

The Effect of Restructuring and Organizational Commitment on Employee Performance in BPS-Statistics of Kepulauan Bangka Belitung Province

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Abstract

This study aims to analyze the effect of restructuring and organizational commitment on employee performance in BPS-Statistics of Kepulauan Bangka Belitung Province. To measure organizational restructuring, Melcher's theory is used which consists of the dimensions of workflow, task complexity, formal authority, formal control, and communication systems. Meyer & Allen's theory is used to measure commitment, namely affective commitment, continuance commitment, and normative commitment. Meanwhile, to measure performance, Husnan's theory is used, namely the quality of work, the quantity of work, level of reliability, and attitude. The research design used in this study is a causal quantitative research design. Objects that are used as respondents in this study are employees in BPS-Statistics of Kepulauan Bangka Belitung Province with a total of 55 people. The analytical tools used include descriptive analysis, classic assumption test, hypothesis testing, regression analysis, and coefficient of determination. The results of this study conclude that Restructuring and organizational commitment have a positive and significant effect on employee performance in BPS-Statistics of Kepulauan Bangka Belitung Province by 56.3 percent.

Keywords: employee performance, organizational commitment, restructuring

Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh restrukturisasi dan komitmen organisasi terhadap kinerja pegawai Badan Pusat Statistik (BPS) Provinsi Kepulauan Bangka Belitung. Untuk mengukur restrukturisasi organisasi digunakan teori dari Melcher yang terdiri dari dimensi arus kerja, kompleksitas tugas, kewenangan formal, kontrol formal dan sistem komunikasi. Untuk mengukur komitmen digunakan teori dari Meyer & Allen yaitu affective commitment, continuance commitment, dan normative commitment. Sedangkan untuk mengukur kinerja digunakan teori dari Husnan yaitu kualitas kerja, kuantitas kerja, tingkat kehandalan, dan sikap. Desain penelitian dalam penelitian ini menggunakan desain penelitian kuantitatif kausal. Objek yang dijadikan responden dalam penelitian ini merupakan pegawai BPS Provinsi Kepulauan Bangka Belitung dengan jumlah sebanyak 55 orang. Alat analisis yang digunakan meliputi: analisis deskriptif, uji asumsi klasik, uji hipotesis, analisis regresi, dan koefisien determinasi. Hasil dari penelitian ini menunjukkan bahwa Restrukturisasi dan komitmen organisasi memberi pengaruh positif dan signifikan terhadap kinerja pegawai BPS Provinsi Kepulauan Bangka Belitung sebesar 56,3 persen.

Kata kunci: kinerja pegawai, komitmen organisasi, restrukturisasi

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INTRODUCTION

Simplification of the bureaucracy through organizational restructuring is one of the focuses of the five priority programs of the Advanced Indonesia Cabinet under the leadership of President Joko Widodo and Vice President Ma'ruf Amin. According to the President's directive, the simplification of the bureaucracy is divided into 2 (two) echelon levels only, by changing the Administrator (Echelon III) and Supervisory (Echelon IV) positions to Functional Positions (JF) which respect expertise and competence. Restructuring in essence is fundamentally fixing and overhauling all components of the institution to obtain higher competitiveness and performance. Robbins (2006:77), defines organizational restructuring as a process of redesigning or rearranging the existing bureaucratic order when dynamics occur in the environment both internally and externally, the bureaucracy must also adapt to these dynamics to develop. In other words, restructuring concerns all management functions of an organization, starting from the functions of planning, organizing, supervising, and managing its human resources.

Organizational restructuring can be understood as a rightsizing program. As Davison (2002) said, rightsizing is the replacement and reallocation of human resources and other resources to focus on increasing core competencies so that the organization has a competitive advantage. In this case, institutional restructuring must be understood as one of the policy's efforts to form a government system that is effective and

efficient, responsive and agile, open and responsible, open to the widest possible public participation, and has high performance. Restructuring an organization is a necessity and will be successful if it is supported by a commitment that the organization has to implement. Robbins & Judge (2008: 100) define organizational commitment as a condition in which an employee sided with a particular organization and its goals and desires to maintain membership in the organization. Organizational commitment is built based on employee trust in organizational values, employee willingness to help realize organizational goals, and loyalty to remain members of the organization. Therefore, organizational commitment will create a sense of belonging for employees of the organization. A sense of belonging to the organization's employees is expected to improve employee performance.

Along with the changes in the juridical basis of government administration through the issuance of Government Regulation Number 17 of 2020 as an Amendment to Government Regulation Number 11 of 2017 concerning PNS Management and PANRB Ministerial Regulation Number 28 of 2019 concerning Equalization of Administrative Positions into Functional Positions and PANRB Ministerial Regulation Number 25 2021 concerning Simplification of Organizational Structure in Government Agencies for Bureaucracy Simplification. Thus, PANRB Ministerial Regulation Number 28 of 2019 concerning The Equalization of Administrative Positions into Functional Positions is an instrument to provide career development

opportunities to support bureaucratic simplification so that the organization can continue to run with a functional-based career system.

BPS-Statistics of Kepulauan Bangka Belitung Province is one of the agencies undergoing restructuring. Organizational restructuring at BPS-Statistics of Kepulauan Bangka Belitung Province has been carried out in 2021. Before the organizational changes were made, the organizational structure of BPS-Statistics of Kepulauan Bangka Belitung Province consisted of one Head position, one Division Head position, five Division Head positions, five Subdivision Head positions, and fifteen Head positions. Certain functional sections and positions as well as implementers. After the restructuring, there was a downsizing in the organizational structure, which only consisted of the Head, Head of General Affairs, and functional groups. Through organizational restructuring, a new organizational structure is formed which is expected to be able to overcome several organizational weaknesses in the past.

Based on the researcher's initial observations, from the employee performance target data (SKP) of the BPS-Statistics of Kepulauan Bangka Belitung Province as many as 38 people in the range of 2018-2020, there was a decrease in the value of the SKP. On average, there was a decrease in the value of SKP where in 2018 it was 92.17 points to 91.65 points. When viewed in more detail in the 2018-2019 period, there were 19 employees (about 50%) who experienced a decrease in the value of SKP while in the 2019-2020 period there were 15 employees (about 39%). In

addition, based on data from the employee attendance recap, the incidence of lateness and early leave of employees is still quite a lot despite a decreasing trend of incidents, where in 2020 there were more than 600 incidents, on average in one working day in 2020 there were approx. 2 incidents of employees arriving late or leaving early.

Based on the background of the problem above, the problems can be formulated as follows: does organizational restructuring affect the performance of BPS-Statistics of Kepulauan Bangka Belitung Province employees, does organizational commitment affect the performance of BPS-Statistics of Kepulauan Bangka Belitung Province employees, and how does restructuring and organizational commitment simultaneously affect performance of BPS-Statistics of Kepulauan Bangka Belitung Province employees.

The hypothesis in this study is that organizational restructuring has a positive effect on the performance of BPS-Statistics of Kepulauan Bangka Belitung Province employees (H1), organizational commitment has a positive effect on the performance of BPS-Statistics of Kepulauan Bangka Belitung Province employees (H2), and organizational restructuring and organizational commitment simultaneously have a positive effect on the performance of BPS-Statistics of Kepulauan Bangka Belitung Province employees (H3).

Research from Kesuma (2019) entitled Effects of Organizational Restructuring on Employee Performance at the Housing and Settlement Area Office of North Sumatra Province. The

results showed that restructuring had an effect on employee performance where formal control had the most dominant influence. Likewise with research conducted by Jillyta et al (2019) which analyzed the effect of organizational restructuring, employee engagement, job satisfaction on the performance of PT. Jasa Raharja North Sulawesi employees, concluded that organizational restructuring, employee engagement, and job satisfaction affect employee performance. Next, research by Hasanah & Aima (2018) analyzes the effect of organizational change, organizational culture and motivation on the performance of employees of the Jakarta Islamic Studies and Development Center Management Body which concludes organizational change, organizational culture and motivation affect employee performance.

Thus the purpose of this study was to analyze the effect of restructuring and organizational commitment on the performance of BPS employees of the Bangka Belitung Islands Province, both partially and simultaneously.

METHOD

The research method used in this research is an associative research method using a quantitative approach. The associative method is used by researchers to know the relationship between two or more variables. The instrument used in this study was in the form of a questionnaire with three variables. The independent variables (X1 and X2) are Organizational Restructuring and Organizational Commitment, while the dependent variable (Y) is Employee Performance.

Determination of the number of samples is carried out by using the saturated sample technique, namely determining the number of samples based on the number of populations to be sampled, so that the total sample is all employees who work at the BPS-Statistics of Kepulauan Bangka Belitung Province as many as 55 people. Descriptive statistics are used to describe data without the intention of drawing conclusions that apply to the general public (Sugiono, 2017). The data analysis technique used is the classical assumption test, multiple linear regression analysis, and the coefficient of determination.

RESULT AND DISCUSSION

Descriptive analysis

Descriptive analysis is used to analyze the answers given by the respondents for each question item contained in the distributed questionnaire. From this analysis can be determined sample characteristics such as mean, standard deviation, minimum and maximum values.

Based on table 1, the average value of the workflow dimension on the organizational restructuring variable is 3.98 with a standard deviation of 0.73. The average value of 3.98 indicates that the workflow at the BPS-Statistics of Kepulauan Bangka Belitung Province after the restructuring is good.

The average value of the task complexity dimension on the organizational restructuring variable is 3.90 with a standard deviation of 0.73. The average value of 3.90 indicates that the complexity of the tasks at the BPS-Statistics of Kepulauan Bangka Belitung

Province after the restructuring is not complicated and becomes easier to do.

The average value of the formal authority dimension on the organizational restructuring variable is 4.02 with a standard deviation of 0.77. The average value of 4.02 indicates that the post-restructuring employees at BPS-Statistics of Kepulauan Bangka Belitung Province have clear authority in carrying out their work.

The average value of the formal control dimension on the organizational restructuring variable is 4.07 with a standard deviation of 0.72. The average value of 4.07 indicates that the post-restructuring employees at BPS-Statistics of Kepulauan Bangka Belitung Province have clear control in carrying out their work.

The average value of the dimensions of the communication system on the organizational restructuring variable is 4.13 with a standard deviation of 0.67. The average value of 4.13 indicates that the communication system at BPS-Statistics of Kepulauan Bangka Belitung Province after the restructuring has been running well.

The average value of the affective commitment dimension on the organizational commitment variable is 4.21 with a standard deviation of 0.76. With an average value of 4.21, it can be concluded that the affective commitment of employees at BPS-Statistics of Kepulauan Bangka Belitung Province after the restructuring is good.

The average value of the continuance commitment dimension on the organizational commitment variable is 4.12 with a standard deviation of 0.79.

With an average value of 4.12, it can be concluded that the continuing commitment of employees at BPS-Statistics of Kepulauan Bangka Belitung Province after the restructuring is good.

The average value of the normative commitment dimension on the organizational commitment variable is 3.68 with a standard deviation of 0.92. With an average value of 3.68, it can be concluded that the normative commitment of employees at BPS-Statistics of Kepulauan Bangka Belitung Province after the restructuring is good.

The average value of the dimensions of work quality, work quantity, level of reliability, and attitude on employee performance variables ranges from 4 and above. This means that the quality of work, quantity of work, level of reliability, and attitude of employees at BPS-Statistics of Kepulauan Bangka Belitung Province after the restructuring are good.

Table 1.
Descriptive Statistics of the Research Variable

Variable	Dimensions	Mean	Standard Deviation	Minimum	Maximum
Organizational Restructuring	Workflow	3,98	0,73	2,20	5,00
	Task Complexity	3,90	0,73	2,00	5,00
	Formal Authority	4,02	0,77	2,20	5,00
	Formal Control	4,07	0,72	2,20	5,00
Organizational Commitment	Communication System	4,13	0,67	2,40	5,00
	Affective Commitment	4,21	0,76	2,50	5,00
	Continuance Commitment	4,12	0,79	2,00	5,00
Employee Performance	Normative Commitment	3,68	0,92	1,33	5,00
	Quality of Work	4,13	0,59	3,00	5,00
	Quantity of Work	4,33	0,55	3,00	5,00
	Reliability Level	4,17	0,64	2,80	5,00
	Attitude	4,31	0,59	2,75	5,00

Source: primary data, processed

Classic Assumption Test Results

The normality test is done by looking at the normal probability plot and histogram. If the data distribution follows a diagonal line on the normal probability plot or if the residual distribution data show a normal distribution (bell-shaped image) on the histogram, then the assumption of normality can be accepted. Based on

Figure 1, it can be seen that the distribution of data spreads around the diagonal line (following the diagonal line) and in Figure 2 the histogram output shows a normal distribution pattern for the independent variables (organizational restructuring and organizational commitment) to the dependent variable (employee performance) so that the assumption of normality is met.

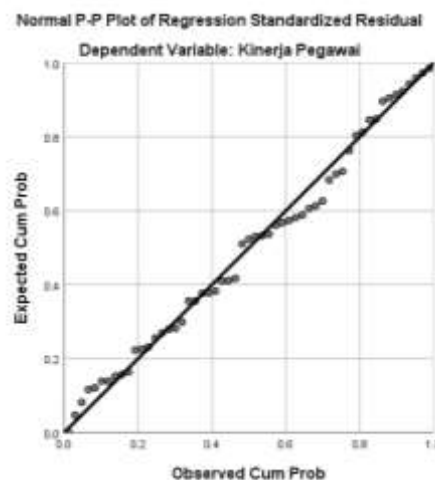


Figure 1.
Normal Probability Plot
Source: SPSS 26's Output

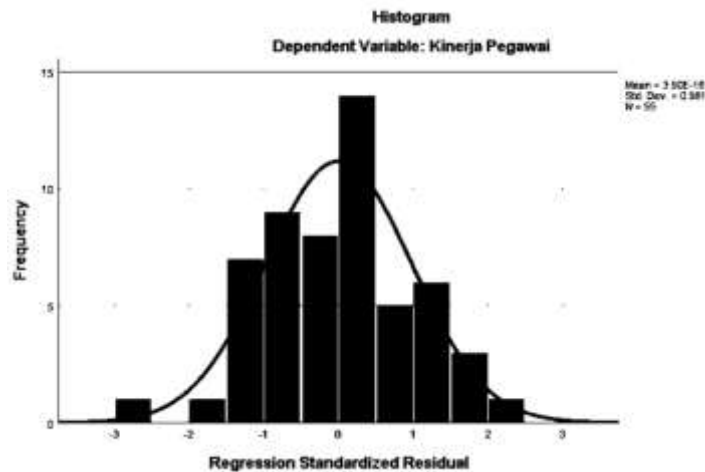


Figure 2.
Histogram

Source: SPSS 26's Output

The heteroscedasticity test was carried out by looking at the scatter plot between Regression Standardized Residual and Regression Standardized Predicted Value. If the plot does not show a certain pattern then the regression

model is free from heteroscedasticity. Based on Figure 3, it can be seen that the plot does not show a certain pattern so the regression model is free from heteroscedasticity in this regression model.

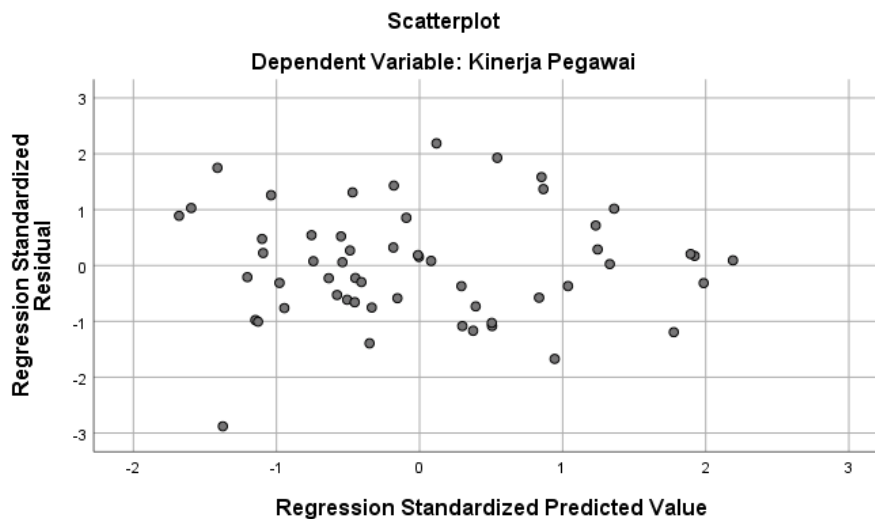


Figure 3.
Scatterplot

Source: SPSS 26's Output

The Multicollinearity test was performed using Variance Inflation Factors (VIF). If the VIF value is less than 10, then the non-multilinearity

assumption is met. Based on the results, the VIF value for each independent variable was 1.386. This value is smaller than 10, meaning that there is no

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multicollinearity or non-multicollinearity assumptions are met.

Multiple Regression Result

A multiple linear regression analysis was used to test the effect of two independent variables (explanatory) on one dependent variable. Based on the results of data processing, multiple linear regression equations are obtained, namely:

$$Y = 1,109 + 0,351 X_1 + 0,505 X_2 + e$$

Through the multiple linear regression equation, it can be explained that: (1) the constant value is 1.109, which means that if the organizational restructuring and organizational commitment variables are ignored, the employee performance value is 1.109; (2) the value of the regression coefficient

for the organizational restructuring variable is 0.351. This indicates that if the organizational restructuring increases by 1 unit, then the employee's performance will also increase by 0.351 units; (3) the coefficient value of the organizational commitment variable is 0.505, indicating that if organizational commitment increases by 1 unit, then employee performance will also increase by 0.505 units.

Hypothesis Test Results

Partial Test Result (t-Test)

The t-test was carried out to see the effect of the independent variable in the regression model partially on the dependent variable. The results of the t-test are shown in table 2.

Table 2.
t-Test Result

Variable	Sig.	t Count	t Table	Decision	Conclusion
Organizational Restructuring	0,000	6,916	2,006	H0 rejected	Organizational restructuring has a positive effect on employee performance
Organizational Commitment	0,002	5,708	2,006	H0 rejected	Organizational commitment has a positive effect on employee performance

Source: Primary data, processed

Based on table 2, it can be seen that the organizational restructuring variable has a significant value of 0.000 where the significance is below 0.005 or 5%. the value of t-count $6.916 > t\text{-table } 2.006$ so that it can be concluded that the organizational restructuring variable has a positive effect on employee performance in BPS-Statistics of Kepulauan Bangka Belitung Province. This is in line with the opinion of experts such as Gouillart & Kelly (1995) who argued that restructuring is the

preparation and rearrangement of all resources owned by the organization and directing them to achieve a high level of competitive performance in a dynamic and competitive environment. Next according to Dwiarti (2003) employee performance will increase if organizational restructuring is carried out. In addition, this fact is also in line with the results of research conducted by Jillyta (2019) at PT Jasa Raharja North Sulawesi Branch which concluded that organizational restructuring had a

positive and significant effect on employee performance at PT Jasa Raharja North Sulawesi Branch. The same thing is also concluded by research conducted by Kesuma (2019) at the Department of Housing and Settlement Areas of Sumatra Utara Province, where employee performance is influenced by organizational restructuring.

The organizational commitment variable has a significant value of 0.002 where the value is below 0.005 or 5%. And the value of t-count $5.708 > t\text{-table } 2.006$ so it can be concluded that the organizational commitment variable has a positive effect on employee performance in BPS-Statistics of Kepulauan Bangka Belitung Province. This fact is in line with the opinion of experts such as Suryaman (2016) who argues that employees who have organizational commitment will work optimally and will be able to produce a high performance which in the end they will not leave the organization. In addition, this study also supports research conducted by Meutia et al., (2019), Latief et al., (2019), Saleh et al., (2019), and Aulia (2021) who conclude that organizational commitment has a positive and significant effect on employee performance.

Simultaneous Test (F Test)

This test is conducted to determine whether all independent variables have a simultaneous effect on the dependent variable. From the results, it is known that the F-count value is 33.558 with a significance level of $0.000 < 0.05$, while the F-table value at a significant level of 0.05 with 52 degrees of freedom is 3.18. Because $F\text{-count} > F\text{-table}$ and the significant value is less than 0.05, organizational restructuring and organizational commitment together have a positive and significant impact on employee performance in BPS-Statistics of Kepulauan Bangka Belitung Province. So, the decision is that H_0 is rejected and the hypothesis of organizational restructuring and organizational commitment simultaneously that has a positive effect on employee performance in BPS-Statistics of Kepulauan Bangka Belitung Province is accepted.

Determination Test Results (R2 Test)

A determination test is used to determine how much influence the independent variable has on the dependent variable. The greater the value of the coefficient of determination, the greater the influence of the independent variable on the dependent variable. The results of the determination test are shown in table 3.

Table 3.
Determination Test Result (R2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751 ^a	.563	.547	6.631

Source: SPSS 26's Output

Based on table 3, it is known that the coefficient of determination (R^2) of 0.563 means that 56.3 percent of employee performance in BPS-Statistics of Kepulauan Bangka Belitung Province is influenced by organizational restructuring variables and organizational commitment variables simultaneously while the remaining 43.7 percent is influenced by other variables outside the study. Other variables such as motivation, competence, education and training, and supervision as research conducted by Marhana (2013) who examines the analysis of variables that affect employee performance.

CONCLUSION

From the results of research and discussion, it can be concluded that organizational restructuring has a positive effect on employee performance in BPS-Statistics of Kepulauan Bangka Belitung Province, so hypothesis 1 is accepted. This shows that the dimensions of organizational restructuring at BPS-Statistics of Kepulauan Bangka Belitung Province, such as workflow, task complexity, formal authority, formal control, and communication systems, on average, have met the standards to be able to improve employee performance in BPS-Statistics of Kepulauan Bangka Belitung Province.

Organizational commitment has a positive effect on employee performance in BPS-Statistics of Kepulauan Bangka Belitung Province, so hypothesis 2 is accepted. This shows that the dimensions of organizational commitment owned by the employee in BPS-Statistics of Kepulauan Bangka Belitung Province such as affective

commitment, continuance commitment, and normative commitment on average have met the standards to be able to improve employee performance in BPS-Statistics of Kepulauan Bangka Belitung Province.

Restructuring and organizational commitment simultaneously have a positive effect on employee performance in BPS-Statistics of Kepulauan Bangka Belitung Province, so hypothesis 3 is accepted. This shows that overall all the independent variables (organizational restructuring and organizational commitment) provide synergy in producing an increase in employee performance in BPS-Statistics of Kepulauan Bangka Belitung Province.

Based on the conclusions obtained, several suggestions can be developed. The recommended suggestions include: (1) Employee performance appraisal to be carried out as optimally as possible according to applicable rules and regulations so that the placement of employees in certain positions is based on valid and accountable assessment data (2) Organizational restructuring causes adjustments in the Standard Operational Procedure (SOP) for the implementation of work on each function, therefore the clarity of the SOP work in each function is necessary (3) The provision of rewards and punishments on an ongoing basis needs to be improved to increase enthusiasm and strengthen employee organizational commitment.

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