

CHAPTER I INTRODUCTION

1.1. Object Overview

State-Owned Enterprises or better known as BUMN are government-owned organizations whose main duties or functions carry out guidance for State Companies / State-Owned Enterprises in the Republic of Indonesia. State-Owned Enterprises or BUMN themselves have been established since 1973 which was originally part of a work unit within the Ministry of Finance of the Republic of Indonesia. State-Owned Enterprises, which are one of the actors of economic activities in the national economy based on economic democracy, have an important role in the implementation of the national economy in order to realize the welfare of the community as mandated by the 1945 Constitution.



Figure 1.1. BUMN Logo

Source: BUMN (2022)

Based on the Law of the Republic of Indonesia Number 19 of 2003 concerning State-Owned Enterprises, it is explained through article 2 that BUMN has the purpose and purpose of (1) contributing to the development of the national economy in general and state revenues in particular; (2) the pursuit of profit; (3) carrying out general benefits in the form of providers of goods and/or services that are of high quality and adequate for the fulfillment of the lives of many people; (4) pioneering business activities that have not been able to be carried out by the private sector and cooperatives; (5) actively provide guidance and assistance to entrepreneurs of weak economic groups, cooperatives, and communities (berkas.dpr.go.id).

1.1.1. Main Duties and Functions of BUMN

1.1.1.1. Main Duties

BUMN has the task of organizing government affairs in the field of BUMN, to assist the President in organizing state government. The development of state-owned enterprises includes the development of entities controlled by BUMN either directly or indirectly in accordance with the provisions (BUMN,2022).

1.1.1.2. Function

According to BUMN, in carrying out the duties, BUMN carries out the functions of:

1. Formulation and determination of policies in the field of preparing strategic business initiatives, strengthening competitiveness and synergy, strengthening performance, creating sustainable growth, restructuring, business development, and increasing the capacity of BUMN business infrastructure;
2. Coordination and synchronization of policy implementation in the field of preparing strategic business initiatives, strengthening competitiveness and synergy, strengthening performance, creating sustainable growth, restructuring, business development, and increasing the capacity of BUMN business infrastructure;
3. Coordination of task implementation, coaching, and provision of administrative support in our environment;
4. The management of state property for which we are responsible; and
5. Supervised the performance of duties in our environment.

1.1.2. Form of BUMN

BUMN has various types or types of forms based on the Law of the Republic of Indonesia No. 19 of 2003 concerning BUMN, State-Owned Enterprises consist of two forms, namely the company's business entity (Persero) and the general business entity (Perum) (berkas.dpr.go.id).

1.1.2.1. Company's Business Entity (Persero)

A company (Persero) business entity is a state-owned enterprise in the form of a limited liability company whose capital is divided into shares, all or at

least 51% of whose shares are owned by the State of the Republic of Indonesia whose main goal is to pursue profits (berkas.dpr.go.id).

1.1.3. List of BUMNs Company

According to BUMN (2022), there are several sectors in BUMN company, which are:

1. Energy, Oil and Gas Industry
 - a) PT Pertamina
 - b) PT Perusahaan Listrik Negara
2. Health Industry
 - a) PT Biofarma
3. Manufacturing Industry
 - a) PT Biro klasifikasi Indonesia
 - b) PT LEN Industri
4. Mineral and Coal Industry
 - a) PT Krakatau Steel
 - b) PT Indonesia Asahan Aluminium
5. Food and Fertilizer Industry
 - a) PT Rajawali Nusantara Indonesia
 - b) Perum Bulog
 - c) PT Pupuk Indonesia
6. Plantation and Forestry Industry
 - a) Perum Perhutani
 - b) PT Perkebunan Nusantara III
7. Insurance and Pension Fund Services
 - a) PT Reasuransi Indonesia Utama
 - b) PT Asuransi Jiwasraya
 - c) PT Taspen
 - d) PT ASABRI
 - e) PT Bahana Pembinaan Usaha Indonesia
8. Infrastructure Services
 - a) PT Adhi Karya Tbk

- b) PT Utama Karya
 - c) PT Jasa Marga Tbk
 - d) PT Pembangunan Perumahan Tbk
 - e) PT Semen Indonesia Tbk
 - f) PT Waskita Karya Tbk
 - g) PT Wijaya Karya Tbk
 - h) Perum Perumnas
9. Financial Services
- a) PT Bank Mandiri Tbk
 - b) PT Bank Negara Indonesia Tbk
 - c) PT Bank Rakyat Indonesia Tbk
 - d) PT Bank Tabungan Negara Tbk
10. Logistics Services
- a) PT ASDP Indonesia Ferry
 - b) PT Pelayaran Nasional Indonesia
 - c) PT Pelabuhan Indonesia
 - d) PT Pos Indonesia
 - e) PT Kereta Api Indonesia
 - f) Perum Damri
11. Tourism and Support Services
- a) PT Aviastri Pariwisata Indonesia
 - b) Perum Lembaga Penyelenggaraan Navigasi Penerbangan Indonesia
12. Telecommunication and Media Services
- a) PT Danareksa
 - b) PT Telekomunikasi Indonesia Tbk
 - c) Perum Percetakan Uang Republik Indonesia
 - d) Perum Produksi Film Negara

1.2. Background

State-Owned Enterprises or better known as BUMN are government-owned organizations whose main duties or functions carry out guidance for State Companies / State-Owned Enterprises in the Republic of Indonesia. BUMN has the

task of organizing government affairs in the field of BUMN, to assist the President in organizing state government. The development of state-owned enterprises includes the development of entities controlled by BUMN either directly or indirectly in accordance with the provisions (BUMN, 2022). BUMN has a talent management and company core value to support the performance of the BUMN itself.

Globalization has increased the intensity of commercial competitiveness. Many businesses are beginning to focus on enhancing the quality of their human resources in order to compete. This is done so that HR can become an asset capable of encouraging organizational growth and performance in order to generate (generate) maximum profit for the company (Widjaja, 2021). Human resources play a vital part in the firm by contributing to the achievement of the organization's goals. The firm's human resources contribute to the planning, guiding, and arranging of the company's course. A company with quality human resources has the ability to strengthen competitiveness and improve corporate performance (Wardani & Wulansari, 2021). Organizations must also have HR (Human Resources) personnel who are dependable and competent in carrying out organizational and operational operations. One of Human Resources' strategic functions in the organization is to develop human resources with the capability and potential to support the achievement of the organization's strategy and increase employee performance. A good company is one that routinely analyzes the performance of its personnel. It is believed that with regular performance monitoring, no employee would perceive a decline in job quality (Achmada, 2022).

Employee performance is an important thing for a company, employee performance can determine whether the company is running well or not. Good and good employee performance will make the company where the employee works better compared to other companies. According to Moetheriono (2010) in Silaen *et al.*, (2021), employee performance is an effort to achieve organizational goals legally, not violating the law and by morals and ethics, following the authority and responsibility of each individual, both qualitatively and quantitatively. According to BUMN (2022), several State-Owned Enterprises (BUMN) managed to top

Fortune Indonesia Magazine's list of the 100 largest companies based on revenue for the fiscal year 2021. Twenty of Fortune's top 100 companies are state-owned enterprises (BUMN).

Table 1.1. BUMN Company Ranks Based on Fortune

BUMN	Fortune's Rank
PT Pertamina	1
PT Perusahaan Listrik Negara (PLN)	2
PT Bank Rakyat Indonesia Tbk	4
PT Telekomunikasi Indonesia Tbk	5
PT Bank Mandiri Tbk	6
Mining Industry Indonesia (MIND ID)	10
PT Pupuk Indonesia	13
PT Bank Negara Indonesia Tbk	14
PT Semen Indonesia Tbk	26
PT Pelabuhan Indonesia (Pelindo)	27
PT Krakatau Steel Tbk	30
PT Bank Tabungan Negara Tbk	32
PT Kereta Api Indonesia	46
PT Wijaya Karya Tbk	47
PT Pembangunan Perumahan Tbk	50
PT Jasa Marga Tbk	60
PT Kimia Farma Tbk	72
PT Waskita Karya Tbk	78
PT Adhi Karya Tbk	83

Source: BUMN (2022)

According to the Central Statistics Agency, the transformation of BUMNs has a direct impact on Indonesia's economic growth of 5.44 percent in the second

quarter of 2022. With total BUMN assets approaching RP 9,000 trillion in 2021, the contribution of BUMNs to GDP reaches 53%. During the pandemic, BUMNs were able to massively open up employment in several large projects, such as the Balikpapan refinery development master plan (RDMP) project, which absorbs 19 thousand workers, downstream coal into DME, which absorbs 10 thousand workers, the Freeport Gresik copper smelter, which absorbs up to 40 thousand workers, the construction of the Trans Sumatra Toll Road (JTTS), which absorbs up to 200 thousand workers. For labor absorption via physical therapy, the Madani National Capital (PNM) will be able to employ 12.7 million mothers in 2021, to increase to 20 million by 2024.

According to BUMN (2022), TASPEN received three Human Capital on Resilience Awards 2022, including The Best Excellence in Women Empowerment Strategy, The Best HR Support on Business Transformation, and The Best CEO Focus on HC on behalf of TASPEN President Director A.N.S. Kosasih. TASPEN manages human resources through the Human Capital Information System (HCIS), which supports and measures the productivity of human resource performance in a real, valid, and reliable manner. TASPEN's human resources are currently more valuable and competitive in the face of challenges.

TASPEN is implementing HCIS as a digital transformation for human resources to become the company's most valuable asset. HCIS has several features, including a Talent Management System, which presents complete and structured employee information data and manages company talents based on talent classification; a Performance Management System, which functions to manage employee performance in real-time based on the management system cycle, which includes performance planning, performance review, and performance evaluation; and a Multi-rater, which is part of performance management and aims to measure employee satisfaction.

Based on the data above, there are still many state-owned companies that are still not good in carrying out their performance, namely, PT Biofarma, PT Indonesian classification bureau, PT LEN Industri, PT Indonesia Asahan Aluminium, PT Rajawali Nusantara Indonesia, Perum Bulog, PT Pupuk Indonesia,

Perum Perhutani, PT Perkebunan Nusantara III, PT Reasuransi Indonesia Utama, PT Asuransi Jiwasraya, PT ASABRI, PT Bahana Pembinaan Usaha Indonesia, PT Utama Karya, Perum Perumnas, PT ASDP Indonesia Ferry, PT Pelayaran Nasional Indonesia, Perum Damri, PT Aviasi Pariwisata Indonesia, Perum Lembaga Penyelenggara Navigation Aviation Indonesia, Perum Mint Republik Indonesia, Perum Production Film Negara, and PT Danareksa. Although many of the state-owned companies have received awards or achievements, especially with their performance, it is possible that there are still many state-owned companies that have less performance.

A good company is one that routinely analyzes the performance of its personnel. Given that the talent function in employees is very supportive of their work within the organization, where these employees work to achieve higher company performance than before (Rachmadinata & Ayuningtias, 2017). It has become a very vital and necessary talent for the workforce in the modern era to gain good skills, cognitive capacities, knowledge, and the potential to achieve well for the business plan to function more effectively. Talent management is the training strategy for employees who work within the framework of a business (Kaleem, 2019). Employees believe that improving learning and development initiatives and retention strategies can enhance talent management, performance, and productivity within organizations, leading to higher organizational performance and satisfaction (Sareen & Mishra, 2016). The relationship between talent management and employee performance is significant, with a positive association between the two (Taufiq & Sary, 2019). Technological advancements in the globalization period have resulted in strong competition among businesses. Companies attempt to develop the best plan to compete in the global world. In the midst of changes in the external world, the corporation must focus on internal aspects that promote the organization's success. Human resources are one of the internal components that are critical to the company's success (Rahmawati, 2019).

In an organization, the performance of employees is supported by several things, one of which is the talent management program carried out by the organization, through talent management, companies can easily map their resources

to develop their potential optimally so that the results of employee performance will be better. Talent management according to Simalango (2009) (in Endratno, 2013) is an HR management process related to three processes. First, develop and strengthen new employees during the first onboarding process. Second, maintain and develop existing employees in the company. Third, attract as many employees who have the competence, commitment, and character to work in the company. According to BUMN (2022), of the 48 state-owned companies, Telkom Indonesia is the only one that has won prestigious recognition from international institutions as the only company in Indonesia to be included in the Forbes 2022 World's Best Employer ranks.

In 2022 Telkom is ranked #153 (ranked #299 in 2021) out of 800 selected companies in the world. This is a proud achievement because it shows that Telkom can continue to develop the potential of its employees. Forbes Global collaborated with Statista, the world's market research agency, to survey 150,000 full-time and part-time employees working in multinational companies/agencies from 57 countries around the world. The respondents evaluated superior companies based on one of them is talent development. Employee Value Proposition (EVP) is the method by which a company or organization attracts new talent by acting as a magnet for a set of values. Furthermore, the value proposition can assist the organization in retaining potential employees. To attract good and excellent talent, businesses must have value propositions. According to Erick Thohir, Telkom has realized the Employee Value Proposition (EVP) or Employee Value Proposition and Employer Branding of BUMN well.

PT Brantas Abipraya (Persero) continues to develop its workforce's talents by increasing the competence of Abipraya personnel through the Abipraya Job Training Institute (LPK). Brantas Abipraya invests heavily in human resources (HR). From talent management to the establishment of Indonesia's first dam school. Human resource development, especially for Abipraya's young talents, has taken precedence. Abipraya prioritizes quality by optimizing talent management to play an active role in collaboration to support the country's infrastructure development (BUMN, 2022).

In addition, one of WIKA's state-owned subsidiaries, namely PT Wijaya Karya Gedung Tbk (WEGE), a state-owned company subsidiary, received a Human Capital Award at the Indonesia Human Capital Award 2021. (IHCA-IV-2021). WEGE received the Platinum award in the category of Subsidiaries of BUMN Tbk (Very Excellent). Business Impact, Strategic Map, Talent Management & Organizational Capabilities, Manpower Planning, Sourcing & Recruitment Strategy, HRIS & Technology, Learning & Development, Corporate Culture, Employee Engagement, Performance Management, and CSR or Employee Contribution to Community are some of the aspects assessed on participants (WikaGedung, 2021).

In response to the aforementioned issue, the Ministry of State-Owned Enterprise (SOE) has established AKHLAK as core values, values that would assist BUMN employees in achieving improved performance (Lestari, 2022). A strong organizational culture helps the company achieve its goals, whereas a weak or poor organizational culture hampers or contradicts those aims. People at companies with a strong organizational culture and common values are usually profoundly understood, embraced, and championed. Because a strong and positive corporate culture has a significant impact on employee behavior, work patterns, employee performance effectiveness, and customer perceptions of the company (Wiyanto, 2021).

Based on the data above, there are still many state-owned companies that are still not good in carrying out their talent management to their employees, namely, PT Pertamina, PT Perusahaan Listrik Negara, PT Biofarma, PT Biro klasifikasi Indonesia, PT LEN Industri, PT Krakatau Steel, PT Indonesia Asahan Aluminium, PT Rajawali Nusantara Indonesia, Perum Bulog, PT Pupuk Indonesia, Perum Perhutani, PT Perkebunan Nusantara III, PT Reasuransi Indonesia Utama, PT Asuransi Jiwasraya, PT Taspen, PT ASABRI, PT Bahana Pembinaan Usaha Indonesia, PT Adhi Karya Tbk, PT Hutama Karya, PT Jasa Marga Tbk, PT Pembangunan Perumahan Tbk, PT Semen Indonesia Tbk, PT Waskita Karya Tbk, PT Wijaya Karya Tbk, Perum Perumnas, PT Bank Mandiri Tbk, PT Bank Negara Indonesia Tbk, PT Bank Rakyat Indonesia Tbk, PT Bank Tabungan Negara Tbk,

PT ASDP Indonesia Ferry, PT Pelayaran Nasional Indonesia, PT Pelabuhan Indonesia, PT Pos Indonesia, PT Kereta Api Indonesia, Perum Damri, PT Aviastri Pariwisata Indonesia, Perum Lembaga Penyelenggaraan Navigasi Penerbangan Indonesia, PT Danareksa, Perum Percetakan Uang Republik Indonesia, Perum Produksi Film Negara. Although many of the state-owned companies have received awards or achievements, especially with their talent management, it is possible that there are still many state-owned companies that lack of maximizing the talent management they have in the company.

Company Core Value can also determine employee performance, with an understanding of the core value of the employee's company will be better at doing its job. The company's core values can also be a guide for employees in improving employee performance, employees can do and improve their work following the company's core values which are important principles for the company. Core values or core values of the company are beliefs, traits, and norms of behavior that are expected to be displayed by employees in running the company's business and pursuing its strategic vision and mission, Thompson (2018). Organizational culture is typically connected with shared values, conventions, attitudes, and work ethics by each component of the organization. These characteristics serve as the foundation for monitoring employee behavior, including how they think, cooperate, and interact with their surroundings. If the organizational culture is good, it will be able to boost employee performance and contribute to the company's success (Arianty, 2014).

According to Otowari and Jumma (2015), The core values of the company affect the performance of employees in an organization, which varies from organization to organization, and therefore affects performance, so it needs to be controlled. Since July 1, 2020, the Minister of State-Owned Enterprises (BUMN) has established *Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolabiratif* (AKHLAK) as the core value in the BUMN Environment. BUMN Core Values are the main values of BUMN that must be implemented and implemented by every person or Human Resources (HR) of BUMN.

The morals of BUMN are a behavioral guide for every human resource (HR) of BUMN to be implemented in daily behavior and form a work culture in BUMN. The purpose of holding this AKHLAK is so that every human resource of State-Owned Enterprises knows, implements, and internalizes the core values of human resources of State-Owned Enterprises in an earnest, consistent, and consequential manner, to give birth to daily behavior and form a work culture of State-Owned Enterprises that is in line with these core values.

According to ACT Consulting International, the average score of the September 2021 AKHLAK Implementation Index is close to the field situation considering the increasing number of BUMN and Anpers that carry out mapping and measurements. However, the increasing number of BUMN and Anper shows a downward trend in the average AKHLAK implementation index. If the February 2021 average was 44.5%, it would be 42.9% in September 2021. That is, employees can use AKHLAK in their daily work.

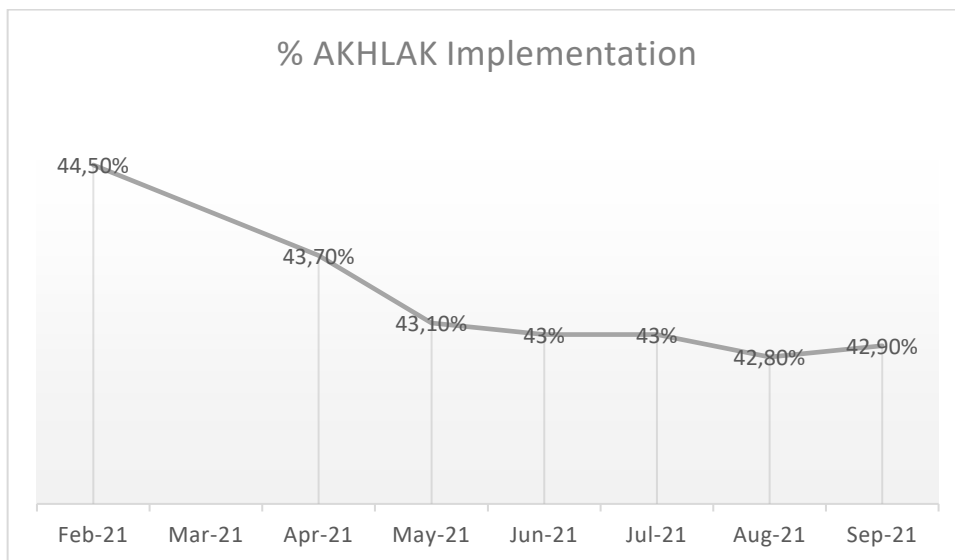


Figure 1.2. Average Implementation of AKHLAK

Source: <http://esqnews.id/berita/waspada-implementasi-akhlak-BUMN-mengalami-penurunan>

The results of the latest mapping and measurements show that two AKHLAK values, namely *Amanah* and *Adaptive*, have increased in the average implementation index compared to the February measurement results. Unfortunately, most of the four AKHLAK values, namely *Competent*, *Harmonious*,

Loyal, and Cooperative, actually showed a decrease in the average achievement index compared to February 2021 data, with the application of the Low *Amanah* index, an average increase of 43. 0.9%, 35.6% to 36.7% indicators. Subtracting the conversion exponent from the other four values provides:

1. *Kompeten* Implementation

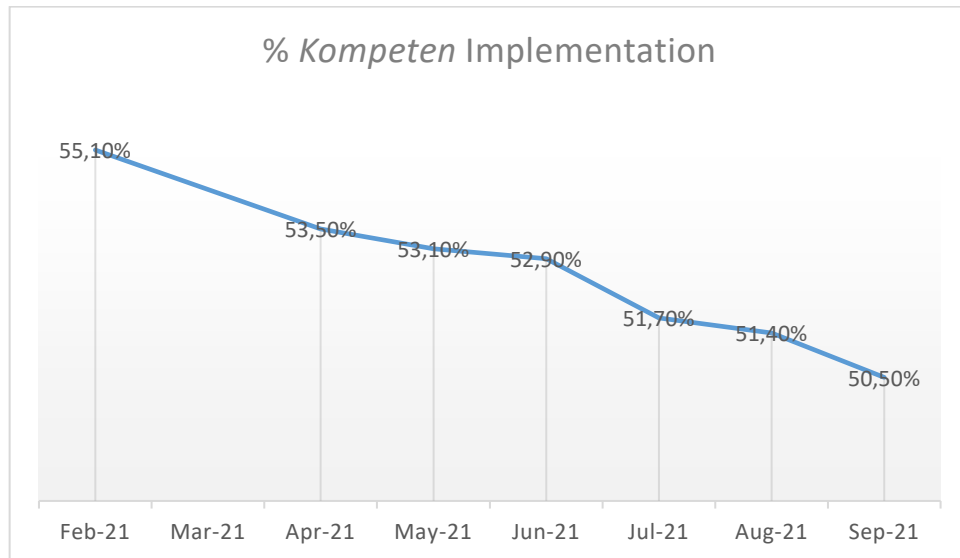


Figure 1.3. Average Implementation of *Kompeten*

Source: <http://esqnews.id/berita/waspada-implementasi-akhlak-BUMN-mengalami-penurunan>

Based on Figure 1.3. according to ACT Consulting International on 91 BUMN & ANPER As of September 2021 based on ACHI results (AKHLAK Culture Health Index), by February 2021 till September 2021 the implementation of *kompeten* was decreased, the percentage in February was 55,1%, the percentage in April was 53,5%, the percentage in May was 53,1%, the percentage June was 52,9%, the percentage in July was 51,7%, the percentage in August was 51,4%, and the percentage in September was 50,5%. The average of the *kompeten* implementation index as of February 2021 from 55.1% to 50.5% and in September 2021 decreased by 4.6%.

2. *Harmonis* Implementation

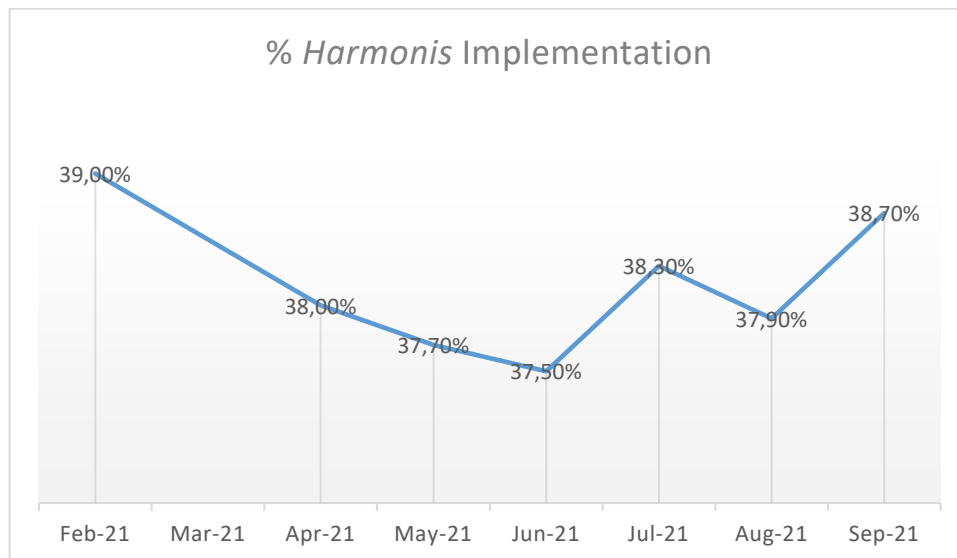


Figure 1.4. Average Implementation of *Harmonis*

Source: <http://esqnews.id/berita/waspada-implementasi-akhlak-BUMN-mengalami-penurunan>

Based on Figure 1.4. according to ACT Consulting International on 91 BUMN & ANPER As of September 2021 based on ACHI results (AKHLAK Culture Health Index), by February 2021 till September 2021 the implementation of *harmonis* decreased, the percentage in February was 39%, the percentage in April was 38%, the percentage in May was 37,7%, the percentage June was 37,5%, the percentage in July was 38,3%, the percentage in August was 37,9%, and the percentage in September was 38,7%. the average of the *harmonis* implementation index as of February 2021, from 39.0% to 38.7%, and in September 2021 decreased by 0.3%

3. Loyal Implementation

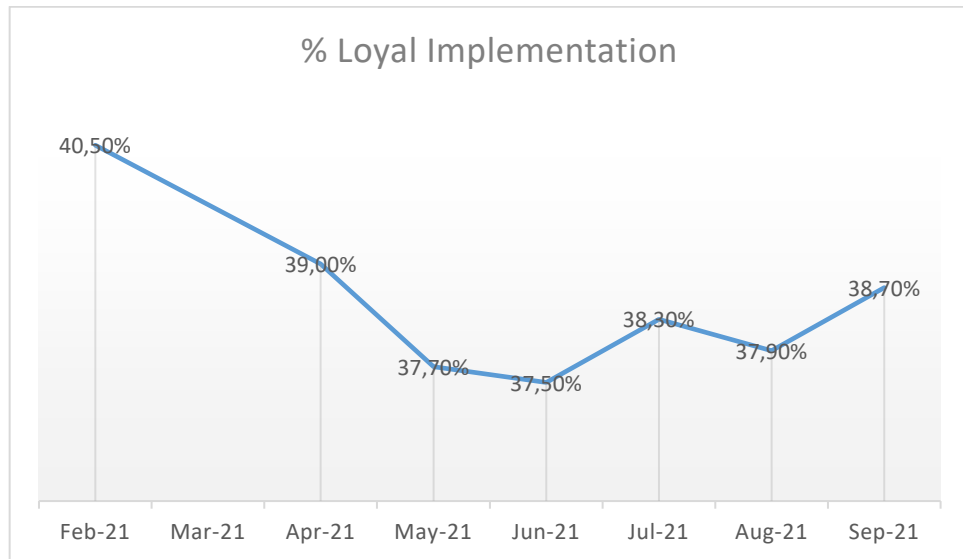


Figure 1.5. Average Implementation of Loyal

Source: <http://esqnews.id/berita/waspada-implementasi-akhlak-BUMN-mengalami-penurunan>

Based on Figure 1.5. according to ACT Consulting International on 91 BUMN & ANPER As of September 2021 based on ACHI results (AKHLAK Culture Health Index), by February 2021 till September 2021 the implementation of loyal decreased, the percentage in February was 40,5%, the percentage in April was 39%, the percentage in May was 37,7%, the percentage June was 37,5%, the percentage in July was 38,3%, the percentage in August was 37,9%, and the percentage in September was 38,7%. The average loyal implementation index as of February 2021 from 40.5% to 34.4% and in September 2021 decreased by 6.1%.

4. Kolaboratif Implementation

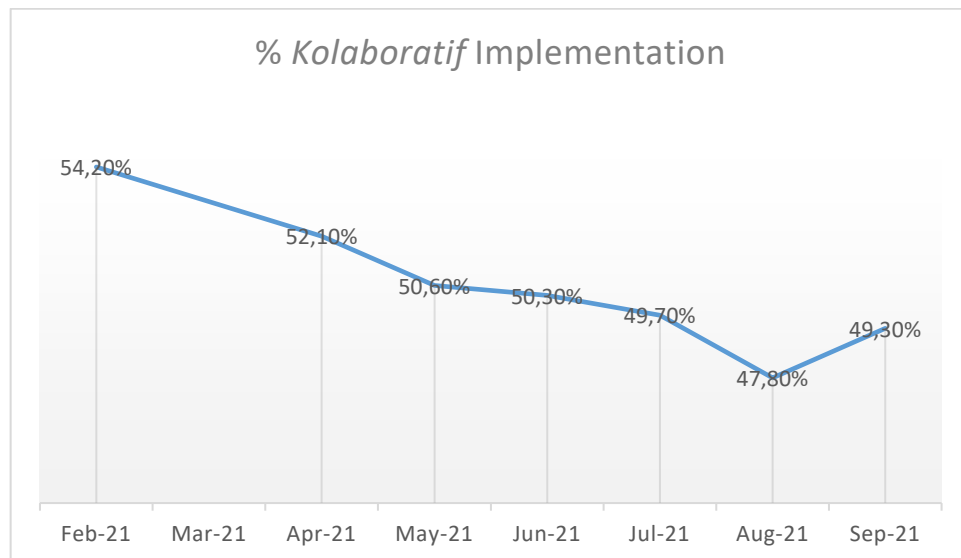


Figure 1.6. Average Implementation of Kolaboratif

Source: <http://esqnews.id/berita/waspada-implementasi-akhlak-BUMN-mengalami-penurunan>

Based on Figure 1.6. according to ACT Consulting International on 91 BUMN & ANPER As of September 2021 based on ACHI results (AKHLAK Culture Health Index), by February 2021 till September 2021 the implementation of *kolaboratif* was decreased, the percentage in February was 54,2%, the percentage in April was 52,1%, the percentage in May was 50,6%, the percentage June was 50,3%, the percentage in July was 49,7%, the percentage in August was 47,9%, and the percentage in September was 49,3%. The average collaborative implementation index as of February 2021 from 54.2% to 49.3% and in September 2021 decreased by 4.9%.

So based on the above phenomenon, The performance of employees of a company can be influenced by several factors including talent management and the core values of the company itself. Therefore, it became the basis for the author's interest in further researching the influence of talent management, company core values, and work performance, especially in state-owned companies (BUMN) located in Bandung, the author researched with the title “**The Influence of The Talent Management and Company Core Values on Work Performance of Employees (Study Case of BUMN Employees in Bandung)**”.

1.3. Problem Formulation

Based on the background of this research, the core value of BUMN which is AKHLAK is implemented in every BUMN company in Indonesia. The purpose of AKHLAK is so that every human resource of BUMN knows, implements, and internalizes the core values of human resources of State-Owned Enterprises in an earnest, consistent, and consequential manner, to give birth to daily behavior and form a work culture of State-Owned Enterprises that is in line with these core values. This is important for companies to improve employee performance with the following research questions:

1. How is the talent management of BUMN in Bandung?
2. How are the company core values of BUMN in Bandung?
3. How is the employees' performance of BUMN in Bandung?
4. How much is the influence of talent management and company core value on employees' performance of BUMN in Bandung simultaneously and partially?

1.4. Research Objective

Based on the formulation of the research problems that have been presented, the objectives of this study are:

1. To analyze how the talent management of BUMN in Bandung.
2. To analyze how the company core values of BUMN in Bandung.
3. To analyze how BUMN employees in Bandung are performing.
4. To analyze how much influence talent management and the company's core value has on the performance of BUMN employees in Bandung simultaneously and partially.

1.5. Research Benefit

This research is expected to provide benefits for various parties both directly and indirectly. The benefits of research are as follows:

1. Theoretical Aspect

This research is expected to be used as one of the efforts to develop science, especially in the field of human capital and talent development and

it is hoped that the findings obtained can become assessment materials as a reference for subsequent researchers.

2. Practical Aspect

This research is expected to be a benefit and consideration for companies, especially BUMN companies in the future. Human resources will benefit from this research in improving the performance of BUMN employees through the talent management and implementation of company core values, namely AKHLAK.

1.6. Writing Systematic

a. CHAPTER 1: INTRODUCTION

This chapter contains the background of the problem, which shows the basic thinking in an outline both in theory and in fact, and is the reason for conducting this research. The problem formulation contains statements about circumstances, phenomena, and or concepts that require answers through research.

b. CHAPTER 2: LITERATURE REVIEW

This chapter describes the theoretical basis, which contains descriptions of theories that become the basis for formulating hypotheses and helping in the analysis of research results.

c. CHAPTER 3: RESEARCH METHODOLOGY

This chapter will examine study variables and operational definitions, as well as the explanation of the variables employed in the research. The sample size is determined by factors such as the population size, the number of samples obtained, and the sampling technique. The technique of analysis indicates how the picture of the analytical model utilized in the study was formed.

d. CHAPTER IV: RESULT AND ANALYSIS

This chapter includes the findings of the author's object research, as well as discussions of respondents' variable analysis, statistical analysis, and variable influence analysis.

e. CHAPTER V: CONCLUSION AND SUGGESTION

This chapter is a portion of the study that incorporates findings from the research discussion and ideas made by the author that are expected to be valuable for both the subject of the research and other interested parties.