

# CHAPTER I

## INTRODUCTION

### 1.1 Overview of Research Objects

#### 1.1.1 Company Profile

PT Telkom Indonesia is one of the best companies in Indonesia and a state-owned company that operates in the field of information and communication technology and telecommunications networks. Telkom shares are traded on the Indonesia Stock Exchange (IDX), which is listed as "TLKM" and on the New York Stock Exchange (NYSE), which lists it as "TLM".

With the changing era, the Telkom Group has changed into a digital telecommunications company. Where, they implement a business that is oriented directly to the customer. This transformation aims to cut the Telkom Group organization to be leaner and more agile in adapting to changes that occur. This new organization is expected to increase efficiency and be more effective in producing quality customer experiences.

The Telkom Group grows and changes according to technological developments, information and digitalization, but the Telkom Group is still in the corridor of its business namely telecommunications and information technology. This is evident in the newly developed business line, which complements the existing business heritage business.

#### a. Business Portfolio

Telkom Group currently manages six business portfolios that serve four customer segments, namely corporation, residential, individual and others. Six business portfolios consist of:

##### 1) Mobile

This portfolio offers cellular voice, SMS and value-added services, and cellular broadband. These products are available through subsidiaries such as Telkomsel, with a postpaid SIM Card Halo card and a prepaid SIMPATI card, Kartu As and Loop.

2) Fixed

This portfolio provides fixed line service, which include fixed voice, fixed broadband, as well as Wi-Fi and other emerging wireless technology services through the IndiHome brand.

3) Wholesale & International

The services offered in this portfolio are namely interconnection, network service, Wi-Fi, VAS, hubbing data center and content platform, data and internet, and solution.

4) Network Infrastructure

This portfolio offers network service, satellite, infrastructure and tower.

5) Enterprise Digital

Enterprise digital offers an information and communication technology platform service and smart enabler platform service.

6) Consumer Digital

This portfolio consists of media and edutainment service, such as e-commerce (blanja.com), video/TV and mobile-based digital service.

**b. Strategic Objectives**

As an Indonesian powerhouse company with an international business footprint, Telkom Group has the following strategic objectives:

“Top 10 Market Capitalization Telco in Asia-Pacific by 2020”

**c. Corporate Strategy**

Telkom Group has also established a corporate strategy for a sustainable competitive growth and realize Indonesia’s goal to become the largest digital economy in Southeast Asia.

1) Directional Strategy: Disruptive competitive growth

Amidst the challenging industry transformation, Telkom Group is confident that its market capitalization will grow significantly, by providing added value for the customers through various services and product innovations, encouraging synergy and developing a strong digital ecosystem in the domestic and international market.

- 2) **Portfolio Strategy: Customer value through digital TIMES portfolio**  
Telkom Group is focused on its TIMES (Telecommunication, Information, Media, Edutainment & Services) digital portfolio with a convergent and seamless services that provides high value for the customers.
- 3) **Parenting Strategy: Strategic Control**  
To support an effective business growth, Telkom Group implements a strategic control approach to streamline its business and functional units and its subsidiaries so that the process would go in a more directive manner in synergy and effective in achieving the company's goal.

#### **d. Corporate Culture**

The Telkom Way is corporate culture name of PT. Telkom, consist of:

- 1) Basic belief (Always the Best)
- 2) Core values (Solid, Speed, Smart)
- 3) Key behaviors (Imagine, Focus, Action)

#### **1.1.2 Vision and Mission Organization**

Telkom's vision and mission:

- a. Vision: Be the King of Digital in the Region
- b. Mission: Lead Indonesian Digital Innovation and Globalization

#### **1.1.3 Organization Logo**

PT. Telkom Indonesia has a logo or a symbol of the company that is characteristic and distinguishing among other brands. The logo can be seen in the following image:



**Figure 1.1** Logo of PT. Telkom Indonesia  
Source: [www.telkom.co.id](http://www.telkom.co.id)

The meaning of PT Telkom's company logo is:

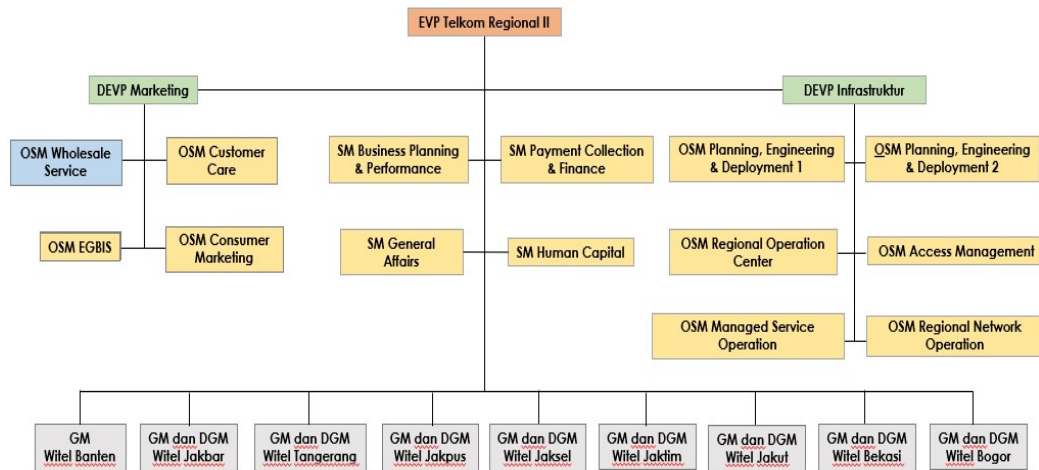
- a. Expertise: The meaning of the circle as a symbol of the completeness of products and services in TELKOM's new business portfolio, namely TIME (Telecommunication, Information, Media & Edutainment).
- b. Empowering: The meaning of the hand that reaches out. This symbol reflects growth and outward expansion.
- c. Assured: The meaning of the fingers. This symbol means an accuracy, attention, trust, and a close relationship
- d. Progressive: Hand and circle combination. The symbol of the rising sun whose meaning is change and a new beginning.
- e. Heart: Symbol of a palm that reflects life to reach the future.

Color Philosophy:

- Red – Brave, Love, Energy, Tenacious - Reflects the spirit of Telkom's always optimistic and brave in facing challenges and enterprise.
- White – Holy, Peaceful, Light, United. - Reflecting Telkom's spirit to provide the best for the nation.
- Black – Basic Color - Symbols strong will.
- Grey – Color Transition - Symbolizing technology.

#### **1.1.4 Organization Structure**

The organizational structure is the most important structure of the company to carry out their operational tasks and is used to define the hierarchy in an organization. Such as identifying each job, its functions and where to report to the organization. This structure helps an organization achieve its goals to enable future growth. The structure is illustrated using an organization chart. Structure chart of PT. Telkom Indonesia Regional II can be seen in figure 1.2



**Figure 1.2** Organization structure of PT Telkom Indonesia Regional II

*Source:* Regional Wholesale Service unit

### 1.1.5 Job Description

#### a. EVP Telkom Regional II

The head of the regional Telkom II Jabodetabek is responsible for building, maintaining, and serving the needs of the community in meeting telecommunications, information, media, edutainment and services. Every day in his work the head of Telkom Regional II Jabodetabek is called the Executive Vice President (EVP) assisted by two deputies, namely Deputy Marketing and Deputy Infrastructure.

#### b. Deputy EVP Marketing Regional II

Deputy EVP Marketing is responsible for service, maintenance based on service standards, product sales, and marketing.

#### c. SM Customer care & Marketing

SM Customer care & Marketing is responsible for marketing all telecom products and after service services. These services are available in various places such as in Telkom Plaza, call center 147, and telkom.co.id website and social media services.

#### d. OSM Regional Entrepreneurs Government & Business Service

OSM Reg Entrepreneurs Government & Business Service, their job is to be responsible for providing telecommunications services to entrepreneurship customers, large corporate entrepreneurs, banks, and government.

- e. OSM Regional Wholesale Service  
OSM Reg Wholesale Service is responsible for marketing the network long distance and service to line operators.
- f. Deputy EVP Infrastructure Regional II  
Deputy EVP Infrastructure's job is to be responsible for the construction of fiber optic networks and maintenance of old networks.
- g. OSM ROC (Regional Operation Centre)  
OSM ROC (Regional Operation Center) is responsible for operating, monitoring and customer complaints in terms of monitoring information systems.
- h. OSM Planning, Engineering & Development  
OSM Engineering & Development's duties are responsible for the construction of new broadband infrastructure as well as the replacement or modernization of cable network programs.
- i. OSM Managed Service Operation  
OSM Managed Service Operation is responsible for operating broadband telecommunications on the customer's side.
- j. OSM Network Operation Support  
OSM Network Operation Support is responsible for building and maintaining the Telkomsel network in implementing the Telkomsel One Network network.
- k. SM General Affair  
SM General Affair, led by a Senior General Affair manager whose job is responsible for the procurement process, project evaluation, and project payment processes.
- l. SM Human Capital  
SM Human Capital is led by a Senior Human Capital manager whose job is responsible for managing existing human resources, recruitment, and meeting the needs of operational business units.
- m. SM Payment Collection & Finance  
The SM Payment Collection & Finance is led by the Payment Collection Senior Manager. His job is to be responsible for collecting all telecom customer payments, including project financing.

n. SM Business Planning & Performance

The SM Business Planning & Performance is led by a Senior Manager. His job is to be responsible for development planning, budget control, performance management, quality service and revenue assurance.

o. GM Witel

Witel is led by a General Manager whose job is responsible for operating telecommunications services at the regional level. Starting from planning, operation, evaluation, feedback and rebuilding. The function of the General Manager in the region is the executive.

## 1.2 Background

Along with the development of the times, competent human resources are needed to be able to compete in the economic industry. The Indonesian government is currently trying hard to improve human resources in Indonesia so that they can compete internationally and can gradually increase economic growth in Indonesia. According to the Indonesian Minister of Finance Sri Mulyani, quoted from liputan6.com, said that the development of human resources was the first of the five development priorities during the administration of President Jokowi's second period. Because, human resources are the most important assets in developing the Indonesian economy.

One way to improve the Indonesian economy is investment from investors. To attract investors, good company quality is needed. Good company quality can be seen from the profit results. Profit results are generated from good employee performance. Therefore, companies must have reliable and competent human resources in managing a company so that they can compete with competitors and attract many investors.

According to Nawawi (2011: 9) Human resources are the potential of an organization's assets in realizing its existence. Therefore, Human Resources (HR) must be managed very well in order to increase the effectiveness and efficiency of employees in a corporate organization. For this reason, a good management is needed to manage employees effectively and efficiently, so that the goals set by the company can be realized. A company can progress or be destroyed due to the quality and human behavior that is in the company. Human resources have become the main capital in achieving success, not just ordinary resources. Because the existence of qualified and competent human resources will create good performance and achievement of company goals.

In Indonesia, there are several companies that have qualified and competent human resources with consistent growth in good performance and high income. One of them is the company PT. Telkom Indonesia. This company is one of the largest and best companies in Indonesia based on profit and sales in 2018 according to the website [www.aturduit.com](http://www.aturduit.com) which takes data from various financial sources such as CNBC, [market.bisnis.com](http://market.bisnis.com), [katadata.com](http://katadata.com), to other news portals such as Liputan 6 and Tribunnews. Here



is a list of 10 of the 20 best companies in Indonesia based on net profit and sales during 2018:

TABLE 1.1  
LIST OF 10 OF THE 20 BEST COMPANIES IN INDONESIA, 2018

No.	Company Name	Sales	Company Name	Profit
1.	Pertamina	Rp826,30 Trillion	Pertamina	Rp35,99 Trillion
2.	Bank Rakyat Indonesia (BRI)	Rp808,9 Trillion	Bank Rakyat Indonesia (BRI)	Rp32,4 Trillion
3.	Bank Central Asia (BCA)	Rp678,8 Trillion	Bank Central Asia (BCA)	Rp25,9 Trillion
4.	Bank Negara Indonesia (BNI)	Rp512,71 Trillion	Bank Mandiri	Rp25 Trillion
5.	Astra International	Rp239,21 Trillion	Astra International	Rp21,67 Trillion
6.	Bank Tabungan Negara (BTN)	Rp220,07 Trillion	Telkom Indonesia	Rp18,56 Trillion
7.	Bank Danamon	Rp178,2 Trillion	Bank Negara Indonesia (BNI)	Rp15 Trillion
8.	Telkom Indonesia	Rp130,78 Trillion	PT Hanjaya Mandala Sampoerna Tbk (Sampoerna)	Rp13,63 Trillion
9.	PT Hanjaya Mandala Sampoerna Tbk (Sampoerna)	Rp106,74 Trillion	PT Hero Supermarket Tbk	Rp9,8 Trillion
10.	Gudang Garam	Rp95,71 Trillion	Unilever	Rp9,1 Trillion

Source: <https://www.aturduit.com>

From the table above it can be seen that Telkom Indonesia is ranked 8th out of the 20 best companies in Indonesia in the sales results of Rp130.78 Trillion while in net profit, Telkom Indonesia ranks 6th out of the 20 best companies with net profit of Rp18, 56 Trillion.

Getting a large income does not escape from how good the quality of the performance of human resources is produced. Because, the quality of the performance of human resources has a big role in achieving company goals. Therefore, companies are required to work to improve employee performance. Performance is the result obtained by an organization both the organization is profit oriented and non-profit oriented which is produced over a period of time. According to Armstrong & Baron in Fahmi (2016:176) Performance is the result of work that has a strong relationship with the strategic objectives of the organization, customer satisfaction and economic contribution. Meanwhile according to Mangkunegara (2015: 67) that employee performance is the result of quality and quantity of work achieved by an employee in carrying out their duties in accordance with the responsibilities given to him.

Performance Evaluation of PT. Telkom is based on Kd.66 / 2006 company policy and there are two assessments namely performance appraisal and competency assessment. Where both are important points that can support overall company performance. They also have five assessment categories namely P1 (special), P2 (very good), P3 (good), P4 (less) and P5 (very less). This is explained in the assessment given to each employee based on the individual work objectives system (SKI) as follows:

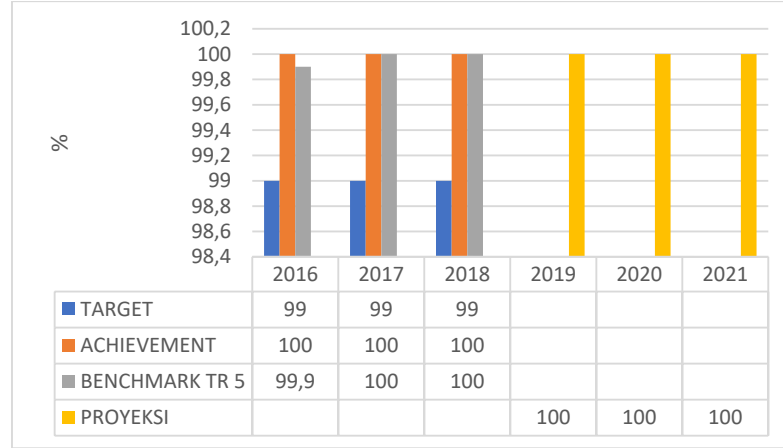
TABEL 1.2  
EMPLOYEE PERFORMANCE ASSESSMENT BASED ON THE SKI SYSTEM

Final score	Conversion	Information
$\geq 110$	Performance1 (P1)	Special
$\geq 103$ s/d $< 110$	Performance2 (P2)	Very good
$\geq 96$ s/d $< 103$	Performance3 (P3)	Good
$\geq 90$ s/d $< 96$	Performance (P4)	Less
$\leq 90$	Performance (P5)	Very less

Source: PT. Telkom Division of Regional II Jabodetabek

The following Table 1.3 shows the results of employee performance appraisal based on performance index and competency index from 2016 to 2018:

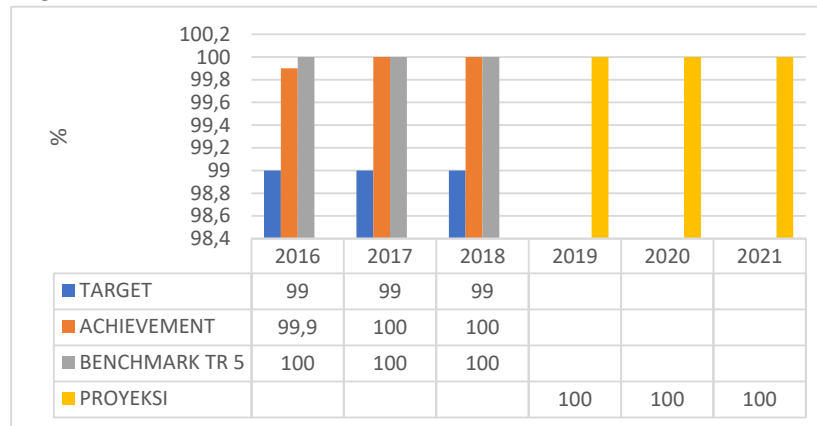
**TABLE 1.3**  
**P1-P3 PERFORMANCE INDEX TELKOM REGIONAL II EMPLOYEES**



Source: HRM Regional II PT. Telkom Indonesia.

Based on the data in Table 1.3, Telkom Regional II from 2016 to 2018 was quite successful in encouraging its employees to get good performance at the P1-P3 value. With the achievement of a target of 99% and ignition of 100%.

**TABLE 1.4**  
**K1-K3 COMPETENCY INDEX TELKOM REGIONAL II EMPLOYEES**



Source: HRM Regional II PT. Telkom Indonesia

Based on the data in Table 1.4 above, Telkom Regional II managed to maintain good employee competency (K1-K3) where 100% of its employees managed to get a range of K1-K3 values. By achieving a target of 99% and achieving an average of 99.9%.

From the explanation of the two data above, it can be concluded that the performance of PT. Telkom Division of Regional II Jabodetabek from 2016 to 2018 has a good value in terms of performance or competence. Where their achievement is more than the target. They hope that in the next 3 years Telkom regional II will still be able to maintain their performance achievements that are spanned by the values of P1-P3 or K1-K3.

Through an interview with one of Telkom regional II wholesale service managers, Mr. Budi, that the performance evaluation system is carried out every day, monthly or quarterly. The daily activity performance assessment is carried out in Telkom's blitz application, where this application is to monitor how many services are delivered per day and after that an order evaluation is conducted on the same day. For technical measurements such as delivery time it is measured by the business unit and measured monthly by the official note that takes measurements there. Meanwhile, to measure the quarterly evaluation carried out in the OGD application (One Gets Dashboard). That is monitoring and evaluating financial performance.

In this study, researcher conducted a small study that is through a pre-questionnaire. This pre-questionnaire was distributed to 15 employees randomly in several units in Telkom regional II. Researcher distributed pre-questionnaire to 15 employees because the pre-questionnaire was only to find out that there was a problem in this place and the data was not to be analyzed statistically and those selected as respondents were senior employees. This pre-questionnaire contains questions about employee performance based on the theory of Robbins in Sopiah (2018:351) and using differential scale. The following are the results of the pre-questionnaire that has been distributed to employees:

TABLE 1.5

EMPLOYEE PERFORMANCE PRE-QUESTIONNAIRE RESULTS

No	Dimensions	Performance (score 1-10)										%	Urgency (score 1-10)										%
		1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10	
1	Target	0	0	0	0	0	0	2	3	4	6	89%	0	0	0	0	0	0	2	2	3	8	91%
2	Doing task	0	0	0	0	0	0	3	3	2	7	89%	0	0	0	0	0	1	2	2	3	7	89%

3	Commitment	0	0	0	0	0	0	1	3	3	8	92%	0	0	0	0	0	1	2	3	9	93%
	Average score											90%										91%

Source: Results of Pre-Research Questionnaire Data Processing

In table 1.5 it can be seen that their performance in meeting the targets given by the company is 89% and according to them 91% meeting the targets is important. Doing the task perfectly based on its performance is 89% and 89% doing the task perfectly is important. Whereas in fulfilling their performance commitment is 92% and 93% fulfilling that commitment is important to them. Based on the 91% average score dimensions on the employee's performance it is important for them to improve performance. While the average score on performance is 90%. The difference in average score between urgency and performance is only 1%.

Work discipline is also one of the factors that affect employee performance at the company. According to Sofyan et al (2016), employees who have work discipline that is working and obeying all company rules will have good performance. To find out the work discipline of PT. Telkom Division of Regional II. Researcher conducted a pre-questionnaire study of 15 employees at random. This pre-questionnaire contains questions about work discipline at PT. Telkom Division of regional II based on theory from Mangkunegara (2015: 326) the following are the results of the pre-questionnaire that has been distributed to employees:

TABLE 1.6  
WORK DISCIPLINARY PRE-QUESTIONNAIRE RESULTS

No	Dimensions	Performance (score 1-10)										%	Urgency (score 1-10)										%
		1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10	
1	Time rule	0	0	0	0	0	1	2	5	2	5	85%	0	0	0	0	0	1	1	4	2	7	89%
2	Responsible	0	0	0	0	0	0	1	1	2	11	95%	0	0	0	0	0	0	1	2	1	11	95%
3	Comply with the rules	0	0	0	0	0	0	1	3	3	8	92%	0	0	0	0	0	0	1	3	2	9	93%
	Average score											91%											92%

Source: Results of Pre-Research Questionnaire Data Processing

Based on data table 1.6 it can be seen that 85% of the performance of time rules at Telkom Regional II are well implemented by employees and 89% adhere to the company's time rules is important. The performance of Telkom Regional II employees in charge of their duties has a high value of 95% and according to them also being responsible for that task is important to prove with the high score of 95%. Not only that obeying the company's code of conduct also has a high-performance value of 92% and 93% according to them also adhering to the company's code of conduct and obligations is important. Based on the average value of discipline performance is only 91% and according to the urgency of discipline is 92% higher than performance.

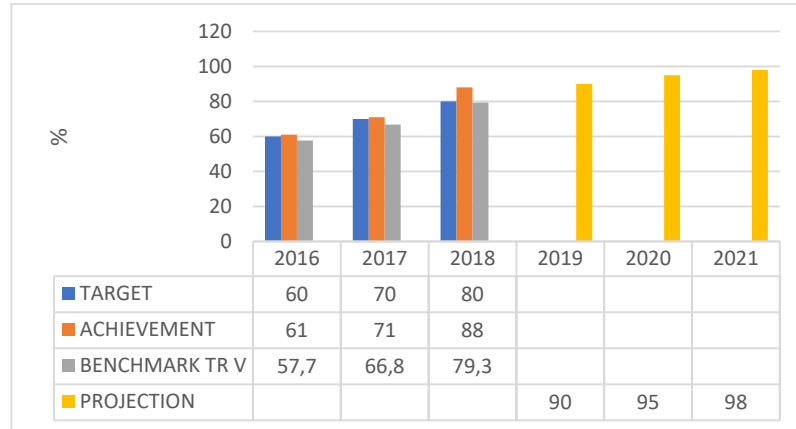
Employees must have high work discipline in order to improve company performance more optimally. Because with high discipline will create organizations or agencies that excel. Employees who have high work discipline will carry out their duties properly and in an orderly manner, so that it will directly have a good impact on a company.

The application of discipline in an organization aims to have all employees voluntarily comply with the rules that apply without coercion. Employees who are full of awareness, loyalty, obedience and a sense of responsibility for all the work given to them are needed by the company to achieve a goal desired by the company.

Discipline is very important for organizational growth, especially used to motivate employees to discipline themselves in carrying out work either individually or in groups (Sinambela, 2016:332). Because with the discipline for employees gives the impact of a pleasant work atmosphere so that it will add enthusiasm in carrying out their work. Therefore, work discipline can be seen from their absence attendance or their compliance with the rules set by the company.

With the change in time, PT. Telkom is no longer like the old days. Where the rules of time are flexible, employees do not have to go directly to the office but they may go directly to customers. For the attendance of Telkom Regional II employees use an online attendance called Dairy Room. Where they can write their activities from what time comes until what time to go home and after that sent directly to the boss's menu. The following data Table 1.7 is the attendance of Telkom Regional II employees 2016 -2018:

TABLE 1.7  
ONLINE ATTENDANCE



Source: HRM Regional II PT. Telkom Indonesia

In the past three years, many employees at Telkom regional II has made online attendance. Evidenced by the increase in ignition written in the graph below. Until 2018, Telkom Regional II employees who have made online presence as much as 88%. As a benchmark, Telkom Regional V for 2018 is still below the Telkom Regional target which is at 79.3%. They hope that in the next three years Telkom Regional II employees who do online presence have reached 98%.

According to Busro (2018: 161) supervision is the last function of the management function after the functions of planning, organizing, staffing and directing. these functions are management functions related to the business of running a company / organization so that the entire process of carrying out activities always leads to the stated organizational goals. So that good supervision will have a good effect because employees will be able to complete work on time and in accordance with production targets.

Based on an interview with one of Telkom Regional II wholesale service managers, Mr. Budi. Telkom's monitoring system has always been multilevel and there is a leveling system. In the past, Telkom's supervision was still using routine managers,

that is, one official was assigned at the front of the gate to supervise late officers. Now Telkom supervision does not use routine managers anymore but uses virtual organization. So, the company working hours are fixed but the place can be flexible depending on needs. For example, certain units can come directly to customers. So, the control is now in the Diary Room. This diary room is an online attendance application for Telkom employees, they must fill attendance online then fill in their membership, where they are, what time they come and what time they go home. After that will appear in the boss menu. So, the boss can monitor the presence of employees through the diary room application.

Based on the results of the interview, the researcher wanted to find out about work supervision at Telkom Regional II. So, the researchers conducted a small study that is through pre-questionnaire. This pre-questionnaire was distributed to 15 employees randomly in several units in Telkom regional II. This pre-questionnaire contains questions regarding work supervision at PT. Telkom Diviion of regional II based on the theory from (Busro, 2018: 150) and using differential scale. The following are the results of the pre-questionnaire that has been distributed to employees:

TABLE 1.8  
SUPERVISION PRE-QUESTIONNAIRE RESULTS

No	Dimensions	Performance (score 1-10)										%	Urgency (score 1-10)										%
		1	2	3	4	5	6	7	8	9	10		1	2	3	4	5	6	7	8	9	10	
1	Company Standard	0	0	0	0	0	0	0	7	5	3	87%	0	0	0	0	0	0	0	4	3	8	93%
2	Focus	0	0	0	0	0	1	0	3	6	5	89%	0	0	0	0	0	0	1	3	3	8	92%
3	Improve the performance	0	0	0	0	0	0	1	3	4	7	91%	0	0	0	0	0	0	1	3	3	8	92%
	Average score											89%											92%

Source: Results of Pre-Research Questionnaire Data Processing

Based on data table 1.8 it can be seen that 87% of supervisory performance in Telkom Regional II is in accordance with company standards and 93% of supervision is very important for an employee. With the supervision of 89% of its performance makes employees able to focus on doing tasks and 92% of supervision is important in



preventing deviations. Supervision also has a high performance in improving performance that is equal to 91% and 92% supervision is important to improve performance in the Telkom Regional II company. Based on the average value of supervision performance is only 89% and according to the urgency of supervision is 92% higher than performance.

Based on the data above, Telkom Regional II has high employee performance with achievements that always meet the target in the past few years and online attendance applied by Telkom also exceeds the target and then Telkom Regional II supervision has been carried out well through online applications. Therefore, researcher is interested in conducting research in which the results of the writer pour into the form of scientific paper thesis entitled: "The Effect of Work Discipline and Supervision of Employee Performance at PT. Telkom Division of Regional II Jabodetabek".

### **1.3 Problem Statement**

Based on this background, the problem statements in this paper is:

- a. How is the employee performance at PT. Telkom Indonesia Regional II?
- b. How to work discipline at PT. Telkom Indonesia Regional II?
- c. How is supervision at PT. Telkom Indonesia Regional II?
- d. Does work discipline and supervision significantly affect employee performance either partially or simultaneously?

### **1.4 Purpose**

From the problem statements can be concluded the purpose of this paper, is:

- a. To find out and analyze the Employee performance at PT. Telkom Indonesia Regional II.
- b. To find out and analyze Work discipline at PT. Telkom Indonesia Regional II.
- c. To find out and analyze Supervision at PT. Telkom Indonesia Regional II.
- d. To find out and analyze whether work discipline and supervision significantly affect employee performance both partially and simultaneously.

## **1.5 Benefit**

a. For writers

Add experience in the field of research related to discipline and work supervision on employee performance.

b. For Companies

From the results of this study are expected to be used as input for the PT. Telkom Division of Regional II Jabodetabek.

c. For Academics

This research provides a significant contribution for researcher in developing the world discourse of organizations, especially in the effect of work discipline and supervision on employee performance.

## **1.6 Research Time and Period**

This research was conducted at PT. Telkom Division Regional II Jabodetabek for 6 months starting from September 2019 until February 2020.

## **1.7 Writing system**

The writing steps contained in this research report are as follows:

### **CHAPTER I INTRODUCTION**

This chapter contains the background of the problem, which is the research reference and research basis. There is a research objective, which is the focus of research orientation, the expected achievement of the entire research process. there is a limitation of the problem, so that the research carried out does not deviate from the expected goal. As well as the last in this chapter is the systematic writing, which contains a brief description of the process of writing this research report.

### **CHAPTER II THEORETICAL FRAMEWORK**

This chapter contains about the theories related to the discussion of research that is the basis of thinking and the basis for the preparation of research. These theories are obtained from reference books and other sources of information related to the study discussion.

### **CHAPTER III RESEARCH METHODS**

This chapter contains a collection of information needed in processing data to get results according to the research objectives. The previously collected data processing was carried out with several processing methods to achieve the expected results in accordance with the research objectives.

### **CHAPTER IV RESEARCH RESULTS AND DISCUSSION**

This chapter contains an analysis of the results of observations, collection, and processing of data to the results achieved during the research and making this research report.

### **CHAPTER V CONCLUSIONS AND SUGGESTIONS**

This chapter contains conclusions from the main topics that are accompanied by suggestions for related parties as objects of research to correct existing deficiencies and for future development.