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Preface

Praise be to the presence of Tuhan Yang Maha Esa, because of His grace and grace, the Journal of Applied Management and Business (JAMB) can be published according to what was planned.

Journal of Applied Management and Business (JAMB) is a peer review journal published by Universitas Dinamika. This journal is published in July and December. Journal of Applied Management and Business (JAMB) is a learned journal in the management and marketing for a knowledge society, international and interdisciplinary in scope, JAMB keeps its readership well informed on all key aspects of business development, being an essential resource for policy makers and strategists across countries. Journal of Applied Management and Business (**JAMB**) is published in twice (Juli dan Desember) a year.

We would like to thank Dinamika University for its full support for the publication of the Journal of Applied Management and Business (**JAMB**). To the implementers of the community service program who have sent the results of community service and empowerment activities to the **JAMB** editor, and we would like to thank all parties, whether directly or indirectly involved.

Editor in Chief

Martinus Sony Erstiawan, S.E., MSA

Miniso Royal Plaza Surabaya Consumer Impulse Buying Behavior

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ARTICLE INFO	ABSTRACT
	This research is to analyze the effect of price discount, visual merchandising, shopping lifestyle on impulse buying of Miniso Royal Plaza Surabaya consumers. The research data used were 105 respondents using multiple linear regression to analyze the data. The empirical results of the study prove that price discount has a positive and significant effect on impulse buying, visual merchandising has a positive and significant effect on impulse buying, shopping lifestyle has a positive and significant effect on impulse buying. Furthermore, it was simultaneously found that price discount, visual merchandising, shopping lifestyle on impulse buying.

Introduction

The development of modern technology today has an impact on life that is becoming more practical, fast, and economical. Along with these technological developments, the existence of a modern retail business is also increasingly important and of course each has its own strategy to be able to compete with other modern retail businesses.

Indonesia ranks third as the country with the largest population in Asia. This makes Indonesia a special attraction for modern retail businesses, both foreign and local retailers, to open opportunities and compete for consumers. Modern retail businesses must learn about the character and behavior of consumers so that the strategies that will be implemented can run well.

One of the foreign modern retailers that has opened up opportunities in Indonesia is Miniso. Miniso is a Japanese-owned company engaged in retail trade by providing unique items that are in great demand by the public. This research was conducted at Miniso Royal Plaza Surabaya because Miniso Royal Plaza is one of the largest Miniso stores in Surabaya and as one of the modern retail stores that offers a variety of products with good product quality.

In marketing the products produced, Miniso has a business strategy by increasing impulse buying by consumers. Impulse buying is the behavior of people who do not plan something in shopping or commonly referred to as a sudden purchase [1]. Consumers who do impulse buying usually do not think about buying the product, they immediately make a purchase because they are interested at that time. Currently, impulse buying has dominated the modern retail business by 80% [2].

In order to increase impulse buying, modern retail has implemented several strategies, including providing price discounts on certain products. explained that price discount is a pricing strategy that involves a long-term plan to reduce prices in a planned manner after launching a product with a high price which is a form of promotion that consumers prefer [3].

In addition, consumer behavior occurs due to the attractive retail mix stimuli imposed by the store. One of them is physical facilities, which is the reason consumers enter the store until they decide to buy goods. Consumers consider making purchases in stores with an attractive visual appearance. Visual merchandising attracts the attention of consumers by creating attractive interior designs, creating a comfortable store atmosphere and good lighting so that it gives a different impression to the public so as to encourage buying behavior [4].

In today's modern era, consumers do not always make purchases according to their own needs, but shopping is a way to show their identity, dignity and the joy of shopping for the latest products. Sopping lifestyle refers to a person's life, namely how to spend time and money, the activities involved in buying, attitudes and ways of living about the world in which a person lives [5].

Some previous research results found a positive and significant effect of price discount on impulse buying decisions [6], but other studies found that price discounts partially had no significant effect on impulse buying [7]. Furthermore, previous research found that visual merchandising had a significant effect on impulse buying [8], but the research conducted [9] showed different results that visual merchandising had no significant effect on impulse buying. The results of another study found that shopping lifestyle had a positive effect on impulse buying behavior [10], but different research results found that there was no significant effect of shopping lifestyle on impulse buying [11].

Some of these previous studies still found inconsistencies with the findings. Therefore, researchers need to conduct further research on the differences in the results of previous studies, namely price discount variables, visual merchandising, and shopping lifestyle in different places. This research was conducted to test price discount, visual merchandising, and shopping lifestyle on impulse buying of Miniso consumers at Royal Plaza Surabaya.

Research Methods

We use quantitative research that is used to explain, examine the relationship between variables. The research survey used a questionnaire distributed to the respondents. Miniso consumers at Royal Plaza Surabaya as the research population. Determination of the number of samples based on the number of indicators multiplied by 5-10 parameters [28]. The sample used was 105 respondents. The sampling method used was accidental sampling. The measurement scale uses a five-point Likert. The answers to the questionnaires from respondents that have been collected were analyzed using the SPSS software program.

Result and Discussion

1. Theoretical Review and Hypotheses Development
   a. Price Discounts

   Price discount is a promotional tool that can attract the attention of consumers to encourage their desire to buy the products offered. Price discount is an offer when the product is sold at a lower price than the original price so that consumers consciously or suddenly make a purchase [12]. Consumers are interested in getting a fair price. Fair price means the value that is perceived as appropriate at the time the transaction is made. Price discount is a price-based promotion strategy, where consumers can get the same goods at a cheaper price [13]. Promotion is absolutely necessary in order to increase sales, because it can be seen clearly that promotion has a great influence on sales. Price discounts include vouchers, cheap, attractive, and economical [14].

   b. Visual Merchandising

   Visual Merchandising is one of the marketing communication tools that is very important to pay attention to by displaying an attractive store display to build the desire of potential consumers to make a purchase [15]. Visual merchandising is a merchandise display that has a nice and attractive appearance in terms of accessories, colors, and other supports with appropriate display functions [16]. Visual Merchandising includes: windows display, model display, floor merchandising, promotional signage [15].

   c. Shopping Lifestyle

   Shopping lifestyle is a person's consumption pattern that has become a trend for consumers to shop both at malls and online by using money and time to buy an item, product or service [17]. Shopping lifestyle describes a person's behavior regarding his lifestyle, money and time. Shopping lifestyle is usually carried out by consumers who have high incomes and are willing to allocate time and money for various products, services, technology, fashion, entertainment, and education [18]. Shopping lifestyle refers to consumption patterns that reflect a person's choices about how to spend time and money. Shopping lifestyle indicators consist of activities, interests, and opinions [17].

   d. Impulse Buying

   Impulse buying occurs due to the influence of the surrounding environment, there is a sudden urge to buy products directly without paying attention to the consequences. Impulse buying describes a purchase that takes place when consumers suddenly find a firm determination to buy something as soon as possible [19]. Impulse buying is a buying mechanism that arises when someone is interested in an item and decides to buy it immediately. The occurrence of impulse buying is caused by the encouragement of the physical environment of the store which can affect consumer behavior to make purchases. Impulse buying indicators consist of spontaneity in making purchases, the power of motivation to put others aside, excitement and stimulation due to a sudden urge to buy something, and indifference to the consequences due to the desire to make purchases without thinking about the consequences [18]

   e. Price Discount on Impulse Buying

Price discount is one of the marketing strategies as an effort to increase the sales volume of a product or service so that consumers are willing to make purchases in large quantities. Price discounts are given to consumers so that producers can get maximum profit. Price discount is one of the determinants of the creation of consumer impulse buying [20]. The results of empirical research found that the price discount has a positive and significant effect on impulse buying [21] and [14]. Based on the description above, the hypothesis is formulated as follows: H1: Price discount has an effect on impulse buying.

f. Visual Merchandising Against Impulse Buying

Visual merchandising is a condition that shows a unique store appearance to display products sold with the intention of encouraging consumers to make purchases by accident (impulse buying). Impulsive buying is an action taken by consumers in unintentional purchases of products or services without thinking about the impact. Visual merchandising is an attractive product arrangement to influence consumer behavior in impulse buying [15]. Most consumers are interested in entering a store because they see an attractive design in front of the store and feel attracted when they are in a store which can have an impact on buying behavior inadvertently [22]. Based on the results of several studies, it was found that there was a significant effect of visual merchandising on impulse buying [8] and [23]. Impulse buying as an external trigger for a sudden purchase of the desired product without prior purchase intention [24]. Furthermore, the hypothesis can be developed as follows: H2: Visual merchandising affects impulse buying.

g. Shopping Lifestyle Against Impulse Buying

Shopping lifestyle is a sa is one way how consumers manage their income to meet product or service needs as a reflection of social status. Shopping lifestyle as consumer behavior regarding purchasing decisions of a product associated with personal opinion has a positive relationship with impulse buying [25]. This is in line with research that has been done [10] and [18] found that shopping lifestyle has a positive effect on impulse buying. Based on the explanation above, the following hypothesis is presented: H3: Shopping lifestyle has an effect on impulse buying

h. Price Discount, Visual Merchandising, and Shopping Lifestyle Against Impulse Buying

Modern retailers have implemented various marketing strategies, one of which is impulse buying as an effort to increase product sales. Impulse buying can be influenced by several factors such as: price discount, visual merchandising, and shopping lifestyle. Price discount as a strategy to encourage consumers to buy goods in large quantities which can trigger impulse buying behavior [26]. Furthermore, shopping lifestyle describes a person's behavior in spending money and spending time to buy various products that describe social status. These conditions can affect the occurrence of impulse buying. Consumers with high incomes will have higher opportunities to buy products even though they are not planned which can lead to impulse buying [18]. Visual merchandising is a condition that physically displays the appearance of the product to be sold to

consumers. Attractive visual merchandise will be able to encourage greater consumer impulse buying [27]. From the explanation, the hypothesis is formulated as follows: H4: Price Discount, Visual Merchandising, and Shopping Lifestyle Affect Impulse Buying

2. Results Analysis

   a. Research Description

   Based on the characteristics of the respondents, it is known that consumers at Miniso at Royal Plaza Surabaya are dominated by women as much as 81% and then 19% men. In terms of age, many Miniso consumers aged 17-21 years were 53.3%, 22-26 years old were 40%, then 27-31 years were 6.7%.

   b. Validity and Reliability Test

   Instrument testing uses validity to assess whether the questionnaire is valid or not if it has a correlation coefficient above 0.3. Reliability is used to prove the stability and consistency of respondents in responding to statements in the questionnaire with a Cronbach alpha of more than 0.6.

Table 1 Validity and Reliability Measurement

Variables	Indicators	Coefficient of Correlation	Cronbach Alpha
Price Discount (X_1)	X1.1_1	.378	
	X1.1_2	.378	
	X1.2_1	.569	0.866
	X1.2_2	.569	
	X1.3_1	.430	
	X1.3_2	.430	
	X1.4_1	.527	
	X1.4_2	.527	
Visual Merchandising (X_2)	X2.1_1	.832	
	X2.1_2	.832	
	X2.2_1	.694	
	X2.2_2	.694	0.898
	X2.3_1	.415	
	X2.3_2	.415	
	X2.4_1	.584	
	X2.4_2	.584	
Shopping Lifestyle (X_3)	X3.1_1	.378	
	X3.1_2	.378	
	X3.2_1	.746	0.787
	X3.2_2	.746	
	X3.3_1	.474	
	X3.3_2	.474	

(Source : Calculated Data, Author (2021))

   c. Multiple Linear Regression

This analysis is used to measure the effect involving price discount, visual merchandising, shopping lifestyle impact on consumer impulse buying at Royal Plaza Surabaya using SPSS software with results as shown in Table 2. The results of the analysis in Table 2 illustrate that price discount, visual merchandising, and shopping lifestyle have t-count > t-table (1982) and have a sig level of less than 0.05 so that it can be said that partially price discount, visual merchandising, and shopping lifestyle affect impulse. buying. Simultaneous test results of price discount, visual merchandising, and shopping lifestyle affect impulse buying with evidence of F-count (91.997) > F-table (3.08) and sig value. 0.000 < 0.05.

Furthermore, it is found that the coefficient of determination is 0.732 which indicates that price discount, visual merchandising, and shopping lifestyle affect impulse buying by 73.2%, the remaining 26.8% is explained by other variables not discussed in this study. It is also known that the correlation value of 0.856 means that there is a strong relationship between price discount, visual merchandising, and shopping lifestyle in influencing impulse buying.

Table 1 SPSS Output Results

Variabel		Koefisien Regresi	t	Sig. t
Price Discount		0.151	2.123	0.036
Visual Merchandising		0.214	4.055	0.000
Shopping Lifestyle		0.687	8.478	0.000
Konstanta		1.594	F ratio = 91.997	
R	=.856		F Sig. = .000	
R Square	=.732			

(Source : Calculated Data, Author (2021))

3. Discussions

  a. The Effect of Price Discount on Consumer Impulse Buying at Royal Plaza Surabaya

The results of testing this hypothesis indicate that there is an effect of price discount on impulse buying. Price discount has a positive and significant influence on impulse buying of Miniso consumers at Royal Plaza Surabaya as evidenced by the t value of 2.123 > t table = 1.982 with a significance level of 0.036 < 0.05 so that the H1 hypothesis is supported. This means that the better the price discount applied by Miniso at Royal Plaza Surabaya, the higher the impulse buying of Miniso consumers at Royal Plaza Surabaya.

The results of this hypothesis indicate that the price discount that Minoso did at Royal Plaza was able to attract consumers, the majority of whom were teenage women aged 17-21 years, to buy products such as accessories, perfumes or stationery that were not planned in advance. The results of this study support research [26] on the effect of price discount on impulse buying for customers of Giant Hypermart Mall Olympic Garden. Reinforced by the findings [14] that the price discount has a positive and significant effect on impulse buying at the Matahari Tunjungan Plaza Dept. Store. However, the results of different studies found that the price discount had no significant effect on the impulse buying of Hypermart Kairagi consumers in Manado [7]. The difference in these findings is

because consumers of Hypermart Kairagi in Manado do not feel the benefits of price discounts and often feel disappointed in buying products that have a discounted price but are charged at normal prices. This condition causes Hypermart Kairagi consumers to be unaffected by impulse buying.

b. The Effect of Visual Merchandising on Consumer Impulse Buying at Royal Plaza Surabaya

The results of testing this hypothesis indicate that there is an effect of Visual merchandising on impulse buying. Price discount has a positive and significant effect on impulse buying of Miniso consumers at Royal Plaza Surabaya as shown by the value of t count 4,055 > t table = 1,982 with a significance level of 0.000 < 0.05, which means that the H2 hypothesis is supported. These results mean that the better the visual merchandising, the more impulse buying.

The results of this study indicate that consumers have an interest in entering the store when they see an attractive store front design. Judging from the age of the majority of respondents aged 17-21 years and have worked so they have an income. It is quite natural that teenagers who have income are very interested in shopping at Miniso Royal Plaza Surabaya with Miniso product displays in every aisle, product prices displayed are clear and complete and the presence of display models can influence consumers to shop. The better the visual merchandising displayed, the impulse buying also increases.

The results of this study are supported by several previous studies that visual merchandising has a significant impact on impulse buying [29] and [8]. Different research results found that visual merchandising had a positive and insignificant effect on impulse buying [9] because the majority of respondents were aged 17-23 years and still depended on their parents' income so that the presence of attractive visual merchandising did not really affect impulse buying.

c. The Influence of Shopping Lifestyle influences Consumer Impulse Buying at Royal Plaza Surabaya

The results of the analysis found the influence of shopping lifestyle on impulse buying. Shopping lifestyle has a positive and significant influence on the impulse buying of Miniso consumers at Royal Plaza Surabaya. The evidence shows that the value of t count (8.478) > t table (1.982) and a significance level of 0.000 < 0.05, which means that the hypothesis H3 is supported. This means that the higher the shopping lifestyle, the higher the impulse buying behavior of consumers at Miniso at Royal Plaza Surabaya.

The results of this study illustrate that consumers are interested in shopping at Miniso Royal Plaza because they often provide discounts and always provide the latest products that are in great demand by young women. High shopping lifestyle can lead to impulse buying at Miniso Royal Plaza Surabaya.

The results of this study which show that shopping lifestyle has a positive and significant effect on impulse buying are supported by [30] and [31]. However, different findings were found that shopping lifestyle has no significant effect on impulse buying [11]. The difference in these findings is because shopping lifestyle is strongly influenced by the mood of visitors, so even though they have a large

income, if the mood is not happy, there will be no purchase, let alone impulse buying.

d. The Effect of Price Discount, Visual Merchandising, and Shopping Lifestyle influences Impulse Buying

The results of this study indicate that pri ce discount, visual merchandising, and shopping lifestyle were tested simultaneously on impulse buying for Miniso visitors at Royal Plaza Surabaya. The results were shown using the F test. It is known that the calculated F value is 91,997 with a significance value of 0.000 < 0.05. In the test, the results obtained stating that the hypothesis can be accepted and proven. Which means that price discount (X1), visual merchandising (X2), and shopping lifestyle (X3) have an effect on impulse buying (Y) for Miniso visitors at Royal Plaza Surabaya.

Conclusion

Based on the results of the study, it can be concluded:

1. Price discount has a positive and significant impact on the impulse buying of Miniso consumers at Royal Plaza Surabaya.
2. Visual merchandising has a positive and significant influence on the impulse buying of Miniso consumers at Royal Plaza Surabaya.
3. Shopping lifestyle has a positive and significant effect on impulse buying for Miniso consumers at Royal Plaza Surabaya.
4. Price discount, visual merchandising, and shopping lifestyle have a simultaneous influence on the impulse buying of Miniso consumers at Royal Plaza Surabaya.

Implications: For the management of Miniso Royal Plaza in Surabaya, this research can be used as input because it can help to increase the impulse buying behavior of larger consumers. Efforts that can be made by the management of Miniso always provide the latest innovations to attract consumer buying interest. The management also needs to pay attention to the prices offered by competitors and provide clearer prices so that consumers can more easily consider purchases.

Suggestion: From the conclusions that have been described previously, the suggestions submitted for Miniso at Royal Plaza Surabaya are:

1. It is better to increase the event price discount that is attractive because it can attract consumers to shop at Miniso Royal Plaza Surabaya. The existence of a price discount program can encourage consumer impulse buying behavior at Miniso Royal Plaza Surabaya.
2. The visual display of merchandising needs to be improved again by adding the best products that are displayed attractively, providing promotional product information will be able to encourage consumers to make unplanned purchases.
3. Shopping lifestyle at Miniso Royal Plaza Surabaya has the biggest role in impulse buying, therefore it needs to be maintained while maintaining the quality of the products sold.
4. Price discount, visual merchandising, and shopping lifestyle need to be considered and it is necessary to evaluate their implementation so that consumer impulse buying will increase even more.

Limitations: This research was only conducted at Miniso at Royal Plaza Surabaya so that the results of this study cannot be generalized to other stores. This study only examines price discounts, visual merchandising, and shopping lifestyle in influencing impulse buying, there are many other factors that influence impulse buying. Further research should add other variables outside of the variables that have been studied in this study such as positive emotions.

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Analysis of Factors Affecting Community on the Use of Non-Cash Payment Tools in Taman District, Sidoarjo Regency

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ARTICLE INFO	ABSTRACT
	The purpose of the study was to examine the effect of perceived benefits, convenience, trustworthiness, and risk on the use of non-cash payment instruments in Taman Sub-district, Sidoarjo Regency. The Theory Acceptance Model (TAM) is used as the theoretical basis for the research. The research sample is people who transact at Alfamart, Indomaret, McDonald's Geluran, and Alfamidi in Taman sub-district, Sidoarjo district. Multilevel random sampling method. The questionnaires distributed were 100 respondents. The results showed that trust had no effect, while the benefits, convenience, and risk had an effect on non-cash payment instruments.

Introduction

Conventional methods such as service to customers directly lead to time inefficient. Science and technology that is growing rapidly today helps reduce the complexity of conventional methods. Human behavior has changed in accessing various information and features of electronic services. Non-cash payment instruments or Financial Technology (FinTech) are part of the latest technology.

Davis (1986) formulated the Technology Acceptance Model (TAM) as one of the most tested models. TAM adapts the theory of reasoned action from Ajzen and Fishbein (1980) regarding the causal relationship of users' internal beliefs, attitudes, intentions, and computer use behavior (Davis et al. 1989). TAM studies are characterized by different methodologies and measurement factors, yielding conflicting and highly variable findings.

TAM aims to make predictions about the acceptance and use of a new information system and adaptability for users (Davis, 1989). TAM explained that there are two factors that influence interest in technology acceptance, namely perceptions of usefulness and perceptions of ease of use. Through the modification and development of TAM theory, it can be understood that users' reactions and perceptions of technology can affect their attitude in accepting the use of technology. There are 4 (four) factors selected for the modification and development of the TAM theory, namely the perceived benefit factor, the perceived ease of use, the perception of trust, and the risk perception of the use of non-cash payment instruments.

People feel that the use of a technology will provide usefulness in transactions. Perceived usefulness or benefits defined by Davis (1989) is the level at which users feel confident that by using a technology or system, their performance will increase. Research by Kurniawati et al., (2017) shows that these two perceptions affect the interest in using Mobile Banking.

Perception of ease measures a person's belief in a technology that facilitates business (Davis, 1989). With the ease of using a system, users become more interested in using a system. The perception of convenience indicates that a system is designed not to make it difficult for users, but to make it easier for someone to complete their work (Mulyati, Sugiharto, Dewi, 2020).

Trust is very important in terms of online transactions. In the concept of non-cash payments, the transaction process is well explained and easy to understand, such as for example payment methods, top ups, and transfer methods. This can help build user trust (Flavian and Guinaliu, 2006). Consequences of different user behavior that also arise from their beliefs and concerns about privacy.

In addition to factors that encourage interest in using non-cash payments, there are also factors that reduce interest in using them, one of which is risk perception. Firdayanti (2014) explains that perceived risk is a way for consumers to perceive possible losses that will be obtained from their decisions, due to uncertainty. Perceived risk is considered a negative consequence of uncertainty from the use of a product or service.

The purpose of the study was to examine the effect of perceived benefits, convenience, trust and risk on the use of non-cash payment instruments. This payment instrument is often used for purchasing goods or buying and selling transactions online or offline.

Based on the background and problems above, it is necessary to identify the effect, benefit, convenience, trustworthiness, and risk on the use of non-cash payment instruments in Taman Subdistrict, Sidoarjo Regency. Because most of the people have low interest in the use of these payment instruments.

Research Methods
- Population, Sample, and Sampling Technique

The research population is people who live in the Taman District, Sidoarjo Regency. The sample used is the people who transact at Alfamart, Indomaret, McDonald's Geluran, and Alfamidi in Taman sub- district, Sidoarjo district with a total of 100 respondents. Sampling technique with stratified random sampling technique.
- Types, Data Sources & Data Collection Techniques

This research is quantitative. The data source is primary data, that is, questionnaires were given manually at Alfamart, Indomaret, McDonald's Geluran, and Alfamidi, Taman sub-district, Sidoarjo district. The technique of collecting data is a questionnaire which is calculated using an interval scale.
- Data analysis technique

The data analysis techniques are validity and reliability tests, classical assumption tests (normality test, multicollinearity, and heteroscedasticity), multiple linear regression analysis, hypothesis testing on R2, F test and t test.

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Result and Discussion

Theoretical basis and hypotheses development: Technology Acceptance Model (TAM):TAM is a research model conducted to analyze the factors that influence the acceptance of the use of information technology. TAM was first introduced by Fred D. Davis in 1986, made specifically to model the effect of acceptance (acceptance) felt by users of an information technology. According to Davis (1989), the main purpose of TAM is to provide a reference for analyzing external influences in the form of trust, intention, and user goals. TAM illustrates that there are two dominant factors that influence the acceptance of information technology, namely, first, user perceptions of perceived benefits and second, perceived ease of use of information technology. These two factors will affect the user's desire or intention to use information technology. The TAM model was adopted from Theory of Reasoned Action (TRA), which was first introduced by Martin Fishbein and Ajzen in 1980. This theory links beliefs, attitudes, intentions and behavior. Interest is the main predictor of user behavior.

Although one can make decisions based on other reasons, but the main concept in this theory is to focus on paying attention and considering something that is considered important by the user.

Theory of Reasoned Action: Theory Reasoned Action (TRA) was presented by Ajzen and Fishbein. This theory assumes that human behavior consciously considers the various available information. Behavioral beliefs become the underlying influence of a person's attitude towards behavioral performance (Madden et al., 1992). This TRA theory connects beliefs, attitudes, intentions, and behavior. Intentions encourage individuals to share attitudes and interests toward behavior (for example, positive or negative evaluation of a person when performing a behavior) and by subjective norms (ie, perceived social pressure to behave or not) (Liao et al, 2010).

Theory of Planned Behavior: In studying human behavior, there are several theories used, one of which is the Theory of planned behavior. Azjen (1991) explains that TPB is an individual's intention to perform a certain behavior. TPB theory extends TRA by adding a construct of behavioral control perception to eliminate the limitations of TRA when dealing with the behavior of individuals who do not have full control over a will. Azjen (1991) in his research explains that TPB reveals three independent determinants of conceptual intention. The first is attitude, the second is subjective norm, and the third is perceived behavioral control. The difference between TRA and TPB lies in the addition of behavioral intentions. Perceptions of behavioral control indicate that individual motivation is influenced by perceptions of the level of difficulty or ease (Akhmad, 2010).

Effect of Perception of Ease on the use of non-cash payment instruments: Perception of convenience means the belief that using an information technology system does not require great effort (free of effort) (Yani et al., 2018). Davis (1989) provides indicators to measure perceived ease of use in information technology including: 1) Very easy to use; 2) Very easy to learn; 3)Easy to be skilled; 4) Controllable; 5) Clear & easy to understand; 6) Provide convenience for users. Wildan (2019) concludes that the perception of convenience has a positive effect on the interest in transacting with Fintech.

H1: Ease has a positive effect on the use of non-cash payment instruments.

The Influence of Perceived Benefits on the Use of Non-Cash Payment Instruments alat Benefit as a person's level of belief that the use of certain subjects will improve work performance. Indicators to measure perceived usefulness: 1) Useful; 2) Make work easier; 3) Speed up work; 4) Improve performance; 5) Increase productivity; 6) Increase the success produced by a person with the goals to be achieved (Davis, 1989). The research of Kumar et al. (2017) stated that perceived benefits are a factor that significantly influences interest in using Mobile Banking services.

H2 : Benefit has a positive effect on the use of non-cash payment instruments.

Effect of Trust on the use of non-cash payment instruments: Research by Maroofi et al (2013) proves that trust is the key to perceived ease of using Mobile Banking services. Davis (1989) provides indicators to measure trust in the use of information technology including: 1) Do not believe; 2) Trustworthy; 3) Safeguard interests; 4) Information provided; 5) Tendency to trust; 6) Trusting is not difficult; 7) Security; 8) Trust.

H3 : The trust factor has a positive effect on the use of non-cash payment instruments.

Effect of Risk on the use of non-cash payment instruments: Research by Lafraxo et al. (2018) which shows that risk perception has no effect on interest in using Mobile Banking. The research of Priambodo and Prabawani (2016) shows that Risk Perception has a negative effect on the interest in using electronic money services in the people of the city of Semarang. The lower the user's perceived risk, the higher the interest in using the service. Conversely, if the perception of risk is higher, it will reduce interest in using non-cash payment services. Davis (1989) provides indicators to measure the perceived risk of using information technology including: 1) There are certain risks; 2) Incurring losses; 3) The thought that it is risky.

H4 : Risk has a negative effect on the use of non-cash payment instruments.

• Validity test

The results of this test have r arithmetic > r table with N = 100 of 0.195 & sig value < 5%. So all statement items have valid status and can be used in data collection (Sugiyono, 2017).

• Reliability Test

The results of the Cronbach Alpha value in the benefit variable are 0.671, convenience is 0.799, risk is 0.828, trust is 0.627, using non-cash payment instruments is 0.749. From the five variables, it was concluded that the Cronbach Alpha value was > 0.60. Sugiyono, 2017 shows that Cronbach's Alpha is acceptable, if > 0.60, then each question in the questionnaire is declared reliable.

Table 1 Cronbach Alpha - Reliability Test Results

Variable	Cronbach Alpha
Benefit (X1)	0,671
Convenience (X2)	0,799
Risk (X3)	0,828
Trust (X4)	0,627
Use of Non-Cash Payment Instruments	0,749 (Y)

(Source : SPSS data processing, 2021)

• Normality Test

The results of the Kolmogorov-Smirnov Normality Test have a sig value of 0.623 (> 5%), meaning that the data is normally distributed (Ghozali, 2018).

Table 2 Kolmogorov Smirnov – Normality Test Results

Variable	N	Sig value.	Information
Unstandardized Residual	100	0,623	Normal

(Source : SPSS data processing, 2021)

• Multicollinearity Test

The tolerance value for the benefit variable is 0.274 > 0.10, the convenience is 0.343 > 0.10, the confidence is 0.492 > 0.10, and the risk is 0.724 > 0.10. For the value of VIF, the benefit variable is 3.646 < 0.10, the convenience is 2.916 < 0.10, the confidence is 2.033 < 0.10, and the risk is 1.382 < 0.10. If the tolerance value is > 0.10 and the VIF value is < 10, then there is no multicollinearity between the independent variables in the regression model (Sugiyono, 2017).

Table 3 Multicollinearity Test Results

Variabel	Tolerance	VIF	Information
Benefit	0,274	3,646	There is no multikolinearitas
Convenience	0,343	2,916	There is no multikolinearitas
Risk	0,724	1,382	There is no multikolinearitas
Trust	0,492	2,033	There is no multikolinearitas

(Source : SPSS data processing, 2021)

• Heteroscedasticity Test

The results of the sig values of the four variables showed sig > 0.05, it was concluded that there were no symptoms of heteroscedasticity (Ghozali, 2018).

Table 4 Heteroscedasticity Test Results

Variable	Sig	Critical Value	Information
Benefit	0,276	0,05	There is no heteroscedasticity
Convenience	0,125	0,05	There is no heteroscedasticity
Risk	0,102	0,05	There is no heteroscedasticity
Trust	0,287	0,05	There is no heteroscedasticity

(Source : SPSS data processing, 2021)

• Multiple Linear Regression Analysis

The results of the regression analysis test that benefit, convenience, risk affect the use of non- cash payment instruments, while trust has no effect.

Table 5 Multiple Linear Regression Analysis Test Results Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

(Constant)	1,694	1,268			1,336	,185
Benefit	,089	,087	,131		1,018	,001
1 Convenience	,318	,064	,572		4,938	,000
Risk	-,115	,046	-,195		-2,476	,015
Trust	,046	,050	,087		,917	,361

(Source : SPSS data processing, 2021)

a. Dependent Variable: use of non-cash payment instruments

$$Y= 1,694 + 0,089 X1 + 0,318 X2 -0,115 X3 +0,046 X4 + e$$

• Coefficient of Determination (R^2)

Table 6 R^2 Test

R	R^2	Adjusted R^2
0,757	0,572	0,554

(Source : SPSS data processing, 2021)

The result of Adjusted R2 is 0.554, meaning that the effect of the independent variable on the dependent variable is 0.554, meaning that the dependent variable is 55.4%. The remaining 44.6% is explained by other variables not included in this study.

• Model Test (F Test).

Table 7 F Test Result

Dependent Variable	F Count	Sig	Information
Y	31,790	0,000	Significant

(Source : SPSS data processing, 2021)

The results of the F test found that the sig value was 0.000 or had a value of < 5%, so it was concluded that there was an effect of the independent variables together on the dependent variable.

Table 8 T Test Results

Dependent Variable: Use of Non-Cash Payment Instruments

Independent Variable	Coefficient	T Hitung	Sig	Conclusion
Benefit	0,089	1,018	0,001	H1 : Supported
Convenience	0,318	4,938	0,000	H2 : Supported
Risk	-0,115	-2,476	0,015	H3 : Supported
Trust	0,046	0,917	0,361	H4 : Not supported

(Source : SPSS data processing, 2021)

The results of the t-test above obtain a t-count of usefulness of 1.018 and a sig value of benefit of 0.001. Ease has a tcount value of 4.938 and a sig value of 0.000. The risk has a tcount of -2.476 and the sig value of the risk variable is 0.015. The confidence value of tcount is 0.917 and the sig value of the confidence variable is 0.361. The four sig values (sig < 5% and sig > 5%) can be concluded that benefit, convenience, and risk have a sig effect on the use of non-cash payment instruments. While trust has no effect.

- Benefit has a positive effect on the use of non-cash payment instruments.

      Perceived usefulness defined by Davis (1989) is the level at which users feel confident that by using a technology or system, their performance will increase. The benefits that can be obtained include time savings, cost savings, and can increase efficiency and effectiveness in transactions. These results are consistent with research conducted by Kumar (2017) and Leiva (2016) which state that perceived usefulness has a positive influence on interest in using Jenius Mobile banking.

- Convenience has a positive effect on the use of non-cash payment
   instruments.

      Convenience has a positive effect on the use of non-cash payment instruments. Statistical results show that the unstandardized coefficient value is 0.318 and the sig value is 0.000. People believe in the use of non-cash payment instruments because their use is easy and not difficult to understand. Research by Wibowo and Rosmauli (2015); Utami and Kusumawati (2017) reveal that the perception of convenience has a significant positive effect on the interest in using e-money.

- Trust has no effect on the use of non-cash payment instruments

      Statistical results show that the unstandardized coefficient value is 0.046 and the sig value is 0.361. Trust has no effect on the use of non-cash payment instruments. Digital transactions contain great uncertainty and risk. This condition reduces the level of public confidence in the use of this payment instrument. Research by Octavia and Hafizh (2019) states that trust has no significant effect on consumers regarding e-payments.

- The risk of negatively affecting the use of non-cash payment instruments

      Risk is something that is uncertain and can occur during the transaction process. Security factors and disturbances that occur during the online-based transaction process become a negative influence on system users. Someone will certainly use a system that is safe and free from risk. The risks that consumers worry about will reduce their interest in using and conducting transactions. Research by Al-Jabri (2015) and Prabawani (2017) states that risk has a significant negative effect on interest in using e-money.

Conclusion

      Benefit, convenience, and risk affect the use of non-cash payment instruments. This happens because people feel that the benefits they get are more, including being more efficient, guaranteed security, minimizing crime, and having lots of discounts. The higher the usefulness and convenience, the greater the user's desire to use it. The lower the user's risk, the interest in using non-cash payment instruments will increase, on the contrary if the user's risk is higher, the interest in using it will decrease. Risks and new information technology have caused not all people to trust non-cash payment instruments. Therefore, further researchers are advised to add other variables that have

an influence on the use of non-cash payment instruments, such as technological innovation, promotional attractiveness, user age.

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The Effect of Self Ability, Compensation, and Self Efficacy on Employee Performance at Rizqy Jaya Mulia Sidoarjo Company

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ARTICLE INFO	ABSTRACT
	This purpose of this study is to analyzed the impact of Self Ability, Compensation, and Self Efficacy on Employee Performance. This study uses quantitative methods. The population and sample are 85 respondents from all employees of Rizqy Jaya Mulia company Sidoarjo. Sources of data in this research using primary data obtained directly from respondents employees by google form. Data analysis technique used in this research were Multiple Linear Regression Analysis to know the effect of Self ability, compensation and self-Efficacy on employees performance, and for proved the hypothesis used F-test and t-test. The results of analysis show that Self Ability, compensation and self-efficacy has a positive and significant effect on employee performance as partially and simultaneously. This implies that if the company wants to improve employee performance, it needs to optimize Self Ability, Compensation, and Self Efficacy by paying attention to the performance of employees and giving an award to their skills and work performance. if the company wants to improve employee performance, it is necessary to optimize Self Ability, Compensation, and Self Efficacy by paying attention to the performance of employees and providing an award for their skills and work performance.

Introduction

Human resources have an important meaning for the company because humans have an active and dominant function in every activity of the organization. According to Anwar Prabu Mangkunegara in Subekhi (2012:21), said that HRM is planning, organizing, coordinating, implementing, and supervising the procurement, development and separation of workers in order to achieve organizational goals (Karya, et. al. 2020). Companies must have smart strategies starting from paying attention to the vision, mission, goals to goals that must be understood by each member in the organization. To achieve the company's goals, superior human resources are needed in order to achieve performance as expected by the company, as well as in cleaning service companies that have strong competitiveness. The development of cleaning services has

experienced a fairly good increase, where during the current pandemic everyone is doing activities at home. There are also not many employees who work in the office so that these activities require that the condition of the home or office must always be clean and comfortable to improve employee performance. There are several factors that affect employee performance including Self Ability, Compensation, and Self Efficacy.

The success of Company is not only achieved by implementing a business plan but must be supported by the company's human resources (Candraningrat, C., et al, 2018). If the human resources in the company have achieved their goals, it can be said that the company has the power to compete with other companies. Seeing some of the phenomena above, the problems in this research can be formulated: Do Self Ability, Compensation and Self Efficacy affect employee performance of Rizqy Jaya Mulia company.

Research Methods

Research design: This study uses quantitative methods to measure the effect of Self Ability, Compensation, and Self Efficacy on the performance of employees of Rizqy Jaya Mulia Company. Where the population taken as respondents are all employees in the company by involving all employees as samples in the study or the total population sample. While the type of data used in this study is quantitative and the source of data used is primary data obtained directly from respondents through survey techniques with questionnaire instruments arranged on a Likert scale of 1-5 from Disagree to Strongly Agree. While the Data Analysis Techniques used were Validity Test, Reliability Test to test the reliability and consistency of the instruments used, besides that, Classical Assumption Test was carried out as a condition for using analysis tools in the form of Multiple Regression Analysis to determine the magnitude of the influence of each relationship between variables. Furthermore, hypothesis testing is carried out using the F-test and t-test and determination analysis is carried out through SPSS version 25.

Result and Discussion

1. Theoritical Framework

a. Work Ability

Employee self-ability is a person's ability to complete work within a certain time (Eva Rachmawati et al. 2018). Meanwhile, according to Hamzah Uno (2010), self-ability is a character that arises from someone who is related to effective and superior performance in a job. In the research of Raharjo, Paramita & Warso (2016) indicators of self-ability include knowledge; Training; Experience; Skills and ability to work. Employee ability or self-ability has an effect on employee performance as stated by Nuriasih (2016), Wicaksono (2017) and Eva Rahmawati from the results of their research stating that work ability has a significant effect on employee performance, as well as the results of Auw's research, Charolina Mutiasari Lukito (2016) that self-ability has a positive and significant effect on employee performance, this means that with good abilities, employees will be able to complete their work well. Self- efficacy is self-confidence of employees on their ability to complete their work, and high self-efficacy can improve employee performance as stated by Kaswan (2011:30), and Ance Selfi

Adianita, et al. (2018) that if employees have high self-efficacy, they get high performance as well.

b. Compensation

Compensation is all income in the form of money, direct goods or indirect goods, which are received by employees as compensation and services provided to the company (Mujanah, 2019). Meanwhile, according to Hasibuan (2013: 118), compensation is all income in the form of money, goods directly or indirectly received by employees in return for services provided to the company. The compensation indicators according to Simamora (2014: 445) are wages and salaries, incentives, and benefits. Simamora (2014: 461) distinguishes compensation into two types, namely direct compensation and indirect compensation: 1) Direct Compensation, consisting of: Salary, Incentives, Bonus 2) Indirect Compensation, consisting of all financial rewards not included in direct compensation. From the definition of compensation above, it is concluded that compensation is all income or income in the form of money or objects directly or indirectly given to employees by the company as a reward for services that have been achieved by employees with the ability the maximum.

The right compensation system can improve employee performance, this is in accordance with the results of his research by Widiartanto (2019), which states that compensation has a significant effect on employee performance. Thus, it can be said that appropriate compensation can improve employee performance.

c. Self Efficacy

In addition of self-ability, performance is also influenced by self-efficacy, which is an assessment of one's beliefs whether one can successfully learn knowledge or skills (Kaswan, 2011). Self efficacy is an assessment of one's beliefs about whether a person can successfully learn a knowledge or skill.Self- efficacy is a determinant of learning readiness. Trainees who have self-high efficacy can carry out various ways of learning in exercise program and more inclined to persist in learning despite environmental influences that are not conducive to it" Kaswan (2011).

Self-efficacy can also be interpreted as a determinant in learning readiness. Trainees who have high self-efficacy can implement various ways to learn in the training program and always insist on learning despite the influence of an unfavorable environment. Ance Selfi Adianita, et al. (2018), it is further said that the dimensions of self-efficacy are magnitude or level, strength, generality. According to Herman Hidayat, Ivan Aries Setiawan (2016), in the study stated that high Self Efficacy can increase high employee performance as well, this is also supported by Putra Setiawan, and Tri Andjarwati (2017), in the study stated that Self Efficacy has an effect on significant to employee performance.

d. Performance

Thus, some research results state that performance is influenced by Self ability, Compensation, and Self Efficacy. According to Mangkunegara (2013), performance is the result of work in quality and quantity achieved by an employee in completing his work according to the responsibilities given to employees. Meanwhile, according to Kasmir (2016) that performance is the result of work and work behavior that has been achieved in completing the tasks and responsibilities given in a certain period. Meanwhile, according to Wilson Bangun (2012:34), the measures of performance indicators are

grouped into five categories, including quantity of work, quality of work, punctuality, attendance and ability to work together.
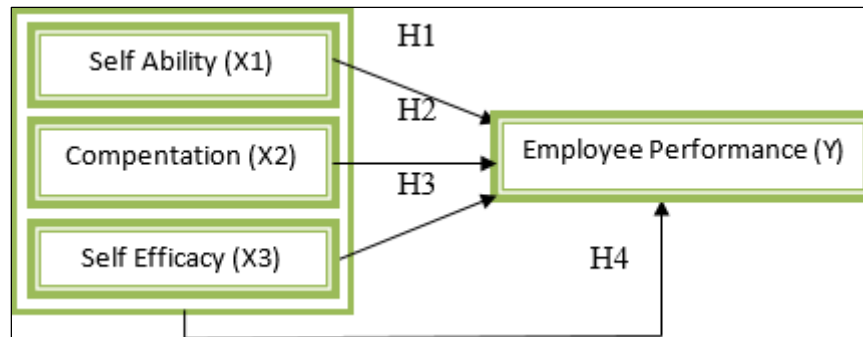
Figure 1. Theoretical Frameworks

Figure 1 shows that the conceptual framework in this study is to show a causal relationship or influence between the variables Self ability, Compensation and Self Efficacy on employee performance.

2. Hypothesis

Based on the conceptual framework in Figure 2, the following hypotheses can be formulated, among others:

- H1: Self Ability has a significant effect on the performance of employees of PT. Rizqy Jaya Mulia Sidoarjo.
- H2: Compensation has a significant effect on the performance of employees of PT. Rizqy Jaya Mulia Sidoarjo.
- H3: Self Efficacy has a significant effect on the performance of employees of PT. Rizqy Jaya Mulia Sidoarjo
- H4: Self Ability, Compensation, and Self Efficacy simultaneously affect the performance of employees ofPT. Rizqy Jaya Mulia Sidoarjo

Validity Test and Reliability Test: An instrument can be said to be valid if it can measure what is desired and produce data from the variables studied appropriately. The assessment of the validity test in this study is to compare the calculated r value with the r table value at a significance of 0.05 with a 2-sided test and the amount of data (n) = 45, df = n-2 then df = 45-2 = 43 obtained r table of 0.301. So the value of r count > r table which indicates that all questions in the questionnaire are declared valid. The reliability test was conducted to determine the consistency of respondents' answers in answering questions that could measure the variables in this study. A variable can be said to be reliable if the Cronbach's Alpha value > 0.70 so that every question that makes up each variable in this study is declared reliable.

Multiple Regression Analysis Test: Before computing multiple regression analysis the Classic assumption test should analysis its contents of Normality, Multicolliniarity and Heterocedasticity. The results of this test as follows: Normality Test; the result of this test shows that the residual is normally distributed if the significance value is > 0.05. The results of the normality test analysis show that the significance value is0.200 > 0.05, so it can be concluded that the residual value is normally distributed.

The second Multicollinearity Test; it is done by looking at the VIF value of each independent variable, if the VIF value is < 10, it can be concluded that the data is free from multicollinearity symptoms (Imam Ghozali, 2011:105). The results of the analysis of the Multicollinearity Test showed that the VIF value for all variables was < 10, so it can be said that the data in this study were free from multicollinearity symptoms.

The tirds is Heteroscedasticity Test; Heteroscedasticity Test aims to test whether in the regression model there is an inequality of variance from one observation residual to another observation. The results of the analysis of the Heteroscedasticity Test show that the points spread below the number 0 on the Y axis or do not form a certain pattern. So it can be concluded that the data proved that there was no heteroscedasticity.

Regression analysis was used to determine the effect of the variables Self Ability, Compensation, and Self Efficacy on the performance of employees of PT. Rizqy Jaya Mulia Sidoarjo.

Table 1 Multiple Linear Regression Results

Coefficientª

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Beta		
1	Constant	,129	4,003		,032	,974
	Self Ability (X1)	,339	,162	,317	2,096	,042
	Compensation (X2)	,548	,253	,317	2,165	,036
	Self Efficacy (X3)	,481	,227	,282	2,12	,04

a. Dependent Variable : Employee performance (Y)

(Source : Primary data processed, 2021)

The results of these calculations, the Multiple Linear Regression equation for this study is obtained:

$$K = 0{,}129 + 0{,}339A + 0{,}548KO + 0{,}481E + e$$

From the results of the multiple linear regression equation above, it can be interpreted as follows:

a. The constant of 0.129 has a positive value indicating that the independent variables Self Ability, Compensation, and Self Efficacy are fixed or constant, then the variation of changes in the dependent variable employee performance tends to be positive.

b. The coefficient of the Self Ability variable is positive. This means that the Self Ability variable has a positive influence on employee performance with the acquisition value of 0.339 with the assumption that the other variables are fixed or constant. Thus it can be said that if the self-ability possessed by the employee increases, the employee's performance will increase.

c. The coefficient of the compensation variable is positive. This means that the compensation variable has a positive influence on the employee performance

variable, with a value of 0.548 assuming the other variables are fixed or constant. This shows that if the compensation given to the employee is increased, the employee's performance will also increase.

d. The coefficient of the Self Efficacy variable is positive. This means that the Self Efficacy variable has a positive influence on employee performance, with the acquisition value of 0.481 with the assumption that the other variables are fixed or constant. This means that if the employee's self-efficacy increases, the employee's performance will also increase.

Hypothesis test: to find out that the variables of Self Ability, Compensation, and Self Efficacy have a simultaneous effect on employee performance, it is necessary to have a statistical test F-test (Simultaneous). The following are the results of the F-test statistical test in table 4.9 as follows:

Table 2 Hypothesis Testing Results with F Test

ANOVA[a]

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.330,53	3	443,51	30,937	,000[b]
	Residual	587,781	41	14,336		
	Total	1.918,31	44			

a. Dependent Variable Employee performance

b. Predictors (Constant), Self Efficacy (X3), Compensation (X2), Self Ability (X1)

(Source : Primary data processed, Author (2021))

In the F-test, the F-count value is 30.937, this value is greater than the f-table, namely 3.22 or f- count 30.937 > f-table 3.22 with a probability value of 0.000 <0.05 so that the regression model can be used to predicting employee performance variables or it can be said that the variables Self Ability, Compensation, and Self Efficacy together (simultaneously) have a significant effect on employee performance.

t-test was conducted to compare the t-count with the t-table at a significance level of = 0.05. If the t-count is greater than t-table (t-count > t-table) or the probability of error is less than 5% (sig < 0.05), then it can be stated that X1, X2 and X3 have an effect on Y. The results t test can be seen in table 3.

Table 3 Results of Hypothesis Testing with t Test

Coefficient[a]

	Model	Unstandardized Coefficient		Standardized Coefficient	t	Sig.
		B	Std. Error	Betta		
1	Constant	,129	4,003		,032	,974

Self Ability (X1)	,339	,162	,317	2,096	,042
Compensation (X2)	,548	,253	,317	2,165	,036
Self Efficacy (X3)	,481	,227	,282	2,12	,04

a. Dependent Variable : Employee performance (Y)

(Source : Primary data processed, Author (2021))

The results of the t-test analysis in the table above are as follows :

a. The Self Ability variable has a t-count value of 2.096 > 2.018, so it is stated that t-count > t-table. The significance value is 0.042 < 0.05. So it can be concluded that the hypothesis (H1) is accepted, meaning that Self Ability has a significant effect on employee performance.

b. The Compensation variable obtains a t-count value of 2.165 > 2.018, so it is stated that t-count > t-table. The significance value is 0.036 < 0.05. So it can be concluded that the hypothesis (H2) is accepted, meaning that compensation has a significant effect on employee performance.

c. The Self Efficacy variable obtains a t-count value of 2.120 > 2.018, so it is stated that t-count > t- table. The significance value is 0.040 < 0.05. So it can be concluded that the hypothesis (H3) is accepted, meaning that Self Efficacy has a significant effect on employee performance.

Coefficient of Determination (R^2): The coefficient of determination (R^2) aims to measure how far the regression model's ability to explain the variables of Self Ability, Compensation, and Self Efficacy on employee performance. The value of the coefficient of determination is determined by looking at the Adjusted R Square value as can be seen in table 4 below:

Table 4 Coefficient of Determination Test Results

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of theEstimate
1	0,833[a]	0,694	0,671	3,786

a. Predictors : (Constant), *Self Efficacy* (X3), Compensation (X2), *Self Ability* (X1)

b. Dependent Variable : Employee performance (Y)

(Source: Primary data processed, 2021)

Based on table 4 above, the coefficient of determination of Adjusted R square is 0.671. This shows that 67.1% of the variables of Self Ability, Compensation, and Self Efficacy affect the variable of Employee Performance. As for the remaining 32.9% influenced by other variables outside of this study.

Discussion of Research Results: The results of the data analysis have been processed if all items are proven to be valid and reliable. Not only that, the results of the analysis also prove that the data are normally distributed, and the data does not show symptoms of multicollinearity and heteroscedasticity.

a. The Effect of Self Ability on Employee Performance

Based on the results of the analysis, it can be seen from the significance value of 0.042 < 0.05, so it is declared positive. In addition, the results of the linear regression analysis and the regression coefficient which show a value of 0.339 are positive. If the Self Ability variable increases by one unit, then the value of the Employee Performance variable will increase by 0.339 with the assumption that the other independent variables are fixed or constant. This shows that partially has a significant influence between Self Ability on employee performance. The results of this study support the results of research by Eva Rachmawati, Siti Mujanah, and Wiwik Retnaningsih (2018) which states that the variable employee ability has a positive and significant effect on employee performance. So the results of this study can be concluded that Self Ability has a positive and significant effect on employee performance.

b. The Effect of Compensation on Employee Performance

Based on the results of the analysis, it can be seen from the significance value of 0.036 <0.05, then it is declared positive. In addition, the results of linear regression analysis and regression coefficients which show a value of 0.548 are positive. If the compensation variable increases by one unit, the value of the Employee Performance variable will increase by 0.548 with the assumption that the other independent variables are fixed or constant. This shows that partially has a significant influence between compensation on employee performance. The results of this study support the results of Auw's research, Charolina Mutiasari Lukito (2016) which states that the compensation variable has a positive and significant effect on employee performance. So in this study it can be concluded that compensation has a positive and significant effect on employee performance.

c. The Influence of Self Efficacy on Employee Performance

Based on the results of the analysis, it can be seen from the significance value of 0.040 < 0.05, so it is declared positive. In addition, the results of linear regression analysis and regression coefficients which show a value of 0.481 are positive. If the Self Efficacy variable increases by one unit, then the value of the Employee Performance variable will increase by 0.481 with the assumption that the other independent variables are fixed or constant. This shows that partially has a significant influence between Self Efficacy on employee performance. The results of this study support the results of their research by Akhir Putra Setiawan and Tri Andjarwati (2017) which states that there is a positive and significant influence on self-efficacy on employee performance. So in this study it can be concluded that Self Efficacy has a positive and significant effect on employee performance.

d. The Influence of Self Ability, Compensation, and Self Efficacy on Employee Performance

Based on the results of the study and several tests, it can be seen that the significance value in the F test is 0.000 <0.05, this proves that the regression model in this study has a significant positive value and is declared feasible to explain the effect of the

variables Self Ability, Compensation, and Self Efficacy on Employee Performance . The calculated F value is 30.937 while the F table value = 3.22 because the calculated F value is 30.937> 3.22, then as the basis for decision making in the F test it can be concluded that Ho is rejected and Ha is accepted. These results indicate that Self Ability, Compensation, and Self Efficacy simultaneously affect the Employee Performance of PT. Rizqy Jaya Mulia Sidoarjo.

Conclusion

Based on the results of research on the effect of Self Ability, Compensation, and Self Efficacy on employee performance at Rizqy Jaya Mulia Company, Sidoarjo. So the conclusion of this study is that Self Ability has a significant effect on Employee Performance, Compensation has a significant effect on Employee Performance, Self Efficacy has a significant effect on Employee Performance and Self Ability, Compensation, and Self Efficacy simultaneously have a significant effect on Employee Performance.

Based on the conclusions above, the implication of this research is that if the company will improve employee performance, it is necessary to optimize Self Ability, Compensation, and Self Efficacy by paying attention to the performance of its employees and giving an award for skills, work performance, etc. Because in essence employee performance is very important for the company and can affect the results of employee work. For further researchers, it is hoped that they can add or involve several other variables that can affect employee performance that have not been studied in this study.

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The Effect of Competency, Compensation and Work Discipline on Employee Performance in Service Division PT. United Motors Center Suzuki Surabaya

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ARTICLE INFO	ABSTRACT
	The purpose of this study is to determine whether competence, compensation and work discipline partially and simultaneously affect employee performance in PT. United Motors Centre Suzuki Ahmad Eigis Surabaya. Types research is explanatory research with quantitative analysis. The sample population is employees in the service division totaling 46 employees. Data collection techniques using survey with questionnaire as instrument. The data analysis technique used multiple linear regression, t-test aand F- test to test the hypothesis with the SPSS program. The resuls of this study shows that competence, compensation and diciplines as partially and simultaniously significant effect on employee performance, and the effect of competence on employee performance is the most significant among the other three variables. Its indicate that increasing performance of employees can be determined by competence, compensation and work discipline of employees at division service PT. United Motors Centre Suzuki Ahmad Yani Surabaya.

Introduction

Human resources in an organization is a very important factor. Human resources are resources that have many advantages compared to other resources in a company. So if the company has competent human resources, then the company will develop rapidly and if the company's human resources are not qualified, the company's development will be hampered. Therefore, the company is said to be successful because it has good quality human resources. Employee performance is the result achieved both in quality and quantity in completing their duties and responsibilities. Therefore, employee performance will run effectively if it is supported by the competence of compensation and work discipline of the employees themselves.

The problem faced by the company is that the performance of employees has not been optimal, especially during the current covid period, the company PT Unilever faces obstacles in achieving optimal performance due to several reasons. The research results stated that employee competence has a significant effect on employee performance [1], as well as research results that are not as expected, discipline is still weak, and other problems that arise due to the current situation and conditions, even though work discipline is very influential on employee performance, discipline is implemented to

encourage employees to follow various standards and rules, so that irregularities can be prevented. The main objective is to encourage self-discipline among employees to arrive on time. By arriving on time and carrying out tasks according to their duties, it is expected that performance will increase, through discipline will reflect strength, as usual.

To improve the performance of employees, one must pay attention to competence, namely one's work ability which includes aspects of knowledge, skills and work attitudes in accordance with established standards. PT. United Motors Center develops a competency model that integrates with performance appraisal benchmarks based on the knowledge, skills and behavior possessed by each employee of each employee in order to facilitate the implementation of duties and responsibilities effectively and efficiently which will be used as the basis for developing human resources. [2].

In addition to competence, compensation can also improve employee performance in the company [3]. Compensation that is always expected by employees is a form of reward or bonus for services in the form of thoughts and energy in helping the company to achieve performance effectively and efficiently. Compensation can consist of various kinds such as old age benefits, promotions or promotions, salaries, compensation structures, and compensation scales. Work discipline is also important in improving employee performance [4].

Discipline is the observance of the rules that apply in the company for employees who are obliged to comply with the rules or procedures of the company. Employee discipline in the company is an important element in achieving company goals, this is based on the fact that activities in the company always use human labor in addition to machine power. Obedience and obedience in attitudes and behavior that are real at the time of achieving the goals that have been set if supported by high discipline then the success of a job. For that discipline is a factor in achieving performance in the company. Based on the phenomena and empirical studies above, this study aims to determine whether competence, compensation and work discipline affect the performance of employees in the service division of PT. United Motors Center Suzuki Ahmad Yani Surabaya.

Research Methods

The research used is an explanatory research method, which is a research that intends to explain the position of the variables studied and to relate one variable to another. Explanatory research is carried out with the aim of explaining or proving how the relationship between variables in this study is. The source of data used in this study is primary data, namely the source of data obtained directly from respondents. Primary data sources in this study were obtained by distributing questionnaires to respondents, namely employees in the company as the object of research. The population and sample of this study were all employees in the service division of PT. United Motors Center Suzuki Ahmad Yani Surabaya, totaling 46 people.

The sampling technique in this study is a saturated sampling technique, which involves the entire population involved in answering the questionnaire given through

the google form. Then after the data is collected, it is analyzed using SPSS software which consists of Regression Analysis and hypothesis testing through t-test and F-test.

Result and Discussion

Theoritical Framework and Hypothesis

a. Competence

Competence is the ability to carry out tasks in accordance with skills and experience related to technology, and can develop work motivation that is relevant in improving its performance [5]. competence can also be defined as characteristic that underlies the individual as a basic trait related to the effectiveness of the individual's performance in his work [6]. However, Competence is the basis for how the work carried out by employees can be carried out in accordance with the demands of the work for which they are responsible. In this case, employees must continue to be able to adapt to be able to have the will so that they meet competency standards according to their field of work [7]. Competence is a skill, fundamental attitude, knowledge, and value possessed by an individual that can be seen from how he thinks or does something consistently.

This shows that competence is not only defined as a person's knowledge or expertise, but also a person's desire to do what he knows, so as to be able to provide benefits [8]. That way, the notion of competence is a combination of knowledge, skills, and personality attributes of each individual, so as to improve their performance and be able to make a good contribution to the success of the company. Employees who have high competence will easily achieve higher performance, this is in accordance with the results of some research which states that employee competence has a significant influence on employee performance, this shows that the higher the employee's competence, the higher the performance obtained [9], as well as research results of others that competence has a significant effect on employee performance [10] and [11].

H1: Competence has a significant effect on employee performance

b. Compensation

Compensation is all income in the form of money, in the form of goods either directly or indirectly, which is received by employees in return for services provided to the company [12]. Compensation given to employees can be in the form of financial (money) or non-financial (payments, goods, given based on company policy to all employees in an effort to improve employee welfare. Other definer stated that Compensation is a gift or reward given directly or indirectly, financial and non-financial, which is fair and appropriate to employees, in return for their services to the company [13].

Compensation given to employees consists of several forms of compensation, in this case it is not only given in the form of money but can also be in the form of non-monetary for example promotion, mutation of positions that are more profitable or perhaps prestigious, or foam also in the form of work facilities [10]. While the form of compensation is not only in the form of material but also in the form of allowances. The usual compensation given to employees can be in the following forms [14]:

1. Wages/salaries. Wages are usually related to the hourly rate of pay (the longer the work, the greater the pay). Wages are the most common pay base for production

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and maintenance workers. While the salary (salary) generally applies to weekly, monthly or yearly rates.

2. Incentives, (incentives) are additional salaries above or outside the salary or wages provided by the organization. Incentive programs are tailored to provide additional pay based on productivity, sales, benefits or cost-cutting efforts.

3. Benefits (Benefits). Examples of benefits such as health insurance, life insurance, vacations covered by the company, pension plans and other benefits related to employment.

4. Facilities are enjoyment/facilities such as company car, club membership, dedicated parking space.

5. Companies provide compensation to their employees for the services that have been provided to the company [15], and it will greatly affect the level of performance of the employees themselves. This is also supported by the other researcher that compensation has an effect on employee performance which measure by financial compensation and non-financial compensation and both have a significant effect on employee performance [16].

H2: Compensation has a significant effect on employee performance

c. Work Discipline

Work discipline is a measuring tool used by superiors or managers to interact with employees so that employees are willing to change a behavior as well as an effort to increase one's awareness and willingness to follow all the rules and regulations that apply in the company [18].

Discipline define as a person's awareness and willingness to obey all organizational rules and social norms that apply [19]. Discipline means actions taken with supervision to correct wrong behavior and attitudes on temporary employees [6]. Work discipline is a tool used by managers to communicate with employees so that they are willing to change a behavior as well as an effort to increase one's awareness and willingness to obey all company regulations and applicable social norms [18]. Work discipline can be divided into four dimensions including [6]:

1. Obey the rules of time; Judging from the hours of work, home hours and hours of rest on time in accordance with the rules that apply in the company.

2. Comply with company regulations; Basic rules about how to dress, and behave at work.

3. Obeying the rules of behavior at work Shown by ways of doing jobs according to the position, duties, and responsibilities as well as how to relate to other work units.

4. Obey other regulations; Rules about what employees can and cannot do in the company.

Employees who have high work discipline will produce high performance [20] because with discipline employees can work properly in accordance with the right rules and policies. This is also supported by the results of his research [21], which states that the higher the work discipline possessed by the employee, the higher the performance obtained by the employee. Likewise, the results of some research also state that work discipline has a significant effect on employee performance [22].

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H3: Work discipline has a significant effect on employee performance

d. Employee Performance

Employee performance is a record of the output produced or obtained on the function of a particular job or activity during a certain period of time with work behavior that is relevant to the company's goals [23]. Employee performance can be define is the result of a process that refers and is measured over a certain period of time based on pre-determined provisions or agreements [20]. Employee performance is the result of work both in quality and quantity achieved by a person in carrying out tasks according to the responsibilities [24]. Performance is a record of the results produced or generated for certain job functions or activities over a certain period of time and a set of behaviors that are relevant to organizational goals [23]. There are five indicators for measuring individual employee performance [24], including:

1. Quality; measured from the employee's perception of the quality of the work produced and the perfection of the task on the skills and abilities of employees.
2. Quantity; is the amount produced expressed in terms such as the number of units, the number of activity cycles completed and the presence of high initiative in completing the work.
3. Punctuality; i.e. the level of activity completed at the beginning of the stated time, from the point of view of coordinating with the output results and maximizing the time available for other activities.
4. Effectiveness; is the level of use of organizational resources (manpower, money, technology, raw materials) maximized with the intention of increasing the output of each unit in the use of resources in accordance with the command.
5. Independence; that is the level of an employee who will later be able to carry out his work functions. Work commitment. Is a level where employees have a commitment to work with the agency and employee responsibilities to the office.

Result: Prior to further analysis, the data was tested for validity and reliability and the results of all question items were valid and each variable also obtained reliable results. Validity test is conducted to measure whether or not a questionnaire is valid. Validity testing is done by calculating the Pearson Product Moment correlation coefficient.

After the data is declared valid and reliable, the classical assumption test is carried out with the result that the normality test is used to determine whether the data population is normally distributed or not. The results of the normality calculation show a normal probability plot with a significance value of the Kolmogorov Smirmov test > 0.05 (a – 5%), it can be stated that the residuals of the regression model are normally distributed.

Heteroscedasticity Test. Calculation of analysis Multicollinearity test was carried out to determine the existence of a strong correlation between the independent variables in the regression model. Regression analysis assumes that there is no multicollinearity in the approach model whether or not there is multicollinearity done by looking at the tolerance and VIF values. If the tolerance value is > 0.1 and VIF < 10, then the regression model is not multicollinear. From the results of the classical assumption test, the three variables show a VIF value that is smaller than 10 and a tolerance greater than 0.1, so it can be said that there is no multicollinearity in the model.

While the classical assumption test of heteroscedasticity is the result of SPSS (Statistical Product and Service Solutions) output through a scatterplot graph between Z prediction (ZPRED) which is the independent variable (X = Y axis prediction results) and residual value (SRESID) is the dependent variable (axis). Y=Y real). The results of the data distribution show that the data spreads randomly both above and below zero on the Y axis so that it can be stated that there is no heteroscedasticity. Multiple linear regression analysis was used to measure the effect of each independent variable on the dependent variable. The results of the multiple regression analysis can be seen in table 1.

Table 1 Result of Multiple Linear Regression Analysis and Hypothesis Testingt-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations		
	B	Std. Error	Beta			Zero-order	Partial	Part
1(Constant)	-.486	.217		-2.244	.030			
Competence	.528	.126	.421	4.205	.000	.914	.544	.199
Compensation	.434	.129	.355	3.354	.002	.911	.460	.158
Job Descipline	.265	.101	.230	2.608	.013	.861	.373	.123

Based on the results of the analysis through SPSS as shown in table 1, multiple linear regression equations can be made as follows:

$Y = -0.486 + 0.528 X_1 + 0.434 X_2 + 0.265 X_3 + e_i$

The results of the above equation can be interpreted that the constant value of -0.486 indicates that without the Competence, Compensation and Work Discipline variables, the value of the Employee Performance variable (Y) is -0.486 or minus. However, if the employee's competence is increased by one level, the employee's performance will increase by 0.528. while the value of the regression coefficient for compensation of 0.434 indicates if there is an increase in compensation of one unit it will cause an increase in employee performance (Y) of 0.434. Likewise for Work Discipline to get a value of 0.265, then every increase in work discipline will cause an increase in employee performance (Y) of 0.265 units. Thus it can be said that each X variable in this study will cause employee performance to increase. This influence is supported by the results of the correlation coefficient (R) of 0.952, meaning that the relationship between the variables Competence (X1), Compensation (X2), Work Discipline (X3) and employee performance is very strong. It can be said that if the competence, compensation and work discipline of employees increase, their performance will also increase, and the contribution of these variables is 90.6%, so it can be said that it is very high.

Hypothesis test: To find out or partially test the independent variables on the dependent variable. This calculation using SPSS can know the value of t-test, in table 1, where when viewed from the significance value of each variable it shows a number below 0.05 so that Hypothesis 1, Hypothesis 2 and Hypothesis 3 are accepted. While hypothesis 4 which states that competence, compensation and work discipline

simultaneously affect employee performance can be seen in the results of the F-test in table 2.h.

Table 2 Result of Hypothesis Testing with F-Test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1. Regression	10.934	3	3.645	135.295	.000[a]
Residual	1.131	42	.027		
Total	12.065	45			

To find out or test the effect of the variables together (simultaneously) on the dependent variable, the F test is used. Where the value indicates the level of simultaneous test results of 135,295. Which is where the significance value is 0.000 < 0.5. So this shows that the Competence, Compensation and Work Discipline variables together have a significant effect on Employee Performance.

Discussion:
 a. The Effect of Competence on Employee Performance
In testing this hypothesis, a partial test (t test) is used which is obtained from the Competency variable (X1) which has an influence on Employee Performance (Y). The results of the partial test are known from the significance value in the t-test of the Competency variable (X1) of 0.000 < 0.05. From the results of the analysis that the Competence variable has a significant influence on employee performance, and it is indicated that if it has the appropriate competence, the employee's performance will be better. The influence of the direction of the employee's competence and performance variables is positive. If good competence is applied to PT United Motors Center Suzuki Ahmad Yani Surabaya, the higher the employee's performance will be. Based on the description above, the first hypothesis which reads "Competence affects employee performance in the service division of PT United Motors Center Suzuki Ahmad Yani Surabaya" is declared to be accepted and proven to be true.

The results in this study are the same as those conducted by previous research by Yulka Cindrawasi (2019), showing that the competence variable has a positive and significant effect on employee performance, besides that it also supports the research of Annisa Putri Soetrisno and Alini Gilang (2018), S. Mujanah et al. (2019) and Sumantri et al (2017) which state that employee competence has a significant influence on employee performance, this shows that the higher the employee competence, the higher the performance obtained.

 b. The Effect of Compensation on Employee Performance
Based on the results of testing the second hypothesis using a partial test (t test), it is obtained that compensation (X2) has an influence on employee performance (Y). This can be seen from the significance value on the t-test of the Compensation variable (X2) of 0.002 < 0.05. Based on the results of this analysis, it can be concluded that the Compensation variable has a significant influence on the employee's performance. It can be indicated that the existence of high employee performance can be formed by the provision of high and fair compensation. The direction of influence that occurs between the two variables is positive. Based on the description above, it can be concluded that

the second hypothesis variable reads "Compensation has an effect on employee performance in the service division of PT United Motors Center Suzuki Ahmad Yani Surabaya" proven to be true and acceptable.

This it can be said that the results of this study confirm the results of Rizky Novianti's research (2017), and Machmed Tun Ganyang and Epo Lestari, (2013) which states that compensation has a significant influence on employee performance.

c. The Effect of Work Discipline on Employee Performance

Based on testing the results of the third hypothesis using a partial test (t test) obtained from the results of the Work Discipline variable (X3) that has an influence on Employee Performance (Y). These results are known from the significance value of the t-test of the Work Discipline variable (X3) of 0.013 <0.05. It is known that the results of the analysis of work discipline variables show a significant effect on performance, then performance can be indicated if high employee performance can be formed through high work discipline. The variable of work discipline with employee performance has a positive relationship direction. Based on the description above, the results of the research on the third hypothesis reads "Work discipline affects employee performance in the service division of PT United Motors Center Suzuki Ahmad Yani Surabaya" proven true and can be declared accepted.

The results in this study are in line with the results of previous research conducted by Ali Wairooy (2017) which states that work discipline has a positive and significant effect on employee performance. In addition, it also confirms the research results of Cleopatra, (2015) and Rizki Novriyanti Zahara, and Hajan Hidayat (2017) and the results of his research Eigis Yani Pramularso (2018) also states that work discipline has a significant effect on employee performance.

d. Research Implication

After analyzing and testing the hypotheses described above, it is necessary to develop policies that are expected to make a theoretical contribution to management practice. Several implications can be derived from the results of this study, namely:

1. Employee performance can be created well if each employee has good work competence, appropriate compensation, and high work discipline. With this research, it can be used for consideration for PT United Motors Center Suzuki Ahmad Yani Surabaya in order to pay attention to employees who have high work competence and maintain and improve the competence and compensation of employees in order to create better performance. Work discipline should be taken into consideration in determining promotions or positions for employees so as to stimulate employee morale at work. In addition, there is an evaluation regarding the issue of work discipline is also needed so that the level of work indiscipline carried out by employees can be reduced.

2. Based on the results of the study, it is hoped that further research can be carried out because there are many things that can be explored in the variables studied, so that they will provide input for other interested parties, especially for the company. And for future researchers, they can develop and apply science to what extent the theories have been applied to cases in the field so that things that are felt to be lacking can be improved.

Conclusion

Based on the analysis and results that have been carried out regarding the influence of competence, compensation and work discipline on employee performance, it can be concluded that competence has a significant effect on employee performance in the service division of PT. United Motors Center Suzuki Ahmad Yani Surabaya. Likewise, compensation and work discipline have a significant effect on employee performance either partially or simultaneously. Thus it can be said that the first, second, third and fourth hypotheses are accepted and proven to be true. Based on the findings of this study, the company that is the object of this research can be optimized for its performance by increasing their competence through mentoring training or other means. In addition, attention to competence can also be done because the function of compensation can increase satisfaction, motivation, morale to achieve optimal employee performance. Work discipline can also be improved through coaching and cultivating discipline so that it can achieve optimal performance. For further researchers, this research is expected to be a reference material, and is expected to be able to examine organizational culture and employee motivation that can improve employee performance to be more optimal.

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Malang Mangrove Conservation Business Strategy Development in the Perspective of SWOT Analysis

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ABSTRACT

Focuses on the marketing offers of Malang mangrove conservation in order to increase visitor trust and happiness. Malang mangrove conservation is able to compete fiercely in the market, allowing guests to come to Malang mangrove conservation without feeling threatened by the competition. It is essential to create a service marketing strategy for Malang mangrove conservation that it capitalizes on current strengths while avoiding potential weaknesses and threats. All of the following alternatives are available: expanding market share, boosting cooperative cooperation, and establishing links with academia, government, and industry. It is also possible to discover a new business opportunity. In addition to increase service quality, a number of government measures may increase visitor loyalty. Creating marketing objectives with other tourism organizations and improving the overall quality of service are just a few of examples. Exploration of a business's weaknesses and opportunities increasing the effectiveness of social media promotion and marketing would expedite the deployment process.

Introduction

When it comes to increasing a country's foreign exchange and improving its economy, one of the most promising sectors to look into is the tourist industry. Profits from tourism would outstrip those from other economic sectors if it is properly developed and planned, according to experts. Tourism development may influence today's growth of tourist locations [1]. Most nations depend on the tourist sector, since both the government and the service providers have a source of taxation and revenue for tourism. In tidal circumstances with sandy soil frequently filled with sea water and affected by salt levels, mangrove forest ecology supports coastal and marine species [2], [3]. Natural beauty, animals, and the surrounding environment are all part of the mangrove forest ecosystem. In addition to being habitats, spawning grounds, and sources of nutrients other than mangrove forests, the environmental works arising from mangrove forests may be utilized as sites of scientific investigation, educational opportunities, and ecotourism [4].

A shift in tourism interests, meaning tourists who travel solely without components of education and protection, for new tourism interests, namely tourism interests, is the use of the mangrove environment. Compatibility Tourism that incorporates educational and environmental aspects. As a result, significant efforts must be made to maintain and identify particular natural, biological, and ecotourism sites that are also ecologically beneficial [5]. One of the reasons the city administration created ecotourism, Malang mangrove conservation, which is administered by the Malang government. This tourism site has attracted over time the interest of Malang visitors, local and international, although Mangrove Malang mangrove conservation Malang itself has management, amenities and basic facilities. There are still a lot of issues to work out. The values that should be included in the development of mangrove ecotourism should encompass a variety of elements, including shared economic, social, and cultural values, among others [6]. This study's development attempt utilizes a SWOT analysis using external and internal variables.

Research Methods

The descriptive qualitative approach was utilized to perform a SWOT strategy analysis study in the development of mangrove ecotourism in Malang mangrove conservation, Malang, Indonesia. The rationale for selecting the target description is because researchers are interested in learning about fascinating occurrences that occur in mangrove ecotourism, which is why they chose it. The following stage involves editing, evaluating, and analyzing the real facts that have been acquired in the form of explanations so that they are more accurate.

Result and Discussion

The SWOT analysis was used to evaluate mangrove ecotourism development plans, which included identifying strengths (strengths), weaknesses (weaknesses), opportunities (opportunities), and threats (threats) (threats). An examination of the strengths, weaknesses, opportunities, and threats (SWOT) of a company's assets (profit and loss) and environmental circumstances (opportunities and threats). Conformity has the ability to maximize strengths and opportunities while simultaneously minimizing vulnerabilities and dangers, according to the authors.

- Strength

The creation of Malang mangrove conservation was aided by the measurement of intensity indicators. Even the function of municipal government in establishing Malang mangrove conservation is influenced by environmental factors. The environment itself, together with the strengths of both political parties and other institutions, is the driving force behind all of this. This is accomplished from inside. It is possible that these advantages will play a decisive role in fulfilling the needs of the general public and visitors. The presence of mangrove forests provides many advantages, including environmental protection, the participation of visitors in the maintenance of peace between local people and the environment, and the preservation of the ecosystems that live and flourish in mangrove forests. It is also anticipated that the presence of mangroves would safeguard coastal regions from the danger of erosion

and erosion. As a result, these advantages may serve as a source of interest for visitors who want to try and see them. Malang mangrove conservation about Ecotourism.

The second benefit is that the municipal administration is completely supportive of the project. For instance, one of them is the allocation obtained by the APBD to manage and expand mangrove ecotourism with significant money, as well as the creation of bigger mangrove ecotourism without taking other non- technical aspects into consideration. You have the ability to focus. The last advantage, which is very essential in the development of mangrove ecotourism, is that of promotion. As an addition to the Department of Agriculture's function as a manager, many agencies, including the Malang City Government, are involved in the promotion of the introduction of mangroves to the broader population both domestically and internationally. All of the organizations that are involved in the development of mangrove ecotourism engage in a variety of marketing and promotional initiatives. This would undoubtedly make it simpler for both local and international inhabitants / visitors to enjoy and encourage mangrove ecotourism as a result of the project. Conversation in a Clingup It may be inferred from the many advantages of Malang mangrove conservation mangrove ecotourism that the most significant effect is the marketing of the area. In our efforts to promote ecotourism in mangroves, we collaborate with other organizations to engage in promotional events that promote and attract local and international visitors.

- Weaknesess

Observers in the field assess indicators of weakness (weaknesses) in the growth of Ecotourism Malang mangrove conservation from within the surrounding environment. Positive intrinsic factors, or in other words, weak points, are a hindrance that must be addressed as soon as possible. There are many shortcomings, including artificial environmental circumstances caused by a lack of supporting infrastructure for ecotourism activities, as well as a lack of management oversight that has been implemented. The first issue is the lack of facilities or infrastructure to support tourist activities in ecotourism destinations. This is a significant shortcoming. Ecotourism The Malang mangrove conservation contains amenities and infrastructure that may not be sufficient to sustain ecotourism operations, according to the National Geographic. It can be observed that there are no playgrounds for children, no place for tourists to take photographs, no gazebos where visitors may rest, and fading information boards on the flora and wildlife of the area. There is no current information available on this subject.

Because of the existing basic infrastructure and services, mangrove ecotourism may now have an impact on the community as well as the visitors who may come on a recurring basis. After then, there is the issue of preserving the cleanliness of the mangrove tourist site. In field observations, beginning at the site entry and continuing until the end of ecotourism, it is clear that the presence of debris cannot be separated from the presence of trash. The most ineffective ecotourism sites are those that are connected to the rest of the world via wooden bridges or access roads in and out. This is very upsetting since it has the potential to negatively impact ecotourism and the environment.

The last flaw is that the management does not provide enough oversight. As the management acknowledges, a shortage of human resources is not directly proportionate to the number of tourists that come to the area on a regular basis. Due to oversights such

as a large number of visitors who do not pay attention to the appeal at Malang mangrove conservation, the monitoring of tourists visiting Malang mangrove conservation is not as effective as it might be. According to the many shortcomings in the development of mangrove ecotourism, there are limitations of human resources in the supervisory sector, a scarcity of facilities and infrastructure to support ecotourism operations, and a lack of adequate sanitation. That is something I am capable of.

- Opportunities

Using opportunity metrics, we can influence the development of Malang mangrove conservation while keeping in mind the community's demand for available attractions. We can do this by utilizing current opportunities and influencing the development of Malang mangrove conservation. This is an external element having a beneficial impact on the situation. The development of ecotourism and the wealth of the surrounding region The growth of ecotourism in Malang mangrove conservation and the maximization of the progress that has been made so far are dependent on a number of external variables. The first possibility that has been explicitly highlighted is Malang, which is a fresh and distinct tourism destination. For example, seeing the mangroves is a completely different experience than visiting the city of Malang. In reality, not all areas have tourism-related products. Visitors are drawn to nature-based tourism for its ability to provide a quiet and refreshing environment for them. Not only are visitors treated to beautiful views and information about the growing mangrove ecosystem and their habitat at the Malang mangrove conservation ecotourism destination, but they are also treated to the flora and fauna that are the main attractions for the Malang mangrove conservation ecotourism destination.

The final chance not only presented itself on the first trip, but also presented itself in the form of family reunions, which helped to alter the community's tourist requirements. You may now not only take pleasure in the natural beauty of the Malang mangrove conservation mangrove tourism items, but you can also help to improve the knowledge of the local community and visitors. Education is an important part of the Malang mangrove conservation ecology. Following the implementation of this strategy, Malang mangrove conservation mangrove ecotourism's general manager does not want to lose out on the chance to promote the attraction of the Malang mangrove conservation Mangrove Ecotourism site. In light of the many possibilities for ecotourism that exist in the Malang mangrove conservation area, it can be determined that the biggest possibility exists not only as a new and distinct tourist destination, but also as a result of changes in community tourism activities or visitor requirements.

- Threats

Monitoring threat indicators is a negative external element in a situation where risk is a harmful condition that even affects the long-term viability of the Malang mangrove conservation mangrove ecotourism project. There are certain results from the observation that may represent a danger to mangrove ecotourism sites, and some visitors, particularly those outside Malang, have road constructions that are small and insufficiently wide. Because it will have to travel through residential neighborhoods, this will be a tough location to access. Tourists will have a difficult time. The second issue to consider is the strong rivalry that exists in the tourist industry, particularly in the tourism sector. Jatim Park is a trade rival in the tourist industry that competes with other

businesses. This is because Malang mangrove conservation is outnumbered by Jatim Park tourism, which is in high demand among visitors, and therefore the rivalry is not balanced in this instance. The management and development of mangrove ecotourism continues to be carried out in order to enhance the growth of Malang mangrove conservation ecotourism, which is now at a stage of development. The third danger element is a lack of knowledge among tourists about the need of preserving the natural beauty of the environment and the harm caused by mangrove ecotourism. In the form of damage to mangrove forests and current mangrove tourist facilities, this is taking place at the moment. The destruction of many mangrove trees, which were exploited as excessive photo ops, was the cause of the harm to the mangrove forest. In contrast, the huge quantity of trash that is mistakenly deposited elsewhere and may decrease the value of the beauty of the Malang mangrove conservation mangrove ecotourism can detract from the overall value of the mangrove ecotourism.

Conclusion

Following the findings of this investigation, researchers were able to make a number of inferences based on their research findings. Concentrating on marketing services provided by Malang mangrove conservation, and in particular the approach of offering acceptable amenities in order to develop networks, give great service, and enhance visitor confidence and satisfaction In order for visitors to not be intimidated by the prospect of visiting Malang mangrove conservation, Malang mangrove conservation is competent to compete aggressively in the market, according to the findings of the SWOT analysis. After doing a SWOT analysis, developing a service marketing plan that can be implemented at Malang mangrove conservation is a simple matter of leveraging existing strengths and opportunities while minimizing weaknesses and threats. The strength and opportunity strategies, which include capturing market share, increasing collaboration with cooperatives, and developing connections with academics, government, and the corporate world, are among the options available. Other options include pursuing new business opportunities. In other words, by using numerous approaches, it may enhance tourist loyalty while simultaneously improving service quality. This involves creating collaborative marketing goals with other tourist organizations and enhancing the overall quality of the service provided.

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