table 3, which shows mangrove planting in the village of Kaliwlingi from 2005 to 2019, is presented below:

Table 3. Mangrove Planting in Kaliwlingi Village 2005 to 2019

Number	Planting Year	Number of Mangroves (Stems)	Mangrove Area (Ha)
1	2005-2010	950.000	75,5
2	2011-2015	1.050.000	98
3	2016-2019	1.431.000	148
Amount		3.431.000	321,5

The factors that influence a person's participation are divided into two, namely internal factors and external factors.

Internal Factors

Internal factors include the internal characteristics of respondents that may influence and encourage engagement. Table 4, which shows the distribution of internal factors, is presented below:

Based on table 4, it shows the distribution of respondents' age, education level, and income level are not related and have a significant effect on the level of participation of respondents. The main factors that encourage respondents to actively participate in the management of mangrove ecosystems are a distance from their homes, land ownership, and length of stay. This is the negative impact of the damage to the mangrove ecosystem that is felt directly by the respondents.

Table 4. Distribution of internal factors

Internal Factors		Number of KMPHP	%	Number of Gara Task Forces	%
Age	< 25 years old	0	0	0	0
	25-50 years old	8	57,1	5	50
	> 50 years old	6	42,9	5	50
level of education	Primary School	9	64,3	8	80
	Junior/Senior	4	28,6	2	20
	High School University	1	7,1	0	0
level of income	< 1 million	0	0	0	0
	1-3 million	8	57,1	9	90
	> 3 million	6	42,9	1	10
house distance	< 1 kilometers	0	0	0	0
	1-3 kilometers	4	28,6	2	20
	> 3 kilometers	10	71,4	8	80
land ownership	< 1 hectares	11	78,6	10	100
	1-2 hectares	2	14,3	0	0
	> 2 hectares	1	7,1	0	0
length of stay	< 5 years	0	0	0	0
	5-10 years	0	0	0	0
	> 10 years	14	100	10	100

The method of determining the internal strategic factors in managing sustainable mangrove ecosystems in Kaliwlingi Village, Brebes Sub-district, Brebes District is:

- a. Determine the factors that constitute the strengths and weaknesses of sustainable management of the mangrove ecosystems.
- b. Giving weight to each factor according to its importance or usefulness.
- c. Provide a suitable value for each factor based on its influence on sustainable management of the mangrove ecosystem.
- d. Gives a weighted score for each factor.

According to Fred R. David, as cited by Ningsih (Ningsih & Hamamah, 2014) in determining the weighted average Internal Factor Evaluation (IFE) and External Factor Evaluation (EFE) as follows:

- a. If the total weighted average IFE is less than 2.5,

this indicates a trend to a low internal position because the strength factors have not been fully used. If the total IFE weighted average is greater than 2.5, this indicates a strong internal position because the strength factors have been used to the maximum to overcome existing weaknesses.

- b. If the total weighted average of EFE is below 2.5, this indicates a trend toward a weak external position because the opportunity factors have not been fully used. If the total weighted average of EFE is greater than 2.5, this indicates a strong external position because opportunity factors have been optimally used to overcome existing threats.

Table 5, which shows the IFE matrix of sustainable management of mangrove ecosystems strategies, is presented below:

Table 5. IFE Matrix of sustainable mangrove ecosystem management

Main Internal Factors	Weight	Rating	Total Score
Strenghts			
1 Good social relationships	0,115	3,0	0,35
2 Awareness of the mangrove ecosystem	0,210	3,5	0,74
3 Ban people cutting down mangroves	0,125	3,0	0,38
4 Benefits of the mangrove ecosystem	0,125	3,5	0,44
5 Mangrove conservation community groups	0,200	3,5	0,70
Sub Total Strength	0,775		2,59
Weakness			
1 Low education level in the community	0,040	1,5	0,06
2 Low-income level	0,045	1,5	0,07
3 Lack of awareness of the affected community	0,050	1,5	0,08
4 The size of the area affected by abrasion	0,050	2,0	0,10
5 Limited rehabilitation budget	0,040	2,0	0,08
Sub Total Weakness	0,225		0,38
FI tendencies towards management strategy (X axis)	1,000		2,21

Based on table 5, the results of the IFE calculation show the tendency of internal factors toward sustainable mangrove ecosystem management strategies to have a score of 2.21, which is below the average score. These results indicate a less strong internal position because the existing strength factors in society have not been utilized optimally to overcome existing weaknesses.

External Factors

External factors are third parties coming from outside the individual that can affect community participation. The third parties studied are the Government of Brebes District, local NGO, NGO, university, and limited liability companies that are actively assisting the management of the mangrove ecosystems. The involvement of third parties as sponsors, especially the Government of Brebes District, in the form of projects that are directly or indirectly related to the management of the mangrove ecosystems that are carried out

continuously to make the process run smoothly and sustainably. Table 6, which shows the involvement of external factors, is presented below.

How to determine external strategic factors in the sustainable management of the mangrove ecosystems, as follows:

- a. Determine the factors that become opportunities and threats to the sustainable management of the mangrove ecosystems.
- b. Giving weight to each factor according to its importance or usefulness.
- c. Provide a suitability value for each factor based on its influence on sustainable suitable management of the mangrove ecosystems.
- d. Gives a weighted score for each factor.

The level of participation of respondents in the management of mangrove ecosystems can be carried out at the decision-making stage, implementation stage, enjoying results, and evaluation stage. Some respondents followed all stages of about seventeen people (70.8%), who followed three stages of about six people

Table 6. External factor engagement

Number	External Factors	Number of Activities	Measurement Parameters
1	The Government of Brebes District		
	- low	0	1-2 activities
	- currently	0	3-5 activities
	- high	20	5 > activities
2	Local NGO		
	- low	0	1-2 activities
	- currently	0	3-5 activities
	- high	8	5 > activities
3	NGO		
	- low	0	1-2 activities
	- currently	0	3-5 activities
	- high	5	5 > activities
4	University		
	- low	0	1-2 activities
	- currently	5	3-5 activities
	- high	0	5 > activities
5	Limited company		
	- low	0	1-2 activities
	- currently	0	3-5 activities
	- high	10	5 > activities

(25%), who followed two stages of about one person (4.2%), and none of the respondents only participated in one stage of participation. Table 7, which shows the distribution of the level of participation of respondents, is presented below.

The form of participation carried out by respondents in managing mangrove ecosystems in the form of thoughts, energy, expertise, goods, and money. Respondents who participated in all forms of participation were 17 people (70.8%), followed four forms of participation and as many as seven people (29.2%), and there were no respondents who only participated in 3, 2, or 1 forms of participation. Table 8, which shows the distribution of the form of participation of

respondents, is presented below.

Based on the results of data processing obtained in the field, then identification, assigning a weight, and assigning a rating value to each of these factors is carried out. Table 9, which shows the EFE matrix of sustainable management of mangrove ecosystems strategies, is presented below.

Based on table 9, the results of the EFE calculation show a total score of 2.03, which is below the average score of 2.50. This result indicates that the external position is less strong because the opportunity factors have not been utilized optimally to overcome the existing threats.

Table 7. Distribution of Respondents' Participation Level

Number	Participation Rate	Respondent				Parameter
		KMPHP	%	Gara Task Forces	%	
1	Stage of decision making					DF=2,P= 0,05
	- low	0	0	0	0	CST=5,991
	- currently	0	0	0	0	CSH= 8,765
	- high	10	71,4	7	70	> 4 activities
2	Stage of implementation					DF=2, P= 0,05
	- low	0	0	0	0	CST=5,991
	- currently	0	0	0	0	CSH= 12,333
	- high	14	100	10	10	> 4 activities
3	Stage of enjoying the results					DF=2, P= 0,05
	- low	0	0	0	0	CST=5,991
	- currently	0	0	0	0	CSH= 12,333
	- high	14	100	10	100	> 4 activities
4	Stage of evaluation					DF=2, P= 0,05
	- low	0	0	0	0	CST=5,991
	- currently	0	5	0	0	CSH= 12,043
	- high	14	100	9	90	> 4 activities

Notes: DF= degree of freedom, P= probability, CST= chi-square table, CSH= chi-square count.

Table 8. Distribution of respondents' participation forms

Number	Participation Rate	Gara Task Forces				Parameter
		KMPHP	%		%	
1	Thought					DF=2,P= 0,05
	- low	0	0	0	0	CST=5,991
	- currently	0	0	0	0	CSH= 12,333
2	- high	14	100	10	100	> 4 activities
	Power					DF=2, P= 0,05
	- low	0	0	0	0	CST=5,991
3	- currently	0	0	0	0	CSH= 12,333
	- high	14	100	10	100	> 4 activities
	Skill					DF=2, P= 0,05
4	- low	0	0	0	0	CST=5,991
	- currently	0	0	0	0	CSH= 8,765
	- high	10	71,4	7	70	> 4 activities
4	Goods					DF=2, P= 0,05
	- low	0	0	0	0	CST=5,991
	- currently	0	5	0	0	CSH= 12,333
4	- high	14	100	10	100	> 4 activities

Notes: DF= degree of freedom, P= probability, CST= chi-square table, CSH= chi-square count.

Table 9. EFE Matrix of sustainable mangrove ecosystem management

Main External Factors	Weight	Rating	Total Score
Opportunities			
1. High support from the Government of Brebes District	0,200	3,5	0,70
2. High support from Local NGOs, NGOs, and university	0,140	3,0	0,42
3. Making mangrove ecotourism	0,125	3,5	0,44
4. Adequate infrastructure and facilities	0,150	3,0	0,45
5. People's desire to participate	0,135	3,5	0,47
Total	0,750		2,48
Threats			
1. Sedimentation and water pollution	0,45	1,5	0,07
2. Abrasion that erodes the land	0,45	2,0	0,09
3. Seawater intrusion into land	0,55	1,5	0,08
4. Illegal logging and timber theft	0,55	2,0	0,11
5. Pests that attack mangrove trees	0,50	2,0	0,10
Total	0,250		0,45
FE tendency towards strategy (Y axis)	1,00		2,03

DISCUSSION

The results of the analysis of internal factors and external factors are combined by using the SWOT matrix to obtain the best alternative strategy that can be used. Table 10, which shows the SWOT matrix for the sustainable

management of mangrove ecosystems, is presented below.

Based on table 10, internal factors and external factors that have been identified are in quadrant I. Figure 4, which shows the four quadrants in the SWOT analysis, is presented below.

Table 10. SWOT matrix for sustainable mangrove ecosystem management

	Internal Strength (S)	Weakness (W)
	<ol style="list-style-type: none"> 1. Good social relationships 2. Awareness of the mangrove ecosystem 3. Ban people cutting down mangrove 4. Benefits of the mangrove ecosystem 5. Mangrove conservation community groups 	<ol style="list-style-type: none"> 1. Low education level in the community 2. Low-income level 3. Lack of awareness of the affected community 4. The size of the area affected by abrasion 5. Limited rehabilitation budget
External		
Opportunities (O)	Strategy SO <ol style="list-style-type: none"> 1. Provide opportunities for the community to manage the mangrove ecosystem independently so that they can participate directly in the sustainable management of the mangrove ecosystem with assistance from the local government 2. Utilizing the potential of the mangrove ecosystem by involving the community directly so that they awareness can maintain and supervise sustainable mangrove ecosystems 	Strategy WO <ol style="list-style-type: none"> 1. Provide socialization about the importance of mangrove ecosystems and make it ecotourism that can increase community participation in mangrove ecosystem management 2. Increase community income by making the mangrove ecosystem ecotourism and providing opportunities for them to manage
Threats (T)	Strategy ST <ol style="list-style-type: none"> 1. Planting and maintaining sustainable mangroves independently along the coastline, areas of former abraded ponds, and around ponds 2. Protecting and supervising the mangrove ecosystem from damage caused by pests by providing insecticides and by providing strict sanctions 	Strategy WT <p>Provide socialization about the role and importance of mangrove ecosystems so that they can improve sustainable mangrove ecosystem management strategies and guard against damage caused by pests and humans</p>

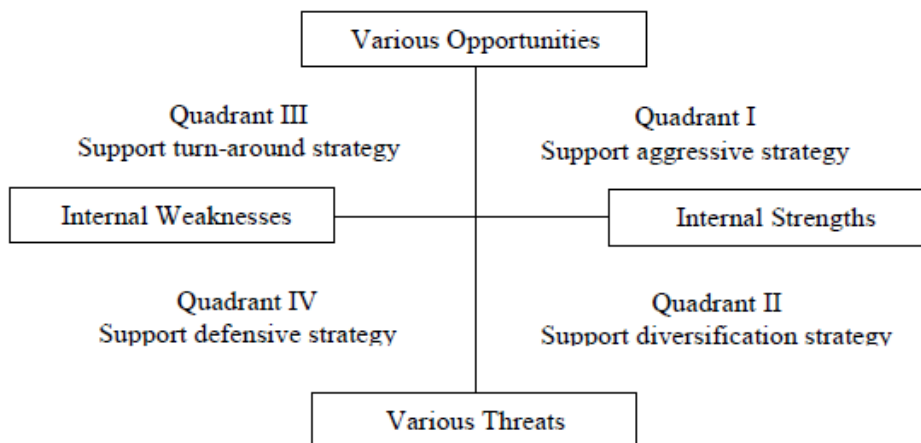
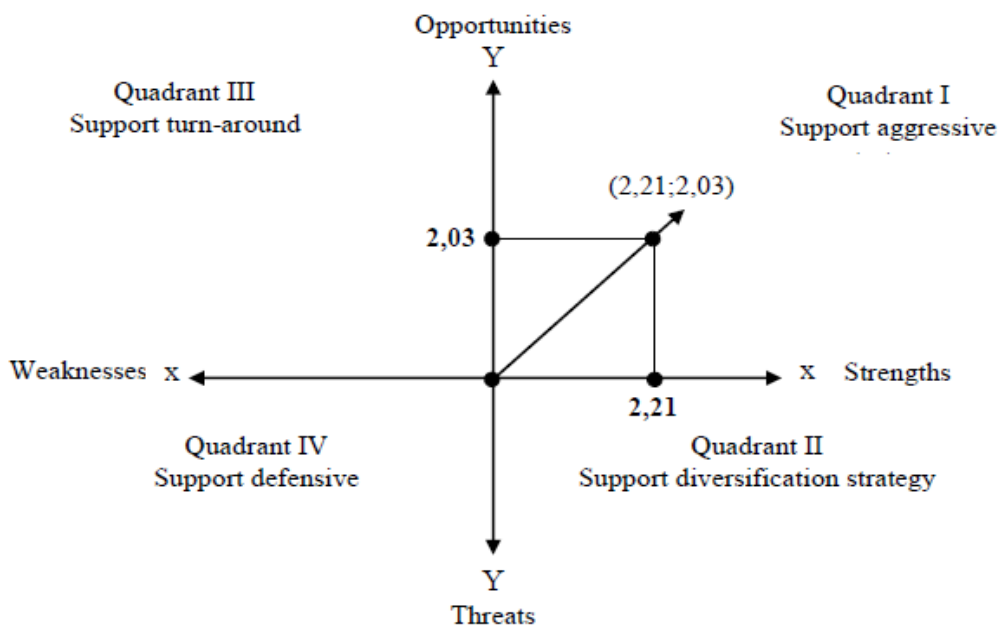


Figure 4. Four quadrants in SWOT analysis
Source: Rangkuti (2016).

Based on Figure 4, which shows the results of the combination of strengths and opportunities in the quadrant I is a profitable position. The strategy applied is aggressive. Figure 5, which shows the strategic position of the sustainable management of mangrove ecosystems, is presented below:

strategy applied is aggressive, namely enlarging and accelerating the rehabilitation and management of sustainable mangrove ecosystems more broadly. Community participation in the sustainable management of mangrove ecosystems must also avoid factors



Based on figure 5, it shows the result of the matching score between internal factors and external factors at (2,21;2,03). It is in the position of quadrant I. This position is a favorable situation, meaning that community participation in sustainable mangrove ecosystem management in Kaliwlingi Village is in a strong position. In quadrant I, the development

that are threats and weaknesses, develop and take advantage of existing opportunity factors as well as possible by using the strengths of the community.

There are two SO strategies that may be applied for the development of community participation in the sustainable management of the mangrove ecosystem, namely:

- a. Strategy I: Provide opportunities for communities to manage mangrove ecosystems independently so that they can participate directly in the sustainable management of the mangrove ecosystems with assistance from the Government of Brebes District.
- b. Strategy II: Harnessing the potential of mangrove ecosystems by involving the community directly so that those with their awareness can maintain and supervise mangrove ecosystems sustainably.

and external factors. The QSPM approach is an attempt to objectively select the best strategy using management techniques. According to David, as quoted by Sari, QSPM is a tool that allows strategists to objectively evaluate alternative strategies based on previously identified internal and external success factors (I. D. O. Sari, 2019).

The specialty of using the QSPM approach is that the series of strategies can be observed sequentially and simultaneously. Strategists may include external and internal factors to analyze and determine the chosen strategy. The QSPM matrix has limitations in drafting because it requires intuition and fundamental assumptions, while the provision of attractiveness score (AS) must be based on objective information. The AS value shows the level of relative attractiveness that has been determined and then multiplies it by the weight to produce a Total Attractiveness Score (TAS). Table 11, which shows the results of the QSPM TAS matrix alternative strategies I and II, is presented below:

Result Validation Test

Quantitative Strategic Planning Matrix (QSPM)

The decision-making stage is carried out using the Quantitative Strategic Planning Matrix (QSPM) approach. The QSPM is a systematic strategic approach to evaluating alternative strategies and helping to decide on the most suitable strategy based on input from internal

Main Factor	Weight	Strategic Alternative			
		I		II	
		AS	TAS	AS	TAS
Internal factors					
Strengths					
1. Good social relationships	0,115	3,0	0,345	3,0	0,345
2. Awareness of the mangrove ecosystems	0,210	3,9	0,819	3,7	0,777
3. Ban people cutting down mangroves	0,125	3,0	0,375	3,0	0,375
4. Benefits of mangrove ecosystems	0,125	3,8	0,475	3,5	0,438
5. Mangrove conservation community groups	0,200	3,9	0,722	3,6	0,666
Weaknesses					
1. Low education level in the community	0,040	1,5	0,068	1,5	0,068
2. Low-income level	0,045	1,5	0,075	1,5	0,075
3. Lack of awareness of the affected community	0,050	1,5	0,075	1,5	0,075
4. The size of the area affected by abrasion	0,050	1,5	0,075	2,0	0,100
5. Limited rehabilitation budget	0,040	1,5	0,068	2,0	0,090
Total	1,000				

External Factors					
Opportunities					
1. High support from Government of Brebes District	0,200	3,7	0,722	3,5	0,683
2. High support from local NGOs, NGOs and university	0,140	3,5	0,420	2,5	0,300
3. Making mangrove ecotourism	0,125	3,5	0,403	3,0	0,345
4. Adequate infrastructure and facilities	0,150	2,8	0,322	2,8	0,322
5. People's desire to participate	0,135	3,5	0,368	2,8	0,289
Threats					
1. Sedimentation and water pollution	0,045	1,5	0,113	1,5	0,113
2. Abrasion that erodes the land	0,045	2,5	0,188	2,5	0,188
3. Seawater intrusion into land	0,055	1,5	0,083	1,5	0,083
4. Illegal logging and timber theft	0,055	2,1	0,158	2,1	0,158
5. Pests that attack mangrove trees	0,050	2,0	0,140	2,0	0,140
TAS			6,009	5,626	
Selected Strategy Priority			I	II	

Based on table 11, the results of the QSPM matrix show that TAS strategy I is 6,009 and strategy II is 5,626. Thus, the strategy I has the highest TAS value and becomes the preferred alternative priority strategy. The sustainable management of mangrove ecosystems strategy by providing opportunities for communities to manage mangrove ecosystems independently so that they can participate directly in sustainable mangrove ecosystem management with assistance from the Government of Brebes District. Community empowerment strategies to manage mangrove ecosystems independently with the assistance of the Government of Brebes District are important because the mangrove ecosystem is an asset to the village, and the community must be responsible for maintaining its sustainability.

CONCLUSION

Based on the results of the study, it was found that the integration score between internal factors and external factors SWOT analysis was (2.21; 2.03) in the position of quadrant I. In quadrant I, the development strategy applied is aggressive, namely enlarging and accelerating the rehabilitation and sustainable management of mangrove forests more broadly. The results of the QSPM matrix show that TAS strategy I has the highest score of 6.009, and it is the chosen alternative priority strategy. The Sustainable

management of the mangrove ecosystems strategy by providing opportunities for communities to manage mangrove ecosystems independently so that they can participate directly in the sustainable management of the mangrove ecosystems with assistance from the Government of Brebes District.

Mangrove ecosystem management strategy based on local community participation is carried out as an effort so that mangrove ecosystem management can run sustainably. The assistance program by the Government of Brebes District can increase community participation in the management of mangrove ecosystems in the mangrove ecosystem area of Kaliwlingi Village, Brebes Sub-district, Brebes District, so that the existence of mangrove ecosystems has a positive impact on local communities. The role of local government also needs to be improved through community empowerment programs, especially infrastructure development programs in the mangrove ecosystem area of Kaliwlingi Village. Thus, community participation can increase, and the existence of mangrove ecosystems in a sustainable manner can improve people's living standards.

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The background of the page is a large, curved musical staff with various notes and stems, creating a sense of motion and rhythm. The staff is curved from the bottom left towards the top right. The notes are black and white, with stems and beams connecting them. The overall aesthetic is clean and modern.

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The Effect of Competence, Organizational Culture, and Emotional Intelligence on Employee Performance on Lembaga Perkreditan Desa (LPD) in Denpasar Selatan

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Abstract

The purpose of this study was to determine the effect, competence, organizational culture and emotional intelligence on employee performance at LPD in South Denpasar. Quantitative methods/approaches are used in this study. The number of samples used were 87 LPD employees in South Denpasar with the saturated sampling method, namely by using all the population as samples. Collecting data using a questionnaire. The data analysis technique used multiple linear regression. Then analyzed using SPSS 23 for windows. The results showed that all the proposed research hypotheses were accepted. The conclusion in this study is that competence has a positive and significant effect on employee performance. Organizational culture has a positive and significant effect on employee performance. Emotional intelligence has a positive and significant effect on employee performance. Efforts are made to improve performance, namely providing training and opportunities to add insight to employees and develop work creativity in accordance with their fields.

Keywords: Competence, Organizational Culture Emotional, Intelligence Employee Performance

INTRODUCTION

Bali as of 2020 has 1,435 units of Lembaga Perkreditan Desa (LPD) according to data published by LPLPD, while the number that is categorized as healthy is 748 units, quite healthy 280 units, less healthy as many as 171 units, unhealthy 98 units and 176 not operating. Meanwhile, in South Denpasar, there are 11 LPD units, which are categorized as healthy as many as 7 units, 1 unit healthy enough, 1 unit unhealthy

and 2 units unhealthy. An investigation should be carried out on LPDs that are not yet in the healthy category, so that LPDs as microfinance institutions can be the pride of the Indigenous Village community in Bali and can develop well and can keep up with the developments of globalization which continues to grow rapidly.

One of the elements in an LPD that has an important role is human resources, where the success of an LPD depends on the roles played by

the people in it. Human resource management is a process of dealing with various problems within the scope of employees, employees, laborers, managers and other workers to be able to support the activities of the organization or company in order to achieve predetermined goals (Abdullah, 2017). Performance is the result or level of success of a person as a whole during a certain period in carrying out tasks compared to various possibilities, such as work standards, targets, or targets or criteria that have been previously agreed upon (Astuti dan Prayogi, 2018) with sacrifices that have been made smaller in ratio than achieved.

LPDs take part in advancing the economy and accommodating workers and creating jobs. LPD should always strive to improve employee performance and minimize the percentage of employees who perform below standard. Simanjuntak (2019) said that one of the factors that affect employee performance is competence. Competence is a person's basic characteristics that indicate ways of thinking, behaving and acting as well as drawing conclusions that can be carried out and maintained by someone at a certain time. At LPDs in South Denpasar, there are still problems related to competence, one of which can be seen from the lack of LPDs conducting better training by following the developments of the times and technology. By conducting training, LPD can have human resources who are more competent in carrying out their responsibilities and have better employee performance so that they can improve performance that is more in line with the objectives of the LPD itself. Supiyanto (2015) said that competence had no significant effect on employee performance. This is in line with the results of Dusauw's research (2019) and Ainanur and Tirtayasa (2018) which suggests that competence has a significant influence on employee performance. The proposed hypothesis is, therefore, as follows:

H1: Competence has a positive and significant effect on employee performance at LPD in South Denpasar.

In addition to competence, organizational culture is also one of the factors that affect

employee performance (Saputro, et al., 2018). A strong culture in the organization provides encouragement to its members to act and behave in accordance with the expectations of the organization. Saputro's research, et al. (2018) said that organizational culture in an organization is usually associated with values, norms, attitudes, and work ethics that are shared by every component of the organization, this element is the basis for monitoring employee behavior, the way they think, cooperate and interact with employees. In several LPDs in South Denpasar, there were problems where there was still a lack of support, participation and team orientation within the scope of the organization. It can be seen from the lack of employees in doing good cooperation and effective communication in order to achieve better goals to improve employee performance. Wahyudi (2019) said that organizational culture partially has a positive but not significant effect on employee performance. Eka (2019) dan Muis (2018) which says that there is a positive influence between organizational culture on employee performance. The proposed hypothesis is, therefore, as follows:

H2: Organizational culture has a positive and significant effect on employee performance at LPD in South Denpasar.

In addition to the two factors above, Ramadhani (2019) said that one of the factors that can affect employee performance is emotional intelligence. Dewi (2018) defines a person's ability to recognize one's own feelings and those of others, the ability to adapt to different situations and conditions and the ability to control or master one's own or other people's emotions in certain situations and conditions and be able to control their reactions and behavior. LPD in South Denpasar requires that its employees behave in a positive manner and can always manage the situation of their hearts and minds so that they can serve the community with a smile and a happy heart. The decrease in employee performance caused by the weak emotional intelligence possessed by employees at several LPDs in North Denpasar, namely there are still employees who are less able to control emotional intelligence

both self-control, relationship control, self-awareness, motivation, and empathy. It can be seen from the employees who are still unable to adapt to the existing changes and the lack of motivation possessed by employees in achieving their performance. Akimas, H. N., & Bachri, A. A. (2017) said that emotional intelligence had no significant effect on employee performance. Mulayasari (2018) and Ratnasari, et., al., (2018) states that emotional intelligence has a positive and significant effect on employee performance. The better the emotional intelligence, the higher the employee's performance. The proposed hypothesis is, therefore, as follows:

H3: Emotional intelligence has a positive and significant effect on employee performance at LPD in South Denpasar.

This study uses the Goal-Setting Theory proposed by Locke (1968) as the main theory (grand theory). Goal-Setting Theory is a form of motivation theory. Goal-Setting Theory emphasizes the importance of the relationship between the goals set and the resulting performance. The basic concept is that someone who is able to understand the goals expected by the organization, then that understanding will affect his work behavior. Goal-Setting Theory implies that an individual is committed to a goal (Robbins, 2008). Locke in Kusuma (2013) found that goal-setting has an effect on budget accuracy. Every organization that has set goals that are formulated into a budget plan is easier to achieve its performance targets in accordance with the vision and mission of the organization itself. A budget does not only contain a plan and the nominal amount needed to carry out activities/programs, but also contains the goals the organization wants to achieve. Based on the Goal-Setting Theory approach, the success of employees in managing the budget is the goal to be achieved, while the variables of compensation, work environment and organizational commitment are the determining factors. The higher the determinant, the higher the probability of achieving the goal.

According to Soni (2020) said that competence is an attitude that cannot be separated from the duties of an employee in carrying out his work

properly, which is one of the important elements for a service business or service, and even has an influence on the image of a company or organization.

According to Trice and Bayer (2018), organizational culture is increasingly developing in line with the increasing dynamics of the climate within the organization. Thus the concept of organizational culture was developed in various versions, considering that the term culture was borrowed from the scientific disciplines of tropology and sociology, in accordance with the meaning of culture which has a national connotation, adding that the implications are so broad that it can be seen from various perspectives. However, in the process of adaptation, most argue that the core of culture is a shared value system. According to Dubrin (2015), career development is a staffing activity that helps employees plan their future careers in the company so that the company and the employees concerned can develop themselves to the maximum.

Emotional intelligence according to Priadi (2018) is defined as an instrument for solving problems with coworkers, making deals with fussy customers, criticizing superiors, completing tasks to completion and in various other challenges that can damage success. Without emotional intelligence, people will not be able to use their cognitive abilities to their fullest potential. Maitrianti (2021) says that emotional intelligence has two skills, namely intrapersonal skills and interpersonal skills. Therefore, emotional intelligence has five elements which are a combination of intrapersonal intelligence and interpersonal intelligence, respectively. The five elements are: self-awareness, self-regulation, motivation, empathy and social. According to Riyadi, (2011), performance is a work achieved by someone in carrying out the tasks assigned to them based on skills, experience, sincerity and time.

According to Rani and Mayasari (2015) performance is an achievement of the success or failure of predetermined organizational goals. Information about organizational performance is a very important thing that is used to evaluate

whether the performance processes carried out by the organization so far have been in line with the expected goals or not.

Based on these phenomena and research gaps, the purpose of this study was to determine the effect of competence, organizational culture and emotional intelligence on employee performance at LPD in South Denpasar.

METHODS

The research location is where the author conducts research to obtain the necessary data. The research location was carried out at the LPD in South Denpasar. The research objects are competence (X1), organizational culture (X2), emotional intelligence (X3) and employee performance (Y). The independent variables in this study are competence (X1), organizational culture (X2) and emotional intelligence (X3). The dependent variable in this study is employee performance (Y).

The type of research used in this research is quantitative descriptive research. And the data sources used in this study are primary data and secondary data, namely: Primary data obtained from the research location directly through the interview process and distributing questionnaires to respondents. Secondary data is data that is not obtained from the results of its own collection and processing but is already owned by the LPD in South Denpasar in the form of employee data. The population in this study were all employees of the LPD in South Denpasar, namely 87 people. The number of samples in this study was 87 people, using the saturated sample method, where according to Sugiyono (2017:85) the saturated sampling technique is a sampling technique where all members of the population are used as samples.

This research uses data analysis method in the form of descriptive analysis. According to Sugiyono (2016:147), descriptive statistical analysis is analyzing data by describing or describing the data that has been collected as it is without the intention of making general conclusions and generalizations. Before performing the analysis technique on the data

collected, the research instrument is first tested in this case is testing the validity and reliability.

In this study, the classical assumption test was conducted to determine the feasibility of using the regression model. The classical assumption test used consisted of normality test, multicollinearity test and heteroscedasticity test. In an effort to answer the problems in this study, multiple linear regression analysis was used. Regression analysis is basically a study of the dependence of the dependent variable (bound) with one or more independent variables (independent variables), with the aim of estimating and/or predicting the population mean or the value of the dependent variable based on the known value of the independent variable. For regressions where the independent variables consist of two or more, the regression is also called multiple regression. Because the independent variables above have more than two variables, the regression in this study is called multiple regression. Correlation analysis is an analysis used to determine the pattern and strength of the relationship between the independent variable and the dependent variable. The value of the coefficient of determination shows how far the ability of the independent variable to explain the variation of the dependent variable (Ghozali, 2016:95).

In this statistical calculation, the value of 2 used is adjusted 2 because this is one indicator to determine the effect of adding independent variables into a regression equation. The F (simultaneous) test was conducted to test the effect of the independent variables contained in the model on the dependent variable (Y). According to Ghozali (2016: 97), hypothesis testing is done by t-test. This test is used to determine the effect of one independent variable individually on the dependent variable. As for the decision-making criteria, if the significance is <0.05 then the hypothesis is accepted, namely that the independent variable (X) has a significant effect on the dependent variable (Y) and vice versa if it is significant <0.05 , then the hypothesis is rejected, namely that the independent variable (X) has no significant effect on the dependent variable. All of the above tests were carried

out using product moment with the help of the Statistical Package for Social Science (SPSS) 23 for windows.

RESULTS

The calculated values in Table 1 show that all of the above values are greater than 0.30. Thus, all research instruments for competence (X1), organizational culture (X2), emotional intelligence (X3) and performance (Y) variables used are valid and then these instruments can be used for further statistical analysis.

Reliability is an index that shows the extent to which a measuring instrument can be trusted or reliable. Therefore, testing the reliability of a measuring instrument is intended to show the extent to which a measuring instrument is reliable or trustworthy by using a Cronbach Alpha value greater than 0.6 then the variable construct can be said to be good .

Based on the SPSS output, the Asymp value is obtained. Sig. (2-tailed) 0.085 which is greater than 0.05. This means that the data has been

normally distributed.

Table 1 shows that the tolerance value of competence (X1) is 0.504, organizational culture (X2) is 0.252 and emotional intelligence (X3) is 0.354 and the variance inflation factor (VIF) for the competency variable is 1.985, the organizational culture variable (X2) is 3.985, and the emotional intelligence variable is 2.821 so that all independent variables have a tolerance value of more than 0.1 or the variance inflation factor (VIF) is less than 10, it is concluded that there is no multicollinearity between the independent variables in the regression model.

Based on the resulting graph, it can be seen that the points spread randomly, do not form a certain clear pattern, and are spread both above and below the number 0 on the Y axis. This means that there is no heteroscedasticity in the regression model.

The results of multiple regression testing to evaluate the effect of competence, organizational culture, emotional intelligence on employee performance are presented in Table 1.

Table 1. Multiple linear regression test results

Variabel	Unstandardized		Standardized		Sig
	Coefficients		Coefficients		
	B	Std. Error	β	t	
Constant	12,66	0,1717		73,828	0,000
Competence (X1)	0	0,021	0,111	6,053	0,000
Organizational culture (X2)	0,125	0,015	0,598	23,006	0,000
Emotional intelligence (X3)	0,350	0,015	0,363	16,553	0,000
R	0,254				
R Square	0,893				
Adj R Square	0,797				
F	0,783				
Sig. F	1930,480				
	0,000				

Source: SPSS, 2021.

This analysis is used to determine the degree of relationship and direction between the variables studied, namely the relationship between the independent variable competence (X1) organizational culture (X2) and emotional intelligence (X3) with the dependent variable performance (Y). Based on the results of SPSS calculations in Table 5.1, a correlation coefficient of $R = 0.893$ is obtained. Based on the criteria for the strength of the relationship according to Wirawan (2017; 274), the correlation coefficient of 0.893 above lies between 0.8 - 1.0 which means there is a very high correlation, this means that the influence between competence, organizational culture and emotional intelligence with employee performance is very high.

Based on the results of data processing, the calculated F value is 1930.480 and the sig value is $0.000 < 0.05$, this means that H_0 is rejected and H_a is accepted. This means that at the level of $\alpha = 5\%$ simultaneously competence (X1), organizational culture (X2) and emotional intelligence (X3) have a significant effect on performance (Y).

DISCUSSION

Based on the results of the study, the value of F_1 was 0.350 and the value of sig was $0.00 < 0.05$, so that H_0 was rejected and H_a was accepted. This means that competence has a significant positive effect on performance. In this study, competence was measured using indicators of knowledge, skills and attitudes. Based on the validity and reliability testing, it is proven to be able to represent the competence variable. The competency variable in this study is proven to have an impact on increasing employee performance, which means that an increase in the competency variable will increase employee performance. The results of this study are in line with research conducted by Irma Mulyasari (2018) that competence has a positive and significant effect on employee performance.

Based on the results of the study, the value of F_2 was 0.350 and the sig value was $0.000 < 0.05$, so that H_0 was rejected and H_a was accepted. This means that organizational culture (X2) has a significant positive effect on performance (Y).

Organizational culture in this study was measured using self-awareness, aggressiveness, personality, performance, team orientation, proven to affect employee performance, the results of the study indicate that the higher the organizational culture, the higher the performance. On the other hand, the lower the organizational culture, the lower the performance. The results of this study are in line with those conducted by Saputro (2018) which shows that organizational culture has a positive effect on employee performance.

Based on the results of the study, the value of F_3 was 0.254 and the sig value was $0.000 < 0.05$ so that H_0 was rejected and H_a was accepted. This means that emotional intelligence (X3) has a significant positive effect on performance (Y). Emotional intelligence in this study, measured using indicators of self-intelligence, self-control, motivation, empathy, social skills, is proven to affect employee performance. The results of the study indicate that the higher the emotional intelligence, the higher the performance. On the other hand, the lower the emotional intelligence, the lower the employee's performance. This is in line with the results of Widodo's (2019) research which shows that emotional intelligence has a positive and significant effect on employee performance.

CONCLUSION

Based on the results of the analysis and discussion of the influence of competence, organizational culture, emotional intelligence on the performance of LPD employees in South Denpasar, the following conclusions can be drawn, the competence variable has a positive and significant effect on employee performance and the hypothesis is proven true. This means that the higher the competence, the higher the employee's performance. Organizational culture variable has a positive and significant effect on employee performance and the hypothesis is proven true. This means that the higher the organizational culture, the higher the employee's performance. The variable of emotional intelligence has a positive and significant effect on employee performance and the hypothesis

is proven true. This means that the higher the emotional intelligence, the higher the employee's performance.

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The background of the page is a light gray gradient. Overlaid on this is a large, stylized graphic of musical staves and notes. The staves are curved and arranged in a fan-like pattern, radiating from the right side towards the left. The notes are represented by vertical stems with horizontal beams and small circular heads, creating a sense of movement and rhythm. The overall aesthetic is clean and modern, with a focus on geometric shapes and musical motifs.

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The Effect of Job Placement, Work Quality and Work Discipline on Employee Work Performance of PT. Shin Heung Indonesia

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Abstract

The goal of this study is to examine the effect of placement, work quality and work discipline on the employee work performance of PT. Shin Heung Indonesia. This research utilized quantitative methods. Sampling was carried out using the saturated sample method by involving all the population as samples, thus the researchers obtained a sample of 50 people who were employees of PT. Shin Heung Indonesia. The analytical test tool used is SmartPLS v 3.2.6 with SEM (Structural Equation Modeling) analysis method. The results of this study indicate that the placement has a positive and significant effect on employee performance as indicated by the t-statistic value of 2.843, which is > 1.96 and the p-value of 0.005, which is < 0.05 , work quality has a positive and significant effect on employee performance with a t-statistic value of 2,345, namely > 1.96 and a p-value of 0.019, which is < 0.05 and work discipline has a positive and significant effect on employee performance with a t-statistic value of 2.496, namely > 1.96 and a p-value of 0.013, which is < 0.05 .

Keywords: Placement, Work Quality, Work Discipline, Work Performance

INTRODUCTION

The increasingly fierce competition in the business world can be triggered by the development of science and knowledge today. Human resources are one of the important factors that should not be forgotten which greatly influences the progress of the organization to achieve its success. Organizations must have good human resource management because human resources are an important factor for planning, organizing, directing and moving the factors that exist within the organization to achieve its goals.

One of the important factors in human resources is to help the organization run well. Therefore, the organization is responsible for maintaining the quality of work and fostering human resources. That can result in the employees who can contribute optimally to achieve organizational goals and who are more skilled and more trained when carrying out their duties and to improve better work performance.

The first step in fostering reliable and skilled resources and realizing good work performance is paying attention to placement. Placement is used

to recruit employees who meet predetermined criteria and are expected by the organization. The right placement will create the realization of employee morale which can improve work results and maximize work performance. The problems that occur in PT. Shin Heung Indonesia in employee work placements is the existence of employees who leave, retire, or pass away, employees who feel that the work assigned to them is not in line with their educational background, and those who feel placed in a position that they think is not in accordance with their abilities and experience even though they are provided with training by the company. This inappropriate work placement makes employees feel a little difficult in realizing the desired work performance.

Quality of work can also be a way that plays a role in achieving the desired work performance of employees. The quality of work can be seen from the results of their work and how well the contribution that employees make to the organization. Kualitas kerja dianggap dapat meningkatkan peran karyawan dan menumbuhkan antusiasme karyawan untuk tetap bekerja dan menjadi bagian dari organisasi. Permasalahan yang terjadi di PT. Shin Heung adalah kualitas kerja karyawan yang dinilai kurang baik seperti, masih banyaknya keterlambatan karyawan dalam menyelesaikan laporan pekerjaan, kurangnya kesadaran diri dengan tanggung jawabnya sebagai karyawan dalam mengisi laporan harian yang tidak sesuai, serta kurangnya keterampilan dan pengetahuan juga dapat menjadi faktor kurangnya kualitas kerja karyawan karena akan membuat karyawan cenderung tidak menguasai bidang pekerjaan yang dijalani.

The quality of work is deemed able to increase the role of employees and foster employee enthusiasm to keep working and be part of the organization. The issues occurring in PT. Shin Heung is the work quality of employees who are considered not good, such as, there are many employees postponing the completion of their work reports, lacking self-awareness with their employee responsibilities by filling out inappropriate daily reports, and lacking skills and knowledge. This can be a factor in the lack

of employee work quality because it will make employees less likely to master the field of work they are doing.

Work discipline in the workplace is not only about rules and punishments, but also about one of the efforts to improve employee performance such as arriving on time and obeying the rules made by the organization. Good work discipline will certainly make work easier to do as efficiently and effectively as possible. The issues that occur in PT. Shin Heung Indonesia is a lack of employee discipline such as employees who are not at work during working hours for, for example, chatting with colleagues, employees who are not present on time, lack of employee initiative in completing work and responsibilities more quickly that results in work delays, and employees' lack of level of concern with the work assigned them that results in employees who cannot enjoy the work they have.

Work Performance

Work performance is the result of an employee's work which is determined by his abilities, personal characteristics, and his role in the work assigned to him (Sutrisno, 2012 dalam Ceswirdani et al. 2017). Work performance is an employee's achievement as the results of his work in carrying out the work that has been assigned to him (Sunyoto, 2013 dalam Ceswirdani et al. 2017).

According to Sutrisno (2012) in Usman (2019), work performance indicators are (1) work results, (2) work knowledge, (3) mental dexterity, and (4) time discipline and absenteeism. Meanwhile, according to Arif and Ardiyan (2019) indicator of work performance is (1) quality.

Placement

Job placement is a policy made by the company to channel the ability of employees in positions that are in accordance with the knowledge, skills and abilities of these employees in order to obtain job satisfaction and the best work performance. Employee placement is the provision of a new job but has responsibilities that tend to be the same as the previous employee's position to replace the

vacant position of the employee. (Handoko, 2010 dalam Usman, 2019).

According to Siagian (2013) in Usman (2019) the placement indicators are (1) motivation, (2) ability, (3) accuracy of assignments, and (4) Education. Meanwhile, according to Yuniarsih & Suwatno (2016) in Ermiami et al. (2018) indicator of placement is (5) work knowledge.

Quality of Work

Quality of work is the result of work or output shown by employees to give their best effort for the company (Lupiyoadi and Hamdani, 2011 in Ceswirdani et al. 2017). Work quality is a form of attitude or activity carried out in accordance with organizational expectations or goals that can be achieved effectively and efficiently (Marcana, 2013 in Ceswirdani et al. 2017).

According to Hasibuan (2008) in Ceswirdani et al. (2017) indicators of work quality are (1) self-potential, (2) optimal work results, (3) work

processes, and (4) enthusiasm. Meanwhile, according to Manurung & Damaris (2015) in Istiana and Manurung (2018) indicator of work quality is (1) work involvement.

Work Discipline

Work discipline is a regulation set by the organization to be obeyed and carried out by employees optimally to achieve organizational goals (Mangkunegara, 2012 in Sakarsih and Rasmansyah, 2017). Discipline is a person's awareness and willingness to obey all company regulations and applicable social norms (Hasibuan, 2014 in Sakarsih and Rasmansyah, 2017).

According to Hasibuan (2014) in Sakarsih and Rasmansyah (2017) indicators of work discipline are (1) exemplary leadership, (2) remuneration, (3) justice, and (4) punitive sanctions. Meanwhile, according to Novita (2015) in Wibawa and Sriathi (2017) the indicator of work discipline is (1) the quantity of work, as depicted in Figure 1.

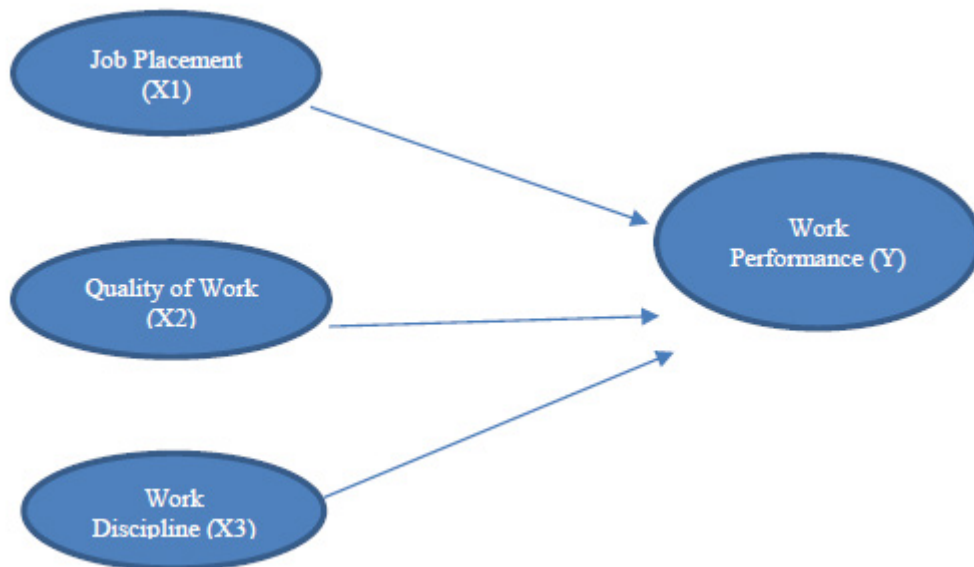


Figure 1. Framework 1 Hypothesis

H1: It is suspected that the placement will affect the employee's work performance.

H2: It is suspected that the quality of work will affect employee work performance.

H3: It is suspected that work discipline will affect employee performance.

METHODS

This study used a quantitative method that aimed to determine whether there was an effect of placement, work quality and work discipline on employee performance. The population in this study were employees of PT. Shin Heung Indonesia, totaling 50 people. While the determination of the sample was carried out using the saturated sample method where the entire population was used as a sample. Thus, the researchers obtained a sample of 50 respondents.

The data collection method used was a questionnaire. This research questionnaire consisted of statement items with the smallest value (1) disagree and the biggest (5) strongly agree, which were distributed in the form of google form and whose results were processed using the SmartPLS v 3.2.6 application.

Evaluation of the Measurement Model (Outer Model)

Validity Test

The result of the validity test can be seen in the Average Variant Extracted (AVE) value which has a significance value of more than 0.5.

Table 1. AVE

	Average Variance Extracted (AVE)
X1 (P)	0.784
X2 (KK)	0.660
X3 (DK)	0.583
Y (PK)	0.696

Based on the table above, it can be concluded that the AVE values of all variables are considered valid because they have a value of more than 0.5.

Reliability Test

There are two ways to test the reliability

of a construct, namely Cronbach's Alpha and Composite Reliability. Composite Reliability is a method that gives a lower value and must have a value above 0.7 so it is more recommended.

In the table below, it can be seen that all variable values in the reliability test using Cronbach's Alpha and Composite Reliability are above 0.7. It, therefore, was concluded that the variables tested were valid and reliable.

Table 2. Composite reliability

	Cronbach's Alpha	Composite Reliability
X1 (P)	0.954	0.962
X2 (KK)	0.926	0.939
X3 (DK)	0.857	0.893
Y (PK)	0.951	0.958

Structural Model Evaluation (Inner Model)

The evaluation of the structural model has the aim of knowing the prediction of the association between latent variables based on the substantive theory of the structural model which is evaluated using R-Square for endogenous constructs.

R-Square (R2)

R-Square can be used to determine the predictive power of the structural model. R-Squares describe how much influence between exogenous variables on endogenous variables and whether it has a substantive effect. The value of R-Squares can be seen in the table below:

Table 3. R-Square

	R Square	R Square Adjusted
Y (PK)	0.745	0.728

Based on the results of R-Squares in Table 4.15, it can be seen that the value of R-Squares is 0.745. This value indicates that the variables of placement, work quality and work discipline have an effect on the work performance variable of 74.5%. Meanwhile, the remaining 25.5% is affected by other variables not examined in this study.

Hypothesis Test

To be able to find out whether the hypothesis can be accepted or rejected, it is necessary to look at the significance value between the t-statistical constructs and p-values. Hypothesis testing will show the results are accepted if it has a significance value of t-values greater than 1.96 and or p-values less than 0.05, then H_a is accepted and H_o is rejected, and vice versa.

Table 4. T-Statistic results

Item	T Statistics	P Values	Description
X1 > Y	2.843	0.005	Accepted
X2 > Y	2.345	0.019	Accepted
X3 > Y	2.496	0.013	Accepted

Based on the table above, it can be concluded that the variables of placement, work quality and work discipline partially have a significant effect on employee performance.

RESULTS

The Effect of Placement on Work Performance

The t-statistic value of the placement variable is 2.843 which is greater than 1.96 and the p-values are 0.005 which is less than 0.05. This means that the proposed hypothesis is accepted, that is, there is a positive and significant effect between the placement variables on employee performance. Placement of employees that is carried out properly will increase employee performance. Based on the results of the average score of each indicator, it can be seen that the most powerful placement indicator in influencing work performance is the accuracy of assignments. It can be concluded that in the proper placement of employees PT. Shin Heung Indonesia always prioritizes the abilities, skills, interests and talents as well as educational background to achieve the accuracy of the assignment of its employees.

The Effect of Work Performance on Work Performance

The t-statistic value of the work quality variable is 2.345 which is greater than 1.96 and the p-value is 0.019 which is smaller than 0.05.

This means that the proposed hypothesis is accepted, that is, there is a positive and significant effect between the variables of work quality on employee performance. Therefore, it can be concluded that the higher the quality of work, the better the work performance of employees. From the results of the average score, it can be seen that the most powerful indicators of work quality in influencing work performance are optimal work results and enthusiasm. It can be concluded that to improve the quality of work of employees, PT. Shin Heung Indonesia always prioritizes work standards set by the organization as a reference to achieve optimal work results and to have high enthusiasm to do work without being ordered or asked by superiors.

The Effect of Work Discipline on Work Performance

The t-statistic value in this construct is 2.496 which is greater than 1.96 and the p-values are 0.013 which is smaller than 0.05. This means that the proposed hypothesis is accepted, that is, there is a positive and significant effect between work discipline variables on employee performance. Therefore, it can be concluded that the better the work discipline, the better the employee's work performance. From the results of the average score, it can be seen that the most powerful indicator of work discipline in influencing work performance is the quantity of work. It can be concluded that to improve the quality of employee work, PT. Shin Heung Indonesia is always responsible for the work and quantity that has been determined by the institution.

DISCUSSION

Placement has a positive and significant effect on the work performance of employees of PT. Shin Heung Indonesia. Therefore, it can be said that the better the placement created, the better the work performance produced by employees.

The quality of work has a positive and significant effect on the work performance of employees of PT. Shin Heung Indonesia. Therefore, it can be said that the better the work quality of employees, the better the work performance that will support

the work of employees.

Work discipline has a positive and significant effect on the work performance of employees of PT. Shin Heung Indonesia. Therefore, it can be said that the better the work discipline applied, the better the work performance produced by employees.

ACKNOWLEDGEMENT

This research was conducted in a manufacturing company in an Industrial Estate in Bekasi Regency, where the majority of the employees are millennials. The method of data collection is done purposively with data across work units where the millennial generation is a generation that does not like to be regulated, therefore; work placement, work quality, and discipline cannot be forced but it exists because there is an intention from the millennial generation to show their abilities. The thing that allows for further research is the work performance of millennial employees in relation to business sustainability. This research uses a static approach. This is because the data collection is done in a cross section. In the future, research in this case should expand the research area and use longitudinal data. In addition, future research is expected to involve mixed-generation respondents to validate the research model and results.

CONCLUSION

Future research is expected to add endogenous variables or mediating variables so that research results can reach a wider scope. Future research is expected to be able to conduct research in different business sectors, because this will make this research more complete and can be used for comprehensive decision making. In addition, the organizational management of PT. Shin Heung Indonesia is expected to improve employee performance by paying more attention to the placement, quality of work, and work discipline of its employees.

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Testing The Resilience of Sharia Bank During Covid-19 Pandemic

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Abstract

The purpose of this study was to test the resilience of Islamic banks in Indonesia facing Covid-19 which has not shown humility. The resilience of financial institutions, including Islamic banks, is needed so that the stability of financial institutions can be maintained. Several macroprudential policies have been implemented. The research method uses quantitative methods with the Primary Component Analysis technique. The research model refers to the theory of economic evolution. There are stages of bank resilience, starting from the normal stage, persistence and adaptability. The data used was secondary data with data sources from the OJK for performance indicators of Islamic banks with a total of twenty provinces in Indonesia. Data related to the covid-19 pandemic uses data from covid19.go.id. Based on the results of the study, there was a decrease in bank resilience due to Covid-19 pandemic. West Java Province is the province with the highest relative bank resilience score compared to other provinces, with a resilience score of 6.35. Meanwhile, from the results of the KMO test and Bartlett's Test the research data is feasible to use with the KMO value of each normal scenario, persistence and adaptability are greater than 0.05 and Bartlett's Test is significantly ($\text{sig} = 0.000$).

Keywords: Sharia Bank, Primary Component Analysis, Covid-19, Economic Evolution

INTRODUCTION

Since being declared by the World Health Organization Covid-19 as a pandemic, until now it has not subsided, even showing an accelerated spread. The Covid-19 pandemic has caused the economy to be depressed, even into a recession. The business world cannot run as it should, because of restrictions. Financial institutions face serious problems facing the risk of being able

to channel funds in the form of loans to various industries. Financial crises, especially in the Banking Industry can cause economic disruption and instability.

In the Q2 period of 2021, there was an easing of health protocols because it was considered that the spread of the Covid-19 virus had slowed down. In this period, based on BPS data, the level of aggregate consumption increased by 5.66 percent

(year on year), even economic growth showed an increase of 7.07 percent (year on year). But this did not last long, because there was a spike in exposure to Covid-19 due to the emergence of new variants. The spike in transmission of the Covid-19 virus occurred in July 2021 as shown in Figure-1 below. This forced the Government to re-implement the Emergency PPKM policy to control the spread of Covid-19. The impact of this policy again creates potential pressure on activities in the business sector and the banking industry.

To maintain the resilience of the financial sector, the banking industry including Islamic Banks, The Central Bank has issued several macroprudential policies such as Countercyclical

Buffer (CCB), Loan to Value, Macroprudential Intermediation Ratio, Macroprudential Liquidity Buffer and Short-Term Liquidity Loans (PLJP). The ultimate goal of macroprudential policy is to avoid financial instability, such as: banking crises, which have long-term impacts and can destroy the economy (Nakatani, 2020).

Based on OJK statistical data on credit distribution by Commercial Banks in the period June 2020 - June 2021 there was a downward trend starting from June 2020 to January 2021, then it started to increase again and the highest in June 2021. However NPL has increased to the highest value in May 2021, then a downward trend in the next period. Meanwhile in the same period profit sharing financing by Islamic Banks showed

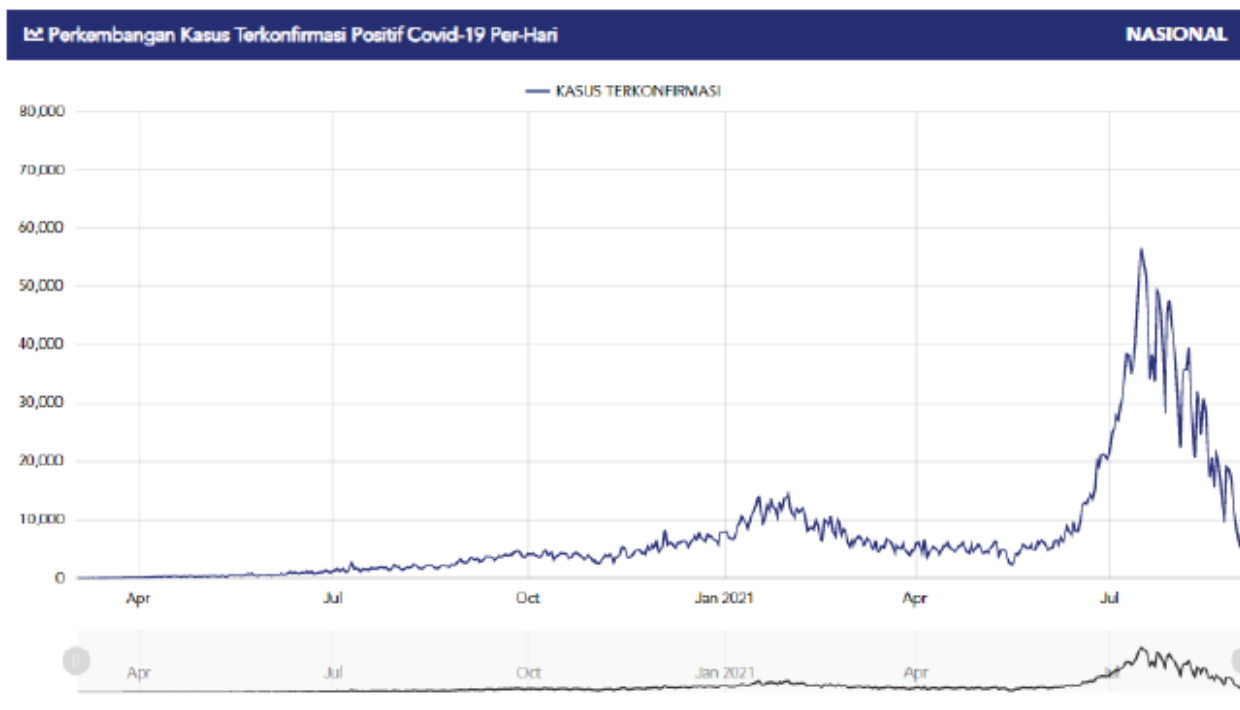


Figure 1. Progress of positive confirmed cases of Covid-19 (per day)

Source: <https://covid19.go.id/peta-sebaran-covid19>.

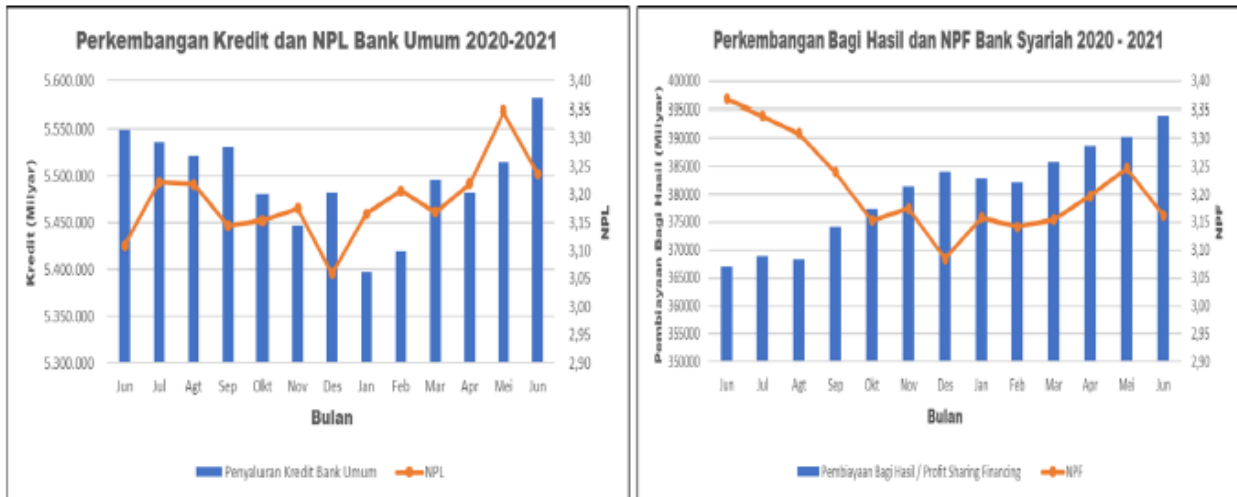


Figure 2. Comparison of development of 3rd party fund distribution and NPL/NPF of Commercial Banks and Islamic Banks 2020 - 2021

Source: OJK.

an increasing trend with the NPF level declining, although it had increased in the February - May 2021 period, then decreased again in June 2021.

Based on the Capital Adequacy Ratio (CAR) indicator of Islamic Banks in June 2021, it shows a figure of 24.26 percent. This figure was higher when compared to 2018 and 2019, which were 20.39 percent and 20.59 percent, respectively. The risk of the Covid-19 pandemic has prompted Islamic Banks to increase the Capital Adequacy Ratio which aims to deal with the risk of losses faced. The Return On Asset (ROA) value in June 2021 was 1.94 percent, bigger than 2018 and 2019, which were 1.28 and 1.27 percent, respectively. Sharia Banks manage assets efficiently and productively

compared to before the Covid-19 Pandemic. The percentage of Financing to Deposit Ratio (FDR) in June 2021 is smaller than before the pandemic. This shows that the distribution of 3rd party funds is not running as it should. Many 3rd party funds are idle anticipating profit-sharing losses. The BOPO indicator shows the Bank's prudence in managing its operational costs. Meanwhile, the yield value shows a smaller number compared to before the pandemic. Research from Rolianah et al. (2021) concluded that after the Covid-19 pandemic the yield ratio of Islamic banks decreased, for this reason, maximum risk management is needed to face various changes and challenges due to the pandemic.

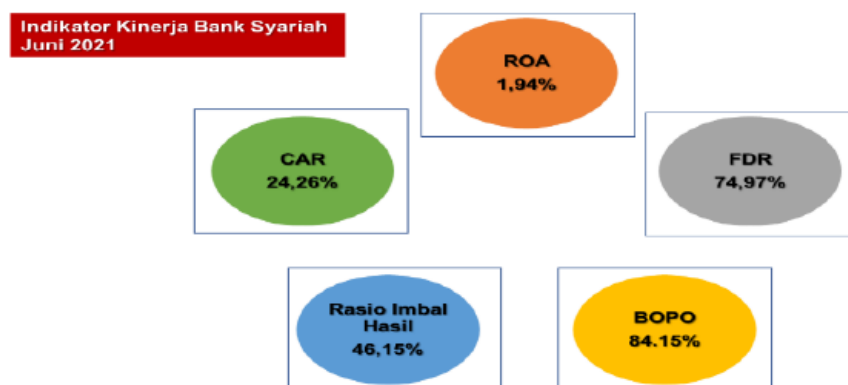


Figure 3. Sharia bank performance indicators for June 2021

Source: OJK, processed.

Although the economy had improved in Q2 2021 and the Islamic Bank Industry showed stable performance both in terms of lending and NPL values, but the risk of the Covid-19 pandemic has not subsided. There should be an increased risk in the next period. There were restrictions, an increasing number of people exposed, death rate and stress levels of people. This should cause the purchasing power and level of public consumption to decline, causing the business world, especially MSMEs to experience a decline in income and liquidity problems. The banking industry, especially Islamic banks, can act as an intermediary institution to help with liquidity problems and the funding needs of the business world. According to Mentari and Putri (2020), if the shocks caused by the Covid-19 pandemic are widespread, this will stress banks and cause loan contractions, and in turn will become a threat to financial stability.

Based on the Sharia Banking Law No. 21 of 2008, Sharia Banking is everything related to Sharia Banks and Sharia Business Units,

including institutions, business activities, as well as methods and processes in carrying out their business activities. In running its business based on Sharia principles (Wangsawidjaya, 2012), based on the principles of Islamic law in banking activities based on fatwas issued by institutions that have the authority to determine fatwas in the field of sharia.

The very basic difference with the conventional banking system is that there is no interest system. Business activities do not contain elements of usury, maisir, gharar, haram and unjust (Wangsawidjaya, 2012). Islam offers a profit-sharing system-mudharabah, financing based on musharakah-capital participation, the principle of buying and selling goods by obtaining a profit-murabaha, financing of capital goods based on the principle of pure lease without a choice (ijarah), or the option of transferring ownership of the goods rented from the bank by the other third party-ijarah wa iqtina (Warka, Heriyanto, 2016). Related to Islamic banking products and services can be seen in Figure-4 below:



Figure 4. Sharia bank products and services
Source: Wangsawidjaya, 2012.

The function of Islamic financial institutions complements existing financial institutions as intermediary institutions, with three main functions (Muheramtohad, 2017), namely:

1. Public fundraiser. The collection of funds from the community can be in the form of wadi'ah, namely community assets that are deposited in the form of gold, silver and various other valuables. Fundraising in the form of ijarah and mudharabah. Fundraising with the mudharabah framework is a form of community savings which is then distributed to those in need for business with a profit-sharing scheme.
2. Distribution of funds to communities in need. Sharia Banks as intermediary institutions will channel public savings funds to those in need to open a business or develop a business, or in the form of savings and loans.
3. Social function of society. Islamic banks function to collect funds from the public in the form of Zakat, Infaq and Alms, then distribute them to the community without expecting anything in return.

Just as commercial banks face problems related to loans or bad loans, Islamic banks cannot be separated from financing problems. There are three things that can be done in terms of financing Islamic banks (Wangsawidjaya, 2012), there are:

1. Rescheduling (rescheduling). Make changes to the payment schedule for customer obligations so that customers have time slack to complete their obligations.
2. Reconditioning (reconditioning). Changes in part or all of the financing requirements without adding to the remaining principal of the customer's obligations that must be paid to the bank
3. Restructuring, making changes to financing requirements such as: adding funds to financing facilities, converting financing contracts, converting financing into securities or equity participation.

Resilience is the ability of a system to maintain a certain function, process, or reaction after a disturbance. Resilience is defined as the capacity of a system and the ability to tolerate disturbance

and maintain its structure and function. Resilience is often seen as a good thing. If an ecosystem is resilient, or if human communities are resilient, then they will be quite able to withstand the disturbances they face (Fauzi and Rahadi, 2021). Based on this definition, bank resilience can be defined as the ability of banks to adapt quickly to emerging shocks and disturbances and the ability to carry out recovery so that bank functions can continue to run. Bank resilience is closely related and aims to maintain financial system stability, namely a condition where the economic mechanisms of financial institution functions, fund allocation and risk management function work properly and are able to support economic growth. Banking resilience refers to the ability to withstand disruptions and shocks due to various financial and economic crises (Ghost, Saiman, 2021).

Yudistira (2017) states that bank resilience can be seen from several indicators such as the distribution of 3rd party funds and the value of Non-Performing Loans (NPL) for commercial banks or Non-Performing Facility (NPF) for Islamic banks. NPF is a comparison between the amount of non-performing financing and the number of financing facilities provided by Islamic Banks. The larger the NPF value indicates the more vulnerable the financing provided. The NPF ratio can be used as an indicator to identify the quality of a bank's loan.

The concept of resilience seen from the perspective of the theory of economic evolution is an evolutionary process from one stage to another (Simmie, 2009; Boschma, 2015). While Martin and Sunley (2015) resilience can be divided into three parts, namely: (1) the ability of the system to return to its original state due to disturbances; (2) the ability to absorb distractions; (3) the ability to adapt to disturbances and shocks that arise.

The ability of the system to return to its original state due to disturbance is also known as engineering resilience. As with the law of economic equilibrium, the movement of the demand and supply sides will lead to a new balance. Failure to restore balance can be interpreted as a market failure. On the part of

resilience as the ability to absorb disturbances is the concept of ecological resilience. The ability to absorb disturbances requires that the system is still in a state of initial equilibrium. When the disturbance or shock exceeds the ability to absorb, there will be a new balance path that is different from the previous balance. Adaptive resilience is the ability of the system to anticipate adapting quickly to disturbances and shocks that arise. The ability to maintain some of the main functions or performance of a system. Adaptive resilience is also known as evolutionary resilience.

Meanwhile, according to Juntao (2017) the concept of resilience can be divided into three stages, there are: (1) the Persistence stage; (2) Adaptability stage; and (3) Transformation stage. Persistence refers to a system's capacity to recover and return to its original system structure after a disturbance. At the Persistence stage, influenced by system disturbances and vulnerabilities, the disturbance factor can be in any form, economic, political, social, natural disasters and also health, such as outbreaks, infectious diseases such as the Covid-19 pandemic. The Adaptation stage refers to the system's capacity to learn, incorporate experience and knowledge, and continue to develop in previously established pathways. While the Transformation stage requires novelty and innovation to be able to create a new path of resilience, because the resilience of the old

system can no longer be maintained.

Based on the description of the background above, the problem to be researched can be formulated. How is the resilience of Islamic banks during the Covid-19 pandemic. To measure the resilience of Islamic Banks, it is divided into three stages, there are: (1) Normal Stage; (2) Persistence Stage (Stage of Shock & Disturbance); (3) Adaptability Stage.

METHODS

Types of research

The research used in this study is quantitative method. The Primary Component Analysis (PCA) technique approach is applied. PCA technique is used to measure the resilience score of Islamic banks in all provinces in Indonesia.

Research Data and Variables

The research data uses data on several Islamic Bank indicators, there are: Assets, Financing, 3rd Party Funds, Facility Deposit Ratio (FDR), and Non-Performance Facility (NPF). Data sources for Islamic Bank Indicators are taken from OJK data publications. The indicators of the Covid19 pandemic include: the number of people exposed to Covid19, the number of people who died, the number of people recovered, health facilities. Source of data obtained from covid19.go.id.

Factor Analysis Procedure

Table 1. Sharia Bank resilience indicator

Aspect/Level	Indicator	Unit	Source Data	Direction
Normal	Asset	rupiah	OJK	Positive
	Financing	rupiah	OJK	Positive
	3rd Party Funds	rupiah	OJK	Positive
	FDR	rupiah	OJK	Positive
	NPF	rupiah	OJK	Negative
Persistence	FDR	rupiah	OJK	Positive
	NPF	rupiah	OJK	Negative
	Covid-19 Impact Ratio	persentase	covid.go.id	Negative
	Number of people died	persentase	covid.go.id	Negative
	Number of Hospitals	persentase	covid.go.id	Positive
Adaptability	NPF	persentase	OJK	Negative
	Using Mask	persentase	covid.go.id	Positive
	Keep the distance	persentase	covid.go.id	Positive
	Vaccination	persentase	covid.go.id	Positive
	Num. of recovered patients	orang	covid.go.id	Positive

To perform factor analysis, there are three steps that must be carried out (Widarjono, 2020), there are: First, is to calculate the correlation matrix to determine the adequacy requirements for data in factor analysis. Second, look for factors or extracting factors (extracting factor). Third, doing factor rotation, which is looking for factors that are able to optimize the correlation between the observed independent indicators.

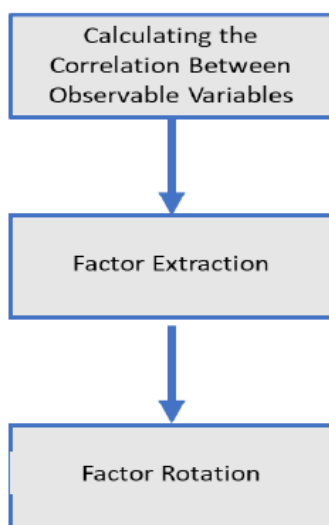


Figure 5. Factor analysis procedure

Calculating Factor Correlation

In doing factor analysis, the first decision that must be taken is to analyze whether the data is sufficient to meet the requirements in factor analysis. There are several measures that can be used for data adequacy requirements, such as: matrix correlation between indicators, partial correlation, Barlett's test of sphericity, and the Kaiser-Meyer Olkin (KMO) method.

Matrix correlation method between indicators is to check the correlation matrix. The high correlation between indicators indicates that these indicators can be grouped into an indicator that is homogeneous so that each indicator is able to form a general factor or construct factor. On the other hand, the low correlation between indicators indicates that these indicators are not homogeneous so they are not able to form construct factors.

Partial correlation is looking for the correlation of one indicator with other indicators by controlling for other indicators. These partial correlations are called negative anti-image correlations. To be included in the factor analysis, this partial correlation should be as small as

possible. However, there is no definite measure of how small the partial correlation is. Usually the magnitude of the determination of this partial correlation is subjective.

Barlett's test is a statistical test for the overall significance of all correlations in the correlation matrix. In this case, the null hypothesis will be tested that the observed data is a sample of a multivariate normal distribution population in which all correlation coefficients are equal to zero. This test can usually be proxied using the Chi Squares . distribution test.

In this study using the KMO method. The KMO method measures the adequacy of overall sampling and measures the adequacy of sampling for each indicator. The KMO method does not require statistical tests, but it can be seen from the homogeneity as shown in Table-2 below.

$$KMO = \frac{\sum r^2_{ij}}{\sum r^2_{ij} + \sum a^2_{ij}}$$

Where r^2_{ij} = correlation coefficient; a^2_{ij} = partial correlation coefficient

Table 2. KMO measurement

KMO result	Recommendation
$\geq 0,90$	Very good
0,80 – 0,89	Useful
0,70 – 0,79	Normal
0,60 – 0,69	Enough
0,50 – 0,59	Bad
$\leq 0,50$	Not accepted

Factor Extraction

Factor extraction is a method used to reduce data from several indicators to produce fewer factors that can explain the correlation between the observed indicators. There are several methods that can be used, such as: Principal Components Analysis, Principal Axis Factoring, Unweighted Least Squares, Generalized Least Squares, Maximum Likelihood.

The Principal Axis Factoring method is almost similar to the PCA method. The difference is that

the initial togetherness indicator is given a value of = 1. Unweighted Least Squares is a procedure to minimize the number of differences squared between the observed and produced correlation matrices by ignoring the diagonal matrix of a certain number of factors. Generalized Least Squares is a method of minimizing error as is the Unweighted Least Squares method. However, the correlation is weighed by the uniqueness of the indicator (error). The correlation of indicators that have large errors is given a smaller scale than indicators that have smaller errors. Maximum Likelihood is a factor extraction method that produces parameter estimates that are most likely to obtain an observation correlation matrix if the sample has a multivariate normal distribution.

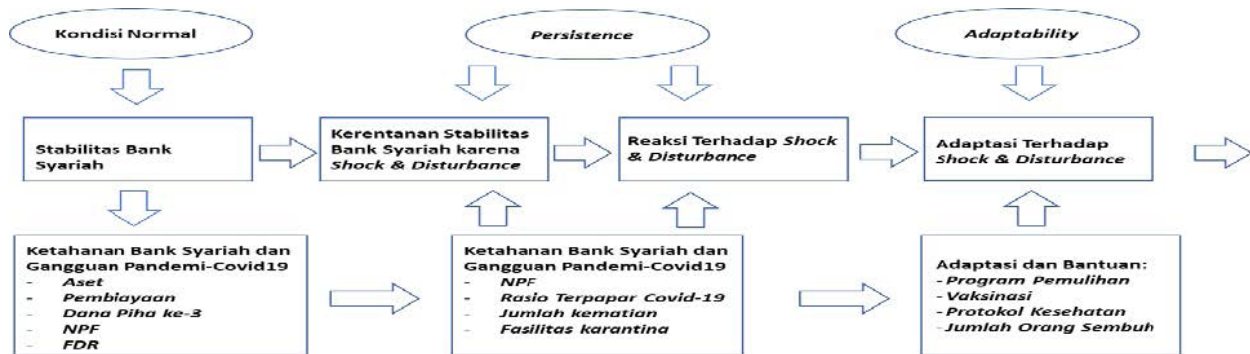
In this study using the PCA method. PCA or Principal Component Analysis is the simplest method for factor extraction. This method forms a linear combination of the observed indicators. The first principal component is the combination that explains the greatest amount of variance in the sample. Furthermore, the second main component is to explain the number of variants that is the second largest and is not related to the variance of the second main component. The next principal component accounts for a smaller portion of the total sample variance and is unrelated to the others.

Factor Rotation

Factor rotation is required if the factor extraction method has not yet produced a clear principal component. The purpose of factor rotation is to obtain a simpler factor structure for easy interpretation. There are several methods that can be used, namely:

1. Varimax method. Orthogonal rotation method to minimize the number of indicators that have a high loading factor for each factor.
2. Quartimax method. Rotation method to minimize the number of factors used to explain indicators
3. Equamax method. Combined method between varimax method which minimizes indicators

and quartimax method which minimizes factor



Research Model

The Islamic Bank Resilience research model adopts Juntao's (2017) economic resilience model. The resilience of Islamic banks is divided into three stages, namely: Normal, Persistence and Adaptability. The data used for Sharia Bank Resilience uses OJK data for 2018-2021. Research observations cover 20 provinces in Indonesia.

In order for the Islamic Bank resilience indicator units to be the same, first normalization is carried out using the general formula as follows:

$$X_{it} = \frac{(X_{it} - X_{minimum})}{(X_{maksimum} - X_{minimum})} \times 100$$

Equation (1)

After normalization, all values of the indicators will be between 0 and 100. Furthermore, by using PCA evaluation, the equation for the resilience function of Islamic Banks can be written into Normal, Persistence and Adaptability conditions as follows:

$$f(\text{normal}) = \frac{\lambda_1}{\sum_{i=1}^n \lambda_i} W_1 + \frac{\lambda_2}{\sum_{i=1}^n \lambda_i} W_2 + \frac{\lambda_n}{\sum_{i=1}^n \lambda_i} W_n$$

Equation (2)

$$f(\text{persistence}) = \frac{\lambda_1}{\sum_{i=1}^n \lambda_i} W_1 + \frac{\lambda_2}{\sum_{i=1}^n \lambda_i} W_2 + \frac{\lambda_n}{\sum_{i=1}^n \lambda_i} W_n .$$

Equation (3)

$$f(\text{adaptability}) = \frac{\lambda_1}{\sum_{i=1}^n \lambda_i} W_1 + \frac{\lambda_2}{\sum_{i=1}^n \lambda_i} W_2 + \frac{\lambda_n}{\sum_{i=1}^n \lambda_i} W_n .$$

Equation (4)

The value of W1 to Wn shows the value of the Main Components of the Islamic Bank resilience indicators under normal conditions, persistence and adaptability. The values of λ_1 to λ_n are variance values that explain each value of the Main Component W1..Wn. Sharia Bank resilience is the sum of f(Normal), f(persistence) and f(adaptability)

$$\text{Sharia Bank Resilience} = f(\text{normal}) + f(\text{persistence}) + f(\text{adaptability})$$

Equation (5)

Table 3. Descriptive statistics of research variables

Variables	Obs	Mean	std.Dev	Min	Max
Aset	273	676420,8	1.065.352	5.592..812	4..676.923
(x1-Normalisasi)	273	1.436.053	2.280.618	0	100
Pembiayaan	273	501814.7	808262 2	2.477.389	3.536.910
(x2-Normalisasi)	273	1.412.719	2.286.823	0	100
DanaPhk-3	273	444..411	691773,5	2.855.081	3.051.018
(x3-Normalisasi)	273	1.448.597	2.269.477	0	100
FDR	273	1.104.873	3.442..528	3..400.247	246,625
(x4-Normalisasi)	273	3.597.213	1.619.079	0	100
NPF	273	1.009.893	1.021.774	0,7624342	490,661
(x5-Normalisasi)	273	8.067.124	2.115.314	0	100
Terpapar	273	32609..43	64945,89	20	430,059
(x6-Normalisasi)	273	9.242.175	1.510.232	0	100
Meninggal	273	9.486.639	1.787.766	1.22	12041.65
(x7-Normalisasi)	273	9.213.115	1.484.802	0	100
Masker	273	8.122.143	1.243.782	37,16	98,79
(x8-Normalisasi)	273	7.149.347	2.018.144	0	100
Jagajarak	273	7.716.956	1.590.405	17,53	100
(x9-Normalisasi)	273	7.23L667	1.928.464	0	100
RumahSakit	273	682,381	8.123.082	3	281
(x10-Normalisasi)	273	2.346.694	2.921.972	0	100
Vaksin-1	273	1.326.923	398,825	0	2,863
(x11-Normalisasi)	273	463,473	1.393.032	0	100
Sembuh	273	28062,62	57816,02	5,52	393,934
(x12-Normalisasi)	273	7.122.385	1.467.678	0	100

RESULTS

The following is descriptive statistical data for all the provinces observed. There are twelve variables used. The data period used is the data period from May-2020 to May-2021. Descriptive

statistics of the normalized data are also displayed.

Before running the PCA program in Stata, the observation data which is divided into normal, persistence and adaptability stages, normalize the data first using equation (1). The results of

Table 4. Descriptive statistics of research variables

Prov- ince	Normal				Persistence					Adaptability					
	x1	x2	x3	x4	x5	x6	x7	x10	x5	x4	x8	x9	x11	x12	x5
Aceh	8,08	7,45	7,76	37,49	87,61	98,47	98,39	2,88	87,61	37,49	60,85	71,24	1,05	1,43	87,61
Sumatera Utara	4,27	4,06	4,49	33,20	92,01	96,36	96,10	32,01	92,01	33,20	72,19	75,19	3,84	3,38	92,01
Sumatera Barat	5,14	5,03	5,92	30,32	85,52	95,75	95,59	7,55	85,52	30,32	77,21	79,89	1,27	4,00	85,52
Sumatera Selatan	0,39	0,38	0,27	51,24	90,05	97,52	97,32	14,39	90,05	51,24	65,28	67,77	2,51	2,29	90,05
Bangka Belitung	8,87	8,59	12,16	22,57	18,58	98,97	98,97	3,24	18,58	22,57	60,10	59,90	0,54	1,00	18,58
Bengkulu	1,70	1,68	1,83	33,50	63,70	99,33	99,32	3,24	63,70	33,50	61,37	60,62	0,46	0,64	63,70
Riau	1,14	0,90	1,48	17,66	84,27	95,18	95,05	7,91	84,27	17,66	65,64	64,94	1,98	4,56	84,27
Lampung	16,04	15,34	11,24	58,34	92,20	98,49	98,48	12,95	92,20	58,34	71,47	76,94	1,61	1,44	92,20
DKI Ja- karta	0,24	0,13	0,25	19,96	26,32	56,89	55,26	44,24	26,32	19,96	76,38	73,85	16,03	40,50	26,32
Jawa Barat	96,24	96,73	94,13	40,08	87,11	74,52	74,22	100,0	87,11	40,08	68,44	69,19	14,45	24,28	87,11
Banten	23,66	22,23	27,77	27,76	76,36	95,65	95,51	28,42	76,36	27,76	65,95	68,71	3,55	4,11	76,36
Jawa Tengah	41,61	42,04	42,46	38,05	89,13	81,15	80,64	81,65	89,13	38,05	76,92	72,87	13,69	17,79	89,13
DI Yogya- karta	19,12	17,01	19,93	30,57	84,72	96,52	96,50	19,78	84,72	30,57	87,56	85,51	2,89	3,32	84,72
Jawa Timur	50,02	49,50	51,24	36,75	80,55	82,13	80,84	86,33	80,55	36,75	75,43	72,54	17,80	16,49	80,55
Bali	0,21	0,22	0,29	25,85	88,69	95,45	95,26	20,14	88,69	25,85	84,69	80,88	6,72	4,28	88,69
Kali- mantan Tengah	0,01	0,03	0,02	31,31	95,07	97,95	97,86	4,32	95,07	31,31	79,63	77,05	0,90	1,92	95,07
Kaliman- tan Timur	0,24	0,14	0,25	19,95	90,43	93,27	93,14	6,12	90,43	19,95	85,38	86,26	1,67	6,38	90,43
Kali- mantan Selatan	1,43	1,52	1,77	30,49	92,17	96,34	96,03	5,40	92,17	30,49	72,22	65,46	1,24	3,37	92,17
Sulawesi Selatan	2,63	2,66	1,33	88,71	76,55	92,82	92,36	10,43	76,55	88,71	72,17	72,83	3,35	6,64	76,55
Maluku Utara	3,96	3,34	3,48	36,94	96,95	99,39	99,32	-	96,95	36,94	56,48	64,38	0,27	0,56	96,95
NTB	16,55	17,71	16,15	44,67	96,13	98,71	98,59	1,80	96,13	44,67	66,00	72,64	1,51	1,19	96,13

the normalization calculation are between 0 – 100. By normalizing the data, the data has the same size. The following are the results of the calculation of data normalization which are grouped into normal, persistence and adaptability stages:

Furthermore, after normalizing the data, the correlation, extraction and rotation calculations are carried out and run the PCA program in the Stata 16 software. Based on the PCA calculations for each normal condition, persistence and adaptability data, the results of equations (2), (3) and (4) with the following equation:

$$f(\text{normal}) = 0,6035 N1 + 0,2443 N2 + 0,1513 N3 + 0,0007 N4 + 0,0001 N5$$

$$f(\text{persistence}) = 0,4579 P1 + 0,3019 P2 + 0,1711 P3 + 0,0417 P4 + 0,0274 P5$$

$$f(\text{adaptability}) = 0.6163 A1 + 0,2446 A2 +$$

$$0,1387 A3 + 0,0004 A4$$

To determine the value of the principal component selected, the value of the principal component is taken based on the eigenvalue greater than 1 ((Hendro M, et al., 2012). Based on the extraction results, two main component values are obtained which have eigenvalues greater than 1. These results are obtained both for the normal aspect equation, persistence as well as adaptability. Based on this equation, the score for each stage is obtained. The score is obtained by running the command in Stata to get a score for each stage of Islamic bank resilience. The following is the result of the score or value of the resilience of Islamic banks in 20 provinces which were observed based on aspects of normal conditions, persistence and adaptability.

Table 5. Resilience of Sharia Banks in 20 provinces in Indonesia

Province	Normal	Persistence	Adaptability	Resilience
Aceh	0,54	0,79	-0,40	0,92
Sumatera Utara	0,28	0,60	0,43	1,30
Sumatera Barat	0,32	0,14	0,73	1,18
Sumatera Selatan	0,05	1,53	-0,31	1,28
Bangka Belitung	0,35	-2,78	-2,58	-5,01
Bengkulu	-0,03	-0,34	-1,45	-1,82
Riau	-0,06	-0,61	-0,56	-1,24
Lampung	1,14	2,07	0,47	3,68
DKI Jakarta	-0,36	-5,57	-0,89	-6,82
Jawa Barat	7,19	-0,75	-0,09	6,35
Banten	1,72	-0,37	-0,54	0,81
Jawa Tengah	3,14	-0,32	0,52	3,33
DI Yogyakarta	1,32	0,18	1,47	2,97
Jawa Timur	3,72	-0,70	0,26	3,28
Bali	-0,08	0,02	1,22	1,16
Kalimantan Tengah	-0,04	0,73	0,92	1,61
Kalimantan Timur	-0,10	-0,37	1,53	1,06
Kalimantan Selatan	0,06	0,45	-0,06	0,45
Sulawesi Selatan	0,31	2,59	-0,05	2,85
Maluku Utara	0,26	1,20	-0,73	0,73
NTB	1,29	1,52	0,10	2,91

The score of the resilience of Islamic banks at the normal stage, persistence and adaptability as well as the total score (resilience) of the resilience of 20 Islamic banks throughout Indonesia in the form of images can be seen in Figure-7.

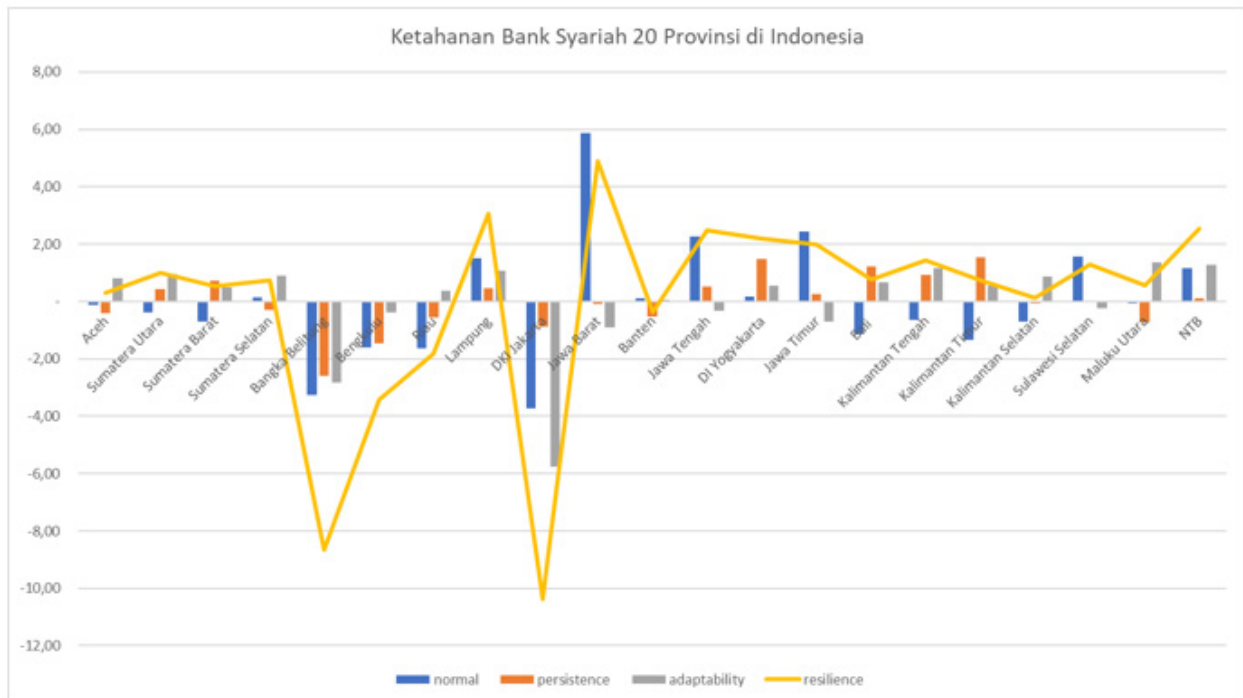
Furthermore, to test the feasibility and adequacy of the variable whether it can be used for testing this research, the KMO test and Bartlett's test are used. The following are the results of the KMO value and the results of the Bartlett's test.

DISCUSSION

Based on the results of data processing using the PCA technique, can be known that under normal conditions Islamic banks in the province of Java have the highest score when compared to Islamic banks outside Java. The highest score was in the province of West Java, with a score of 7.19 under normal conditions. The second to fifth highest scores were in East Java Province at 3.72, Central Java at 3.14, Banten at 1.72 and DI Yogyakarta at 1.32. While the lowest position was in the province of DKI Jakarta.

Table 6. KMO and bartlet's test

Result	Normal	Persistence	Adaptability
Kaiser-Meyer-Olkin Measure	0,667	0,522	0,5058
Sampling of Adequacy			
Barlet's Test of Sphericity			
- Chi - Squares	3196.422	666.029	1680.213
- Df	10	10	10
- Sig.	0.0000	0.0000	0.0000



In the Normal scenario, actually there has been a Covid-19 pandemic, because the data was taken in the period May-2020 - May-2021. But in the normal scenario, the shock factor is not included due to the pandemic. The score based on the calculation using the PCA technique is a combination of Assets, Financing, 3rd Party Funds, Finance to Deposit Ratio (FDR) and Non Performing Loan (NPF) variables. Judging from the NPF value of DKI Jakarta province, it shows the largest NPF value in March 2021, which is 49.07 percent. This result is consistent with the PCA score which puts DKI Jakarta in the lowest position.

Meanwhile, if we look at the smallest NPF value, it is owned by the province of Central Kalimantan. The resilience of Islamic banks in Central Kalimantan is at a moderate level based on the PCA score, although the NPF value is small, in terms of Assets, Financing and 3rd Party Funds it is relatively very small. Judging from the value of the ratio of financing and capital (FDR) is also relatively small. In general, the resilience of Islamic banks during the Covid-19 pandemic has relatively experienced a slight decline in performance. According to Kumaidi and Padli (2021), the impact of the Covid-19 pandemic has resulted in an increase in the Capital Adequacy Ratio (CAR) to 21.80 percent, a decrease in Return on Assets by 1.79 in January 2021 and a decrease in the NPF value for the January 2020 - January period. 2021, from 3.46 percent to 3.20 percent.

Based on PCA calculations with persistence scenarios, the resilience score of Sharia banks with the highest persistence scenarios is in Aceh province at 2.59, followed by North Sumatra at 2.07; West Sumatra 1.53; South Sumatra 1.52; Bangka Belitung 1.20; Bengkulu 0.79; Riau 0.73; Lampung 0.60; DKI Jakarta 0.45 and West Java 0.18. In this scenario, the disruption factor is included due to the Covid-19 pandemic, namely people who are exposed to the Covid-19 virus, people who die. The province of Aceh during the Covid-19 pandemic was the province with the least number of people exposed and

died from Covid-19, followed by the provinces that had the next highest score after the province of Aceh. Meanwhile, the five provinces with the lowest scores in the persistence scenario are NTB, North Maluku, South Sulawesi, South Kalimantan and East Kalimantan.

In the adaptability scenario, where at this stage the learning process has been carried out. The handling of the COVID-19 pandemic has gotten better with the implementation of health protocols, social distancing and vaccinations. But at this adaptability stage, it is not optimal, because the administration of the first vaccine only started in early January 2021 and compliance with health protocols is fully complied with. The ten provinces that have resilience at this stage are East Kalimantan, DI Yogyakarta, Bali, Central Kalimantan, West Sumatra, Central Java, Lampung, North Sumatra, East Java and NTB. Meanwhile, in terms of financial performance, for example, in terms of financing, it is still relatively good with the NPF value of most Islamic banks having an NPF value of below 5 percent.

Overall, the largest Islamic Bank resilience value is in the province of West Java, with a score of 6.35. Furthermore, the five provinces with a score of Sharia bank resilience during the Pandemic in a row were Lampung province of 3.68; Central Java 3.33; East Java 3.28; DI Yogyakarta 2.97; and NTB 2.91. Sharia Banks in West Java province in terms of Assets, Financing and 3rd Party Funds have the relatively largest value when compared to Islamic banks located in other provinces. Meanwhile, in terms of FDR, the ratio of financing to third party deposits is relatively moderate, still within the limits of manageable risk. The FDR value of Islamic banks in West Java province ranges from 115 – 125 percent. On the other hand, the NPF value, although not the smallest, is still maintained, which is between 5-7 percent. There are four provinces that have the lowest Islamic bank resilience scores, namely DKI Jakarta, Bangka Belitung, Bengkulu and Riau. In line with the results of the PCA calculation, based on financial

performance indicators, such as DKI Jakarta province has a relatively large NPF value when compared to other provinces in Indonesia, as well as Bangka Belitung, Bengkulu and Riau provinces.

Based on the KMO test, the results of the KMO value both in the Normal, Persistence and Adaptability scenarios show that the KMO value is greater than 0.50, then the data used in this study meets the adequacy requirements for principal component factor analysis. The results of the KMO test are reinforced by the results of the Bartlett's test which shows that all test results in all scenarios show a significant level (sig. = 0.0000), so that based on the Bartlett's test also meets the adequacy requirements for factor analysis.

CONCLUSION

Based on the results and discussion in general, the resilience of Islamic banks in the provinces in Indonesia has a fairly good bank resilience. This is reflected in the financial performance data of Islamic banks. West Java Province has the highest Sharia banks resilience compared to other provinces in Indonesia. The Islamic banks resilience score in West Java Province is 6.35. The resilience score of Islamic banks in the province of West Java is in line with and supported by data on the financial performance of Islamic banks. In terms of Assets, Financing and Third Party Funds, West Java is the province with the largest value compared to other provinces. From the FDR and NPF figures, West Java province shows moderate numbers, meaning that the risk of bank management is still under the control of Islamic banks. There are four provinces that have the lowest scores for the resilience of Islamic banks, there are: DKI Jakarta, Bangka Belitung, Bengkulu and Riau. The disruption of the Covid-19 pandemic is quite felt, especially in the province of DKI Jakarta as the largest province with a very fast spread of Covid-19. The resilience of Islamic banks is relatively good, Islamic banks are able to carry out financing even on a limited

basis and with strict risk management, this is reflected in the value of their FDR and the role of OJK in carrying out risk management which continuously performs the supervisory function of Islamic banks in Indonesia.

Based on the KMO and Bartlett's Test, it shows that the research data used in both the Normal, Persistence and Adaptability scenarios are feasible to use with a KMO value greater than 0.50 and a significant value (sig = 0.0000).

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A large, stylized graphic of musical notation on a curved staff, rendered in black and grey, filling the right side of the page. The notation includes various note heads, stems, and beams, creating a sense of movement and rhythm.

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Marketing Mix Strategy of Culinary MSMEs in South Tangerang City During the Covid-19 Pandemic

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Abstract

This study aims to determine the development of Culinary SMEs in South Tangerang City. In addition to knowing the marketing mix strategy in the management of Culinary MSMEs in South Tangerang City during the Covid-19 Pandemic. This research method is qualitative. The research was conducted on Culinary SMEs in South Tangerang City. Determination of the informant as the selected data source using purposive sampling technique. Collecting data using observation, interview and documentation techniques. The validity of the data is obtained through credibility, transferability, dependability, and confirmatory. Qualitative data analysis: data reduction, data exposure, and drawing conclusions. The results showed that: 1) The number of Culinary MSMEs in South Tangerang City in 2021 amounted to 28,036, with details: Pamulang District 5,552, Setu District 2,084, Ciputat District 4,235, Ciputat Timur District 3,754, Serpong District 4,274, North Serpong District 2,911, and Pondok Aren District 5,226. The number of Culinary MSME workers in South Tangerang City is very large, namely 51,095 people. Then the total turnover of Rp. 3,933,700,000,000,-. 2) The marketing mix strategy carried out by Culinary MSMEs in South Tangerang City during the Covid-19 Pandemic, namely: in terms of products, in addition to offering new products, innovations are also made to existing products so that they are more attractive to consumers; in terms of price, many Culinary MSME managers make adjustments; in terms of promotion, in addition to giving discounts, promotions are carried out through word of mouth, networking for the Culinary MSME community and online; from the place side, from the place side, the sales system carried out during the Covid-19 pandemic is more limited in nature, the Culinary MSME managers use more facilities through the online system.

Keywords: Marketing Mix, Culinary MSMEs, Covid-19 Pandemic

INTRODUCTION

During the Corona Virus Disease (Covid-19) Pandemic, almost all business actors in Indonesia were severely affected. Not only large-scale businesses, but also small and medium-sized businesses have experienced the same thing. As felt by Culinary Micro, Small and Medium Enterprises (MSMEs) in South Tangerang City.

To help MSME actors not experience severe impacts in managing their businesses, the central and regional governments have issued various policies. With this policy, it is hoped that it will help business actors to bounce back. The policies provided by the government include convenience in terms of regulation, providing incentives, capital assistance, and providing management training.

In addition to the factors above, what is very important for SMEs in order to survive and continue to grow and develop is the marketing factor. In this case, how can Culinary MSME managers be able to implement a reliable marketing mix strategy in developing their business. Thus, it is hoped that the middle to lower business actors will be able to become the driving force of the national economy during the pandemic and after the pandemic has passed.

According to Hartati in Ermaya, H. N. L., & Fahria, R. (2019), the MSME sector plays an important role in the Indonesian economy. Because it can be a driving force for the Indonesian economy. Moreover, the dependence of the national economy on foreign currencies, especially the United States.

Indonesia is one of the countries with the largest number of MSME sectors, one of which is in South Tangerang City. Based on data from the South Tangerang City Cooperatives and SMEs Service, the number of MSMEs in 2021 will be 90,128 spread across seven sub-districts, namely Pamulang, Setu, Ciputat, East Ciputat, Serpong, North Serpong, and Pondok Aren. Meanwhile, Culinary MSMEs in South Tangerang City are 28,036.

When viewed from the rapid growth of MSMEs in South Tangerang City, it is encouraging to conduct research on these developments.

Especially from the marketing aspect carried out by MSME actors in South Tangerang City. How is the marketing strategy carried out during the pandemic as mentioned above. Thus, they are able to survive, grow, and develop into reliable business actors and can absorb a large number of workers.

Sophian Nawawi, Rifki Muhammad Mufti, and Anak Agung Ayu Mega in International Journal Administration, Business and Organization Vol. 2 (3), 2021. In a study entitled The Influence of Strategy, Innovation and Development of MSMEs in the Culinary Sector in Bandung during the Covid-19 Period, it was found the marketing strategy of Culinary MSMEs during the Covid-19 Pandemic.

The study identified the problems faced by Culinary MSMEs during the COVID-19 Pandemic. Then formulate a strategy model, innovation, and development that needs to be done to overcome the impact of Covid-19 which later became the result of this research. The weaknesses faced by MSMEs in increasing their business capabilities are very complex, coupled with the current environmental conditions which make it very possible for MSMEs to experience losses or go bankrupt. MSMEs are required to always look for ways, new opportunities, or other alternatives that can be done to maintain their business and sales.

Furthermore, Nabilla Salsabilla Beu, Silcyljeova Moniharapon, and Reitty L. Samadi in EMBA Journal Vol.9 No. 3 July 2021. In a study entitled Analysis of Marketing Mix Strategy on Sales of Dried Fish in MSME Stores 48 Pasar Bersehati Manado, it was also concluded that the mix strategy Marketing is very important in managing Culinary MSMEs during the Covid-19 Pandemic.

The marketing mix strategy has an important role in increasing sales of dried fish products at Toko 48 Pasar Bersehati Manado. Although they do not fully understand the marketing mix strategy, the marketing mix naturally has taken an important part in the sales of Toko 48 dried fish. For that in the future, the owner will use this marketing strategy to increase sales in the future.

Meanwhile Devi Novitasari and Samari in the Journal of Applied Management Research (PENATARAN) Vol. 6 No. 1 (2021). In a study entitled Efforts to Increase Sales Volume in the Covid-19 Pandemic Period through Optimization of Promotions, Prices, and Distribution Channels at the Gudange Tahu Takwa Souvenir Center, it was found that there was a relationship between the marketing mix and increased sales during the Covid-19 Pandemic.

Partially significant promotion effect. Then the price is also significant. Likewise, distribution channels are significant to sales volume. While the results of the research simultaneously note that the effect of promotion, price, and distribution channels on sales volume is very significant.

Marketing is an important part of running a business. Good management is needed so that the business can survive, grow, develop better, and be able to compete with its competitors. One of the important elements in marketing is the marketing mix strategy. Therefore, in this study, we will explore and analyze the marketing mix strategy implemented by Culinary MSMEs in South Tangerang City.

One of the crucial factors that challenges Culinary SMEs from the marketing side is the weak access to product marketing that still relies on simple methods such as mouth to mouth marketing. Product quality is still low, in addition to less competitive prices. In essence, the extent to which the marketing mix is explored in such a way that it can be a tool to win the competition.

The above problems are also faced by Culinary MSME actors in South Tangerang City. Therefore, it is necessary to know the extent to which aspects of product, price, promotion, and place are used as tools in developing Culinary MSME businesses in South Tangerang City. By knowing the problems that exist in the marketing factor, it will obtain inputs that need to be corrected by Culinary MSME actors in South Tangerang City.

METHODS

This study used descriptive qualitative method. Qualitative research is research that intends to understand the phenomenon of

what is experienced by research subjects, for example: behavior, perception, motivation, action holistically and by way of description in the form of words and language, in a special natural context and by utilizing various methods. natural Moleong (2011).

This study seeks to identify the spread of Culinary MSMEs in South Tangerang City. In addition, to find out the marketing mix strategy carried out by Culinary MSME actors during the Covid-19 Pandemic in South Tangerang City. The object of research is Culinary MSME actors in South Tangerang City.

Determination of the informant as the selected data source using a purposive sampling technique, namely the sampling technique of data sources with certain considerations. These particular considerations mean that the chosen subject is considered the most important and knows what is expected so that it will be easier for researchers to explore the social situation under study (Sugiyono, 2012).

The criteria used in determining the respondents are superior Culinary MSMEs registered with the South Tangerang City Cooperatives and SMEs Service and Culinary MSMEs that have been around for a long time before the pandemic.

Collecting data using observation techniques, interviews and document analysis. The validity of the data is obtained through credibility, transferability, dependability, and confirmatory (Moleong, 2011).

Qualitative data analysis: Data Reduction, Data Display, Withdrawal Data Conclusion and Verification (Conclusion Drawn/Verification) (Sugiyono, 2012).

RESULTS

Spread of Culinary MSMEs in South Tangerang City

The development of Culinary MSMEs in South Tangerang City from year to year continues to improve. In terms of growth, it can be said that MSMEs in the buffer zone of the capital Jakarta are very positive. The impact of this condition is of course an increase in terms of numbers. Over the last five years, the number of Culinary

MSMEs in South Tangerang City has increased significantly.

The increase in the number of Culinary MSMEs in South Tangerang City is certainly very encouraging not only for the government and the community, but also for business actors, especially MSMEs. Because this indicates that economic and business growth in this area is heading for a very good and positive trend.

The positive trend of increasing the number of Culinary MSMEs in South Tangerang City is also marked by the emergence of various MSME Communities. The existence of these communities as a result of the increasingly promising business

stretching. In addition to improving economic growth, the emergence of MSME communities shows that the business atmosphere in South Tangerang City is very conducive and supportive.

The MSME/IKM community is not only a place for friendship and communication among community members, but can also be a bridge in marketing. In fact, it should be expected to be a forum for creating a healthy business climate. In addition, it can also be a reinforcement in capital so that MSMEs/IKMs have no difficulty and can still survive in managing their business. The following are the MSME/IKM communities in South Tangerang City as shown in Table 1.

Table 1. MSME/IKM Community in South Tangerang City

No.	Community Name	Commodity	Cooperative	Legal Entity (Co-operative)
1.	South Tangerang Independent MSME Cooperative	Food, Drink, Craft, Fashion	Independent SMEs in 2014	Already
2.	Flying Tangsel	Food & Drink	Tangsel Flying Co-operative in 2019	Already
3.	Kranggan MSME Community	Food, Beverage	Food Creation Co-operative 2010	Already
4.	Community Association of Creative Industries and Business Actors (ASIPA) Tangsel	Craft, Fashion		Not yet
5.	Indonesian Women's Economic Development Community (PEPI) Tangsel	Food, Drinks, Craft	Kartini Karya Co-operative 2015	Already
6.	Business Community (KOPI) Tangsel	Food, Drink, Craft, Fashion		Not yet
7.	Indonesian Women Entrepreneurs Association (IWAPI) Tangsel Community	Food, Drink, Craft, Fashion		Not yet
8.	Indonesian Muslim Entrepreneurs Association (IPEMI) Tangsel Community	Food, Drink, Craft, Fashion	Cooperative Counseling Has Been Given, but there has been no application for the formation of a cooperative	Already
9.	Tangsel Empowered Community (National Empowered Movement)	Food, Drink, Craft, Fashion		Not yet
10.	Tangsel Awareness House Community	Food & Drink		
11.	Culinary skipper and fashion skipper community	Food & Drink		Not yet

12.	South Tangerang SME and IKM Forum	Food, Drink, Craft, Fashion		Not yet
13.	Tangsel MSME Portal Community	Food, Drink, Craft, Fashion	Parigi Sejahtera Cooperative 2015	Already
14.	SPECTA Community (StartUp Preneur Community South Tangerang)	Craft, Food & Drink		Not yet
15.	Indonesian Muslim Women Entrepre- neurs Community (WPMI) Tangsel	Food, Drink, Craft, Fashion		Not yet
16.	Tax Friendly UKM Community (USP) Tangsel	Food, Drink, Craft, Fashion		Not yet
17.	Gallery Community 37 Fishery Insur- ance	Craft, Fashion		Not yet
18.	Community for Small Fish Cultivators (APPIK) Tangsel	Craft, Fashion		Not yet
19.	HIPPI Community (Association of In- digenous Indonesian Entrepreneurs) Tangsel	Food, Drink, Craft, Fashion		Not yet
20.	Echo Nusantara Community (GEMAN- TARA) Tangsel	Food, Drink, Craft, Fashion		Not yet
21.	Inspirational Home Community	Food, Drink, Craft, Fashion	Indonesian Cipta Madani Cooperative 2015	Already
22.	Nusantara Bamboo Academy Commu- nity (ABN)	Craft	Karya Sejahtera Utama Cooperative 2018	Already
23.	Tangsel Knick-knacks Community	Craft		Not yet
24.	Indonesian Young Entrepreneurs Asso- ciation (HIPMI) Tangsel Community	Food, Drink, Craft, Fashion		Not yet
25.	Tangsel Community Empowerment House (RPM)	Food, Drink, Craft, Fashion		Not yet
26.	The Association of Elements of the Community that Cares for MSMEs, Mandiri RI Sejahtera (GEMA PURI) Tangsel	Craft, Drink, Food, Fashion		Not yet
27.	Tangsel Street Vendor Association (AP- KLI) Community	Food, Drink, Craft, Fashion	Five-Star Indepen- dent Cooperative in 2018	Already
28.	Tangsel Craft Community (KC)	Fashion, Drinks, Craft, Food		Not yet
29.	Community Association of Indonesian People's Business Groups (AKURIN- DO) Tangsel	Craft, Drink, Food, Fashion		Not yet
30.	Andalas Tangsel Community	Food, Drink, Craft, Fashion	Andalas Jaya Cooperative 2014	Already

31.	Tangsel Fashion Community (KOFA)	Food, Drink, Craft, Fashion	Not yet
32.	South Tangerang Indonesian Beginner Community	Food, Drink, Craft, Fashion	Not yet
33.	Tangsel Digipreneur Community	Digital Products	Not yet
34.	Tangsel Disabled Community	Food, Drinks, Craft	Not yet
35.	Creative Friends House Community (RSK) Tangsel	Food, Drinks, Craft	Not yet
36.	Tangsel Youth Creativepreneur Community	Food, Drinks, Craft	Not yet

The existence of the MSME communities as mentioned above is very instrumental and supports business development. Because through this community, strong cooperation and networking will be established, especially in marketing MSME products. Because the marketing factor in the management of SMEs is very important. Especially in the midst of the current Covid-19 Pandemic, where the activity and mobility of the community has decreased so that it will definitely have an impact on the sales turnover of MSME actors, especially those in South Tangerang City.

During the Covid-19 pandemic, the number of Culinary MSMEs in South Tangerang City did not decrease. The pandemic conditions that have occurred in Indonesia since March 2020 have not dampened the public's interest to keep trying. On the contrary, the passion to continue trying to survive through the management of MSMEs in the midst of the current pandemic is getting higher. This can be seen in the number of Culinary MSMEs in MSME/IKM communities in South Tangerang City.

It was noted that during 2021 the number of Culinary MSMEs in South Tangerang City experienced a significant increase to 28,036.

This number is spread over seven sub-districts in South Tangerang City as shown in Table 2.

Table 2. Number of Culinary MSMEs per District in South Tangerang City in 2021

No.	Subdistrict	Amount
1.	Pamulang	5.552
2.	Setu	2.084
3.	Ciputat	4.235
4.	Ciputat Timur	3.754
5.	Serpong	4.274
6.	Serpong Utara	2.911
7.	Pondok Aren	5.226
Total		28.036

Based on the data above, it can be seen that the number of Culinary MSMEs in South Tangerang City in 2012 was 28,036, with the following details: Pamulang Subdistrict 5,552, Setu Subdistrict 2,084, Ciputat Subdistrict 4,235, Ciputat Timur Subdistrict 3,754, Serpong Subdistrict 4,274, North Serpong District 2,911, and Pondok Aren District 5,226.

Furthermore, the details of the workforce and turnover of Culinary MSMEs in South Tangerang City can be seen in Table 3.

Table 3 .Number of manpower and turnover of Culinary MSMEs in every District in South Tangerang City in 2021

No.	Subdistrict	Manpower	Turnover
1.	Pamulang	9.990 person	Rp. 688.000.000.000,-
2.	Setu	3.696 person	Rp. 259.800.000.000,-
3.	Ciputat	7.734 person	Rp. 574.500.000.000,-
4.	Ciputat Timur	6.694 person	Rp. 506.800.000.000,-
5.	Serpong	7.899 person	Rp. 681.100.000.000,-
6.	Serpong Utara	5.410 person	Rp. 432.300.000.000,-
7.	Pondok Aren	9.672 person	Rp. 791.200.000.000,-
Total		51.095 person	Rp. 3.933.700.000.000,-

Source: Department of Cooperatives and SMEs, South Tangerang City.

Based on table 3 above, it can be seen that the number of Culinary MSME workers in South Tangerang City is very large, namely 51,095 people. Then the total turnover of Rp. 3,933,700,000,000,-. Thus, it can be concluded that the development of Culinary MSMEs in South Tangerang City is very fast. So it is very appropriate if there is an opinion that says that South Tangerang City is one of the culinary tourism destinations in the country.

Marketing Mix Strategy (4P) in Culinary MSME Management in South Tangerang City During the Covid-19 Pandemic

The Marketing Mix Strategy (4P) in managing Culinary MSMEs in South Tangerang City during the Covid-19 Pandemic greatly affected MSME actors to be able to continue to survive. In this case, the author focuses more on research on the 4P marketing mix strategy. In particular, how SMEs are able to synergize all components of the marketing mix, at least on the elements of product, price, promotion, and place (4P). So that it is expected to be a very valuable capital for Culinary MSME managers in managing their business.

Based on the results of the study, it can be

seen that the 4Ps are a very important element in the management of Culinary SMEs. This can be seen from the respondents' answers that with the ability to manage the 4Ps, it will have an impact on the resilience of Culinary MSMEs to be able to survive in the midst of this Covid-19 Pandemic. In fact, you can reap huge profits because there is a lot of demand from consumers through electronic trading systems or e-commerce.

Culinary MSME actors who are smart in using e-commerce will actually reap huge profits in their business. So not only able to survive, but also a surplus in sales. Because apart from being able to innovate the products it sells. Then with competitive prices, and good promotions, e-commerce becomes a very important part in the management of Culinary MSMEs.

The application of the right marketing mix strategy (4P) greatly affects the durability of Culinary MSMEs. As described in Table 4 regarding the answers of Culinary MSME managers who are respondents to the marketing mix strategy (4P). The table clearly shows what they apply in managing their respective MSMEs. So that they can survive even though the Covid-19 pandemic continues to hit.

Table 4. Culinary MSME Managers' answers to the Marketing Mix Strategy (4P)

No.	Marketing Mix	Respondent's Answer
1.	Product	<ul style="list-style-type: none"> • No. Because the standard for cassava tape remains normal, there is no diversity. • In the form of various flavors in the Bakerold bread that I sell, there are 5 kinds of original flavors, vanilla, chocolate, cheese, and banana chocolate. • Basreng, various flavors of macaroni, frozen ungkep chicken, frozen ungkep catfish, various frozen ungkep fish, various types of bottled sauce, various types of ready-to-eat food. • During pre-pandemic sales were very normal. • Because our products just started running during covid. So the quality of our products is not inferior to superior products in the area. • With affordable prices and a variety of bread flavors, our products are not inferior in quality to other competitors. • There is no design for cassava tape, because for packing only use plastic bags. • Our product design is the product design following the company (because our product is a franchise). • More modern with vacuum packaging. • With Modern Packaging that is more practical and contemporary. • From Mami Anjani's kitchen to Bu Dos' spice kitchen to expand the market. • Adjustments for packaging become more practical and modern. • - The form of service in selling tape products must be friendly. • Yes, a service in the form of free delivery of bread to the destination if consumers order more bread, such as ordering 100 loaves of bread. • Food is ready to be delivered. • If there is damage, it will be replaced with a new product. • Annually give THR. • If there is a delay in delivery, you will be given a bonus.
2.	Price	<ul style="list-style-type: none"> • Prices are not adjusted. • Prices are adjusted to the raw materials, where previously the cheese taste was priced at 5,000 to 7,000. • There is no discount. • Discounts on online purchases up to 50% • Discounts for certain days only, such as payday, blessing friday and different each period. • Because it uses a digital application, there is a discount provided by the application, usually up to 30%.

3. Promotion
- No sales promotion because tape already has fixed marketing.
 - In the form of a package, namely 13 thousand, you get 3 mixed bread, the unit price is 5,000.
 - Through marketplaces and online applications.
 - Through social media and food vendor marketplace applications.
 - Online advertising only through communication media such as WA business, Instagram and Google Business.
 - There is a sales force to do promotions during the Covid-19 Pandemic.
 - There is public relations to support promotions during the Covid-19 Pandemic.
 - There is a direct marketing system to support promotions during the Covid-19 Pandemic.
4. Place
- edia and marketplaces
 - Another marketing channel of tape sold by people.
 - There are social m - Marketing channels through online media.
 - Marketing coverage extends to markets.
 - Marketing is also coupled with online marketing.
 - There is no grouping, because the cassava tape only lasts 1 week.
 - None because our products can be enjoyed by all people.
 - No grouping, because it's still looking for patterns.
 - The sales location is very strategic.
 - The location is very strategic because it is close to the hospital, because we sell healthy food, it is likely that many consumers will buy it.
 - The location is very strategic because it is near the campus.
 - Because there are many farmers whose cassava yields are already large, the supply of materials for cassava tape is very supportive.
 - Supplies in the form of an oven machine to bake bread dough and a refrigerator to store bread dough.
 - Inventory of goods during the Covid-19 pandemic is very supportive in product marketing.

Source: Processed Data, 2022.

Based on the information from the MSME managers in South Tangerang City which was taken based on their respective types of business as in Table 4 above, it can be seen that the marketing mix strategy is a very important factor in the management of Culinary MSMEs in the midst of the current Covid-19 Pandemic. Especially the implementation of the 4P Marketing Mix effectively and efficiently and maximally for each Culinary MSME.

Therefore, it is very clear that marketing greatly influences the management of Culinary MSMEs in South Tangerang City during the Covid-19 Pandemic. Especially in the application of the 4P marketing mix. With the proper application of the 4P marketing mix, Culinary MSME actors are not easily shaken even though the Covid-19 Pandemic is still ongoing and it is not known when it will end.

DISCUSSION

Based on the results of the research above, it can be seen that the Covid-19 pandemic has a direct impact on the management of Culinary MSMEs in South Tangerang City. Although there are perceived impacts such as decreased sales turnover, in terms of marketing it can still be controlled.

During the Covid-19 pandemic, marketing was not optimal due to limited facilities and infrastructure. The marketing pattern carried out is more closed, although it is still based on the 4P marketing mix. For example, there is a product adjustment according to what consumers want. In addition to offering new products to consumers.

In terms of products, apart from offering new products, innovations are also made to existing products to make them more attractive to consumers. Diversification is also carried out, as well as differentiation so that the products offered have differences or characteristics compared to the products offered by competitors.

Then the products offered to the market are also not many, adjusting to the current demand conditions. Moreover, in the midst of the Covid-19 Pandemic, it turns out that many small business actors who sell their products online have also sprung up so that there are also more competitors. Therefore, the products produced cannot be exaggerated because it is feared that they will not be sold which will eventually become stock in the warehouse.

In terms of price, many Culinary MSME managers make adjustments. Because if you force the price to be the same as before the Covid-19 pandemic, the product will be difficult to sell. With the price adjustment, it is hoped that consumers who buy will not decrease or at least if it decreases not too much. In addition, the price is not too expensive, so consumers do not mind buying the products offered.

Some of the strategies implemented include giving discounts and special prices. In fact, not infrequently someone is forced to sell at the price of capital so they don't get any profit at all. This is done so that the production process can continue and the business does not go bankrupt. Discounts

are provided up to 30%.

In terms of promotion, apart from giving discounts, promotions are carried out through word of mouth. Promotion is also carried out by relying on existing networking in the MSME community. Generally, more promotions are carried out using online media.

In addition, direct promotion is carried out by directly offering products sold to consumers by telephone. This method is somewhat more successful because it directly targets consumers by providing special promotions when offering transactions are made. Through this method, the costs incurred for promotions are also not so large.

In terms of location, the sales system carried out during the Covid-19 pandemic is more limited. To market and sell products, you no longer have to open a new place or shop. In addition, by selling products directly to consumers or through intermediaries of other parties.

During the Covid-19 pandemic, Culinary MSME managers mostly use online systems to sell and market their products. In fact, many people use e-commerce to sell and market their products. Thus, there is no need to have to spend a lot of money in displaying products in certain places or locations. Then the delivery of goods is also more using online systems such as through e-commerce.

With the current conditions, marketing strategies that were carried out before the Covid-19 Pandemic were very difficult to implement during the Covid-19 Pandemic. The marketing strategy specifically carried out during the Covid-19 Pandemic is only the use of online media and the provision of special prices.

The 4P Marketing Mix Strategy is able to strengthen the management of Culinary MSMEs during the Covid-19 Pandemic. With the right strategy, Culinary MSMEs will be able to survive, and even reap large profits. One of the business strategies carried out to stay afloat during the Covid-19 pandemic is by lowering prices or by providing discounted prices.

Thus marketing will affect the management of Culinary MSMEs during the Covid-19 Pandemic.

Through proper, effective, and efficient marketing, Culinary MSMEs will not only survive, but will also be able to reap profits so that they can grow big. Therefore, marketing is a very important factor in the management of Culinary SMEs in South Tangerang City.

CONCLUSION

The number of Culinary MSMEs in South Tangerang City in 2021 is 28,036, with details: Pamulang Subdistrict 5,552, Setu Subdistrict 2,084, Ciputat Subdistrict 4,235, Ciputat Timur Subdistrict 3,754, Serpong Subdistrict 4,274, North Serpong Subdistrict 2,911, and Pondok Aren Subdistrict 5,226. The number of Culinary MSME workers in South Tangerang City is very large, namely 51,095 people. Then the total turnover of Rp. 3,933,700,000,000,-.

Marketing carried out by Culinary MSMEs in South Tangerang City during the Covid-19 Pandemic, namely: in terms of products, in addition to offering new products, innovations are also made to existing products so that they are more attractive to consumers; in terms of price, many Culinary MSME managers make adjustments; in terms of promotion, in addition to giving discounts, promotions are carried out through word of mouth, networking for the Culinary MSME community and online; in terms of place, the sales system carried out during the Covid-19 pandemic is more limited, Culinary MSME managers use more facilities through the online system.

Seeing the large number of Culinary MSMEs in South Tangerang City, this is a potential that must be developed for financing, marketing, partnerships and insight into market developments so that they can become a buffer for a country's economy. On the other hand, the South Tangerang City government must also continue to strive to develop superior local products from upstream to downstream as a business base and culinary SMEs.

During the current Covid-19 pandemic, it is hoped that Culinary MSME actors will continue to survive by looking for new product innovations and being more active in marketing their products

online, either through social media or through e-commerce. In addition, Culinary MSME actors also need to be more open to existing communities to seek information because during the Covid-19 Pandemic, the government provided a lot of capital assistance for Culinary MSMEs.

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