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The Influence of Service Quality, Prices, and Promotions on the Satisfaction of Pilgrims on Hajj and Umrah Destinations at the Hajj and Umrah Travel Agency PT. Pandi Kencana Murni

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Abstract

This research aims to determine the influence of Service Quality, Price, and Promotion on Umrah Pilgrim Satisfaction at the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni (Pakem Tours). The sampling technique in this research used the Cluster Sampling technique by taking samples from representatives of the Pakem Tours Palembang, Jakarta, and Makassar branch offices as many as 198 people. The research method used is associative research using primary data obtained from the results of questionnaire answers. The analysis technique used is Multiple Linear Regression. This research shows that simultaneously, there is a positive and significant influence of Service Quality, Price, and Promotion on the Satisfaction of Umrah Pilgrims at the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni (Pakem Tours). Partial testing shows a positive and significant influence of Service Quality and Price on Congregation Satisfaction at the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni (Pakem Tours). Partially there is a positive and insignificant effect and no effect of Promotion on Umrah Pilgrim Satisfaction at the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni (Pakem Tours).

Keywords: *Service Quality, Price, and Promotion of Congregation Satisfaction*

1. Introduction

Globalization era moment This competition in the business world is tight, marked by many progress and changes in the modern business world. Changes that occur are marked by progress in technology, style of life, and patterns of public development, which are not accessible from the influence of globalization. With progress and development, the public sued directly to follow channel development and balance it. Along with the development of civilization and globalization, life and culture humans are also increasing experience increase and other things that are also experienced enhancement is business in the field of Hajj and Umrah Travel Bureau because business in the field of Hajj and Umrah Travel Bureau is increasing reach all layer public. Business in the field of Hajj and Umrah Travel Bureau This sue answers all desires public will practicality in fulfilling Hajj and Umrah needs, conditions the demand that the company must be capable of fulfilling needs and desires of the congregation. Therefore _ That

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company must design a solid strategy to create Congregation satisfaction and maintain its business. One of the growing businesses with fast and intense competition is the Hajj and Umrah Travel Bureau, or what is known as the Hajj and Umrah Travel business. Intense competition is marked_ by widespread Hajj and Umrah Travel businesses that make diverse choices and produce the same Hajj and Umrah packages. However, from quality service, prices, and promotions, there is a diverse variety. Thereby perpetrator business is being sued For being capable of innovating and producing Hajj and Umrah packages that provide Quality, The best service, prices, and promotions so you can afford it, attracting the congregation to use Hajj and Umrah Travel Agency services offered as well as capable compete with competitor similar business other.

Congregation satisfaction becomes objective in business processes, all business or business. Of course, the congregation feels satisfied with the product or their services _ accept. Satisfaction That, of course, will significantly impact the sustainability of the business or business carried out. Extended or not business or business: That walk and development is determined mainly by Congregation Satisfaction. Therefore, businessmen or perpetrators are very demanding. Notice Satisfaction The congregation.

Congregation satisfaction will become central to the company, besides expecting profits from every business activity. Congregation satisfaction has a significant relationship with company profits because when the congregation feels satisfied, the chance to buy, use, return, and recommend to others will become open width. If that's what happens, all will become a source of profit for the company. However, on the contrary, if the congregation feels unsatisfied, even disappointed, and hopes to buy, use back, and recommend to others, no will come true; if not materialized, of course, no will. There is income (profit) obtained.

Congregation satisfaction is Feeling disappointed when someone shows up after comparing the estimated performance (results) of the product to the performance or expected results _ according to Kotler and Keller (2019:196). The level of satisfaction is a function of the difference between perceived performance and expectations. If expectations do not match what they feel, the congregation will be disappointed, but if the performance matches expectations, the congregation will be satisfied. Meanwhile, if the performance exceeds the congregation's expectations, the congregation will be delighted. Past experiences, comments from relatives, and other people's experiences can shape the congregation's hopes. One way to assess whether the congregation is satisfied can be seen from various aspects, including service quality.

Service quality will be the primary expectation for the congregation before purchasing a product or service provided by a business actor. The best quality of service will be a unique attraction for the congregation. The most important thing is that when the quality of service provided to the congregation is the best service quality, then this will become a benchmark and basis for the congregation to make repeated purchases.

Service quality refers to all activities carried out by the company to meet the congregation's expectations. The best service will also give a good impression of the assessment and satisfaction in the congregation's hearts. According to Kotler and Keller (2019: 143), it ultimately has an impact on achieving congregational loyalty and sales levels that bring profits to the company or business actor. Service quality is also a differentiating point between one business and similar businesses.

The next stage, which is a factor in Congregation Satisfaction, is seen from the price point of view. Price is one of the big problems for companies or business actors before goods or services

are sold on the market or given to the congregation. Most congregations make purchasing decisions by paying attention to the price offered to them. Still, in the end, many specific individuals use the price value as the primary weapon to win the market with price competition, and the congregation becomes the victim. Such as prices that are too cheap and irrational, which result in fraud, or because the price is low, the quality of the goods or services is not the same. So on, of course, all of this will hurt the congregation, which makes the congregation dissatisfied with the goods or the services offered; in the end, it is not uncommon for the congregation to feel disappointed.

For the congregation, the price will always be linked to the benefits they will receive from the goods or services they use, whether the price is by the quality of the goods or services offered or not, and whether the price is by the service and benefits they will receive. Therefore, companies must set prices commensurate with the quality of their goods or services and under the service or benefits.

Price is the amount of money paid for goods or services or the amount of value that the congregation exchanges to gain benefits from owning or using goods or services, according to Kotler and Armstrong (2018:3). The internal company or business actor determines the price provisions for a good or service by paying attention to the type of product or service offered to the congregation, and of course by paying attention to the prices offered by competitors that are similar to the business being run. The aim is that the prices published to the congregation are right on target and acceptable.

Promotions also greatly influence congregation satisfaction. Promotion can achieve goals by creating efficient exchanges through communication so that people's desires can be fulfilled efficiently and effectively. In this case, communication can show ways to hold mutually satisfying exchanges.

If promotions are carried out as well as possible, they will create a satisfying impression on prospective congregation members. If the congregation receives very clear information about the sale of a product or service through promotions, prospective congregation members will feel satisfaction in their hearts and, with that, will create a desire to buy, use it and recommend it to others. However, suppose the congregation does not find clear information about a product or service. In that case, dissatisfaction will arise in their hearts, and in the end, the prospective congregation may cancel their intention to buy, use, and recommend it to others. Promotion is a one-way flow of information or persuasion that can direct a person's organization to create transactions between buyers and sellers, according to Daryanto and Cahyono (2015,94)

Below, several studies are presented which state that service quality significantly positively affects the satisfaction of Umrah pilgrims. Subhan, Firdaus, Najib (2023), Yuliar and Handayani (2021). Songko, Sulthan, Ismadi (2021). However, there is also research that has produced research which concludes that although service quality has a positive influence, it is not significant Marwan (2018).

Muna's (2019) research, which examines from a price perspective, states that price significantly affects Congregation Satisfaction. However, on the contrary, research conducted by Marwan (2018) shows that price has no significant impact on customer satisfaction,

From a promotion perspective, the results of research conducted by Adwimurti, Selfiani, Prihanto (2022), stated that promotion had a significant effect on Congregation Satisfaction, a different thing was obtained by Effendi and Chandra (2020), Muliwati et al. (2023) concluded that promotions do not have a significant effect on congregational satisfaction.

Based on some of the research results above, what will be the difference in this research is that the researcher will test the influence of Service Quality, Price, and Promotion to be linked to the Satisfaction of Umrah Pilgrims at the Hajj and Umrah Pakem Tours Travel Bureau, apart from that there will also be differences from the subject's point of view, object, time and location of research.

The proliferation and increasing competition in the field of Hajj and Umrah Travel Bureaus has made the Owner of PT Pandi Kencana Murni (Pakem Tours) continue to evaluate all aspects of his company, both in terms of Service Quality, Price, Promotion, Comfort of Place, Human Resources and so forth. All of this is done of course to ensure that the congregation remains loyal and satisfied using the PT Hajj and Umrah Travel Bureau. Pandi Kencana Murni as well still exists in the Hajj and Umrah market competition.

Table 1. Data on the number of pilgrims departing for Umrah

No	Year Departure	Number of Congregants
1	2017	750 people
2	2018	810 people
3	2019	695 people
4	2020	0 people
5	2021	0 people
6	2022	209 people
Total number		2,464 People

Source: Operations Division Pakem Tours, 2023

Table 1 shows the number of congregations who wear service Pakem Tours from year experience Fluctuating (Up and down); in 2017, it experienced an increase from 750 Umrah people in 2017 to 810 Umrah people. Meanwhile, in 2019, it experienced a decline from 810 people performing Umrah. In 2018, there were 695 Umrah people. In 2020 and 2021, no one performed Umrah due to COVID-19. that's because the Government applied the policy of Social and Physical Distancing and forbidding journeys out of the country, including Performing the Hajj and Umrah pilgrimages. Meanwhile, in 2022, it will also experience a decline from 695 Umrah people in 2019 to 209 people.

The more days the Hajj and Umrah Travel Bureaus are developed, even the Hajj and Umrah Travel Bureaus is increasing mushrooming in middle society, form, as well as the offer presented in the middle society, is also growing various; there are Hajj and Umrah travel agencies that do not have permission and only capital rent shophouses; of course, there are also those who have a capital consortium, some are operating with a multi-level marketing system, some use a bailout system leave Formerly pay after go home, and so on. However, the proliferation of Hajj and Umrah travel agencies has also caused many problems that arose afterward, like many people being deceived about cheap prices, some failing to leave, and so on. This makes the researcher interested in doing a study deeply related to the Hajj and Umrah Travel Bureau.

Table 2. Results of Pre-Research for Umrah Pilgrims at the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni (Pakem Tours)

No	Statement	Satisfied	Not satisfied
1	Umrah pilgrims are satisfied after leaving with Pakem Tours	11	19
2	The congregation is interested in using it again because they are satisfied with Pakem Tours' service	13	17
3	The congregation recommends Pakem Tours to other congregations	12	18
4	The congregation is served with a fast	14	16
5	The congregation felt that the Umrah was carried out on time	13	17
6	Congregants who are unwell are immediately given medicine	12	18
7	The congregation is helped to exchange real	25	5
8	The price of the Umrah package at Pakem Tours is affordable	9	21
9	Prices for Umrah packages at Pakem Tours are below price of competitor	10	20
10	Prices for Umrah packages are: set it Pack appropriate tours with what is offered	13	17
11	Pakem Tours promotions are worded	14	16
12	Promotion Pakem Tours uses a banner	13	17
13	Pakem Tours advertises on electronic media (TV)	7	23
14	Pakem Tours obeys <i>Physical Distancing</i> during Covid -19	30	0

Source: Pre Research, 2023

Based on research results through interviews directly with Umrah pilgrims who have used the service, Pakem Tours found problems with Congregation satisfaction regarding the Umrah departure process, interest in using back, and desire to recommend it to others. Problem Quality Service about speed in service, accuracy time departure, and speed in handling sick congregants. Price Issues regarding affordability price, competition price, and suitability price. Promotional problems regarding promotional language, promotional media, and advertising used.

Based on interviews with researchers, actual phenomena in the field were obtained regarding problems that occurred, and several congregations criticized service quality problems; this happened because:

1. Congregants ask about Umrah information or submit complaints or requests that take too long to respond to. Even when called, they are challenging to answer.
2. Congregants complained about changes to the Umrah departure schedule.
3. There were sick Umrah pilgrims who complained that Mutawwif was slow to handle them
4. Some congregations ask the officers for help exchanging real money for shopping; sometimes, the officers ask the congregation to exchange it themselves.
5. The prices offered by Pakem Tours received a lot of input and responses that were not good from the congregation and were even complained about by the congregation,

as for complaints That include:

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1. The congregation feels that PT Pandi Kencana Murni's price is higher than its other competitors.
2. day Umrah package price Regularly at other bureaus, the average is Rp. 29500,000/person, while at Travel Pakem Tours, the regular Umrah Package is 12 days, and the same package is Rp. 32,200,000/person.
3. Even though some of the congregation already use service Pakem Tours, sometimes the facilities you get are not under the price paid by the congregation.

Promotion related; There is also a lot of Hajj and Umrah information from the Pakem Tours Hajj and Umrah Travel Bureau reap lack of response Good from the congregation based on information obtained happen because:

Pakem Tours rarely advertises travel through advertising, both in print media (newspapers) and electronic media (TV), and with installed advertisements sponsored on social media such as Instagram and Facebook.

PT provides Quality Services, Prices, and Promotions. Pandi Kencana Murni significantly influenced the congregation's satisfaction with using the Hajj and Umrah Travel Agency. Of course, congregation satisfaction will become a strength in increasing the number of upcoming sales to bring profit, as well as what will become rejected measuring existence and capabilities for Can compete with its competitors with similar businesses.

2. Literature review

2.1. Congregation Satisfaction

Experts' opinions define the meaning of congregational satisfaction based on their respective perspectives. Multiple types of editorials convey the satisfaction of the congregation, but in essence, the same meaning about Congregation satisfaction is conveyed by experts' own substance.

According to Kotler and Keller (2019:82), Congregation satisfaction is feeling disappointed in somebody emerging _ after comparing the performance (results) of the product in mind to the expected performance. _ If the performance is not under hope, then the Congregation is unsatisfied. If the performance fulfills whatever is expected, the congregation will satisfied. And if the performance exceeds what the congregation expects, the congregation will be delighted.

Lupiyoadi (2021: 46) said that factors influencing congregation satisfaction consist of product quality, price, place, promotion, people, process, and service quality. The research that has been done in groups based on variable research, based on side Quality Service according to Subhan, Firdaus, Najib (2023), Yuliar and Handayani (2021), Songko, Ahmad Sulthan, Ismadi (2021) stated that Quality Service influential significant to Congregation Satisfaction. Marwan (2018) stated that Quality Service is influential and is Not important to Congregation Satisfaction.

On the price side, Muna (2019) stated that price has a significant effect on Congregation Satisfaction, while Marwan (2018) noted that price has no significant effect.

Based on side Promotion, Adwimurti, Selfiani, and Prihanto (2022) they were stated that Promotion is influential and significant to Congregation Satisfaction. Whereas Effendi, Chandra (2020) and Mulyati et al. (2023) stated that Promotion's influence is not substantial to Congregation Satisfaction.

Based on the research results through interviews directly with Umrah pilgrims who have used the service, Pakem Tours found problems with Congregation satisfaction regarding the Umrah departure process, interest in using back, and desire To recommend it to others. Problem Quality Service about speed in service, accuracy time departure, and speed in handling sick congregants. Price Issues regarding affordability price, competition price, and suitability price. Promotional problems regarding promotional language, promotional media, and advertising used.

2.2. Quality Service

According to Kotler and Keller (2019:143) and Tjiptono (2014:268), quality service is all activities carried out by the company to fulfil the congregation's hopes. Service in this matter is interpreted as service or services provided by the owner in the form of convenience, speed, rapport, capability, and friendliness addressed through attitude and character in giving service for congregation satisfaction.

According to Parasuraman (2014:55), there are five dimensions of Quality service or service as follows: (1). *Tangibles*, (2). *Reliability*, (3). *Responsiveness*, (4). *Assurance*, (5). *Empathy*.

According to Arianto (2018:83), Quality Service can interpreted as focused on fulfilling needs and requirements, as well as on accuracy time to fulfilling the congregation's hopes. The best service provided _ will give a good impression to _ evaluation as well as satisfaction in the hearts of the Congregation or Congregation, and in the end, the impact achieved Congregation loyalty and achievement level sales that bring profit to the company or perpetrator business. Quality Service is also a differentiating point _ between One business and other similar businesses; even quality service will be one _ point central for the congregation to decide to purchase or use his services.

Research on Quality Service, according to Subhan, Firdaus, and Najib (2023), Yuliar and Handayani (2021), Songko, Sulthan, and Ismadi (2021), states that Quality Service is influential and significant to Congregation Satisfaction. Marwan (2018) indicates that quality service is influential but not substantial in congregation satisfaction.

Facts found in the field several congregations criticize problems Quality Services at Pakem Tours That because some of the congregations asked about Umrah information or conveyed complaints or request took too long to respond even when called difficult was appointed, the congregation complained change timetable Umrah departure, there are Umrah pilgrims who are sick complained slow handled by Mutawwif. A congregation is asking for help from an officer to exchange real money for shopping. Sometimes, the officer requests a congregation To exchange Alone.

2.3. Price

According to Ramli (2017:48), understanding price is mentioned as a mark relative to product or services and not an indicator Certain in showing the big source power required _ to produce a product or service. According to Swastha (2016:113), price is the amount of money (plus the product, if perhaps) needed to get a number of combinations of its products and services. According to Sunyoto (2014: 131), price is declared value _ in something currency or _ tool exchange against a particular product. According to Ginting (2015:17), **price is the amount of money required is paid by the congregation to get the** product. According to Alma (2016:155), price is the amount of money spent on services or the amount of the value that the congregation exchanges in the frame to benefit from owning or using goods or services.

According to Kotler (2015:42), there are six characterizing indicators _ price. The sixth indicator is (1). Affordability price accessible to all circles by the selected target market segment; (2). Conformity price with quality product determines how much the price will be offered to the Congregation; (3). Competitiveness _ price The price offered more taller or below average than competitors; _ (4). Suitability price with the congregation will make them feel satisfied when they get the benefit after consuming what is offered by their value _ remove; (5). Price availability influences the congregation to decide when price No is in accordance with quality, and if the congregation does not get benefit after consumption, the congregation will tend to decide not to purchase. On the contrary, if the price is adjusted, the congregation will choose to buy.

Research previously based on the price side, according to Muna (2019), stated that price is significant to Congregation Satisfaction. Marwan (2018) stated that price has a No significant effect on Congregation Satisfaction.

Facts found in the field are some congregation members complained about Price as for complaint These include: The prices offered by PT Pandi Kencana Murni are felt by the congregation more high in comparison to another competitor, price 12 day Umrah package Regularly at other bureaus the average is Rp. 29500,000/person, while at Travel Pakem Tours, the regular Umrah Package is 12 days, the same package as Rp. 32,200,000/person. Even according to some of the congregations that have already used service Pakem Tours, sometimes the facilities you get are not per the price paid by the congregation.

2.4. Promotion

According to Alma (2016:179), Promotion is kind, giving communication _ a convincing explanation _ to the prospective congregation about goods and services. According to Oentoro (2018:156) said Promotion is something business from a marketer in inform and influence people or the other parties interested For do transactions or exchange products, goods or services it markets, and constitutes tool of communication marketing that works to spread information, influence, or remind the market about product or services produced by the company so that they are willing to receive, and buy (Latief, 2018:74)

According to Kotler and Keller (2019:76), promotion indicators include (1). 1) Promotional Messages measure how well promotional messages are carried out and delivered to the congregation or market; (2). Promotional Media Is the media chosen and used by the company to carry out promotions, and (3) Promotion Time is how long the company takes to carry out the promotion program; (4) Promotion Frequency is the number of sales promotions carried out at one time by the company through sales promotion media.

Previous research based on the Promotion side, according to Adwimurti, Selfiani, and Prihanto (2022), stated that Promotion significantly affects Congregation Satisfaction. Meanwhile, according to Effendi, Chandra (2020), Mulyati et al. (2023), the promotion of one's own influence is not significant to congregation satisfaction.

Promotion related There is also a lot of Hajj and Umrah information from the Pakem Tours Hajj and Umrah Travel Bureau reap lack of response Good from the congregation based on information obtained _ happen because, Information related to Hajj and Umrah as outlined in it Brochure Pakem Tours lacks detail, Pakem Tours is rare install banner Promotions and Pakem Tours are rare to advertise The travel through Advertising, both in print media (newspapers), electronic media (Tv), and with install advertisement sponsored on social media such as Instagram and Facebook.

Based on the explanation above, then _ Framework thoughts on the research carried out This is to know how connection variables free consisting _ from Price, Promotion, and Quality Service to variable bound that is Congregation satisfaction with the Hajj and Umrah travel agency PT. Pandi Kencana Murni (Pakem Tours) on a regular basis together or in a way partial, as well as testing hypothesis that has been formulated.

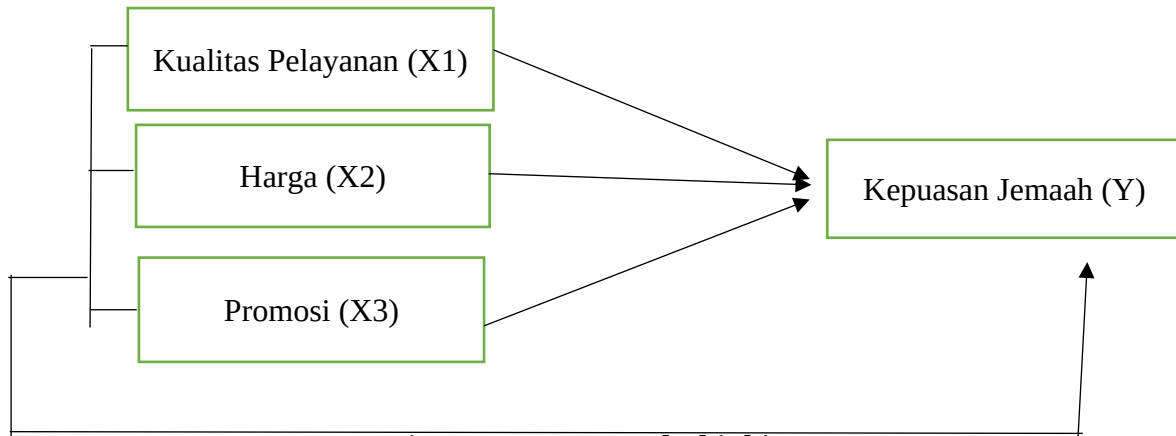


Figure 1. Framework thinking

2.5. Hypothesis

Based on the background behind the problems and the conceptual framework that has been served above, we can draw the hypothesis as follows:

Quality Service, Prices, and Promotions influence Congregation Satisfaction with the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni (Pakem Tours)

Quality Service influences Congregation Satisfaction with the Hajj and Umrah travel agency PT. Pandi Kencana Murni (Pakem Tours).

Price influences Congregation Satisfaction with the Hajj and Umrah travel agency PT. Pandi Kencana Murni (Pakem Tours).

The Hajj and Umrah travel agency PT. Pandi Kencana Murni (Pakem Tours) influences the promotion of Congregation Satisfaction.

3. Research methods

Object study This is PT. Pandi Kencana Murni (Pakem Tours) is located in the Complex Kelapa Gading Center (KGC) Office Jalan Colonel H Burlian No IH Alang—alang Lebar Palembang City.

Researchers use associative research methods based on relationships, which aim to determine the relationship between two or more variables. This research aims to determine the influence of Service Quality, Price, and Promotion on Congregation Satisfaction at the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni (Pakem Tours).

In this research, to provide as clear and accurate information as possible to respondents to obtain data in the field, the researcher created an operational table of research variables which were described empirically into indicators that include the following;

Table 3. Operations Variable

Variable	Definition Variable	Indicator	Question Items
Satisfaction Congregation (Y)	Congregation satisfaction is feeling like or disappointed in somebody and the whole attitude shown by the top Umrah pilgrims service after they acquire and use it from Pakem Tours.	(1) Fulfillment of the congregation's hopes (2) Interest in visiting again (3) Willingness to Recommend to other people	1-3 4-6 7-9
Quality Service (X1)	Quality service is all form effort fulfillment of needs and desires of Umrah pilgrims as well as accurate delivery for balanced hope pilgrims.	(1) Responsiveness (2) Guarantee (3) Empathy	1-3 4-6 7-9
Price (X2)	Price refers to the money that must be given to pilgrims to obtain service Umrah trip from use tours	(1) Price Affordability (2) Price Suitability (3) Power competitive price	1-3 4-6 7-9
Promotion (X3)	Promotion is a form of communication that informs and influences prospective Umrah pilgrims interested in purchasing Umrah at Pakem Tours.	(1) Order Promotion (2) Media Promotion (3) Advertising	1-3 4-6 7-9

Source: Opinion Researcher based on reference according to experts, 2023

Population in study This is the congregation of Umrah pilgrims who have used PT. Pandi Hajj Umrah travel services Kencana Murni, with departure data Umrah pilgrims, departed 3 times after the COVID-19 period as many as 375 people. N=375 people.

In research, This method appears as a sample with the technique of *Cluster Sampling*. The sampling method takes representatives from each region or existing groups, with _ use formula *Slovin* as follows; S= 198 people

Following the calculation of the results, you know that the sample in the study Totaled 198 Umrah pilgrims at PT Pandi Kencana Murni.

Table 3. Number of Samples

No	Office Branch	Number of Congregants	Sample Calculation
1	Palembang	120 people	120:375X198=63
2	Jakarta	115 people	115:375X198=61
3	Makassar	140 people	140:375X198=74
	Total number	375 people	198 People

Source: Operations Division Pakem Tours, 2023

In research, this method used _ in data collection is a questionnaire, and the instruments used are questionnaires and questionnaires. Instruments were provided to respondents to measure the study variables using a scale of 5 Points. Respondents can choose an answer from a statement positive with 5 alternative existing answer, as _ follows:

Very Satisfied (SP)	= 5
Satisfied (P)	= 4
Dissatisfied (KP)	= 3
Dissatisfied (TP)	= 2
Very Dissatisfied (STP)	= 1

Instrument testing is carried out through a Testing validity level of significance of 0.05 degrees freedom (df) = $n - 2 = 30 - 2 = 28$; we get r table = 0.3610. Testing The instrument's reliability was analyzed using the *Alpha Cranbach*. If *Cronbach's alpha* > 0.70 means the instrument is *reliable*, Riduwan (2013:99). One of the methods used _ To test the reliability of research instruments is coefficient *Alpha (a)* from *Cronbach*, for testing usually using certain restrictions like 0.6. Reliability less than 0.6 is poor, while 0.7 is acceptable and above 0.8 is good.

This research uses more than one independent variable, namely Consumer Satisfaction (X1), Price (X2), and Promotion (X3), while the dependent variable is Congregation Satisfaction (Y). The general multiple linear regression equation used is as follows:

$$Y = a + b_1 X_1 + b_2 X_2 + b_3 X_3 + e$$

Information;

Y	= Congregation Satisfaction
a	= Constant s
$b_1 b_2 b_3$	= Regression Coefficient
X_1	= Quality Service
X_2	= Price
X_3	= Promotion
e	= Error Term

4. Results and Discussion

Based on instrument test results where each variable has 9 items question, show all question items are valid and reliable.

4.1. Characteristics Respondent

Characteristics of Respondents Based on Branch Office Origin

Based on the origin of the Branch Office, respondents from the Palembang Branch Office were 63 congregations, respondents from the Jakarta Branch Office were 61 congregations, and 74 congregations came from the Makassar Branch Office. The results of the questionnaire collection can be seen in the following table.

Based on Gender, respondents in a study were dominated by women in as many as 124 congregations. Meanwhile, respondents were manifold males in as many as 74 congregations. For more details, see the following table.

Based on occupation, the respondents in this study were dominated by jobs other than civil servants or the private sector: 100 congregants, 61 congregants working as private employees,

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and 37 congregants working as civil servants. The results of the questionnaire collection can be seen in the following table.

The characteristics of respondents based on education level were dominated by respondents who had a minimum education level of Diploma 1 to Strata 3, namely 149 congregations. Temporary respondents with a maximum education level of high school, namely as many as 49 congregations; the results of the questionnaire collection can be seen in the following table.

Congregations dominated the characteristics of respondents based on income level, with a maximum income level of IDR 4,000,000, 107 congregations, while congregations with an income of more than IDR 6,000,000 51 congregations. Finally, the congregations with income between IDR 4,000,000 and IDR 6,000,000, namely as many as 40 congregations. The results of the questionnaire collection can be seen in the following table.

4.2. Description Variable Study

4.2.1. Description variable congregation satisfaction

Analysis of the description of the Congregation Satisfaction Variable can be seen in the following Table.

Table 4. Description of Congregation Satisfaction Variables

		Congregation Satisfaction
N	Valid	198
	Missing	0
Mean		34.7980
Median		36,0000
Mode		45.00
Std. Deviation		8.65818
Variance		74,964
Skewness		-.364
Std. Error of Skewness		.173
Kurtosis		-1,170
Std. Error of Kurtosis		,344
Minimum		12.00
Maximum		45.00
Sum		6890.00

Source; Data Analysis Results, 2024

On variables Congregation Satisfaction with Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni Congregation _ answer statement complete (Valid) = 198 people and missing (Missing) = 0, and the data obtained is that average value (*Mean*) = 34.7980; mark middle (*Median*) = 36,000; deviation standard obtained (*Standard Deviation*) = 8.65818; amount square all deviation individual values against the group average (*Variance*) = 74.964; the most value appears (*Mode*) = 45.00; mark highest (*Maximum*) = 45,000 and value lowest (*Minimum*) = 12.00.

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4.2.1. Description variable quality service

Analysis of the description of Service Quality Variables can be seen in the following table:

Table 5. Description of Service Quality Variables

		Quality service
N	Valid	198
	Missing	0
Mean		34.7727
Median		36,0000
Mode		45.00
Std. Deviation		8.41342
Variance		70,786
Skewness		-.393
Std. Error of Skewness		.173
Kurtosis		-1,086
Std. Error of Kurtosis		,344
Minimum		13.00
Maximum		45.00
Sum		6885.00

Source: Data Analysis Results, 2024

On variables Quality Hajj and Umrah Travel Bureau Services PT. Pandi Kencana Murni Congregation answer statement complete (Valid) = 198 people and missing (Missing) = 0, and the data obtained is that average value (*Mean*) = 34.7727; mark middle (*Median*) = 36,000; deviation standard obtained (*Standard Deviation*) = 8.41342; amount square all deviation individual values against the group average (*Variance*) = 70.786; the most value appear (*Mode*) = 45.00; mark highest (*Maximum*) = 45,000 and value lowest (*Minimum*) = 13.00.

4.2.2. Description price variables

Analysis of price variable descriptions can be seen in the following table.

Table 6. Description Price Variables

		Price
N	Valid	198
	Missing	0
Mean		34.4394
Median		36,0000
Mode		45.00
Std. Deviation		8.50045
Variance		72,258

Skewness	-.424
Std. Error of Skewness	.173
Kurtosis	-.876
Std. Error of Kurtosis	,344
Minimum	10.00
Maximum	45.00
Sum	6819.00

Source: Data Analysis Results, 2024

In the price variable for the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni Congregation answer statement complete (Valid) = 198 people and missing (Missing) = 0, and the data obtained is that average value (*Mean*) = 34.4394; mark middle (*Median*) = 36,000; deviation standard obtained (*Standard Deviation*) = 8.50045; amount square all deviation individual values against the group average (*Variance*) = 72.258; the most value appear (*Mode*) = 45.00; mark highest (*Maximum*) = 45,000 and value lowest (*Minimum*) = 10.00.

4.2.3. Description variable promotion

Promotion description analysis can be seen in the following table:

Table 7. Description Variable Promotion

		Promotion
N	Valid	198
	Missing	0
Mean		33.8788
Median		36,0000
Mode		45.00
Std. Deviation		8.56421
Variance		73,346
Skewness		-.337
Std. Error of Skewness		.173
Kurtosis		-.862
Std. Error of Kurtosis		,344
Minimum		9.00
Maximum		45.00
Sum		6708.00

Source: Data Analysis Results, 2024

On variables Promotion of the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni Congregation answer statement complete (Valid) = 198 people and missing (Missing) = 0, and the data obtained is that average value (*Mean*) = 33.8788; mark middle (*Median*) = 36,000; deviation standard obtained (*Standard Deviation*) = 8.56421; amount square all deviation

individual values against the group average (*Variance*) = 73.346; the most value appear (*Mode*) = 45.00; mark highest (*Maximum*) = 45,000 and value lowest (*Minimum*) = 9.00.

4.3. Analysis Multiple Linear Regression

The results of multiple linear regression analysis can be seen in the following table:

Table 8. Results of Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
(Constant)	1,019	,934	
1 Quality Service	0.696	,077	,676
Price	0.203	,091	,199
Promotion	0.077	,080	,076

Source: Data Analysis Results, 2024

The following equation model is obtained based on the analysis results in Table 8.

$$Y = 1,019 + 0,696X_1 + 0,203X_2 + 0,077X_3$$

The model can be explained as follows:

The constant value above is 1.019; this value explains that if the variables Service Quality, Price, and Promotion are considered *Ceteris Paribus*, then the Congregation Satisfaction variable will only increase by 1.019 points.

The beta value of the Service Quality variable is 0.696, which means that if the Service Quality variable is added by 1 point while other factors are considered *Ceteris Paribus*, Congregation Satisfaction will increase by 0.696 points.

The beta value of the Price variable is 0.203; this value means that if the Price variable is added by 1 point while other factors are considered *Ceteris Paribus*, congregational satisfaction will increase by 0.203 points.

The beta value of the Promotion variable is 0.077, which means that if the Promotion variable is added by 1 point while other factors are considered *Ceteris Paribus*, Congregation Satisfaction will increase by 0.077 points.

Simultaneous testing was used to determine the effect of Service Quality, Price and Promotion on Congregation Satisfaction at the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni together. The test results can see in the following table:

Table 9 Model Fit Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12951.201	3	4317.067	461,002	,000 ^a
	Residual	1816,718	194	9,365		
	Total	14767.919	197			

Source: Data Analysis Results, 2024

Based on the table above, values _ significance of 0.000 and smaller than the alpha value of 0.05. So that can said that, in a way, Simultaneous Quality Service, Prices, and Promotions are influential and significant to Congregation Satisfaction with the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni.

Testing Partial was done to determine the influence of Partial Quality Service, Prices and Promotions on Congregation Satisfaction with the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni. Test results can be seen in the following table.

Table 10. Partial Test Results

Model	Q	Sig.
1 (Constant)	1,090	,277
Quality Service	9,075	,000
Price	2,227	,027
Promotion	,963	,337

Source: Data Analysis Results, 2024

Based on the table above, it can be described as follows:

The Influence of Service Quality on Congregation Satisfaction at the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni. The calculated t value is 9.075 and the t table value is 1.653, while the significance value is 0.000 and the alpha value is 0.05. The calculated t value is greater than the t table value, besides that the significance value is smaller than the alpha value. So it can be concluded that H_0 is rejected or there is a positive and significant influence of Service Quality on Congregation Satisfaction at the Hajj and Umrah Travel Bureau Pt. Pandi Kencana Murni.

Effect of Price on Congregation Satisfaction with the Hajj and Umrah Travel Bureau Pt. Pandi Kencana Murni. Calculated t value of 2.227 and the t table value amounted to 1,653, while mark significance of 0.027 and an alpha value of 0.05. The calculated t value is greater than the t table value, besides that the significance value is smaller than the alpha value. So it can be concluded that H_0 is rejected or there is a positive and significant influence of price on congregation satisfaction at the Hajj and Umrah Travel Bureau Pt. Pandi Kencana Murni,

Influence Promotion to Congregation Satisfaction with the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni Calculated a t value of 0.963, and the t table value amounted to 1,653, with a mark significance of 0.337 and an alpha value of 0.05. The calculated t value is smaller than the t table value, and the significance value is greater than the alpha value. So, it can be concluded that H_0 is accepted, and promotion has a positive and insignificant influence on the congregation's satisfaction with the PT Hajj and Umrah Travel Bureau. Pandi Kencana Murni

The Coefficient of Determination analysis results can be seen in the following table.

Table 11. Results of Determination Coefficient Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,936 ^a	,877	,875	3.06015

Source; Data Analysis Results, 2023

From the analysis above, it is visible that the variable quality of service, prices, and promotions influence congregation satisfaction with the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni namely 0.936. Meanwhile, its big number Adjusted R square (r^2) is 0.875, showing the big contribution of variable Quality Service, Prices, and Promotions to Congregation Satisfaction with the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni

That figure means that the variable Quality of Service, Prices, and Promotions can explain the variable Congregation Satisfaction with the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni amounts to 87.5 percent, while other factors explain the remaining 12.5 percent (100 percent – 87.5 percent). In other words, the satisfaction variable that can be explained using the Service Quality, Price and Promotion variables is 87.5 percent and the remaining 12.5 percent is explained by other variables, including the Product Quality, Location, People and Process variables.

4.4. Discussion

4.4.1. Influence Quality Service, Prices, and Promotions to Congregation Satisfaction with Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni

Test result The F test hypothesis shows results that, in a way, together Quality Service, Prices, and Promotions are influential, positive, and significant to the Satisfaction Congregation of the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni, Influence third variable the slotted positive, This gives understanding that Congregation Satisfaction with the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni will increase if variable Quality Service increases, Price accordingly, as well Promotion done in a way periodically,

Research result This is in line with the theory of Lupiyoadi (2021:46) that influencing factors _ Congregation satisfaction is (1) Quality Product (*Quality Product*). The congregation will feel satisfied if the product (goods or services) that they use or use is quality best; (2) Price (*Price*). Determination price used _ For something product, p this is very significant in providing value to the congregation and influencing the product image as well as the congregation's decision to buy; pricing strategy relates with Congregation income and attendance influence offer; (3) Location (*Place*). System delivery will be applied, this is combined between location and decision on channel distribution (way delivery to the congregation and where strategic location); (4) Promotion (*Promotion*). How to promote _ carried out (selection process mix promotion); (5) People (*People*). The quality of the people involved in giving service, contact with selection, training, motivation and HR management, For reach quality best, employee must trained For realize that matter most importantly is give Satisfaction to the Congregation; (6) *Process*, Internal process all general activities _ consists from procedures, schedules work, mechanisms, activities and routine matters, where service

produced and delivered to the Congregation; and (7) Quality Service (*Quality Service*). The level of service that will be given to the Congregation, where the Congregation will be feel satisfied if get the best service or by what was expected,

Research results This is in line with research conducted by Subhan et al. (2023), Muna (2019), and Adhimurti et al. (2022) stated that satisfaction in congregation is determined by Quality Service, Prices, and Promotions; based on the findings results study from variable Congregation Satisfaction regarding the statement. The congregation is interested For use return Because feel satisfied with the guidance performing the Umrah PakemTours Still There is feel No happy as many as 22 respondents (11%) and 1 respondent (1%) said they strongly did not satisfied because of the respondents feel No guided with maximum perhaps by the Pakem Tours Umrah guide at the time carrying out the Umrah pilgrimage. Guiding voice his worship too small and not sound clear by the Umrah pilgrims who were in position behind during tawaf, making it difficult for the Umrah congregation For follow readings spoken by the worship guide; apart from that, also the congregation feel chaplain Pakem Tours Umrah guide too Busy worship themselves, so that the Umrah pilgrims feel not enough accompanied and guided in daily worship they during Umrah.

Findings result study from variable Congregation Satisfaction regarding statement of the congregation will recommend Pakem Tours to other congregations in reality Still There is feel No satisfied as many as 27 respondents (14%) and 1 respondent (1%) said they strongly did not satisfy because the respondents feel in their implementation of the Umrah accept Lots things that don't according to what is conveyed and written in it Pakem Tours Umrah brochure is like the Makkah Hotel it should be 250-300 meters away, in fact the congregation finds the Makkah Hotel 350-500 meters away, Apart from that, it is also written in the Pakem Tours Umrah brochure that the Congregation will get 3 times umrah, will but in reality only Umrah pilgrims only get 2 Umrahs, Therefore _ that's the congregation feel No Want to recommend Pakem Tours to other congregations.

4.4.2. Influence Quality Service to Congregation Satisfaction with Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni

Test results Partially show that Quality Service becomes the decider of Congregation Satisfaction with Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni, Influence the slotted positive and significant; this matter means if Quality Service is improved, then Congregation Satisfaction with Hajj and Umrah Travel Bureau PT. Pure Dating Pandi will the more increase,

Study This is in line with the theory of Lupiyoadi (2021:46) that influencing factors _ Congregation satisfaction include Quality Service (*Quality Service*). Quality Service is all form effort fulfillment of needs and desires of Umrah pilgrims as well as accuracy delivery For balance hope pilgrims, The level of service that will be given to the congregation, where the congregation will feel satisfied if get the best service or per what was expected,

Research results This support results of research conducted by Subhan et al (2023); Handayani (2021); and Songko et al (2021) who found that satisfaction congregation influenced by Quality Service companies, Based on findings results study from variable Quality Service about the statement of the congregation that has been pay off cost departure No collected Again cost addition Still There feel No agree as many as 25 respondents (13%) p That because On several occasions for Umrah departures, hotel prices in Makkah and Medina have experienced an increase so that the congregation requested For add cost different payments _ from previously,

Findings results study from variable Quality Service about congregational statement feel proper implementation of the Umrah pilgrimage time, in fact Still There is feeling No agree as many as 24 respondents (12%) p That because Once Pakem Tours experienced several Umrah departures _ change timetable departure from the proper schedule, _

4.4.3 Influence Price against Congregation Satisfaction with Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni

The test result partially shows that Price becomes a decider of Congregation Satisfaction. Hajj and Umrah travel agency PT. Pandi Kencana Murni influenced the slotted positively and significantly. This means that if the price is right, with the congregation's hopes, congregation satisfaction will increase.

This research results align with the theory of Lupiyoadi (2021:46) that the influencing factor _ Congregation Satisfaction is Price. _ Determination of prices used for something product, p this is very significant in providing value to the congregation and influencing the product image as well as the congregation's decision to buy; pricing strategy relates to Congregation income and attendance influence offer. Price is the money that must be given to pilgrims To obtain service Umrah trip from Pakem Tours.

Research result This supports results research conducted by Muna (2019), which found that There is a price influence _ positive and significant to satisfaction congregation; based on findings results study from the variable Price about statement prices Umrah packages at Pakem Tours are affordable Still There is feel No agree as many as 18 respondents (9%) and 3 respondents (2%) said they strongly disagree agree, p That because the congregation feels Umrah prices at Pakem Tours are more expensive in comparison other competitors provide it Umrah packages with the same facilities,

Findings results study from variable Price about statement price Umrah packages at Pakem Tours below price competitor in fact Still There is feel No agree as many as 20 respondents (10%) and 2 respondents (1%) said they strongly did not agree, p That because several departure of departing Umrah pilgrims together Pakem Tours get price far above _ price competitor,

4.4.3. Influence Promotion to Congregation Satisfaction with Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni

Test result Hypothesis Partial shows that Promotion becomes a decider in a positive and not influential way, and it is not significant to Congregation Satisfaction with Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni, Influence the give understanding that PT promotions are carried out. Pandi Kencana Murni cannot increase Congregation Satisfaction, Although Pakem Tours has already tried to increase Services and Prices as well as Facilities provided _ to the congregation.

Study This No in line with the theory of Lupiyoadi (2021:46) that influencing factors _ Congregation satisfaction includes Promotion (*Promotion*). Promotion is a form communication that informs and influences prospective congregation so interested For do transaction between seller and buyer, and Promotion becomes very important for company good at times product start introduced to society until marketed with the existing product price known by the public, Activity Good and correct promotion _ will can bring profit for company, and vice versa,

Research results This support the results research conducted by Effendi and Chandra (2020), Muliyati et al (2023), who found that Promotion own influence No significant to Congregation Satisfaction, Based on findings results study from variable Promotion about statement Promotion Pakem Tours uses banner, in fact Still There is feel No agree as many as 24 respondents (12%) and 2 respondents (1%) said they strongly disagree agree, p That because Umrah pilgrims feel Pakem Tours are rare do promotion use banner so that many congregants do not know about Pakem Tours.

Findings results study from variable Promotion about statement Pakem Tours advertises on paid social media (IG, Fb). in fact Still There is feel No agree as many as 22 respondents (11%) and 2 respondents (1%) said they strongly did not agree, p that 's because the congregation say that they No Once see and find advertisement paid Pakem Tours on IG and Fb.

5. Conclusion

Based on results research that has been explained in chapter before, then can concluded;

There is a significant influence _ Quality Service, Prices, and Promotions to Satisfaction Congregation of the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni,

There is a significant influence _ Quality Service to Satisfaction Congregation of the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni,

Price has a significant influence on the Satisfaction Congregation of the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni

There is influence or not significant Promotion to Satisfaction Congregation of the Hajj and Umrah Travel Bureau PT. Pandi Kencana Murni

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The Effect of Leadership and Training on Employee Performance through Competency at PT Pertamina Drilling Services Project Sumatera Bagian Selatan

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Abstract

This study aims to determine the effect of leadership and training on employee performance through competency in PT. Pertamina Drilling Services Project South Sumatra. The research type is associated with the variables used: leadership, training, competency, and performance, which are developed into 13 indicators. The population is all employees of PT. Pertamina Drilling Services Project South Sumatra had a total of 532 respondents, of which 130 were taken using probability sampling with a cluster sampling system. The data used is primary data with a questionnaire data collection method and secondary data taken through literature. The analysis technique used by researchers is structural equation modeling (SEM). The results of the study prove that 1) Leadership has a positive and significant effect on competency; 2) Training has a positive and significant effect on competency; 3) Leadership has a positive and insignificant effect on performance; 4) Training has a positive and significant effect on performance; 5) Competency has a positive and significant effect on performance; 6) Leadership has a positive and significant effect on performance through work competency; 7) Training has a positive and significant effect on performance through work competency. Based on the discussion results, it was also proven that competency successfully strengthened the influence of leadership and training on performance.

Keywords: Leadership, Training, Competency

1. Introduction

Human resources are a valuable asset for companies in the current era of globalization. Every company must have effective management to compete with other companies. Good management can increase company effectiveness. A company's effectiveness reaches its peak when it is able to compete efficiently. Work productivity is an essential assessment in achieving the targets that have been set. If employee work productivity remains high and even increases, this will contribute to the company's success in achieving its goals. It is important to note that increasing work productivity is not just the responsibility of one party; This requires mutual cooperation. The way employees feel comfortable at work, the facilities provided, consistency in improving employee performance, and creating a work environment that is like a second home for employees are very important factors in achieving this.

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The measure of a company's success is how the company is able to improve organizational performance, including the performance of employees in the company. The ups and downs of employee performance will depend greatly on various factors, including leadership, job training, and employee work discipline in carrying out all their duties and obligations as well as other important factors.

PT. Pertamina Drilling Services Project Southern Sumatra is a company operating in the field of drilling services, workovers and wellservices, has a working area in the provinces of Lampung, Bengkulu, South Sumatra and Riau which in 2022 will operate 8 (eight) units of drilling rigs, workovers and wellservices with a total of employees of more than 530 personnel with 84 of them being operational supervisors (Rig Superintendent, Toolpusher, Driller, Assistant Driller and Chief Mechanic/Electric) to operate the rigs. 2021 and 2022 are very challenging years for PT's operations. Pertamina Drilling Services Project Southern Sumatra. Based on the final evaluation of 2021 and 2022, it was found that the performance of PT. The Pertamina Drilling Services Project, Southern Sumatra, was stated by the Board of Directors as still below expectations, with actual performance in 2021 and 2022.

There are 3 things about PT's performance. Pertamina Drilling Services Project Southern Sumatra in 2021 and 2022 which are not fulfilled which is a reflection of employee performance as previously determined, namely: (1) Learning hours with a reference value (250 hours/worker) of 100%, that is, the greater the percentage value achieved, the work performance becomes better with a maximum value of 100%. In 2021 and 2022 it will only reach (214 hours/worker) 85.60% and (247 hours/worker) 83%; (2) Timeliness of rig moving with a reference value of 98% of the time agreed in the contract with the customer, that is, the greater the percentage value achieved, the better the work performance with a maximum value of 100%. In 2021 and 2022 it will only reach 78% and 74%; (3) Rig Productivity or rig productivity with a reference value of 66.54%, that is, the greater the percentage value achieved, the better work performance with a maximum value of 100%. In 2021 it will only reach 73.35%. From the Rig Productivity data, it can be seen that the performance related to the targeted productivity has not been achieved

Learning hours are targets set by the company for workers by means of independent learning, participating in knowledge sharing activities, special assignments outside the job description and other things that are for each individual's development. Based on data on learning hours achieved with a reference value (250 hours/worker) of 100%, that is, the greater the percentage value achieved, the better work performance with a maximum value of 100%. In 2021 it will only reach (214 hours/worker) 85.60%. Based on this data, it can be seen that achieving performance targets for learning hours has not been effective.

In its business process, namely renting Drilling Rigs for Oil and Gas, PT Pertamina Drilling Services Indonesia Project Southern Sumatra carries out the process of moving drilling rigs from one drilling well location to another location. Moving equipment requires time, the duration of which is determined in the annual performance agreement. The timeliness of the moving rig is a predetermined time target that must be achieved. Based on data on timeliness of rig moving in 2021 with a reference value of 98% of the time agreed in the contract with the customer, that is, the greater the percentage value achieved, the better the work performance with a maximum value of 100%. In 2021 it only reached 78%, in other words the performance target for rig timeliness was not achieved according to target

Rig productivity refers to how productive an oil or natural gas drilling rig is in carrying out its operations. The higher the rig productivity, the more wells can be completed in less time at

lower costs. In 2021 Rig Productivity or rig productivity with a reference value of 66.54%, that is, the greater the percentage value achieved, the better work performance with a maximum value of 100%. In 2021 it will only reach 73.35%. From the Rig Productivity data, it can be seen that the performance related to the targeted productivity has not been achieved. For more than 12 (twelve) years PT. Pertamina Drilling Services Project Southern Sumatra has established and operates drilling rigs, workovers and well services and is asked to always innovate and remain focused on company performance by paying attention to factors that influence performance, especially the aspects of leadership, competency and training which are almost always a concern in management meeting.

PT employee competency. The Pertamina Drilling Services Project in Southern Sumatra is suspected to be one of the causes of the company's low performance in 2021, namely the discovery that the educational aspects of supervisory positions are very diverse, which of course affects the knowledge and skills of the supervisor. Apart from that, the behavior of employees who are less professional, such as not paying attention or not caring enough about maintenance of operational equipment, lack of planning regarding operational material needs and allowing each team member to work without adequate supervision. Not all employees have knowledge about the company, including the vision, mission, values, goals and organizational structure. Not all employees have adequate knowledge of how company systems function and how their tasks support company goals. Employees still lack understanding of the industry in which the company operates. This includes an understanding of the oil and gas drilling process, applicable rules and regulations, industry trends, and recent developments. This knowledge helps supervisors make good decisions in the context of their industry. Especially in industries such as oil and gas drilling, knowledge of good occupational health and safety practices is essential to prevent accidents and injuries.

The specific technical skills possessed by employees related to their duties as operators of special equipment, software, or technical procedures used in their work are not all adequate. Likewise, strong management skills are very important. This includes the ability to plan, organize, coordinate, and supervise team activities. Not all employees have adequate skills in managing resources efficiently and ensuring that work is completed according to deadlines. In dealing with problems that arise in daily operations, there are still employees who do not have sufficient ability to identify the root of the problem, formulate effective solutions, and implement the necessary changes.

Employee character or disposition plays a key role in team dynamics and productivity in the work environment. It was discovered that there were still some employees who did not pay attention or did not care enough about maintenance of operational equipment, which could result in damage and disruption that could slow down work. This may result in additional costs for repair or replacement of equipment. There are still some employees who do not care about work safety practices in carrying out work which can pose a risk of accidents and injuries for themselves and their co-workers. This can disrupt productivity and result in instability in operations.

Referring to the PT Rig operational supervisor employee database. Pertamina Drilling Services is very diverse, including those with a high school or equivalent educational background, D-3, Strata-1 to Strata-2. Working on a drilling rig is a type of work that has high risk work characteristics both in terms of occupational health, occupational safety and environmental protection. A good Work Procedure System (STK) that prioritizes risk mitigation and working as a team that is set in standard and reviewed periodically will make employees feel safe and

comfortable on duty. It was discovered that several jobs were carried out without reviewing the STK or carried out individually, which has made new employees and high-achieving employees worry about their safety and feel uncomfortable at work because it could endanger themselves as a result of other people's carelessness in their actions.

Leadership at PT. The Pertamina Drilling Services Project in Southern Sumatra is also considered to be one of the factors influencing low performance in 2021. The Rig Unit, whether carried out for drilling services, workovers or well services, is led by a Rig Superintendent who plays a very important role in managing the performance of the Rig and its employees. in achieving company targets. In carrying out operational activities, it is still found that several Rig Superintendents in their leadership have not provided clear input and direction to team members about what is expected of them in carrying out certain tasks or work, including an emphasis on policies, rules, ethics or guidelines that must be followed. Providing guidance on steps to be taken, criteria to be met, or standards to be followed. This is proven by the fact that sometimes work is still being carried out by crews without being equipped with JSA, STK and work permits from management according to the requirements, which of course will affect the company's performance. Apart from that, sometimes leadership is still absent during critical work that requires direct direction and supervision.

There are not many leaders, in this case Rig Superintendent, who have the skills to influence/direct their subordinates, respect the work process, have the confidence and optimism to move forward by making breakthroughs or innovations and become a role model. Innovation or breakthrough is something important for service companies like PT. Pertamina Drilling Services because innovation can be used as a brand and a differentiator between one service company compared to other service companies in the same industry. Innovations or breakthroughs that are often talked about at PT. The Pertamina Drilling Services Project in Southern Sumatra has recently appeared to be getting weaker, this can be seen from the cap

Rig superintendents work 24 hours on a 24 hour basis and back to back, 28 days on duty and 28 days off duty, which means that one Rig unit must have 2 Rig Superintendents as definitive leaders. In 2022, it was found that not all Rigs had two complete Rig Superintendents, resulting in irregular rotation of on-duty schedules and situationally, organization and problem solving planning became inconsistent on these Rigs. This irregularity allegedly makes it difficult for the crew/followers to accept the presence of changing superiors because there is concern that their career will not change and there is a delay in promotion for them, where it is not uncommon to find several crew members who are still stagnant in the same position even though they have served the company for more than ten years. .

In carrying out his duties as a leader, the Rig Superintendent is also required to be able to maintain or in other words maintain and ensure that the team structure and infrastructure continues to support the company's performance. A leader who maintains a team structure ensures the organization and management of roles within the team so that they are effective and efficient in achieving goals. Leaders who maintain a team's infrastructure ensure that all the tools, technology, resources, and equipment needed by the team are operating properly. The irregularity of the Rig Superintendent's on duty schedule has made the concept of equipment/infrastructure maintenance not work well because each person's perspective is sometimes different in prioritizing due to different backgrounds, so that when funds are limited, some equipment/infrastructure is not ready for use. just in time. The irregularity of the Rig Superintendent's on-duty schedule which causes the leader to be indefinite, coupled with the educational background, knowledge and management skills of a Rig Superintendent, is

suspected to be an obstacle in organizing and managing roles within the team so that they are effective and efficient in achieving the performance goals expected by the company.

Apart from leadership, employee training at PT. It is suspected that the Pertamina Drilling Services Project in Southern Sumatra is also experiencing problems that are affecting performance. Problems with employee training that occur include the lack of training materials related to operational activities, training participants are still very limited for each training material (operations, maintenance, HSE, etc.) and training methods (online methods) are sometimes not very effective.

Supervisors who have participated in the Upskilling program in the HSSE field are 84 people (100% of the number of supervisory employees), while upskilling in the Operation field is 17 people (20% of the number of supervisors) and upskilling in the administrative field is 12 people (15% of the number of supervisors). It is indicated that the small number of training participants has created an uneven understanding of problem solving at the supervisory level, both in terms of speed and accuracy of resolution, which ultimately affects performance such as rig moving and the realization of learning hours.

The training material which is still limited in the form of HSSE training, operations and administration is also allegedly still inadequate to increase the knowledge and skills of supervisors in supporting employee performance. Other training materials are still needed such as training on equipment maintenance, leadership training, communication training and so on in accordance with the company training matrix required by the company. Investing sufficient time and resources in the development of good training materials is an important step to improving employee performance and achieving company goals. Quality training materials can help employees develop the knowledge and skills they need to succeed in their jobs

Online training methods sometimes become a number of obstacles for employees for various reasons, such as locations in remote areas where internet facilities are sometimes not available or even signal coverage from telecommunication providers is not available. Training materials and instructors are still very limited, which is a problem that greatly affects employee performance.

Based on the performance phenomenon that occurs at PT. Pertamina Drilling Services Project Southern Sumatra and gap research related to previous research, the author feels interested in conducting further research entitled The Influence of Leadership and Training on Employee Performance Through Competency at PT. Pertamina Drilling Services Project Southern Sumatra.

2. Literature Review

In the definition of performance from experts, it is known that work performance or achievement is the work results achieved by a person in carrying out the tasks assigned to him which are based on skill, experience, sincerity and on time. Yuniarti et al. (2021), stated that employee performance is the achievements achieved by a person or group based on authority and responsibility, their responsibilities are in line with organizational goals efficiently and effectively. The form of performance can be seen from the level of work performance in the form of work results, abilities and acceptance of the clarity of task delegation and interests of a worker.

Performance is a person's ability to utilize the resources they have to achieve work results both in quality and quantity, in accordance with the responsibilities given. Good performance is performance that follows procedures or procedures according to established standards

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(Komang, 2021). Performance is the work result that can be achieved by a person or group of people in a company in accordance with their respective authority and responsibilities in an effort to achieve company goals legally, does not violate the law and does not conflict with morals or ethics. In other words, performance is the result of work that can be achieved by employees, both individuals and groups in an organization, in accordance with the authority and responsibility given by the organization in an effort to achieve the vision, mission and goals of the organization concerned by including ability, perseverance, independence, ability to overcome problems according to the time limit given legally, do not violate the law and are in accordance with morals and ethics (Busro, 2018).

One of the factors that influences performance is competence. Armstrong (2021) stated: "The term 'competency' focuses on someone's personal attributes or inputs. They can be defined as the behaviours, knowledge and skills that individuals need to perform effectively at work." Referring to this quote, the term competency focuses on the attributes of an individual. Competency can be defined as including the behavior, knowledge and skills that an individual needs to do a job effectively. Competency is a collection of behaviors and skills that describe superior performance in a particular context. Or in other words, HR competency is the main characteristic of each individual that enables him or her to produce effective and superior performance or not, which can be measured through agreed standards and improved through activities in well-implemented training and development programs. at general, national or international level (Yuniarti et al., 2021). Wirawan in Rino (2020) conveys that performance is a function of competence, attitudes and actions, which means that competence is one of the factors that will influence performance. Spencer & Spencer in Sudarmanto (2020) stated that competence is a basic characteristic of individual behavior that is related to effective reference criteria and/or superior performance in work or in certain situations. The competencies possessed by employees in an organization, whether knowledge, skills, education, will influence the performance of the organization itself. The higher the level of education, knowledge or skills possessed by employees in an organization, logically the higher the performance produced.

Several studies have been carried out regarding the influence of competence on performance, conducted by Sandy et al. (2020), who revealed that in their research results, competence has a significant effect on performance. Research conducted by Ataunur & Ariyanto (2015) examined the influence between competence and performance and concluded that competence had a positive and significant effect on performance. However, there is research with different results (gap research) between competency and performance as conducted by Hidayat (2021) regarding the influence of competency on employee performance, showing that there is an insignificant influence between competency on employee performance.

Another factor that influences performance is leadership. According to Hasibuan (2022), theoretically, leadership is very important in management, because leadership means the management process will run well and employees will be enthusiastic in carrying out their duties. The success of an organization cannot be separated from the quality of its leaders, because a quality leader is able to utilize existing resources within the company, has the ability to direct the activities of the subordinates he leads, anticipates all changes that occur suddenly and can correct all existing weaknesses, able to bring the organization to the agreed goals within the specified time period (Hasibuan, 2022).

Leadership is the process by which an individual influences other group members toward achieving group or organizational goals (Torrington et al., 2022). Leadership is an ability or

strength within a person to lead and influence other people in terms of work, where the aim is to achieve predetermined targets (goals) (Hutahean, 2021). Silva in Tjiptadi et al. (2021) defines leadership as an interaction process that occurs when, in a certain context, several people accept someone as their leader to achieve a common goal. Leadership is a process that must exist and needs to be held in every organization. Leadership is an ability that a person has to influence and direct the activities of a group in carrying out its duties and obligations to achieve a common vision or goal (Armstrong 2021). Wirawan in Rino (2020) states that there are 3 factors that influence performance, namely individual factors (ability, skills, background, family, work experience, social level), psychological factors (perception, role, attitude, personality, motivation) and organizational factors. (job design, leadership, reward systems). Hemphill & Coons in Rino (2020) defines leadership as individual behavior that directs group activities to achieve common goals.

Several studies conducted by Makmur et al. (2022) regarding the influence between leadership and performance found that leadership had a significant effect on performance. Research conducted by Indahsari (2023) examined the influence between leadership and performance and concluded that competence had a positive and significant effect on performance. However, there is research with different results (gap research) between leadership variables and performance as conducted by Nababan (2019) regarding the influence of leadership on performance, stated that leadership partially but not significantly influences performance.

Leadership also influences competence, based on Situational Theory or Situational Leadership which was first developed by Hersey and Blanchard in 1969 and has undergone several refinements since its initial development. In this leadership theory, leadership consists of two main dimensions: directive behavior and supportive behavior, and both must be applied appropriately in specific situations. To determine what is needed in a particular situation, leaders must evaluate their followers and assess how competent and committed those followers are to achieving certain goals. Based on the assumption that followers' skills and motivation change over time, Blanchard's model proposes that leaders must change the extent to which they are directive or supportive to meet the changing needs of followers. This theory emphasizes that leadership must be adapted to the situation and the individual's level of development or competence. This means that a leader must adapt their leadership style (either more directive or more supportive) based on the individual's level of competence in a given situation. By supporting individual development, a leader can influence and increase the competence of his members (Northouse, 2022).

Research conducted by Jamsari et al. (2019) regarding the influence between leadership and competence found that leadership had a significant effect on competence. Meanwhile, research conducted by Arifin et al (2022) regarding the influence between leadership and competence found that leadership had a significant effect on competence. However, there is research with different results (gap research) between leadership and competency variables, as conducted by Syakir et al. (2015) regarding the influence of leadership on competency, stating that leadership has an influence but is not significant on competency.

Apart from competence and leadership, another factor that influences performance is training. According to Hasibuan (2022), training is a short-term educational process that uses systematic and organized procedures in which non-managerial employees learn technical knowledge and skills for limited purposes. Gede (2020) defines that training is an activity process that involves developing the knowledge, attitudes and skills of a person or group of people to achieve organizational goals. The learning process to achieve a change or attain specific technical skills.

Usually short term and mostly carried out on the job.

The development of technology and information means that every organization is forced to look for ways so that their business can survive amidst increasingly fierce competition. Organizational performance is an important focus for entrepreneurs and some entrepreneurs realize that success in facing these developments does not only depend on the resources they have but also from the skills and abilities of their employees. Skills and expertise that must be possessed to improve their performance, so investment is needed in employee development programs through training (Yuniarti et al., 2021). According to Nitisemito in Yuniarti et al. (2021), training is defined as an activity of a company that has the aim of increasing competence or, in other words, improving and developing the attitudes, behavior, skills, and knowledge of employees, following the wishes of the company concerned.

Several other studies conducted by Khoirurrahman et al. (2022) regarding the influence of training on employee competency at PT Daya Artha Mulia found that training had a positive and significant effect on employee competency. Research conducted by Pramutia et al (2023) examined the effect of training on competence and concluded that training variables had a positive and significant effect on competence. However, there are different research results (gap research) as conducted by Wisastra et al. (2016) regarding the effect of training on employee competency and it was found that training does not have a significant effect on employee performance.

Apart from influencing competence, training also influences performance. Blumberg and Pringle in Armstrong (2021) put forward a performance formula that emphasizes the importance of organizational context in achieving good performance ($\text{Performance (P)} = \text{Individual Attribute (A)} \times \text{Work Effort (E)} \times \text{Organizational Support (S)}$). In this context, "formula" refers to the approach or concept used to understand and manage individual or group performance in an organization. Individual/employee performance is influenced by three factors, namely (1) individual ability, consisting of talents, interests, personality factors, and physical factors. (2) effort (effort expended), consisting of motivation, work ethics, job design, and work appearance. (3). Encouragement (support), consisting of training, equipment, understood organizational expectations, and work group productivity. Based on this theory, it can be seen that training is one of the factors that influences performance.

Research conducted by Setiawan et al. (2021) regarding the effect of training on employee performance at PT SPC Cikarang found that training had a positive and significant effect on employee performance. As for research conducted by Hasanah & Markus (2023) regarding the influence of training on employee performance, it was found that training had a positive and significant effect on employee performance. However, there are different research results (gap research) as conducted by Keka (2021) regarding the effect of training on employee performance and it was found that training has no significant effect on employee performance.

3. Research Method

The research method used by the author is an associative method which is used to explain and determine the relationship between the independent variable competence (X1), the independent variable leadership (X2) with the dependent variable performance (Y2) and the intervening variable motivation (Y1). The performance indicators are effectiveness, timeliness and productivity. Competency indicators are knowledge, skills and character. Leadership indicators are advising, innovating, promoting and nurturing. Training indicators are participants, materials and methods.

In this research the author used a population of PT employees. Pertamina Drilling Services Project Southern Sumatra, totaling 532 personnel. In this research the author will use a sample size based on the number of indicators in all variables multiplied by 10 in the hope that it is sufficient to represent the population that will be used in the structural equation model (Structural Equation Model). Considering that there are 13 indicators in the variables, the total number of samples to be taken is $13 \times 10 = 130$ samples and based on the distribution above the number of samples is rounded up to 130 samples. Cluster sampling was chosen by the author due to the heterogeneous nature of the sample group and was located in each different Rig unit (clustered). In this research the author will use a questionnaire method which will be distributed to a predetermined sample size. The questionnaire method was chosen by the author because the sample size was quite large. The author considered it easier and faster to analyze the data when compared to the interview method.

The data analysis technique used by the author is structural equation modeling (SEM). SEM modeling is a further development of path analysis, in the SEM method the causal relationship between exogenous variables and endogenous variables can be determined more completely. By using SEM, not only causal relationships (direct and indirect) on observed variables or constructs can be detected, but also the magnitude of the components that contribute to the formation of the construct can be determined.

4. Findings and Discussions

4.1 Validitas Convergen Test

At this stage, there are two value criteria that will be evaluated, namely the loading factor value and the average variance inflation factor (AVE) value.

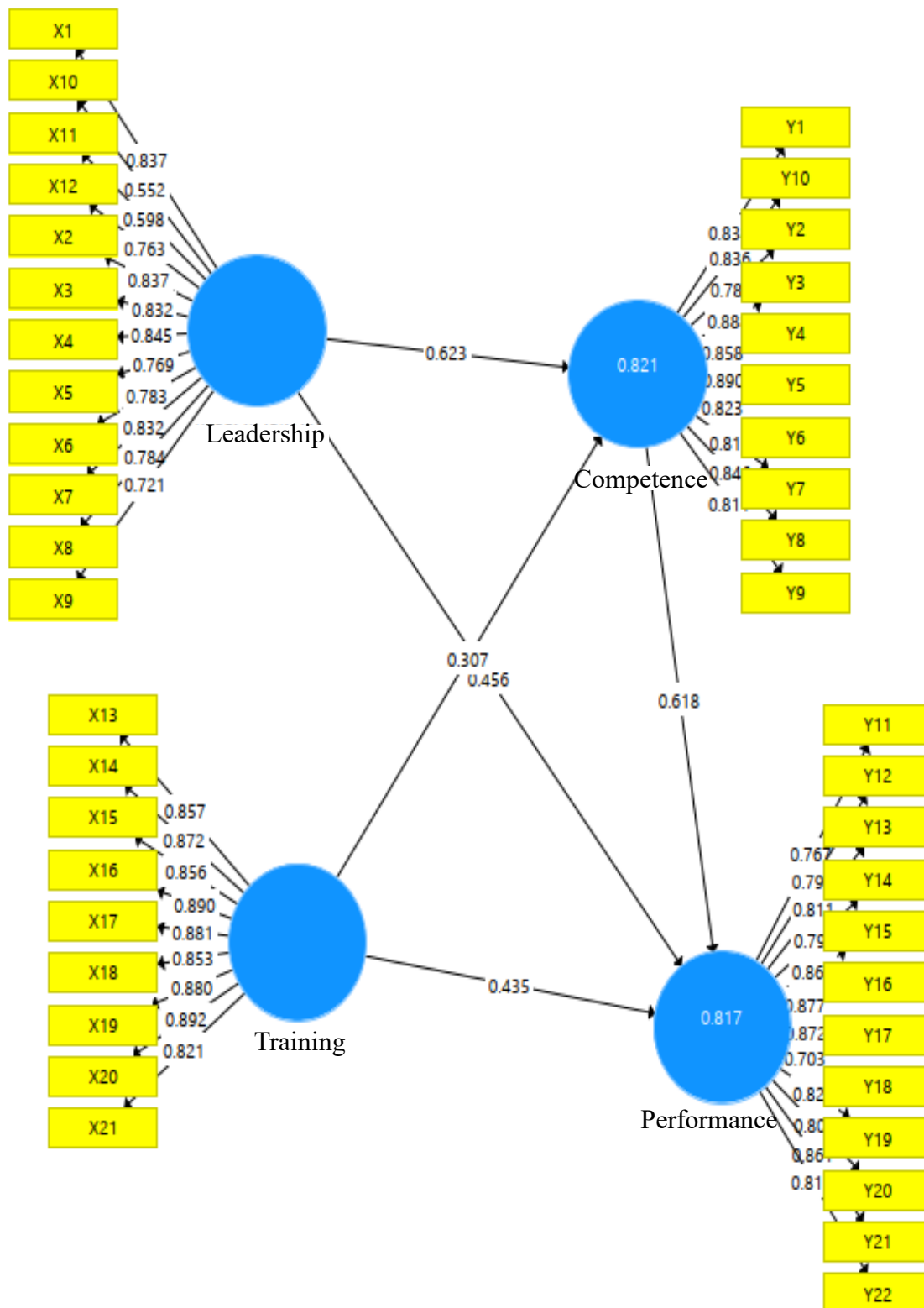


Figure 1. Loading Factor Value

Table 1. Loading Factor, Average Variance Extracted (AVE), Cronbach's Alpha, and Composite Reliability Value

Variabel	Indikator	Loading Factor	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
Kepemimpinan	X1	0.837	0.590	0.936	0.945
	X2	0.837			
	X3	0.832			
	X4	0.845			
	X5	0.769			
	X6	0.783			
	X7	0.832			
	X8	0.784			
	X9	0.721			
	X10	0.552			
	X11	0.598			
	X12	0.763			
Pelatihan	X13	0.857	0.752	0.959	0.965
	X14	0.872			
	X15	0.856			
	X16	0.890			
	X17	0.881			
	X18	0.853			
	X19	0.880			
	X20	0.892			
	X21	0.821			
Kompetensi	Y1	0.834	0.704	0.954	0.960
	Y2	0.787			
	Y3	0.888			
	Y4	0.858			
	Y5	0.890			
	Y6	0.823			
	Y7	0.810			
	Y8	0.846			
	Y9	0.811			
	Y10	0.836			
Kinerja	Y11	0.767	0.667	0.954	0.956
	Y12	0.790			
	Y13	0.811			
	Y14	0.796			
	Y15	0.860			
	Y16	0.877			
	Y17	0.872			
	Y18	0.703			
	Y19	0.826			
	Y20	0.804			
	Y21	0.861			
	Y22	0.815			

Based on the output of loading factor values for the performance variable with 12 measurement indicators, the competency variable with 10 measurement indicators and the Training variable with 9 measurement indicators, it was found that the loading factor value was above 0.60. Furthermore, for the leadership variable with 12 measurement indicators, it was found that 10 indicators had loading values. factors above 0.60 and there are 2 measurement indicators that have factor loading values below 0.60, namely indicator X10 = 0.552 and indicator the following

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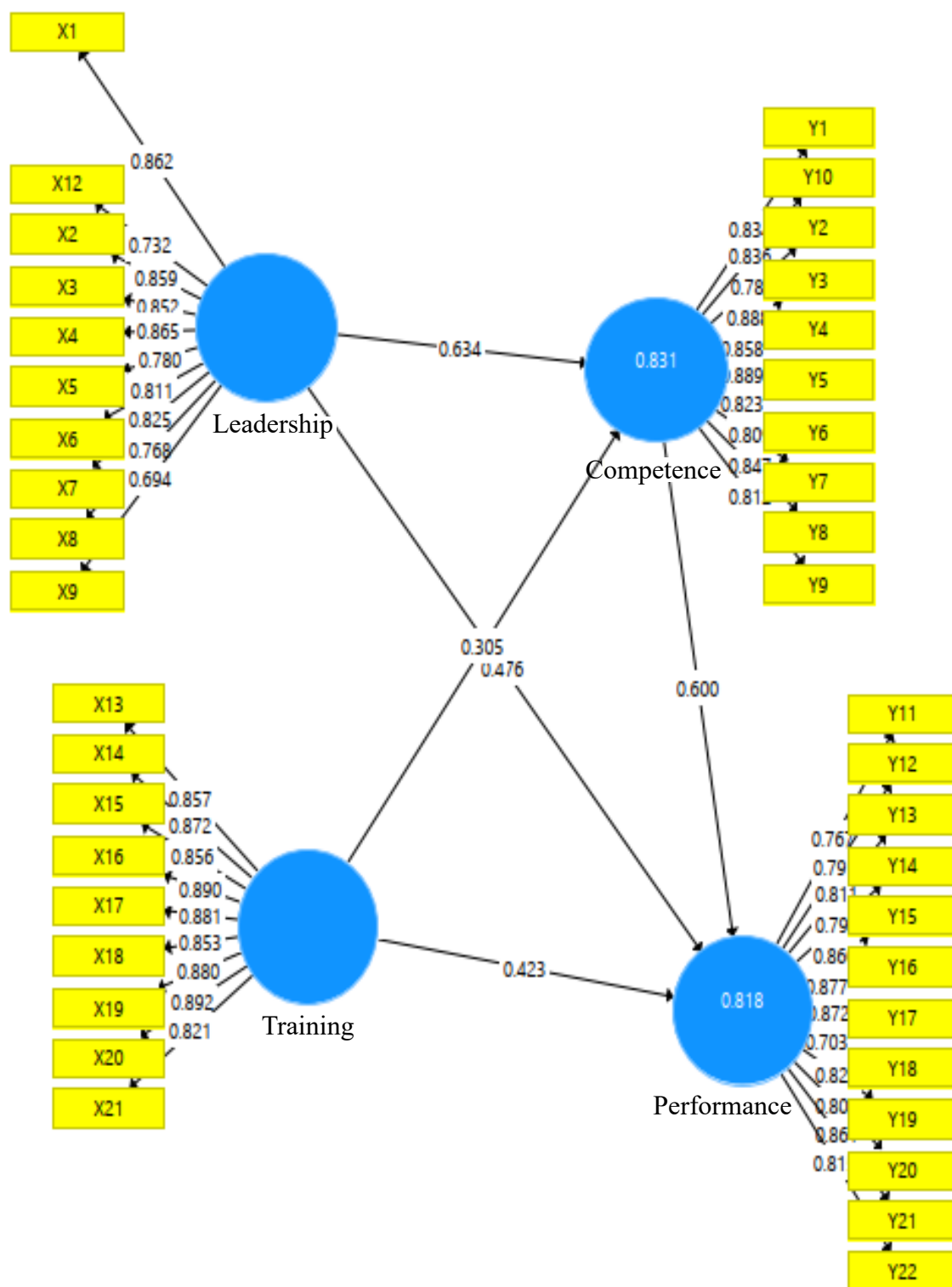


Figure 3. Outer Model

4.2 Construct Reliability Test

The results of construct reliability testing can be seen in the following table

Table 2. Construct Reliability

	Cronbach's Alpha	Composite Reliability
Leadership	0,940	0,949
Performance	0,954	0,960
Competency	0,953	0,960
Training	0,959	0,965

Based on the results of the construct reliability test above, data was obtained that the Composite Reliability (CR) value for each variable was greater when compared to the value of 0.7. So it can be concluded that all distributed variables are reliable and can be used as data collection tools.

4.3 Hypothesis Test

Based on the SEM results, it can be seen that: (1) The calculated t value (7.774) > t table value (1.657). Apart from that, the significance value is $0.000 < 0.05$ so it can be concluded that there is a positive and significant influence of leadership on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra; (2) Calculated t value (3.478) > t table value (1.657). Apart from that, the significance value is $0.001 < 0.05$ so it can be concluded that there is a positive and significant influence of training on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra; (3) The calculated t value (1.013) < t table value (1.657). Apart from that, the significance value is $0.311 > 0.05$ so it can be concluded that there is a positive and insignificant influence of leadership on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra; (4) The calculated t value (2.301) > t table value (1.657). In addition, the significance value is $0.001 < 0.05$ so it can be concluded that there is a positive and significant influence of training on the performance of employees of PT Pertamina Drilling Services Project Southern Sumatra; (5) The calculated t value is (5.020) > t table value of (1.657). In addition, the significance value is $0.000 < 0.05$ so it can be concluded that there is a positive and significant influence of competence on the performance of employees of PT. Pertamina Drilling Services Project Sumatra Section South

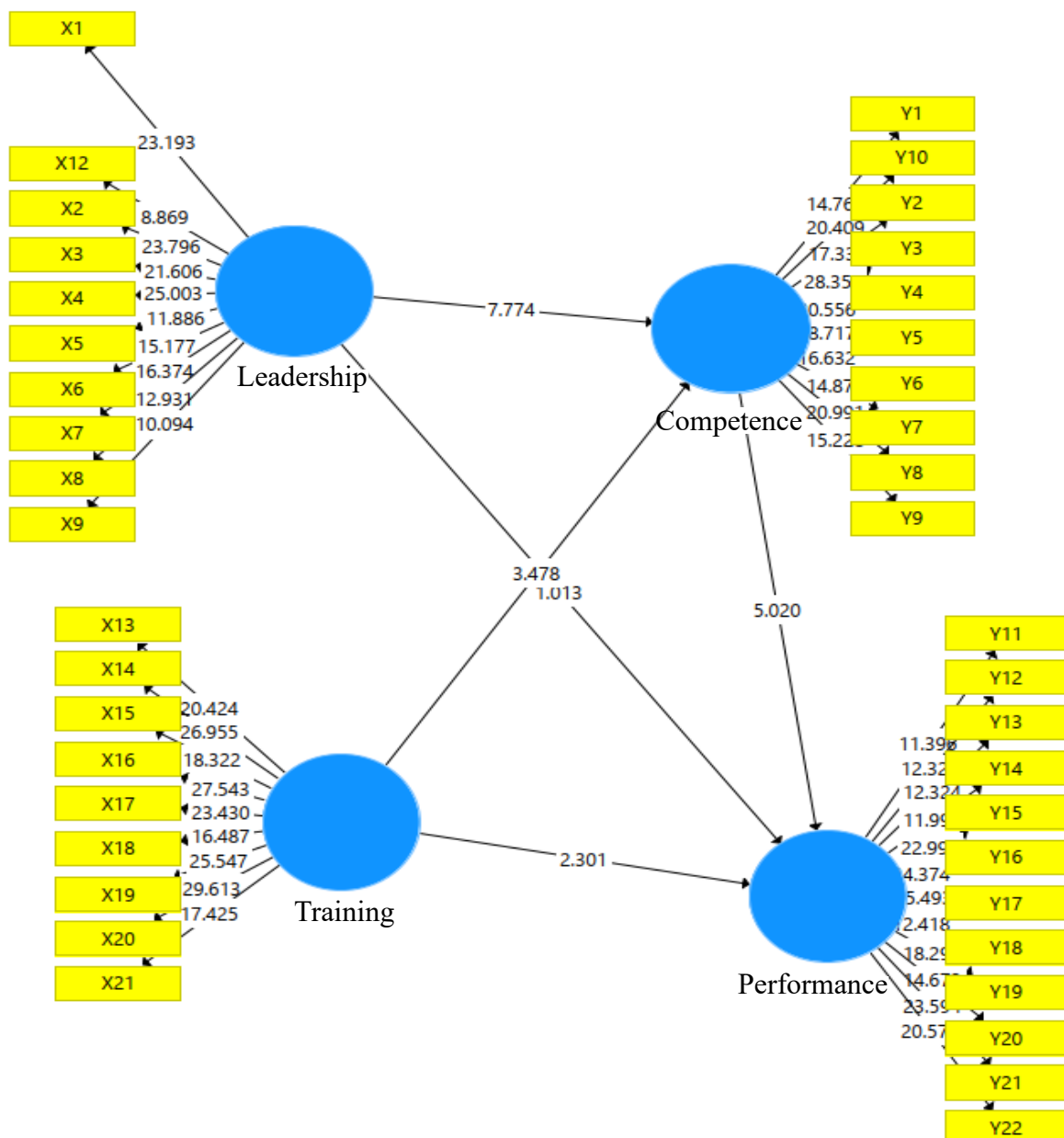


Figure 4. Hypothesis Test

4.4 Goodness of Fit Test

The Goodness of Fit Index (Gof Index) is an evaluation of the entire model which is an evaluation of the measurement model and structural model. This GoF index can only be calculated from reflective measurements, namely the root of multiplying the geometric average communality by the average R square. According to Wetzels et al (2009) in Yamin (2022), the interpretation of the GoF index values is 0.1 (low GoF), 0.25 (medium GoF) and 0.36 (high GoF). The calculation results show that the GoF model value is 0.75, including the high GoF category. Empirical data is able to explain measurement models and measurement models with a high degree of suitability.

Table 3. Goodness of Fit Index

Average Communality	Average square	R	GoF Index
0,691	0,824	0,75	

4.5 Discussion

The influence of leadership on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the analysis show that leadership partially influences the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra, namely 63.4%. Meanwhile, from the results of the hypothesis analysis, it is proven that leadership has a positive and significant effect on the work competence of PT employees. Pertamina Drilling Service Project Southern Sumatra. This influence identifies that if leadership improves or becomes better, then employee work competence will increase. Leadership is measured based on the indicators of advising, innovating, promoting and nurturing. Meanwhile, competency is measured based on knowledge, skills and character. These results are in line with Balanchard's opinion in Northouse (2022) which states that employee competence is influenced by leadership. A leadership style that supports, motivates and provides clear direction can help employees develop effectively. On the other hand, if leadership is ineffective or unsupportive it can hinder the development of employee competence. The results of this research are in line with research conducted by Kuncoro (2021) which found that leadership has a significant influence on competence. The research results are different from the results of research conducted by Syakir et al. (2015) which found that leadership had an influence but not a significant impact on competence. The causal factor related to the difference in the results of research conducted by researchers and research conducted by Syakir et al. (2015) above is based on several factors, namely, the number of respondents in Syakir et al. (2015) research was less, amounting to 105 respondents, whereas in this study there were 135 respondents. Syakir et al. (2015) used sampling while the research used cluster sampling (sample area). The data analysis method of Syakir et al. (2015) uses a data analysis method, namely multiple linear regression, while the research uses Structural Equation Modeling (SEM).

The influence of training on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the analysis found that partially the influence of training on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra is 30.5%. Meanwhile, hypothesis testing proved that partially training had a positive and significant influence on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra. These results identify that if training increases it will directly increase employee competency. Training is measured based on indicators of participants, materials and methods. Meanwhile, competency is measured based on knowledge, skills and character. These results are in line with Balanchard's opinion in Northouse (2022) which states that one of the factors that influences employee competency is training. Training is a company's effort to develop employee competency through developing skills, knowledge and attitudes that are very necessary at work. This research is in line with the results of research conducted by Salsabila et al. (2023) and Khoirurrahman et al. (2022) which stated that training has a positive and significant impact on employee competence. However, these results are different from research conducted by Wisastra et al (2016) regarding the effect of training on

employee competence and it was found that training did not have a significant effect on employee competence. The causal factor related to the difference in the results of the research conducted by researchers and the research conducted by Wisastra et al. (2016) above is based on several factors, namely, the number of respondents in Wisastra et al. (2016)'s research was more, namely 192 respondents while in this study there were 130 respondents. Wisastra et al. (2016) used simple random sampling while the research used cluster sampling (sample area). Wisastra et al. (2016) use a data analysis method, namely multiple linear regression, while the research uses Structural Equation Modeling (SEM).

The influence of leadership on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the analysis show that the magnitude of the partial influence of leadership on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra is 9.5%. Meanwhile, based on hypothesis testing, it proves that leadership directly has a positive and insignificant influence on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. These results provide an understanding that changes to leadership, whether increasing or decreasing, cannot change employee performance significantly. In this regard, leadership is measured based on the indicators of advising, innovating, promoting and nurturing. Meanwhile, employee performance is measured using indicators of effectiveness, timeliness and productivity. These results are in line with Harrison's opinion in Armstrong (2021:433) which states that there are four factors that can influence performance, one of which is the organization. Organizational factors play a very important role in creating employee performance, organizational factors include leadership style, organizational culture, and so on. The results of this research are in line with the results of Nababan (2020) who stated that leadership has a positive and insignificant influence on employee performance. This is different from the results of research conducted by Mokorimban (2023) which found that leadership had a positive and significant effect on employee performance. The causal factor related to the difference in the results of the research conducted by the researcher and the research conducted by Mokorimban (2023) above is based on several factors, namely, the number of respondents in the research by Mokorimban (2023) was less, namely 78 respondents, whereas in this study the number was 135 respondents. Mokorimban (2023) took samples using nonprobability sampling or saturated sampling, while the research used cluster sampling (sample area). The data analysis method of Mokorimban (2023) uses a data analysis method, namely multiple linear regression, while the research uses Structural Equation Modeling (SEM).

The effect of training on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the partial analysis show that the magnitude of the influence of training on the performance of PT employees. Pertamina Drilling Service Project Southern Sumatra is 24.1%. Meanwhile, hypothesis testing proves that training directly has a positive and significant effect on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. This means that if employee training is improved, employee performance will also increase. Training is measured based on indicators of participants, materials and methods. Meanwhile, employee performance is measured using indicators of effectiveness, timeliness and productivity. These results are in line with the opinion of Harrison (2020:433) who states that one of the factors that influences employee performance is the individual manager factor. This factor includes the role of managers in ongoing support to individuals as well as acting as an example, coach and driver regarding individual performance. The results of this research are in line with research conducted by Khairunnisa et al. (2023), which found that training had a positive and significant effect on employee performance. In contrast to other

research, it was found by Keka et al. (2021) regarding the effect of training on employee performance and it was found that training had no significant effect on employee performance. The causal factor related to the difference in the results of the research conducted by researchers and the research conducted by Keka et al. (2021) above is based on several factors, namely, the number of respondents in the research by Keka et al. (2021) was less, namely 45 respondents, whereas in This research consisted of 135 respondents. Keka et al. (2021) used saturated sampling, while the research used cluster sampling (sample area). Keka et al. (2021) data analysis method uses a data analysis method, namely multiple linear regression, while the research uses Structural Equation Modeling (SEM).

The influence of work competency on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the partial analysis show that the magnitude of the influence of work competency on the performance of PT employees. Pertamina Drilling Service Project Southern Sumatra is 60%. Meanwhile, based on hypothesis testing, it is proven that work competency directly has a positive and significant effect on the performance of PT employees. Pertamina Drilling Services Project, South Sumatra. The results of this research mean that if employee competence increases, it can directly improve employee performance. Likewise, if employee competency decreases, employee performance will decrease. These results are in line with Harrison's opinion in Armstrong (2021:433) which states that factors that can influence performance are individual factors. These factors include the level of competence, motivation, support and incentives. The results of this research are in line with the results of research conducted by Hanifa (2022) which found that competence has a positive and significant effect on performance. Apart from that, Purwaningsih (2017) also found that competence has a positive and significant effect on performance. In contrast to other research, it was found by Hidayat (2021) regarding the influence of competence on employee performance and it was found that competence had no significant effect on employee performance. The causal factor related to the difference in the results of the research conducted by the researcher and the research conducted by Hidayat (2021) above is based on several factors, namely, the number of respondents in the research by Hidayat (2021) was less, namely 80 respondents, whereas in this study there were 135 respondents. Hidayat (2021) used saturated sampling while the research used cluster sampling (sample area). Hidayat's (2021) data analysis method uses a data analysis method, namely multiple linear regression, while the research uses Structural Equation Modeling (SEM).

The influence of leadership on performance through the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the indirect analysis show that the magnitude of the indirect influence of leadership on performance through employee work competency is 38.1%. Meanwhile, the results of hypothesis testing prove that leadership indirectly has a significant positive effect on employee performance through employee competency at PT. Pertamina Drilling Services Project Southern Sumatra. Indirectly, competence is able to mediate the influence of leadership on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. When viewed from the results of the analysis, the role of mediation in this influence is included in the full mediation category. This means that efforts to improve employee performance can be made if employee competence is improved and leadership is also improved. These results are in line with Balanchard's opinion in Norhouse (2022) which states that one of the factors that can influence employee competence is leadership. Meanwhile, in relation to performance, Harrison in Armstrong (2021:433) believes that the factors that can influence performance are organizational factors and individual factors, which include leadership and competence. The results of this research

are in line with research conducted by Kuncoro (2021) which states that leadership has a positive and significant effect on employee performance, mediated by employee competence. This is different from other research, which was found by Widodo Ismanto et al (2021) regarding the influence of leadership on employee performance through employee competency and it was found that there was an insignificant influence between leadership on employee performance through employee competency. The causal factor related to the difference in the results of the research conducted by researchers and the research conducted by Ismanto et al. (2021) above is based on several factors, namely, the number of respondents in the research by Ismanto et al. (2021) was less, namely 101 respondents, whereas in this study totaling 135 respondents. Ismanto et al. (2021) used census sampling techniques, while the research used cluster sampling (sample area). The data analysis method of Ismanto et al (2021) uses a data analysis method, namely multiple linear regression, while the research uses Structural Equation Modeling (SEM).

The influence of training on performance through the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra. The results of the indirect analysis show that the magnitude of the indirect influence of training on performance through employee work competency is 18.3%. Meanwhile, the results of hypothesis testing prove that competence can indirectly mediate the influence of training on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. When viewed from the results of the analysis, the role of mediation in this influence is included in the part mediation category. This means that efforts to improve employee performance can be done through increasing employee competency and employee training. However, companies can also make direct improvements to one of the variables, competency or training. These results are in line with Balanchard's opinion in Norhouse (2022) which states that one of the factors that can influence employee competence is training. Meanwhile, Harrison (2020:433) states that one of the factors that influences employee performance is the individual manager factor. This factor includes the role of managers in providing ongoing support to individuals as well as acting as an example, coach and driver regarding individual performance. The results of this research are in line with research conducted by Kuncoro (2021) which states that training has a positive and significant effect on employee performance, mediated by employee competence. This is different from other research, which was found by Asep (2020) regarding the influence of training on employee performance through employee competency and it was found that there was an insignificant effect between training on employee performance through employee competency. The causal factor related to the difference in the results of the research conducted by the researcher and the research conducted by Asep (2020) above is based on several factors, namely, the number of respondents in the research by Asep (2020) was less, namely 106 respondents, whereas in this study there were 135 respondents. Asep (2020) sampling technique, namely the entire population is sampled, while the research uses cluster sampling (sample area).

5. Conclusion

Based on the research results, it can be concluded as follows: (1) There is a positive and significant influence of leadership on the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra; (2) There is a positive and significant influence of training on the competence of PT employees. Pertamina Drilling Services Project Southern Sumatra; (3) There is a positive and insignificant influence of leadership on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. Indirectly, leadership has a significant effect on performance through employee competence. The role of mediation

in this influence is full mediating; (4) There is a positive and significant influence of training on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. Indirectly, training has a significant effect on performance through employee competency. The role of mediation in this influence is the mediating part. (5) There is a positive and significant influence of competence on the performance of PT employees. Pertamina Drilling Services Project Southern Sumatra. (6) There is a positive and significant influence of leadership on performance through the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra. (7) There is a positive and significant influence of training on performance through the work competence of PT employees. Pertamina Drilling Services Project Southern Sumatra.

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Impact of Transformational Leadership and Job Resources on Turnover Intention Mediated by Work Engagement (Case Study BUMN Banking Employees)

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Abstract

Turnover Intention is a problem that is always faced by every company and becomes a problem that is never resolved—the need for good and proper control so that the company's performance is maintained. The purpose of this study was to determine the effect of transformational leadership and job resources on turnover intention mediated by work engagement in employees who work in state-owned banks. Quantitative research was used with sampling techniques namely purposive sampling. The number of samples used was 205 state-owned banking employees. The data analysis technique was used the SEM-PLS analysis method. Based on the results it was found that transformational leadership and job resources affect work engagement, but do not affect turnover intention. Work engagement can mediate the impact between transformational leadership and turnover intention. Likewise, work engagement can mediate the impact between job resources and turnover intention.

Keywords: Job Resources, Transformational Leadership, Turnover Intention, Work Engagement.

1. Introduction

Turnover Intention is a problem that's always faced by every company. This problem always arises and becomes a phenomenon that's never been completed. Every company must face problem turnover Intention, including BUMN Banking. The data states that, in the period from 2020 to 2022, it is known that there have been incidents of resignation by several employees for various reasons. Following the information and depth interview that percentage voluntary Turnover employees in one of the BUMN Banking periods tend to increase from 2.68% in 2020 to 3,01% in 2021, so companies need to pay attention to managing the number of employees leaving the company to minimize the increase voluntary Turnover rate at the company.

Based on the explanation put forward by Stephen (2015), the concept of turnover intention can be interpreted as a sense of quitting or moving from work to employee to get a better career. Every employee has their reasons for deciding to move or leave an organization, so what needs to be examined are the triggering factors of Turnover Intention to company employees.

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Following the ideas expressed by Pillai (2013), there are several types of leadership styles, one of which is transformational Leadership is a principled leadership style by motivating its members and working together will be better in achieving performance and exceed expectations. In several studies, it is known that transformational Leadership is one of several factors that can impact its occurrence Turnover Intention. Furthermore, based on research by Sobaih et al. (2022) it is known that there is an impact exerted by transformational Leadership for the occurrence Turnover Intention within an employee.

Variable Job Resources be another influencing factor in Turnover Intention. Bakker and Demerouti (2014) stated Job Resources have a close relationship with many things that have the potential to encourage an employee, thus it can have a positive impact on the results obtained, namely for example increasing employee job satisfaction and employee engagement with their work. Job Resources This can include several things, such as wages earned by employees, clarity of roles and tasks, employee empowerment, feedback, and autonomy at work, and can be in the form of support from superiors. Park et al. (2021) in his research found a finding, namely the impact exerted by Job Resources above turnover Intention that happens in a company.

For companies where employees are engaged very profitable for the company. According to Katou et al. (2021), the concept of work Engagement can be interpreted as positive feelings, motivation, and work which is marked by the enthusiasm in employees, appreciation & dedication to the work they do. Based on the idea expressed by Albdour & Altarawneh (2014) that, the existence of employees who resign from the company they live in indicates strongly that such individuals are not committed to the company, this happens because engagement in employees is very low. Memon et al. (2021) in their research explained that there was an impact exerted by work engagement above turnover Intention existing in a company.

Other studies have also found that work Engagement is scientifically declared capable when used as a variable whose job is to mediate the impact between two variables. In line with the findings of Gyensare et al. (2017) and Sultana & Jabeen (2018) in their research, namely, engagement can mediate the impact exerted by transformational Leadership above turnover Intention. Naveed et al. (2022) explain that concept of Work Engagement can be understood as a motivational construct that often plays a mediating process mechanism on work outcomes and work resources. Such a statement is in line with the findings of Candra et al. (2020) and Kim (2017), in their research, it was explained that the mediation process was successfully carried out by Work Engagement on the impact given by Job Resources above Turnover Intention.

In line with the research findings described above, in this case, the researcher is interested in looking deeply at the Impact transformational leadership and job resources on turnover intention mediated by work engagement to employees working in BUMN Banking.

2. Literature Review

Chang et al. (2017) stated that the concept Transformational Leadership can be understood as a set of actions that can encourage or motivate followers to achieve performance beyond basic expectations by making changes to the attitudes, values, and beliefs of all existing followers. If viewed from a principle perspective, it is known in Sultana and Jabeen (2018) the concept Transformational Leadership is the role of the leader in providing support to his subordinates or employees to devote himself maximally to the company, or it can also be understood by increasing his trust in subordinates who will impact increasing company performance. There

are three indicators used in measuring transformational Leadership, that is responsive leadership, supportive leadership, and developmental leadership (Katou et al. 2021).

Katou et al, (2021) in his idea explains that job Resources can be interpreted as aspects that exist in the work that can functionally help achieve work goals, where these aspects will reduce job demands and matters related to psychological and physical costs. Bakker and Demerouti (2014) explain that job Resources can be possessed through interpersonal and social relationships, work, and the setting itself. Another definition was raised by Bakker and Demerouti (2017) in Jacob set al, (2013) namely in his work, it is explained that the reference from job Resources namely social or organizational, physical, and psychological aspects when carrying out several activities such as being functional in achieving the goals of a job, minimizing job Demands in the context of its psychological and physiological costs, as well as stimulating self-growth and development. There are two indicators used in measuring job Resources, that is job-related and organization related refers to research conducted by Borst et al. (2019) and Katou et al. (2021).

Work Engagement (EE) is defined as positive feelings, motivation, and work related to individual psychological conditions, this is marked by the appreciation, dedication, and enthusiasm that exists within the individual (Katou et al. 2021). Bakker and Albrecht (2018) understand that the concept is understood as a way to increase the ability of proactive employees by demonstrating self-directed, initiative, as well as an attitude of responsibility for its development and performance. There are three indicators used to measure EE: vigor, dedication, and absorption (Katou et al. 2021).

Based on the idea expressed by Robbins and Judge (2017) that the concept Turnover can be interpreted as an employee's act of resigning from his attachment to the organization permanently, whether done voluntarily or not. form of turnover includes several things, such as moving out of organizational units, dismissal or death of members of the organization, and resignation. Another theory was put forward by Rivai (2012) regarding turnover Intention namely the desire that exists within the employee to quit or leave his workplace, this action can be done voluntarily and can occur based on the employee's desire to move from one place to another. This study uses four indicators in measuring OC which refers to research from Lum et al. (2015) and Hom et al. (2012), namely the tendency of individuals to think about leaving a job, the possibility that individuals will look for work in other companies, the desire to quit work appears, and the possibility to leave the company if there is a better opportunity.

3. Research Method

Quantitative research is used with a hypothesis-testing approach that aims to test hypotheses or explain research results in the form of relationships between variables. This research will also be carried out by utilizing a cross-sectional survey design. Following the explanation given by Sumarwan (2011) that cross-sectional survey design is understood as a research design that allows the collection of information on all elements of the population only once at certain times. The sampling method used is purposive sampling provided that the respondent is a permanent employee at BUMN Banking, has a minimum working period of 1 year, and has a minimum employee position status as clerk/executor. To determine the number of samples using the formula Hair et al. (2017) and the results show that there are 205 banking employees in Jakarta. Structural equation model analysis (SEM-PLS) is used as an analytical technique to test the hypothesis of this study. An overview of this research framework is presented in Figure 1.

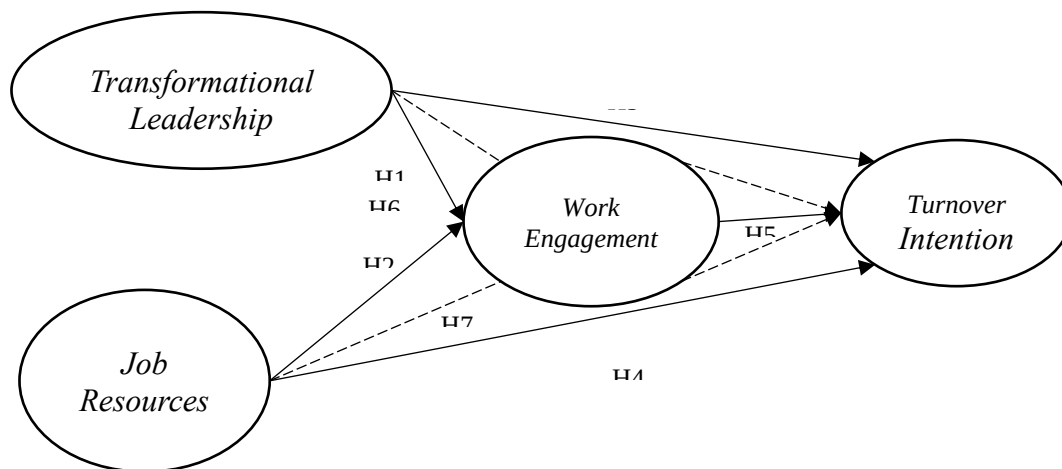


Figure 1 Research Framework

Source: Researcher, 2022

The research hypothesis used in this study consists of eight hypotheses, namely:

H1: There is an impact of transformational leadership on work engagement;

H2: There is an impact of job resources on work engagement;

H3: There is an impact of transformational leadership on turnover intention;

H4: There is an impact of job resources turnover intention;

H5: There is an impact of work engagement on turnover intention;

H6: There is an impact of transformational leadership on turnover intention mediated by work engagement;

H7: There is an impact of job resources on turnover intention mediated by work engagement.

4. Findings and Discussions

4.1 Distribution of Respondents Based on Demographic Aspects

The results of distributing the questionnaires obtained an overview of the respondents regarding the characteristics of the respondents in the study as shown in Table 1.

Table 1 The Distributions of Respondents

Characteristics	Categories	Number (people)	Percentage (%)
Age (Year)	19-24	2	0.98
	>24-34	115	56.10
	>34-44	64	31.22
	>44-54	22	10.73
	>54	2	0.98
Gender	Man	132	64.39
	Woman	73	35.61
Marriage Status	Married	167	81.46
	Unmarried	38	18.54

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Characteristics	Categories	Number (people)	Percentage (%)
Educational Level	Senior High School	1	0.49
	Diploma (D3)	15	7.32
	Bachelor (S1)	179	87.32
	Postgraduate(S2)	10	4.88
Working period (Year)	1-5	31	15.12
	>5-10	95	46.34
	>10-15	46	22.44
	>15-20	11	5.37
	>20	22	10.73
Employee positions	Clerk/Executor	111	54.15
	Officer/Leader	41	20.00
	Team Leader/Section Head	30	14.63
	Departement Head	18	8.78
	Group Head/Division Head	5	2.44

Source: Data Processed using Ms.Excel

In terms of age distribution, the largest number of respondents were aged >24-34 years with a percentage of 56.10%. This age category indicates that employees who work are generally mature, experienced, and usually sufficiently trained. Furthermore, based on gender, the percentage of male respondents was 64.39%, and 35.61% of female respondents. The characteristics of respondents based on marital status have variations and the majority of employees are generally married 81.46%. At the educational level, 87.32% of the respondents had a bachelor's degree. In addition, the majority of employees have worked for more than 5-10 years at 46.34%. This shows that the longer the working period of a worker the more experienced the employee is at work. Finally, the distribution of employee positions for the percentage of position clerk/ executor, namely 54.15%, officer/ leadership by 20%, team leader/section head by 14.63%, department head by 8.78%, and finally for group head/division head by 2.44%.

4.2 Analysis of Structural Equation Model

4.2.1 Evaluation of Measurement Models (Outer Model)

Evaluation is done by testing convergent validity as seen from the value loading latent variable factor where the indicator is said to be valid if the value of the loading factor is above 0.7 and can still be said to be valid up to 0.5.

Figure 2 shows the value of the loading factor of indicators on variables of transformational leadership. Based on the research results found that the indicator responsive leadership has a value of the loading factor the highest is 0.919, meaning that this indicator is the most important in describing transformational leadership. These results state that there is positive and good responsive attitude support given by company leaders in responding to the needs and desires of their employees

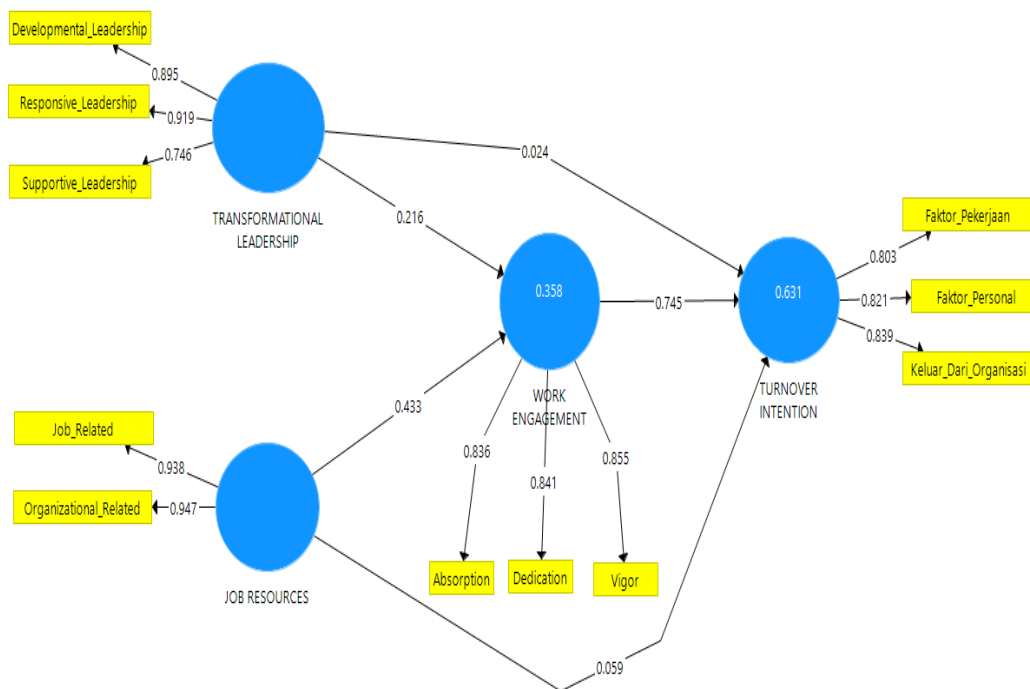


Figure 2 The Loading Factor of Measurement

Source: Data Processed using SmartPLS

The results of iteration measurements on the variable's job resources (Figure 2) found that the indicator organizational-related has the highest value of the loading factor is 0.947. meaning that the indicator is the most important in describing job resources. This shows the existence of a good or positive view and evaluation of employees towards the company where the employee works.

Next on variable work engagement, it was found that the indicator vigor has the highest value of the loading factor is 0.855, which makes this indicator the most important in describing work engagement. Vigor states that there is a high willingness of employees to devote all efforts to a job and persist despite facing difficulties. Generally, employees with traits of vigor Demonstrate high energy, passion, and stamina at work.

The result of the measurement of the last iteration on the variable turnover intention It is known that indicators of leaving the organization have the highest value of the loading factor is 0.839 which means that the indicator is the most important in describing turnover intention. This shows that there are thoughts about the possibility of employees leaving the company if there is a better opportunity.

4.2.2 Structural Model Evaluation (Inner Model)

This evaluation is done by looking at the R-square from the test results and according to Jogiyanto and Willy (2015), the value of R^2 is categorized into three categories, namely the value of R^2 0.67 (strong), 0.33 (moderate), and 0.19 (weak). Based on data processing, the two values generated are R-square by 35.8% and 63.1%. It means transformational leadership and job resources can explain the diversity work engagement of 35.8% and the rest is explained by other independent variables that are not in the model. study. The same thing that transformational leadership, job resources, and work engagement can explain the diversity

turnover intention of 63.1%, and the rest is explained by other variables not included in the model.

4.2.3 Hypothesis testing

The hypothesis decision is obtained by comparing the probability value (p-value) taking into account the level of confidence. This study uses a level of 0.05, and the results are shown in Table 2.

Table 2 The Result of Hypothesis Testing

Hypothesis	Original Sample	t-statistics	p-values	Conclusion
Transformational Leadership → Work Engagement	0.216	2.680	0.008	H1 Supported
Job Resources → Work Engagement	0.433	5.435	0.000	H2 Supported
Transformational Leadership → Turnover Intention	0.024	0.386	0.700	H3 Unsupported
Job Resources → Turnover Intention	0.059	0.842	0.400	H4 Unsupported
Work Engagement → Turnover Intention	0.745	19.047	0.000	H5 Supported
Transformational Leadership → Work Engagement → Turnover Intention	0.161	2.614	0.009	H6 Supported
Job Resources → Work Engagement → Turnover Intention	0.323	5.207	0.000	H7 Supported

Source: Data Processed using SmartPLS

It can be seen from the results of hypothesis testing in Table 2 that of the seven existing hypotheses, only two were rejected because they did not meet the requirements, namely, H3 with a p-value (of 0.270) as well as H4 with a p-value value (0.400) and both values are greater than (0.05). H1 (p-value 0,008), H2 (p-value 0,000), H5 (p-value 0,000), H6 (p-value 0.009), and H7 (p-value 0.000) were accepted because they met the requirements with p-values all are smaller than (0.05) and this shows a significant effect.

4.3 Discussion

Based on the test results it is known that there is an intermediate effect of transformational Leadership to work Engagement. This shows that when the leader's transformational leadership style increases, it increases the engagement of employees to work and the organization. For the company, this is a positive thing that must be maintained so that the sustainability of the company is guaranteed. In this case, employees consider that the role of a most important transformational leader is shown that a leader is needed who is responsive to needs and able to encourage employees to improve quality, skills, and better performance in the future. As a leader in a company, you are required to be able to motivate and work together with your subordinates in many work demands. The better the leader's role in influencing the comfort of employees so that employees will be more satisfied and engaged with the company where the employee works. The results of this study following research conducted by Chaudhary and Sisodia (2022); Meng et al. (2022); and Chang et al. (2017) show that transformational leadership affects work Engagement.

Based on Table 3 it is known that there is an influence of job resources to work engagement. The research results are following the results of research conducted by Alzyoudet al (2015); Altunel et al, (2015); dan Katouet al, (2021) which shows the influence of job resources to work Engagement. Based on the test results show that the indicator organizational related is the indicator that best describes the variable job Resources. This shows that resources that are

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directly related to the company have more impact on employee engagement. One of the things that make employees tied to the resources of this BUMN Banking job is that employees are satisfied with the current image of the company. Employees consider that this company's image can increase the self-worth and prestige of employees who work in the company. The existence of this corporate image makes employees more energetic and enthusiastic when doing work and will always try to give their best in completing their work. So the company needs to continue to improve and maintain its corporate image.

The results of other hypotheses are known that there is no intermediate effect of transformational leadership on turnover intention. The results of this study are not in line with the research conducted by Kara et al. (2013) that there is a high level of effectiveness in transformational Leadership in improving the welfare of employees and minimizing the occurrence Turnover Intention in 443 workers of 5-star hotels in Turkey. This shows that the good or bad transformational leadership style of this BUMN Banking leader will not have any influence on the emergence of employee intentions to leave the company. Or it could be said that transformational Leadership in BUMN Banking is not the main factor determining the emergence Turnover Intention. It can be said that the role of the leader will not pose a dilemma in achieving organizational effectiveness or organizational effectiveness is not seen in leaders who are successful in achieving goals.

Hypothesis H4 shows that there is no effect on job resources and turnover intention. The results are not in line with the research conducted by Kim (2017) who found that job Resources affect the turnover Intention of 410 employees of the Delhi Regional NCR private organization in India. This shows that good or bad existing job resources do not cause employees to want to leave the company. As well as transformational Leadership, Job Resources nor is it a determinant of whether or not the desire of BUMN Banking employees to leave the company or it can be said that job Resources are not a factor causing an increase or decrease in turnover Intention in BUMN Banking.

Based on the research results, hypothesis 5 shows that there is an influence on work Engagement to turnover Intention. This means that the more employees feel passionate about working, feel influential and accounted for in their work, enthusiastic at work, get inspired by their work, look forward to working time, productive, proud, loving, and immersed in work will lower their level turnover employee in BUMN Banking. Vice versa, if an employee's enthusiasm at work is low, does not feel counted in his work, feels burdened when going to work, or feels unproductive, it will affect employees to think about leaving their job, thinking about looking for a new job, and thinking about accepting a better job. Similar results were found by Gupta and Shaheen (2017) and Memon et al. (2020) their research results explained that there is an influence exerted by Work Engagement above Turnover Intention.

Several studies raised about the influence of transformational Leadership turnover Intention mediated work Engagement have been carried out by Gyensare et al. (2017) and Sultana and Jabeen (2018) who also found that engagement can mediate the influence of transformational Leadership turnover Intention. The statements and results of previous research are in line with the results of this study which found that there was an influence of transformational Leadership turnover Intention mediated Work Engagement. This means that increasing and decreasing turnover Intention will go hand in hand with the increase in transformational Leadership engagement employees also increased or decreased. This refers to the indicators for each variable where state-owned banking employees need leaders who can manage develop, be supportive, and responsive to their employees. What is most needed by employees, especially in leaders who can be ready to train employees to improve their performance, always consider

the interests of employees in making decisions and the personal needs of employees, and are also always responsive in dealing with problems that exist in the workplace. For BUMN Banking employees, this will increase the enthusiasm and energy of employees in completing their work. However, this does not rule out the possibility of wanting to leave the company if the company is unable to manage and deal with internal problems experienced by employees. Therefore, the importance of the role of leaders in pressing turnover intention must be accompanied by the ability of leaders to maintain the attachment of their employees to their company.

Lastly, hypothesis 8 shows that work engagement can mediate the influence between job resources to turnover intention. This assumption is in line with the results of Kim's research (2017), namely the mediation ability of Work Engagement can influence job resource Turnover Intention of 410 employees of the Delhi Regional NCR private organization in India. For BUMN Banking employees, the thing that is most needed in increasing work resources is synchronization between the resources provided by the company and the work being done. Employees will be satisfied if the rules for determining authority, how leadership is applied, career opportunities provided, how performance is assessed, and the organization's concern for the personal well-being of employees in the company supports employees. This is a concern for the company because it will affect the enthusiasm and energy of employees in completing their work, which if not controlled properly will lead to employee intentions to leave the company. Therefore, it is necessary to have proper HR management from the company.

5. Conclusion

Based on the results of the study it was concluded that based on the results of the SEM model test it showed that five hypotheses had an effect, namely, H1 was that there is an influence of transformational *leadership* on work *engagement*, H2 is there is an influence of job *resources* on work *engagement*, H5 is work *engagement* affects turnover *intention*, H6 work *engagement* able to mediate the influence between transformational *leadership* to turnover *intention*, and H7 is work *engagement* able to mediate the influence between job *resources* to turnover *intention*. While H3 and H4 are rejected that is there is no influence between transformational *leadership* and job *resources* on turnover *intention*.

The recommended strategies include that employees in state-owned banks need leaders who are able and ready to train employees to improve their performance, always consider the interests of employees in making decisions and the personal needs of employees, and are also always responsive in dealing with problems that exist in the workplace. One of the ways that leaders can do an action that shows the leader's concern for their employees is by conducting weekly or daily evaluations with all of their employees regarding the work that has been done for one day or one week. This is done in addition to minimizing work stress felt by employees but can also be a source of evaluating employee performance. Employees will be satisfied if the rules for determining authority, how leadership is applied, career opportunities provided, how performance is assessed, and the organization's concern for the personal well-being of employees in the company supports employees. To achieve this, the things that need to be done by the company to ensure the welfare of its employees are by involving employees in conveying the wishes and needs of employees in the form of performance improvement forums which include FGD activities in which employees are given the freedom to convey all aspirations to company. In addition, the company guarantees the availability of information on career opportunities that exist in the company by giving priority to employees who are already in the company and deserve to be promoted to a better career path. Here is the importance of evaluation that needs to be carried out routinely by every superior to his employees.

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Suggestions that can be recommended are to consider the recommended strategy. As for further research, it is advisable to develop research with a wider object or observation area, or by adding other factors outside of observation

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The Effect of Marketing Mix, Perception and Consumers' Knowledge on NEUROAID Buying Decision at South Sumatera Region

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Abstract

This research aims to determine the influence of the marketing mix (product, price, place, promotion) and consumer perception and knowledge on purchasing decisions for Neuroaid in the Southern Sumatra region. The type of research is descriptive research with a quantitative approach. This research uses independent variables, namely marketing mix (product, price, place, promotion) and perception and knowledge, and the dependent variable is purchasing decisions. The population is consumers of Neuroaid PT. Mersifarma, southern Sumatra, with a sample of 92 people taken using cluster sampling. The data used is primary data with a questionnaire data collection method. The analysis technique used by researchers is Multiple Linear Regression. The research results prove that simultaneously 1) There is a positive and significant influence of the marketing mix (product, price, place, promotion) and perception and knowledge on purchasing decisions; 2) There is a positive and significant influence of the product on purchasing decisions; 3) There is a positive and significant influence of price on purchasing decisions; 4) There is a positive and significant influence of place on purchasing decisions; 5) There is a positive and significant influence of promotion on purchasing decisions; 6) There is a positive and significant influence of perception on purchasing decisions; 7) There is a positive and significant influence of knowledge on purchasing decisions.

Keywords: marketing mix, perception, knowledge of purchasing

1. Introduction

Marketing concepts are essential for a company to know and understand. In essence, after companies produce goods, they need good marketing so that the goods they have made can be sold. However, sometimes, at the production stage, several companies have designed their marketing concept. The main goal of the marketing concept is to increase the company's income from the number of consumers who choose the product. Whatever efforts a company undertakes, the company must be able to create a product that will meet people's needs. Not only does it fulfill people's needs, but it would be better if the product provided is still attractive to compete with products from other companies. One study in marketing is to look at consumer

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behavior in decision-making.

Understanding consumer behavior is crucial in marketing, especially in building customer relationships and predicting subsequent consumer behavior. Understanding consumer behavior is one of the keys to a marketer's success in controlling the market. By understanding consumer behavior, a marketer can design a product that suits consumers' wants.

PT. Mersifarma, located at Jalan Alang-alang Lebar, Palembang, is a pharmaceutical company in Palembang City—one of the products of PT. Mersifarma, an OTC drug in the form of Multivitamin tablets under the Neuroaid brand, is also not free from tight competition. This is indicated by the many brands of similar medications circulating on the market. This condition will affect the marketing activities or efforts carried out, especially in maintaining or increasing the market share of the product.

Consumers of medicinal products are diverse in terms of segments and behavior. For consumers of pharmaceutical products or medicines, the market segment is more psychographic, supported by trust in the quality and benefits of a specific product and having different purchasing behavior, which is influenced by internal and external factors. This situation will have implications for the strategy created by the company. One of the pharmaceutical companies that pays attention to customer satisfaction and loyalty is PT Mersifarma Tirmaku Mercusana, Palembang City.

The research object was consumers using Neuroaid in Palembang City. PT Mersifarma, which is located in Palembang City, is where operational activities are carried out. Of the various types of drugs available at PT Mersifarma, only Neuroaid was studied; this is because the phenomenon occurred in the Neuroaid product.

Data from Indonesian Business Trend quoted from IMS-Health, an information provider institution for the pharmaceutical and health industry, shows that of the IDR 4.9 trillion drug market in Indonesia in 2019, IDR 1.87 trillion or around 38% was a type of drug. Patent. Over-the-counter medicines (OTC Counter) were in second place with a value of IDR 921 billion, followed by sales of drugs from hospitals and pharmaceutical wholesalers with IDR 739 billion and IDR 600 billion, respectively—Indonesian Pharmaceutical Market Structure (Source: Indonesian Business Trend). One way for companies operating in the pharmaceutical sector is to find market information that can provide information about the extent of consumer acceptance of the products they produce. Consumers, who are the final destination of a product on the market, have a dynamic behavior, so every company would be better off if they could take advantage of this condition to attract more interest in their purchasing decisions. Likewise, it is hoped that medicinal or pharmaceutical products will generate positive consumer attitudes regarding purchasing decisions. PT. Mersifarma, as a company operating in the pharmaceutical sector, has a relatively large market share with various product numbers and types—currently PT. Mersifarma already produces around 60 over-the-counter (OTC) drug products and 280 prescription (Ethical) drugs. With the diversity of products it produces, PT. Mersifarma has different segmentation, target markets, and positioning for each product, according to each consumer's behavior regarding the products made by PT. Mersifarma is an OTC drug product in capsule form, namely Brain Multivitamin, with the Neuroaid brand. Neuroaid products are generally well-known in society and consumed by various groups. However, competition in similar product industries is currently also increasing. This condition is characterized by the increasing number of other brands circulating on the market. Similar products produced by competing companies also offer the same advantages as Neuroaid products. On average, they

provide advantages in the multivitamin content factor, benefits, and relatively competitive prices. This will be an obstacle for the company, especially in terms of maintaining the market share that has been obtained previously. Competition conditions are pretty harsh in the pharmaceutical sector, especially regarding medicinal products.

Brain Multivitamins such as Neuroaid have implications for the marketing strategy carried out by PT-Mersifarma, especially in the segmentation, targeting, and positioning of its products. Many companies have developed various marketing strategies in addition to other activities that require time, costs, and other consequences for the company. One of the company's efforts is to continue to create or provide promotional and advertising activities in various media. However, this situation does not guarantee that consumers will be interested in making purchases or maintain loyalty for consumers who have used Neuroaid products.

Based on sales data for Neuroaid products, sales achievements in 2022 still have a gap of around 5%, whereas the sales results for Neuroaid in the city of Palembang only show 95% of the target set by the company in 2022. There are several phenomena related to purchasing decisions for Neuroaid products. Firstly, regarding purchasing stability, there is a problem with the number of consumers who ask about Neuroaid products; only around 60% buy them; apart from that, it is impossible just to ask me about the product information. People are unsure about buying because sometimes they feel doubtful about the benefits they get; consumers need to learn about the product. Second, many consumers buy not because they want to but because they need to, so sometimes they feel forced to purchase the product. Third, sometimes, patients who use the product only for themselves are rarely willing to share their experiences, let alone recommend it to others.

The problem above is caused by several things, including the product. Neuroaid has a maximum shelf life of only 2 (two) years, and its expiration date is only short-lived; after that time, the drug cannot be consumed again. Apart from that, the phenomenon that occurs is the style of this product, which describes the appearance of the product, which is easy for competitors to copy or imitate because its appearance is straightforward to modify its appearance. Another area for improvement is reliability, namely the opportunity for a product to be free from failure in its function like the product. Neuroaid cannot be stored at unstable temperatures or hot temperatures. It will cause the product to clump and turn brown, which can cause the product to malfunction because it must be stored at a specific room temperature.

The phenomenon regarding price is unaffordability, where the price of Neuroaid is IDR 3,698,000/box while a similar competitor product, Neurofar, sells for IDR 1,680,000/box. With Neuroaid, consumers must consume it within 3 months, and every month, they must consume 3 boxes according to the recommended dosage. This price is an obstacle because many consumers need help to afford to buy it. This high price is because the primary raw material for this product is an imported product, which affects the selling price. The existence of several price differences causes relatively high competitiveness and makes patients think twice about buying this product because there are competitors who offer similar products.

Furthermore, there are phenomena regarding place, especially access. There are many ways to access this product, such as directly purchasing it through distributors in Palembang via cash or online, using the Amos application, or via Tokopedia, Shopee, Lazada, and others. However, this is because an inadequate internet network exists in remote areas. Consumers also need difficulty accessing residences that are difficult to reach by public transportation and an environment that does not support the products offered. Apart from that, the waiting time can

take up to 3-4 days because the delivery location is in remote places in remote villages, causing consumers to wait a long time and sometimes exceeding this time limit, where the reasonable time for the delivery process is only 1 day. This, of course, affects the distribution process—delivery of goods.

The phenomenon of promotions may also interfere with consumer purchasing decisions. Advertising delivered to consumers through print media, such as posters, is often put up in government and private hospitals when certain events are sometimes rarely seen by consumers directly. Then, brochures written in scientific medical language and mainly in English, often distributed to patients during hospital health events, are sometimes inadequate and do not make consumers understand the product because they use many medical terms. Sales promotion by giving discounts to consumers is often uneven between one patient and another. The company could be more optimal in building public relations to build closeness with consumers. Usually, activities are carried out only during specific events such as the World Stroke anniversary, which is held only once a year, and sometimes, the company needs to maximize patient follow-up.

Besides the marketing mix, consumer decision-making is influenced by psychological factors, including perception and knowledge. In terms of perception, the phenomenon is regarding attitudes that change and are inconsistent in using Neuroaid; according to the rules of use, it is used for 3 months, but many consumers only use it for 1 month. Consumer attitudes often change towards these products because some consumers perceive or assume that these products have the same properties for curing certain diseases, such as stroke. However, we do not know the additional benefits of the original (patented) drug, which has faster efficacy in treating stroke patients. Then, regarding beliefs, many consumers have inconsistent beliefs about the product, and the last is that consumers have too high expectations for the product. Many consumers think that by taking the drug, they will be immediately cured without adhering to the recommended dosage, even though everyone has problems. Health conditions can be influenced by age, extent of infarction, gender, place of residence, work, etc.

Furthermore, the last thing that can influence purchasing decisions is knowledge, where the phenomenon that occurs is a phenomenon regarding expertise, which is not as good as it happens in the field, which causes it to be unable to meet consumer expectations according to what consumers want. Sometimes, consumers do not understand the benefits of using the dose recommended by the doctor, so consumers often reduce the dose given by the doctor; this is because many consumers have a background not in the health sector, so many consumers ignore this besides their attitude and desire to use the product is not yet optimal because information about these products is never provided through advertisements on social media. Also, many consumers need to learn how to differentiate between original and (generic) medicines.

2. Literature Review

According to Craig-Less (2019), consumer behavior is the process a person or organization goes through in searching for, buying, using, evaluating, and disposing of products or services after consumption to meet their needs. According to Kotler and Keller (2019), consumer behavior refers to how individual consumers make purchasing decisions using available resources and then exchange them for goods or services to experience the benefits. In this way, we can identify a model that can be a reference for various behaviors that consumers are likely to give based on the variables that come their way.

Consumer purchasing decisions are the final behavioral decisions of individual consumers and

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households who purchase goods and services for personal consumption. According to Schiffman & Kanuk (in Sangadji & Sopiah, 2019), a decision is selecting an action from two or more choices. Meanwhile, according to Tjiptono (2020), purchasing decisions are one part of consumer behavior in the form of actions that are directly involved in efforts to obtain and determine products and services, including the decision-making process that precedes and follows these actions. A purchasing decision is a process that starts before the decision is made and continues until after the purchasing decision has been made.

The main factors that shape consumer behavior, as outlined by Kotler (2020), are marketing stimuli. These stimuli, which include the marketing mix (product, price, place, and promotion), other stimuli, consumer characteristics, and the purchasing decision process, play a significant role in influencing consumer behavior. Consumer characteristics encompass cultural, social, personal, and psychological factors such as motivation, perception, knowledge/learning, beliefs, and attitudes.

One of the factors that influences purchasing decisions is the product. Products are characteristics of a product or service that support its ability to satisfy consumer needs (Kotler and Armstrong, 2018). A product is something a company sells, be it services, goods, or other services. The product being sold must also be by the target market so product sales can be on target and meet expectations. The better a product, the more interested consumers will be in buying it, and vice versa; a poor product will make consumers less interested in buying it.

Apart from product variables, another factor that influences purchasing decisions is price. According to Tjiptono (2018: 151), price can be interpreted as a monetary unit or other measure (services and goods) that can be exchanged for the right to use or own goods and services. Pricing should also not be arbitrary, depending on the value of the product that consumers can perceive. Even so, the product price must be higher than production costs so that the company continues to profit and maintains business continuity. The better the price offered is by consumer desires, the more it will attract consumer buying interest in the product being offered and vice versa.

Then another factor that influences purchasing decisions is place. (Lupiyoadi, 2018) Location is where a company must be headquartered or reside to carry out its operational activities). An important factor in developing a business is the location of the location in urban areas, how to access or reach it, and the travel time from that location to the destination (Swastha and Irawan, 2019).

Another factor that influences purchasing decisions is promotion. Promotion, according to Kotler and Armstrong (2018), is an activity that communicates a product and persuades target consumers so that they want to buy the product. Promotion has a huge role, especially in communicating and providing information that can influence consumers so that they can accept or buy what the company produces.

Several previous studies have linked purchasing decisions with the marketing mix, namely research conducted by Bunga Puspita (2021) and research by Agus Susanto (2021), showing the results that the marketing mix (Product, Price, Place, Promotion) partially has a significant effect on drug purchasing decisions—herbal in the city of Bandung. Research was also conducted by Welfin Djayandi (2019) and Wahono Sumaryono (2020) with the results that the Marketing mix (Product, price, place, promotion) partially had a significant influence on Precursor Drug Purchase Decisions in Tegal City, Semarang, while research conducted by Elisabeth Purnamasari (2022) showed that different results that the Marketing Mix does not

have a significant effect on purchasing decisions for branded Mag drugs.

Research conducted by Preti Naomy (2021) and Sitompul (2022) entitled The influence of the marketing mix on drug purchasing decisions at Medan National Apartments shows that Product, Price, Place, and Promotion simultaneously have a positive and significant effect on Drug Purchasing Decisions. Meanwhile, research conducted by Firdawati Amir (2019) and Ririen Hardani (2020) showed different results, indicating that product and price do not significantly influence drug purchasing decisions via the Amos online application. The same thing was done by Dede (2022) and Komarudin (2022), entitled The Influence of the Marketing Mix of Panadol for Headaches on Purchasing Decisions and its Impact on Consumer Loyalty in Jakarta shows that the Marketing Mix Has a Simultaneous Effect on Purchasing Decisions so that it has an impact on Customer Loyalty.

The research conducted by Cahyono (2019) with the title The Influence of Individual Factors and Marketing Mix on Decisions to Purchase Medicines via Prescription at Outpatient Pharmacies in the Jember Hospital Pharmacy Installation showed the results that Marketing Mix had a significant influence on Decisions to Purchase Medicines. Meanwhile, research conducted by Adhela Eria (2022) and Serly Frida (2023) shows different results that place and promotion have little effect on purchasing decisions. The same thing was done by Agnes Febriane (2019) and Janarudin (2020), entitled Marketing Mix in the Purchasing Decisions of Drug Consumers at PT Mekada Abadi, which gave results that the Marketing Mix partially had a positive and significant effect on the decision to purchase medicines. This is different from research conducted by Silvia Sharen (2018) and Nur Rahman (2019) with the title The Effect of the Marketing Mix on Decisions to Purchase Herbal Medicines in the City Kalimantan, shows the results that price and Place do not influence the decision to purchase herbal medicines. Another variable that can influence purchasing decisions is the characteristics of consumer behavior in terms of psychological factors, namely knowledge, perception, and attitude.

The research on consumer psychology's characteristic variables has been the subject of several studies. Gordius Ago (2022) conducted a study on the 'Effect of Product Perception and brand image on generic drug purchasing decision and consumer satisfaction of hospital patients in East Kalimantan ', which found that perception and brand image had a partial and significant influence on Purchasing Decisions. This was followed by research by Abdul Hakim (2019) and Hajar Sugihantoro (2022), which found that the level of knowledge, perceptions, and attitudes influenced the decision to purchase herbal medicines at PT Saptasaritama. Marwali (2020) and Marnala Siregar (2021) conducted a study on the influence of culture, perception, and belief on purchasing decisions for Citicoline at PT Kalbe Farma, which found a positive and significant effect. However, the research by Maryam (2019) and Siregar Pakpahan (2020) found that perception did not significantly influence purchasing decisions.

The research on the influence of Culture, Perception, and Trust on decisions to purchase Herbal medicines has shown significant simultaneous and partial influence. Marwaty (2021) conducted a study on this topic. Similarly, the research by Evi Marsila (2019) and AtikHendarwaty (2022) on the 'Influence of Consumer Knowledge and Perception on Generic Drug Purchasing Decisions in Yogyakarta' found that consumer knowledge and perception had a positive and significant effect on generic drug purchasing decisions. Ministerio da Saude and Marcos (2020) conducted a study on 'Consumer perception of generic drug packages and its influence on product choice a study in Minas Gerais, Brazil ', which found that perception had a positive and significant influence on decisions to purchase generic drugs.

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On the other hand, research conducted by Suseno (2018) and Silvana (2019) shows that consumer behavior characteristics, namely consumer psychology factors in the form of knowledge and perception, do not influence the decision to purchase Neulin medicine at PT Feron. There is a research gap. Technology and information, especially in the health sector, are increasingly developing, and encouraging people's lifestyles in health care are also growing. In addition to quality health services, support for the availability of adequate medicines, supplements, and medical devices is needed to meet people's health care needs optimally. Patented drugs are new drugs produced through research and have a patent period that depends on the type of drug. Indonesian patents have a validity period of 20 years according to Law No. 14 of 2001 article 8 paragraph 1, and in article 9, the validity period of a simple patent is 10 years.

The influence of the marketing mix on purchasing decisions for Neuroaid in the South Sumatra region. According to Sopiah (2018), factors influencing purchasing decisions can come from within the product being offered or from the buyer or customer—personal, psychological, and social factors. Marketing stimuli can influence buying decisions through a marketing mix, including product, price, place, and promotion. This is supported by research by Bunga Puspita (2021) and research by Agus Susanto (2021) with the title Marketing mix (Product, Price, Place, Promotion) has a significant influence on decisions to purchase herbal medicines in the city of Bandung. Research conducted by Welfin Djayandi (2019) and Wahono Sumaryono (2020) stated that marketing mix (product, price, place, promotion) has a significant effect on purchasing decisions for precursor drugs in Tegal City. The research aims to see and determine the implementation of the marketing mix strategy Marketing Mix (product, price, place, promotion) in purchasing decisions for Precursor drugs at Kimia Farma Pharmacy, Tegal City. This research method uses qualitative descriptive research; the data analysis is descriptive and obtained from interviews and observations. Research shows that Marketing Mix (Product, Price, Place, Promotion) influences purchasing decisions. Meanwhile, research conducted by Sylvia Sharen (2018) and Nur Rahmah (2019) shows different results that show that place does not influence decisions to purchase herbal medicines. One of the efforts that can be made to influence consumers in the city of Palembang in purchasing decisions is the product where the phenomenon that occurs is that the shelf life of the Neuroaid product is only a maximum of 2 (two) years, its expiration date, where the shelf life is only short if the medication passes that period. It can no longer be consumed; apart from that, the phenomenon is that this product's style depicts the product's appearance, which is easy for competitors to copy or imitate. Another phenomenon is the reliability problem, namely the opportunity for a product to be free from failure in its function, such as the Neuroaid product. It cannot be stored at unstable temperatures or hot temperatures. It will cause the product to clump and turn brown, which can cause the product to malfunction because it must be stored at a specific room temperature. The phenomenon that occurs regarding price price is the unaffordability of the price price offered because many consumers have relatively low-income levels; the suitability of the price price offered sometimes makes consumers reluctant to buy the product because the primary raw material for the product is an imported product, thus affecting the selling price. , and the competitiveness is high enough to make patients think twice about buying this product because there are competitors who offer similar products. Furthermore, there is a phenomenon regarding place, namely access. Sometimes, consumers have access to a residence that is very difficult to reach by public transportation, then an environment that does not support the products being offered, then a location far from the business center and inadequate/unsupportive public facilities, for example, health facilities. , sports facilities,

educational facilities, worship facilities, and recreation areas, as well as waiting times and delivery times, which are sometimes late, also affect the distribution process of goods delivery. The phenomenon of promotion is also no less behind consumer purchasing decisions, where advertising delivered to consumers through print media, brochures, and posters is sometimes inadequate and does not make consumers understand the product because it uses a lot of medical terms. Sales promotions by giving discounts to consumers often are not evenly distributed between one patient and another, so the relationship with the existing community cannot build closeness with consumers.

The Influence of Consumer Perceptions on Neuroaid Purchasing Decisions in the South Sumatra Region. According to Kotler (2019), several factors influence purchasing decisions made by consumers, namely cultural factors, social factors, personal factors, and psychological factors (motivation, perception, learning, attitude). This is supported by significant research by Abdul Hakim (2019) and Hajar Sugantoro (2020) entitled The Influence of Consumer Behavior Descriptions in Decisions to Purchase Herbal Medicines from Pt Saptasaritama Jambi. The aim of this research is to provide a comprehensive understanding of consumer behavior in purchasing decisions about herbal medicines. This type of research is descriptive research, with a sample of 100 respondents who live in the largest biopharmaceutical crop producing areas in Indonesia, data collected by distributing questionnaires via Google form online. This research uses frequency distribution and description methods. The results of the research, which are of great importance, show that consumer behavior (motivation, perception, learning, attitude) influences purchasing decisions. Then, research was conducted by Marwali (2020) and Amidi (2021) entitled The Influence of Consumer Behavior on the Purchase of Citicoline Medicine at PT Kalbe Farma. The results of the research, which have practical implications, show a positive and significant effect on purchasing citicoline medication at PT Kalbe Farma. This study uses a qualitative method. Qualitative methods are deemed suitable for this research because they convey results in descriptive form without data and statistics (Jaya, 2020). According to Angrito and Setiawan (2018), qualitative research extracts information by describing phenomena or problems at the research site as primary data. This research aims to determine consumer behavior regarding purchasing decisions for Citicoline products.

Furthermore, what is intriguingly different from research conducted by Suseno (2018) and Silvana (2019) shows that consumer behavior has no influence on purchasing decisions for Neulin drugs at PT Feron. This is the Research Gap in this research, which adds a new dimension to our understanding of consumer behavior. One of the phenomena that occurs in consumer characteristics is perception, where what happens is a phenomenon that occurs, namely regarding consumer attitudes, which often change towards the product because some consumers have the perception or assumption that the product has the same properties for curing disease. Certain diseases, such as stroke, do not know the additional benefits of original (patented) drugs that have faster efficacy in treatment therapy for stroke patients. Then, regarding beliefs, many consumers have doubtful beliefs about the product, and the last is that consumers have too high expectations for the product; many consumers think that by taking the drug, they will be immediately cured without adhering to the recommended dosage given, even though everyone has different health problems which can be influenced by age, the extent of infarction, gender, place of residence, work, etc

The Influence of Consumer Knowledge on Neuroaid Purchasing Decisions in the South Sumatra Region. According to Kotler (2019), several factors influence purchasing decisions

made by consumers, namely cultural factors, social factors, personal factors, and psychological factors (motivation, perception, learning, attitude). This is supported by research conducted by Evi Marsila (2019) and Atik Hendarwaty (2022) entitled The Influence of Consumer Knowledge and Perception on Generic Drug Purchasing Decisions in Yogyakarta. The results show that consumer knowledge and perception positively and significantly affect generic drug purchasing decisions. Research conducted by Sucipto (2020) entitled The Influence of Consumer Psychology on the Decision to Purchase Generic Medicines at PT Suntipuri shows that knowledge positively and significantly affects the decision to purchase generic medicines. On the other hand, research conducted by Nurhadi (2019) and Oktopar (2020) shows that consumer psychology factors in the form of knowledge and perception do not influence drug purchasing decisions at PT Dixa Medika. There is a research gap.

3. Research Method

The research object is PT Mersifarma Palembang City, located at Jalan Bypass Terminal Alang-alang Lebar, Alang-alang Lebar District, Palembang 30154. The research variables that will be studied are the independent variables Product (X1), Price (X2), Place (X3), Promotion (X4), Perception (X5), and Knowledge (X6), with the dependent variable being Purchase Decision (Y1). The population in this study were 120 consumers who purchased Neuroaid directly from PT Mersifarma, with up to 92 Neuroaid consumers in South Sumatra. The data collection method used in this research is a questionnaire. The analysis model for this research is multiple linear regression analysis; this analysis is used to find out how much influence the independent variables have, namely: Product (X1), Price (X2), Place (X3), Promotion (X4) and Perception (X5) and Knowledge (X6) Regarding the Dependent variable, namely Purchase Decision (Y).

4. Findings and Discussions

The results of multiple linear regression analysis can be seen in the following table.

Table 1. Regression Result

	Model	B	Std. Error	Beta
1	(Constant)	.404	1.490	
	Produk	.433	.096	.149
	Harga	.374	.117	.019
	Tempat	.471	.115	.459
	Promosi	.468	.131	.066
	Persepsi	.378	.107	.059
	Pengetahuan	.365	.118	.322

The multiple linear regression model above can be explained as follows: 1) The constant value is 0.404. This value means that if the variables (price, product, place, promotion) and perception and knowledge do not exist, then the purchasing decision still exists but is very small. 2) The product coefficient value is 0.433; this value has a positive slope, indicating that if the product increases while other factors are considered *ceteris paribus*, the decision to purchase Neuroaid in the South Sumatra region will also increase. 3) The price coefficient value is 0.374, which has a positive slope, indicating that if the price increases, other factors are considered *ceteris paribus*; the decision to purchase Neuroaid in the South Sumatra region

will also increase. 4) The place coefficient value is 0.471. This value has a positive slope, which shows that if the place increases while other factors are considered *ceteris paribus*, the decision to purchase Neuroaid in the South Sumatra region will also increase. 5) The promotion coefficient value is 0.468; this value has a positive slope, showing that if promotions increase while other factors are considered *ceteris paribus*, the decision to purchase Neuroaid in the South Sumatra region will also increase. 6) The perception coefficient value is 0.378; this value has a positive slope, which shows that if perception increases while other factors are considered *ceteris paribus*, the decision to purchase Neuroaid in the South Sumatra region will also increase. 7) The consumer knowledge coefficient value is 0.365. This value has a positive slope, which shows that if consumer knowledge increases while other factors are considered *ceteris paribus*, the decision to purchase Neuroaid in the South Sumatra region will also increase.

Table 2. F Test

Model	Sum of Square	df	Mean Square	F	Sign
1 Regression	2565.325	6	427.554	34.96	0.000 ^a
Residual	1039.342	85	12.228	6	
Total	3604.667	91			

Based on the table above, the data shows that the Fcount value is 34.966, while the Ftable value at a confidence level of significance value is 5%, so the Ftable value is 2.207. Therefore, Fcount 34.966 is more significant than Ftable 2.207, and the table above also shows a significance value of 0.000, which is smaller than the alpha value of 0.05. It can be concluded that simultaneously, there is a significant influence of the marketing mix (product, price, place, promotion) and consumer perception and knowledge on Neuroaid purchasing decisions in the South Sumatra region.

Table 3. t-test

Model	t	Sign
1 (Constant)	.271	.787
Produk	4.514	.000
Harga	3.199	.001
Tempat	4.113	.000
Promosi	3.570	.000
Persepsi	3.529	.000
Pengetahuan	3.085	.003

The influence of the marketing mix (product, price, place, promotion) and consumer perception and knowledge simultaneously on Neuroaid purchasing decisions in the South Sumatra region. The results of simultaneous F Test hypothesis testing show a significant influence of the marketing mix (product, price, place, promotion) and consumer perception and knowledge simultaneously on Neuroaid purchasing decisions in the South Sumatra region. The F Test hypothesis test results show that the marketing mix (product, price, place, promotion) and consumer perception and knowledge of Neuroaid's purchasing decisions in the South Sumatra region are simultaneously influenced. The magnitude of the influence of these independent

variables is 69.1%, which can be categorized as high. This means that the independent variables studied describe the factors influencing purchasing decisions. The results of this research align with the theory stated by Sumarwan (2020), which states that the factors that influence purchasing decisions are marketing strategy, individual factors, consumer environmental factors, positioning and differentiation, and marketing mix. Apart from that, Shiffman and Kanuk (2021) state that the factors that influence consumer decisions are changes in the formation of consumer attitudes and behavior, environmental factors and marketing mix, stimuli, background characteristics of consumers, company marketing effort factors, and socio-cultural factors. The results of this research align with Bunga Puspita (2021) and Agus Susanto (2021), who found that together, the marketing mix influences purchasing decisions. Abdul Hakim (2019) and Evi Marsila (2019) also found that consumer perception and knowledge significantly influenced purchasing decisions.

The influence of the product on purchasing decisions for Neuroaid in the South Sumatra region. Testing the first partial hypothesis shows that the product significantly influences Neuroaid purchasing decisions in the South Sumatra region. The influence value has a positive and considerable slope, which means that increasing product quality will improve purchasing decisions. According to Shiffman and Khanuk (2021), marketing stimulation is one factor that influences consumer behavior. Marketing stimuli consist of product, price, place, and promotion. In this theory, the product is one of the elements influencing purchasing decisions. The results of this research are in line with Sumarwan's theory (2020), which states that one factor that influences purchasing decisions is the marketing mix. The marketing mix is several tools a company uses to achieve its goals. One of the marketing mixes is product. This research is also in line with the results of research conducted by Welfin Djayandi (2019), which found that products positively and significantly influence purchasing decisions. Wahono Sumaryono's (2020) research found that products partially have a positive and significant effect on buying decisions. Meanwhile, research conducted by Elisabeth Purnamasari (2022) showed different results, such as the marketing mix not significantly affecting the decision to purchase branded mag drugs. The results are different because this research only analyzes products, while previous research examines the marketing mix (product, price, place, and promotion) as one variable.

The influence of price on Neuroaid purchasing decisions in the South Sumatra region. The results of testing the second partial hypothesis show that price influences Neuroaid purchasing decisions in the South Sumatra region. The value of this influence has a positive and significant slope, meaning that if the price is more affordable for consumers, purchasing decisions will increase, or the better the price offered is by fulfilling consumer desires, the more consumers will be interested in buying the products offered and vice versa, according to Tjiptono (2018). According to Shiffman and Khanuk (2021), marketing stimulation is one factor that influences consumer behavior. Marketing stimuli consist of product, price, place, and promotion. In this theory, price is one of the elements influencing purchasing decisions. The results of this research are in line with Sumarwan's theory (2020), which states that one factor that influences purchasing decisions is the marketing mix. The marketing mix is a number of marketing tools that a company uses to achieve its goals, one of which is price. This research is also in line with the results of Bunga Puspita (2021), which found that price partially influences purchasing decisions. Research by Agus Susanto (2021) also found that price influences purchasing decisions, while research conducted by Firdawati Amir (2019) and Ririen Handayani (2020) shows different results from previous research that price and place do not have a significant

influence on decisions to purchase medicines through the application. Amos online, this research uses indicators of waiting time, delivery time, and access, while previous research used indicators of product diversity and product convenience. Based on the respondents, it appears that there are indications of problems related to consumer statements, namely: 1) The price of Neuroaid is very affordable for all groups, and several consumers deny this statement; 2) The price of Neuroaid is for more than just the upper class, where several consumers refuse this statement; 3) The price of Neuroaid is according to the benefits obtained, where several consumers deny this statement. Based on the problem above, the researcher recommends that education be carried out regarding this price, namely by understanding consumers that the price of this product is based on its quality, especially since it is an imported product whose raw materials are all obtained from abroad. The following solution is to offer consumers a retail purchase at a pharmacy. - certain pharmacies so that middle and lower-class consumers can reach lower-classes, then think about the benefits of the price that will be sold with the benefits provided to consumers by educating them that for optimal improvement, they must use the dosage recommended by the doctor. These improvements are expected to impact the decision to purchase Neuroaid in the South Sumatra region so that consumers do not hesitate and are confident in buying the Neuroaid drug.

The influence of place on Neuroaid purchasing decisions in the South Sumatra region. The results of testing the third partial hypothesis show that place positively and significantly influences Neuroaid purchasing decisions in the South Sumatra Region. This means that if the place is better and closer to consumers, purchasing decisions will increase. To get maximum profits, an appropriate distribution strategy is needed so that the product can reach consumers, Oentoro (2019). Shiffman and Khanuk (2021) state that marketing stimulation influences consumer behavior. Marketing stimuli consist of product, price, place, and promotion. In this theory, place appears to influence purchasing decisions. The results of this research align with Sumarwan's (2020) theory, which states that one factor influencing purchasing decisions is the marketing mix. The marketing mix is a number of marketing tools that a company uses to achieve its goals. One of the marketing mixes is place. This research is also in line with the results of research conducted by Welfin Djayandi (2019), which found that products positively and significantly influence purchasing decisions. Research by Wahono Sumaryono (2020) found that products partially have a positive and significant effect on purchasing decisions. Meanwhile, research conducted by Adhela Eria (2022) and Serly Frida (2023) showed different results, such that the place did not have a significant effect due to the variables involved. The place of purchase was more heterogeneous compared to the previous study; the place was only in hospitals, while this variable also added pharmacies to purchasing decisions.

The influence of promotions on Neuroaid purchasing decisions in the South Sumatra region. The results of testing the fourth partial hypothesis show that promotions influence Neuroaid purchasing decisions in the South Sumatra region. The value of this influence has a positive and significant slope, meaning that if the promotion is more comprehensive and carried out more intensively, purchasing decisions will increase. Promotion is an effort or activity by a company to influence actual and potential consumers so that they want to buy the products currently offered. In the future, according to Sistaningrum (2020) and Ratih Huriyati (2019), promotion is one of the determining factors for the success of a marketing program. According to Shiffman and Khanuk (2021), marketing stimulation is one factor that influences consumer behavior. Marketing stimuli consist of product, price, place, and promotion. In this theory, promotion appears to be one of the elements that influences purchasing decisions. The results

of this research align with the theory stated by Sumarwan (2020), which states that one factor influencing purchasing decisions is the marketing mix. The marketing mix is a number of marketing tools that a company uses to achieve its goals. One of the marketing mixes is promotion. This research also aligns with the results of Welfin Djayandi (2019), which found that promotions partially influence purchasing decisions. Research by Agus Susanto (2021) also found that promotions influence purchasing decisions. Meanwhile, research conducted by Silvia Sharen (2018) and Nur Rahman (2019) shows different results regarding the influence of the marketing mix on purchasing decisions for herbal medicines in Kalimantan. The results show that place and promotion do not influence purchasing herbal medicine. What differentiates this research from previous research is that the indicators used in this research use advertising, sales promotion, and public relations indicators, while the last research used indicators of direct sales, personal selling, and public relations.

The influence of perception on Neuroaid purchasing decisions in the South Sumatra region. The results of testing the second partial hypothesis reveal a significant finding: perception influences Neuroaid purchasing decisions in the South Sumatra region. This influence, with a positive value, underscores the importance of consumer perception in driving purchasing decisions. As perception is the process of organizing stimuli influenced by various knowledge, desires, and experiences, it plays a crucial role in human behavior and choice determination. According to Shiffman and Kanuk (2021), the background characteristics of consumers consist of individual differences that greatly influence purchasing decisions, namely religion, needs and motivation, personality, information processing, perception, learning process, knowledge, and consumer attitudes. In this regard, perception is one element that influences purchasing decisions. The results of this research are in line with the theory stated by Shiffman and Kanuk (2021), which states that the factors that influence consumer decisions are changes in the formation of consumer attitudes and behavior, environmental factors and marketing mix, stimuli, background characteristics of consumers, company marketing effort factors, and socio-cultural factors. The background factors of consumer characteristics consist of individual differences that appear in consumers and psychological processes that occur in consumers, which greatly influence purchasing decisions, namely religion, needs and motivation, personality, information processing and perception, learning processes, knowledge, and consumer attitudes. This research also aligns with Marwali's (2020) study, which found that consumer perceptions positively and significantly affect purchasing decisions. Amidi (2021) also found a positive and considerable influence of consumer perception on buying decisions. Meanwhile, Suseno's (2018) and Silvana's (2019) research shows that consumer behavior does not affect buying decisions for Neulin medicine at PT Feron.

The influence of consumer knowledge on Neuroaid purchasing decisions in the South Sumatra region. The results of testing the sixth partial hypothesis show that consumer knowledge influences Neuroaid purchasing decisions in the South Sumatra region. This influence value has a positive and significant slope, meaning that purchasing decisions will increase if consumer knowledge is higher. In developing knowledge, humans can reach their full potential and contribute to the development of society and the world. It is essential to continue learning, innovating, and sharing knowledge to continue to develop and positively impact the world around us, S Otomo (2019). According to Shiffman and Kanuk (2021), consumers' background characteristics consist of individual differences that greatly influence purchasing decisions, namely religion, needs and motivation, personality, information processing, perception, learning process, knowledge, and consumer attitudes. Knowledge is one of the elements

influencing purchasing decisions. The results of this research are in line with the theory stated by Shiffman and Kanuk (2021), which states that the factors that influence consumer decisions are changes in the formation of consumer attitudes and behavior, environmental factors and marketing mix, stimuli, background characteristics of consumers, factors in the company's marketing efforts, and socio-cultural factors. The background factors of consumer characteristics consist of individual differences in consumers and psychological processes that occur in consumers, which greatly influence purchasing decisions, namely religion, needs and motivation, personality, information processing and perception, learning processes, knowledge, and consumer attitudes. This research is also in line with the results of research conducted by Evi Marcela (2019), which states that consumer knowledge partially influences purchasing decisions. Atik Hendarwaty's (2022) findings also found that consumer knowledge positively and significantly affects purchasing decisions. Meanwhile, research by Maryam (2019) and Siregar Pakpahan (2020) states that expertise does not influence buying decisions.

5. Conclusion

It can be concluded that The marketing mix (Product, Price, Place, Promotion) and Perception and Knowledge positively and significantly influence Neuroaid purchasing decisions in the South Sumatra region. A Companies managing Neuroaid must pay attention to the marketing mix and consumer characteristics, which have been proven to influence purchasing decisions. Regarding the marketing mix of the company managing Neuroaid, researchers should suggest improvements to the understanding of the product, namely by providing consumers with a sense of the design, providing a more extended expiry period, and storing the product at room temperature, then regarding the price what can be done is providing education to consumers that the cost of the product is by the benefits obtained, apart from the product being an imported product, the product also has an excellent impact on health, further understanding of the place where the product is supplied so that it can be distributed evenly across all pharmacies, not just Pareto pharmacies and for delivery. It is best to collaborate with the shipping company so that the product can quickly reach the hands of consumers, and then regarding promotions, what should be done is to hold events more often, especially at hospitals, so that this can provide more information to consumers and provide discounts. Attract consumers for continuous purchases. These improvements will likely positively impact purchasing decisions for Neuroaid in the South Sumatra region so that consumers are confident in purchasing Neuroaid medication. Regarding buyers' characteristics, researchers suggest that a review of these perceptions be carried out by convincing consumers about the benefits of Neuroaid. For example, it can explain the health benefits of the Neuroaid product and then provide information related to the doctor's recommended dosage, which must be adhered to to allow for optimal health impact. Researchers also suggest that socialization be carried out to improve consumer knowledge, namely by providing information related to the Neuroaid product's health link via social media to consumers, then providing an overview of the impact of the analysis, which will have a good effect on health, for example giving knowledge about cases. Stroke in the world so consumers can discover the impact of Neuroaid product analysis. Then, consumers are also given educational knowledge that the use of Neuroaid will provide maximum results if it is used correctly with these improvements; it is hoped that it will have a good impact on the decision to purchase Neuroaid in the South Sumatra region so that consumers are confident in purchasing Neuroaid medicines.

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The Effect of School Principal Leadership, Discipline and Infrastructure on Teachers' Performance in SMP Negeri Lempuing District, Ogan Komering Ilir Regency

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Abstract

This research aims to determine 1) the influence of the principal's leadership, discipline, and infrastructure together on the performance of State Middle School teachers in Lempuing District, Ogan Komering Ilir Regency, 2) the influence of the principal's leadership, discipline, and infrastructure partially on the performance of State Middle School teachers in the District. Lempuing, Ogan Komering Ilir Regency. The type of research used is associative. The research uses leadership variables, work discipline, facilities, infrastructure, and performance. The research population was 218 State Middle School teachers in Lempuing District, Ogan Komering Ilir Regency. The sample was taken from 142 teachers using the Cluster sampling technique. The data required is player data with a retrieval method. Questionnaire data. The analysis technique used is multiple linear regression. The results of the research prove that: 1) there is a significant influence of leadership, discipline, and facilities and infrastructure on the performance of State Middle School teachers in Lempuing District, Ogan Komering Ilir Regency 2) there is a significant influence of leadership on the performance of Public Middle School teachers in Lempuing District, Ogan Komering Ilir Regency 3) there is an influence Discipline has a significant impact on the performance of State Middle School teachers in Lempuing District, Ogan Komering Ilir Regency. 4) Facilities and infrastructure have a significant influence on the performance of public middle school teachers in Lempuing District, Ogan Komering Ilir Regency.

Keywords: Principal School Leadership, Discipline, Infrastructure.

1. Introduction

Education is one of the crucial efforts in helping humans create a better, independent life capable of responsibility and a decent life that can hone the potential embedded in itself. Education is an essential pillar for humans to achieve their dreams. With education, humans can live a developed, harmonious, prosperous, and happy life with the desired concept or life goal. Education can also change the human character to be better than before because education can change humans to become more mature, have positive thinking characteristics, and become humans with good morals.

A teacher is a teacher at school. A teacher of ten, referred to as a teacher, must convey their

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knowledge to students. Advise and direct students to better behavior than before. A teacher is someone who provides facilities for the process of transferring knowledge from learning sources to students. Teachers are teachers at school. A teacher of ten, referred to as a teacher, must convey their knowledge to students. Advise and direct students to better behavior than before. A teacher is someone who provides facilities for the process of transferring knowledge from learning sources to students. (Alif & Maimunawati, 2020).

Teacher performance can be seen from the teacher's success in carrying out his primary duties. According to Republic of Indonesia Law number 14 of 2005 concerning Teachers and Lecturers, in chapter 1, article 1, teachers are professional educators with the main task of educating, teaching, guiding, directing, training, assessing, and evaluating students in early childhood education through formal education, primary education, and secondary education (Cecep, 2020).

Teachers are an essential component in the educational process. They are sales agents for educational institutions. Teachers are considered the key to success in an academic institution, and their role is to carry out their duties competently and professionally. Teachers not only teach or transfer knowledge; they are also required to provide guidance, role modeling, training to students, community service, and other administrative tasks.

Researchers have determined the research objects to be studied to assess teacher performance. The objects of this research include all teachers and principals of State Middle Schools in Lempuing District, Ogan Komering Ilir Regency, South Sumatra Province. The object of the study consists of 8 public junior high schools spread across the rural areas of Lempuing District, namely Lempuing 1 Public Middle School in Bukit Tugumulyo Village kp 1, Lempuing 2 Public Middle School in Sumber Agung Village, Lempuing 3 Public Middle School in Dabuk Rejo Village, Lempuing 4 Public Middle School in Sukamulya Village, SMP Negeri 5 Lempuing in Cahya Bumi Village, SMP Negeri 6 Lempuing in Tugu Agung Village, SMP Negeri 7 Lempuing in Kaliabang Village, and SMP Negeri 8 Lempuing in Bumiarjo Village.

As a result of initial observations that have been carried out, it is known that phenomena regarding the performance of State Middle School teachers in Lempuing District include creativity, skills, and teacher responsibility in implementing learning. Many still use the lecture method to make the learning process more enjoyable. One of the answers from the results of interviews with students is presented in the following quote: "Usually, the teacher reads the lesson, and we write it down, sis. Then, when the lesson is finished, the mother explains. "If it has been described, the teacher usually gives questions to work on (interview with grade 8 students at one of the State Middle Schools in Lempuing District).

The age factor causes problems related to creativity, skills, and responsibilities faced by teachers. For example, skills in using digital media and equipment to make teaching and learning interesting are less than optimal. This aligns with data on State Middle School teachers in the Lempuing District based on age. The data shows that 59.63%, or more than half of the teachers, are over 40. The workload is relatively high in this age range, and there needs to be more time to plan innovative learning activities. This condition causes teachers to lack creativity. The need for new ideas and the monotonous way of working shows this.

Skills problems are also related to the age factor. Generally, teachers are less proficient in using media and digital equipment to make teaching and learning interesting, their communication skills are less than optimal, they lack understanding of learning material, they have difficulty

managing the class, they are unable to adapt teaching methods to suit student learning styles, and they cannot motivate students.

Apart from creativity and skill factors, there are also factors of a teacher's responsibility that need to be considered. Problems with teacher responsibilities include teachers often not preparing lesson material, teachers not paying attention to student progress, teachers often entering class late, teachers not regularly entering or attending class, and teachers' ability to deliver learning being poor.

The next phenomenon observed by researchers was the leadership of the school principal, with participative leadership, monitoring learning progress, and guiding and directing teachers in solving problems. Observations about participative leadership show that school principal policy decisions sometimes do not involve teachers and staff. It can be seen from the policies taken when procuring infrastructure that does not include teachers in making decisions, which results in a lack of understanding of direct needs in the classroom. This results in reduced effectiveness of implementation and use of the facilities obtained; therefore, teacher participation can increase selection accuracy and ensure that the infrastructure obtained is based on learning needs. School principals also rarely monitor learning activities. As a result, they need to focus their activities on learning and teacher performance in the classroom, building active, creative, and productive group work, and ensuring the needs of students, teachers, staff, and the community as the center of policy. As a result, it is challenging to create a supervision program according to school conditions. The existing supervision programs are downloaded programs or from other schools. So, school principal supervision programs still need to be more appropriate.

Furthermore, monitoring learning progress, there are several phenomena of school principals in monitoring student progress, such as not evaluating teacher performance to ensure effective teaching, not analyzing test results and student assessments to assess their understanding of lesson material, and not holding regular meetings with students' parents and in sharing information about their children's development, not making direct observations of learning activities in class to understand learning dynamics, rarely utilizing technology in collecting data such as learning platforms, rarely analyzing student data to identify trends and understand specific needs, and not implementing a structured monitoring program to follow student progress periodically.

Furthermore, regarding the phenomenon of school principals guiding and directing teachers in solving problems, there are signs that principals do not guide and direct teachers, such as teachers not being told about ways to complete work well or tasks well, teachers not being able to apply for digital E-report cards, teachers not being able to input grades using digital, and teachers often changing teaching schedules according to their interests.

When a school principal does not guide and direct teachers in solving problems, teachers will feel unsupported and less motivated to find solutions to educational issues; teachers will experience difficulty in solving their problems to develop professionally, and hamper their collaboration; teachers will have difficulties in understanding the goals, vision, and mission of the school, there will be increased conflict between staff and teachers, and will create a less cooperative work environment and make it difficult for teachers to overcome educational challenges.

The following phenomenon is the problem of teacher work discipline with indicators of

absenteeism, compliance with company regulations, and effective use of time. Based on these conditions, discipline is essential in improving teacher performance. The discipline of State Middle School teachers in Lempuing District still needs to improve punctuality and compliance with regulations.

The data show that teacher attendance has increased without reason. In the 2021/2022 school year, teacher attendance was 74%, while in the 2022/2023 school year, it was 64%. This data explains that the presentation of public junior high school teacher attendance in Lempuing District must meet the target of 100%. This means that the absenteeism rate has increased.

Observation results show that several teachers do not comply with the regulations that have been set, such as not coming to the office on time or not giving permission if they don't come to school. Most teachers do not update their learning implementation plans (RPP). Every semester, the teacher only changes the date/month/year of the RPP without changing the content to suit existing developments.

The phenomenon of ineffective time use can be seen in the teacher's activities when teaching. It's already school time, but the teacher hasn't come in yet. Too much time is wasted doing ice-breaking activities, and telephone calls are taken too long during study hours. These teacher actions show a lack of effective time use by teachers, so the teaching and learning process becomes less than optimal.

Furthermore, the phenomena researchers observed were related to existing facilities and school infrastructure with indicators including completeness, condition, and use of infrastructure. Several public junior high school infrastructure facilities in Lempuing District needed to be provided with a priority scale analysis during their procurement. This resulted in errors in determining needs planning according to the available budget. Apart from that, infrastructure planning only includes preparing a list of needs and cost estimates, while prioritization scales still need to be carried out.

In terms of inadequate infrastructure, such as missing erasers and markers, limited water availability, minimal health facilities, completeness in sports facilities, libraries that do not update book collections, do not have green environmental areas, and completeness in computer facilities and internet access, there are also infrastructure facilities that are not suitable for use.

The condition of the infrastructure is unfit for use, such as many broken chairs and tables, blackboards that are not suitable for use, damaged construction, outdated or non-functioning learning equipment, and toilets that are not well maintained. Apart from that, there is also infrastructure that is rarely used.

Infrastructure facilities that are not used properly include computer laboratories that are rarely used, library rooms that are poorly maintained, science laboratories that are rarely used, and art rooms that are rarely used.

Based on observations regarding the procurement of infrastructure, some still need to pay attention to supporting factors; for example, the procurement of several computer units that do not consider the school's electrical power means that several computer units cannot be used. This is often found in several state junior high schools in the Lempuing District. The results of the interview conducted with one of the heads of state junior high school facilities and infrastructure in Lempuing District are as follows:

As the head of infrastructure, I coordinate with the entire school community regarding

infrastructure needs; all needs are recorded and then coordinated with the school principal. Whether or not the procurement of goods will be carried out depends on the school principal. Ms. The condition of existing infrastructure is permanently recorded in the goods inventory book. (Interview with the head of facilities and infrastructure at one of the State Middle Schools in Lempuing District). Based on the phenomena related to teacher performance, leadership, discipline, and infrastructure above, researchers are interested in conducting research with the title, The Influence of Principal Leadership, Discipline, and Infrastructure on Teacher Performance in State Middle Schools in Lempuing District, Ogan Komering Ilir Regency.

2. Literature Review

Many factors influence teacher performance, both internal and external. According to Barnawi and Arifin (Barnawi & Arifin, 2014), internal factors of teacher performance are factors that come from within the teacher that can influence their performance, for example, (1) ability, (2) skills, (3) personality, (4) perception, (5) motivation to become a teacher, (6) field experience, and (7) family background. External factors of teacher performance are factors that come from outside the teacher that can influence his performance, for example, (1) salary, (2) facilities and infrastructure, (3) physical work environment, and (4) leadership; it can be said that the principal's leadership influences performance Teacher.

One of the factors that influences teacher performance is leadership. The influence of the principal's leadership on teacher performance is in the form of creating a school climate that can stimulate or hinder teacher work effectiveness (Siemze, Purnawati, & Amirudin, 2022). As a leader, the principal must be the driving force for the progress of the educational process. A leader must possess a personality that is a role model for his subordinates and the ability to motivate, make decisions, communicate, and delegate authority. Apart from the principal's leadership influencing teacher performance, work discipline also influences teacher performance.

Several research results related to the influence of school principal leadership on performance include the results of research conducted by Dwi Suzanna and Rizky Fauzan (2022), who revealed that their study showed that principal leadership was proven to have a positive relationship and had a significant effect on teacher performance.

The results of research conducted by Evalin Ndoen et al. (2021) show that the principal's leadership significantly influences teacher performance. However, the results of research conducted by (Nurwiyanto, Abdullah, & Nyoman, 2022) show that partially, there is an insignificant influence between the principal's leadership and teacher performance.

The success of a school organization is primarily determined by the school principal's leadership in carrying out his roles and duties. Roles indicate duties and rights and reflect responsibility and authority within the organization. A school principal must be able to mobilize teachers and administrative staff to carry out supervision functions. The principal's leadership can influence teacher performance. Apart from leadership, discipline also influences teacher performance. Teacher work discipline is behavior adapted to the norms of obedience, willingness, responsibility, and awareness of teachers in working based on regulations and policies established by organizations, institutions, or educational institutions. This relates to teachers' professional duties in managing administration, planning and implementing, and evaluating school learning. Work discipline is an effort to control one's behavior, awareness, and compliance in working based on the rules set by an organization.

Research results related to the influence of discipline on teacher performance include research results by Rosmawati et al. (2020), which show that teacher discipline significantly affects teacher performance. Abdurahman's research (2021) results show that work discipline positively and substantially affects teacher performance at SMK Negeri 3 Palembang. In contrast to research conducted by Sadiyo (2014), work discipline does not affect performance.

Other factors that influence teacher performance are facilities and infrastructure. The facilities and infrastructure that exist in the world of education are among the most important things, as well as the completeness of the facilities and infrastructure to support the implementation of the teaching and learning process. Facilities and infrastructure will be needed for students, both directly and indirectly, with the aim that educational activities will achieve their goals.

In general, facilities and infrastructure are intended as a service that makes teachers become professionals, which is carried out effectively and efficiently to improve the quality of good education; in this case, the placement and use of facilities and infrastructure must be carried out appropriately and efficiently, all the facilities needed in The teaching process will always move well or not, depending on the resources. Thus, facilities and infrastructure must be prioritized for comfort and success in the educational process with adequate facilities that can be acceptable so that not only will students be happy, but they will also become a benchmark for improving the quality of education.

Research conducted by Ifat Latifah and Rivo Panji Yudha (2023) shows that facilities and infrastructure significantly influence performance. According to research conducted by Nopi Sandra Yulis (2022), school facilities and infrastructure have a positive and significant effect on the performance of social studies teachers.

As a social organization, a school is a hub of collaboration between various stakeholders, including the principal, teachers, employees, and students, all working towards common goals. This underscores the critical need for a conducive climate within schools. Such an environment, fostering a sense of security, comfort, and mutual benefit, is not just desirable but essential for the holistic development of students, the effectiveness of principals and teachers, and the smooth functioning of administrative staff.

The influence of the principal's leadership on teacher performance at Public Middle Schools in Lempuing District, Ogan Komering Ilir Regency. According to Arifin (2014), internal and external factors influence teacher performance. Among the external factors are salary, facilities and infrastructure, physical work environment, and leadership. In this case, the principal's leadership influences teacher performance. Research related to the influence of principal leadership on teacher performance was conducted by Evalin Ndoen et al. (2021) and Dwi Suzanna and Rizky Fauzan (2022), with the results that principal leadership was proven to have a positive relationship and had a significant effect on teacher performance. However, the results of research conducted by (Nurwiyanto, Abdullah, & Nyoman (2022) prove that partially, there is an insignificant influence between the principal's leadership and teacher performance. The next phenomenon observed by researchers was the school principal's leadership. The results of observations made on the principal's leadership show that it is related to participative leadership, monitoring learning progress, and guiding and directing teachers in solving problems. As a result, it affects teacher performance, especially in terms of creativity, skills, and responsibility.

The influence of discipline on teacher performance at Public Middle Schools in Lempuing

District, Ogan Komering Ilir Regency. According to Kasmir (2022), many factors influence performance, including work discipline. Discipline in the work environment is essential because it hinders the organization's goals. Therefore, employees with good work discipline will also benefit the company and the employees themselves. Several results of research that have been carried out regarding the influence of discipline on teacher performance include the results of research conducted by Herawati, Hidayat, & Penggalih (2022) from the results of determination calculations showing that work discipline can influence teacher performance at SMP Negeri 258 Jakarta East at 49.2%. Research conducted by Damanik (2019) shows the influence of work discipline on teacher performance. Apart from that, the results of research conducted by Rosmawati, Ahyani, & Missriani (2020) also show that teacher discipline significantly affects teacher performance, in contrast to research conducted by Sadiyo (2014) that work discipline does not affect performance. The following phenomenon is the problem of teacher work discipline. Observation results show that several teachers need to comply with the regulations that have been set, such as not coming to the office on time, not giving permission if they don't go to school, and not making a Learning Implementation Plan (RPP). This results in employee performance being uncreative, incompetent, and lacking responsibility.

The influence of infrastructure on teacher performance at State Middle Schools in Lempuing District, Ogan Komering Ilir Regency. According to Barnawi and Arifin (2014), internal and external factors influence performance. Among the external factors that influence performance are facilities and infrastructure. Syafaruddin et al. in Ananda (2016:20) state that educational facilities are all equipment, materials, and furniture directly used in the educational process at school. In contrast, educational infrastructure is all essential equipment that indirectly supports the implementation of the educational process at school. Infrastructure can be interpreted as motivating teachers to carry out activities. By providing adequate facilities and infrastructure, the duties and responsibilities assigned to teachers can be carried out effectively and efficiently so that teacher performance will increase. Fulfillment of facilities and infrastructure is a strategy for completing tasks and as work support, which is expected to make work easier and can be used appropriately by teachers. Several research results have been conducted regarding the influence of infrastructure on teacher performance, including the results of research conducted by Rachmad & et al. (2022). Infrastructure and work environment have a positive and significant influence on teacher performance. According to Gulo (2021), educational facilities and infrastructure at SMP Negeri 6 Medan greatly influence teacher performance. And according to Fudin (2020), teacher performance is influenced by infrastructure at a moderate level of 28.3%.

3. Research Method

The objects of this research are State Middle School teachers in Lempuing District, Ogan Komering Ilir Regency, South Sumatra. The research method used is quantitative research. In this research, the aim is to determine the influence of the independent variable and the dependent variable, namely, the independent variables are the school principal's leadership (X1), discipline (X2), and infrastructure (X3), with the dependent variable being performance (Y1). The population in this study took 218 civil servant teachers with bachelor's and master's educational backgrounds who taught at state junior high schools in Lempuing District. Based on the results obtained from the Solvin formula, the number of respondents was determined to be 142 respondents. The sampling technique above uses the Probability Sampling Technique with the Cluster Sampling Technique. The data collection techniques used in this research comprised questionnaires, interviews, and observations. The analysis model in this research is

a multiple-linear analysis based on functional or causal relationships between independent and dependent variables.

4. Findings and Discussions

Following are the results of the regression analysis.

Table 1. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	.534	.162	
Kepemimpinan	.087	.094	.096
Disiplin Kerja	.178	.074	.214
Sarana dan Prasarana	.508	.070	.559

a. Dependent Variable: Y

Based on the regression results above, a multiple linear regression equation can be formulated as follows: $Y = 0.354 + 0.087X_1 + 0.178X_2 + 0.508X_3$

The constant coefficient value is 0.354; if leadership, discipline, facilities, and infrastructure do not exist, then performance will still be produced with a value of 0.354. The leadership coefficient value is 0.087; this value has a positive slope, indicating that if leadership increases while other factors are considered *ceteris paribus*, employee performance will also increase. The work discipline coefficient value is 0.178. This value has a positive slope, indicating that employee performance will improve if work discipline rises, while other factors are considered *ceteris paribus*. The coefficient value for facilities and infrastructure is 0.508. This value has a positive slope, indicating that employee performance will also increase if facilities and infrastructure increase, while other factors are considered *ceteris paribus*.

The F test was conducted to determine the influence of the principal's leadership, discipline, and infrastructure on teacher performance at State Middle Schools in Lempuing District.

Table 2. F test

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	82.386	3	27.462	78.674	.000 ^a
Residual	48.170	138	.349		
Total	130.557	141			

a. Predictors: (Constant), X3, X2, X1

b. Dependent Variable: Y

Based on the results of the F test, it can be seen that the Fcount value is $78.674 > F_{table} 2.67$, with a sig. F level of $0.000 < 0.05$ (significant), then H_0 is rejected, and H_a is accepted, meaning that there is a significant influence of X1, X2, and X3 on Y.

Table 3. t-test

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.534	.162		3.306	.001
Kepemimpinan	.087	.094	.096	.923	.357
Disiplin Kerja	.178	.074	.214	2.393	.018
Sarana dan Prasarana	.508	.070	.559	7.239	.000

a. Dependent Variable: Y

Based on the t-test results, it can be seen as follows: Leadership has a t value of 0.923 < t table 1.977, with a sig.t level of 0.357 > 0.05, so Ho2 is accepted, and Ha2 is rejected, meaning that there is an insignificant influence of the principal's leadership on the performance of the State Middle School teachers in Lempuing District. Work discipline has a t value of 2.393 > t table 1.977, with a sig.t level of 0.018 < 0.05 (significant), so Ho3 is rejected and Ha3 is accepted, meaning that there is a significant influence of discipline on the performance of State Middle School teachers in Lempuing District. Facilities and infrastructure have a t value of 7.239 > t table 1.977, with a sig.t level of 0.000 < 0.05 (significant), then Ho4 is rejected, and Ha4 is accepted, meaning that there is a significant influence of infrastructure on the performance of State Middle School teachers in Lempuing District, Regency. Ogan Komering Ilir.

The influence of the principal's leadership, discipline, and infrastructure on teacher performance. Based on the results of the analysis, the principal's leadership, discipline, and infrastructure significantly influence the performance of State Middle School teachers in Lempuing Ogan Komering Ilir District. These results align with Kasmir's (2022) opinion that many factors influence performance, including leadership and work discipline. Meanwhile, Barnawi and M. Arifin (2014) stated that internal and external factors influence performance; among the external factors are facilities and infrastructure. These results are also in line with those of previous research conducted by Evalin Ndoen et al. (2021), namely that the principal's leadership has a significant influence on teacher performance.

The influence of the principal's leadership on teacher performance. The test results prove that the principal's leadership partially affects the performance of State Middle School teachers in Lempuing District, Ogan Komering Ilir Regency. This result does not align with Kasmir's (2022) opinion that many factors influence performance, including leadership. This research proves that leadership has an insignificant influence. Connected with previous research, these results are not in line with the results of research conducted by Dwi Suzanna and Rizky Fauzan (2022), who revealed that the results of their study showed that school principal leadership was proven to have a positive relationship and had a significant effect on teacher performance. However, these results are in line with Nurwiyanto fan Nyoman (2022), who proves that partially there is an insignificant influence between the principal's leadership and teacher performance. Why does leadership have an insignificant effect on teacher performance? Teachers carry out their duties independently, and various work instructions are clear and routine. If all the tasks/assignments are carried out/reported by the teacher, compensation will

be obtained. Thus, few leadership roles guide teachers' work, which is why the influence of leadership is not significant. However, the leadership function is still maximized by optimizing the coordination function to control teacher performance.

Based on the results of respondents' answers, there were problematic answers because many respondents denied them, especially: a. The principal holds regular meetings with students' parents; b. The school principal can implement E-reports; c. The principal prioritizes the school's goals, vision, and mission. As a result of the above problems, teacher performance also appears problematic, characterized by a lack of ownership of ideas, good classroom management, and good learning preparation. Researchers suggest that in order for teacher performance to improve, school principals prioritize implementing the school's vision and mission by intensively socializing the vision and mission while holding regular meetings with students' parents. School principals should also immediately implement E-reports to support school performance. Researchers can only provide suggestions. If these suggestions are followed, it will affect the teacher's performance; that way, the teacher will not experience problems carrying out his duties, and his obligations will be completed well as expected.

The influence of discipline on teacher performance. Based on the results of the tests carried out, it was found that discipline significantly influenced the performance of State Middle School teachers in Lempuing District, Ogan Komering Ilir Regency. This shows that to improve teacher performance, discipline is needed both from each teacher and through the regulations set by the school. These results align with Kasmir's (2022) opinion that many factors, including work discipline, influence performance. This research proved that discipline had an insignificant influence. Inline with previous research, these results align with the study by Rosmawati (2022) and Herawati & Penggallh (2022), which show that teacher discipline significantly affects teacher performance. However, these results differ from Sadiyo's (2014) findings because he revealed that work discipline does not affect performance. This is because the performance discipline variable positively and significantly affects employee performance. This presence plays a vital role and is needed to improve employee performance. When employees are absent in an orderly manner, have good attendance, and do not commit fraud in attendance, their work will be completed according to standards and with good results. Based on the results of respondents' answers, there were problematic answers because many respondents denied them, especially: a. Every teacher is always absent in an orderly manner; b. Each teacher's attendance is monitored correctly; c. No teacher commits fraud in attendance. As a result of the above problems, teacher performance also appears to be problematic, characterized by a lack of ownership of ideas, poor classroom management, and poor learning preparation. Researchers suggest organizing teachers' attendance so that it is more orderly and well monitored and fraud in attendance can be minimized. If this is done, teachers can work more disciplined and be more careful in improving their performance. If these suggestions are followed, it will affect the teacher's performance, and with the best possible use of time, it will positively impact students in a good learning process.

The influence of infrastructure on teacher performance. The results of the analysis show that the influence of infrastructure on the performance of State Middle School teachers in Lempuing District, Ogan Komering Ilir Regency, has a significant effect. These results align with Barnawi and M. Arifin's (2014) theory, which states that internal and external factors influence performance; among the external factors are facilities and infrastructure. In Daryanto's opinion (Pnmaningsih & Purbangkara, 2022), educational infrastructure is all kinds of equipment and objects used by teachers (and students) to facilitate the implementation of education. In this

case, it is proven that infrastructure influences teacher performance. According to previous research by Fudin (2020) and Rachmad (2022), facilities and infrastructure significantly influence performance. Based on the results of respondents' answers, there were problematic answers because many respondents denied them, especially: a. It has good learning facilities so that everything can be used; b. Providing complete health facilities; c. The science laboratory is always used; As a result of the above problems, teacher performance also appears to be problematic, characterized by a lack of ownership of ideas, poor classroom management, and poor learning preparation; Researchers suggest that schools immediately equip science laboratories and health facilities such as UKS rooms. If these suggestions are followed, they will affect teacher performance. The teacher will feel comfortable, and there will be no problems, which will affect teacher performance.

5. Conclusion

It can be concluded that The principal's leadership, discipline, and infrastructure significantly influence the performance of State Middle School teachers in Lempuing District, Ogan Komering Ilir Regency. Schools should pay attention to leadership, work discipline, and facilities and infrastructure because they have been proven to significantly influence the performance of junior high school teachers in Lempuing District, Ogan Komering Ilir Regency. Regarding leadership, its function is still maximized by optimizing the coordination function as a control over teacher performance. The principal's leadership greatly influences teacher performance. Therefore, it is hoped that the principal will prioritize the school's goals, vision, and mission to achieve its goals. Regarding discipline, schools should be more disciplined about teacher attendance so that teacher attendance is more orderly and well monitored. As for facilities and infrastructure, facilities should be completed. Regarding the work environment, especially in this case, the facilities and infrastructure in the school can continue to be improved in quality and quantity in order to support teacher performance to the maximum. For the government, in this case, the authorities, to pay more attention to the welfare of teachers, both in terms of income and career path, so that teachers are willing and able to always keep up with developments and demands of the times in the 4.0 era.

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