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DAFTAR ISI

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PENGARUH *RELATIONAL BENEFITS* DAN *BRAND EXPERIENCES* TERHADAP *REPURCHASE INTENTION* , *WILLINGNESS TO PAY MORE* DAN *WORD OF MOUTH* PADA RESTORAN NAMAAZ DINING

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***Abstract** - This research aims to analyze the influence of the Relational Benefits and Brand Experience variables on Repurchase Intentions, Willingness to Pay More, and Word of Mouth at Namaaz Dining Restaurants. The Relational Benefits variable has three dimensions: Confidence Benefits, Social Benefits, and Special Treatment Benefits. Meanwhile, the Brand Experience variable has four dimensions: Sensory Experience, Affective Experience, Behavioral Experience, and Intellectual Experience. Data was obtained by distributing online questionnaires (Google Form) to 168 respondents who had visited Namaaz Dining Restaurant. The data was then processed using the Structural Equation Modeling (SEM) method with SmartPLS software. The research results show that the Relational Benefits and Brand Experience variables positively and significantly influence Repurchase Intentions, Willingness to Pay More, and Word of Mouth. The dimensions of the two independent variables provide different contributions to the dependent variable. These findings provide important managerial implications for Namaaz Dining Restaurant management in designing effective marketing strategies to increase customer loyalty through Relational Benefits and experience of the Namaaz Dining brand.*
Keywords: Brand Experience; Relational Benefits; Repurchase Intentions; Willingness to Pay; Word of Mouth

1. PENDAHULUAN

1.1 Latar Belakang

Di era globalisasi saat ini, terlihat bahwa perkembangan kuliner sangat pesat. Perkembangan bisnis kuliner menjadi semakin kreatif dan inovatif, dimana dampak globalisasi ini juga berdampak pada taraf kehidupan masyarakat (Orea-Giner & Fusté-Forné, 2023). Sehingga, hal ini mempengaruhi pola konsumsi masyarakat dalam memenuhi kebutuhan hidup masing-masing (Jadoon *et al*., 2021). Terjadinya perubahan zaman mengharuskan kita memiliki kemampuan untuk mengikuti trend yang terus berkembang. Di masa lalu, hanya tersedia makanan dan minuman secara umum dan tradisional, namun saat ini sudah banyak tempat makan dari luar maupun dalam yang tersebar diperkotaan di Indonesia. Oleh karena itu, persaingan dalam dunia bisnis kuliner cenderung sangat ketat dikarenakan menjamurnya usaha bisnis tersebut (Datau, 2022).

Situasi persaingan ini juga menjadi kian pelik ketika terjadi perubahan generasi yang menyebabkan perubahan perilaku konsumen dimana generasi Z jaman sekarang, masyarakat lebih memilih untuk mencari tempat-tempat yang unik dan menarik (Corbisiero, *et. al.*, 2022). Persaingan yang ketat ini tentu menjadikan para pebisnis untuk menyusun strategi pemasaran yang mampu dan sesuai agar dapat mempertahankan retensi dan loyalitas pelanggan sehingga membuat pelanggan melakukan *repurchase order* (Al-Diabat, 2022). Salah satu strategi yang dapat digunakan adalah dengan meningkatkan manfaat yang diterima oleh konsumen dan menawarkan pengalaman atas penggunaan sebuah merek. Kedua strategi tersebut dapat diterjemahkan kedalam sebuah konsep yang disebut fine dining dimana restoran tidak hanya menjual menu hidangan yang hanya mengandalkan rasa, tetapi juga keunikan, sesuatu yang berbeda yang di desain sedemikian unik dan menarik dari segi pelayanananya, tempat, dan makanannya (Seyitoğlu, Faruk, 2020). Kesinambungan tersebut yang menjadi motivasi utama atas penelitian ini dimana manfaat yang diterima oleh konsumen digambarkan melalui variabel Relational Benefit dan pengalaman atas penggunaan sebuah merek digambarkan dengan variabel Brand Experience. Melalui kedua variabel tersebut penelitian ini akan menguji pengaruh *Relational Benefit* dan variabel *Brand Experience* terhadap loyalitas konsumen yang di manifestasikan oleh 3 variabel yaitu *Repurchase Intentions*, *Willingness to Pay* dan *Word of Mouth* pada restoran yang menggunakan konsep *Fine Dining*

Dari beberapa restoran berkonsep *Fine Dining* terdapat salah satu jenis restoran, yakni *Fine Dining*. *Fine Dining* merupakan sebuah restoran dengan tampilan ekslusif serta makanan yang disajikan lebih artistik. Salah satu nya yaitu Namaaz Dining Restoran yang merupakan restoran fine dining pertama di Indonesia yang menghadirkan gastronomi molekuler atau *(molekuler gastronomy)* merupakan teknik transformasi kimiawi dari bahan pangan pada proses memasak hingga terjadinya fenomena sensori ketika hidangan itu dikonsumsi (Kartika & Harahap, 2019). Hal ini menggabungkan ilmu sains dan menu kuliner tetapi dengan cita rasa menu makanan khas Indonesia. Molekuler merupakan teknik pengolahan modern dalam pengolahan makanan yang menitikberatkan pada beberapa elemen penting dalam suatu hidangan, yaitu rasa, sensasi, tekstur, dan pengalaman pada konsumen, dan juga elemen penting dalam panca indera manusia seperti pemikiran, penglihatan, perasaan dan penciuman (Mouritsen *et al*, 2022). Namaaz Dining Restoran memberikan pengalaman multisensori kepada pelanggannya, konsep makanannya yang unik dan inovatif membuat setiap sajian menjadi karya seni yang menggugah selera dan menciptakan sensasi makan yang berbeda dengan restoran biasa lainnya karena adanya hal itu Namaaz Dining menetapkan tarif menu hidangan di restoran *fine dining* (Namaaz Dining Restoran) relative cukup mahal, mereka cenderung menargetkan pasar yang lebih eksklusif dan terbatas, dimana segmentasi mereka yaitu kalangan menengah keatas dan dikarenakan harga menu yang cukup mahal, kalangan segmentasi menengah keatas tidak hanya lagi mencari produk nya, tetapi pengalaman atau *experience* nya yang akan mereka dapatkan, dengan terbatasnya segmentasi seperti itu Namaaz Dining Restoran harus mampu mempertahankan retensi konsumen dengan menciptakan loyalitas pelanggan dari adanya *experience* dan *benefits* yang mereka sediakan bagi pelanggan nya (Desafitri R.B et al., 2018)

Persaingan antar perusahan saat ini tidak lagi mengenai cara meningkatkan volume penjualan tetapi lebih berorientasi tentang mengenai bagaimana membangun kepuasan konsumen dan menciptakan loyalitas konsumen. Kepuasan pelanggan adalah kunci untuk membangun loyalitas pelanggan (Kotler dan Armstrong, 2020). *Repurchase Intention* (RI) merupakan metode dimana pelanggan memutuskan apakah mereka akan membeli kembali suatu produk yang telah dibeli sebelumnya, dengan mempertimbangkan keadaan pasar saat itu dan perkembangan dimasa depan (Simanjuntak *et al*, 2020). *Willingness to pay* menurut

(Herrmann,et.al,2022) merupakan sejauh mana pelanggan bersedia untuk membayar lebih untuk layanan yang disediakan oleh Namaaz Dining, terlepas dari biayanya lebih besar, atau setara dengan layanan yang disediakan resto lainnya. *Word-of-Mouth* merupakan suatu bentuk komunikasi yang dilakukan konsumen untuk memberikan informasi terkait brand atau produk, dan merupakan bagian dari proses komunikasi yang dilakukan baik secara personal maupun kelompok (Kotler & Keller, 2020).

Terkait dengan konsep dari *relational benefits* ini, penelitian ini merumuskan bahwa terdapat 3 bagian (sub-konstruk) dari *relational benefits* yang akan dikaji, yaitu *Confidence Benefits, Scoail Benefits* dan *Special Treatment Benefits.* Dandis, *et al.* (2022) menyatakan bahwa *Confidence Benefit* merupakan manfaat yang dirasakan oleh konsumen untuk meminimalisir risiko keraguan dalam membuat suatu keputusan, atau suatu pengurangan ketidakpastian didalam suatu aktivitas transaksi serta meningkatkan ekspektasi nyata dari pelanggan terhadap suatu bisnis, tentunya hal ini dapat membangun kepercayaan pelanggan kepada perusahaan. Dandis *et. al* (2022) *Social Benefits* adalah manfaat yang muncul ketika perusahaan membangun kerjasama yang baik dengan pelanggannya melalui karyawannya. *Special treatment benefits* merupakan cara untuk memberikan perhatian khusus kepada pelanggan dalam bentuk pelayanan yang membedakannya dengan pelanggan lainnya (Dandis and Eid, 2022). *Spesial treatment benefits* dapat mencakup memberikan layanan pelanggan yang lebih cepat, prioritas, atau responsif kepada konsumen (Mujiburrahman, 2021).*Brand Experience*, yang sangat penting dalam mencapai kelangsungan bisnis (Ong *et al*., 2018). Di dalam sektor FnB ini, Safeer *et al*. (2021) mengatakan bahwa penelitian sebelumnya menyelidiki dampak interaksi merek terhadap loyalitas pelanggan dalam berbagai aspek, terdapat 4 dimensi ataupun sub-variabel dari *brand experience* yang akan dikaji, yaitu *sensori, affective, intellectual, dan behavioral experiences.* Dandis *et al* (2022) mengatakan bahwa *sensory experience* merupakan indra penglihatan, penciuman, rasa, dan sentuhan konsumen pada saat berpusat di sekitar dimensi sensorik dari suatu brand. *Affective Experience*, menurut, Safeer *et al*., (2020) merupakan dimensi yang mengacu pada emosional dan perasaan konsumen terhadap suatu merek. *Behavioral experience* merupakan pengalaman yang mengacu pada tindakan fisik, perilaku pengalaman tubuh (Maduretno & Sheellyana Junaedi, 2022). (Chung & Welty Peachey, 2022) *intellectual experience* merupakan bentuk pemikiran, stimulasi pemecahan masalah keingintahuan. *Intellectual experience* mengacu pada pengalaman yang melibatkan pemikiran, pemahaman, dan proses kognitif dalam merespons atau memahami suatu stimulus atau konteks tertentu (Dandis *et al* (2022).

1.2 Tinjauan Literatur dan Hipotesis

Menurut Dandis et al (2022) *confidence benefit* mengacu pada kesadaran akan penurunan keprihatinan atau ketakutan pada sesuatu yang akan terjadi dan kepuasan. Adapun juga menurut Kim & Ok, (2009) bahwa *confidence benefit* secara signifikan berkontribusi terhadap hasil hubungan pemasaran dalam pelayanan. Selain itu, *social benefit* merupakan manfaat yang didapat oleh konsumen seperti identitas atau status dari produk yang mereka beli. Konsumen akan merasa diakui atau di terima dilingkungan sosial (wang *et al.*, zhang *et al.*, 2020). *Social benefits* terwujud ketika pelanggan menjalin hubungan dengan para karyawan (Gwinner et al., 1998). Selanjutnya rangsangan untuk melanjutkan hubungan dan komitmen penyedia layanan berasal dari pergaulan dan persahabatan, pengakuan pribadi (Dagger et al.,2011). Adapun menurut (Jiang *et al.*, Wang *et al.*, dan Benbasat *et al.*, 2019), *special treatment benefits* merupakan perlakuan khusus atau layanan yang lebih baik yang diberikan perusahaan untuk pelanggannya. Berdasarkan variabel di atas konsumen akan cenderung membeli atau melakukan pembelian kembali karena konsumen merasa memiliki hubungan yang kuat terhadap brand melalui *relational benefit (confidence benefit, sosial benefit*,dan *special treatment benefit)* sehingga hubungan ini dapat menghasilkakn *repurchase intention* yang lebih tinggi.

H1. *Relational Benefits (Confidence Benefts, Social Benefits* dan *Special Treatment Benefits*) berpengaruh signifikan terhadap *Repurchase Intentions* (RI)

Konsumen percaya bahwa mereka mendapatkan manfaat khusus terhadap suatu merek dan merasa bahwa hubungan tersebut memberikan manfaat sosial, konsumen akan lebih bersedia untuk membayar produk yang mereka beli dengan harga yang lebih tinggi. (Hsieh *et al., &* Yen *et al*., 2019; Liang *et al.,* & Chen *et al*., 2018)

H2. *Relational Benefits* (*Confidence Benefits, Social Benefits* dan *Special Treatment Benefits*) berpengaruh signifikan terhadap *Willingness to Pay More* (WPM)

Dandis *et al,* (2022) mengatakan bahwa loyalitas konsumen memiliki pengaruh positif terhadap *Word of Mouth*. *Confidence benefit* merupakan manfaat yang didapat oleh konsumen ketika memiliki kepercayaan terhadap suatu brand, ketika konsumen percaya dan yakin terhadap brand yang mereka beli, mereka cenderung akan memberikan positif WOM terhadap masyarakat lain dan cenderung merekomendasikan brand tersebut terhadap masyarakat (Wang *et al.,* & Yang, 2018). Menurut Dandis *et al*., (2022) *social benefit* merupakan manfaat yang didapat konsumen ketika mereka masuk kedalam suatu komunitas atau kelompok, mereka akan cenderung untuk memberikan *word of mouth* terhadap brand tersebut dengan merekomendasikan brand tersebut pada orang lain. Selain itu, *special treatment benefit* menurut Dagger *et al.*, (2011) merupakan perlakuan khusus atau special yang konsumen dapat seperti pemberian diskon atau hadiah, mereka juga akan memberikan positif WOM kepada orang lain.

H3. *Relational Benefits* (*Confidence Benefits, Social Benefits dan Special Treatment Benefit*) berpengaruh signifikan terhadap *Word of Mouth* (WOM)

Menurut Han *et al* (2020), *brand experience* merupakan konstruksi penting dalam literatur merek yang menggambarkan bagaimana hubungan antara pelanggan dan merek dibangun. Pemahaman yang lebih mendalam tentang *brand experience yaitu* meningkatkan kesadaran akan pengalaman yang ditimbulkan oleh rangsangan terkait merek .Ong *et al.*, (2018) menunjukan bagaimana variasi jenis restoran dan variasi pilihan menu hidangan serta presentasi yang dapat berkontribusi pada *behavioural experience* yang dirasakan oleh pelanggan, *behavioural experience* yang baik mampu mempengaruhi keinginan pelanggan untuk membayar lebih dan menghasilkan WOM yang baik pada orang lain. (Bae *et al*., 2023) meskipun tidak memengaruhi kesediaan pelanggan untuk melakukan pembelian ulang.

H4. *Brand Experience* (*Sensory Experience, Affective Experience, Behavioural Experience* dan *Intellectual Experience*) berpengaruh sigifikan terhadap *Repurchase Intentions* (RI)

Shamim dan Mohsin Butt (2013), indera penglihatan, penciuman, rasa, dan sentuhan pelanggan fokus pada aspek sensorik dari *brand experience*. *Brand experience* yang bersifat sensorik mengacu pada pengalaman fisik berdasarkan pertemuan penglihatan, suara, penciuman, rasa, dan sentuhan. Misalnya suara aktivitas di FFR, rasa makanan, keindahan cakrawala restoran, aroma hidangan di restoran. Dengan kata lain, kondisi lingkungan (suhu, pencahayaan, kualitas udara, kebisingan, musik, aroma, warna, dll) mempengaruhi indra (Zeithamlet al., 2018). *Sensory experience* berpengaruh signifikan terhadap *willingness to pay* *more* (WPM) *sensori experience* merupakan bentuk pengalaman terhadap indra yang dirasakan oleh konsumen ketika berada di Namaaz Dining Restoran. Ketika restoran mempunyai *sensori experience* untuk konsumennya, akan membuat pelanggannya bersedia membayar dengan jumlah lebih mahal untuk mendapatkan pengalaman. *Sensory experience* dapat mempengaruhi loyalitas pelanggan. (Menurut Chen *et al.*,(2020) *affective experience* yang positif dapat mempengaruhi niat konsumen untuk membayar lebih mahal ketika pengalaman tersebut dirasakan oleh konsumen. *Behavioral experience* menunjukkan bahwa pengalaman terhadap perilaku yang positif seperti layanan yang ramah dapat meningkatkan konsumen untuk melakukan pembayaran yang lebih mahal untuk produk atau jasanya.

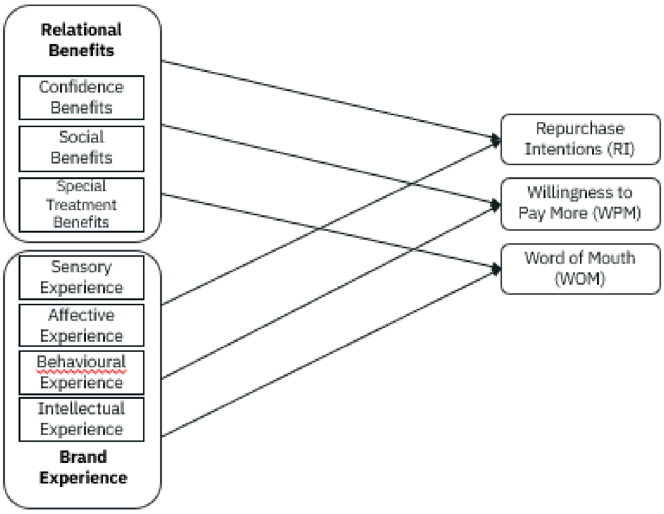
H5. *Brand Experience* (*Sensory Experience, Affective Experience, Behavioural Experience* dan *Intellectual Experience*) berpengaruh sigifikan terhadap *Willingness to Pay more* (WPM)

Wang *et al.*,(2020) mengemukakan bahwa *sensory experience* adalah pengalaman yang didapat konsumen melalui indra mereka seperti melihat, dan merasakan brand tersebut. *Sensory experience* dapat memicu respon emosional konsumen dan memperkuat brand dalam benak mereka ketika konsumen merasa puas dengan *sensory experience* yang didapat dari restoran yang mereka kunjungi, mereka cenderung memberikan positif WOM. *Affective experience* merupakan pengalaman emosional yang dirasakan konsumen ketika berinteraksi dengan karyawan di restoran, Ketika *affective experience* yang dirasakan konsumen positif konsumen juga akan memberikan postif WOM terhadap orang lain mengenai restoran tersebut. Nguyen *et al.*, & Le *et al.*, (2019) mengatakan bahwa *behavioural experience* merupakan pengalaman yang berkaitan dengan perilaku konsumen ketika konsumen sedang berinteraksi dengan brand tersebut. *Behaviroral experience* yang positif dapat meningkatkan *customer loyalty* sehingga mereka akan memberikan positif WOM kepada orang lain. (Xu *et al.*, & Huang *et al.*, 2021) menyatakan bahwa *intellectual experience* merupakan pengalaman intelektual yang mengajak konsumen untuk berpikir mengenai produk tersebut. *Intellectual experience* yang positif dapat memperkuat *customer loyalty* ketika konsumen merasa tertarik dengan *intellectual experience* tersebut, mereka juga akan memberikan postif WOM.

H6. *Brand Experience* (*Sensory Experience, Affective Experience, Behavioural Experience* dan *Intellectual Experience*) berpengaruh sigifikan terhadap *Word Of Mouth* (WOM)

1.3 Kerangka Penelitian

Berikut merupakan kerangka penelitian yang digunakan dalam penelitian ini:



Sumber: (Dandis et,al., 2020)

2. METODOLOGI PENELITIAN

Penelitian ini menggunakan metode kuantitatif dengan jenis penelitian deskriptif, (Sudaryono,2021,p.88) menyatakan bahwa tujuan penelitian deskriptif adalah memberikan gambaran terkait fenomena atau situasi tertentu yang berkaitan dengan variabel yang diteliti untuk menjelaskan variabel secara sistematis dan akurat melalui pengujian hipotesis. Objek pada penelitian ini adalah restoran dengan konsep Fine Dining yaitu Namaaz Dining Restoran “Molekuler Gastronomy” dan subjek dalam penelitian ini masyarakat yang pernah mengunjungi dan makan direstoran tersebut. Dengan demikian populasi dalam penelitian ini seluruh masyarakat yang pernah mengunjungi dan membeli hidangan makanan di Namaaz Dining Restoran. (Hair,et al,2019) dalam melakukan penentuan jumlah sampel menggunakan perbandingan 20:1, dimana jumlah sampel per variabel memerlukan 20 sampel, dan jumlah variabel didalam penelitian ini sebanyak 5 variabel maka jumlah sampel minimal 20:5=100. Terkait penelitian ini, peneliti sudah memperoleh sejumlah 168 sampel dari 200 kuisoner yang disebar. Pengumpulan data dilakukan melalui penyebaran kuesioner dilakukan secara daring melalui g-form sepanjang semester 2 tahun 2023 pada berbagai responden yang sesuai dengan kriteria peneliti yakni masyarakat yang pernah mengunjungi dan membeli hidangan makanan di Namaaz Dining Restoran sebanyak 1 hingga lebih dari 3 kali dengan rentang usia 15 Tahun-45 Tahun, dengan total 31 indikator dari 2 variabel Independen yang memiliki dimensi, dan 3 variabel dependen. Terkait analisis data menggunakan teknik *Partial Least Square* (PLS) dengan alat analisis data yaitu Smart-PLS 3.0.

3. HASIL DAN PEMBAHASAN

3.1 *Outer Model Analysis*

3.1.1 *Convergent Validity*

Dalam pengujian validitas konvergen memiliki kriteria penilaian suatu indikator yang dapat dilihat dari *outer loading* dengan nilai *loading factor* (Wiyono, 2021). (Ghozali & Latan,2020) menyatakan bahwa *rule of thumb* dari nilai *loading factor* perlu memunculkan nilai lebih dari 0,7 agar dinyatakan valid. Adapun dalam pengujian validitas konvergen selain hanya melihat dari nilai *loading factor* tiap indikator variabel, terdapat penilaian *Average Variance Extracted* (AVE). Untuk nilai AVE didalam pengujian ini perlu memunculkan nilai lebih dari 0.5 agar sebuah indikator dapat dinyatakan valid (Hair,et.al.2021).

Tabel 1. Tabel Uji *Convergent Validity*

Indikator	Loading Factor	AVE
AE1	0,879	
AE2	0,834	0,743
AE3	0,872	
BE1	0,911	0,843
BE3	0,925	
CB1	0,900	
CB2	0,844	0,758
CB3	0,872	
CB4	0,865	
IE1	0,825	
IE2	0,824	0,687
IE3	0,837	
RI1	0,895	
RI2	0,746	0,621
RI3	0,711	
SB1	0,893	
SB2	0,912	0,806
SB3	0,889	
SE1	0,881	
SE2	0,872	0,770
SE3	0,878	
STB1	0,947	
STB2	0,934	0,855
STB3	0,892	
WOM1	0,865	
WOM2	0,877	0,751
WOM3	0,858	
WPM1	0,792	
WPM2	0,808	0,621
WPM3	0,764	

Hasil dari tabel diatas menunjukan bahwa setiap indikator pertanyaan dari masing-masing variabel dinyatakan valid, terkecuali indikator variabel BE2 yang merupakan dimensi dari variabel *brand experience* dihapuskan karena memiliki nilai *loading factor* 0,241 dan dinyatakan tidak valid.

3.1.2 *Discriminant Validity*

Dalam pengujian validitas diskriminan dapat dievaluasi melalui nilai *cross loading*, dimana nilai variabel manifest harus lebih besar nilainya dari variabel laten, dan memerlukan nilai lebih besar dari 0,7 agar dinyakatan valid dan memadai (Hair,et.al, 2021**).**

Tabel 2. Tabel Uji *Discriminant Validity*

	AE	BE	CB	IE	RI	SB	SE	STB	WPM	WOM
AE1	**0,879**	0,694	0,573	0,544	0,403	0,228	0,752	0,042	0,509	0,632
AE2	**0,834**	0,552	0,462	0,568	0,334	0,232	0,612	0,161	0,361	0,575
AE3	**0,872**	0,744	0,557	0,531	0,373	0,265	0,784	0,071	0,478	0,659
BE1	0,652	**0,911**	0,535	0,556	0,339	0,305	0,746	0,056	0,461	0,594
BE3	0,766	**0,925**	0,620	0,632	0,432	0,293	0,768	0,133	0,566	0,659
CB1	0,581	0,564	**0,900**	0,476	0,396	0,099	0,607	0,202	0,575	0,499
CB2	0,501	0,556	**0,844**	0,455	0,404	0,214	0,531	0,172	0,569	0,476
CB3	0,486	0,513	**0,872**	0,494	0,349	0,174	0,534	0,253	0,559	0,538
CB4	0,587	0,565	**0,865**	0,530	0,441	0,153	0,618	0,161	0,553	0,552
IE1	0,642	0,601	0,464	**0,825**	0,321	0,384	0,669	0,252	0,441	0,650
IE2	0,441	0,455	0,440	**0,824**	0,293	0,292	0,498	0,311	0,295	0,508
IE3	0,471	0,540	0,490	**0,837**	0,466	0,356	0,605	0,247	0,429	0,600
RI1	0,502	0,513	0,505	0,486	**0,895**	0,380	0,452	0,393	0,599	0,546
RI2	0,182	0,154	0,156	0,191	**0,746**	0,243	0,177	0,088	0,549	0,201
RI3	0,135	0,103	0,247	0,187	**0,711**	0,149	0,132	0,141	0,553	0,139
SB1	0,202	0,204	0,123	0,338	0,294	**0,893**	0,228	0,569	0,312	0,361
SB2	0,202	0,274	0,134	0,356	0,304	**0,912**	0,291	0,493	0,290	0,330
SB3	0,343	0,389	0,233	0,428	0,380	**0,889**	0,397	0,526	0,348	0,490
SE1	0,725	0,766	0,547	0,611	0,401	0,334	**0,881**	0,098	0,493	0,628
SE2	0,724	0,637	0,534	0,647	0,330	0,316	**0,872**	0,086	0,510	0,687
SE3	0,747	0,766	0,646	0,637	0,305	0,255	**0,878**	0,118	0,518	0,621
STB1	0,064	0,078	0,240	0,311	0,312	0,545	0,074	**0,947**	0,292	0,198
STB2	0,033	0,060	0,181	0,282	0,314	0,534	0,057	**0,934**	0,250	0,200
STB3	0,189	0,152	0,206	0,304	0,297	0,556	0,188	**0,892**	0,304	0,276
WOM1	0,648	0,671	0,522	0,611	0,438	0,330	0,654	0,188	0,475	**0,865**
WOM2	0,602	0,503	0,506	0,621	0,357	0,330	0,606	0,187	0,435	**0,877**
WOM3	0,627	0,595	0,512	0,622	0,414	0,485	0,649	0,254	0,430	**0,858**
WPM1	0,592	0,654	0,734	0,483	0,433	0,248	0,640	0,244	**0,792**	0,511
WPM2	0,276	0,268	0,324	0,285	0,680	0,291	0,303	0,224	**0,808**	0,324
WPM3	0,226	0,234	0,293	0,266	0,648	0,325	0,273	0,253	**0,764**	0,300

3.1.3 Uji Reliabilitas

Uji reliabilitas yang dilakukan untuk mengetahui tingkat konsistensi instrumen yang digunakan dalam penelitian dengan melihat nilai *Composite Reliability* dan *Cronbach Alpha*. Nilai *Composite Reliability* suatu indikator dapat dinyatakan reliabel apabila memiliki nilai yaitu lebih dari 0,7. Dan nilai *Cronbach Alpha* diharapkan lebih dari 0,6 untuk memperkuat pengujian reliabilitas suatu indikator dalam penelitian (Wiyono,2021).

Tabel 3. Tabel Uji Reliabilitas

Indikator	*Cronbach's Alpha*	*Composite Reliability*	Keterangan
AE	0,827	0,897	**Reliabel**
BE	0,814	0,915	**Reliabel**
CB	0,893	0,926	**Reliabel**
IE	0,773	0,868	**Reliabel**
SB	0,880	0,926	**Reliabel**
SE	0,850	0,909	**Reliabel**
STB	0,915	0,946	**Reliabel**

Indikator	*Cronbach's Alpha*	*Composite Reliability*	Keterangan
Repurchase Intention	0,759	0,829	**Reliabel**
Willingness to Pay More	0,729	0,831	**Reliabel**
Word Of Mouth	0,834	0,900	**Reliabel**

3.2 *Inner Model Analysis*

3.2.1 *Coefficient Determination* (r-square)

Pengujian *R-Square* dilakukan untuk mengetahui seberapa besar pengaruh yang diberikan variabel independen terhadap variabel dependen (Joseph F,2021).

Tabel 3. Hasil R-Square

Repurchase Intention	0,318
Willingness to Pay More	0,474
Word Of Mouth	0,658

Berdasarkan hasil pengujian *r-squared* yang telah dilakukan, dapat disimpulkan bahwa variabel *word of mouth* memiliki nilai r-squared sebesar 65,8% maka dapat dikatakan bahwa variabel relational benefits dan brand experience secara bersama-sama memberikan pengaruh moderat yang bearti 65,8% variasi word of mouth mampu dijelaskan oleh variabel Relational Benefits dan Brand Experience dan isanya, 34,2%, dipengaruhi oleh faktor-faktor lain. Lalu, pada variabel *Willingness to Pay More* memiliki nilai r-squared sebesar 47,4% maka dapat dikatakan bahwa variabel relational benefits dan brand experience secara bersama-sama memberikan pengaruh moderat, dan untuk variabel *Repurchase Intention* memiliki nilai r-squared sebesar 31,8% maka dapat dikatakan bahwa variabel relational benefits dan brand experience secara bersamaan memberikan pengaruh moderat.

3.2.2 Uji Signifikansi

Pengujian ini menggunakan *path coefficient* (koefisien jalur) untuk mengetahui bagaimana pengaruh yang diberikan oleh masing-masing indikator variabel (Joseph,F,2021) dengan prosedur *bootstrapping* yang dapat ditentukan apabila nilai *t-statistik* lebih dari 1,96 dan *p-value* kurang dari 0,05 maka hipotesis diterima. dengan taraf signifikansi berada pada 0,5.

Tabel 4. Hasil *Path Coefficient*

Variabel	T- Statistics	P Values
Relational Benefits -> Repurchase Intention	4.808	0.000
Relational Benefits -> Willingness to Pay More	5.063	0.000
Relational Benefits -> Word Of Mouth	2.607	0.009
Brand Experience -> Repurchase Intention	2.652	0.008
Brand Experience -> Willingness to Pay More	3.362	0.001
Brand Experience -> Word Of Mouth	9.201	0.000

Uji Signifikansi ini, dapat dilihat dari nilai *t-statistik* dan *p-values* yang dimiliki oleh masing-masing hipotesis dimana jika t-statistik >1,96 maka hipotesis terdukung atau diterima dan jika nilai p-values yang dihasilkan <0,05 berarti hipotesis terdukung atau diterima (Joseph F, 2021).

1. Hipotesis 1 dapat diterima karena nilai t-statistic yang dihasilkan >1,96 yaitu sebesar 4.808 dan nilai p-values yang dihasilkan <0,05 yaitu sebesar 0,000

2. Hipotesis 2 dapat diterima karena nilai t-statistic yang dihasilkan >1,96 yaitu sebesar 5.063 dan nilai p-values yang dihasilkan <0,05 yaitu sebesar 0,000
3. Hipotesis 3 dapat diterima karena nilai t-statistic yang dihasilkan >1,96 yaitu sebesar 2.607 dan nilai p-values yang dihasilkan <0.05 yaitu sebesar 0,009
4. Hipotesis 4 dapat diterima karena nilai t-statistic yang dihasilkan >1,96 yaitu sebesar 2.652 dan nilai p-values yang dihasilkan <0,05 yaitu sebesar 0,008
5. Hipotesis 5 dapat diterima karena nilai t-statistic yang dihasilkan >1,96 yaitu sebesar 3.362 dan nilai p-values yang dihasilkan <0.05 yaitu sebesar 0,001
6. Hipotesis 6 dapat diterima karena nilai t-statistic yang dihasilkan >1,96 yaitu sebesar 9.201 dan nilai p-values yang dihasilkan <0.05 yaitu sebesar 0,000

3.3 Pembahasan

Dalam uji hipotesis pertama diterima, hasil penelitian tersebut didapatkan dari uji signifikansi untuk mengetahui nilai *t-statistic* dan *p-value* dimana nilai t-statistic yang dihasilkan adalah sebesar 4.808 yang artinya nilai tersebut >1,96 dan nilai p-value yang dihasilkan adalah 0,000 yang artinya nilai tersebut <0,05 sehingga dapat memenuhi syarat bahwa hipotesis 1 diterima. Hasil uji hipotesis ini sesuai dengan penelitian (Dandis *et al*, 2022) dimana *relational benefits (confident benefits, social benefits dan special treatment benefits*) berpengaruh terhadap *repurchase intention* (RI). Dengan adanya *relational benefits* atau hubungan dengan pelanggan nya, secara signifikan akan meningkatkan kemungkinan pelanggan untuk memiliki niat beli kembali (*repurchase intention*) Kepercayaan yang tinggi, keterlibatan emosional, serta kepuasan pelanggan yang diperoleh melalui manfaat hubungan tersebut menjadi pendorong utama dalam memupuk loyalitas pelanggan (Qurananda & Giantari, 2020). Dengan memanfaatkan *relational benefits* secara efektif, Namaaz Dining Restoran dapat membedakan dirinya dari pesaing, menciptakan hubungan yang berkelanjutan dan mengoptimalkan potensi pertumbuhan melalui tingginya tingkat *repurchase intention* yang ditanamkan dalam kesadaran pelanggan. (Ariasih, 2023)

Dalam uji hipotesis kedua diterima, Hasil penelitian tersebut didapatkan dari uji signifikansi untuk mengetahui nilai *t-statistic* dan *p-value* dimana nilai t-statistic yang dihasilkan adalah sebesar 5.063 yang artinya nilai tersebut >1,96 dan nilai p-value yang dihasilkan adalah 0,000 yang artinya nilai tersebut <0,05 sehingga dapat memenuhi syarat bahwa hipotesis 2 diterima. Hasil uji hipotesis ini sesuai dengan penelitian (Dandis et al, 2022) dimana *relational benefits* (*confident benefits, social benefits* dan *special treatment benefits*) berpengaruh terhadap *willingness to pay more* (WPM). Didalam *willingness to pay more* (WPM), keinginan pelanggan untuk membayar lebih jelas terlihat. Kepercayaan yang didapatkan melalui pengalaman positif, ikatan sosial yang kuat, dan perlakuan istimewa dari Namaaz Dining Restoran menciptakan persepsi nilai tambah yang signifikan bagi pelanggan (Kusuma, 2023). Sebagai hasilnya, pelanggan cenderung bersedia membayar lebih tinggi karena mereka mengakui dan menghargai manfaat dari hubungan yang lebih dalam dan personal dengan perusahaan (Van Asselt, 2022). *willingness to pay more* dalam konteks ini tidak hanya mencerminkan evaluasi finansial, tetapi juga mencerminkan investasi emosional yang pelanggan siap lakukan untuk mempertahankan hubungan yang dianggapnya bernilai dan istimewa. Dengan memahami dan memanfaatkan manfaat hubungan, perusahaan dapat memperkuat loyalitas pelanggan dan menciptakan dasar yang kuat untuk mendukung keputusan pelanggan dalam membayar lebih tinggi.

Dalam uji hipotesis ketiga diterima, hasil penelitian tersebut didapatkan dari uji signifikansi untuk mengetahui nilai *t-statistic* dan *p-value* dimana nilai *t-statistik* yang dihasilkan adalah sebesar 2.607 yang artinya nilai tersebut >1,96 dan nilai *p-value* yang dihasilkan adalah 0,009 yang artinya nilai tersebut <0,05 sehingga dapat memenuhi syarat bahwa hipotesis 3 diterima. Hasil uji hipotesis ini sesuai dengan penelitian (Dandis *et al*, 2022) dimana *relational benefits (confident benefits, social benefits dan special treatment benefits*) berpengaruh terhadap *word of mouth* (WOM) Pelanggan dimotivasi oleh pengalaman luar biasa dan interaksi positif yang ditawarkan oleh perusahaan untuk memberikan informasi kepada orang lain, yang memiliki efek domino dalam penyebaran informasi positif (Murhadi & Reski, 2022) Hasil menunjukkan bahwa membangun hubungan yang kuat dengan pelanggan berdampak pada loyalitas individu dan *word of mouth* bagi Namaaz Dining Restoran.

Dalam Uji hipotesis keempat diterima, hasil penelitian tersebut didapatkan dari uji signifikansi untuk mengetahui nilai *t-statistic* dan *p-value* dimana nilai t-statistic yang dihasilkan adalah sebesar 2.652 yang artinya nilai tersebut >1,96 dan nilai p-value yang dihasilkan adalah 0,008 yang artinya nilai tersebut <0,05 sehingga dapat memenuhi syarat bahwa hipotesis 4 diterima. Hasil uji hipotesis ini sesuai dengan penelitian (Dandis *et al*, 2022) dimana *brand experience (sensori, affective, behavioural dan intellectual experience*) berpengaruh terhadap *Repurchase Intention* (RI) *brand experience* yang terdapat beberapa dimensi ini sangat memengaruhi keinginan pelanggan untuk melakukan pembelian ulang. Dengan adanya pengalaman yang di rasakan oleh pelanggan dengan merasakan merek melalui indra, emosi, perilaku, dan pemahaman intelektual, pelanggan lebih cenderung membentuk ikatan emosional yang kuat dengan merek tersebut, yang pada gilirannya menyebabkan mereka lebih cenderung mempertimbangkan untuk melakukan pembelian lanjutan. Hasil ini menunjukkan bahwa meningkatkan setiap aspek *brand experience* dapat meningkatkan loyalitas pelanggan Namaaz Dining Restoran dan tersedia keinginan untuk membeli lagi.

Dalam uji hipotesis kelima diterima, hasil penelitian tersebut didapatkan dari uji signifikansi untuk mengetahui nilai *t-statistic* dan *p-value* dimana nilai t-statistic yang dihasilkan adalah sebesar 3.362 yang artinya nilai tersebut >1,96 dan nilai p-value yang dihasilkan adalah 0,001 yang artinya nilai tersebut <0,05 sehingga dapat memenuhi syarat bahwa hipotesis 5 diterima. Hasil uji hipotesis ini sesuai dengan penelitian (Dandis *et al*, 2022) yang menunjukkan bahwa *brand experience (sensori, affective, behavioural dan intellectual experience*) berpengaruh terhadap *willingness to pay more* (WPM). Pengalaman Namaaz Dining yang unik dan kaya mencakup kesan sensorik yang mendalam, respons emosional yang menawan, tindakan interaktif, dan pemahaman cerdas tentang konsep kuliner yang inovatif, menciptakan nilai luar biasa bagi pelanggan. Konsumen yang menikmati dan mendapatkan pengalaman di Namaaz Dining tidak hanya mengapresiasi kualitas makanan dan pelayanan, namun juga bersedia membayar mahal untuk menikmati keunikan dan keistimewaan restoran tersebut (Dzaky Ardiansyah, 2023). Oleh karena itu, hal ini dapat mempertahankan dan meningkatkan pengalaman ini dapat meningkatkan kesediaan pelanggan untuk membayar lebih di restoran Namaaz Dining dan menciptakan peluang untuk meningkatkan penjualan (Djuniardi, 2023).

Dalam uji hipotesis keenam diterima, hasil penelitian tersebut didapatkan dari uji signifikansi untuk mengetahui nilai *t-statistic* dan *p-value* dimana nilai *t-statistic* yang dihasilkan adalah sebesar 9.201 yang artinya nilai tersebut >1,96 dan nilai *p-value* yang dihasilkan adalah 0,000 yang artinya nilai tersebut <0,05 sehingga dapat memenuhi syarat bahwa hipotesis 6 diterima. Hasil uji hipotesis yang sesuai dengan penelitian Dandis *et al.* (2022) menunjukkan bahwa *brand experience,* yang mencakup *Sensori, affective, behavioral,* dan *intellectual experience,* memiliki pengaruh positif terhadap *word of mouth* di Namaaz Dining Restoran. Pelanggan yang memiliki *sensory experience* dengan Namaaz Dining, merasakan respons emosional yang positif, menunjukkan perilaku merek yang mendukung, dan memiliki pemahaman mendalam dan intelektual mengenai konsep kuliner lebih cenderung berbagi pengalaman positif (Arifianto, 2022). *word of mouth* yang dihasilkan dari pengalaman positif ini merupakan saluran yang efektif untuk mengkomunikasikan nilai dan keahlian restoran kepada masyarakat luas, lalu dengan memahami bahwa promosi dari satu orang ke orang lainnya merupakan alat pemasaran yang memungkinkan Namaaz Dining untuk fokus pada strategi mereka untuk mempertahankan dan meningkatkan loyalitas pelanggan (Rismayanti & Santoso, 2023).

4. KESIMPULAN

Dari hasil penelitian yang telah dijelaskan, dapat dilihat disimpulkan bahwa, variabel *relational benefits* dan *brand experience* sebagai variabel independen yang saling memiliki dimensi berpengaruh signifikan terhadap variabel *repurchase intentions, willingness to pay more* serta *word of mouth* sebagai variabel dependen, serta dapat disimpulkan juga bahwa hipotesis 1 hingga hipotesis 6 diterima didalam penelitian ini.

Jika menelisik lebih mendalam maka dapat dilihat bahwa brand experience memberikan dampak yang lebih kuat terhadap *word of mouth* sedangkan *relational benefit* memberikan dampak yang lebih kuat terhadap *willingness to pay more* dan *repurchase intention*. Hal ini dapat memberikan masukan untuk penyusunan strategi pemasaran bagi restoran Namaaz Dining dimana jika ingin menjadikan viral dalam konteks positif maka merek Namaaz Dining harus menawarkan pengalaman yang otentik dan unik. Pada sisi lain jika restoran Namaaz Dining ingin mempertahankan konsumennya maka bukan pengalaman unik yang ditawarkan melainkan manfaat yang diperoleh. Hal ini juga yang dapat menjadi penelitian pada masa yang akan datang dimana penelitian dimasa yang akan datang dapat menguji pada *restoran fine dining* yang lain namun dengan sampel yang lebih spesifik misalkan dengan merujuk pada tingkat pengeluaran seorang konsumen tertentu karena patut diduga tingkat pengeluaran yang berbeda akan menerjemahkan manfaat dengan berbeda pula.

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THE IMPACT OF ENTREPRENEURIAL ORIENTATION ON KNOWLEDGE MANAGEMENT

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Abstract - The growing competitive global business environment has increasingly identified Knowledge Management (KM) as a crucial strategic approach. The connection between Entrepreneurial Orientation (EO) and KM has not been thoroughly investigated, and there are only a few empirical studies on this subject. The primary goal of this study is to examine, through empirical means, the substantial influence of entrepreneurial orientation (EO) on knowledge management (KM). Using a quantitative approach, information was gathered via surveys from 133 staff members at a college or university and then assessed using Smart PLS. The findings reveal that innovation, risk-taking, and proactiveness are key elements of entrepreneurial orientation (EO) and significantly impact knowledge management (KM). The findings emphasize the critical importance of EO in improving KM operations within companies. This study provides new insights into the relationship between entrepreneurship and knowledge management by presenting empirical evidence, showing the vital role of entrepreneurial orientation in driving knowledge management. The study adds to the current body of knowledge and offers significant insights for professionals, academics, and business owners regarding the significance of combining entrepreneurial orientation and knowledge management to gain competitive benefits.
Keywords: Entrepreneurial Orientation; Knowledge Management; Innovation; Risk-taking; Proactiveness

1. INTRODUCTION

1.1. Research Background

In today's dynamic business environment, effectively leveraging knowledge is crucial for making well-informed decisions and enhancing organizational processes. Extensive literature highlights the benefits of Knowledge Management (KM) practices, emphasizing their strong alignment with competitive strategies and their pivotal role in fostering innovation within organizations (Trivedi & Srivastava, 2022; Areed et al., 2021). This study aims to explore the relationship between Entrepreneurial Orientation (EO) and Knowledge Management (KM). EO is recognized as a strategic asset encompassing creativity, willingness to take risks, and proactive actions as fundamental elements that drive entrepreneurial pursuits and confer competitive advantages (Martens et al., 2018).

The impact of EO on KM processes has not been thoroughly investigated despite extensive research on KM. Prior studies have primarily focused on methodological approaches to knowledge generation rather than empirically assessing the influence of EO on KM (Jiang et al., 2019). Farooq and Vij (2020) have highlighted the absence of definitive findings on which factors facilitating knowledge management significantly affect entrepreneurial orientation. This underscores a notable gap in empirical research that this study aims to address.

This study seeks to collect robust empirical evidence on the substantial influence of entrepreneurial orientation (EO) on knowledge management (KM). The emphasis is on EO elements such as innovation, risk-taking, and proactiveness, intending to clarify their impact on the efficacy of KM processes. The anticipated outcomes are expected to improve understanding of how entrepreneurial approaches can be smoothly integrated with KM to foster organizational growth and innovation.

In this study, we aim to fill a crucial gap in the literature by thoroughly investigating the connection between EO and KM using a comprehensive empirical approach. The findings provide useful perspectives for practitioners, researchers, and business owners, emphasizing the significance of harnessing EO to enhance KM strategies and attain a lasting competitive advantage.

1.2. Literature Review

1.2.1 Entrepreneurial Orientation

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1.2.2 Knowledge Management

In general, knowledge management implies the availability of information and data in an organization. It would benefit the company when the knowledge is developed and performed for various operations. Previous studies stated that there is no standard definition of knowledge management processes. In order to gain a deeper understanding of Knowledge Management topics, it is important to consider the connection between knowledge management, the enablers of knowledge management, and the knowledge management process (KMP). (Nasution et al., 2021). Knowledge management processes consist of four main KM activities (sharing, creating, acquiring, and storing knowledge) (Trivedi & Srivastava, 2022).

Prior research indicated that knowledge management involves the management procedures and actions that a company implements to enhance the efficiency of generating and preserving the intellectual assets within companies. (Ramadan et al., 2017). Another study stated that the advancement of new processes and products requires broad and rigorous knowledge activities (Nasution et al., 2021). A recent study has identified some enablers of Knowledge management, that are entrepreneurial orientation (EO) and leadership focused on knowledge (Latif et al., 2021). This study also concentrates on utilizing knowledge management, which is presumed to be connected to EO, one of the elements of KM enablers.

Another study revealed that knowledge management operations are explained as knowledge creation, knowledge sharing, and knowledge utilization. The process of knowledge creation involves generating new knowledge, sharing knowledge involves contributing and accumulating knowledge between units, and knowledge utilization refers to implementing or applying knowledge (Shujahat et al., 2019). This literature will be referred to in this study.

1.2.3 Entrepreneurial Orientation and Knowledge Management

Previous study results propose that companies should implement Entrepreneurial Orientation (EO) as an element of their strategy by recognizing and developing opportunities using knowledge-based systems (Farooq & Vij, 2020). Another study found that entrepreneurial orientation (both proactiveness and risk-taking) is significantly correlated to the knowledge management process (Nasution et al., 2021). Further evidence suggests that taking an entrepreneurial approach has a beneficial impact on Knowledge Management (Sabrinah et al., 2018).

A recent survey considered knowledge-oriented leadership and EO as two enablers of KM (Latif et al., 2021). Another study found that an EO appears essential in helping companies generate new organizational knowledge (Jiang et al., 2019). A new study shows that entrepreneurial leadership has a significant impact on employees' emotional dedication and their willingness to share tacit knowledge. (Pu et al., 2022). One literatur provides comprehensive results regarding the connection between the aspects of knowledge management and entrepreneurial orientation. (proactiveness, innovativeness, and risk-taking) (Farooq & Vij, 2020). Another study also found that EO has a considerable impact on KM procedures (Latif et al., 2021). There is a relationship between innovativeness and KM (including its dimensions, e.g., knowledge Sharing (KSO), information technology orientation (ITO), and learning orientation (LO)

1.3 Hypothesis development

The relationship between innovativeness and LO shows that learning organizations are essential in establishing a good company culture. The relationship between innovativeness and KSO indicates that companies encourage employees to distribute tacit knowledge, which is also critical in making inventions. The relationship between innovativeness and ITO suggests that companies that are great at overseeing and classifying knowledge will generate a good influence on innovation (Farooq & Vij, 2020). For these reasons, our proposed hypotheses are:
H1: Innovation of entrepreneurial orientation has a significant effect on knowledge management.

The relationship between risk-taking and LO suggests that companies take more risks in building a good learning organization and accomplishing organizational performance. The relationship between risk-taking and KSO implies that the absence of a chance to take risks may lead to the failure of valuable knowledge if employees are not encouraged and persuaded to distribute their knowledge. The relationship between risk-taking and ITO implies that knowledge-based companies are more avoid risks because they spend in knowledge-based systems to keep the knowledge in achieving a competitive benefit (Farooq & Vij, 2020). For these reasons, our proposed hypotheses are:
H2: Risk-taking of entrepreneurial orientation has significant effect on knowledge management.

The relationship between proactiveness and LO implies that organizations that are more farsighted in making a reasonable learning ability will find it easier to perform well. The relationship between proactiveness and KSO recommends that the company's proactiveness in making knowledge-sharing abilities can be significantly helpful in developing valuable knowledge to enhance its competitiveness. The relationship between proactiveness and ITO shows that companies that are more proactive in spending on the IT infrastructure will find it easier to classify the knowledge to achieve competitive advantage (Farooq & Vij, 2020). For these reasons, our proposed hypotheses are:

H3: Proactiveness of entrepreneurial orientation has significant effect on knowledge management.

2 RESEARCH METHODOLOGY

2.2 Research Design

This study employs a quantitative research design to examine EO's significant effect on KM empirically. The research adopts a descriptive and associative approach:

a. Descriptive Research: This approach details the participants' characteristics and responses, providing a comprehensive understanding of the data collected.
b. Associative Research: This approach explores the causal relationships between variables, specifically the impact of EO on KM.

2.3 Research Model

Figure 1 illustrates the research framework. The model posits that EO, which encompasses innovation, risk-taking, and proactiveness, influences KM processes within organizations.

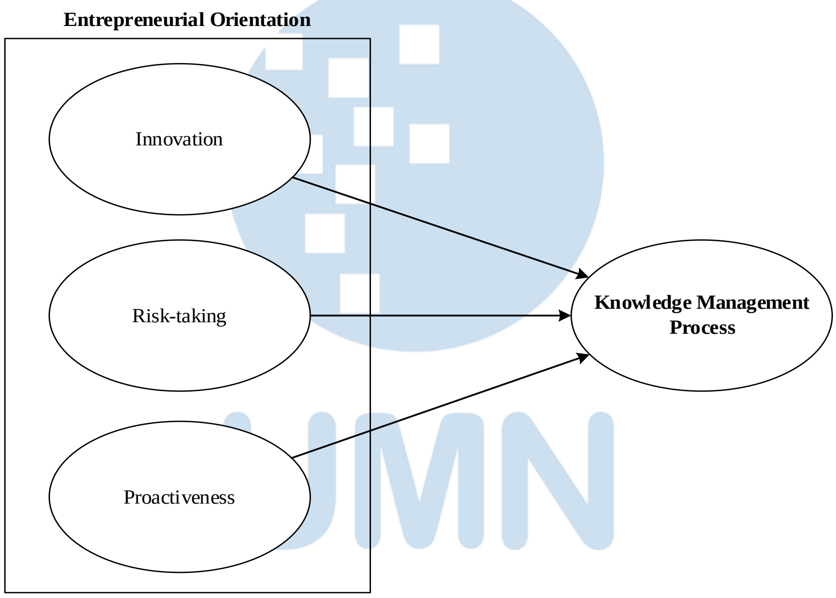

Figure 1. Research Model

2.4 Research Methodology

This research was designed to take a quantitative approach. Structural Equation Modeling-Partial Least Squares (SEM-PLS) was used to analyze causal relationships among variables. Two types of variables were utilized: the latent (construct) variable, which is also known as the unobserved variable, and the indicator variable, which is also known as an observed variable of each latent variable. The latent variable is divided into the exogenous latent variable and the endogenous latent variable. In this research, the exogenous latent variable represents the Innovation, Risk-taking, and Proactiveness of entrepreneurial orientation, while the endogenous latent variable is characterized by knowledge management. The hypothetical model is depicted in Figure 1.

This study will be carried out in multiple phases, which include: (1) development of a survey instrument according to the study's framework, (2) identifying the sample of participants, (3) conducting an online questionnaire, (4) analyzing the data using SMART-PLS software, and (5) interpreting and evaluating the data.

2.5 Sampling Method

The study targets staff members from a higher education institution. A purposive sampling method was employed to select participants directly involved in KM processes. The sample consists of 133 staff members, deemed adequate for achieving statistical significance in Structural Equation Modeling (SEM) analysis.

2.6 Data Collection

Data was collected through an online questionnaire that was distributed to selected participants. The questionnaire was constructed based on the research framework and existing literature, and it included a Likert Scale (1-5) to gauge the responses. The survey encompassed inquiries pertaining to the three dimensions of EO (innovation, risk-taking, and proactiveness) as well as KM processes.

2.7 Ethical Considerations

All participants were provided with information about the study's purpose, and their consent was acquired prior to their participation. The anonymity and confidentiality of the participants' responses were carefully maintained throughout the research process. This thorough and detailed explanation of the research methodology guarantees transparency and reproducibility, addressing the publisher's suggestions for enhancement.

3 RESULTS

In this section, the analysis results and insights derived from data processing are presented. The study employs Structural Equation Modeling-Partial Least Squares (SEM-PLS) to investigate the relationship between Innovation, Risk-taking, and Proactiveness in entrepreneurial orientation and their influence on knowledge management.

3.2 Evaluation of Measurement Model (Outer Model)

The assessment of the measurement model is outlined in this section. Convergent validity, discriminant validity, and composite reliability were analyzed to evaluate the measurement model.

Convergent validity is affirmed when the indicators of a construct demonstrate strong correlation. This is usually determined by the factor loading and AVE values. The outer loading factor should exceed 0.7 (Hair, Hult, Ringle & Sarstedt, 2017: 102), while the Average Variance Extracted (AVE) should be higher than 0.705 (Hair, Hult, Ringle & Sarstedt, 2017: 115). As shown in Table 1, these values indicate the level of convergent validity.

Discriminant validity seeks to determine whether a reflective indicator effectively measures its construct. It assumes that each indicator should be closely related to its specific construct only, and that measures of different constructs should not be closely related (Ghozali & Latan, 2015). The discriminant validity test in SmartPLS utilizes cross-loading values and the Fornell-Larcker Criterion to ascertain this (Henseler et al., 2015).

It is noted that if the square root of the average variance extracted (AVE) for each construct exceeds the correlation value between constructs and other constructs in the model, the model demonstrates excellent discriminant validity value (Fornell and Larker, 1981 in Wong, 2013). Moreover, cross-loading is determined based on the factor loading of all indicators within one latent variable being higher than those in other latent variables. This information is presented in Tables 2 and 3, providing insights into the Fornell-Larcker criterion and cross-loading values.

The reliability of the reflective constructs is assessed by Composite Reliability. Composite Reliability should exceed 0.6, and Cronbach's Alpha should be higher than 0.7 (Ghozali & Latan, 2015). The values for Cronbach's Alpha and Composite Reliability are presented in Table 1.

Table 1. Outer Loading Factors, AVE, Cronbach's Alpha, and Composite Reliability

Latent Variable	Indicators	Outer Loading Factors	Average Variance Extracted (AVE)	Cronbach's Alpha	Composite Reliability
Innovation	Innovation_1	0.901	0.784	0.726	0.879
	Innovation_2	0.870			
KM	KM_C	0.877	0.769	0.850	0.909
	KM_S	0.864			
	KM_U	0.891			
Proactiveness	Proactiveness_1	0.770	0.551	0.733	0.831
	Proactiveness_2	0.706			
	Proactiveness_3	0.760			
	Proactiveness_4	0.732			
Risk-taking	Risk-taking_1	0.850	0.719	0.609	0.837
	Risk-taking_2	0.846			

Table 2. Fornel Lacker

Latent Variable	Innovation	KM	Proactiveness	Risk-taking
Innovation	0.885			
KM	0.482	0.877		
Proactiveness	0.621	0.516	0.742	
Risk-taking	0.428	0.496	0.496	0.848

Table 3. Cross Loading

Latent Variable	Innovation	KM	Proactiveness	Risk-taking
Innovation_1	0.901	0.453	0.552	0.413
Innovation_2	0.870	0.398	0.547	0.341
KM_C	0.406	0.877	0.451	0.428
KM_S	0.385	0.864	0.424	0.423
KM_U	0.474	0.891	0.479	0.453
Proactiveness_1	0.571	0.468	0.770	0.384
Proactiveness_2	0.417	0.396	0.706	0.354
Proactiveness_3	0.422	0.340	0.760	0.440
Proactiveness_4	0.388	0.277	0.732	0.277
Risk-taking_1	0.383	0.423	0.319	0.850
Risk-taking_2	0.344	0.419	0.523	0.846

3.3 Evaluation of Structural Model (Inner Model)

The structural model's assessment based on the hypothesis is used to forecast the causal connection between latent variables (Ghozali & Latan, 2014). The assessment involves examining the R-square (R^2), Q-square (Q^2) test, and NFI values. The following outlines each step involved in evaluating the structural model and the standards for assessment.

3.4 R-Square

The R-squared (R^2) test evaluates the percentage of variances in exogenous variables accounted for by endogenous variables. In practical terms, an R-squared (R^2) value of 0.67 indicates a strong model, 0.33 suggests a moderate model, and 0.19 signifies a weak model (Chin, 1998 in Ghazali & Latan, 2014).

Table 4. R Square

	R Square	R Square Adjusted
KM Process	0.368	0.354

The combined impact of Innovation, Risk-taking, and Proactiveness of entrepreneurial orientation on knowledge management yields an R Square value of 0.368 and an adjusted R Square value of 0.354 (Table 4); it can be explained that all independent variables (Innovation, Risk-taking, and Proactiveness of entrepreneurial orientation) simultaneously effect knowledge management by 0.368 or 36.8%. As the Adjusted R Square 35.4% < 67%, the effect of Innovation, Risk-taking, and Proactiveness of entrepreneurial orientation on knowledge management is moderate.

3.5 T-Statistic (Bootstrapping)

The results from the bootstrapping analysis for direct effects in PLS SEM are detailed in Table 5:

Direct Effects of Innovation of entrepreneurial orientation on knowledge management

Based on calculations using Bootstrap, the test findings show that the estimated coefficient of innovation of entrepreneurial orientation against knowledge management bootstrap results is 0.208, with a T Statistics value of 2.410 and a standard deviation of 0.086. The P value is 0.016 < 0.05, leading us to accept H1 and indicating that the direct effect of innovation of entrepreneurial orientation on knowledge management is significant.

Direct Effects of Risk-taking of entrepreneurial orientation on knowledge management

According to Bootstrap computations, the test results indicate that the estimated coefficient for the impact of Risk-taking in entrepreneurial orientation on knowledge management is 0.245, with a T Statistics value of 2.810 and a standard deviation of 0.087. The P value of 0.005 < 0.05, leading us to accept H1, which suggests that the direct effect of Risk-taking in entrepreneurial orientation on knowledge management is indeed significant.

Direct Effects of Proactiveness of entrepreneurial orientation on knowledge management

According to the Bootstrap calculations, the test shows that the estimated coefficient of Proactiveness of entrepreneurial orientation against knowledge management is 0.285, with a T Statistics value of 4.882 and a standard deviation of 0.058. The P value is 0.000 < 0.05, indicating that we should accept H1 and concluding that the direct effect of the Proactiveness of entrepreneurial orientation on knowledge management is indeed significant.

Table 5. T-Statistic

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Innovation → KM	0.208	0.209	0.086	2.410	0.016
Proactiveness → KM	0.245	0.259	0.087	2.810	0.005
Risk-taking → KM	0.285	0.282	0.058	4.882	0.000

Based on the results of the SEM-PLS analysis, the following conclusions can be drawn regarding the hypotheses:

- H1: Accepted. The data support the hypothesis that **innovation** in entrepreneurial orientation significantly affects KM.
- H2: Accepted. The data support the hypothesis that **risk-taking** in entrepreneurial orientation significantly affects KM.
- H3: Accepted. The data support the hypothesis that **proactiveness** in entrepreneurial orientation significantly affects KM.

3.6 Predictive Relevance

During Q-Square (Q^2) testing, the objective is to assess how effectively the estimated model and parameter generate the observed values. A Q-square value greater than 0 indicates strong predictive relevance, while a value less than 0 suggests a lack of predictive relevancy. The computed Q-Square (Q^2) value for this model is 0.272, which demonstrates excellent predictive relevance as it surpasses the threshold of 0 (zero).

Table 6. Predictive relevance

	SSO	SSE	Q^2 (=1-SSE/SSO)
Innovation	266.000	266.000	
KM	399.000	290.502	0.272
Proactiveness	532.000	532.000	
Risk-taking	266.000	266.000	

3.7 Model Fit

The NFI value is used to assess the quality of the research model. A good NFI value is close to 1 on a scale of 0 to 1. Based on the NFI calculations, the value obtained is 0.663, which is close to 1. This suggests that the research model effectively estimates the impact of Innovation, Risk-taking, and Proactiveness of entrepreneurial orientation on knowledge management.

Table 7. Model fit

	Saturated Model	Estimated Model
SRMR	0.087	0.087
d_ULS	0.500	0.500
d_G	0.234	0.234
Chi-Square	192.466	192.466
NFI	0.663	0.663

According to this result, the author considers the research model suitable and believes it can be utilized for hypothesis testing (see Figure 2).

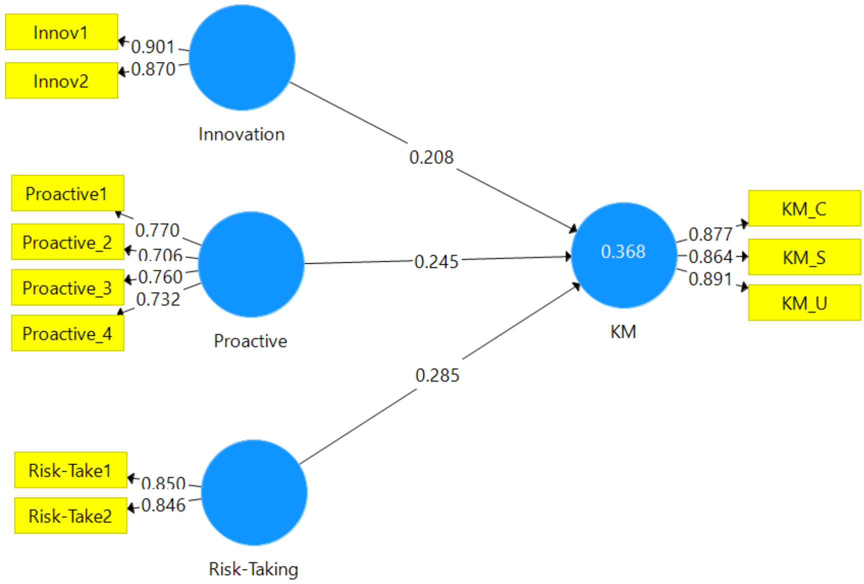

Figure 2. Hypothesis Model Result

4 DISCUSSION

The research determined the connection between knowledge management and entrepreneurial orientation. The study also evaluated the impact of entrepreneurial orientation (consisting of innovation, risk-taking, and proactiveness) on knowledge management.

4.1 Innovation and KM

The research discovered that there is a substantial influence of **innovation** of entrepreneurial orientation on knowledge management. The research outcomes are identical to the recent literature result, indicating the important influence of the general aspects of entrepreneurial orientation on KM processes (Latif et al., 2021). Another study also discovered the relationship between Innovation and knowledge management process dimensions (consisting of information technology orientation (ITO), learning orientation (LO), and knowledge sharing (KSO)). The connection between innovativeness and LO indicates that learning organizations play an essential part in establishing an excellent company culture. The relationship between innovativeness and KSO indicates that companies support employees to distribute tacit knowledge, which will be important in getting innovations. The relationship between innovativeness and ITO suggests that organizations that are great at classifying knowledge will nourish a good effect on innovation (Farooq & Vij, 2020).

4.2 Risk taking and KM

The research also confirmed that **risk-taking** associated with entrepreneurial mindset has a substantial influence on knowledge management. The result aligns with recent literature of Farooq & Vij (2020), it revealed the connection between risk-taking and knowledge-management process dimensions. The connection between risk-taking and learning orientation suggests that companies get riskier in conditions of creating a good learning organization and accomplishing organizational performance. The relationship between risk-taking and knowledge-sharing implies that the absence of a chance to take risk may result in the failure of valuable knowledge if workers are not being encouraged and persuaded to distribute their knowledge. The connection between risk-taking and information technology orientation implies that knowledge-based companies are more refrain from risks, because they spend in knowledge-based systems to keep the knowledge in achieving a competitive benefit (Farooq & Vij, 2020). Another study also found that critical ingredients of EO in company initiatives, e.g., experimentation and risk-taking, have affected how knowledge is produced and shared (Stuetzer et al., 2018). One study also found that a company's system (from a knowledge management perspective) that encourages risk-taking and experimenting will enhance both learning and the creation and sharing of knowledge (Miles, 2012).

4.3 Proactiveness and KM

The study discovered that the influence of the **proactiveness** of entrepreneurial orientation on the knowledge management process was not significant. This is in line with the findings of Farooq & Vij (2020), it discovered the connection between proactiveness and knowledge management process dimensions. The connection between proactiveness and learning orientation indicates that organizations that are more proactive in creating a decent learning ability will find it easier to accomplish good performance. The relationship between proactiveness and knowledge-sharing recommends that the company's proactiveness in constructing knowledge-sharing skills can be very useful in developing valuable knowledge to enhance its competitiveness. The relationship between proactiveness and IT orientation shows that companies that are more proactive in spending in the IT infrastructure will be easier to classify the knowledge to achieve competitive advantage (Farooq & Vij, 2020). Other studies indicate that a strong entrepreneurial orientation, combined with a dynamic market, provides an ideal environment for employees to exchange and acquire knowledge within their organization. (Jiang et al., 2019).

The importance of knowledge management adoption in business world became growing nowadays. KM play important roles in company practices in improving the decision making, while entrepreneurial orientation (EO) methods also can achieve excellent performance in business. The result aligns with previous literature revealing that organizations should embrace the EO as a part of their game plan by recognizing and utilizing the opportunities using knowledge-based systems.

5 CONCLUSION, LIMITATION AND IMPLICATION

This study aims to expose the correlation between EO and KM. The research reinforces existing findings by investigating the connection between different aspects of entrepreneurial orientation (risk-taking, proactiveness, and innovativeness) and KM. The research discovered that EO has a significant effect on KM.

EO provides essential aspects for accomplishing benefits in the relationship with knowledge management. Innovativeness should be included in company culture that enables in creating new or improved knowledge, as they can also contribute in knowledge sharing sessions. While risk-taking play important roles for employee to be courageous to involved in creating and sharing their knowledge. This also enable in building a good learning organization and should return in accomplishing organization performance. other dimension that also crucial is proactiveness, it plays important part in establishing knowledge sharing abilities which can be very useful in creating the valuable knowledge that enhance company competitiveness.
While knowledge management can support entrepreneurial companies in collecting the knowledge to enhance their competitive advantages. By having rigorous knowledge activities and processes, it enables the company to develop and improve its products and services. This also involves workers' knowledge and skills as crucial contributions in the development process.

This study provides a new contribution to both study of the entrepreneurship and knowledge management by demonstrating through empirical evidence that entrepreneurial orientation (EO) plays a vital role in driving knowledge management within organizations. The association between knowledge management and entrepreneurial orientation (EO) indicates that companies should build a good knowledge-based system that can enhance entrepreneurial decision-making. This study recommends that companies should invest in knowledge management and entrepreneurial orientation (EO) to develop business accomplishment.

While this study provides valuable insights, it is not without limitations. The study was conducted within a single higher education institution, which may limit the generalizability of the findings. Future research should consider replicating this study in different organizational contexts and industries to validate the findings. The authors also recommend further investigation how EO and KM impact business performance.

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THE INFLUENCE OF FINANCIAL ATTITUDE, FINANCIAL BEHAVIOR, FINANCIAL KNOWLEDGE, AND FINANCIAL SOCIALIZATION ON FINANCIAL LITERACY IN EMERGING ADULTS IN BANTEN PROVINCE

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Abstract-Based on data from the Financial Services Authority (OJK), the level of financial literacy in Indonesia is still lower than the national level of financial inclusion. The gap between the level of financial literacy and the level of financial inclusion indicates that people have access, but do not yet understand and utilize the available financial information. Financial literacy can be improved through internal factors; financial attitude, financial behavior, & financial knowledge, and external factors with financial socialization conducted by socialization agents; parents, peers, school, & technology/media. The population in this study was a group of emerging adults in Banten province and the number of samples selected was 207 respondents. The purpose of this research is to determine the influence of internal factors and external factors on the level of financial literacy. The results of the research show that there is a positive influence between financial attitude, financial behavior, financial knowledge, and financial socialization technology/media on financial literacy in emerging adults in Banten province, so that financial literacy can be improved by improving financial attitude, financial behavior, financial knowledge, and financial socialization through technology/media.
Keywords: Financial Literacy; Financial Socialization; Financial Attitude; Financial Behavior; Financial Knowledge

1. INTRODUCTION

1.1 Research Background

The economic growth and success of a country can be achieved by developing its financial sector. Financial knowledge, skills, and abilities are important for a country's economic growth and well-being (Sabitova & Mueller, 2016). According to INFE (2011), financial literacy is a combination of awareness, knowledge, skill, attitude, and behavior of a person in making the right financial decisions and ultimately achieving financial well-being. Many countries around the world have started to provide financial education because they believe that financial literacy is a must-have skill (Bhushan & Medury, 2013). Knowing the importance of financial literacy, some countries have begun to focus on developing strategies to improve financial literacy in the general public and the younger generation (Riaz et al., 2022).

Based on Murugiah et al. (2023) the younger generation tends to follow current trends, leading to an increase in the level of borrowing, personal loans, and credit card debt. International organizations such as the OECD (2005) state that "Financial education should be introduced at school. People need to be guided into financial matters as early as possible in their lives." Indonesia as a developing country does not have a good level of financial literacy in its society. This has been shown based on a survey conducted by the Financial Services Authority (OJK), from 2016 to 2022, the financial literacy of the Indonesian people has grown from 29.70% to 49.68% or an increase of 19.98%. Financial inclusion in Indonesia has grown from 2016 to 2022 from 67.80% to 85.10% or an increase of 17.30%. The growth rate in financial literacy and financial inclusion still has a large gap, with a difference of 35.42% or 1.7 times, starting in 2022.

The low level of financial literacy in Indonesian society indicates that people already have access, but do not understand the benefits and risks of available financial institutions, products and services. Thus, the development of a person's mindset, nature, and financial knowledge needs to be balanced to be improved, to be equal to or more than the existing level of financial education. Improvements in public financial literacy aim to increase public awareness and deeper knowledge about the benefits and risks of financial products and services used, such as making loans or debts through online P2P lending fintech services and using bank services to save money.

The average level of financial literacy within 34 provinces in Indonesia by 2022 is 49.68%. About 42% of provinces in Indonesia still have financial literacy knowledge and levels below the national average, such as North Maluku, Riau Islands, Jambi, West Sulawesi, Banten, etc. Based on the data of Java island, Banten province with a financial literacy level of 45.19% is the province with the lowest financial literacy level compared to other provinces in Java island. Banten province with the number of customer deposit accounts of 17.1 million is the province with the lowest level of customer deposit accounts compared to other provinces in Java island.

The Financial Services Authority (OJK) states that Indonesians are becoming increasingly consumptive and are abandoning the habit of saving. Ameliawati & Setiyani (2018) states that someone with a bad attitude towards money indicates their low financial literacy. According to the Financial Services Authority (2023), Gen Y and Gen Z have greater debt levels compared to other generations. Based on the Financial Services Authority's fintech P2P lending statistics in December 2022 of which shows that 62% of fintech P2P lending accounts are owned by customers aged 19 to 34 years. And, 60% of loans from fintech P2P lenders are also disbursed to customers aged 19-34 years. Based on data from the Financial Services Authority (OJK), the 19 to 34 age group consisting of Gen Y & Gen Z is the largest contributor to P2P lending bad debts. The reason Gen Y and Gen Z have debt is due to technological advances and productive age profiles that already have income.

Advances in technology make it easy for Gen Y & Gen Z who are technology literate to apply for loans with digital applications, such as fintech P2P lending and paylater. With the existence of technological systems such as paylater, buyers in digital applications can purchase goods in advance and make payments afterwards according to the payment bill period. Another reason for Gen Y & Gen Z being in debt is because of their productive age. With a productive age that has been working and has an income, they can provide for their own needs. However, if they have an income but unable to manage their own finances, then Gen Y & Gen Z tend to become more consumptive. This is because the income is not enough to fulfill the expenses and depends on the income in the next month.

Expenses that are greater than income can be the reason why the Gen Y & Gen Z generation groups have debt. Murugiah et al. (2023) stated that the younger generation tends to follow current trends, causing an increase in the level of borrowing, personal loans, and credit card debt. With social trends that can be more easily followed due to social media, it is easier for the technology literate Gen Y & Gen Z generation group to be carried away by these social trends. Thus, they end up pushing their financial capabilities to the point of taking out loans or debts to fulfill social trends and lifestyles, without knowing the financial risks they will face in the future.

1.2 Literature Review

1. *Financial Literacy*

   Financial literacy is defined as a person's ability to plan finances, debt and retirement, and maintain wealth (Lusardi & Mitchell, 2014). Based on the ASIC report (2004) financial literacy has been recognized worldwide as an important element in the stability of economic and financial growth. OECD (2013) defines financial literacy as a combination of skills, behavior, awareness, attitude, and knowledge in individuals needed to make financial decisions in order to achieve financial well-being. Khuc et al. (2022) stated that internal factors such as financial attitude, financial behavior, and financial knowledge can affect financial literacy. Meanwhile, external factors can be influenced by socialization agencies, such as family, peers, education, and media on a person's financial literacy (Nidar & Bestari, 2012).
2. *Financial Attitude*

   Financial attitude is a person's mindset, opinion, and judgment about finance (Pankow, 2012). Riaz et al. (2022) concluded attitude toward money as self-direction and willingness to learn to manage money, and handle financial problems more effectively. Ameliawati & Setiyani's research (2018) states that individuals who have a better attitude towards money will have good financial literacy, while individuals who have a poor attitude towards money will have low financial literacy. Financial attitude acts as an internal factor that can affect financial literacy (Khuc et al., 2022).
3. *Financial Behavior*

   Financial behavior is human behavior related to financial decision making and financial management, such as preparing & controlling budgets, paying bills quickly, and having savings habits (Bhushan, 2014). According to OECD (2013) and (Lusardi & Mitchell, 2014) financial behavior is a very important and fundamental component of financial literacy. Cole et al. (2011) examined that financial behavior in developing countries, such as Indonesia, is influenced by financial literacy. Financial behavior acts as an internal factor that can influence financial literacy (Khuc et al., 2022).
4. *Financial Knowledge*

   Financial knowledge can be defined as essential knowledge about financial products, concepts and services that can help make informed financial decisions (Australian Unity, 2014). Individuals can make effective decisions when they learn about how to manage finances (Xiao et al., 2012). (Xiao et al., 2012) examined that financial knowledge is important because it can reduce a person's feelings of risk towards financial products. Thus, as people become more familiar with financial products, their debt problems will decrease (Lusardi & Tufano, 2009). Financial knowledge acts as an internal factor that can affect financial literacy (Khuc et al., 2022).

5. *Financial Socialization*
   Financial socialization is defined as "the process of acquiring and developing values, attitudes, standards, norms, knowledge, and behaviors that contribute to financial sustainability and individual well-being" (Danes, 1994). Hilgert & Hogarth (2003) examined that socialization agents are not only through formal education, but also peers, family, and media. Financial information provided by financial socialization agents, such as peers, parents, and schools is considered a passive form of information seeking, while an active form of socialization can be obtained through the media (Sohn et al., 2012). Nidar & Bestari (2012) stated that socialization agencies, such as family, peers, education, and the media influence as external factors on a person's financial literacy.
6. *Parent Role*
   Parents play an important role in children's financial socialization because it can be a gateway to knowledge until they become adults (Danes, 1994). Therefore, family financial socialization in children is a key component in the development of their financial skills as adults (Johnson & Sherraden, 2007). Financial socialization can be a purposeful process where parents teach children about money management; where children are given access to money to gain experience in decision making, or facilitate opportunities to earn money (Koonce et al., 2008). Nidar & Bestari (2012) stated that socialization agencies, such as family, influence as an external factor on a person's financial literacy.
7. *Peer Role*
   Information and skills acquired through peer groups vary, such as financial advice and information on financial planning, as well as investment decisions (Lusardi et al., 2010). As students and adolescents spend more time with their friends, the influence of peer groups is also important in improving financial literacy (John, 1999). Nidar & Bestari (2012) stated that socialization agencies, such as peers, influence as an external factor on a person's financial literacy.
8. *School Involvement*
   In formal education, students receive financial literacy information regardless of personal circumstances and ethnicity (Drever et al., 2015). Financial socialization at school and college can explain the level of financial literacy in individuals (Grohmann et al., 2015). Nidar & Bestari (2012) stated that socialization agencies, such as education, have an effect as an external factor on a person's financial literacy.
9. *Technology/Media*
   The increased use of social media is an important educational development because it can increase opportunities to access financial information that was previously inaccessible (Lachance, 2014). This statement is supported by (Farida et al., 2021) that technological advances and social media, such as Facebook, Twitter, and Instagram have a major impact on financial literacy. Media is able to provide easy access to available information to improve the financial literacy of the millennial generation (Loebiantoro et al., 2021). Nidar & Bestari (2012) state that socialization agencies, such as the media, have an effect as an external factor on a person's financial literacy.

1.3 Research Model

The research model to be used is a proposed replication research model from research by Rai et al. (2019) & Murugiah et al. (2023). This research model explains the influence between financial attitude, financial behavior, financial knowledge, and financial socialization role based on parent role, peer role, school involvement, & technology on financial literacy in emerging adults.

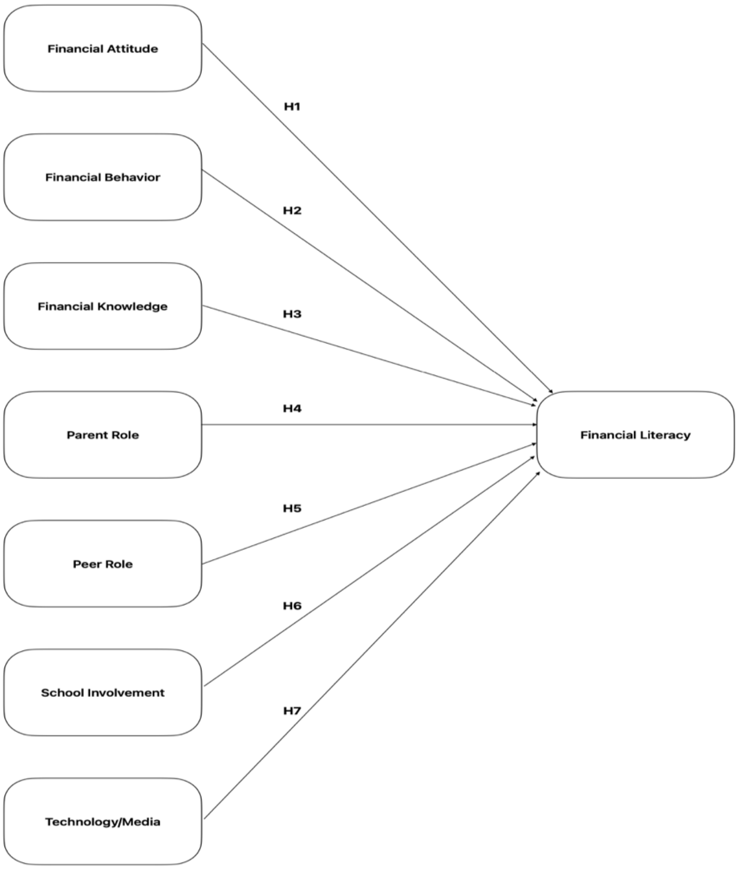

Figure 1. Research Model
Source: Rai et al. (2019) & Murugiah et al. (2023)

2. RESEARCH METHODOLOGY

2.1 Methodology

This study uses a conlusive research design with a type of descriptive research using a single cross-sectional. Conlusive research is used in this study because the researchers want to test the hypothesis and find out the influence between the variables of financial attitude, financial behavior, financial knowledge, and financial socialization on financial literacy. This research uses quantitative research methods using the online survey method. The online survey method will be distributed using a questionnaire to research respondents through social media, with the use of Whatsapp, Line, and Instagram. The questionnaire used to collect data will be measured using a 5-point Likert scale with options ranging from strongly disagree (1) to strongly agree (5) (Dogra et al., 2023). Hair et al. (2014) state that the sample size can be calculated using the formula n x 5 observations per variable. This study has 41 statements of indicators, with the total number of respondents needed in this study based on Hair et al. (2014) was 205 respondents. Based on the non-probability sampling category according to Malhotra et al. (2017), this study uses judgmental sampling because this research has certain conditions and criteria for selecting respondents to become research samples. The terms and criteria that must be met by respondents, namely aged 18-29 years or are emerging adults, and live in Banten province. In this study, the data analysis technique used the Structural Equation Model (SEM). (Hair et al., 2014) state that SEM is a data analysis that uses statistical methods in analyzing several different variables to make measurements of individuals, activities, situations, companies, and more.

2.2 Respondent's Profile

The study encompassed 233 participants, but 26 participants were excluded because they did not meet the requirements based on age, leaving a total of 207 valid participants and is presented in the following table:

Table 1. Respondent's Profile

Category		Total Number of Respondent's	Percentage
Gender	Male	99	47.8%
	Female	108	52.2%
Occupation	Student/College Student	110	53.1%
	Employee/Staff	56	27.1%
	Entrepreneur	41	19.8%
Domicile	Tangerang	133	64.3%
	Tangerang Selatan	56	27.1%
	Cilegon	14	6.8%
	Serang	4	1.9%

Source: Results of data processing by researchers (2023)

2.3 Reliability Test

The reliability test shows the level of consistency in the measurement scale that is used repeatedly with the aim that respondents' answers are not too diverse so that the measurement scale can continue to be used and relied on In the research (Malhotra et al., 2017). This study uses a reliability test to see the consistency of respondents' answers when answering statements and questions on the online questionnaire that has been given. The reliability test uses Cronbach's Alpha to test the reliability of each indicator on a variable. Composite reliability must have a value > 0.70, although a value > 0.60 is still acceptable (Hair et al., 2014). Composite reliability which has a value > 0.70 can be said to be high. According to Ghozali (2016) Cronbach's Alpha which has a value > 0.60 can be said to be reliable.

Table 2. Reliability Test Results based on Cronbach's Alpha

	Cronbach's Alpha > 0.6	Reliability
FA	0.675	Reliable
FB	0.622	Reliable
FK	0,776	Reliable
PAR	0,721	Reliable
PER	0,908	Reliable
SI	0.872	Reliable
TM	0.832	Reliable

Source: Results of data processing by researchers (2023)

Note:
FA : *Financial Attitude*
FB : *Financial Behavior*
FK : *Financial Knowledge*
PAR : *Parent Role*
PER : *Peer Role*
SI : *School Involvement*
TM : *Technology/Media*

Based on table 3 which provides the results of Internal Consistency Reliability, the Cronbach's Alpha and Composite Reliability test results in this study have a value ≥ 0.7. So, it can be stated that the indicators based on Cronbach's Alpha and Composite Reliability testing are valid and research for this study can be proceed.

Table 3. Internal Consistency Reliability Test Results

	Cronbach's Alpha	**Composite Reliability**
Financial Attitude	0,828	0,832
Financial Behavior	0,797	0,810
Financial Knowledge	0,851	0,857
Financial Literacy	0,869	0,877
Parent Role	0,846	0,859
Peer Role	0,901	0,903
School Involvement	0,921	0,932
Technology/Media	0,897	0,900

Source: Results of data processing by researchers (2023)

2.4 Validity Test

The test on convergent validity is used to measure and determine the presence of a positive correlation on the same construct. Convergent validity can be tested using Outer Loadings and Average Variance Extracted (AVE) (Hair et al., 2014). Tests on Outer Loadings can be considered valid if they meet the test requirements with an Outer Loadings value > 0.7. The higher Outer Loadings value indicates that there are many similarities in each indicator. Meanwhile, testing on Average Variance Extracted (AVE) is used to determine the average value of the total indicators in squared loadings based on the research model. Average Variance Extracted (AVE) can be said to be valid if the AVE value has met the test requirements with an AVE value > 0.5. Indicators that have Average Variance Extracted (AVE) with a value > 0.5 indicate that the construct has explained more than half of the indicators.

Table 4. Convergent Validity Test Results (Outer Loadings)

	FA	**FB**	**FK**	**FL**	**PAR**	**PER**	**SI**	**TM**
FA1	0,737							
FA2	0,770							
FA3	0,762							
FA4	0,795							
FA5	0,784							
FB1		0,734						
FB2		0,750						
FB3		0,784						
FB4		0,730						
FB5		0,705						
FK1			0,808					

	FA	FB	FK	FL	PAR	PER	SI	TM
FK2			0,707					
FK3			0,830					
FK4			0,804					
FK5			0,803					
FL1				0,825				
FL2				0,840				
FL3				0,863				
FL4				0,767				
FL5				0,749				
PAR1					0,730			
PAR2					0,852			
PAR3					0,829			
PAR4					0,800			
PAR5					0,711			
PER1						0,873		
PER2						0,788		
PER3						0,805		
PER4						0,870		
PER5						0,894		
SI1							0,834	
SI2							0,867	
SI3							0,828	
SI4							0,832	
SI5							0,861	
SI6							0,855	
TM1								0,871
TM2								0,833
TM3								0,801
TM4								0,845
TM5								0,856

Source: Results of data processing by researchers (2023)

Table 5. Convergent Validity Test Results (Average Variance Extracted)

	Average Variance Extracted (AVE)
Financial Attitude	0,593
Financial Behavior	0,549
Financial Knowledge	0,627
Financial Literacy	0,656
Parent Role	0,618
Peer Role	0,718
School Involvement	0,716
Technology/Media	0,708

Source: Results of data processing by researchers (2023)

The test on discriminant validity is used to measure how well the construct differs from one another based on empirical standards. It can be stated that discriminant validity can provide information about the uniqueness of a construct and phenomena that are not described in constructs in other models. Discriminant validity can be tested using Cross Loadings (Hair et al., 2014). A good Cross Loadings value can be seen by comparing it with other Cross Loadings values. A good Cross Loadings value must have the same indicators and constructs where the value must be greater than the other construct values.

Table 6. Discriminant Validity Test Results (Cross Loadings)

	FA	FB	FK	FL	PAR	PER	SI	TM
FA1	**0,737**	0,440	0,337	0,380	0,278	0,174	0,170	0,313
FA2	**0,770**	0,475	0,444	0,439	0,343	0,292	0,302	0,348
FA3	**0,762**	0,471	0,455	0,434	0,305	0,241	0,290	0,351
FA4	**0,795**	0,378	0,393	0,381	0,210	0,207	0,176	0,286
FA5	**0,784**	0,454	0,472	0,481	0,285	0,234	0,220	0,307
FB1	0,412	**0,734**	0,602	0,556	0,418	0,417	0,479	0,413
FB2	0,468	**0,750**	0,493	0,545	0,381	0,366	0,290	0,348
FB3	0,498	**0,784**	0,596	0,707	0,327	0,392	0,380	0,408
FB4	0,411	**0,730**	0,530	0,499	0,371	0,275	0,253	0,246
FB5	0,323	**0,705**	0,492	0,437	0,389	0,335	0,318	0,267
FK1	0,565	0,553	**0,808**	0,532	0,412	0,344	0,363	0,375
FK2	0,401	0,497	**0,707**	0,473	0,466	0,585	0,642	0,634
FK3	0,439	0,613	**0,830**	0,538	0,396	0,324	0,363	0,283
FK4	0,457	0,641	**0,804**	0,632	0,418	0,409	0,412	0,415
FK5	0,327	0,594	**0,803**	0,588	0,435	0,478	0,485	0,412
FL1	0,512	0,647	0,658	**0,825**	0,468	0,504	0,462	0,513
FL2	0,476	0,661	0,529	**0,840**	0,382	0,413	0,393	0,455
FL3	0,487	0,680	0,648	**0,863**	0,324	0,431	0,390	0,397
FL4	0,371	0,527	0,496	**0,767**	0,271	0,358	0,326	0,340
FL5	0,376	0,528	0,495	**0,749**	0,232	0,397	0,300	0,331
PAR1	0,269	0,279	0,307	0,222	**0,730**	0,378	0,460	0,374
PAR2	0,277	0,436	0,434	0,375	**0,852**	0,372	0,500	0,439
PAR3	0,344	0,400	0,423	0,335	**0,829**	0,322	0,475	0,481
PAR4	0,335	0,448	0,455	0,370	**0,800**	0,347	0,439	0,441
PAR5	0,234	0,373	0,454	0,316	**0,711**	0,417	0,384	0,358
PER1	0,291	0,415	0,421	0,434	0,354	**0,873**	0,575	0,525
PER2	0,236	0,403	0,460	0,411	0,380	**0,788**	0,596	0,503
PER3	0,266	0,468	0,471	0,452	0,443	**0,805**	0,569	0,532
PER4	0,250	0,393	0,460	0,453	0,400	**0,870**	0,640	0,529
PER5	0,233	0,377	0,455	0,460	0,378	**0,894**	0,592	0,516
SI1	0,234	0,398	0,481	0,413	0,471	0,595	**0,834**	0,515
SI2	0,303	0,434	0,517	0,487	0,481	0,679	**0,867**	0,630
SI3	0,151	0,376	0,454	0,299	0,495	0,535	**0,828**	0,543
SI4	0,264	0,375	0,427	0,359	0,446	0,601	**0,832**	0,627
SI5	0,188	0,389	0,504	0,361	0,538	0,545	**0,861**	0,551
SI6	0,363	0,398	0,471	0,405	0,483	0,577	**0,855**	0,689
TM1	0,355	0,423	0,450	0,441	0,463	0,548	0,593	**0,871**
TM2	0,309	0,355	0,454	0,369	0,452	0,566	0,676	**0,833**

	FA	FB	FK	FL	PAR	PER	SI	TM
TM3	0,307	0,386	0,427	0,436	0,459	0,518	0,610	**0,801**
TM4	0,405	0,396	0,463	0,408	0,470	0,482	0,543	**0,845**
TM5	0,377	0,386	0,431	0,470	0,414	0,484	0,549	**0,856**

Source: Results of data processing by researchers (2023)

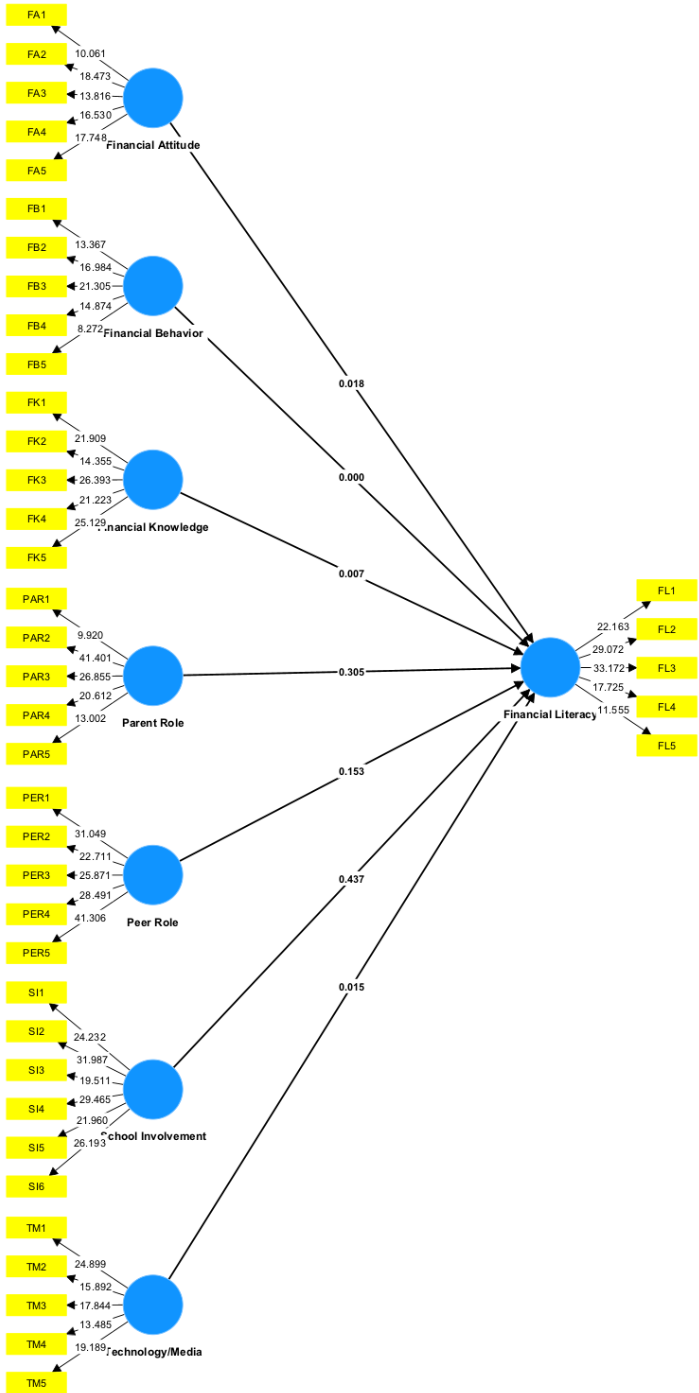

Figure 2. SEM Structural Model

Source: Results of data processing by researchers (2023)

The results of the analysis based on Structural Model testing are carried out to see the relationship between constructs in the study. The structural models presents a construct that shows the relationship between constructs (Hair et al., 2014). The significant value in Structural Model testing can be assessed based on the R-square value. Based on table 7 which provides the results of the test and the R-square value shows how the dependent variable financial literacy can be explained by independent variables, such as financial attitude, financial behavior, financial knowledge, and financial socialization (Parent Role, Peer Role, School Involvement, and Technology/Media) by 0.651% and the remaining is explained by other factors.

Table 7. R-square Value

	R^2	Adjusted R^2
Financial Literacy	0,651	0,639

Source: Results of data processing by researchers (2023)

3. RESEARCH RESULTS AND DISCUSSION

In this research, a positive influence occurs in the relationship between Financial Attitude, Financial Behavior, Financial Knowledge, and Financial Socialization (Peer Role) on Financial Literacy. While Financial Socialization (Parent Role, School Involvement, and Technology / Media) on Financial Literacy has an insignificant relationship. Financial Attitude has a positive effect on Financial Literacy based on the hypothesis test conducted with the results of P-value ≤ 0.05 or 0.018 and T-statistic ≥ 1.64 or 2.100. Financial Behavior has a positive effect on Financial Literacy based on the hypothesis test conducted had the results of P-value ≤ 0.05 or equal to 0.000 and T-statistic ≥ 1.64 or equal to 5.880. Financial Knowledge has a positive effect on Financial Literacy based on the hypothesis test conducted with the results of P-value ≤ 0.05 or equal to 0.007 and T-statistic ≥ 1.64 or equal to 2.460. Financial Socialization Parent Role has an insignificant value on financial literacy based on the hypothesis test conducted which has the results of P-value ≥ 0.05 or equal to 0.305 and T-statistic ≤ 1.64 or equal to 0.511. Financial Socialization Peer Role has an insignificant value on financial literacy based on the hypothesis test conducted with the results of P-value ≥ 0.05 or equal to 0.153 and T-statistic ≤ 1.64 or equal to 1.024. Financial Socialization School Involvement has an insignificant value on financial literacy based on the hypothesis test conducted which has the results of P-value ≥ 0.05 or equal to 0.437 and T-statistic ≤ 1.64 or equal to 0.158. Financial Socialization Technology / Media has a positive effect on Financial Literacy based on the hypothesis test conducted with the results of P-value ≤ 0.05 or equal to 0.015 and T-statistic ≥ 1.64 or equal to 2,160.

Table 8. Hypothesis Test Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values	Test Results
FA → FL	0,128	0,134	0,061	2,100	0,018	**Significant & Positive**
FB → FL	0,445	0,448	0,076	5,880	0,000	**Significant & Positive**
FK → FL	0,207	0,196	0,084	2,460	0,007	**Significant & Positive**

PAR → FL	-0,035	-0,026	0,068	0,511	0,305	**Insignificant**
PER → FL	0,087	0,089	0,085	1,024	0,153	**Insignificant**
SI → FL	-0,017	-0,018	0,108	0,158	0,437	**Insignificant**
TM → FL	0,160	0,155	0,074	2,160	0,015	**Significant & Positive**

4. CONCLUSION

4.1 Conclusion

Based on the results of research that has been conducted and the results of data processing using SPSS 20.0 & SmartPLS 4, it can be concluded that Financial Attitude statistically has a positive influence on Financial Literacy with a P-value of 0.018 and a T-statistic of 2.100. Financial literacy can be improved by improving financial attitude through developing attitudes to budgeting, saving, and planning financial goals. Financial Behavior statistically has a positive influence on financial literacy with a P-value of 0.000 and a T-statistic of 5.880. Financial literacy can be improved by encouraging positive habits or financial behavior through improved behavior in financial matters, such as managing finances, budgeting, saving, and planning financial goals. Financial Knowledge statistically has a positive influence on financial literacy by having a P-value of 0.007 and a T-statistic of 2.460. A person's financial literacy can be improved by increasing knowledge about financial products, concepts, and services or financial knowledge in terms of managing and making financial decisions appropriately. Technology/Media statistically has a positive influence on financial literacy with a P-value of 0.015 and a T-statistic of 2.160. One's financial literacy can be improved by increasing the use of technology or social media to access previously inaccessible financial information, such as financial information on effective financial management. Meanwhile, Parent Role statistically has no influence on financial literacy because it has a P-value of 0.305 and a T-statistic of 0.511. Financial literacy cannot be influenced by parents as financial socialization agents because children do not have financial knowledge and motivation from the importance of saving due to coercion by their parents before. Peer Role also statistically has no influence on financial literacy by having a P-value of 0.153 and a T-statistic of 1.024. Financial literacy cannot be influenced by peers as financial socialization agents because they do not have the same financial knowledge as related parties in school and technology that can develop education or knowledge about finance. And, School Involvement statistically has no influence on financial literacy because it has a P-value of 0.437 and a T-statistic of 0.158. Financial literacy cannot be influenced by schools as financial socialization agents because teaching and training on the topic of financial economics in secondary schools does not affect the level of financial knowledge of young people.

4.2 Implications/Limitations and Suggestions for Future Research

Based on the results of the research that has been conducted, it can be said that there is a positive influence between financial attitude, financial behavior, financial knowledge, and financial socialization (technology/media) on financial literacy. However, there is also an insignificant value between financial socialization (parent role, peer role, and school involvement) on financial literacy. Attitude development, behavioral improvement in financial matters, knowledge of financial products, concepts, and services to the use of technology or social media to access the financial information that was not accessible before can still be improved. But as financial socialization agents, parents, peers, and schools cannot influence the level of financial knowledge of young people. Based on the results of the research that has been conducted, the authors can provide suggestions for academics to expand the range of research areas to further maximize study results by conducting research in provinces that have financial literacy levels below the national average, such as Bengkulu, Southeast Sulawesi, South Sulawesi, West Sulawesi, Central Kalimantan, South Kalimantan, Maluku, West Sumatra, Lampung, Papua, and Jambi. People in the emerging adults group are also expected to increase the level of financial attitude, financial behavior, and financial knowledge to increase the level of financial literacy by doing several ways, which include writing a budget in order to manage finances properly, saving money in order to have a habit of saving, and reading information related to finance to increase knowledge about finance. The government is advised to be able to participate in disseminating financial information to the public through activities, such as seminars and workshops with financial-related institutions to provide more information on how to save, plan and manage finances. Educational institutions are advised to provide curriculum, classes or programs on financial information and how to manage it to students in Indonesia. Parents are advised to invite children to participate directly in managing, solving problems, and conducting financial planning in the family, so that children can have the attitude, understanding, and ability to manage, solve problems, and conduct financial planning.

This research has implications for the Financial Services Authority, suggesting that to improve financial literacy, it can enhance financial socialization through various media, particularly digital media and social media, which are widely used by Gen Z. This research also implies that the financial attitude and financial behavior of Gen Z will influence their level of financial literacy. It is advisable for Gen Z to receive guidance through various media that can serve as references for the behaviors and attitudes they should possess, fostering awareness of the importance of having adequate understanding and literacy about finance. If Gen Z develops good and correct financial attitudes and behaviors, they will be able to manage their finances effectively, ultimately enhancing their well-being.

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FALSE ADVERTISING PRACTICE IN RESIDENTIAL PROPERTY BILLBOARD? AN EMPIRICAL EVIDENCE

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Abstract-This study examines the practice of false advertising in residential property advertisements in the Jakarta and Tangerang areas. Developers use advertisements presenting information on distance and travel time to attract potential buyers. This research aims to detect whether the information presented in these advertisements matches the actual conditions on the ground. This research provides the first empirical evidence of inaccurate ads and false advertising practices in the property business in Jakarta and Tangerang Regency. Data was collected from 41 physical advertisement samples spread across the study area. The analysis results show that the advertised distance and travel time are shorter and faster than actual measurements using Google Maps. Statistical tests using paired t-tests indicate significant differences between the advertised information and the exact conditions. The paired t-test is significant at a 1% level of significance. Regulators must address the existence of false advertising in property business. Providing inaccurate or doubtful information can harm the long-term reputation of the developers themselves. Future research can address a cause-effect model to understand the consumer behavior behind their purchase decisions. Because property assets can act as investment assets, the behavioral intention and rational expectation about future property prices are also worth investigating.
Keywords: False Advertising; Business Ethics; Billboard Ads; Residential Property; Property Management

1. INTRODUCTION

1.1 Research Background

Southeast Asia's economy is projected to grow by 4.6% in 2024, surpassing the previous year's 4.0% growth rate (Cushman & Wakefield, 2024). This expansion will stimulate demand for residential and commercial properties, particularly in urban centers. Another research also pointed out that the residential real estate sector is anticipated to reach a value of US$23.31 trillion by 2024, with a compound annual growth rate (CAGR) of 2.85% from 2024 to 2029. This growth is fueled by increasing urbanization and a rising middle class seeking modern living spaces (Statista, 2024). This positive outlook has also been enjoyed by the Indonesian property market lately.

The property business is one of the critical sectors of Indonesia's economy. According to the Bank Indonesia (2024), the Residential Property Price Index at the end of 2023 increased by 1.74%, and sales growth reached 3.27%. The demand for residential products continues to grow post-COVID-19, undoubtedly supported by good financing sources from developer companies. As the urban area grows, the demand for residential properties within the developed regions remains solid. Within the last ten years, Tangerang Regency has transformed into a satellite city to support the Greater Jakarta area. The trend also accounts for sustainability practices among the developers (Razali et al., 2017).

Property sector regulations in Indonesia still allow the purchase of houses when they are still in the concept or design stage. For upper-class developer companies, marketing teams can still market concepts and sell products before construction begins. If the market response during the initial launch is good, developers can secure sufficient funding for construction projects, especially for national-level developers. It will help the availability of working capital and ensure the project's funds are adequate to complete the construction.

Considering this, advertisements play a crucial role in the success of the initial launch and the sale of houses by developers. Marketing strategy and management play a critical part in attracting potential property buyers. However, the researchers' attention is caught by the terminology of false advertising in this article. According to Rhodes & Wilson (2018), this terminology means that the information presented by advertisers is inaccurate or that the condition of the product or service sold does not match reality. Many advertised billboards mention the distance and time required to commute for residential products in Tangerang Regency. This advertisement sparked a question in this article whether the advertised information is accurate.

Developers can leverage online advertising to enhance sales, especially in markets with lower housing prices and incomes (Zhang et al., 2023). The trend promotes sustainability practices in residential properties (Brookfield et al., 2022; Razali et al., 2017). However, there is a gap in that middle-low developers in Jakarta and the Tangerang area prefer to promote their distance and commuting time rather than the sustainability of their building. These developer advertisements generally contain information about the distance or travel time from the billboard location or specific spot. Some developers who have developed larger areas tend to advertise unique themes related to selling property products. Therefore, the market for middle-low property is under development compared to property advertisements research suggests.

Despite several research studies pointing to sustainability practices and promoting the message through advertisements, this differs for middle-low developers in Jakarta and the Tangerang area. The residential property in the greater Jakarta area remains salient with the need for commuting time and distance. This research is very interested in proving whether the advertised distances and times match the reality on the ground. Considering business ethics, the information presented in advertisements should reflect the facts of the sold property. Therefore, it is hoped that no false advertising practices will be found among property developers in the Jakarta and Tangerang areas. The novelty of this research is the first attempt to detect false advertising practices in property product advertisements.

1.2 Literature Review

1.2.1 False Advertising

False advertising refers to the condition where the information presented in advertisements is inaccurate or even exaggerates the product's actual performance (Rhodes & Wilson, 2018). False advertising can influence consumer behavior, ultimately affecting purchasing decisions (Nuseir, 2018; Rhodes & Wilson, 2018). False advertising is not suitable for business in the long term. It can erode customer trust and loyalty (Nuseir, 2018). Companies must adhere to business ethics and maintain long-term customer loyalty by providing advertisements that accurately reflect the features and facts of the products being marketed.

Advertisements play a vital role in the sale of property products in Indonesia. Regulations allow developers to sell houses before the start of construction, making information such as distance and travel time one of the critical details prospective home buyers seek. One of the leading developers in Indonesia even spends up to 1.5 trillion rupiah on advertising rupiah (Ramli & Djumena, 2023). A report by Cushman & Wakefield (2019) highlights that

Tangerang remains the most active submarket for landed residential properties in the Greater Jakarta area, both in terms of supply and demand. The area recorded an average monthly take-up of 41.5 units per estate, indicating robust market activity. The high demand for residential properties in the supporting cities around Jakarta has led many developers to compete in selling homes through giant billboard advertisements.

Marketing in the property market provides information about the houses being built. Some critical information for consumers includes the location factors and the supporting facilities at the housing location. This statement is supported by the property market in Istanbul, Turkey, where developers market product features, locations, and amenities (Çinar, 2014). The location factor and the surrounding community of the developed residential product also play an essential role in the affordability of property prices, regardless of the area's luxury (Ratchatakulpat & Marchant, 2009). The similarity between these studies and the property market in Indonesia is that location, facilities, and the community living in the development area are important factors for consumers before purchasing a property product. A slightly different factor is that property buyers in Indonesia also use houses as an investment, expecting their value to continue to increase in the long term. Therefore, the luxury of the surrounding environment is also an essential factor for high-end market property buyers in Indonesia.

1.2.2 Digital Marketing and Property Market

Digital marketing strategies have been used since 2005, although the results could have been more optimal in the property market in Shen Zhen, China (Ford et al., 2005). A similar situation was found in the secondary property market in New Zealand (Mcdonagh, 2006). Digitalizing marketing has entered a new phase, with the development of short videos (reels) and virtual reality (VR) becoming a new trend post-COVID-19. Property product marketing with VR has proven to be quite effective in increasing the purchase opportunities for potential buyers (Xiong et al., 2024). The support of current digital technology should minimize false advertising and provide concrete evidence with multimedia access through videos or virtual reality.

The property market is quite complex, considering the roles of developer companies, the government, and banking institutions. Buyers could face liquidity issues when purchasing home assets without good regulatory and funding support. The effectiveness of regulations in Kazakhstan still needs to be improved, considering consumers' low purchasing power (Auyezkhanuly et al., 2019). The demand for property in Indonesia is diverse, consisting of several market segments, from public and middle-class housing to high-end housing. Middle-class buyers prioritize proximity to amenities (in this case, hospitals), which often correlates with shorter travel times (Gu et al., 2024). Generally, the need for middle-class housing is very sensitive to information about distance and travel time, considering that the buyers are most likely professionals who will take out a mortgage.

False advertising challenges occur in Australia's secondary property market (Kupke et al., 2014). Bait pricing attracts buyers, but the final transaction price differs from what is advertised. The local government can address this with appropriate regulations (Kupke et al., 2014). Compared to the property market in Indonesia, considering the vast land and property offerings by direct developers (referred to as the primary market), the urgency of the research lies in investigating false advertising by property developers in Indonesia. Researchers detect a research gap in the different property transaction patterns between Australia and Indonesia. Buyers in Indonesia still have many options to buy from developers due to the many new urban areas being opened as satellite cities to support Jakarta. Therefore, this study aims to detect false advertising practices in the Jakarta and Tangerang areas.

The novelty of this research is the investigation of false advertising in the primary market (sales by developer companies) in the Jakarta and Tangerang areas. No scientific study has addressed property companies' advertising practices related to distance and travel time from the advertisement or billboard location. Considering business ethics theory, there should be no differences in information about distance and travel time from developers' advertisements in the Jakarta and Tangerang areas. Therefore, to detect false advertising in the primary property market in the Jakarta and Tangerang areas, the research hypotheses tested are:

H1: The actual travel distance measured with Google Maps is longer than the advertised travel distance in promotional media.

H2: The actual travel time measured with Google Maps during office hours (07:00 – 08:00) is longer than the advertised travel time in promotional media.

2. RESEARCH METHODOLOGY

2.1 Methodology

This study employs a quantitative approach to find empirical findings on whether there is a difference between promotional materials and actual ones. It observes physical billboards and property advertisements in the Jakarta and Tangerang regions to collect information on distance and commuting times. These areas were chosen because new satellite cities in Tangerang are developing and supporting the city of Jakarta. Research teams photograph residential property ads on billboards and banners. The data collection period is from May to June 2024. Here are the following steps conducted by the team during the data collection:

1. In May 2024, the research teams used motorcycles to drive within the Tangerang Regency.
2. The route starts from Gading Serpong, Bumi Serpong Damai (BSD), Pamulang, Raya Serpong Street, and ends in Gading Serpong.
3. During the trip, the research team photographed a billboard or banner advertising property products along the road. Before the process, the geotagging feature was on to ensure the image files had GPS coordinates.
4. In June 2024, the research teams used a car to drive along the Jakarta-Merak toll road.
5. During the trip, the research team photographed a billboard along the Jakarta-Merak toll road and saved the GPS coordinates of the image.
6. The collected pictures of billboards or banners are then filtered based on the information. Only the relevant information is taken as a sample in this paper. The authors only select the billboards or banners with information on travel distance and commuting time advertised by the developers.
7. Collected images were saved and checked. The research team recorded the distance (in meters) and commuting time (in minutes) from the image in Microsoft Excel. Some images might have both distance and commuting time.
8. The total information collected from the observation is 41 on distance and commuting time.

This paper compares the actual information with the advertised distance and commuting time. We used Google Maps, a reliable source of information, to measure the actual distance and time, considering convenience and the number of users. Based on Google's internal research, 57% of Gen Z used Google Maps as their navigation tool (Suara.com, 2021). During the process of photographing the ads, the feature of geolocation is used to map the location of the billboards or banners. From the geolocation data, the author can map the area in Google Maps and measure the distance or time to commute based on Google's estimation. The actual distance and commuting time are calculated based on the assumption that the destination is reachable by cars and office entry in the morning time (from 07:00 to 08:00). It is vital to measure the time in the morning, as the targeted buyers of these residential properties need to commute to the nearby KRL station or office in Jakarta. The pinpoint is KRL station because many of the residents in this region need to commute to Jakarta using the commuter line, and many advertisement materials promote their property distance that is close to nearby KRL station.

The author measured the discrepancy between the advertised information and the actual commuting distance or time in Google Maps. The distance is calculated in meters, while the commuting time is measured in minutes. Because the scale of measurement is the ratio, the author applied a paired t-test (dependent t-test) to test the hypothesis of whether the actual value of distance and commuting information is more extensive than what is advertised.

3. RESULT AND DISCUSSION

3.1 Descriptive Result

In this research, the author collects 41 samples from the advertised billboard that contain distance and commuting time information of the respective residential properties. The samples are collected in the Jakarta and Tangerang Regency areas. Twenty-one samples advertised distance information, while 20 advertised the residential property commuting time to a specific commuting location. The summary of the sample size based on the information size can be seen in Table 1.

Table 1. Summary of Sample Size based on Information Type

Information	Sample Size
Distance	21
Time	20
Total	41

Sources: Author's Work

The research team traveled to Tangerang Regency and several Jakarta roads connected with the satellite city. During the trip, the team collects the advertised billboard or banner in various sizes. Figure 1 is an example of an advertised residential property on Tangerang Regency's main road. The author calculates the discrepancy between the advertised information and the actual distance and commuting time using Google Maps.

Figure 1. Advertised Billboard in Tangerang Regency
[GPS Location: -6.322, 106.641]

The advertisement collected is not limited to giant billboards. The team also collects medium-sized banners that can be found on the road. The banners must advertise at least a distance or time to commute in their ads. Figures 2 and 3 describe pictures of medium and small-sized banners.

Figure 2. Medium Size Advertised Banner
[GPS Location: -6.320, 106.642]

Figure 3. Small Size Advertised Banner
[GPS Location: -6.345, 106.666]

Based on the recapitulation of 41 samples, the researchers summarized the descriptive statistics of the distances and travel times in Table 2 below. Generally, developers' advertisements provide information on travel distances within a radius of 2.2 km. The average advertised travel time is 6.85 minutes. The standard deviation of the data is relatively high, with values of 2.3 km for distance and 7.04 minutes for travel time.

Table 2. Descriptive Statistic Result

Information	Average	Std Dev	Max	Min
Distance	2,199.05	2,282.21	7,000	50
Time	6.85	7.04	35	50

Sources: Author's Work

Based on the research team's findings, many billboards and banners were found along Jalan Raya Cisauk towards Suradita. Many small—and medium-scale developers are growing in this area. The region is supported by direct access to major developers, such as Bumi Serpong

Damai (BSD) by Sinarmas Land. Additionally, access to the commuter rail (KRL) station connects these residential areas to Jakarta.

In 2012, property prices in the Tangerang Regency area were relatively affordable. Entertainment centers like AEON Mall in BSD and direct toll access to Jakarta were unavailable then. The price of a 36/60-sized house was still around Rp 150,000,000. After the BSD Business District developed into an entertainment and economic center, the price for properties of that size increased to Rp 500,000,000.

The trend for residential property demand in this area continues to grow. The opening of new areas has transformed this region into an independent satellite city with various facilities for the middle class working in Jakarta. The commuter line (KRL) access is an essential support for the middle class working in Jakarta. Development is not limited to residential house projects but includes high-rise housing (apartments) attached to KRL station access. So far, the areas around Cisauk Station and Rawa Buntu Station have been developed into high-rise residential buildings connected to KRL stations to facilitate residents' mobility.

3.2 Hypothesis Testing Result

This study hypothesizes that the actual distance and travel time information based on Google Maps is greater than the advertised information. The specific statistical hypotheses to be tested are:

H_{01}: Actual distance <= advertised distance
H_{a1}: Actual distance > advertised distance

H_{02}: Actual travel time (during office hours 07:00 – 08:00) <= advertised travel time
H_{a2}: Actual travel time (during office hours 07:00 – 08:00) > advertised travel time

To test these hypotheses, the researchers used the paired t-test (dependent t-test), considering that this study uses a ratio scale for measurement. The distance measurement scale is stated in meters, while the time measurement scale is stated in minutes.

Based on the comparison between the advertised distance information and the actual distance on Google Maps, a difference in the mean values of the two groups was found. Information from Google Maps shows that the actual travel distance exceeds the advertised information. On average, the actual travel distance is 3.4 km, while the advertised distance is 2.2 km. The variation in the values of both the advertised and actual groups is also relatively high, reaching 7.87 km for the exact condition and 5.21 km for the advertised condition. Details of this information are summarized in Table 3.

Table 3. Mean, Variance of Advertised and Actual Distance

Distance	Mean	Variance
Advertised	2,199.05	5,208,468.05
Actual	3,432.86	7,868,321.43

Sources: Author's Work

A difference in the mean values was found based on comparing actual travel time information with the advertised time. The mean actual travel time tends to be longer than the advertised time. On average, the actual travel time is 13.2 minutes, while the advertised time is 6.85 minutes. The variation in actual travel time is much higher than in advertised time. The variance of actual travel time is 108.27 minutes, while the variance of advertised time is 49.50 minutes. Details of these findings can be found in Table 4.

Table 4. Mean, Variance of Advertised and Actual Commuting Time

Commuting Time	Mean	Variance
Advertised	6.85	49.50
Actual	13.20	108.27

Sources: Author's Work

Based on comparing the mean values, the actual information for both distance and time is significantly greater than the advertised information. The findings in Tables 3 and 4 show that residential property advertisements tend to provide information that suggests shorter distances and faster times compared to the reality on the ground.

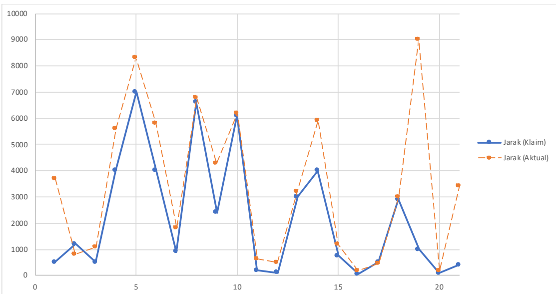

Figure 4. Comparison between Actual and Advertised Distances
Sources: Author's Work

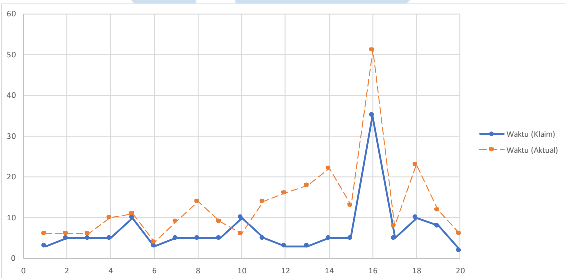

Figure 5. Comparison between Actual and Advertised Waktu Commuting Time
Sources: Author's Work

Figures 4 and 5 show the data visualization processed in the hypothesis testing. The groups with dashed lines represent the actual distance and time data, and the data with solid lines represent the distance and time information published in promotional media. Figures 4 and 5 consistently show that the distance and time are higher than the information provided in promotional media.

The next step is to perform the paired t-test to prove the research hypothesis. The results of the hypothesis testing are shown in Table 5 below.

Table 5. Paired T-Test Result

Information	Distance	Time
T test	3.06*	4.84*
P-Value	0.0030	0.0005
Critical T (One-Tailed Test / 5%)	1.72	1.72
Conclusion	Reject H_0	Reject H_0

* level of significant 1%

Sources: Author's Work

The statistical test results provide sufficient evidence to reject H0. The statistical test used a one-tailed test with a 5% significance level. Based on these findings, this study concludes that developers advertising in the sample tend to provide information smaller than the actual distance and travel time. This empirical evidence is even strong enough at the 1% significance level. Further discussion and analysis will be elaborated in the next section.

3.3. Discussion and Analysis

Based on empirical findings, it is evident that developers advertising through billboards or banners that provide information related to distance and travel time tend to understate the actual distance and travel time from the property location. The motivation for developers to present shorter and faster travel times during office hours (07:00 – 08:00) could be driven by marketing teams trying to attract instant interest from potential buyers. Providing such information is expected to arouse curiosity and interest from prospective buyers.

Prospective buyers tend to think according to System 1, which is more heuristic and less analytical. In system 1, people tend to decide spontaneously based on their heuristic and snap judgment. System 1 thinking operates quickly and is prone to biased decision-making (Kahneman, 2013). Marketers can exploit this gap to capture potential buyers' attention. What buyers believe depends significantly on how the information is presented, which can ultimately influence individual decisions (Tversky & Kahneman, 1974, 1981).

From a business ethics perspective, such practices can be considered inappropriate. Brand advertising context provides a cue of its respective quality (Sharma & Romero, 2022). At the same time, consumers' perceptions are very prone to frame and persuasion (Verma & Nayak, 2024). Sometimes, consumers can agree with the advertised quality, even if the quality is different (Gokcekus, 2024). Maintaining good business ethics in practice is imperative due to the robust nature of advertising and its cue. In the long run, false advertisements can create distrust and harm the business's reputation (Tong et al., 2023). Crisis communication can strengthen the firm's position (Jang et al., 2018).

Developers in the Jakarta and Tangerang areas used false advertising practices in their marketing strategies. This practice can reduce consumers' purchase intentions in online transactions (Ahmed & Othman, 2024). Nuseir (2018) suggests that false advertising practices can lead to declining consumer trust in a company. However, the distrust effect does not occur instantly in the case of residential property products due to the different nature of online business. Property buyers can reevaluate their property not solely based on commuting time but also the surrounding amenities and consumer-focused town management (Sanderson & Read, 2020). The distrust can be delayed and forgivable within specific contexts.

First, purchasing property is not impulsive, given the high transaction value. Additionally, applying for a mortgage (KPR) requires cognitive evaluation and in-depth discussion with family members (Levy & Frethey-Bentham, 2010). Discrepancies in distance and travel time information compared to advertised might be tolerated considering the dynamic development of urban areas and price affordability. This opens opportunities for further investigation into whether buyers who purchase property with false advertising are aware of the inaccurate information or tend to forgive the misleading information.

Secondly, potential buyers who accept false advertising may purchase the property not because of the advertised distance and travel time factors. This considers the resale value of the property asset, which can increase along with the development of the residential area's surroundings. Prospective buyers might consider the resale value and tend to forgive the false advertising. This also presents an exciting development that could be investigated in future research.

The potential harm of false advertising practices and the bad long-term reputation of developers are not solely dependent on the ads. High-end developers will focus on building residential properties and incorporating services into their business (J. Li & Monkkonen, 2014). In the case of Tangerang Regency, high-end developers have integrated town management into their residential business services. During recent developments, several sustainability aspects have also been integrated into their products (Sidig et al., 2024). Property investment return can be a crucial factor in determining the buyer's behavior on the later development of the town (H. Li et al., 2023). This paper finds that most of the practices can be found in the middle-low developers within 5 km of the latest satellite town in Tangerang Regency, which might be motivated to lure the middle-income segments.

The marketing strategy for residential property products is entering a new phase. The development of digital technology has led marketing teams to shift towards interactive promotional media. Marketing with VR opens new opportunities to help potential residential property buyers experience a visualization of the products being sold (Xiong et al., 2024). Particularly in a soft market condition (where there are more sellers than buyers), product features are a vital marketing mix in driving purchase interest beli (Alias et al., 2018). Developer companies must also be cautious of clickbait phenomena in digital advertisements (Zeng et al., 2021). This practice should be avoided to enhance the company's long-term credibility.

4. CONCLUSION AND LIMITATION

4.1 Conclusion

Advertising plays a vital role in the property business in Indonesia. Advertisements help developers introduce residential property products to potential buyers. This study found false advertising practices regarding information about distance and travel time during office hours. False advertising practices should be avoided as they do not align with business ethics, even though they can attract potential buyers to learn more about the product. The advertised distances and times tend to be smaller than the actual conditions.

False advertising practices are very likely to exist. From the managerial perspective, this practice is very effective in attracting potential buyers to visit the advertised products despite the accuracy of the information. It helps marketers promote their residential areas and lure potential buyers to consider making down payments after visiting the site. Small-medium developers near national-scale developers enjoy the rapid growth of surrounding facilities and often use this marketing strategy to increase the chance of success in their projects. However, this empirical evidence also opens a new venue to explore the impact of false advertising practices on residential property buyers. Do the buyers forgive and ignore the inaccurate information, or are they entirely unaware of the actual commuting time? These questions need further investigation in future research.

The challenge in the digital era is that many online ads are clickbait. While digital media can enhance potential customers' visual experience regarding VR products, marketing teams must be careful to provide factual rather than information that merely appeals to potential buyers. This study can be expanded by increasing the sample size to include residential property advertisements on digital media such as Instagram.

Additionally, this study has limitations regarding the time observation unit, which is limited to office hours. Future research can expand the time unit to include more complex periods such as evening rush hours, non-peak hours during the day, or nighttime. This development can address the limitations of this study and provide a better understanding of the rationality of marketing teams in creating quicker travel time information.

4.2 Limitation

This research focuses only on empirical evidence of a discrepancy between the advertised property and the actual distance and commuting time. Explanatory power is needed to understand the causal effect between observed variables. This finding can be improved by extending the observed period between office entry, lunchtime, and after-office hour commuting time. Does the discrepancy tend to be lower during regular (or non-busy commuting) time? Or is the inaccuracy due to the crowd of urban areas in Tangerang Regency? By extending the observed time, it could improve the robustness of the test in future research.
Several extensions, such as using different advertising media, such as Instagram or another digital platform, might be possible. Extending to digital platforms can provide robust empirical evidence about whether misleading advertising is applied broadly. Exploring AI experience and comparing it with the actual perception after purchasing the property is also worth pursuing whether the buyers are satisfied with the products, the surrounding amenities, or the high property value over time. Is the technological advancement relevant to creating future expectations for residential property consumers?
Consumer trust, brand equity, and information discrepancy offer future venues for the next project. Researchers can develop a causal model to understand consumer buying of residential property. The complexity of understanding property assets must be observed from two perspectives. The first perspective is marketing and strategic management, used to understand the effective marketing campaign to win prospectus buyers during the launching period. The second perspective is about investment behavior that focuses on buyers' motivation and rational expectations when they buy property assets. This limitation could be addressed in future research about residential property management research.

4.3 Acknowledgment

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GENERATION X CATECHIST SERVANT LEADERSHIP OF POTENTIAL HUMAN RESOURCES (CASE STUDY OF THE ARCHDIOCESE OF JAKARTA)

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Abstract- The performance of Generation X catechists in the Diocese of Jakarta, Indonesia, is examined in this study in relation to servant leadership. The study looks at how professional competence and dedication function as mediators in the relationship between catechist performance and servant leadership. The study employs a quantitative methodology and structural equation modeling with partial least squares (PLS-SEM) to examine data from 80 catechists who work in different parts of the Jakarta Archdiocese. The results show that catechist performance, professional commitment, and competence for Generation X are all positively and significantly impacted by servant leadership. Additionally, catechist performance is positively influenced by professional commitment and competence, which also mediate the relationship between servant leadership and performance. In addition to providing useful implications for improving catechist performance through leadership development and cultivating professional dedication and competence, the study advances our understanding of servant leadership in Catholic education environments.
Keywords: Catechist performance; Servant Leadership; Professional Commitment; Competency; Catholic Community Group

1. INTRODUCTION

In the dynamic and intricate realm of education, catechists serve as leaders who not only teach but also serve as role models and sources of moral support for students. Particularly for catechists, who are required to exhibit servant leadership in addition to teaching religious ideas, this activity has a significant theological, spiritual, and ethical component. A successful leader is willing to prioritize the needs of others and serve others to have a beneficial impact on the environment, according to Greenleaf's, (Spears, 1996a) concept of servant leadership. The application of the servant leadership principle is extremely relevant for catechists in the context of moral and religious instruction.

Catechists who practice servant leadership must be able to create a welcoming environment for learning, build strong relationships with their students, and encourage them to seek spiritual growth. By using servant leadership, catechists might be inspired to work more productively and focus more on their students' development. But the effectiveness of servant leadership is not self-contained. The ability and commitment of teachers to their work are also critical factors in improving performance. The professionalism and level of skill of catechists have a big impact on their performance.

Professional commitment to completing assignments with full responsibility and proficiency in mastering relevant religious teaching materials and learning approaches are thought to encourage better performance. Effective teaching and leadership require competency, which includes both technical and pedagogical skills as well as a deep understanding of Instructors' professional commitment, which demonstrates dedication and accountability to the field, also determines how much they can give their all at work. In reality, Jakartan catechists who employ servant leadership are expected to be able to build strong relationships with their students, communicate empathetically, and motivate them in their moral and academic endeavors. In the case of Jakartan catechists, servant leadership means that they are not only teachers but also spiritual guides who inspire students with service-oriented mindsets and practical examples. These teachers put their students' needs first by creating a caring and encouraging learning atmosphere.

Given the numerous educational barriers in Jakarta, catechists must be able to effectively communicate the material and use creative and relevant teaching techniques. Another component of competency is the ability to integrate technology into education, particularly in Jakarta's urban environment, which is rife with technological innovations. Additionally, Jakartan catechists need to be cognizant of the many cultural and social backgrounds of their students in order to be more relevant and touch on all aspects of their lives. Jakartan religious instructors must meet professional competency and moral standards in addition to the demands of a demanding curriculum. Their professional commitment is demonstrated by their willingness to devote time, energy, and focus to students' growth, including attending trainings that maintain their skills and knowledge current.

Overall, Jakarta's catechists' performance, skill, commitment to their work, and servant leadership are highly correlated. Servant leadership allows teachers to support students more deeply, even though experience and professional commitment support both the effectiveness of instruction and the growth of students' character. Religious teachers in Jakarta are required to be adaptable, competent, and dedicated people who carry out their responsibilities as mentors and educators in light of the contemporary urban and multicultural concerns.

There is currently a lack of empirical research on Catholic religious instructors in Indonesia, despite the fact that theoretical studies on these issues have been conducted. By examining the effects of servant leadership practices on educators' performance in educational institutions, this study seeks to add to the body of existing literature. It does this by using a group of educators from schools in the Archdiocese of Jakarta as a case study. In addition to examining the direct effects of servant leadership practices on the performance of Catholic religious teachers, this study also looks at the intermediary role of competence and professional dedication. In the Archdiocese of Jakarta, the Catechetical Commission, the Jakarta Catholic Community Guidance Institute, and educational institutions that are grappling with the issue of catechist skill and dedication are to receive strategic insights and recommendations. This study also aims to offer theoretical and practical support in addressing the problems associated with the uneven distribution of Catholic religious teaching resources throughout Jakarta, with a focus on competence, professional dedication, and servant leadership.

1.1 Research Background

As a method of fostering students' potential, personalities, and knowledge, education is an intentional endeavor. One of the primary variables influencing the success of the educational process is the instructor, in this case the Catholic religious teacher, who is referred to as a "catechist" in the Catholic church lexicon. In order to guide, influence, and inspire people to possess academic knowledge and accomplish educational objectives, educational leadership is essential. The performance of the teaching profession is explained in Article 10 of the 2014 Teachers and Lecturers Law. It is evaluated based on the teacher's overall personality, their comprehension of the school's vision, mission, and goals, the caliber of their work, their capacity to oversee the learning process, and the advancement of the teaching profession. The spirit and soul of service have been lived by catechists throughout the generations; however, this study was restricted to catechists of generation X, specifically in the Archdiocese of Jakarta. The profession of catechist, in the pastoral care environment of the Catholic Church hierarchy, is very thick with dimensions of service and devotion to proclaim the Kingdom of God. However, professional commitment and competence operate as a mediating factor in the degree to which the leadership of catechists serving Generation X has a substantial impact on enhancing their performance in the workplace (catechizing and pastoring). According to Fry's research, (Fry et al., 2005), servant leadership can foster unity among leaders, which in turn can boost organizational commitment and drive staff to provide high-quality work. In essence, servant leadership has the power to affect corporate commitment. According to Musabah (Musabah et al., 2017) research, people that are highly committed to their careers put in more effort to meet organizational objectives. According to Liou (Liou & Daly, 2020) research, an organization's ability to succeed depends on the dedication and involvement of its employees. Service leadership has been shown to improve organizational commitment in earlier study (Lapointe & Vandenberghe, 2018), (Van Dierendonck et al., 2014), (Jaramillo et al., 2009).

Numerous academics have examined servant leadership as a way to foster trust among members of the organization (Hale & Fields, 2007). According to research by (Dennis & Winston, 2003), servant leadership can help members become more confident so they would have faith in the company. An effective strategy for fostering trust inside the company is the servant leadership approach. According to (Russell, 2001), servant leadership is a leadership approach that can help members of the organization in order to foster trust. In essence, trust inside the business is linked to servant leadership. Having a high level of trust from those who serve can help people and organizations perform better. The effects of servant leadership on employee trust and attitudes were examined by (Chan & Mak, 2014). The study's findings demonstrated that servant leadership improves employee performance. The study by (Winston & Fields, 2015) demonstrated a connection between performance and servant leadership. According to (Setyaningrum et al., 2017) research, employee performance is impacted by servant leadership.

The impact of servant leadership on employee empowerment was examined by (Murari & Gupta, 2012), who also discovered that servant leadership affects employee performance. Investigated how servant leadership can lead to excellent performance, and their findings indicated that servant leadership can affect performance (Bosco & Melchar, 2010). The impact of servant leadership on organizational commitment and employee performance was examined by (Koesmono, 2014). The study's findings demonstrated that servant leadership affects employee performance. In their research, (Yeh et al., 2022) discovered that the association between leadership style and work performance is partially mediated by organizational commitment. According to earlier research, servant leadership has a good correlation with psychological empowerment, organizational commitment, and structural empowerment (Allen et al., 2018).

1.2 The Problem Formulation

The role of catechists is highly valued by schools and parishes in the Archdiocese of Jakarta because they are in charge of implementing catechesis, or faith formation and character formation, specifically for students and potential members of the Catholic Church each year as well as for the parish's general congregation on a periodic and ongoing basis. The majority of the catechists who perform these duties are pastoral workers who focus on schools and parishes. One of the key determinants of the success of catechesis pastoral care is the presence of catechists or Catholic religious teachers as pastoral workers. This is because catechists engage closely with participants in catechesis to provide instruction and direction that will yield the desired results. According to the General Catechetical Directory, catechists are human resources who organize, act, and determine how to accomplish the objectives of Catholic faith instruction. Inconsistent results were found in a number of earlier studies on the relationship between servant leadership and employee performance. Additionally, (Olesia et al., 2013) found that while servant leadership is suitable for use in public companies, it still requires further research in education-oriented organizations to help teachers develop their leadership skills.

According to (de Waal & Sivro, 2012), the current theoretical framework of servant leadership is still deficient, and in order to supplement the findings of earlier research, the relationship between servant leadership and performance needs to be reexamined. According to (West & Bocarnea, 2008), there is currently a dearth of research on the connection between servant leadership and employee performance outcomes. Instead of critically analyzing employee performance, very few research assume the expression of performance appraisal and its influence on professional dedication and performance (Williams, 2009). Based on this research gap, the study will investigate the extent to which professional dedication and competence among generation X catechists in the Archdiocese of Jakarta reinforce the influence of servant leadership on these individuals. Does the Jakarta Archdiocese's generation X catechists' performance change as a result of servant leadership? Does the Jakarta Archdiocese's generation X catechists' dedication to their jobs change as a result of servant leadership? Does the Jakarta Archdiocese's generation X catechists' proficiency relate to servant leadership? Does the Jakarta Archdiocese's generation X catechists' performance depend on their level of competence? Does the Jakarta Archdiocese's generation X catechists' performance depend on their level of professional commitment? If competence acts as a mediator, does servant leadership significantly affect the performance of generation X catechists in the Jakarta Archdiocese? If professional commitment acts as a mediator, does servant leadership significantly affect the performance of generation X catechists in the Jakarta Archdiocese?

This study's novelty is: (1). Four factors servant leadership, competence, professional commitment, and human resource performance are used in this study conducted by a Catholic religious organization. The participants are generation X catechists who have been professionally called to serve as catechists in parishes, schools, and categorical institutions or communities. (2). This study was conducted by the Jakarta Archdiocese Catechetical Commission, a Catholic religious organization with locations throughout the Jakarta, Bekasi, and Tangerang regions. It involved members of the Ministry of Religion's Special Capital Region's Catholic Community Guidance (BIMAS) government. (3). This study will suggest a model for the catechist performance of generation X catechists working for the Jakarta Archdiocese Catechetical Commission, a non-profit organization that collaborates with DKI Catholic BIMAS to maintain it. This study aims to examine and clarify how servant leadership affects generation X catechists' performance. the impact of servant leadership on generation X catechists' dedication to their careers. the impact of servant leadership on generation X catechists' performance. competence's impact on generation X catechists' performance. the impact of dedication to one's career on generation X catechists' performance. competence's mediating function in the relationship between servant leadership and generation X catechists' performance. Professional dedication's moderating effect on servant leadership's impact on generation X catechists' performance.

1.3 LITERATURE REVIEW AND HYPHOTHESES DEVELOPMENT

1.3.1 Servant Leadership and Competence generation X catechists

Servant leadership has a major impact on the development of staff competencies (van Dierendonck et al., 2023). Servant leadership not only improves technical proficiency but also fosters workers' social and emotional intelligence, which is considered a crucial aspect of competency in jobs that need a lot of interaction with others (van Dierendonck et al., 2023). There is a link between servant leadership and the growth of employee competency in the healthcare sector, where staff competency is essential to providing high-quality services (Urrila & Eva, 2024). By improving job-related skills, especially technical and problem-solving abilities, workers in the industrial sector may gain from servant leadership (Xie & Guo, 2024). The leadership concept of servant leadership combines the best elements of team building, empowerment, complete quality, participative management, and service ethics. Enhancing service to others, adopting a holistic approach to work, cultivating a sense of community, and sharing decision-making authority are all highly valued aspects of the Servant Leadership paradigm, according to the Greenleaf Center for Servant Leadership (Page & Wong, 2000). Competency, in the words of (Quinteros-Durand et al., 2023), is a series of interrelated components that starts with knowledge, skills, and attitudes. Based on the theoretical underpinnings and analysis presented in the aforementioned literature, this study develops the following hypothesis:

H1: Competence is positively and significantly impacted by their servant leadership.

1.3.2 Servant Leadership and Professional Commitment generation X catechists

Servant leaders are more dedicated to their work as educators. This study found that principals or other school officials who exhibit servant leadership encourage teachers to put in greater effort at work. When teachers feel valued, empowered, and cared for personally, they are more likely to support educational goals (Lemoine et al., 2024). In public areas like health and social services, there is a strong association between servant leadership and increased professional devotion. Eventually, as servant leaders help their employees discover their meaning in their work, their emotional connection to it increases. In the public sector, servant leadership improves service quality by motivating staff to work for the community's benefit rather than just to achieve professional objectives (N. T. H. Nguyen et al., 2023). (Sendjaya et al., 2019) examined the relationships between servant leadership, work happiness, and professional dedication in several industries. They found that servant leadership not only directly increases professional commitment but also serves as a mediator by increasing job satisfaction. When workers feel content in their roles, they are more likely to be committed and loyal to their careers. In this way, cultivating a pleasant and motivating work environment where employees feel valued and motivated to grow requires servant leadership. (Aburumman et al., 2024) looked into college instructors' servant leadership and commitment to their careers. The results showed that teachers led by servant leaders were more committed to their jobs and the school. Servant leaders exhibit high work ethics, support lecturers with their professional demands, and inspire them to pursue personal development and improve the quality of their instruction. This has a favorable effect on lecturers' commitment to the university, as seen by their involvement in increasingly demanding research and teaching projects. (D. N. Nguyen et al., 2023) claim that a key element in increasing professional engagement in non-profit organizations is servant leadership. In a non-profit context, where motivation is often intrinsic, servant leadership creates the foundation for employees to feel inspired and motivated to go above and beyond for the organization's goals.We propose the following hypothesis in light of the theoretical and empirical data that have been presented:

H2: Professional Commitment is positively and significantly impacted by their servant leadership.

1.3.3 Performance and Servant Leadership generation X catechists

Greenleaf, cited by (Spears, 1996b), (Bosco & Melchar, 2010), and (de Waal & Sivro, 2012), asserts that a good leader must be ready to prioritize the needs and interests of his followers while simultaneously helping them develop into leaders. A survey developed by (Barbuto & Wheeler, 2006) was used to evaluate the managerial characteristics of servant leaders in three high-performing organizations. This study is one of the few that empirically evaluates the servant leadership method in an organizational context. This bolsters Greenleaf's (1991) findings that the goal of servant leadership is to develop followers into people who will serve him and become healthier, wiser, more independent, and even more self-sufficient. In this study, it is crucial to consider that leaders have a major influence on the caliber of staff performance. moral standards, the capacity of a leader. (Whetstone, 2002) and (Ehrhart, 2004) found a positive correlation between servant leadership and employee performance in reputable firms. However, servant leadership does not always have a consistent effect on worker performance, (Palumbo, 2016), (Donia et al., 2016). According to research by (Sherihan, 2022), servant leadership greatly enhances worker performance. Considering the above-mentioned theoretical and scientific framework, the hypothesis that would be generated in this investigation could be expressed as follows. We develop the following hypothesis based on the knowledge gained from the theoretical and empirical study indicated above:
H3: Their performance is positively and significantly impacted by their servant leadership.

1.3.4 Competence and Servant Leadership in Generation X Catechists

This study focuses on how professional competencies affect employee performance, particularly in the healthcare sector. The survey indicates that improving success in the healthcare sector requires both technical and interpersonal abilities. These abilities support medical personnel in delivering efficient, superior treatment, which enhances patient satisfaction and health outcomes (Omanwar & Agrawal, 2022). This study examines how employees' performance is impacted by their level of digital competency in light of the increasing popularity of remote work. The results show that employees' degree of digital competency has a major impact on their effectiveness and productivity when working from home or other non-office settings (Wang et al., 2021). This study looks at how worker performance in the information technology sector is impacted by job satisfaction and technical proficiency. The study found that technical proficiency has a direct effect on performance. In other words, employees who possess high technical competence are more likely to be happy in their jobs, which ultimately results in improved performance (Zhao et al., 2016). I This study looks at how important emotional intelligence is for improving employee performance in service-oriented companies. The results of the study show that employees with high emotional intelligence which includes the ability to recognize, regulate, and express emotions are better able to adapt to shifting demands and maintain service standards. Emotionally intelligent workers are also more adept at managing interactions with customers, which boosts output (Ramli & Bata Ilyas, 2024). This study examines how small and medium-sized enterprises can improve their performance and competency through training and development. It has been demonstrated that training programs that prioritize the development of both technical and soft skills improve employee competency, which enhances performance standards and productivity in small and medium-sized firms (Sabihaini et al., 2024). With a focus on high-tech businesses, this study examines how workers' innovation-related skills affect their job performance. The

results show that technical and creative skill competences drive performance advancement, especially in work environments that require rapid adaptability to market demands and technological advancements (Zhang & Chen, 2024). We put out the following hypothesis in light of the theoretical and empirical evidence that has been presented:
H4: Competence has a positively and significantly influence on the performance.

1.3.5 Professional Commitmen and Servant Leadership in Generation X Catechists

This study, which was conducted in the education sector, found that teachers who shown high levels of professional dedication engaged students more and performed better during the teaching process. Teachers' commitment to their work significantly improves curriculum development and student learning outcomes (Profile, 2024). The study found that high levels of professional commitment among healthcare workers are generally associated with increased job satisfaction, which improves their capacity to provide healthcare services. Professional commitment has been shown to be a key motivation for employees to successfully complete tasks and improve the quality of patient care (Pereira et al., 2022). This study found that professional dedication has a considerable impact on success in the information technology business, especially when it comes to creativity. Employees that are committed to their work perform better because they are motivated to develop new ideas and more creative solutions to problems. Professional dedication increases persistence and creativity, which in turn improves work outcomes (Zhang et al., 2023). This study investigates how output in the financial services sector could be increased by professional dedication. The study found that highly devoted employees perform better because they assume more responsibility for the quality of the services they provide (Nugroho et al., 2023). This study looks at the role of professional devotion in the public sector, especially in light of the impact that work-related stress has on output. Workers who are very dedicated to their careers are better able to manage stress at work and perform more reliably under pressure, according to the study (Nisar Khattak et al., 2024). We develop the following hypothesis based on the knowledge gained from the theoretical and empirical study indicated above:
H5: Performance is positively and profoundly impacted by professional commitment.

1.3.6 The impact of competent servant leadership on performance

This study shows how managers that prioritize their employees' development and well-being help them become more capable, which improves their output. Competence has been shown to mediate improvement in the relationship between servant leadership and performance (Zhang et al., 2023). Martinez and Torres observed the healthcare sector and investigated how professional competency is improved by servant leadership, which impacts the performance of medical workers. The results show that servant leadership improves staff members' clinical and communication skills, which improves health service performance (López González et al., 2024). The results of the study indicate that academic leaders who adopt a servant leadership approach can improve the pedagogical and cognitive competency of teachers, hence improving their teaching abilities (Murari & Gupta, 2012). Rahman and Awan's analysis of the public sector in many Asian countries shows that servant leadership significantly affects the performance of public organizations through the development of staff competence. Servant leaders encourage relevant skill development and training, which improves employees' ability to carry out administrative and public service responsibilities. According to Rahman and Awan (2024), it has been shown that this increase in competence significantly improves labor productivity and service quality, resulting in more optimal organizational performance. An analysis of servant leadership, competency, and organizational performance in several

industries. The results of the analysis show that, across a range of organizational cultures and situations, competence consistently mediates the relationship between servant leadership and performance. It has been shown that when servant leadership cultivates staff competency, organizational productivity and innovation increase (Lin et al., 2023). The theoretical and research framework outlined above serves as the foundation for the following formulation of the six hypotheses (H6) to be investigated in this study:
H6: Through competence, servant leadership improves performance.

1.3.7 The influence of servant leadership on performance through professional commitment

When servant leadership puts workers' needs ahead of the leader's, they are more committed to their jobs. When employees believe their managers value and support them, they are more committed to doing their work professionally, which ultimately boosts output (Lee & Kim, 2023). The results of the study show that teachers who work for administrators who exhibit servant leadership are more committed to their jobs. This professional commitment increases teacher motivation and dedication, which ultimately improves student performance and learning outcomes (Ramírez-Montoya et al., 2024). It was shown that servant leadership not only creates a nice work environment but also increases the professional dedication of medical staff members. Under servant leadership, employees become more committed to their work, which ultimately improves project teams' performance. When their supervisors care about their well-being and support their professional development, employees feel more involved in their work and motivated to do better work. This professional commitment strengthens the relationship between servant leadership and performance by increasing employee incentive to achieve shared objectives (Kumar & Chauhan, 2024). Wang and his team collected data for their meta-analysis from a large number of studies on servant leadership, professional commitment, and performance across industries. It was shown that professional dedication consistently acted as a mediator in the relationship between servant leadership and performance across all industries. More dedicated workers are more motivated to finish projects to a high standard, which improves performance in all types of workplaces (Wang et al., 2021). We propose the following hypothesis in light of the theoretical and empirical data that have been presented:
H7: Servant leadership exert a positive impact on performance via professional commitment.

2. RESEARCH METHODOLOGY

In this investigation, a strictly quantitative methodology was employed. Based on the post-positivist worldview hypothesis, this study especially uses a cross-sectional survey approach to investigate the mediating function of competence and professional dedication in a case study of Jakarta's Archdiocese's Generation X Catechists. In accordance with Henseler's recommendation and the study's emphasis on predictive explanation, PLS-SEM is the analytical tool used in this investigation. The primary considerations in this decision are the technique's goals of lowering prediction errors, improving the predictive relevance of the findings, and assessing the dependent variable's explanatory power (R2 value) in order to ascertain statistical significance and assess the impact of the path coefficient. The ability to analyze theoretical constructs from a predictive perspective, the ability to add complexity by looking into extensions of pre-existing theories, the ability to skillfully incorporate complex estimates into the model, and the support for conducting mediation analysis are just a few of the many benefits of using PLS-SEM, according to Hair et al. According to Hair et al., Smart

PLS 4 software was used to analyze the reflective measurement model, also known as the measurement or structural model.

There are 151 catechists in the Jakarta Archdiocese. Eighty of these catechists from the Archdiocese of Jakarta's generation X took part in the study. The 151 participants in this study were all catechists employed by the Jakarta Archdiocese. Purposive sampling was employed in the sampling procedure. All catechists employed by the Archdiocese of Jakarta, particularly those who belong to generation X catechists, were used as respondents in this study. Eighty of these were generation X catechists. In order to thoroughly investigate the influence of servant leadership on the efficacy of their work, this study concentrated on catechists in the Archdiocese of Jakarta, given the disparity in resources among them.

This study concentrated on the mediating role of competence and professional dedication in order to uncover the impact of servant leadership on generation X catechists and how it might enhance their performance in the Archdiocese of Jakarta. The questionnaire's 47 items, which incorporate four factors in this study, are based on the maturity scale found in the literature. These resources were translated and altered to accommodate the needs of the Archdiocese of Jakarta's generation X catechists. Respondents were asked to rate their average feelings at work using a 5-point Likert scale, where 1 denoted "extremely unpleasant" and 5 denoted "very positive." Altruistic calling, emotional healing, persuasive mapping, wisdom, and organizational stewardship are among the ten components on the (Barbuto & Wheeler, 2006) that are used in the servant leadership assessment. The Regulation of the Minister of Education and Culture Number 11 of 2015's maturity scale, which consists of 16 items measuring three aspects — work planning, job implementation, and work assessment—was employed in this study to measure the performance variable. A 12-item scale that was modified from the Minister of National Education's Regulation Number 16 of 2007 is used to gauge competency. In terms of educational, psychological, social, and professional competency, the scale evaluates the proficiency of religious educators in schools. According to the research review's Khan et al. and Shirazi et al. (2006) citation of Meyer and Allen's analytical approach, professional commitment is assessed using three dimensions: affective, continuing, and normative. This is accomplished using an eight-item scale.

Thirty generation X catechists from various schools took part in the pre-test phase of the questionnaire's experiment. The final version of the questionnaire for this study was developed by adjusting it in light of the trial's outcomes. For this study, a five-part online survey covering demographic data, professional dedication, performance, competency, and servant leadership was developed. There were 47 questions on the survey, and at least 80 answers were needed. Between February and April of 2024, the online survey was made available. In this study, the demographic data was analyzed descriptively using SPSS software. Of the 80 participants, 51 (64%) were men and 29 (36%) were women catechists. Every respondent was a religious educator at a Catholic school run by the Jakarta Archdiocese.

3. RESULT AND DISCUSSION

The purpose of this study was to look into how generation X catechists' performance was affected by servant leadership. SmartPLS 4 was used to test the previously suggested hypothesis. The conceptual framework, which suggests that professional competence and dedication act as a mediating factor between servant leadership and the performance of generation X catechists, was validated as a legitimate explanation. For this study, we constructed a higher-order model with a reflective-reflective structure. The repeated indicators approach was then used to build a second-order model for the measurement model and the structural model evaluation, as illustrated in figure 1.

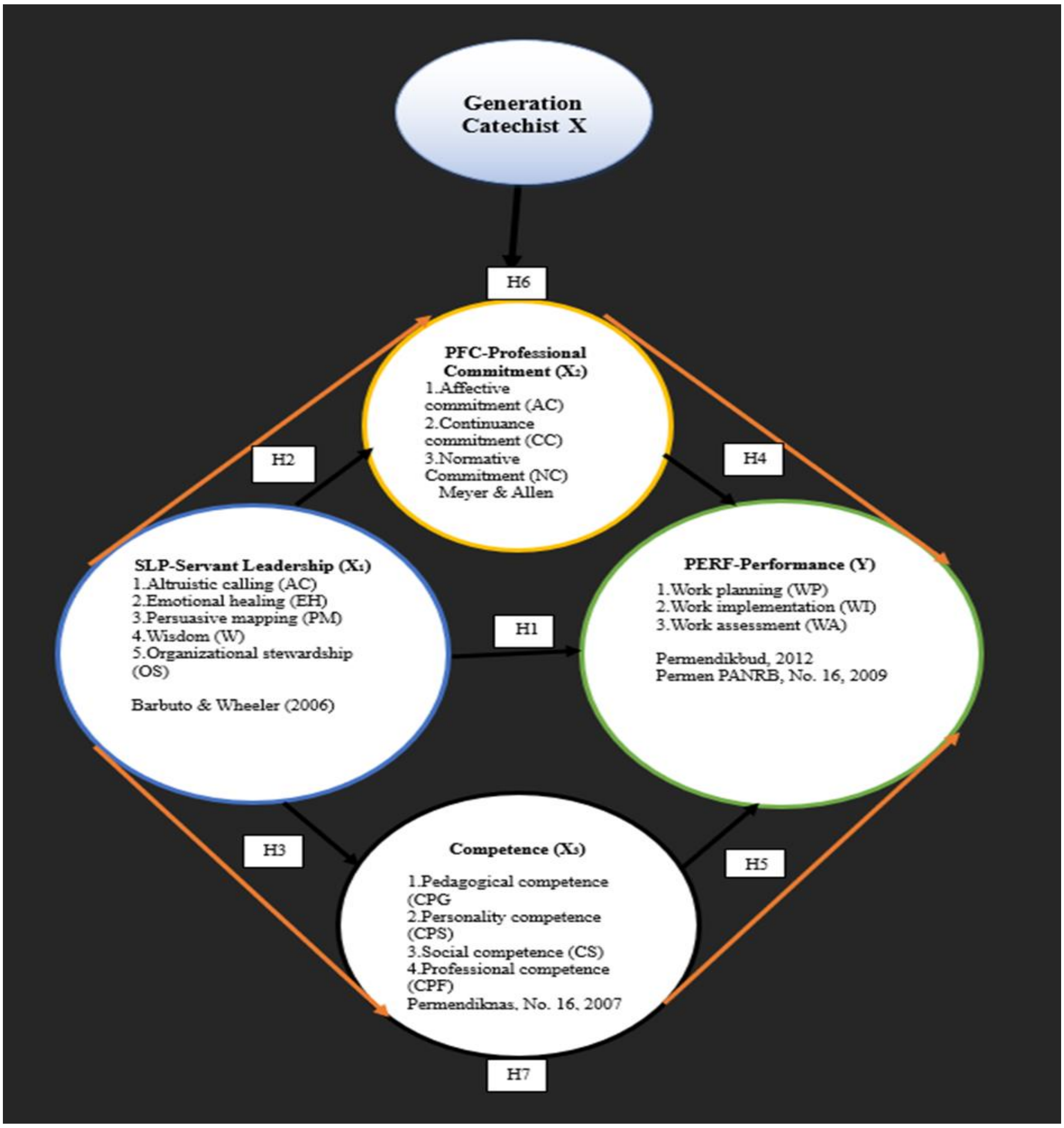

Figure 1. Research on Generation X Catechists: A Conceptual Framework

Model measurements were carried out by assessing the instrument's validity and reliability. Three metrics were used in this evaluation:

1) Reliability of internal consistency and indication loadings
2) Convergent validity
3) The validity of discrimination

3.1 Indicator Loading and Internal Consistency Reliability

Table 1 displays the results of the PLS-SEM analysis that was utilized in this study to investigate the indicators. According to Hair et al., the loadings of the indicators should ideally be more than 0.7. All of the factor loadings in this study, which ranged from 0.714 to 0.919, were higher than the 0.7 threshold. Internal consistency reliability was assessed using Cronbach's alpha (α) and composite reliability (CR). Hair Jr et al. state that a variable's Cronbach's alpha coefficient must be more than 0.7 in order for it to be deemed dependable. The CR should also be higher than 0.708. The study's Cronbach's alpha and CR values, which ranged from 0.912 to 0.959 and 0.934 to 0.963, respectively, both surpassed the 0.7 threshold. Table 1 provides the details of these measurement values.

Table 1. The Measurement Model's Validity and Responsiveness

Construct	Item	Loadings	VIF	α	CR	AVE
SLP	AC	0.809	2.257	0.951	0.958	0.703
	EH	0.718	2.334			
	PM	0.829	2.118			
	W	0.842	2.294			
	0S	0.790	2.554			
PERF	WP	0.820	1.834	0.959	0.963	0.757
	WI	0.919	2.171			
	WA	0.799	1.848			
CPT	CPG	0.778	2.082	0.944	0.951	0.726
	CPS	0.747	2.062			
	CS	0.807	2.186			
	CPF	0.788	2.207			
PFC	AC	0.850	2.637	0.912	0.934	0.740
	CC	0.714	2.523			
	NC	0.887	2.278			

3.2 Convergent Validity

Convergent validity aims to confirm a significant association between indicators measuring the same construct. The Average Variance Extracted (AVE), a crucial measure of convergent validity, shows how well the latent components account for the variance in the observable variables. Convergent validity is confirmed when the AVE value is 0.500 or above. According to the data in Table 1, the AVE values in this study range from 0.703 to 0.757, surpassing the 0.500 barrier and permitting further analysis.

3.3 Discriminant validity

Discriminant validity quantifies the extent to which one construct differs from another. According to the Fornell-Larcker criterion, the variance that each construct in the model shares with all other constructs must be less than the square root of the AVE for each construct. The study's results, which are displayed in table 2, support discriminant validity by demonstrating that the square root of the AVE for each construct is, in fact, greater than its shared variances with other constructs.

Table 2. Fornell-Larcker Criterion.

Construct	SLP	PERF	CPT	PFC
SLP	0.765			
PERF	0.548	0.816		
CPT	0.557	0.667	0.725	
PFC	0.702	0.752	0.760	0.771

3.4 Structural Model Relationship

This work computes t-statistics and path coefficients (β) using the bootstrapping approach in PLS and investigates the correlations between independent, mediating, and dependent variables. According to Hair et al., to confirm an effective mediating impact, the mediator's direct and indirect effects must both be statistically significant. Furthermore, the significance levels of the path coefficients were determined using 500 bootstrap samples, as illustrated in figure 2. The beta coefficient, sample mean (Mean), standard deviation (SD), T statistics (t-value), and p-value for each path are shown in Table 3. The results of the investigation show that SLP, either directly or through a number of mediating pathways (CPT, PFC), dramatically raises PERF.

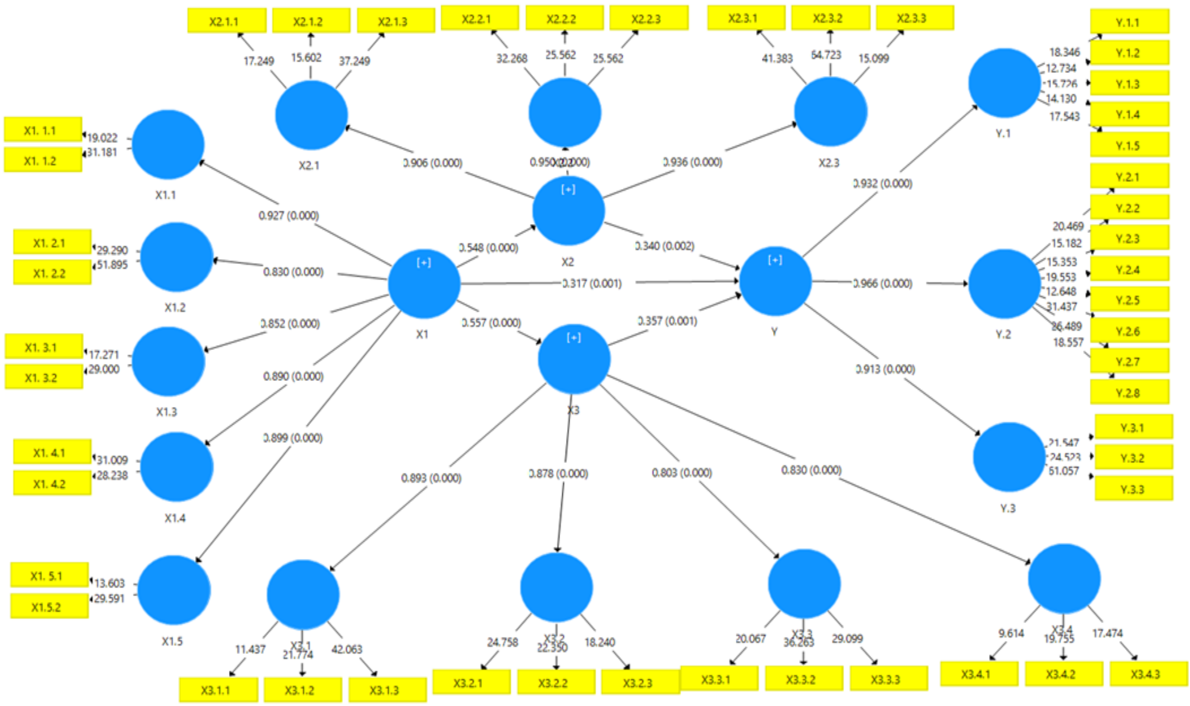

Figure 2. Generation X Catechist Bosstrapping Results

Table 3. Final result

Path	β	Mean	SD	t-value	p-value
SLP → CPT	0.557	0.565	0.116	4.803	0.000
SLP → PFC	0.548	0.553	0.091	6.047	0.000
SLP → PERF	0.317	0.310	0.093	3.430	0.001
CPT → PERF	0.357	0.364	0.108	3.300	0.001
PFC→ PERF	0.340	0.340	0.109	3.120	0.002
SLP → CPT → PERF	0.199	0.205	0.075	2.652	0.008
SLP → PFC → PERF	0.186	0.186	0.060	2.652	0.002

3.5 Coefficient of determination (R^2)

The degree and strength of the independent variable's influence on the dependent variable are commonly measured using the coefficient of determination (R2) in regression analysis. With values ranging from 0 to 1, 0.75 is considered significant, 0.50 is considered moderate, and 0.25 is considered weak. The R2 value of 0.514 for LYT indicates a moderate level of explanation, whereas the values of 0.450 and 0.378 for JS and PSY, respectively, indicate moderate and weak levels. R2 results are shown in detail in Table 4.

Table 4. Explanatory Power

Construct	R^2	R^2 Adjusted	Consideration
PERF	0.749	0.739	Strong
PFC	0.300	0.291	Moderate
CPT	0.310	0.301	Moderate

3.6 Hypotheses Result

The results of the predicted relationships in the study model are shown in this section. Total effects, which are the sum of direct and indirect effects, reflect both the direct influence of one construct on another and the indirect effect of mediating constructs. The hypotheses, their direct and indirect impacts, their overall effects, and their results are shown in table 5. All of the theories were confirmed.

Table 5. Hypotheses Results

Hypotheses	Predictor	Direct effect	Indirect effect	Total effect	Result
H1	SLP → CPhT	0.557		0.557	Supported
H2	SLP → PFC	0.548		0.548	Supported
H3	SLP → PERF	0.317		0.317	Supported
H4	CPT → PERF	0.357		0.357	Supported
H5	PFC → PERF	0.340		0.340	Supported
H6	SLP → CPT → PERF	0.317	0.199	0.516	Supported
H7	SLP → PFC → PERF	0.317	0.186	0.503	Supported

4. DISCUSSION

In this study, we will investigate the relationship between SLP and PERF, SLP and CPT, SLP and PFC, CPT and PERF, PFC and PERF, and SLP and PERF in this dynamic through the mediation of CPT and PFC. A 47-item questionnaire and seven hypotheses were prepared by the researchers. An online survey was distributed to Generation X catechists in the Archdiocese of Jakarta, and 80 valid replies were received. Tables 3 and 5 display the outcomes of the data evaluation using SEM-PLS.

4.1 SLP Direct Impact on CPT

Our findings support Hypothesis 1 by demonstrating that SLP immediately and significantly raises CPT (β = 0.557). This outcome is in line with research by Zhang, Xie, Eva, and others that demonstrated the direct enhancement of staff capability through servant leadership practices. The statistical significance of this direct effect (p-value = 0.000) emphasizes how important servant leadership practices are for improving employee competency.

4.2 SLP Direct Impact on PFC

Our findings support Hypothesis 2 by demonstrating that SLP directly and significantly increases PFC (β = 0.548). This outcome is in line with research by Dinc and Okan, El-Ghalayini et al., which shows that employing successful servant leadership techniques can immediately boost employees' professional commitment. The statistical significance of this direct effect (p-value = 0.000) emphasizes how important servant leadership practices are in increasing employees' levels of professional commitment.

4.3 SLP Direct Impact on PERF

Our findings support Hypothesis 3 by demonstrating that SLP directly and significantly raises

PERF (β = 0.317). This outcome is in line with studies conducted by Radi and Sherihan, which show that effective servant leadership practices can improve employee performance. The statistical significance of this direct effect (p-value = 0.001) emphasizes how important servant leadership practices are for improving employee performance.

4.4 CPT Direct Impact on PERF

Our findings confirm Hypothesis 4 by showing that CPT significantly increases PERF (β = 0.357). This outcome is in line with research showing that effective competency practices can directly improve worker performance, as shown by Chen et al. and Ramli & Sholihah. The statistical significance of this direct effect (p-value = 0.001) emphasizes how important competency practices are for improving worker performance.

4.5 PFC Direct Impact on PERF

Hypothesis 5 is supported by our results, which show that PFC significantly positively influences PERF (β = 0.340). This conclusion is supported by study by Zhang et al. and Nguyen & Tran, which demonstrated that effective professional commitment practices can directly improve employee performance. The statistical significance of this direct effect (p-value = 0.002) emphasizes how important professional commitment practices are for improving worker performance.

4.6 The Mediating Role of Competence (CPT)

Our study's confirmation that SLP significantly affects PERF indirectly via increasing CPT (total effect = 0.516) supports Hypothesis 6. The idea advanced by Rahman & Awan, Gupta et al., and Chen et al., who see competence as a crucial element in enhancing servant leadership and performance, is consistent with this. The results of the competence mediation study (β = 0.199) demonstrate that competence serves as a major mediator between SLP and performance and emphasize the positive effects of competence on employee attitudes and actions.

4.7 The Mediating Role of Professional Commitment (PFC)

Our study's conclusion that SLP significantly affects PERF indirectly via increasing PFC (total effect = 0.503) supports Hypothesis 7. Professional dedication is a key component of servant leadership and performance, according to Lee & Kim, Gonzalez & Ramirez, and Singh & Patel. According to the results of the mediation study, professional dedication is the main mediator between SLP and performance (β = 0.186), highlighting its positive influence on employees' attitudes and behaviors.

5. CONCLUSION, CONTRIBUTION AND LIMITATION

5.1 Conslusion

This study investigated the effects of SLP on PERF, SLP on CPT, SLP on PFC, CPT on PERF, PFC on PERF, and SLP on PERF empirically using the mediating variables CPT and PFC. According to the study's findings, SLP enhanced competence, professional dedication, and performance directly as well as indirectly by increasing competence and professional commitment. This supported the hypothesis that competence and professional commitment play a moderating role in the relationship between servant leadership approaches and employee performance. These findings highlight how important professional commitment and competence are to successful and efficient servant leadership methods, especially when it comes to supporting the performance of generations X catechist. By gaining a comprehensive understanding of the connections between these traits, institutions or organizations can more effectively create and implement servant leadership strategies to enhance competence, professional commitment, and overall organizational performance. Testing the Servant Leadership hypothesis on performance reveals that it has a positive and significant impact on generational performance. Similarly, testing the Servant Leadership hypothesis on professional commitment reveals that it has a positive and significant impact on generational professional commitment. In order to have high and robust competence for catechists working in the Jakarta Archdiocese, it is crucial to increase Servant Leadership. The results of testing the Servant Leadership hypothesis on competence demonstrate that Servant Leadership has a positive and significant effect on the competence of Generation X catechists. The findings of the experiment examining the relationship between professional commitment and performance indicate that professional commitment significantly and favorably affects the performance of the Jakartan generation. The results of testing the competency hypothesis on performance indicate that competency has a positive and significant impact on generational performance. The findings of the study examining the effect of professional commitment-moderated servant leadership on performance indicate that professional commitment-moderated servant leadership significantly and favorably affects the performance variables of Generation Big among the catechists employed by the Jakarta Archdiocese.

5.2.CONTRIBUTION

5.2.1 Theoretical Contribution

1. **Expanding the Theoretical Framework of the Impact of Servant Leadership Practices on Competence, Professional Commitment and Employee Performance**
   In addition to examining the direct effects of servant leadership practices on competence, professional commitment, and employee performance, this study also examines the indirect effects of servant leadership practices on employee performance through the inclusion of competence and professional commitment as mediating variables. This thorough analytical method provides a fresh theoretical viewpoint to clarify the precise connection between employee performance and servant leadership approaches.
2. **Developing the Theoretical Framework for the Effect of Commitment Professional and Competence on Employee Performance**
   This study enhances the direct effect of competence and professional commitment practices on employee performance by incorporating them as dependent variables. This thorough analytical method provides a fresh theoretical viewpoint to clarify the precise connection between professional commitment practices and competence on employee performance.
3. **The Competency Mediation Model's contribution**
   This study provides a new analytical framework to investigate the relationship between servant leadership practices and employee performance by empirically explaining the mediating function of competence in the relationship between servant leadership and employee performance. It makes it easier to comprehend the different ways that servant leadership techniques could affect worker performance
4. **The Professional Commitment Mediation Model's contribution**
   This study offers a novel analytical framework to investigate the relationship between servant leadership practices and employee performance by empirically explaining the mediating function of professional commitment in the relationship between servant leadership and employee performance. It makes it easier to comprehend the different ways that servant leadership techniques could impact worker performance.

5. **Examination from the Jakarta Archdiocese Catechetical Commission's Point of View**
   This study combines professional commitment and competence theories to examine the factors that influence the servant leadership of generation X catechists in the setting of religious education in the Jakarta Archdiocese. In addition to providing fresh theoretical insights into the relationship between professional commitment and competence theories, this study shows how professional commitment and competence affect the performance of generation X catechists.

5.2.2 Practical Contribution

This study uses the Jakarta Archdiocese's Catechetical Commission as a case study to examine practical methods for raising the catechists' performance in generation X, within the backdrop of the unequal allocation of religious education resources in schools. By giving the study unique regional features and useful application value, this method offers a fresh viewpoint on how to comprehend and deal with the difficulties associated with resource allocation in religious education within the Jakarta Archdiocese. In order to lessen the burden on academic talent, it offers insightful advice to religious education policymakers, the chairperson of the Jakarta Archdiocese's Catechetical Commission, and the Jakarta Catholic Community Guidance on how to better run and inspire schools.

By giving generation X catechists more freedom, decision-making chances, and control over work procedures, the Jakarta Archdiocese Catechetical Commission can strengthen their dedication to their careers. For instance, by creating more inclusive and transparent channels of communication and motivating catechists to express their opinions.

The improvement of educational, personality, social, and professional competence should be the primary focus of the Jakarta archdiocese's catechetical commission.This guarantees that generation X catechists perceive chances to grow and progress and feel appreciated for their efforts.

Altruistic calling, emotional healing, persuasive mapping, wisdom, and organizational stewardship are just a few of the servant leadership techniques that the Archdiocese of Jakarta's Catechetical Commission needs to take into account in a comprehensive manner. In order to improve catechist performance and decrease the number of catechists leaving the Archdiocese of Jakarta, these methods must complement one another by raising the professional dedication and proficiency of generation X catechists.

5.3. Limitation

The study's data came from the Jakarta Archdiocese's Catechetical Commission, and its conclusions might not be fully applicable to other regions or economic sectors. Additional research could improve the study's applicability and universality by expanding the sample to include catechists from different regions and locales of Java. The study's ability to characterize causal relationships may have been restricted by the cross-sectional research design, which did not fully reflect the dynamic nature of catechist performance and the factors influencing it. Future research could use a longitudinal study design to further explore the causal relationships between catechist performance, professional commitment, competence, and servant leadership practices. This study may have overlooked other potential moderators or mediators, even though competence and professional commitment were identified as mediating variables. Future study should examine additional latent aspects that could affect the research model in order to further strengthen and improve the current theoretical framework.

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PENGARUH *SERVICE EXCELLENCE* DAN *SERVICESCAPE* TERHADAP *INTENTION TO REUSE* KERETA PANORAMIC

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Abstract *- The development of the goods and services sector is increasing, especially in the transportation services sector. PT Kereta Api Pariwisata launched a new innovation, namely the panoramic train. The aim of the research is to analyze the influence of service excellence and servicescape on intention to reuse panoramic trains. PT Kereta Api Pariwisata maintains customer interest in continuing to reuse them by applying service excellence and servicescape to its products and services to remain competitive and dominate market share. The data sources used are primary data obtained by distributing questionnaires to respondents and secondary data obtained by reading scientific journals, books and other reading sources. Descriptive analysis and SEM-PLS are used as data processing methods to analyze the influence of service excellence and servicescape on intention to reuse. The results indicate that service excellence and servicescape significantly and positively influence intention to reuse panoramic train. Service excellence and servicescape play an important role in influencing passengers' intention to return to the panoramic train service. Improvements in both aspects will help increase customer loyalty and the long-term success of the panoramic train service. The managerial implications recommended by the researcher are formulated using the 7P marketing strategy approach (Product, Price, Place, Promotion, People, Process, Physical Evidence).*
Keywords: Intention to Reuse; Panoramic Train; Servicescape; Service Excellence

1. PENDAHULUAN

1.1 Latar Belakang

Peran transportasi sebagai tulang punggung mobilitas masyarakat dan pendorong pertumbuhan ekonomi semakin mendapat perhatian dari pemerintah dan pelaku industri. Berbagai inovasi dan peningkatan kualitas layanan di sektor ini telah dilakukan untuk memenuhi kebutuhan dan harapan masyarakat yang semakin tinggi. Pada sektor darat, khususnya, perkembangan jaringan kereta api memainkan peran penting dalam menghubungkan berbagai wilayah di Indonesia. Sebab, kereta api masih menjadi transportasi umum dengan peminat paling banyak saat liburan. Hal tersebut dibuktikan dengan kenaikan jumlah penumpang kereta api yang disajikan pada Tabel 1.

Tabel 1. Jumlah Penumpang Berdasarkan Moda Transportasi Kereta Api (orang)

Tahun	Jumlah Penumpang
2023	364.835.194
2022	272.418.459
2021	147.521.155

Sumber: Badan Pusat Statistik (2023)

PT KAI memiliki fokus utama dalam memperbaiki infrastruktur, peningkatan kualitas layanan, dan inovasi produk dalam menghadapi persaingan dan memenuhi harapan konsumen. Salah satunya melalui PT Kereta Api Pariwisata. PT Kereta Api Pariwisata berinovasi dengan meluncurkan kereta panoramic pertama di Indonesia. Kereta panoramic adalah modifikasi dari kereta api kelas eksekutif (Harnany et al., 2024) yang memiliki *sunroof* dan ukuran kaca yang lebih besar sehingga penumpang dapat melihat pemandangan yang lebih luas. Kereta panoramic terus membawa lebih banyak penumpang terhitung pada bulan Januari hingga Mei 2023 total penumpang yang dibawa mencapai 7.470 penumpang (Kumparan, 2023). Namun, seiring meningkatnya kebutuhan jasa transportasi pada masyarakat maka PT Kereta Api Pariwisata harus memiliki strategi efektif dalam mempertahankan pengguna transportasi. Selain itu, rute perjalanan kereta panoramic pun masih terbatas sehingga penting bagi PT Kereta Api Pariwisata untuk memahami faktor-faktor yang memengaruhi minat pengguna untuk kembali menggunakan layanan kereta panoramic.

Pemahaman mengenai faktor-faktor yang memengaruhi minat pengguna dapat dilakukan dengan mengkaji pengaruh keunggulan layanan (*service excellence*) dan lingkungan layanan (*servicescape*) terhadap minat untuk kembali menggunakan suatu layanan (*intention to reuse*). Berdasarkan penelitian sebelumnya diketahui kualitas layanan dan kepuasan/pengalaman pelanganan berpengaruh positif dan signifikan terhadap minat untuk kembali menggunakan layanan (Elisa et al., 2023; Ritonga & Syahputri, 2022; Zinedine et al., 2023). Namun, masih belum ditemukan penelitian sejenis yang meneliti objek kereta panoramic sehingga hal ini menjadi keterbaruan penelitian. Oleh karena itu, penelitian ini bertujuan untuk menganalisis pengaruh *service excellence* dan *servicescape* terhadap *intention to reuse* kereta panoramic.

1.2 Rumusan Masalah

Rumusan masalah pada penelitian ini merujuk pada:

1. Bagaimana karakteristik pengguna jasa kereta panoramic?
2. Bagaimana pengaruh *service excellence* terhadap *intention to reuse kereta panoramic*?
3. Bagaimana pengaruh *servicescape* terhadap *intention to reuse* kereta panoramic?

1.3 Kajian Literatur

1.3.1 *Service Excellence*

Service excellence merupakan pelayanan terbaik yang memenuhi harapan dan kebutuhan penumpang (Rangkuti, 2017). *Service excellence* sangat penting dalam menciptakan pengalaman positif bagi penumpang sehingga diharapkan akan meningkatkan minat mereka untuk kembali menggunakan layanan tersebut. (Barata, 2003) menyebutkan terdapat enam dimensi *service excellence*, yaitu sebagai berikut:

1. Sikap (*attitude*)
2. Perhatian (*attention*)
3. Tindakan (*action*)
4. Kemampuan (*ability*)
5. Penampilan (*appearance*)

6. Tanggung jawab (*accountability*).

1.3.2 *Servicescape*

Servicescape merupakan gaya dan wujud dari lingkungan fisik serta elemen pengalaman lainnya yang dirasakan penumpang pada saat menerima layanan yang diberikan (Wirtz & Lovelock, 2021). Lebih lanjut Wirtz dan Lovelock (2021) menyebutkan terdapat tiga aspek penting dalam *servicescape*, yaitu sebagai berikut:

1. *Spatial layout and sign* mengacu pada bagaimana lorong tempat berjalan itu berada, kamar mandi yang tersedia pintu masuk dan pintu keluar di desain sesuai arah pelayanan yang disediakan. Hal-hal atau fasilitas tersebut dapat memengaruhi kenyamanan dan kemudahan konsumen yang berkunjung.
2. *Ambient conditions* dinyatakan melalui pengaturan suhu, kualitas udara, music, dan fungsionalitas tata letak ruangan.
3. *Sign, symbol, and artifacts* digunakan sebagai penuansaan lingkungan fisik yang mengacu untuk memudahkan penyampaian informasi yang dikira penting untuk penumpang.

1.3.3 *Intention to Reuse*

Intention to reuse mengacu pada niat perilaku konsumen untuk terus menggunakan, mengurangi, atau meningkatkan penggunaan suatu layanan (Khan & Chaipoopirutana, 2020). *Intention to reuse* terdiri dari tiga indikator sebagai berikut (Jogiyanto, 2007) :

1. Keinginan untuk menggunakan
2. Selalu mencoba menggunakannya di masa depan
3. Tetap menggunakannya di masa depan

1.4 Hipotesis

1.4.1 *Service Excellence* dan *Intention to Reuse*

Kualitas dan nilai yang dirasakan memiliki pengaruh yang signifikan terhadap kepuasan penumpang dan niat untuk kembali menggunakan layanan (Ibrahim et al., 2023). Apabila kualitas layanan dipertimbangkan, bobot niat pelanggan untuk kembali menggunakan layanan lebih tinggi (Tseng, 2013). *Service quality* berpengaruh positif terhadap *customer satisfaction* yang berpengaruh positif juga terhadap *intention to reuse* (Karya, 2020). Berdasarkan penelitian sebelumnya, peneliti merumuskan hipotesis:

Hipotesis 1: *Service excellence* berpengaruh terhadap *intention to reuse* kereta panoramic

1.4.2 *Servicescape* dan *Intention to Reuse*

Hubungan *servicescape* dengan kepuasan pelanggan memiliki hubungan yang sangat tinggi karena konsep *servicescape* sangat mempengaruhi penilaian pelanggan mengenai suatu produk atau jasa yang ditawarkan. Hal ini didukung dengan penelitian (Lee & Kim, 2014) di mana indikator *cleanliness* dalam dimensi *servicescape* memiliki hubungan tidak langsung yang signifikan terhadap loyalitas *intention to reuse* pada layanan publik. *Servicescape* dan keragaman produk berpengaruh secara bersama-sama terhadap keputusan pembelian (Fitrianingsih et al., 2022). Indikator *spatial layout and functions* & *signs, symbols, and artifact* dalam dimensi *servicescapes* berpengaruh positif dan signifikan terhadap kepuasan konsumen (Vonika & Rahmidani, 2020). Berdasarkan penelitian sebelumnya, peneliti merumuskan hipotesis:

Hipotesis 2: *Servicescape* berpengaruh terhadap *intention to reuse* kereta panoramic

2. METODOLOGI PENELITIAN

2.1. Metode Penelitian

Jenis penelitian ini merupakan penelitian kuantitatif. Penelitian kuantitatif merupakan pendekatan pengujian teori objektif dengan meneliti diantara variabel (Creswell, 2014).Variabel dependen penelitian ini, yaitu *intention to reuse*. Variabel independen penelitian ini, yaitu *service excellence* dan *servicescape*.

2.2. Populasi dan Sampel

Populasi dan sampel dalam penelitian ini adalah pengguna kereta panoramic. Pemilihan sampel dilakukan dengan menggunakan teknik *purposive sampling* di mana sampel dipilih berdasarkan kriteria yang telah ditentukan (Bougie & Sekaran, 2019). Jumlah responden ditentukan dari hasil lima dikali oleh jumlah indikator penelitian (Hair et al., 2014). Total indikator pada penelitian ini adalah 24 indikator, sehingga jumlah sampel yang dibutuhkan pada penelitian ini adalah 120 responden.

Tabel 2. Perhitungan Jumlah Sampel

Populasi	Jumlah Indikator	Sampel
Penumpang yang pernah menggunakan kereta panoramic	24	24x5=120

Sumber: Data diolah (2024)

2.3. Waktu dan Tempat

Penelitian dilaksanakan dengan mendistribusikan kuesioner melalui *Google Form* menggunakan media sosial Instagram, Twitter, dan Whatsapp kepada responden yang merupakan pengguna jasa kereta panoramic. Penelitian berlangsung pada bulan Februari-Juni 2024.

2.4. Operasionalisasi Variabel

Tabel 3. Operasionalisasi Variabel

Variabel	Dimensi	Indikator	Kode
Service Excellence (Barata, 2003)	*Attitude*	*Train attendant* mampu berkomunikasi dengan baik	SE11
		Train attendant peduli apabila penumpang membutuhkan pertolongan	SE12
	Attention	*Train attendant* selalu ada ketika dibutuhkan	SE21
		Train attendant memastikan kenyamanan penumpang	SE22
	Action	*Train attendant* selalu tanggap terhadap permintaan maupun keluhan yang diajukan	SE31
		Train attendant melayani dengan sopan dan ramah	SE32
	Ability	*Train attendant* mampu memberikan pelayanan yang sama tanpa membeda-bedakan	SE41
		Train attendant mampu memberikan penjelasan dengan baik	SE42
	Appearance	*Train attendant* selalu memberikan senyuman saat memberikan pelayanan	SE51
		Train attendant menggunakan pakaian yang baik dan berpenampilan rapi	SE52
	Accountability	*Train attendant* bertanggung jawab atas pelayanan yang diberikan	SE61
		Train attendant dan penumpang bertanggung jawab atas kebersihan kereta panoramic	SE62

Variabel	Dimensi	Indikator	Kode
Servicescape (Wirtz & Lovelock, 2021)	*Ambient Conditions*	Pencahayaan di dalam kereta panoramic cukup baik	SS11
		Suhu, udara dan aroma di dalam kereta panoramic terasa segar dan membuat nyaman	SS12
		Pengaturan suara dan musik di dalam kereta panoramic sesuai dengan suasana yang diinginkan	SS13
	Spatial Layout and Sign	Tata letak kamar mandi, pintu masuk dan pintu keluar tertata dengan baik	SS21
		Tata letak ruang penyimpanan dan fasilitas di dalam kereta panoramic terorganisir dengan baik	SS22
		Pemisahan antara area duduk dan area lalu lintas di dalam kereta panoramic cukup jelas	SS23
	Symbols and Signboards	Terdapat tanda penunjuk yang jelas dalam kereta panoramic	SS31
		Tanda dan petunjuk di dalam kereta panoramic membantu untuk menemukan fasilitas dan tujuan dengan mudah	SS32
Intention to Reuse (Jogiyanto, 2007)		Akan menggunakan kereta panoramic di masa depan	IR11
		Tertarik menggunakan kereta panoramic kembali	IR12
		Ingin terus menggunakan kereta panoramic di masa depan	IR13
		Akan merekomendasikan kereta panoramic kepada teman atau keluarga	IR14

Sumber: Data diolah (2023)

2.5. Pengumpulan Data

Seluruh pernyataan dalam kuesioner menggunakan pengukuran Skala Likert dengan lima tingkatan dalam setuju atau tidak setuju, yaitu "sangat tidak setuju" (1), "tidak setuju" (2)", "cukup setuju" (3), "setuju" (4), dan "sangat setuju" (5). Setelah mendapatkan data kemudian data dianalisis untuk mengetahui hubungan masing-masing dengan menggunakan Structural Equation Modelling kategori Partial Least Square (SEM-PLS). SEM-PLS merupakan metode analisis yang kuat karena tidak menganggap data memiliki skala pengukuran, pendistribusian data, dan jumlah sampel tertentu yang artinya sampel boleh berjumlah kecil (Hair et al., 2014). Analisis SEM memiliki dua evaluasi model, yaitu *outer* dan *inner model*. SEM-PLS pada penelitian ini digunakan untuk menganalisis pengaruh dari variabel laten endogen, yaitu *intention to reuse*.

3. HASIL PENELITIAN DAN DISKUSI

3.1 Hasil Jawaban Kuesioner

3.1.1 Analisis Deskriptif Karakteristik Responden

Responden pada penelitian ini meliputi beberapa karakteristik yaitu usia, jenis kelamin, domisili, pekerjaan, dan pendapatan. Karakteristik penumpang yang dominan dalam penelitian ini secara garis besar ditunjukan pada Tabel 4 berikut.

Tabel 4. Karakteristik Responden

Karakteristik	Kategori	Jumlah	Persentase
Domisili	DKI Jakarta	52	35%
	Banten	6	4%
	Jawa Barat	**67**	**45%**
	Jawa Tengah	8	5%
	Jawa Timur	10	7%
	Daerah Istimewa Yogyakarta	2	1%
	Lainnya	5	3%
Jenis Kelamin	Pria	69	46%
	Wanita	**81**	**54%**
Usia	17 tahun – 25 tahun	46	31%
	26 tahun – 35 tahun	**65**	**43%**
	36 tahun – 45 tahun	27	18%
	46 tahun – 55 tahun	8	5%
	56 tahun – 65 tahun	4	3%
Pekerjaan	*Freelance*/Pekerja Lepas	22	15%
	Guru/Dosen Honorer	9	6%
	Pegawai Swasta/BUMN	**49**	**33%**
	Wirausaha/Pedagang	13	9%
	Wiraswasta	10	7%
	Pelajar/Mahasiswa	32	21%
	Ibu Rumah Tangga	6	4%
	Lainnya	9	6%
Pendapatan (Rp/bulan)	< Rp1.000.000	10	7%
	Rp1.000.000 – Rp3.000.000	17	11%
	Rp3.000.000 – Rp5.000.000	29	19%
	Rp5.000.000 – Rp7.000.000	**38**	**25%**
	Rp7.000.000 – Rp10.000.000	20	13%
	> Rp10.000.000	36	24%

Sumber: Data diolah (2024)

Penelitian ini berhasil mengumpulkan responden yang merupakan penumpang kereta panoramic. Data dikumpulkan dengan menyebarkan kuesioner melalui media sosial sehingga didapatkan 150 responden yang memenuhi kriteria. Berdasarkan data karakteristik responden penumpang kereta panoramic, mayoritas penumpang berasal dari Jawa Barat sebanyak 45% dan DKI Jakarta sebanyak 35%. Hal ini menunjukkan kereta panoramic menarik minat dari penduduk daerah perkotaan dan sekitar yang memiliki akses mudah ke stasiun keberangkatan. Secara demografis, 54% responden merupakan wanita dan 46% pria, komposisi jenis kelamin relatif seimbang yang menunjukkan layanan ini menarik untuk wanita ataupun pria.

Dari segi usia, kelompok terbesar merupakan mereka yang berusia 26-35 tahun sebanyak 43% dan 17-25 tahun sebanyak 31%, menandakan layanan ini populer di kalangan remaja akhir hingga dewasa awal, yang cenderung aktif dalam mencari pengalaman baru dan memiliki daya beli yang lebih tinggi. Terkait pekerjaan, sebagian besar responden merupakan pegawai swasta atau BUMN sebanyak 33%, diikuti oleh pelajar/mahasiswa sebanyak 21% dan freelancer/pekerja lepas sebanyak 15%. Ini menunjukkan kereta panoramic menarik bagi mereka yang menggunakan layanan ini untuk perjalanan bisnis, edukatif atau rekreasi. Dari sisi pendapatan, mayoritas responden memiliki pendapatan lebih dari Rp5.000.000 sampai Rp7.000.000 per bulan sebanyak 25% disusul dengan pendapatan lebih dari Rp10.000.000 sebanyak 24%. Hal tersebut mencerminkan layanan ini lebih disukai oleh kalangan menengah ke atas yang mencari kenyamanan dan pengalaman baru dalam perjalanan mereka.

3.1.2 Analisis Deskriptif Perilaku Penumpang

Analisis deskriptif selanjutnya, yaitu dilakukan untuk mengetahui perilaku penumpang yang meliputi sumber informasi tentang kereta panoramic, frekuensi penggunaan, dan alasan penggunaan. Perilaku penumpang disajikan pada Tabel 5.

Tabel 5. Perilaku Penumpang

Karakteristik	Kategori	Jumlah	Persentase
Sumber informasi	Teman/Keluarga	42	28%
	Instagram	**88**	**59%**
	Twitter	8	5%
	Youtube	7	5%
	Website resmi KAI	3	2%
	Lainnya	2	1%
Frekuensi penggunaan	**1 Kali**	**133**	**89%**
	2 Kali	14	9%
	3 Kali	2	1%
	Lainnya	1	1%
Alasan penggunaan	**Faktor pengalaman**	**113**	**75%**
	Faktor kenyamanan	25	17%
	Rekomendasi orang lain	7	5%
	Harga yang terjangkau	3	2%
	Lainnya	2	1%

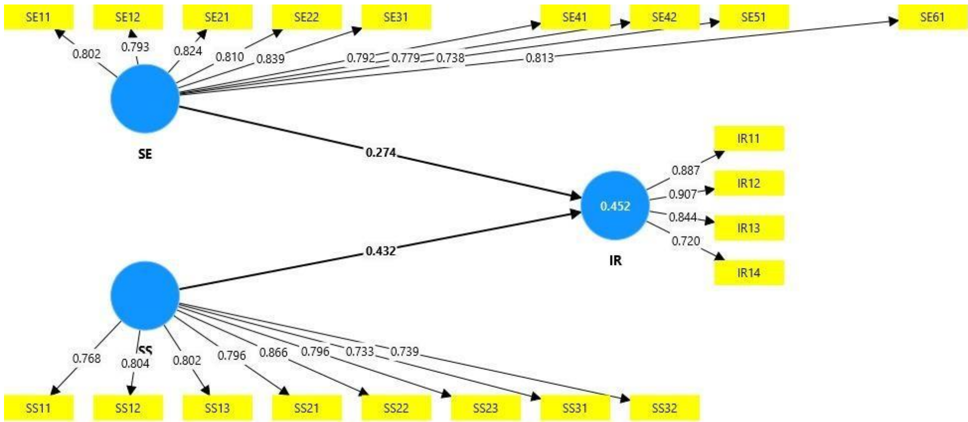
Sumber: Data diolah (2024)

Tabel 5 menunjukkan informasi tentang kereta panoramic sebagian besar diperoleh melalui media sosial, dengan Instagram menjadi sumber utama sebanyak 59%, diikuti oleh teman/keluarga sebanyak 28%. Hal ini menandakan efektivitas promosi digital dan pengaruh rekomendasi pribadi dalam memperkenalkan layanan ini kepada calon penumpang. Sebagian besar responden sebanyak 89% baru menggunakan layanan ini satu kali, yang mengindikasikan banyak dari mereka sedang mencoba layanan ini untuk pertama kalinya. Alasan utama penggunaan kereta panoramic merupakan untuk mendapatkan pengalaman baru sebanyak 75%. Hal ini mencerminkan penumpang mencari sesuatu yang unik dan berbeda dalam perjalanan mereka dan kereta panoramic mampu memenuhi kebutuhan tersebut dengan menawarkan pemandangan panorama dan fasilitas yang nyaman selama perjalanan. Keseluruhan karakteristik tersebut mencerminkan kereta panoramic telah berhasil menarik perhatian pasar targetnya, yaitu individu yang mencari pengalaman perjalanan yang unik dan nyaman, didukung oleh strategi promosi yang efektif di media sosial dan melalui rekomendasi pribadi.

3.2 Uji Validitas dan Reliabilitas

3.2.1 Analisis Evaluasi Model Pengukuran (*Outer Model*)

Tahapan dalam melakukan evaluasi model pengukuran ada tiga, yaitu evaluasi *convergent validity*, evaluasi *discriminant validity*, dan evaluasi *construct reliability*. Evaluasi *convergent validity* dilakukan dengan menilai *loading factor* dan Average Variance Extracted (AVE). Nilai standar *outer loading* umumnya harus lebih besar dari 0,7 (Hair et al., 2014), apabila tidak memenuhi persyaratan, maka didrop satu per satu kemudian dijalankan kembali (Chin & Todd, 1995).



Gambar 1. Hasil *Outer Model* Akhir
Sumber: Data diolah (2024)

Gambar 1 menunjukkan seluruh indikator dari setiap variabel sudah memiliki nilai *outer loading* > 0,7 yang berarti seluruh indikator dapat dikatakan valid karena sudah memenuhi kriteria yang ditentukan. Total seluruh indikator yang sebelumnya 24 indikator menjadi 21 indikator, dengan *service excellence* memiliki 9 indikator, *servicescape* sebanyak 8 indikator, dan *intention to reuse* sebanyak 4 indikator. Langkah selanjutnya dalam evaluasi *convergent validity* yaitu dengan melihat nilai AVE. Kriteria untuk nilai AVE yaitu lebih dari 0,5 karena nilai tersebut menunjukkan secara rata-rata, variabel telah menjelaskan lebih dari setengah varians indikatornya (Hair Jr. et al., 2021) .

Tabel 6. Nilai Average Variance Extracted

Variabel	Nilai *AVE* setelah *dropping*
Service Excellence	0,639
Servicescape	0,622
Intention to Reuse	0,711

Sumber: Data diolah (2024)

Tabel 6 menunjukkan seluruh variabel laten memiliki nilai AVE < 0,5 sehingga seluruh variabel laten memiliki validitas yang baik karena telah memenuhi persyaratan. Berikutnya tahapan evaluasi *discriminant* validity. Evaluasi *discriminant validity* dapat dilakukan dengan melihat nilai *cross loading*. Nilai indikator *outer loading* variabel harus lebih besar dari nilai *cross loading* variabel lainnya (Hair Jr. et al., 2021).

Tabel 7. Nilai *Cross Loading*

Kode Indikator	***Intention to Reuse* (IR)**	***Service Excellence* (SE)**	***Servicescape* (SS)**
IR11	**0.887**	0.634	0.629
IR12	**0.907**	0.494	0.523
IR13	**0.844**	0.496	0.556
IR14	**0.720**	0.444	0.472
SE11	0.547	**0.802**	0.636
SE12	0.518	**0.793**	0.609
SE21	0.495	**0.824**	0.613
SE22	0.473	**0.810**	0.575
SE31	0.523	**0.839**	0.625
SE41	0.404	**0.792**	0.590

Kode Indikator	*Intention to Reuse* (IR)	*Service Excellence* (SE)	*Servicescape* (SS)
SE42	0.517	**0.779**	0.744
SE51	0.515	**0.738**	0.719
SE61	0.436	**0.813**	0.641
SS11	0.528	0.594	**0.768**
SS12	0.601	0.686	**0.804**
SS13	0.498	0.678	**0.802**
SS21	0.553	0.669	**0.796**
SS22	0.510	0.639	**0.866**
SS23	0.444	0.557	**0.796**
SS31	0.508	0.679	**0.733**
SS32	0.436	0.529	**0.739**

Sumber: Data diolah (2024)

Tabel 7 menunjukkan seluruh indikator sudah memenuhi persyaratan *cross loading* karena nilai *cross loading* pada suatu variabel telah lebih besar dari nilai *cross loading* pada variabel lainnya, sehingga dapat disimpulkan seluruh indikator telah lulus evaluasi *discriminant validity* dan mampu menjelaskan variabel latennya sendiri lebih baik dari variabel lainnya. Langkah selanjutnya dalam evaluasi *outer model* adalah evaluasi *construct reliability* yang dapat diukur melalui nilai *Cronbach's Alpha* dan *composite reliability*. Variabel dapat dikatakan reliabel apabila nilai *composite reliability* dan *Cronbach's Alpha* lebih besar dari 0,7 (Hair Jr. et al., 2021).

Tabel 8. Evaluasi *Construct Reliability*

Variabel	*Cronbach's Alpha*	*Composite Reliability*
Service Excellence	0,929	0,941
Servicescape	0,913	0,929
Intention to Reuse	0,862	0,907

Sumber: Data diolah (2024)

Tabel 8 menunjukkan nilai *Cronbach's Alpha* dan *composite reliability* masing-masing variabel laten lebih besar dari 0,7 sehingga dapat dinyatakan seluruh variabel laten pada penelitian ini *reliabel*.

3.2.2 Analisis Evaluasi Model Struktural (*Inner Model*)

Terdapat beberapa kriteria dalam melakukan evaluasi model struktural, yaitu nilai R *Square*, nilai koefisien jalur (*path coefficient*) dan menguji signifikansi antar variabel dalam model. Nilai R *Square* berkisar dari 0 hingga 1, semakin tinggi nilainya menunjukkan tingkat akurasi prediksi yang lebih tinggi (Hair Jr. et al., 2021).

Tabel 9. Nilai R *Square*

Variabel	R *Square*
Intention to Reuse	0,452

Sumber: Data diolah (2024)

Tabel 9 menunjukkan *intention to reuse* memiliki nilai R *Square* 0,452 atau 45,2% yang dapat diartikan *intention to reuse* mampu menjelaskan *service excellence* dan *servicescape* sebesar 0,452 atau 45,2%, sedangkan 54,8% sisanya dijelaskan oleh variabel lainnya yang tidak digunakan pada penelitian ini. Langkah selanjutnya, yaitu pengujian hipotesis melalui proses *bootstrapping*. Tahap ini dilakukan untuk melihat nilai *path coefficient* yang mencakup *original sample*, T *statistics*, dan P *Values*.

Tabel 10. Hasil Pengujian Hipotesis

Hipotesis	*Original Sample* (O)	*T-statistics*	*P Values*	Hasil
Service Excellence -> Intention to Reuse	0,274	2,008	0,045	Diterima
Servicescape -> Intention to Reuse	0,432	3,795	0,000	Diterima

Sumber: Data diolah (2024)

Tabel 10 menunjukkan hasil *bootstrapping* uji hipostesis untuk memperkirakan *path coefficient* yang menjelaskan pengaruh *service excellence* dan *servicescape* terhadap *intention to reuse* kereta panoramic.

3.3 Diskusi

3.3.1 HI: *Service Excellence* berpengaruh terhadap *Intention to Reuse* Kereta Panoramic

Pengaruh *service excellence* terhadap *intention to reuse* kereta panoramic berdasarkan hasil *original sample*, *P-value*, dan *T-statistics*. *Original sample* memiliki nilai positif sebesar 0,274 yang dapat diartikan adanya pengaruh positif *service excellence* terhadap *intention to reuse* kereta panoramic dengan pengaruh sebesar 27,4%. Kemudian, pada *P-value* menghasilkan nilai 0,045 yang lebih kecil dari 0,05 yang dapat diartikan *service excellence* berpengaruh signifikan terhadap *intention to reuse* kereta panoramic. Artinya, *service excellence* secara nyata mempengaruhi keputusan penumpang untuk kembali menggunakan kereta panoramic. Selain itu, pada *T-statistics service excellence* terhadap *intention to reuse* kereta panoramic memiliki nilai sebesar (2,008) yang lebih besar dari T- tabel (1,97) yang juga berarti memberikan hasil keputusan hipotesis satu (H1) diterima.

Hasil penelitian ini sesuai dengan penelitian sebelumnya di mana *service excellence* memiliki pengaruh yang signifikan terhadap *intention to reuse* (Ibrahim et al., 2023; Karya, 2020; Tseng, 2013). *Train attendant* dapat mengetahui keinginan pelanggan dan meningkatkan kualitas layanan sesuai dengan keinginan pelanggan (Wang et al., 2020). Hal tersebut menandakan *service excellence* yang diberikan oleh kereta panoramic, seperti kebersihan kereta yang terjaga, sikap, perhatian, penampilan, keramahan dan profesionalisme *train attendant*, serta ketepatan waktu dan efisiensi operasional kereta dalam melayani penumpang berperan penting dalam menciptakan kesan positif dan kenyamanan penumpang untuk menggunakan kembali kereta panoramic.

3.3.2 H2: *Servicescape* berpengaruh terhadap *Intention to Reuse* Kereta Panoramic

Pengaruh *servicescape* terhadap *intention to reuse* kereta panoramic berdasarkan hasil *original sample*, *P-value*, dan *T-statistics*. *Original sample* memiliki nilai positif sebesar 0,432 yang dapat diartikan adanya pengaruh positif *servicescape* terhadap *intention to reuse* kereta panoramic dengan pengaruh sebesar 43,2%. Kemudian, pada *P-value* menghasilkan nilai 0,000 yang lebih kecil dari 0,05 yang dapat diartikan *servicescape* berpengaruh signifikan terhadap *intention to reuse* kereta panoramic. Hal ini berarti semakin baik *servicescape* yang dirasakan oleh penumpang, semakin besar kemungkinan mereka untuk kembali menggunakan kereta panoramic di masa mendatang. Selain itu, pada *T-statistics servicescape* terhadap *intention to reuse* kereta panoramic memiliki nilai sebesar (3,795) yang lebih besar dari T-tabel (1,97) yang juga berarti memberikan hasil keputusan hipotesis satu (H2) diterima.

Hasil penelitian ini sesuai dengan penelitian yang dilakukan sebelumnya di mana *servicescape* memiliki pengaruh yang signifikan terhadap *intention to reuse* (Fitrianingsih et al., 2022; Lee & Kim, 2014; Vonika & Rahmidani, 2020). Kemudahan dalam mengakses dan tata letak yang mudah bagi pengguna untuk memanfaatkan ruang tersebut (Lee & Kim, 2014). Hal tersebut menandakan aspek *servicescape* yang ditawarkan oleh kereta panoramic seperti desain interior kereta yang menarik dapat memberikan kenyamanan visual bagi penumpang. Kemudian kebersihan dan keteraturan fasilitas dalam kereta, seperti kursi yang nyaman, ruang yang lapang, dan fasilitas penunjang lainnya, juga berperan penting dalam menciptakan pengalaman positif. Adapun, pencahayaan yang baik, suhu yang nyaman, serta musik latar yang menenangkan dapat meningkatkan kenyamanan dan kepuasan penumpang selama perjalanan. Oleh karena itu, penumpang merasa nyaman dan puas sehingga mereka memiliki kecenderungan untuk memilih menggunakan kembali kereta panoramic untuk perjalanan berikutnya.

4. KESIMPULAN

4.1 Kesimpulan

Penelitian ini melibatkan 150 responden yang pernah menggunakan kereta panoramic, dengan mayoritas berasal dari Jawa Barat dan DKI Jakarta. Responden terdiri dari 54% wanita dan 46% pria, dengan kelompok usia terbesar 26-35 tahun (43%) dan 17-25 tahun (31%). Sebagian besar responden adalah pegawai swasta atau BUMN, pelajar/mahasiswa, dan freelancer. Mayoritas responden memiliki pendapatan Rp5.000.000 hingga Rp7.000.000 per bulan. Promosi digital melalui media sosial, khususnya Instagram, kemudian frekuensi penggunaan mayoritas sebanyak 1 kali dan alasan penggunaan berdasarkan faktor pengalaman. Oleh karena itu, *service excellence* maupun *servicescape* memainkan peran penting dalam mempengaruhi niat penumpang untuk kembali menggunakan layanan kereta panoramic (*intention to reuse*). Peningkatan pada kedua aspek tersebut yang akan dapat membantu meningkatkan loyalitas pelanggan dan keberhasilan jangka panjang layanan kereta panoramic. Hasil penelitian dan analisis menunjukkan *service excellence* dan *servicescape* berpengaruh signifikan terhadap *intention to reuse* kereta panoramic.

4.2 Implikasi Manajerial

Rekomendasi implikasi manajerial dilandaskan pada pendekatan strategi pemasaran. Tujuan dari implikasi manajerial ini merupakan untuk meningkatkan *service excellence* dan *servicescape* pada kereta panoramic yang diharapkan akan berdampak positif pada peningkatan *intention to reuse* dan keberlanjutan bisnis. Implikasi manajerial yang direkomendasikan oleh peneliti dirumuskan dengan menggunakan pendekatan strategi pemasaran 7P (*Product*, *Price*, *Place*, *Promotion*, *People*, *Process*, *Physical Evidence*).

1. *Product*
   Produk dalam hal ini adalah jasa sehingga *service excellence* dapat melibatkan pelatihan berkelanjutan bagi *train attendant* untuk meningkatkan *intention to reuse*. Pelatihan dapat mencakup komunikasi efektif, manajemen konflik, dan pengetahuan produk. Hal tersebut bertujuan agar *train attendant* dapat memberikan layanan yang ramah, profesional, dan cepat tanggap terhadap kebutuhan penumpang, seperti memperhitungkan preferensi individu. Misalnya, menyediakan pilihan makanan dan minuman sesuai dengan preferensi diet atau menawarkan layanan tambahan seperti bantal dan selimut bagi penumpang yang melakukan perjalanan malam. Kemudian kebersihan dan kenyamanan merupakan aspek penting dari *servicescape*. Petuga dapat memastikan setiap gerbong kereta dijaga kebersihannya sebelum dan selama

perjalanan. Selain itu, fasilitas seperti toilet harus selalu dalam kondisi bersih dan berfungsi dengan baik. Kebersihan yang terjaga meningkatkan kenyamanan dan kepuasan penumpang. Desain interior yang menarik dan estetika yang menyenangkan dapat meningkatkan pengalaman perjalanan. Investasi dalam desain interior yang modern, nyaman, dan estetis akan memberikan kesan positif bagi penumpang.

2. *Price*
   Penentuan harga yang kompetitif penting untuk menarik berbagai segmen pasar. Lakukan survei pasar untuk memahami rentang harga yang sesuai dengan nilai yang dirasakan oleh penumpang. Harga yang terlalu tinggi dapat mengurangi minat, sedangkan harga yang terlalu rendah mungkin dianggap meragukan kualitas layanan. Memberikan penawaran promosi khusus dan diskon untuk menarik lebih banyak penumpang. Misalnya, diskon untuk pemesanan awal, penawaran grup, atau diskon untuk perjalanan keluarga. Selain itu, program loyalitas yang memberikan diskon atau *poin reward* untuk perjalanan berikutnya dapat mendorong penumpang untuk menggunakan kembali layanan kereta panoramic.
3. *Place*
   Tempat dalam hal ini mengacu pada saluran distribusi dan aksesibilitas layanan kereta panoramic. Tersedianya tiket kereta panoramic melalui berbagai saluran distribusi, termasuk situs web resmi, aplikasi *mobile*, agen perjalanan, dan loket di stasiun. Diversifikasi saluran distribusi memastikan tiket mudah diakses oleh berbagai segmen pasar, termasuk penumpang yang lebih memilih pemesanan online dan mereka yang lebih nyaman dengan pembelian langsung di loket untuk memastikan proses pembelian tiket mudah dan efisien. Situs dan aplikasi *user-friendly*, navigasi yang mudah, dan proses *checkout* yang cepat. Sediakan opsi pembayaran yang beragam, seperti kartu kredit, *transfer bank*, dan pembayaran melalui *e-wallet*. Buat kemitraan dengan agen perjalanan dan hotel untuk menyediakan paket wisata yang mencakup perjalanan dengan kereta panoramic. Paket ini bisa menarik wisatawan yang mencari pengalaman perjalanan yang lengkap dan nyaman. Selain itu, kemitraan dengan atraksi wisata lokal dapat menawarkan nilai tambah bagi penumpang.
4. *Promotion*
   Kampanye iklan yang kreatif dan menarik dapat meningkatkan kesadaran dan minat penumpang. Media sosial merupakan platform yang efektif untuk menjangkau audiens yang lebih luas, terutama generasi muda yang aktif di media sosial. Mengadakan event promosi di stasiun-stasiun utama untuk menarik perhatian calon penumpang. Misalnya, tur kereta panoramic, diskon khusus saat pembelian tiket di tempat, atau acara pengalaman yang memungkinkan calon penumpang merasakan layanan kereta sebelum mereka membeli tiket. Memanfaatkan *review* dan rekomendasi positif dari penumpang untuk menarik lebih banyak pelanggan. Sediakan insentif seperti poin loyalitas atau diskon untuk perjalanan berikutnya bagi penumpang yang meninggalkan *review* atau membagikan pengalaman positif di media sosial. *Testimoni* positif dapat meningkatkan kepercayaan calon penumpang dan memperkuat citra positif kereta panoramic.
5. *People*
   Pelatihan berkelanjutan bagi *train attendant* untuk meningkatkan keramahan, dan profesionalisme dalam melayani penumpang sangat penting. *Train attendant* yang terampil dan ramah akan memberikan kesan positif yang berkontribusi pada kepuasan dan loyalitas penumpang.
6. *Process*

Meningkatkan efisiensi proses operasional seperti *boarding*, penanganan keluhan, dan waktu keberangkatan yang tepat waktu. Penggunaan teknologi untuk mempercepat dan mempermudah proses ini, seperti *e-ticketing* dan *check-in otomatis*, juga perlu diterapkan.

7. *Physical Evidence*
   Mempertahankan kebersihan dan kenyamanan fisik dalam kereta. Desain interior yang modern, fasilitas yang terawat, dan penempatan tanda serta petunjuk yang jelas dalam kereta sangat penting untuk menciptakan pengalaman perjalanan yang menyenangkan dan aman bagi penumpang.

5. KETERBATASAN

Penelitian ini memfokuskan pada dimensi *service excellent* dan *servicescape* terhadap *intention to reuse*. Rekomendasi untuk penelitian selanjutnya dengan topik yang sama dapat memperluas cakupan penelitian dengan menambah atau mengganti variabel penelitian yang dapat memengaruhi *intention to reuse* pada kereta panoramic, melibatkan sampel yang lebih besar dan beragam untuk memberikan hasil yang lebih representatif, serta menggunakan alat analisis yang berbeda sehingga mendapatkan hasil yang lebih komprehensif.

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THE IMPACT OF CAR, LDR, BOPO, SIZE, AND NIM ON BANKS FINANCIAL PERFORMANCE

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Abstract- Banking Return on Assets (ROA) measures operational efficiency and profitability by measuring how well a bank uses its assets to generate cash. ROA is also influenced by macroeconomic conditions, related regulations, and the competitiveness of the banking sector. In an increasingly competitive market, banks must understand these phenomena to improve their profitability and competitiveness. This study seeks to examine the impact of the variables Capital Adequacy Ratio (CAR), Loan to Deposit Ratio (LDR), Operating Costs and Operating Income (BOPO), bank size (SIZE), and Net Interest Margin (NIM) on Return on Assets (ROA). The study population comprises all conventional banks registered on the Indonesia Stock Exchange (IDX) from 2019 to 2023, totaling 47 banks. The employed sampling approach is total sampling, indicating that the entire population is surveyed, resulting in a sample size of 47 banks across a five-year period. The total data analysed in this study is 235. The employed analytical method is multiple linear regression, supplemented by traditional assumption checks encompassing normality, heteroscedasticity, multicollinearity, and autocorrelation assessments. Hypothesis testing uses t-statistics to evaluate partial regression coefficients and F-statistics to assess simultaneous effects, with a significance threshold of 5% (0.05). The study's results demonstrate that CAR, LDR, BOPO, SIZE, and NIM significantly influence ROA both partially, as the significance value (sig) is below 0.05, and simultaneously on ROA.
Keywords: CAR; LDR; BOPO; SIZE; NIM

1. INTRODUCTION

1.1 Research Background

The financial performance of conventional banking in Indonesia shows dynamics that continue to develop in line with national economic growth and global challenges. In recent years, conventional banking in Indonesia has recorded significant growth in terms of assets, profits, and credit distribution (Wesso, Manafe, & Man, 2022). According to data from the Financial Services Authority (OJK), the banking industry in Indonesia will continue to experience an increase in total assets, reaching more than IDR 9,000 trillion in 2023. Various factors, such as increasing financial inclusion, domestic economic growth, and the increasing digitalization of banking services, influence this growth (Otoritas Jasa Keuangan, 2023). Conventional banking also recorded excellent performance in terms of net profit, with major banks such as Bank Central Asia (BCA), Bank Rakyat Indonesia (BRI), and Bank Mandiri continuing to dominate the market. However, the financial performance of conventional banking is not free from a number of significant challenges and problems. One of the main problems faced by the banking industry is credit risk, where the quality of credit disbursed is still a serious concern (Chandra & Anggraini, 2020). The increasing ratio of non-performing loans (NPL) in several sectors, particularly after the COVID-19 pandemic, reflects the decline in credit quality. According to the OJK, while the NPL of Indonesian banking remains below the safe limit of 3%, certain sectors, such as the trade and transportation sectors, are experiencing difficulties in economic recovery, leading to an increase in NPL (OJK, 2023). This condition can burden bank profitability and increase provisioning costs for non-performing loans.

Furthermore, the accelerating pace of digitalization has facilitated the rise of technology-driven financial services that provide enhanced accessibility and greater efficiency, making competition from digital banking and fintech a significant challenge (Siagian, Lidwan, Ridwan, Taruna, & Roni, 2021). Fintech and neobanks, which are digital banks lacking physical branches, have effectively captured market share from specific demographics, particularly the youth and individuals underserved by traditional financial institutions. This rivalry compels traditional banks to innovate, enhance their digital services, and modify strategy to maintain relevance amid technological upheaval (Yasmir, Widyastuti, & Marlina, 2024). Regulation presents a significant challenge for traditional banking. Progressively rigorous requirements on capital and governance necessitate that banks enhance their capital structure and adhere to elevated prudential norms. The introduction of Basel III mandates that banks keep a greater capital buffer to mitigate potential global financial risks, hence intensifying pressure on the banking sector to uphold a sufficient capital adequacy ratio (CAR) (Dini & & Manda, 2020). Financial institutions, on the other hand, need to improve their governance and adjust to laws that safeguard consumers. Conventional banking must continue to innovate, increase capital capacity, and solve technological and regulatory concerns quickly and effectively if it wants to achieve sustainable development.

Capital Adequacy Ratio (CAR) and Return on Assets (ROA) are two important financial indicators that are interrelated in the banking sector. CAR measures the adequacy of a bank's capital in facing operational and financial risks and shows the extent to which a bank's capital can cover potential losses (Kurniasari & Zunaidi, 2022). A high CAR reflects that the bank has sufficient capital to bear the risk, which also reflects the bank's financial stability. On the other hand, ROA measures the efficiency of bank management in generating profits from its total assets. Banks with high ROA tend to be more efficient in utilising their assets to generate profits. The relationship between CAR and ROA often indicates a balance between capital security and profitability. A high CAR can contribute to a stable ROA because the bank has sufficient buffer to face risks so that it can protect its profitability (Mirawati, Putra, & Fitri, 2021). However, a CAR that is too high can also indicate that the bank is holding too much capital, which can reduce the bank's ability to optimally utilise its assets to generate profits. Conversely, if the CAR is too low, the risk of loss increases and can depress ROA. Therefore, a good balance between CAR and ROA is important for banks in maintaining their profitability and financial stability.

In addition to ROA, the Loan to Deposit Ratio (LDR) measures a bank's liquidity by comparing the total credit provided with the total funds collected in the form of deposits. An ideal Loan to Deposit Ratio (LDR) demonstrates the bank's ability to efficiently allocate customer funds into credit, thereby potentially generating income (Kurniawan, Munawar, & Amwila, 2020). On the other hand, ROA measures how effective the bank is in generating profits from its total assets, including credit provided to customers. The relationship between LDR and ROA is very close, with an optimal LDR supporting an increase in ROA. When the

LDR is in a healthy range (generally between 80% and 92%, in accordance with Indonesian regulatory policies), banks can maximize their assets in the form of credit, which usually provides a higher interest margin than other investments. (Alfian & Pratiwi, 2021) assert that a well-managed increase in credit can boost net interest income, thereby positively influencing ROA. However, a low LDR could suggest ineffective use of deposits to generate income, potentially reducing the bank's profitability. Conversely, a high LDR could suggest liquidity issues, as the bank might struggle to meet customer withdrawal obligations if it allocates too much of its funds to long-term credit (Putra, 2020).

According to (Yuliana & Listari, 2021), BOPO measures the extent to which a bank's operational costs are in relation to the operating income generated. A bank's operational efficiency increases with a lower BOPO ratio, indicating lower costs per unit of income earned. On the other hand, ROA measures a bank's ability to generate profits from its assets, thus becoming an important benchmark for bank profitability. The relationship between BOPO and ROA is negative, with a decrease in BOPO reflecting increased efficiency, which in turn tends to increase ROA (Azizah & Manda, 2021). When a bank successfully controls its operational costs well by managing labour costs, administrative costs, and other costs, the remaining operating income after covering these costs will be greater. This condition will drive higher profitability, which ultimately increases ROA. On the other hand, a high BOPO indicates excessive operational spending by the bank, resulting in a smaller amount of remaining income available for net profit. This will have a negative impact on ROA, as low efficiency leads to decreased profitability. According to (Maulana, Dwita, & Helmayunita, 2021), high BOPO often indicates that the bank is facing problems in operational efficiency, such as uncontrolled operating costs or a lack of ability to generate sufficient income from assets owned. If the bank is unable to manage operating costs well, this can erode profits and reduce overall financial performance. This will result in a depressed ROA for the bank, which will reflect lower profitability compared to the managed assets.

In addition to BOPO, bank size also plays an important role in influencing ROA (Return on Assets), according to Parawansa et al. (2021), larger banks tend to have more resources and capacity to diversify their credit portfolios, investments, and products and services offered. Large SIZE allows banks to achieve economies of scale, namely reducing the average cost per unit of service due to the large volume of activity. This has the potential to increase operational efficiency and profitability, which ultimately has a positive impact on ROA. In the relationship between SIZE and ROA, larger banks tend to have a better ability to utilize their assets to generate income. With larger assets, banks can channel larger amounts of credit or make investments with more significant returns (Agam and Pranjoto, 2021). Large banks also have the ability to spread risk more effectively, which can help them maintain financial performance stability despite economic fluctuations. Therefore, an increase in SIZE is often associated with an increase in ROA, as long as the bank is able to manage its assets well. However, there is a point where SIZE growth can face diminishing returns, where the larger the bank, the more difficult it is for them to maintain efficiency and profitability. Large banks may face more complex management challenges and higher operating costs, which can have an impact on increasing BOPO. If operating costs are not controlled, increasing SIZE can actually reduce efficiency, which ultimately depresses ROA. According to Hananto & Amijaya (2021), although large SIZE can support increased ROA through scale efficiency, banks must still maintain tight operational management to ensure that size growth does not sacrifice profitability. In this context, effective BOPO control and optimization of asset use are key for large banks to continue to achieve high ROA.

In addition to BOPO, bank size also plays an important role in influencing ROA (return on assets). According to (Parawansa, Rahayu, & Sari, 2021), larger banks tend to have more resources and capacity to diversify their credit portfolios, investments, and products and services offered. Large banks are able to achieve economies of scale by reducing the average cost per unit of service due to their large volume of activity. This has the potential to increase operational efficiency and profitability, which ultimately has a positive impact on ROA. In the relationship between SIZE and ROA, larger banks tend to have a better ability to use their assets to generate income. With larger assets, banks can channel larger amounts of credit or make investments with more significant returns (Agam & Pranjoto, 2021). Large banks also have the ability to spread risk more effectively, which can help them maintain financial performance stability despite economic fluctuations. Therefore, an increase in SIZE is often associated with an increase in ROA, as long as the bank is able to manage its assets well. However, there comes a point where SIZE growth may encounter diminishing returns, as the larger the bank, the more challenging it becomes to maintain efficiency and profitability. Large banks may face more complex management challenges and higher operating costs, which can have an impact on increasing BOPO. If operatiIf we fail to control operating costs, scaling up can actually decrease efficiency, leading to a decline in ROA. to (Hananto & Amijaya, 2021), although large sizes can support increased ROA through scale efficiency, banks must still maintain tight operational management to ensure that size growth does not sacrifice profitability, effective BOPO control and optimization of asset use are keys for large banks to continue to achieve a high ROA.

After discussing bank size, or SIZE, it is also important to understand the relationship between Net Interest Margin (NIM) and Return on Assets (ROA) in banking. (Rembet & Baramuli, 2020) define Net Interest Margin (NIM) as the percentage of average productive assets that represents the difference between interest income earned and interest expense paid. Meanwhile, return on assets (ROA) is a financial performance indicator that measures how efficiently a bank uses its assets to generate profits. A high NIM usually indicates that the bank has managed to make substantial profits from lending activities compared to deposit costs. When NIM increases, banks have a greater opportunity to increase net profits, which will ultimately increase ROA. This is because higher net interest income contributes positively to profit before tax and interest (Nufus & Munandar, 2021). However, maintaining a high NIM amidst fierce competition and strict regulations is not an effortless task. Banks that are able to maintain a stable NIM while also managing operating costs efficiently tend to have better ROA. This shows that they can maximize the use of their assets to generate profits. However, focusing on NIM alone is not enough. Banks must also consider credit risk factors so as not to sacrifice asset quality for the sake of higher profit margins (Ramadanti & Setyowati, 2022). Banks must balance between obtaining healthy interest margins and managing risk and operational efficiency so that they can increase profitability and support long-term growth while creating value for shareholders.

Previous studies have analyzed the impact of various factors, including capital adequacy ratio (CAR), loan-to-deposit ratio (LDR), operating costs and operating income (BOPO), bank size (SIZE), and net interest margin (NIM), on bank financial performance. However, there is currently a dearth of literature that comprehensively analyzes the interaction between these variables and their impact on return on assets (ROA), which is the primary indicator of financial performance. This study aims to bridge this gap by integrating various factors that impact bank performance. CAR, which reflWe expect CAR, a measure of bank capital health, to positively impact financial performance, while LDR demonstrates the bank's capacity to use deposits for loan provision. icator of operational efficiency, also plays an important role in determining bank profitability, while SIZE and NIM are crucial variables that need further analysis. Through data analysis from banks listed on the Indonesia Stock Exchange (IDX), this study not only seeks to identify the influence of each variable on ROA but also to explore the dynamics of interaction between these variables. Therefore, we anticipate that the research results will offer deeper understanding to practitioners and stakeholders, enabling them to make strategic decisions that enhance bank financial performance and contribute to the development of banking sector policies.

1.2 Literature Review

1. *Capital Adequaty Ratio* (CAR)
   Capital Adequacy Ratio (CAR) is a ratio used to measure how much capital a bank has compared to the risks it faces, expressed in terms of risk-weighted assets. CAR is important to ensure that banks have enough capital to absorb losses and keep operating in unfavorable situations. International regulations, such as Basel III, set minimum standards for CAR to maintain the stability of the global financial system. CAR is calculated by dividing a bank's total capital by its total risk-weighted assets, and this ratio must meet the minimum requirements set by the banking supervisory authority to maintain the soundness and sustainability of the bank (Bank for International Settlements (BIS), 2019).
2. *Loan to Deposit Ratio* (LDR)
   Loan to Deposit Ratio (LDR) is a ratio used to measure the liquidity of a bank by comparing total loans granted with total deposits received. This ratio is important because it shows how well the bank is able to use deposits to make loans, which in turn affects the bank's profitability and liquidity risk. An LDR that is too high may indicate that the bank may face liquidity risk, while an LDR that is too low may indicate that the bank is not optimally utilizing deposits to generate income. Ideally, LDR should be within a healthy range, typically between 80% to 100%, to ensure a balance between loan growth and funds availability (Sullivan & Warren, 2020).
3. *Operating Expenses Operating Income* (BOPO)
   Operating Expenses Operating Income (BOPO) is a ratio used to measure the efficiency of bank operations by comparing total operating expenses to total operating income generated. This ratio is important because it gives an idea of how well the bank manages its operating expenses in generating income. A low BOPO indicates that the bank is more efficient in its operations, while a high BOPO may indicate a problem in cost management, which in turn may affect the bank's profitability. In the context of banking, BOPO is often used as a performance indicator to assess a bank's ability to control costs and maximize revenue (Sukirno, 2018).
4. *Company Size* (SIZE)
   Company size refers to the scale or capacity of a company that can be measured through various indicators, such as total assets, total revenue, number of employees, or market capitalization. Company size often affects business performance and strategy, with larger companies usually having better access to resources, technology and markets. In addition, firm size can also influence bargaining power in negotiations with suppliers and customers, as well as the ability to invest in product innovation and development. Research shows that firm size can be positively related to profitability and growth, although there are also challenges faced by large firms, such as management complexity and bureaucracy (Brealey & Myers, 2016).

5. *Net Interest Margin* (NIM)
   Net interest margin (NIM) is a measure used to assess the profitability of a bank or other financial institution, which is calculated by comparing the net interest income generated from loans with the interest expenses paid to depositors, relative to total interest-earning assets. NIM is expressed as a percentage and gives an idea of how effective a bank is in using its capital to generate income. This ratio is important as it shows the bank's ability to manage interest rate risk and its operational efficiency. A high NIM indicates that the bank is able to generate more income from loans than it costs to raise funds, while a low NIM may indicate problems in asset and liability management (Sukirno, 2018).
6. *Financial Performance* (ROA)
   Financial performance as measured by Return on Assets (ROA) is an indicator that shows how effective a company is in using its assets to generate profits. ROA is calculated by dividing net income by total assets, and expressed as a percentage. This ratio is important because it provides an overview of management efficiency in managing the resources owned by the company. The higher the ROA value, the better the company's financial performance, because it shows that the company is able to generate greater profits from each unit of assets owned. ROA is often used by investors and analysts to compare the performance of companies within the same industry and to assess the potential profitability of the company in the future (Sullivan & Warren, 2020).

1.3 Research Model

The research model to be used is a proposed replication research model from research by (Rembet & Baramuli, 2020). This research model explains the effect of CAR, LDR, BOPO, SIZE, AND NIM ON The Financial Performance (ROA) of Banks Listed On The IDX From 2019-2023.

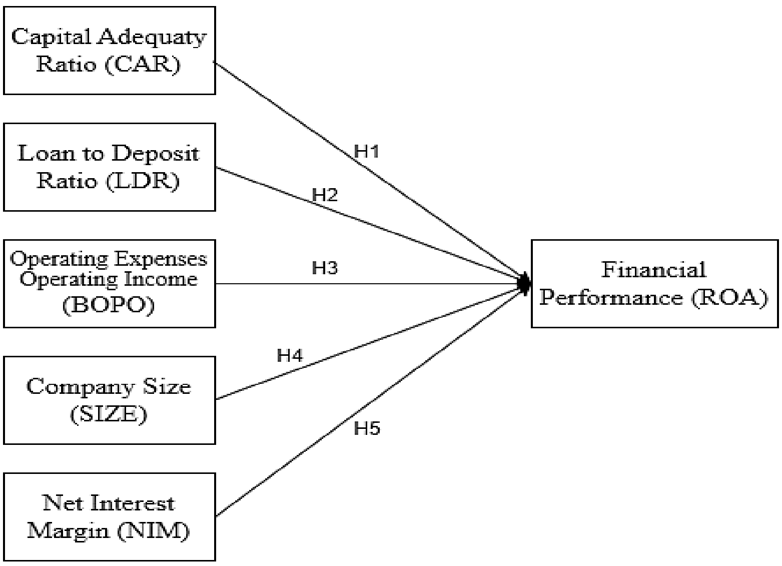

Figure 1. Research Model
Source: (Rembet & Baramuli, 2020)

2. RESEARCH METHODOLOGY

2.1 Methodology

This study utilises quantitative research, emphasising the analysis of numerical data through appropriate statistical methods (Sugiyono, 2020). The questionnaire for this study was created in Bahasa Indonesia, the respondents' native language, on a Likert scale ranging from 1 to 4. The measuring design encompasses enquiries into demographics, including gender, age, and monthly expenditures. The research population comprises banking entities listed on the Indonesia Stock Exchange (IDX) during periods I-IV from 2019 to 2023, totaling 47 banks. The study employed a total sampling technique, whereby the entire population served as the sample for analysis. This study had 47 respondents (banks) over a period of 5 years, resulting in a total of 235 data points (47 x 5 = 235).

2.2 Analytical Method

Descriptive statistics enable researchers to present succinct and informative data, facilitating interpretation and the formulation of preliminary conclusions conclusions (Jogiyanto, 2020). A high mean value for a variable may signify a favorable tendency within the study's context, whereas a high standard deviation may reflect considerable variability among the respondents or samples examined. Descriptive statistics are essential for preliminary data analysis, establishing a basis for comprehensive inferential analysis and enabling researchers to formulate more precise hypotheses grounded in observed characteristics. Regression analysis's classical assumptions are a set of requirements that must be satisfied for the estimation of the regression model to be valid and reliable. According to Jogiyanto (2020), these classical assumptions include several main points:

1. Normality Test
   The objective of the normality test is to assess the regression model by determining if the residuals conform to a normal distribution. Two approaches exist to ascertain if the residuals follow a normal distribution. This study employed the Kolmogorov-Smirnov Non-Parametric Statistical Test for analysis. The conventional criterion for this test is that if the p-value exceeds 0.05, it can be inferred that the residuals follow a normal distribution. If the p-value is less than or equal to 0.05, it signifies that the residuals are not normally distributed, potentially compromising the validity of the regression model (Jogiyanto, 2020).
2. Heteroscedasticity Test
   The heteroscedasticity test seeks to assess the disparity in the variance of residuals across different observations in the regression model. This study use the Glacier Test as a methodological approach for analysis. The prevailing standard dictates that if the p-value exceeds 0.05, there is no evidence of heteroscedasticity, indicating that the residual variance remains constant. If the p-value is less than or equal to 0.05, it signifies heteroscedasticity, potentially compromising the trustworthiness of the regression model estimate (Sugiyono, 2020).
3. Autocorrelation Test
   This test aims to ascertain the association between the error in period t and the error in the preceding period, t-1. The presence of such a connection suggests that the linear regression model exhibits an autocorrelation issue (Jogiyanto, 2020). This study employs the Run Test as one of several approaches to detect autocorrelation. The established criterion dictates that a p-value below 0.05 signifies the presence of autocorrelation, while a p-value beyond 0.05 suggests the absence of autocorrelation in the model.

4. Multicollinearity Test
   The purpose of this test is to identify whether there is a correlation between the independent variables. A suitable model should not show any correlation between the independent variables. To measure the level of multicollinearity, one of the commonly used standards is the variance inflation factor (VIF). A VIF value greater than 10 indicates significant multicollinearity, which can be detrimental to the stability and interpretation of the regression model (Jogiyanto, 2020). Conversely, a VIF value below 5 is generally considered to indicate that there is no significant multicollinearity problem, so the variables can be considered orthogonal.

2.3 Hypothesis Testing

1. F-test
   The F test is a statistical method used to simultaneously test the significance of several independent variables in a regression model on the dependent variable. This test aims to determine whether at least one of the independent variables has a significant effect on the dependent variable. The level of significance used is 0.05. If the p-value (probability) of the F test is less than 0.05, then H_0 is rejected, which means that there is a significant effect of the independent variable on the dependent variable (Sugiyono, 2020).
2. T-test
   The t-test is a statistical technique employed to assess the significance of the impact of each independent variable on the dependent variable within a regression model. This test seeks to ascertain if the regression coefficient of the independent variable is significantly distinct from zero. After calculating the t value, compare it with the critical t value from the t distribution table at a certain level of significance (e.g., $\alpha = 0.05$) with the appropriate degrees of freedom, the level of significance used is 0.05. If the p value (probability) of the t test is less than 0.05, then H_0 is rejected, which means that the independent variable has a significant effect on the dependent variable (Sugiyono, 2020).
3. R-Square
   The R-Square (R^2) test is a statistical measure to assess how well a regression model explains variation in the dependent variable. R^2 indicates the proportion of variation that can be explained by the independent variables, ranging from 0 to 1. Values close to 1 indicate the model can explain most of the variation, while values close to 0 indicate the model is less effective in explaining variation. A good R^2 value varies depending on the context and field of study. However, in general, an R^2 value above 0.7 is considered good, while values between 0.5 and 0.7 are acceptable, depending on the complexity of the model and the nature of the data (Jogiyanto, 2020).

3. RESULT AND DISCUSSION

3.1 Descriptive Statistics

Descriptive statistics is a data analysis strategy that seeks to summarise the features of the obtained data. This strategy does not seek to draw conclusions or generalise from a broader population, but instead aims to elucidate and illustrate current facts.

Tabel 1. Descriptive Statistics Test Result

	N	Minimum	Maximum	Mean	Std. Deviation
CAR	47	0,12	0,32	0,2118	0,1812
LDR	47	72,21	138,24	95,5214	9,82641
BOPO	47	68,18	108,52	89,6823	9,72874
SIZE	47	7,71	9,87	8,2623	2,26145
NIM	47	4,18	8,33	5,7834	2,35721
ROA	47	0,27	4,18	3,3217	1,28741
Valid N (listwise)	47				

Source: processed data, 2024

Data from descriptive statistical analysis of the performance of conventional banks listed on the Indonesia Stock Exchange (IDX) during the 2019-2023 period includes 47 banks. For the Capital Adequacy ratio (CAR), the minimum value was recorded as 0.12, maximum 0.32, with an average of 0.2118 and a standard deviation of 0.1812, showing significant variation but the average CAR is at a healthy level. The Loan to Deposit Ratio (LDR) shows a minimum value of 72.21, a maximum of 138.24, with an average close to 100% (95.5214), signaling efficiency in the use of deposits for loans. Operating Expenses to Operating Income (BOPO) has a minimum value of 68.18, maximum of 108.52, with an average of 89.6823, indicating efficient cost management although there are some banks with low efficiency. Bank size (SIZE) varies with a minimum value of 7.71 and a maximum of 9.87, averaging 8.2623, reflecting significant differences in the scale of operations. Net Interest Margin (NIM) shows a minimum value of 4.18, maximum of 8.33, with an average of 5.7834, reflecting the bank's ability to generate interest income despite high variation. Return on Assets (ROA) shows a minimum value of 0.27, maximum of 4.18, average of 3.3217, indicating efficiency in generating profit relative to assets, although some banks show below average performance.

3.2 Classical Assumption Test Results

3.2.1 Normality Test

Tabel 2. Normality Test Result

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		47
Normal Parametersa, b	Mean	0,0000000
	Std. Deviation	0,13182963
Test Statistic		0,125
Asymp. Sig. (2-tailed)		0,062c
a. Test distribution is Normal.		
b. Calculated from data.		
c. Lilliefors Significance Correction.		

Source: processed data, 2024

The findings from the Kolmogorov-Smirnov (K-S) Non-Parametric Statistical test, as indicated in Table 2, are 0.178 with a significance value of 0.173. This result indicates a value over 0.05, allowing the conclusion that the data is regularly distributed and does not contravene the assumption of normality.

3.2.2 Heteroscedasticity Test

Tabel 3. Heteroscedasticity Test Result

Coefficients[a]					
Model	**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
1 (Constant)	0,542	0,182		1,362	0,598
CAR	0,571	0,452	0,712	0,321	0,521
LDR	0,219	0,126	0,416	0,614	0,506
BOPO	0,637	0,303	0,149	0,532	0,617
SIZE	0,278	0,125	0,173	0,572	0,569
NIM	0,178	0,131	0,197	0,581	0,682
a. Dependent Variable: ABS_RES					

Source: processed data, 2024

According to Table 3, the significant values are as follows, CAR is 0.521, LDR is 0.506, BOPO is 0.617, SIZE is 0.569, and NIM is 0.682. All of these values exceed 0.05. Therefore, we can deduce that all independent variables in this study demonstrate significance values exceeding 0.05, suggesting the absence of heteroscedasticity in the used regression model.

3.2.3 Autocorrelation Test

Tabel 4. Autocorrelation Test Result

Runs Test	
	Unstandardized Residual
Test Value	0,04218
Total Cases	47
Number of Runs	26
Z	0,298
Asymp. Sig. (2-tailed)	0,683

Source: processed data, 2024

According to Table 4, the significance analysis yielded a result of 0.683, which above 0.05, indicating the absence of autocorrelation in this investigation.

3.2.4 Multicollinearity Test

Tabel 5. Multicollinearity Test Result

Coefficients[a]			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	CAR	0,618	2,782
	LDR	0,723	3,621
	BOPO	0,421	3,106
	SIZE	0,831	3,629
	NIM	0,227	4,712
a. Dependent Variable: ROA			

Source: processed data, 2024

Based on table 5 above, it can be seen that the VIF value for each variable in this study is less than 10 (VIF<10), so it can be concluded that all variables in this study do not experience symptoms of multicollinearity.

3.3 Hypothesis Test Results

Hypothesis testing is a statistical technique employed to evaluate certain assumptions or assertions on a population utilizing sample data. This approach seeks to ascertain if the sample data provides sufficient evidence to either support or refute the stated hypothesis.

1. F-test

Tabel 6. Regression Results-F-test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41,268	6	8,758	162,728	,000b
	Residual	0,812	40	0,142		
	Total	46,879	46			
a. Dependent Variable: ROA						
b. Predictors: (Constant), CAR, LDR, BOPO, SIZE, NIM						

Source: processed data, 2024

According to Table 6, a significant value of 0.000 is recorded, which is less than 0.05 or 5%. The independent factors (CAR, LDR, BOPO, SIZE, NIM) significantly influence ROA concurrently. The elevated F value (162.728) and the minimal p value (0.000) signify that this model is both valid and suitable for further investigation about the impact of these factors on ROA.

2. R-Square

Tabel 7. R-square test Result

Model Summary[b]			
Model	R Square	Adjusted R Square	Std. Error of the Estimate
1	0,853	0,827	0,28237

Source: processed data, 2024

Based on the data in table 7 above, the results of the correlation coefficient (R) and the coefficient of determination (R square) show the relationship between the independent and dependent variables. The analysis reveals a correlation coefficient value of 0.853, indicating an influence of 85.3% on the relationship between the independent and dependent variables. Other variables not included in the studied model explain the remaining 14.7%.

3. T-test

Tabel 8. Regression Results - T-test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,213	2,156		2,827	0,006
	CAR	1,146	1,134	0,137	2,918	0,005
	LDR	0,137	0,172	0,267	4,182	0,000
	BOPO	-0,193	0,425	-0,928	-4,754	0,000
	SIZE	0,379	0,187	0,729	5,630	0,000
	NIM	0,218	0,292	0,145	4,873	0,000
a. Dependent Variable: ROA						

Source: processed data, 2024

The analysis results indicate a positive and significant impact of CAR on ROA. This conclusion is supported by the magnitude of the significance value of 0.005, indicating that the sig value is less than 0.05. Therefore, the hypothesis (H1) is accepted. This means that an increase in CAR, which reflects the adequacy of bank capital, contributes to an increase in financial performance as measured by ROA. In other words, banks that have a higher capital adequacy ratio tend to be more efficient in utilizing their assets to generate profits. This finding shows the importance of effective capital management in improving bank operational performance, as well as providing positive implications for investors and other stakeholders regarding the stability and financial health of banks. The results of this study align with the findings of previous studies by Mirawati, Putra & Fitri (2021), which indicate that banks with higher Capital Adequacy Ratio (CAR) are not only better equipped to handle risks, but also have the ability to utilize resources more efficiently to generate profits. Therefore, we expect an increase in CAR to lead to improved ROA, a measure of the health and sustainability of bank operations. This relationship further emphasizes the importance of good capital management in the banking context, as well as providing a basis for policies that support the strength of bank capital and achieve optimal performance. These results also support research (Kurniasari & Zunaidi, 2022)., where banks with a higher capital adequacy ratio have greater flexibility in dealing with economic uncertainty. Sufficient capital not only protects banks from potential losses but also allows them to be more aggressive in taking profitable investment and credit distribution opportunities, which then contributes to increasing ROA.

The analysis results indicate a positive and significant impact of LDR on ROA. This conclusion is supported by a significance value of 0.000, indicating that the sig value is less than 0.05. Therefore, we accept the hypothesis (H2). This means that the higher the loan to deposit ratio, the greater the bank's potential to generate profits from the assets it owns. When banks utilize deposits effectively to provide loans, they can increase interest income, which contributes to increased ROA. This finding shows the importance of a successful loan management strategy in supporting the bank's financial performance. In addition, these results provide an illustration that banks that are able to manage LDR optimally can not only meet liquidity needs but can also increase their profitability, which ultimately reflects better financial stability and attractiveness to investors. Kurniawan, Munawar, & Amwila's (2020) research confirms this finding, demonstrating that a healthy increase in LDR signifies more efficient use of funds. By maximizing credit distribution, banks can increase interest income, which is one of the main sources of profitability for conventional banks. Optimal LDR management allows banks to increase efficiency in using their assets. When LDR increases within a safe limit, banks are able to maximize income from loan assets, which then increases ROA. The reason for this is that the interest income from disbursed loans surpasses the costs associated with deposit collection, including deposit interest. Alfian & Pratiwi's (2021) research reinforces this perspective, demonstrating that banks with higher loan-to-deposit ratios (LDRs) and effective management typically exhibit higher profitability levels. This is due to the ability of credit income to offset operating costs and boost net profit.

From the results of the analysis that has been carried out, it shows that BOPO has a negative and significant effect on ROA. This is based on the magnitude of the significance value of 0.000, which means that the sig value <0.05, therefore the hypothesis is accepted (H3 is accepted). This implies that an increase in the BOPO ratio, which represents the ratio of operating costs to income, results in a decrease in the bank's profit performance relative to its assets. An increase in operating costs without a corresponding increase in income puts pressure on the bank's profitability. This finding emphasizes the importance of operational efficiency in bank management, where banks that are able to control their operating costs tend to have better ROA. Thus, these results indicate that effective cost management is the key to improving financial performance, providing important implications for bank management in formulating strategies to improve efficiency and profitability. This study aligns with Azizah & Manda's (2021) research, demonstrating that banks with lower BOPO typically have higher ROA. Their ability to control operating costs, including labor, administrative, and infrastructure costs, enables them to convert more revenue into net income. In the banking industry, operational efficiency is one of the main factors that affect profitability, and banks that are able to reduce or control operating costs will be superior in terms of financial performance. Furthermore, Maulana, Dwita, & Helmayunita's research from 2021 demonstrates that inadequate operational cost management not only lowers net income but also limits the bank's ability to adapt to external financial pressures like market instability or growing competition. Therefore, banks with high BOPO face challenges in maintaining their profitability, especially in the midst of fluctuating economic conditions. Decreased efficiency can cause profit margins to erode further, which in turn worsens ROA performance.

The results of the analysis that has been carried out, it shows that SIZE has a positive and significant effect on ROA, this is based on the magnitude of the significance value of 0.000 which means that the sig value <0.05, therefore the hypothesis is accepted (H4 is accepted). This means that larger banks, as measured by total assets owned, tend to have better ability to generate profits from existing assets. Larger size is often associated with better economies of scale, wider access to markets, and the ability to invest in technology and innovation that can improve operational efficiency. This finding confirms that banks with larger sizes are not only able to increase profitability, but are also better able to face market challenges and financial risks. Thus, these results provide insight for bank management and other stakeholders that growth and expansion in size can be an effective strategy to improve financial performance and competitiveness in the banking industry. The results of this study support research conducted by Hananto & Amijaya (2021) which shows that banks with larger assets have more flexibility in dealing with financial risks and market uncertainty. Wider access to capital allows large banks to take more calculated risks and invest in technological innovations that improve operational efficiency, such as the use of sophisticated digital banking systems. This not only increases profitability by reducing operational costs but also helps banks maintain their competitiveness in an increasingly competitive market. In addition to economies of scale and market access, research by Parawansa et al. (2021) found that large banks are better able to face external challenges such as economic fluctuations or market uncertainty because they have larger capital buffers and better risk management structures. This ability to face financial risks makes large banks more financially stable than smaller banks, which are often more vulnerable to market shocks.

The results of the analysis that has been carried out, it shows that Net interest margin (NIM) has a positive and significant effect on ROA, this is based on the magnitude of the significance value of 0.000 which means that the sig value <0.05, therefore the hypothesis is accepted (H5 is accepted). This means that the higher the net interest margin obtained by the bank, the greater the bank's ability to generate profits from the assets it owns. NIM, which measures the difference between interest income received and interest expenses paid, reflects the bank's efficiency in managing its assets and liabilities to generate income. When NIM increases, banks can better utilize loans and deposits to generate income, which contributes directly to increasing ROA. These findings indicate that effective management of the loan portfolio and the right interest rate setting strategy are essential to increasing bank profitability. Therefore, these results provide an illustration that focusing on increasing NIM can be a strategic step for banks in an effort to achieve better financial performance. The results of this study are in line with research by Nufus & Munandar (2021) which shows that NIM reflects the bank's efficiency in managing its assets and liabilities to generate income. When NIM increases, banks are able to take advantage of a larger interest spread from lending and funding activities, which directly impacts bank profitability through increased Return on Assets (ROA). Then a study conducted by Ramadanti & Setyowati (2022) also supports this view, where they found that higher NIM contributes to increased bank profits, because a larger interest spread allows banks to earn more income from each asset managed. When banks can set higher lending rates compared to the cost of funds, they get a larger margin, which directly strengthens their financial performance. Effective management of the loan portfolio and a careful interest rate setting strategy allow banks to optimize the use of funds and maximize interest income.

4. CONCLUSION

4.1 Conclusion

Based on the results of the analysis and discussion that have been presented previously, it can be concluded that partially CAR, LDR, SIZE, and NIM have a positive and significant effect on ROA, while BOPO has a negative and significant effect on ROA in the banking industry listed on the IDX in 2019-2023. Simultaneously, the variables CAR, LDR, BOPO, SIZE, and NIM impact ROA in the banking industry listed on the IDX from 2019 to 2023. Efficient capital management is very important for banks, where a high capital adequacy ratio (CAR) encourages banks to strengthen capital reserves, reduce financial risks, and increase investor confidence. In addition, with a favorable Loan to Deposit Ratio (LDR), banks need to maintain a balance between loans given and deposits received to ensure liquidity and financial health. The size of a bank also influences its ability to generate profits, with larger banks typically achieving higher profits due to the efficiency of economies of scale. The increase in Net Interest Margin (NIM) shows that the bank is getting a higher profit margin from each unit of money lent, so management must focus on credit distribution efficiency. Finally, with high operating costs to operating income (BOPO), banks need to reduce operating costs to increase profitability, making operational efficiency a top priority.

4.2 Implications/Limitations and Suggestions for Future Research

This study has several limitations, including not controlling for external factors such as global economic conditions or government policies that can affect bank financial performance. In addition, the study period covers years during the COVID-19 pandemic, which may distort the data and significantly affect bank financial performance. Therefore, further researchers who want to study the same theme are expected to include external control variables in the analysis to obtain more accurate and relevant results. In addition, they are also advised to conduct additional analysis to separate the impact of the pandemic from the influence of the variables studied

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SCENARIO PLANNING FOR PT BANGGAI LNG'S BUSINESS STRATEGY TO FACE FUTURE LNG INDUSTRY CHALLENGES

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Abstract- The liquefied natural gas (LNG) industry is undergoing significant transformation due to fluctuating global demand, the transition to renewable energy, and evolving regulations. PT Banggai LNG (PT BLNG), a key player in Indonesia, leverages its strategic location and advanced infrastructure to meet domestic and international demand. However, PT BLNG faces market volatility, intense competition, and increasingly complex environmental regulations. This research employs scenario planning to help PT BLNG develop business strategies to address challenges in the LNG industry, utilizing PESTEL analysis, Porter's Five Forces, VRIO framework, and SWOT analysis. These analyses highlight regulatory pressures, competition, limited resources, and regional demand opportunities. Four strategic scenarios were developed: "Stable but Limited Growth," "Emerging Markets," "Challenging Markets," and "Profitable but Constrained Markets." Proposed strategies include cost optimization, infrastructure development, and market diversification. With early warning signals, a five-year roadmap, and the four strategic scenarios, PT BLNG is expected to adapt to uncertainties, align with global energy trends, and sustain its long-term competitiveness in the LNG industry in Indonesia and the surrounding region.
Keywords: Business Strategy; Liquefied Natural Gas; Scenario Planning

1. INTRODUCTION

The need for energy in the world has shown an increasing trend every year, in total reaching around 160,000 terawatt hours in 2021 (Our World in data, 2021). Today, fossil fuels are still the main source of most of the world's energy needs. There are three types of fossil fuels that are most widely used, namely, oil, coal and natural gas. Natural gas is an alternative energy source that has been widely used in the world and its demand continues to increase. Natural gas is a type of fuel that has the advantage that it is more environmentally friendly and most efficient than other fossil fuels. Burning natural gas emits significantly less carbon dioxide (CO_2) than coal or oil. Specifically, it produces about 50% to 60% less CO_2 than coal when used in power plants (MET Group, 2020).

The method of delivering natural gas from natural gas sources to natural gas users can be done in two ways, namely through a gas pipeline or by liquefying it into Liquefied Natural Gas (LNG). The choice of natural gas delivery method is strongly influenced by the distance of delivery from the gas source to the user's location and the large volume of gas delivered. Most of the unexplored natural gas reserves are located far from natural gas users, and it is not possible to transport it through gas pipelines. In liquid form, natural gas can be transported in large volumes across national borders and even continents by specialized LNG carriers (Rahardjo, 2015). So, LNG will play a key role in fulfilling future natural gas demand. It is estimated that global demand for LNG will increase by more than 50% by 2040, driven largely by industrial sectors switching from coal to gas (Shell, 2024).

In Indonesia, natural gas production shows a decreasing trend (BP, 2022). According to the Handbook of Energy & Economic Statistics of Indonesia, 2021, total gas production from associated gas and non-associated gas types of fields in 2021 decreased from 3.1 million MMSCF in 2015 to 2.4 million MMSCF. The natural gas reserves also show a decreasing trend. Total reserves of natural gas in 2021 decreased from 151.33 TSCF in 2015 to 60.61 TSCF (MEMR – HEESI, 2021).

Until 2021, there are three national LNG plants, namely the Badak LNG Plant in Bontang (eight trains) Kalimantan with a total installed capacity of 21.64 million metric tons/year, the Tangguh LNG plant with a total installed capacity of 7.6 million metric tons/year and Donggi Senoro LNG plant with a total installed capacity of 2.0 million metric tons/year. However, since 2014, the Arun LNG plant has ceased to operate because gas supplies from Sumatra and its surroundings are no longer in production (Putra, 2022).

According to data provided by IHS Markit, 2022, Indonesia's LNG demand will grow significantly, especially after the year 2033. It means that uncontracted domestic LNG production is likely to be allocated for domestic consumption to stall the need to tap the international markets. Currently, the LNG Sales Purchase Agreement (“SPA”) is dominated by domestic LNG SPA instead of international LNG SPA (IHS Markit, 2022).

PT BLNG is the first Indonesian LNG project developed as a "downstream business activity" located in Central Sulawesi, which enables separate development of upstream (feedstock gas supply) and downstream (LNG manufacturing) businesses, including selling LNG to the international and domestic markets.

PT BLNG produces two million tons of LNG annually, delivering 38 to 42 cargoes per year under long-term contracts with international buyers, which will expire in 2027, along with the Gas Sales Agreement (GSA) from upstream parties. To ensure continuity, PT BLNG must renegotiate with buyers to extend contracts. However, it faces pressure to lower prices due to competition from global LNG producers offering larger volumes and more competitive rates. Additionally, PT BLNG must secure new gas allocations from the Government of Indonesia (GOI) and extend its GSA with upstream suppliers, as some buyers are offering higher prices directly to these suppliers, potentially reducing the gas volume available to PT BLNG.

Domestically, the GOI has urged LNG producers to prioritize local demand (Reuters, 2022), particularly for power plants, where prices are regulated and less attractive than international markets. This creates a dual challenge for PT BLNG: maintaining profitability while meeting domestic supply obligations and competing internationally.

Based on the current situation above, PT BLNG should determine the right strategy, especially post-2027, to remain sustainable and competitive with other LNG producers and also to accommodate the GOI’s request to supply the domestic market without causing a loss in terms of sales. The author uses the scenario planning method to develop the strategy.

2. RESEARCH METHODOLOGY

This research employs two theoretical frameworks to address the business issue: scenario planning and business strategy. Scenario planning involves generating multiple potential future scenarios based on various hypotheses and uncertainties, with an analysis of each scenario’s possible outcomes. To develop the scenario planning, the research uses the PESTEL analysis. To develop the business strategy, this research uses SWOT analysis, Porter’s five forces to analyze the external factors, and VRIO to analyse the internal factors of the company.

The conceptual framework that will be used in this research is as follows:

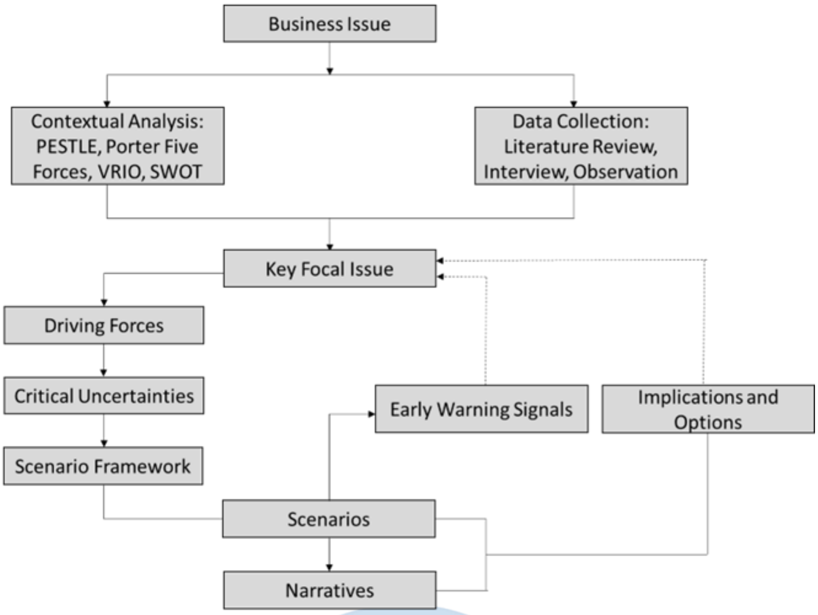

Figure 1 Conceptual Framework
Source: Garvin and Levesque, 2006

This scenario planning research starts with the business issue that is supported by the research objective. After the objective is stated, the parallel phase of contextual analyses and data collection are conducted to identify the environments of the Company. For the contextual analysis, the Author used PESTLE and Porter's Five Forces as the external analysis and VRIO and SWOT for the internal analysis. For data collection, the Author used a literature review, conducted the interview, and observation. Further, the result of the analysis gives a key focal issue that will be discussed in scenario planning to develop a conclusion and implementation plan for the Company.

This research is using qualitative method which using a variety of data collection techniques and analytical procedures. A qualitative research design may use a single data collection technique, such as semi-structured interviews, and corresponding qualitative analytical procedure (Saunders et al., 2020). Research design is also defined as a blueprint for achieving research objectives by providing a procedural plan of research activity focused on the research question, guiding the selection of information sources, and providing the research framework. Qualitative method that provides the opportunity for faster turnaround of results with smaller sample sizes and is useful for supporting low-risk decisions that need to be made quickly (Schindler, 2021). The research design used in this research is shown in Figure 2.2 below.

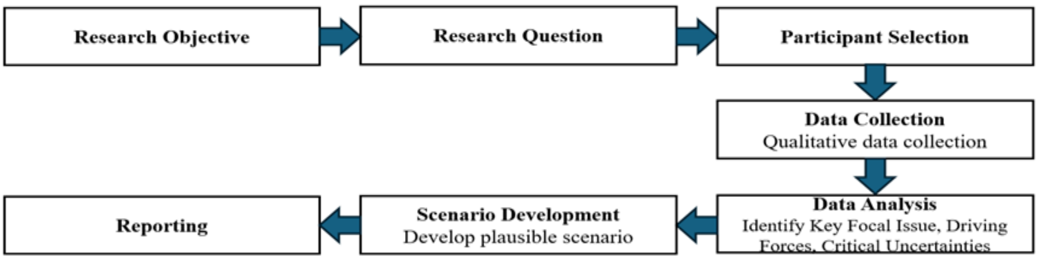

Figure 2. Research Design
Source: Author's Analysis

Data Collection Methods are strategies to systematically measure variables and collect data. Data Collection methods provide the chance to learn about research problem firsthand and to develop original thoughts (Bhandari, et.all., 2023).

Qualitative data will be used in the analysis, as this research approach allows the author to gain a deeper understanding and explore the hypotheses. The qualitative data was obtained through in-depth interviews with external stakeholders, such as regulators, government officials, and industry representatives, as well as the top management and internal of PT BLNG.

According to Saunders et al. (2020), an in-depth interview is used to explore a general area of interest in depth. Which in this research the interview are aim to define driving forces and critical uncertainty in LNG industry. The author's preparation for an in-depth interview will be the following:

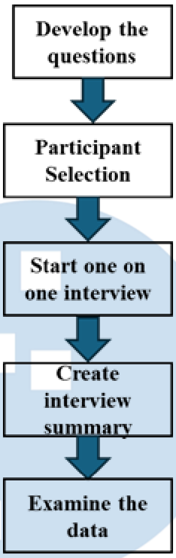

Figure 3. Interview Process
Source: Author's Analysis

a. Develop the questions
The objective is to collect a variety of perspectives and viewpoints from different stakeholders within and outside the organization. This diversity can lead to a more comprehensive and well-rounded set of scenarios, as it considers various angles and potential outcomes. Additionally, the aim is to identify the major drivers and uncertainties that could significantly impact the LNG industry in the future.

Table 1. List of Questions

No	Objective	Question List	Code
1	Understanding the current LNG Industry in Indonesia	What do you think about the LNG Industry in Indonesia right now?	Q1
2	Understanding what political aspects affect the LNG industry in Indonesia	What is your opinion regarding the political aspects affecting the LNG industry?	Q2
3	Understanding what economic aspects affect the LNG industry in Indonesia	What is your opinion regarding the economic aspect of the LNG industry?	Q3
4	Understanding what social, technological, legal, and environmental aspects affect the LNG industry in Indonesia	What is your opinion regarding the social, technological, legal, and environmental aspects affecting the LNG industry?	Q4

No	Objective	Question List	Code
5	Understanding what driving forces should be considered to sustain the business in the next 5 years.	What driving forces should be a concern to sustain its business in the next 5 years?	Q5
6	Understanding which two critical factors have high uncertainty, and also have a great impact on the LNG industry	Based on your view, which two factors that you think is the critical aspect that has high uncertainty, and also has a great impact on the LNG industry?	Q6
7	Understanding why the factors become so critical	Can you explain why the factors become so critical?	Q7
8	Understand the outlook of the LNG industry to address challenges in the next 5 years	What is your insight regarding the LNG industry to overcome the challenge in the next 5 years?	Q8
9	Understanding what PT BLNG's strengths, weaknesses, opportunities and threats are to the LNG industry.	[For Internal PT BLNG] Based on your view, what are the strengths, weaknesses, opportunities, and threats of PT BLNG on the LNG industry?	Q9

b. Participant collection
Participants were selected by the author from internal and external organizations that are related to the LNG industry. A total of 6 participants were selected to participate in the interview, representing various fields, competencies, and different industry sectors, which was expected to provide broad insights into the author's research needs, as shown in Table 2.2.

Table 2. Profiles of the Participants

Code	Initials	Position	Level of Position	Name of Company	Experiences	Company Category
P1	BM	Operation Director	Top Management	PT BLNG	33 years	National O&G Company
P2	RA	Marketing and Sales General Manager	Middle Management	PT BLNG	14 years	National O&G Company
P3	TAN	Business Development Analyst	Analyst	PT BLNG	17 years	National O&G Company
P4	AB	General Manager of the Gas seller	Middle Management	JOB PMTS	32 years	National O&G Company
P5	RF	Coordinator of Oil and Gas Program Preparation	Middle Management	Indonesia's MEMR	18 years	Ministry Representative
P6	HJS	Business Development Director	Top Management	PT National Energy Solutions ("PT NES")	12 years	LNG Buyer

c. Start one on one interview
The interview is conducted via an online meeting using a semi-structured format. The author will begin with specific questions based on a prepared template.
d. Create an interview summary

After conducting interviews, the author creates a summary of each interview.

e. Examine the data
   Based on the summary, the author examines the data to be used as the basis for creating scenario planning.

This research is using content analysis to analyze data collection. Content analysis is used in qualitative research with written or recorded materials drawn from personal expressions of participants, behavioral observations, debriefing of data collectors, and trace evidence from the physical environment of participant interaction. Content analysis is analyzing the common phrases and words, context, and patterns of expression among the participants that provide the qualitative picture of the participants (Schindler, 2021).

3. RESULTS AND DISCUSSION

This research involves scenario planning analysis and an examination of all acquired data to determine the facts and findings, with the aim of developing a business solution. Internal analysis includes VRIO (Valuable, Rarity, Imitability, Organization) Analysis, and SWOT analysis. External analysis, including PESTEL analysis, and Porter's Five Forces analysis, will provide an understanding of external issues affecting the organization.

Based on data collection and in-depth interviews with the respondents, this research analyses each element that influences the LNG industry in Indonesia using PESTEL analysis. The research will then examine scenario planning analysis, which is a tactical approach to developing adaptable long-term plans.

3.1 External Factor Analysis

External factor analysis will be using PESTEL and PORTER's Five Forces analysis to address opportunities and threats in the organization's external environment.

3.1.1 PESTEL Analysis

The following is a summary of the highlights of the factors and events relating to the LNG industry in Indonesia using PESTEL Analysis:

a. Political factors: The regulation from GOI regulates the implementation of LNG supply and infrastructure development as well as the conversion of high-speed diesel (HSD) fuel use to LNG in the provision of electricity.
b. Economic factors: global LNG prices, currency exchange rates.
c. Social factors: community relations, local employment, and CSR programs.
d. Technological factor: CCS technology to reduce carbon emissions.
e. Environmental factor: LNG as a cleaner energy compared to fuel oil.
f. Legal factors: Environmental laws, including those related to emissions, water usage, and waste management.

3.1.2 Porter's Five Forces Analysis

In this analysis, the author applies this framework to evaluate the appeal of Indonesia's current LNG industry, as follows:

a. The bargaining power of suppliers is high. PT BLNG is really dependent on only two gas suppliers, namely JOB PMTS and PEP.
b. The threat of new entrants is moderate. The threat of new entrants for PT BLNG is moderate, contributing to high capital requirements, regulatory and environmental hurdles, established market players, and technological expertise.

c. The bargaining power of buyers is high. Nowadays, the LNG price formula for long-term contracts tends to decrease because some LNG producers have a big volume and can offer lower prices. Thus, the bargaining power of buyers is high because there are a large number of LNG suppliers.
d. The threat of substitute products or services is low because LNG buyers cannot substitute their supply product with other energy supplies.
e. The rivalry among existing competitors is moderate. While there is competition within Indonesia's LNG industry, PT BLNG has a unique positioning, secured contracts, and a targeted market approach.

3.2 Internal Factor Analysis

3.2.1 VRIO Analysis

Conducting a VRIO analysis for PT BLNG involves evaluating the company's resources and capabilities to determine their potential for providing a sustained competitive advantage in the context of Indonesia's LNG industry. The analysis is as follows:

a. Value: Strategic position in Indonesia's LNG industry, LNG facility infrastructure, and also economic impact from PT BLNG to support regional economic growth.In conclusion, PT BLNG is high value because PT BLNG's assets and capabilities create substantial economic and strategic value for Indonesia's LNG industry.
b. Rarity: partnership stakeholders from multinational companies, geographic location, and gas source, and also exclusive long-term contracts with large international LNG buyers. Based on the these, PT BLNG has a high rarity. PT BLNG's unique ownership structure, exclusive access to gas reserves, and secure sales contracts position it as a rare entity within the Indonesian LNG sector
c. Imitability: high capital and technological barriers, Indonesia's regulatory environment in the energy sector, and PT BLNG's relationships with local stakeholders and regulators. The high cost, regulatory barriers, and expertise required make it challenging for competitors to replicate PT BLNG's operational model. In conclusion, PT BLNG is difficult to imitate.
d. Organization: PT BLNG's strategic alliances, technological implementation, and alignment with governmental goals indicate a well-structured organization capable of fully capitalizing on its resources. Based on the these explanation, PT BLNG's strategic alliances, technological implementation, and alignment with governmental goals indicate a well-structured organization capable of fully capitalizing on its resources. It means that PT BLNG is well-organized.

3.2.2 SWOT Analysis

SWOT analysis is a framework for identifying and analyzing the internal strengths and weaknesses, as well as the external opportunities and threats. It is used to evaluate a company's competitive position and to develop strategic planning (Kenton, 2021). SWOT analysis for PT BLNG can be summarized in Table 3.1 below.

Table 3. SWOT Analysis

Strengths	Weaknesses
1. First Indonesian LNG project developed as a "downstream business activity". 2. Expert in the LNG production business.	1. Small capacity of LNG plant compared to other LNG producers in Indonesia. PT BLNG only has one single train, jetty, and terminal (P1) (P2) 2. Dependence on specific gas fields

3. Well-known LNG plant in Indonesia and globally, has a good reputation LNG seller and reliable production (P2), (P3). 4. Solid feed gas (P3) 5. Strategic location in East Indonesia 6. Experienced human resources and good technical skills. 7. Supported by strong stakeholders (P1) 8. Lean organization, but generate high profit (P1), (P2). 9. Has a good project arrangement with profitable GSA and LNG SPA (P3)	3. LNG terminal does not support small vessels. 4. Many laborers are recruited from outside so the rate is different from local laborers (P1) 5. Consist of some shareholders that impact political decision-making (P2)
Opportunities	**Threats**
1. Global and domestic LNG demand is growing (P2) 2. Opportunity to develop LNG on a small scale, especially for the domestic market in Eastern Indonesia (P3) 3. LNG will be the transition energy toward the Net Zero Emission (NZE). 4. Government regulation on power plants related to the conversion of diesel to gas using LNG 5. Gas allocation for the next phase operation after 2027 (P1), not only for the international market but for the domestic (R2). 6. Downstream scheme makes commercial deals easier (R2) 7. New gas field sources can increase PT BLNG's allocation (R2)	1. Cheaper LNG price from an international competitor 2. Global oversupply 3. LNG price for domestic demand, especially for PLN, is regulated by the GOI, not the "B to B" scheme. 4. Gas allocation from the GOI could be limited only for the short term, for example, only 5 years (P2), (P3). 5. Carbon Tax implementation 6. The request for gas allocation after 2027 is not only from PT BLNG but also from other companies (P1) 7. Risk of price review with buyers that impact to the lower LNG price (R2). 8. Export and Import Policy from the GoI (R3). 9. The volatility of the LNG spot market price.

Source: Author's analysis and based on interviews with participants

3.3 Scenario Planning Development

The first step of scenario planning development is to define the key focal issue. In this research, the key focal issue that became the basis of scenario planning development is "How will the LNG industry in Indonesia in the next five years?".

The second step of scenario planning is to investigate and categorize the driving forces. These driving forces encompass a range of factors, situations, and strategies that have the potential to impact, influence, and shape the key focal issue.

After conducting the interviews with participants, a total of fifteen (15) driving forces have been identified that have the potential to propel the oil and gas industry towards a cleaner energy environment. These driving forces span across various domains, including political, economic, social, technological, environmental, and economic aspects. Their collective influence will play a crucial role in shaping the trajectory and outcomes of the LNG industry in Indonesia moving forward. The details of the driving forces for facing future challenges in Indonesia's LNG industry and their sources are further explained in Table 3.2 below.

Table 4. Key Driving Forces

No	Category	Key Driving Forces	Interview Content Analysis
1	Political	Government Regulation	From the interviews, there are two participants (P2 and P4) that highlight about government regulation related to specific natural gas pricing policy that affect the LNG industry in Indonesia. The specific gas price, which is US$6.00/MMBTU, is very affecting the LNG value chain cost from upstream to midstream. With this regulation, there must be intervention from the Government to regulate prices from upstream to midstream part so that the economics remain reasonable. The participant P4 from Indonesia's MEMR emphasized that the specific natural gas pricing to increase the competitiveness in the LNG/gas industry. Government regulatory policies are necessary for the sustainability of the LNG business in Indonesia. From the interviews, there are two participants (P1 and P2), that highlight about government regulation related to the gas allocation regulation that affect the LNG industry in Indonesia. P2 emphasized that the gas allocation from the government must be clear on who gets the allocation from the government for domestic use. For now, only fertilizers and PLN.
		Firmness in the regulation of fuel oil to gas conversion	From the interviews, there are two participants (P5 and P6), that highlight about the regulation of fuel oil to gas conversion. P5 observed that the government is less assertive in the conversion of fuel to gas, due to many interests. Importers play a lot in diesel fuel.
2	Economic	Price – (Willingness to Pay)	From the interviews, there are four participants (P1, P2, P5, and P6) that highlight the willingness to pay the LNG price from the industry that affects the LNG industry. The participants emphasized that the purchasing power of the industry has not been able to meet the LNG price of the LNG producer. P2 added that investment in the LNG business must look at the purchasing power of the industry/buyer.
		Big investment in LNG business	From the interviews, there are two participants (P2, and P3), that highlight about the big investment in LNG business that affecting the LNG industry. P3 emphasized that LNG businesses like gambling need big investments but are very risky if there is no uncertainty of price regulation from the government.
		Luxury Price of LNG	From the interview, there is one participant (P3) that mentioned that the luxury price of LNG. It means that there is additional cost to liquify the gas and regasification cost at the Buyer's plant. Therefore, the LNG price is become luxury.

No	Category	Key Driving Forces	Interview Content Analysis
		Financing	From the interview, there is one participant (P5) that highlights about the financing that affect the LNG industry. P5 emphasized that the LNG industry is a long-term project and requires considerable capital. Thus, funding from lenders is needed to be able to engage in the LNG industry. Funding support from domestic banks to LNG producers or consumers is needed so that the LNG industry can continue to be sustainable.
3	Social	Local labor absorption	From the interviews, there are three participants (P1, P5 and P6), that highlights about the local labor absorption with the LNG project in their area. The presence of an LNG project in an area will result in a multiplier effect in the area. However, (P1) and (P5) opined that the labors skills are still unable to balance skill from the external labors. Therefore, it is necessary to have a technical school built by the local government to provide education and training for local community
		CSR program	From the interviews, there is one participant (P1) that highlights about the CSR program related to the LNG industry. (P1) emphasized that CSR program is needed to maintain the good relationship with the local community and also to provide symbiotic mutualism between the company and local community, such as infrastructure, healthcare, education, and environmental initiatives.
4	Technological	Small scale LNG	From the interviews, there are two participants (P2, P4) that highlight the small-scale LNG that affects the LNG industry. (P2) emphasized that LNG technology has progressed, for example, with small-scale LNG. Currently, LNG is not only used in power plants, but has entered the industry using iso tanks, and also hotels.
		CCS technology	From the interviews, there are two participants (P3, P6) that highlight the CCS technology that affects the LNG industry. With growing pressure to reduce carbon emissions, CCS technology is becoming increasingly important in LNG production. By capturing and storing CO_2 emissions from the LNG process, companies can meet stricter environmental regulations and align with Indonesia's commitment to lowering carbon emissions.
5	Environmental	Green Energy and Low Emission	From the interviews, four participants (P1), (P2), (P4), and (P5) highlight that green energy and low emission are the key driving forces of using LNG that relate to the environment. (P4) emphasized that the government is striving to achieve net zero emissions. Emissions from gas are relatively cleaner and gas is most appropriate as a bridging towards net zero emissions.
6	Legal	Legal Aspect with Lenders	From the interview, there is one participant (P1) that highlights about the legal aspect with the lenders. (P1)

No	Category	Key Driving Forces	Interview Content Analysis
			emphasized that PT BLNG must comply with the legal aspects with the lenders.
		Long-term commitment from Domestic Buyer	(P1) emphasized that the domestic players from the legal side must dare to commit to the long term. Therefore, the use of LNG for domestic use can be maximized.
		LNG Import Regulation	From the interviews, two participants (P2), and (P5) highlight that LNG import regulation is very important for the sustainability of domestic LNG producers. (P5) emphasized that for now, there is no need to import LNG. Fuel imports should be reduced so that LNG use increases.
		International Carbon Trading	From the interview, one participant (P6) highlight International Carbon Trading is one of the legal aspect that affect LNG industry. International carbon trading should be considered a key driving force due to its significant influence on global business strategies, regulatory landscapes, and competitive positioning, particularly in carbon-intensive industries.

The next step is to identify the critical factors, by assessing the level of uncertainty and impact on the key focal issue. The participants defined the degree of uncertainty and degree of impact during the interview session.

Based on the interviews with the participants, each participant expressed what factors have the most critical impact and high uncertainty based on the driving forces stated earlier in Table 3.2 above. Then, the author summarized the interviews to determine the two main drivers. The summary data of the participants is as follows:

Table 5. Summary of Interview

Participant Code	Critical Impact and High Uncertainty	
P1	**Government Regulation**	**Price**
P2	Customer Demand	**Price**
P3	**Government Regulation**	**Price**
P4	LNG Infrastructure	**Price**
P5	LNG Infrastructure	Financing
P6	**Government Regulation**	**Price**

According to the interview results, **"Government Regulation"** is a critical factor, while **"Price"** is a highly uncertain factor.

3.3.1 Scenario Framework

As already mentioned in the previous stage, two most critical impact and high uncertainties are: "Government Regulation" and "Price". These two mains drivers are then plotted in two cross axes, with the horizontal axis showing "Price", and the vertical axes showing "Government Regulation". There are then four scenarios developed in each quadrant. These scenarios are:

1. Stable but Limited Growth
2. Booming Market
3. Challenging Market
4. Profitable but Constrained

Figure 4. Scenario Creation in 2x2 Matrix Based on the Identified Critical Uncertainties
Source: Author's Analysis

3.4 Business Solution

After creating the four narratives of the scenario, the author identified the implication and developed the options for each scenario. The purpose of identifying the implication is to identify the opportunity, challenges, and potential risks that might occur in the future. On the other hand, the options of each scenario were developed for PT BLNG to face the challenges in the future. The implications and options for each scenario are as follows:

1) Scenario Narrative 1: Stable but Limited Growth (Low Price & Supportive Government Regulation)

Table 6. Implications and Options of Stable but Limited Growth

Category	Implications	Options
Financial Performance	- Moderate revenues due to low LNG prices. - Reliance on government subsidies and tax incentives for viability.	- Enhance operational efficiency to reduce costs. - Obtain government backing to maintain subsidies and tax incentives.
Market Dynamics	Focus on domestic markets with lower prices compared to exports.	Strengthen relationships with domestic buyers (e.g., power plants, industrial users).
Operational Adjustment	Operations focused on stability and efficiency rather than growth	Invest in advanced technologies for cost reduction and operational efficiency.

Source: Author's analysis

2) Scenario Narrative 2: Booming Market (High Price & Supportive Government Regulation)

Table 7. Implications and Options of Booming Market

Category	Implications	Options
Financial Performance	- High revenues driven by strong global and domestic LNG demand. - High profit margins due to favorable pricing and reduced financial constraints.	- Increase production capacity to accommodate growing demand. - Allocate profits toward infrastructure improvements and technological innovations.

Category	Implications	Options
Market Dynamics	- Significant international demand from key markets (e.g., Asia). - Favorable export environment with minimal government restrictions.	- Establish long-term export agreements with high-value international buyers. - Broaden market presence by targeting emerging regions with increasing LNG demand.
Operational Adjustment	Full-capacity operations to maximize revenue.	Enhance production facilities to improve efficiency and increase output capacity.

Source: Author's Analysis

3) Scenario Narrative 3: Challenging Market (Low Price & Restrictive Government Regulation)

Table 8. Implications and Options of Challenging Market

Category	Implications	Options
Financial Performance	- Thin profit margins due to persistently low LNG prices. - High regulatory compliance costs (e.g., carbon taxes, environmental standards).	- Reduce operational expenses by enhancing efficiency and optimizing resource utilization. - Ensure financial stability by renegotiating terms with suppliers.
Market Dynamics	- Depressed global LNG demand because of oversupply and competition from renewables energy. - Government mandates prioritize domestic supply over exports.	- Prioritize fulfilling domestic energy requirements to ensure a stable demand base. - Target specialized international markets with lower price sensitivity to sustain export activities.
Operational Adjustment	Reduced production due to low demand and high costs.	Optimize operations by shuting down underutilized facilities.
Diversification and Innovation	Risk of being unprepared for long-term energy transition trends and stricter future regulations.	Develop small-scale LNG for industrial and transportation use.

Source: Author's Analysis

4) Scenario Narrative 4: Profitable but Constrained (High Price & Restrictive Government Regulation)

Table 9. Implications and Options of Profitable but Constrained

Category	Implications	Options
Financial Performance	- High revenues driven by strong global demand and high LNG prices. - Increased operational costs due to regulatory compliance (e.g., carbon taxes, DMO).	- Streamline operational expenses to maintain profitability. - Efficiently allocate resources to support compliance and environmental initiatives.
Market Dynamics	- Strong export demand, but restrictive policies limit the volume of exports. - Domestic market obligations (DMO) prioritize local supply, reducing export potential.	- Prioritize high-value export contracts to maximize revenue from restricted export capacity. - Build stronger partnerships with domestic buyers to maintain consistent local demand.
Operational Adjustment	- Full-capacity operations to meet both domestic obligations and export demand.	Allocate resources to technologies that reduce emissions and ensure environmental compliance.

Source: Author's Analysis

3.5 Early Warning Signals

Scenarios assist in determining the trajectory of the environment. Establishing an early warning system allows for monitoring and analyzing potential future developments, helping to identify which scenario the company is aligning with. This final project highlights government regulations and price as key uncertainties. The early warning signal for each scenario is displayed in Table 3.8 below:

Table 10. Early Warning Signals for All Scenarios

Indicators	Stable but Limited Growth	Booming Market	Challenging Market	Profitable but Constrained
Incentives for LNG industry	- Sustained subsidies to support LNG production. - Increased government assistance for operational sustainability.	- Additional export tax incentives or subsidies announced. - Streamlined environmental and compliance procedures.	- Reduction or removal of LNG-related subsidies. - Discontinuation of tax incentives for LNG companies.	- Tightened restrictions on eligibility for tax incentives. - Decreased support for specific LNG activities.
Carbon taxation and compliance	- Modest increases in carbon taxes. - Relaxation of certain compliance mandates for cost-saving purposes.	- Delayed or flexible implementation of carbon taxes. - Initiatives promoting sustainable LNG production practices.	- Substantial hikes in carbon taxes. - Implementation of penalties for non-compliance with renewable energy transition goals	- Increased carbon taxes enforced. - Enhanced frequency of environmental audits with tougher penalties for non-compliance.
LNG Demand	- Demand growth decelerates in certain markets. - Key importers maintain stable LNG imports.	- Escalating spot prices in major markets. - Growing projections for long-term demand.	- Global LNG demand experiences a decline. - Major buyers cut contracts as they transition to renewable energy sources.	- Demand stabilizes at elevated levels. - Geopolitical factors sustain price pressure.
Global Oversupply	Increasing global LNG stockpiles	Persistent supply shortages keep prices elevated.	Persistent oversupply leads to a decline in prices.	Supply aligns with demand, resulting in price stabilization.
Economic downturns	Slowing economic growth in key regions.	Strong global economic growth supports demand.	Global or regional recessions reduce overall energy consumption.	Regional economic slowdowns impact certain markets, while global demand stays strong.

4. CONCLUSION

The conclusions of this research are as follows:

1. There are several factors that contribute to the sustainability of the business. Some of the factors can be predicted. Scenario planning serves as a strategic tool to help a company navigate future uncertainties by identifying various possible scenarios and their impacts. This process enables organizations to understand risks and opportunities, develop flexible strategies, and enhance resilience to change. Additionally, scenario planning supports better decision-making, aligns long-term objectives, and ensures preparedness for diverse market or environmental conditions. As such, it is a crucial approach for crafting adaptive and proactive strategies for the future.
2. The scenario planning analysis has also enabled to answer:
   a. The key driving forces that will impact the LNG industry business are shown in Table 4.1 below.

Table 11. Identification of Key Driving Forces

No	Category	Key Driving Forces
1	Political	Government Regulation
		Firmness in the regulation of fuel oil to gas conversion
2	Economic	Price – (Willingness to Pay)
		Big investment in LNG business
		Luxury Price of LNG
		Financing
3	Social	Local labor absorption
		CSR program
4	Technological	Small scale LNG
		CCS technology
5	Environmental	Green Energy and Low Emission
6	Legal	Legal Aspect with Lenders
		Long-term commitment from Domestic Buyer
		LNG Import Regulation
		International Carbon Trading

b. The scenarios are derived from the combination of two critical factors, which are government regulation and price. The scenarios are as follows:
   1) Stable but Limited Growth (Low Price & Supportive Government Regulation)
   2) Booming Market (High Price & Supportive Government Regulation)
   3) Challenging Market (Low Price & Restrictive Government Regulation)
   4) Profitable but Constrained (High Price & Restrictive Government Regulation)

c. Early warning signals can serve as a leading indicator and a signpost for potential scenarios over the next five years. The early warning signals are:
   1) Incentives for LNG industry
   2) Carbon taxation and compliance
   3) LNG Demand
   4) Global Oversupply
   5) Economic downturns

5. RECOMMENDATION

Herewith are some recommendations for PT BLNG to anticipate the uncertainties that might occur in the future:

1. Flexibility and Adaptability: PT BLNG must preserve operational flexibility to adapt to evolving regulatory environments and market dynamics. Actively monitoring early warning signals is essential for ensuring a prompt and effective response.
2. Efficiency and Cost Management: Across all scenarios, maintaining operational efficiency and optimizing costs are essential to achieving profitability and sustainability.
3. Diversification and Innovation: Investing in downstream LNG applications, renewable energy initiatives, and environmental technologies strengthens PT BLNG's long-term resilience amid the global energy transition.

4. Stakeholder Collaboration: Building strong partnerships with the government, industry peers, and international and domestic buyers is crucial for addressing regulatory challenges and capturing market opportunities.

6. IMPLEMENTATION PLAN

The implementation plan for each scenario within five years is concluded into a roadmap in Table 6.1 below:

Table 12. Implementation Plan

No	Strategy	Time Frame				
		Year 1	Year 2	Year 3	Year 4	Year 5
A	**Stable but Limited Growth**					
1	Enhance operational effectiveness. - Conduct comprehensive cost audits to identify inefficiencies and areas for savings. - Deploy energy-efficient technologies to optimize gas liquefaction processes. - Implement AI-driven monitoring systems for equipment performance and predictive maintenance.					
2	Strengthen domestic buyer relationships. - Having close communications with PLN, PGN, and other industries.					
3	Begin R&D for small-scale LNG applications. - Conduct market research and feasibility studies for small-scale LNG applications in Indonesia - Identify low-cost technology solutions and initiate partnerships with local providers.					
4	Use government subsidies to sustain operations. - Allocate subsidy funds to reduce production costs by upgrading energy-efficient technologies, especially for liquefication plant and optimizing processes. - Develop internal processes to track and meet subsidy compliance requirements (e.g., reporting, audits).					
5	Pilot small-scale LNG solutions for transportation and industrial use. - Collaborate with local businesses and transport operators, such as Pertamina , PGN, and PT NES to understand their energy needs and requirements. - Test LNG-powered vehicles in logistics and heavy transport fleets (e.g., ISO tank trucks, and shipping vessels).					

No	Strategy	Time Frame				
		Year 1	Year 2	Year 3	Year 4	Year 5
	- Collect user feedback on system reliability and ease of use during the pilot phase. - Ensure pilot phase meets all safety and environmental standards for LNG transportation and industrial applications.					
6	Evaluate capacity expansion. - Assess the current infrastructure's capacity to handle increased production, including storage, and export facilities. - Evaluate advanced technologies to improve efficiency and reduce the cost of capacity expansion.					
7	Expand modestly into downstream applications. - Roll out portable LNG filling station solutions for vehicles and industrial equipment. - Ensure compliance with domestic safety and environmental standards for downstream LNG applications. - Monitor pilot results and refine technologies based on user feedback.					
8	Align with government energy policies. - Regularly monitor government energy policies, including DMO, subsidies, and renewable energy targets. - Participate in industry forums and policy discussions to advocate for the role of LNG in meeting Indonesia's energy goals. For example, the Indonesian Gas Society (IGS) Forum					
9	Prepare for recovery by upgrading critical infrastructure. - Conduct a comprehensive audit of existing LNG facilities, including storage tanks, pipelines, and processing units. - Deploy digital monitoring and predictive maintenance tools to enhance reliability and performance. - Install emissions control systems to align with stricter environmental requirements.					
B	**Booming Market**					
1	Expand production capacity. - Conduct detailed market studies to identify long-term LNG demand in domestic and international markets.					

No	Strategy	Time Frame				
		Year 1	Year 2	Year 3	Year 4	Year 5
	- Build additional LNG trains to increase liquefaction capacity. - Coordination with GOI to obtain more gas allocation from Upstream/Gas Seller.					
2	Allocate resources to scalable innovations. - Implement advanced AI and IoT-driven systems for real-time monitoring and process optimization in LNG production - Invest in CCS technologies to offset emissions from increased LNG production. - Collaborate with GOI/MEMR to align scalable innovations with national energy strategies.					
3	Invest in infrastructure and logistics. - Construct additional LNG trains to increase liquefaction capacity. - Invest in advanced jetty systems to accommodate larger vessels, for example, 180,000 cbm vessel size. - Incorporate heat recovery technologies to enhance energy utilization. - Upgrade safety systems in storage, transportation, and processing facilities to meet international standards.					
4	Explore emerging markets. - Build partnerships with local energy companies such as PGN, distributors, and government agencies in emerging markets. - Collaborate with infrastructure developers to expand LNG regasification and storage facilities. - Organize industry events and workshops in target regions to showcase PT BLNG's offerings and capabilities.					
5	Launch CSR programs. - Create a public health program to support community access to basic health services. - Create an economic empowerment program to achieve sustainable community development. - Create an education program through roaming library at the Community Centre to improve access and quality of basic education for local communities.					

No	Strategy	Time Frame				
		Year 1	Year 2	Year 3	Year 4	Year 5
6	Develop carbon capture solutions to reduce emissions - Partner with technology providers (such as NESR) and research institutions (such as LAPI ITB) to explore innovative carbon capture methods. - Conduct feasibility studies to determine optimal locations for CCS installations, focusing on proximity to LNG facilities. - Develop small-scale pilot carbon capture units at existing LNG processing facilities.					
7	Achieve full production capacity. - Upgrade and expand LNG trains to increase liquefaction capacity. - Train existing employees on advanced operational techniques and safety protocols to manage increased production. - Ensure all facility upgrades and production activities meet environmental and safety regulations. - Conduct regular audits and reviews to identify opportunities for further optimization.					
C	**Challenging Market**					
1	Focus on cost reduction. - Conduct a comprehensive review of operational processes to identify inefficiencies and waste. - Negotiate long-term contracts with gas Sellers for better pricing - Optimize logistics and LNG vessel routes to minimize fuel and handling expenses. - Freeze or postpone non-essential capital expenditures.					
2	Maintain core operations. - Prioritize and concentrate on critical operations that have a direct impact on LNG production - Conduct necessary maintenance on vital infrastructure to avoid equipment malfunction - Reallocate workforce to focus on essential tasks and key operational areas.					
3	Maintain lean operations. - Conduct a comprehensive audit of all processes to identify inefficiencies and eliminate waste.					

No	Strategy	Time Frame				
		Year 1	Year 2	Year 3	Year 4	Year 5
	- Utilize smart systems to monitor and optimize energy consumption, identifying opportunities for reduction. - Promote a lean mindset among employees through regular training and workshops. - Reduce discretionary spending, such as non-essential travel, marketing, or administrative expenses.					
4	Implement predictive maintenance. - Install IoT sensors on critical machinery to collect real-time operational data (e.g., temperature, pressure). - Train maintenance staff to interpret predictive analytics data and act on insights effectively.					
5	Scale down operations. - Defer non-critical capital expenditures, such as infrastructure upgrades or expansions. - Communicate with regulators/MEMR about LNG production or facility activity adjustments. - Implement energy-efficient practices and technologies to further reduce costs.					
6	Seek government relief collaborations. - Collaborate on government-led initiatives to fund emissions reduction projects, such as Carbon Capture and Storage (CCS). - Negotiate temporary relaxation of regulatory requirements, such as environmental or safety compliance costs, during the downturn.					
7	Minimize non-essential operations. - Defer discretionary spending on non-critical items, such as travel, marketing, and external training. - Postpone upgrades or replacements of non-critical equipment. - Track cost savings and efficiency improvements resulting from minimizing non-essential operations.					
8	Maintain core LNG focus. - Focus on markets with steady or growing demand for LNG, such as domestic energy or industrial sectors. - Adjust pricing strategies to remain competitive in a low-demand or price-sensitive environment.					

No	Strategy	Time Frame				
		Year 1	Year 2	Year 3	Year 4	Year 5
	- Evaluate operational success and prepare for scaling up as market conditions improve.					
D	**Profitable but Constrained**					
1	Focus on domestic supply. - Having close communications with domestic Buyers, such as PLN, Pertamina PT NES, and other surrounding industries. - Negotiate long-term contracts with key domestic buyers, such PLN, Pertamina, PT NES and other buyers. - Collaborate with GOI to understand and meet DMO requirements. - Develop competitive pricing strategies tailored to domestic buyers, for example, using the ICP pricing index instead of JCC or Brent pricing.					
2	Invest in emissions reduction technology. - Conduct a detailed audit of current operations to identify major sources of emissions. - Install pilot-scale CCS systems at LNG processing facilities to capture CO2 emissions during liquefaction. - Partner with technology providers such as PT NESR to deploy efficient CO2 compression and storage solutions. - Ensure all emissions reduction technologies comply with national and international environmental regulations.					
3	Negotiate high-value export contracts. - Mapping high-demand export markets with stable or growing LNG needs, such as Asia-Pacific - Prioritize high-value customers and focus on end-buyers, such as large-scale utilities and industrial consumers. - Develop flexible pricing models, such as oil-indexed, Henry Hub, or hybrid pricing mechanisms, to appeal to diverse buyers preferences.					
4	Reinvest profits into efficiency technologies. - Invest in advanced energy management systems to monitor and optimize energy use in real-time.					

No	Strategy	Time Frame				
		Year 1	Year 2	Year 3	Year 4	Year 5
	- Invest in water recycling systems to reduce water consumption in LNG cooling processes. - Implement predictive maintenance technologies to reduce unplanned downtime and optimize repair schedules.					
5	Build good relationships with buyers. - Establish regular communication channels, such as monthly calls, or meetings, to keep buyers informed about supply updates and market trends. - Offer training or educational programs on LNG handling and safety for buyer teams. - Use CRM (Customer Relationship Management) tools to track interactions, preferences, and performance metrics for each buyer. - Explore joint marketing initiatives to promote LNG usage in new sectors or regions.					
6	Invest in capacity upgrades. - Expand LNG storage facilities to accommodate increased production volumes. - Incorporate emissions reduction technologies, such as CCS, into upgraded facilities. - Use IoT-enabled sensors and predictive analytics to monitor upgraded systems and improve performance.					
7	Implement carbon neutrality measures. - Conduct a comprehensive greenhouse gas (GHG) emissions inventory for all operations. - Upgrade LNG processing systems with energy-efficient technologies, such as advanced compressors and heat exchangers. - Partner with verified carbon offset programs, such as reforestation, or community initiatives. - Work with GOI to align carbon neutrality measures with national and international environmental policies.					

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DIGITAL TRANSFORMATION, SUSTAINABILITY, AND MSME PERFORMANCE: THE ROLE OF ORGANIZATIONAL AGILITY

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Abstract- Micro, small, and medium-sized businesses (MSMBs) in the modern digital age are under increasing pressure to innovate and adapt to the ever-shifting demands of consumers. Keeping up with the competition and remaining relevant in the market now requires digital transformation for MSMEs. This study's overarching goal is to learn how digital transformation has affected the efficiency and productivity of micro, small, and medium-sized enterprises (MSMEs) in Central Java, and how sustainability practices have played a key role in their meteoric rise to the top. Sales growth, market reach, and customer happiness are some of the main performance factors that this study aims to understand through the application of digital tools and sustainable practices. In this study, quantitative research methods were employed. The total sample is 221 respondents. Purposive random sampling is the method used for sampling. Analysis of variance in this research makes use of SEM-PLS, or Structural Equation Modeling with Partial Least Squares. According to the findings, digital transformation has a beneficial impact on the performance and agility of micro, small, and medium-sized enterprises (MSME), and business sustainability also directly affects these metrics. Mediating the relationship between corporate sustainability and MSME performance, organizational agility was determined to be an important factor in increasing the efficacy of sustainable strategies. It appears that digital transformation may have an immediate effect on MSME performance independent of organizational agility, as the null hypothesis stating that agility mediates the connection between the two was not borne out.
Keywords: Digital Transformation; Business Sustainability; Organizational Agility; MSME performance

1. INTRODUCTION

1.1 Background

Micro, small, and medium-sized firms (MSMEs) in the modern digital age are pressured to innovate and adapt due to the fast changes in consumer tastes and technology (Krishen et al., 2021). Keeping up with the competition and remaining relevant in the market now requires digital transformation for MSMEs. According to Hendricks and Mwapwele (2024), digital transformation is more than just digitizing procedures; it entails a sea change in the ways that micro, small, and medium-sized enterprises (MSMEs) engage with clients, oversee operations, and create new goods and services. Using e-commerce, social media, and other digital platforms, MSMEs can increase their efficiency and attract a wider audience. Despite the many benefits that may be gained from embracing technology, not all micro, small, and medium-sized enterprises (MSMEs) are equipped to make the most of this transition (Gupta & Patil, 2020).

Nowadays, many MSMEs are more worried about the long-term viability of their businesses than they are about digital transformation. More and more, people are realizing that social and environmental factors are just as important to a company's long-term success as financial ones (Kraiwanit et al., 2023). Sustainable business practices for micro, small, and medium-sized enterprises (MSMEs) include making a positive influence on society and the environment while simultaneously making a profit. Many micro, small, and medium-sized enterprises (MSMEs) are starting to do things the right way, like being socially active, using local suppliers, or being more eco-conscious. As a result, they gain credibility and the devotion of customers who are concerned about environmental issues (Kumar & Sharma, 2022).

Nevertheless, there are times when digital transformation and company sustainability are not easily implemented in MSMEs. According to Mikalef et al. (2023), there are numerous obstacles to overcome, such as a lack of digital expertise, limited resources, and the inability to respond rapidly to new situations. In order to tackle these difficulties, the ability for organizations to be agile is crucial. The capacity of micro, small, and medium-sized enterprises (MSMEs) to respond swiftly and nimbly to shifts in technology or customer preferences is known as organizational agility. The ability to swiftly detect and react to changes allows highly agile organizations to make the most of new possibilities and protect themselves from danger (Kumar & Sharma, 2022). When considering the effects of digital transformation and company sustainability on the performance of MSMEs, organizational agility emerges as a critical component. According to Sharma et al. (2020), small and medium-sized enterprises (SMEs) that possess a high degree of agility are more equipped to adapt to the ever-changing digital business landscape. Innovations can be embraced and plans can be adjusted more swiftly to meet market demands. When micro, small, and medium-sized enterprises (MSMEs) have this capacity for adaptation, digital transformation and long-term company viability can produce better results, especially in enhancing company performance, which includes things like sales, customer loyalty, and competitiveness in the market. In contrast, digital transformation and sustainability initiatives could fall short of expectations if organizations lack the necessary adaptability (Behera et al., 2024).

Conversely, customer tastes are shifting toward favoring technologically innovative and ethically operating enterprises, which drives the demand for technological adaption and company sustainability among MSMEs (Singh, 2024). People nowadays are more likely to do business with brands that care about the community and the environment in addition to providing digital conveniences and efficiency. Small and medium-sized enterprises (SMEs) that effectively integrate digital transformation with sustainability initiatives will have a leg up when competing for the attention of discerning modern consumers. According to Baumüller et al. (2023), this has a favorable effect on the company's image and contributes to improved long-term success by strengthening consumer loyalty. As they attempt to maintain a competitive edge in the digital age, micro, small, and medium companies (MSMEs) in Central Java encounter considerable obstacles. Adapting to rapid technological changes is a challenge for many MSMEs, even if they have the capacity to grow and make a big impact on the region's economy. It is difficult for these companies to successfully use digital platforms and solutions due to low levels of digital literacy, insufficient infrastructure, and limited resources (Wilendra et al., 2024). Their capacity to get into more markets, interact with contemporary customers, and maximize operational efficiency is hampered by their reluctance to embrace digital change.

In addition, many micro, small, and medium-sized enterprises (MSMEs) are in a precarious position when it comes to digital strategy implementation due to a lack of expertise and funding (Peethambaran & Naim, 2024).

Data from the past few years suggests that very few micro, small, and medium-sized enterprises (MSMEs) in Central Java have completely embraced digital marketing tactics and tools, with just about 30% having done so. When asked about the biggest obstacles to digital transformation, many MSMEs mentioned a lack of knowledge (about 45%) and low financial resources (about 60%). Furthermore, studies show that only around a quarter of these companies really put sustainability strategies into action, mostly because people are confused about the advantages and the costs of going green. Particularly as customer tastes move toward more environmentally conscious and technologically sophisticated brands, these constraints make it harder for them to compete and grow their market share. To help the micro, small, and medium-sized enterprises (MSMEs) in Central Java close these gaps, this data highlights the critical need for focused assistance and funding (Wibowo & Yulianto, 2022).

The rising need for sustainable business practices is another problem that makes these difficulties worse. Businesses that show they care about social concerns and the environment tend to attract more environmentally conscious and socially conscious consumers (Hasibuan et al., 2024). But many Central Javan MSMEs don't have the capital or the right strategies to make sustainability part of their business model. Their capacity to satisfy the rising expectations of socially concerned consumers is diminished, and this constraint impacts both their brand image and market reach. Therefore, there is an urgent need for assistance and guidance in digital transformation and sustainability programs for micro, small, and medium-sized enterprises (MSMEs) in Central Java, since they frequently struggle to meet the changing needs of today's market (Hagen et al., 2022). This study provides a fresh viewpoint by investigating the moderating role of organizational agility in the relationship between digital transformation, company sustainability, and MSME performance in Central Java. This study combines digital adoption and sustainability to learn how the two aspects affect micro, small, and medium-sized enterprises (MSMEs) together, rather than just one or the other. The study takes a step toward filling a gap in the literature by incorporating organizational agility as a moderating variable. This variable helps to enhance the impact of digital and sustainable practices on company results, which has been understudied before (Ahuja & Khazanchi, 2016). In today's dynamic business environment, when small and medium-sized enterprises (SMEs) are under constant pressure to embrace new technology, implement sustainable practices, and respond quickly to changes in the market, this strategy is more important than ever. This research adds to our knowledge of how micro, small, and medium-sized enterprises (MSMEs) in Central Java may strengthen their resilience and competitiveness through the use of digital and sustainable methods (Andreopoulou et al., 2014).

Resource-Based Theory (RBT) is the theoretical foundation of this study. According to RBT, a company's competitive advantage comes from its special, uncommon, valuable, inimitable, and non-substitutable resources and skills (Cohen & Levinthal, 1990). Strategic resources that, when used properly, can improve MSME performance include digital transformation and company sustainability, according to this research. In this context, RBT shines because of its focus on in-house resources—including digital technologies and sustainable practices—as drivers of long-term value creation and competitive advantage. To further maximize their influence, MSMEs can change and reorganize these resources in response to market demands thanks to organizational agility, a dynamic skill. This study applies RBT to investigate how micro, small, and medium-sized enterprises (MSMEs) in Central Java may gain and maintain a competitive advantage through the use of digital and sustainable practices. This is particularly important in today's dynamic business climate, where the ability to change quickly is paramount (Cohen & Levinthal, 1990).

This study's overarching goal is to learn how digital transformation has affected the efficiency and productivity of micro, small, and medium-sized enterprises (MSMEs) in Central Java, and how sustainability practices have played a key role in their meteoric rise to the top. Sales growth, market reach, and customer happiness are some of the main performance factors that this study aims to understand through the application of digital tools and sustainable practices. The study also intends to look at how organizational agility acts as a moderator, specifically at how micro, small, and medium-sized enterprises (MSMEs) are able to respond swiftly to changes in the market and how this strengthens the connection between digital transformation, sustainability, and company performance. This research aims to provide valuable insights into how MSMEs in Central Java can improve their competitiveness and resilience in an increasingly dynamic business environment by analyzing these interconnected factors. Specifically, it will focus on digital technologies, sustainable practices, and organizational agility.

1.2 Literature Review

1.2.1 Digital Transformation in MSMEs

Digital transformation refers to the integration of digital technologies into all areas of business, fundamentally changing how companies operate and deliver value to customers (Shams et al., 2024). For MSMEs, digital transformation encompasses the adoption of tools such as e-commerce platforms, social media marketing, cloud computing, and data analytics, which allow businesses to streamline operations, enhance customer engagement, and reach wider markets (Esfahbodi et al., 2022). Research has shown that digital transformation not only improves efficiency but also enhances the competitiveness of MSMEs by enabling them to innovate and provide better services (Mukhopadhyay, 2023). In particular, the use of digital marketing strategies through platforms like social media can help MSMEs build brand awareness, engage directly with consumers, and drive sales growth, offering them opportunities to compete with larger enterprises in a digital-first market (Cassia & Magno, 2022).

The adoption of digital tools significantly impacts MSME performance by enabling them to reduce operational costs, improve efficiency, and expand market reach. Digitalization provides MSMEs with greater access to data-driven insights, helping them make more informed decisions regarding product offerings, customer preferences, and market trends (Shankar et al., 2022). This allows businesses to align their strategies with current consumer demands and optimize their operations for better performance. As digital technologies evolve, MSMEs that embrace these tools can enhance their competitiveness, streamline internal processes, and improve customer service, which ultimately contributes to higher profitability and growth (Pandey et al., 2020). Moreover, digital transformation supports better customer engagement by offering personalized experiences, enhancing customer satisfaction, and fostering loyalty, which are critical drivers of sustained business performance.

In addition to its direct impact on performance, digital transformation is closely linked to organizational agility, which plays a critical role in how MSMEs respond to changes in the business environment. Organizational agility refers to a firm's ability to rapidly adapt to changes, whether through new technological advancements or shifting market conditions (Giotopoulos et al., 2022). For MSMEs, being agile in adopting new digital tools allows them to quickly pivot their business models, explore new revenue streams, and stay relevant in a fast-evolving market. Digital transformation, when combined with organizational agility, enables MSMEs to remain flexible and responsive to external challenges, ensuring they can leverage new technologies to improve performance while maintaining a competitive edge. This synergy between digital transformation and agility is especially important in today's dynamic business environment, where the ability to adapt quickly to digital trends and consumer expectations is a key factor in MSME success (Diaz et al., 2022).

H1: Digital transformation has a positive influence on MSME Performance
H2: Digital transformation has a positive influence on Organizational Agility

1.2.2 Business Sustainability

Business sustainability refers to the ability of a company to operate in a way that meets the needs of the present without compromising the ability of future generations to meet their own needs. In the context of MSMEs, sustainability encompasses economic, social, and environmental dimensions. MSMEs that embrace sustainable practices, such as reducing waste, supporting local communities, and adopting eco-friendly processes, often gain a competitive edge by appealing to socially conscious consumers and enhancing their reputation (Fitriani et al., 2023). Studies have shown that sustainable business practices not only improve a company's long-term viability but also contribute to its overall performance by fostering customer loyalty and brand differentiation (Martini et al., 2023). The adoption of sustainability practices, particularly in MSMEs, helps address growing consumer demand for ethical products and services, thus opening new market opportunities and enhancing business resilience (Zahoor & Lew, 2023).

Sustainability can directly influence MSME performance by improving brand image and customer loyalty. As consumers become more socially and environmentally conscious, businesses that align with sustainable practices are more likely to attract and retain customers, thus increasing sales and profitability. Research by (R. R. Hasibuan et al., 2024) suggests that sustainability initiatives, such as reducing carbon footprints or implementing sustainable sourcing, can differentiate MSMEs from competitors, providing them with a unique value proposition that enhances their market position. Furthermore, MSMEs that adopt sustainability practices often enjoy improved operational efficiency due to resource optimization and waste reduction, leading to cost savings and increased profitability. Thus, sustainability not only helps MSMEs meet regulatory and ethical standards but also contributes to their bottom line, making it a critical driver of business success (Shukla et al., 2024).

In relation to organizational agility, sustainability practices are often intertwined with a company's ability to adapt and innovate in response to shifting market demands. Organizational agility allows MSMEs to integrate sustainable practices more effectively by being able to quickly modify their operations and strategies in response to consumer preferences, environmental regulations, or market shifts (Vangeli et al., 2023). For instance, an agile MSME can rapidly pivot its business model to adopt new sustainable technologies or launch eco-friendly product lines, capitalizing on emerging opportunities in the market. When combined with agility, sustainability initiatives enhance MSMEs' ability to respond proactively to both environmental and market changes, enabling them to remain competitive. The agility to innovate and implement sustainability practices swiftly can provide MSMEs with a significant advantage, leading to improved performance and long-term resilience. This adaptability is crucial in an era where sustainability is becoming increasingly important to consumers and regulators alike (Ballerini et al., 2023).

H3: Business sustainability has a positive effect on MSME Performance
H4: Business sustainability has a positive effect on Organizational Agility

1.2.3 Organizational Agility

Organizational agility refers to the ability of a business to quickly adapt to changes in its environment, respond to new opportunities, and manage unforeseen challenges effectively (Gao & Xing, 2023). For MSMEs, organizational agility is particularly crucial in a volatile and competitive market, where rapid changes in consumer preferences, technology, and regulations can significantly impact business performance. Agile organizations are characterized by their ability to innovate, experiment, and adjust strategies swiftly in response to market dynamics (Buccieri & Park, 2022). Research by (Brewis et al., 2023) highlighted that agile organizations are better positioned to leverage digital transformation and sustainability initiatives, as they can adapt more easily to new technologies and consumer demands. In the case of MSMEs, organizational agility plays a moderating role by enabling firms to capitalize on the benefits of digital tools and sustainability practices while quickly adjusting their operations to maximize performance (Iyer & Bright, 2024).

The importance of organizational agility becomes even more apparent when examining the relationship between digital transformation and MSME performance. In the digital era, MSMEs are increasingly adopting digital technologies to optimize operations and reach broader markets. However, the mere adoption of digital tools is not enough; organizations need to be agile to adapt these technologies effectively and make the most out of them (Mora Cortez & Hidalgo, 2022). For instance, MSMEs with high organizational agility can more quickly integrate new digital platforms, such as e-commerce, data analytics, or customer relationship management (CRM) tools, into their operations. This ability to swiftly adapt and scale digital initiatives allows them to optimize business performance, drive customer engagement, and improve decision-making. The synergy between digital transformation and organizational agility enables MSMEs to enhance their competitiveness, adapt to customer expectations, and ultimately improve performance metrics such as sales growth, market expansion, and customer loyalty (Saheb et al., 2021).

Organizational agility also plays a key mediating role in the relationship between business sustainability and MSME performance (Johansson & Zhu, 2023). In today's business landscape, sustainability practices are increasingly vital, with both customers and regulators placing growing importance on ethical and environmentally-friendly business models. However, the success of these practices largely depends on how agile an organization is in implementing and adjusting sustainable initiatives (Da Silva et al., 2023). For MSMEs, organizational agility enables them to integrate sustainability into their operations more effectively and respond quickly to shifts in consumer demand for green products or services (Heriqbaldi et al., 2023). Agility in adopting sustainability initiatives, such as eco-friendly manufacturing processes, renewable energy use, or sustainable supply chain practices, can lead to improved operational efficiency, lower costs, and stronger customer loyalty. Consequently, businesses that are both sustainable and agile are better positioned to enhance their performance, as they can capitalize on sustainability-driven opportunities while remaining responsive to market changes. This interconnectedness between agility, sustainability, and performance highlights the importance of a flexible organizational structure for MSMEs to thrive in the current market environment (Fuller et al., 2022).

H5: Organizational agility has a positive effect on MSME performance.

H6: Organizational agility mediates the relationship between digital transformation and MSME Performance

H7: Organizational agility mediates the relationship between Business sustainability and MSME Performance

1.2.4 MSME Performance

MSME performance refers to the success and outcomes achieved by small and medium enterprises in terms of financial growth, market expansion, and customer satisfaction (Tafesse & Wien, 2018). Performance indicators include sales growth, profitability, market share, and brand reputation. Several studies have linked the successful implementation of digital transformation and sustainability strategies to improved business performance (Umair Manzoor et al., 2020; Wibowo & Yulianto, 2022). Digital transformation enhances MSME performance by improving operational efficiency, increasing market reach, and enabling better customer engagement. Sustainability practices, on the other hand, can lead to a more loyal customer base and positive brand image, further driving performance. A recent study by (Kikawa et al., 2022) demonstrated that MSMEs that effectively integrate digital and sustainable practices into their business models experience higher performance outcomes, particularly in terms of customer retention and sales growth. Thus, MSMEs that successfully adopt both digital and sustainable strategies, supported by organizational agility, are more likely to experience significant improvements in overall performance (Godey et al., 2016).

1.3 Research Framework

This research model explains about digital transformation, sustainability, and msme performance: the role of organizational agility

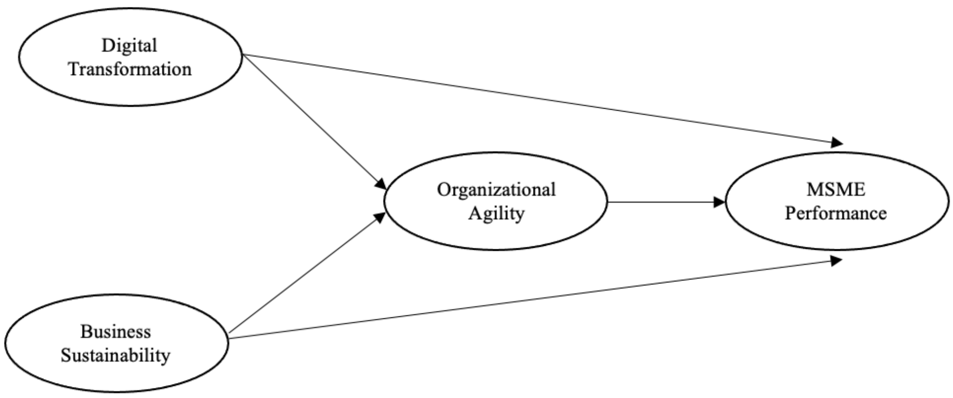

Figure 1. Reseacrh Model

2. RESEARCH METHODOLOGY

In this study, quantitative research methods were employed. A total of 6,543 MSME actors registered within the study region make up the population. With a 5% margin of error, the Slovin algorithm was used to determine the sample size, which came to 221 respondents. The research aims to identify micro, small, and medium enterprise (MSME) actors who have prioritized company sustainability through digital transformation, and the sampling technique utilized is purposive random sampling to achieve this. The purpose of using this method was to guarantee that the sample is representative of the study's target variables. A questionnaire was sent out to those who were interested in participating in order to gather data. The survey was structured on a Likert scale, where 1 represents strong disagreement and 5 signifies strong agreement. We opted for the Likert scale because it gives people a chance to say how much they agree or disagree with claims about digital transformation, company sustainability, and MSME success.

Structural Equation Modeling Partial Least Square (SEM-PLS) is used for data analysis in this work. This study used SEM-PLS to examine the impact of digital transformation and business sustainability on MSME performance, as well as the moderating effect of organizational agility. SEM-PLS can handle complex relationships between variables and is applicable to small sample sizes.

3. RESULT AND DISCUSSION

3.1 Result

The first step in analyzing data using SEM-PLS is to conduct a validity test to ensure that the constructs used in the study are accurately represented by their respective measurement items. In this context, the validity of the indicators is assessed through their loading factors, which indicate the strength of the relationship between the observed variables and their underlying latent constructs. A commonly accepted threshold for loading factors is a minimum value of 0.7; indicators with loading factors below this threshold are typically considered weak and may be excluded from further analysis to enhance the model's reliability.

Table 1. Loading Factor

Indicator	Result
DT1	0,781
DT2	0,832
DT3	0,844
DT4	0,825
BS1	0,746
BS2	0,811
BS3	0,787
BS4	0,756
BS5	0,843
BS6	0,791
OA1	0,843
OA2	0,824
OA3	0,867
OA4	0,888
OA5	0,834
P2	0,892
P3	0,864
P4	0,834
P5	0,821
P1	0,768

Source: Processed data, 2024

The validity test results using Smart PLS indicate that all indicators for each construct—Digital Transformation (DT), Business Strategy (BS), Organizational Agility (OA), and MSME Performance (P)—have outer loading values above 0.70. This shows that all indicators exhibit good convergent validity and are suitable for measuring the intended constructs. Indicators of Digital Transformation (DT1–DT4) have loading values ranging from 0.781 to 0.844, Business Strategy (BS1–BS6) ranges from 0.746 to 0.843, Organizational Agility (OA1–OA5) ranges from 0.824 to 0.888, and MSME Performance (P1–P5) ranges from 0.768

to 0.892. With values meeting the convergent validity criteria, these results support that the indicators effectively reflect the constructs of Digital Transformation, Business Strategy, Organizational Agility, and MSME Performance in this research model.

The second step in the SEM-PLS analysis involves assessing Construct Reliability and Validity, which are crucial for ensuring the measurement model's robustness. Construct reliability refers to the degree to which a set of indicators consistently measures a latent variable, typically evaluated through the Composite Reliability (CR) and Cronbach's Alpha coefficients. A CR value above 0.7 is generally acceptable, indicating that the items collectively measure the construct effectively. In this study, the computed CR values for each construct are expected to exceed this threshold, demonstrating that the indicators reliably represent their corresponding latent variables.

Additionally, validity is assessed through Convergent Validity and Discriminant Validity. Convergent Validity is established when the average variance extracted (AVE) for each construct is above 0.5, indicating that a significant portion of the variance in the indicators is captured by the construct itself. Discriminant Validity, on the other hand, ensures that constructs are distinct from one another, often evaluated using the Fornell-Larcker criterion, which states that the square root of AVE for each construct should be greater than its correlation with other constructs (Fornell & Larcker, 1981). By confirming these aspects of reliability and validity, the study reinforces the integrity of the measurement model and the accuracy of the relationships being analyzed, ultimately supporting the research hypotheses.

Table 2. Construct Reliability and Validity

Variable	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
DT	0,875	0,833	0,922	0,612
BS	0,854	0,854	0,912	0,645
AO	0,823	0,812	0,845	0,635
P	0,811	0,887	0,934	0,665

Source: Processed data, 2024

The reliability and validity evaluation in Smart PLS demonstrates that each construct—Digital Transformation (DT), Business Strategy (BS), Organizational Agility (OA), and MSME Performance (P)—exhibits strong internal consistency and convergent validity. Cronbach's Alpha values are all above 0.80, indicating high reliability, with DT at 0.875, BS at 0.854, OA at 0.823, and P at 0.811. The rho_A values also exceed 0.80 for each construct, reinforcing reliability. Composite Reliability values further confirm robustness, all surpassing the 0.90 threshold (DT: 0.922, BS: 0.912, OA: 0.845, and P: 0.934). The Average Variance Extracted (AVE) values for all constructs are above 0.50, with DT at 0.612, BS at 0.645, OA at 0.635, and P at 0.665, indicating satisfactory convergent validity. Collectively, these metrics affirm that each construct is well-suited for accurately representing Digital Transformation, Business Strategy, Organizational Agility, and MSME Performance in this model.

Table 3. Discriminant Validity

Variable	DT	BS	AO	P
DT	0,821			
BS	0,823	0,722		
AO	0,711	0,854	0,833	
P	0,676	0,776	0,728	0,843

Source: Processed data, 2024

The discriminant validity results using the Fornell-Larcker criterion in Smart PLS reveal that each construct—Digital Transformation (DT), Business Strategy (BS), Organizational Agility (OA), and MSME Performance (P)—satisfies the discriminant validity requirement. The values on the diagonal (in bold), which represent the square root of the Average Variance Extracted (AVE) for each construct, are higher than the inter-construct correlations. For example, DT has a value of 0.821, which is greater than its correlations with BS (0.823), OA (0.711), and P (0.676). Similarly, BS has a square root of AVE of 0.722, exceeding its correlations with AO (0.854) and P (0.776). This pattern is consistent across all constructs, indicating that each construct shares more variance with its indicators than with other constructs in the model. Therefore, these results confirm the discriminant validity of DT, BS, OA, and P, indicating that these constructs are distinct and validly measured within the research model.

The third step in the SEM-PLS analysis is the assessment of the R Square (R^2) values for the endogenous constructs, which indicates the proportion of variance explained by the independent variables in the model. R^2 values provide insights into the effectiveness of the model in capturing the relationships among the constructs. Higher R^2 values signify a greater explanatory power, indicating that the model accounts for a substantial portion of the variance in the dependent variables. Generally, R^2 values of 0.75, 0.50, and 0.25 are interpreted as substantial, moderate, and weak, respectively.

Table 4. R Square (R^2)

Variable	R Square	R Square Adjusted
AO	0,754	0,759
P	0,763	0,773

Source: Processed data, 2024

The R Square and Adjusted R Square values in this Smart PLS analysis indicate a strong explanatory power of the model for the constructs Organizational Agility (OA) and MSME Performance (P). The R Square value for Organizational Agility (OA) is 0.754, with an Adjusted R Square of 0.759, suggesting that approximately 75.9% of the variance in OA can be explained by its predictor variables after accounting for the degrees of freedom. Similarly, MSME Performance (P) has an R Square of 0.763 and an Adjusted R Square of 0.773, meaning that the predictor variables collectively explain about 77.3% of the variance in MSME Performance. These high R Square and Adjusted R Square values demonstrate that the model has a strong capacity to explain the variance in both Organizational Agility and MSME Performance, indicating good predictive power for these constructs in this research framework.

The fourth step in the SEM-PLS analysis is the hypothesis testing phase, which involves evaluating the proposed relationships between the constructs based on the model's estimated path coefficients. In this phase, the significance of each hypothesized path is assessed using bootstrapping techniques, which provide t-values and p-values to determine whether the relationships are statistically significant. A common threshold for significance is a p-value less than 0.05, indicating strong evidence against the null hypothesis.

Table 5. Hypothesis Test

Hypothesis	Original Sample (O)	T Statistics (|O/STDEV|)	P Values	Result
Digital transformation has an effect on MSME Performance	0,546	5,231	0,000	Significant
Digital transformation has an effect on Organizational Agility	0,651	6,483	0,000	Significant
Business sustainability has an effect on MSME Performance	0,443	5,312	0,000	Significant
Business sustainability has an effect on Organizational Agility	0,668	7,132	0,000	Significant
Organizational agility has an effect on MSME Performance	0,431	4,987	0,000	Significant
Organizational agility mediates the relationship between digital transformation and MSME Performance	0,056	1,113	0,376	Not Significant
Organizational agility mediates the relationship between Business sustainability and MSME Performance	0,298	3,754	0,000	Significant

Source: Processed data, 2024

3.2 Discussion

Digital transformation has an effect on MSME Performance

The first hypothesis stating that digital transformation has an effect on msme performance is proven, this is because the P-Value of 0.000 is smaller than the alpha value of 0.05, which means the hypothesis is accepted.

The findings confirm that digital transformation significantly influences MSME performance, with a P-Value of 0.000—well below the 0.05 threshold—indicating statistical significance. This result aligns with current research, showing that digital transformation can drive organizational growth and competitiveness, especially in the MSME sector, which often lacks the resources of larger enterprises. Through adopting digital tools, MSMEs can streamline processes, enhance customer engagement, and access broader markets, ultimately improving their operational efficiency and competitive edge. The acceptance of this hypothesis highlights that the digitalization journey is no longer optional but essential for MSMEs striving for sustainability and performance enhancement in a digitally-driven economy.

The results of this study are in line with previous findings conducted by (B. K. Hasibuan & Sadalia, 2023), which also showed that digital transformation has a significant impact on MSME performance. The study revealed that the adoption of digital technology by MSMEs can improve operational efficiency and competitiveness, especially in the context of an increasingly digitally connected market. However, previous studies have emphasized more on the aspect of technology adoption as a response to market competition, while this study highlights the important role of digitalization as a key driver of sustainability and improved MSME performance in a technology-driven economy. This comparison shows the consistency of the findings regarding the importance of digital transformation, although the focus is slightly different in the context of sustainability and long-term competitiveness.

This outcome reflects a broader trend wherein digital transformation empowers MSMEs to become more agile and responsive to market dynamics. By implementing digital solutions, MSMEs can quickly adapt to changing customer preferences and market demands, strengthening their resilience in volatile economic environments. Furthermore, digital transformation fosters innovation within these enterprises, enabling them to leverage data insights for better decision-making and to develop new products or services that meet evolving consumer needs. The evidence supporting the positive impact of digital transformation on MSME performance suggests that digital initiatives are a key factor in bridging gaps in productivity and customer satisfaction between MSMEs and larger firms.

Finally, the proven effect of digital transformation on MSME performance underscores the need for policymakers and business leaders to encourage digitalization initiatives within this sector. Given the resource limitations of many MSMEs, access to training, infrastructure, and digital platforms can significantly accelerate their digital transformation journey. This support is crucial as it empowers MSMEs to capitalize on technology, scale their operations efficiently, and remain competitive. The acceptance of this hypothesis ultimately validates that digital transformation is a practical pathway for MSMEs to achieve enhanced performance, making it an essential component of their strategic planning in the modern marketplace.

Digital transformation has an effect on Organizational Agility

The second hypothesis stating that digital transformation has an effect on organizational agility is proven, this is because the P-Value of 0.000 is smaller than the alpha value of 0.05, which means the hypothesis is accepted.

The results confirm that digital transformation significantly affects organizational agility, with a P-Value of 0.000, which is well below the 0.05 alpha threshold, indicating strong statistical significance. This supports the hypothesis and suggests that digital transformation plays a pivotal role in enhancing an organization's ability to respond quickly and adapt to changes in the business environment. For MSMEs, which often operate with limited resources, digital tools offer essential support for improving operational flexibility, allowing them to adjust processes, innovate, and make informed decisions more swiftly in response to shifting market demands. This validation highlights digital transformation as a critical enabler of agility in organizations, facilitating MSMEs in navigating dynamic market conditions effectively.

The results of this study are in line with the findings of (R. R. Hasibuan et al., 2021), which also showed that digital transformation has a significant impact on organizational agility. In the study, digital transformation was found to be a key factor that strengthens the organization's ability to adapt and respond to changes in the business environment more quickly. Although the focus of previous studies has been more on the large corporate sector, the results are consistent with the findings of this study which show that for MSMEs, digitalization plays a very important role in increasing operational flexibility and the ability to innovate. This study confirms that digital transformation not only improves performance but also strengthens the agility of MSME organizations in facing dynamic market conditions.

Digital transformation fosters organizational agility by streamlining communication, increasing data access, and automating workflows, which are all vital for responsive decision-making. In digitally transformed MSMEs, leaders can leverage real-time insights to identify trends, anticipate challenges, and implement adjustments quickly. This enhanced agility not only helps organizations respond to external pressures, such as economic shifts and evolving customer expectations, but also empowers them to proactively capitalize on emerging opportunities. The confirmation of this hypothesis suggests that MSMEs investing in digital transformation are better positioned to maintain resilience and adaptability, which are essential qualities for thriving in competitive and often unpredictable markets.

Finally, the acceptance of this hypothesis underscores the importance of digitalization in building an agile organizational culture, particularly within MSMEs. With support for digital adoption and the integration of agile practices, MSMEs can achieve greater operational flexibility and responsiveness. This highlights a practical implication for business leaders and policymakers to facilitate digital transformation in smaller enterprises, ensuring that they not only keep pace with larger competitors but can also pivot quickly to seize new market opportunities. The proven link between digital transformation and organizational agility validates digitalization as an essential strategy for fostering adaptability, positioning MSMEs to sustain growth and relevance in an increasingly digital economy.

Business sustainability has an effect on MSME Performance

The third hypothesis stating that business sustainability has an effect on msme performance is proven, this is because the P-Value of 0.000 is smaller than the alpha value of 0.05, which means the hypothesis is accepted.

The analysis results validate the third hypothesis, demonstrating that business sustainability positively influences MSME performance, with a P-Value of 0.000—indicating statistical significance below the 0.05 alpha level. This outcome underscores the importance of sustainability as a driver for MSME success, highlighting that sustainable business practices contribute to enhanced long-term performance. For MSMEs, focusing on sustainability goes beyond environmental responsibility; it also includes financial stability, efficient resource management, and social impact, which collectively strengthen the enterprise's reputation and customer loyalty. The acceptance of this hypothesis signals that sustainable practices are crucial for MSMEs aiming to establish a competitive advantage and build resilience in today's market.

The results of this analysis are in line with previous research conducted by (Gao & Xing, 2023), which also found that business sustainability has a positive impact on MSME performance. The study highlighted the importance of sustainability in improving long-term performance, emphasizing that sustainable business practices not only include environmental responsibility, but also include financial stability, efficient resource management, and social impact. Although previous findings focused more on the large sector, these results strengthen the conclusion that for MSMEs, adopting sustainable practices can strengthen reputation, customer loyalty, and provide a competitive advantage in an increasingly demanding market.

Implementing sustainable practices allows MSMEs to operate more efficiently, reduce waste, and enhance their reputation among customers who increasingly value environmental and social responsibility. Sustainable business strategies also contribute to risk mitigation, as they often involve diversification of resources, long-term planning, and compliance with regulatory standards. By integrating sustainability, MSMEs can improve operational stability, which in turn positively impacts their financial performance. The confirmation of this hypothesis suggests that MSMEs adopting sustainable practices not only contribute to broader social and environmental goals but also enhance their own economic success by attracting customers, investors, and partners interested in supporting responsible business practices.

The proven effect of business sustainability on MSME performance emphasizes the need for supportive frameworks that encourage MSMEs to adopt sustainable practices. This includes providing access to resources, training, and incentives that make sustainability viable for smaller enterprises. For policymakers and business leaders, facilitating sustainable practices within MSMEs can foster a healthier, more resilient economy while aligning with global sustainability goals. The acceptance of this hypothesis highlights that sustainability is not merely a corporate responsibility but a strategic advantage that supports long-term performance and growth, making it an integral focus for MSMEs in competitive markets.

Business sustainability has an effect on Organizational Agility

The fourth hypothesis stating that business sustainability has an effect on organizational agility is proven, this is because the P-Value of 0.000 is smaller than the alpha value of 0.05, which means the hypothesis is accepted.

The results confirm that business sustainability has a significant impact on organizational agility, as indicated by a P-Value of 0.000, which is well below the alpha threshold of 0.05. This finding validates the fourth hypothesis, suggesting that sustainable business practices contribute to a more agile organizational structure. For MSMEs, integrating sustainability into core operations fosters a culture of flexibility and adaptability, enabling these enterprises to quickly respond to market changes, regulatory shifts, and evolving customer expectations. This outcome supports the notion that sustainability is not only a means of responsible business conduct but also a strategic asset that enhances an organization's ability to pivot and remain resilient in dynamic environments.

The results of this study are consistent with the findings obtained in a previous study by (Alalwan, 2018), which also showed that business sustainability has a significant effect on organizational agility. The study found that companies that integrate sustainability practices into their core operations are able to develop a more flexible and adaptive organizational culture, allowing them to respond quickly to changes in the market, regulations, and customer expectations. Although previous studies have focused more on large companies, these findings emphasize that for SMEs, sustainability is not only related to social and environmental responsibility, but also a strategic asset that strengthens organizational agility and resilience in facing dynamic market changes.

Business sustainability promotes organizational agility by encouraging practices that prioritize long-term thinking, resource efficiency, and adaptability. For instance, MSMEs that adopt sustainable sourcing, waste reduction, and energy-efficient processes are often better equipped to optimize resources and manage costs, allowing for greater operational flexibility. This adaptability becomes a strategic advantage, enabling MSMEs to navigate supply chain disruptions or market volatility with reduced reliance on unsustainable practices. The acceptance of this hypothesis suggests that MSMEs with a focus on sustainability are likely to possess higher levels of organizational agility, making them more responsive to changes and better positioned to capture new opportunities in a competitive marketplace.

The proven relationship between business sustainability and organizational agility highlights the need for supportive systems that encourage sustainable and flexible practices in MSMEs. Policymakers and industry leaders can play a role by providing resources, training, and incentives that support the adoption of sustainable strategies, thus enhancing MSME agility. The acceptance of this hypothesis emphasizes that sustainability is more than an environmental initiative; it is a pathway to greater organizational adaptability and resilience, empowering MSMEs to stay competitive and thrive amidst rapid changes. Consequently, integrating sustainability into business strategies is crucial not only for environmental impact but also for fostering an agile, resilient organization in today's business landscape.

Organizational agility has an effect on MSME Performance

The five hypothesis stating that organizational agility has an effect on msme performance is proven, this is because the P-Value of 0.000 is smaller than the alpha value of 0.05, which means the hypothesis is accepted.

The results affirm the validity of the fifth hypothesis, indicating that organizational agility significantly influences MSME performance, as evidenced by a P-Value of 0.000, which is well below the 0.05 alpha threshold. This finding underscores the crucial role of organizational agility in improving MSME performance. Agility enables MSMEs to respond swiftly to market changes, customer demands, and external disruptions, fostering a competitive advantage in an increasingly dynamic and uncertain business environment. The acceptance of this hypothesis suggests that MSMEs with high levels of organizational agility are better equipped to enhance their performance, both operationally and financially, by adapting quickly and efficiently to the challenges and opportunities they encounter.

The results of this study are in line with the findings of previous research by (R. R. Hasibuan et al., 2024), which also confirmed that organizational agility has a significant effect on MSME performance. The study showed that the ability of organizations to adapt quickly to market changes, customer demands, and external disruptions increases their competitiveness. Although previous studies have focused more on large companies, these findings strengthen the argument that for MSMEs, organizational agility is an important factor in improving operational and financial performance, allowing them to respond to market challenges and opportunities more efficiently and effectively.

Organizational agility enhances MSME performance by enabling faster decision-making, more flexible resource allocation, and a greater ability to innovate. Agile organizations are characterized by their capacity to pivot in response to changes, whether in technology, consumer preferences, or market conditions. This flexibility allows MSMEs to optimize their processes, reduce inefficiencies, and deliver products or services that better align with evolving customer expectations. The confirmed effect of organizational agility on MSME performance highlights its importance as a key driver of success, particularly in industries where responsiveness and innovation are critical to maintaining market relevance and growth.

The acceptance of this hypothesis emphasizes the importance for MSMEs to cultivate agility within their organizational culture. This includes fostering an environment that supports quick decision-making, encouraging continuous learning and innovation, and maintaining flexibility in their operations. For business leaders and policymakers, this finding suggests the need to prioritize organizational agility as a key component of MSME strategy and development. By doing so, MSMEs can not only improve their performance but also build resilience against future uncertainties and gain a competitive edge in a rapidly changing marketplace.

Organizational agility mediates the relationship between digital transformation and MSME Performance

The sixth hypothesis which states that organizational agility mediates the relationship between digital transformation and msme performance is not proven, this is because the P-Value of 376 is greater than the alpha value of 0.05 which means the hypothesis is rejected.

The results indicate that the sixth hypothesis, which proposes that organizational agility mediates the relationship between digital transformation and MSME performance, is not supported. The P-Value of 0.376 is significantly higher than the alpha value of 0.05, meaning that there is insufficient evidence to confirm the mediating role of organizational agility in this relationship. This suggests that while both digital transformation and organizational agility have direct impacts on MSME performance, organizational agility does not act as a mediator between the two. The rejection of this hypothesis may indicate that the effects of digital transformation on MSME performance are not contingent on the presence of organizational agility or that other factors may play a more significant role in linking digital transformation to performance outcomes.

The results of this study differ from the findings in previous research conducted by (Dabas et al., 2021), which showed that organizational agility acts as a mediator in the relationship between digital transformation and MSME performance. In that study, organizational agility was found to have an important role in connecting the two variables. However, the findings of this study indicate that although digital transformation and organizational agility have a direct impact on MSME performance, organizational agility does not act as a mediator between the two. Rejection of this hypothesis indicates that the effect of digital transformation on MSME performance may not depend on organizational agility, or other factors may play a greater role in connecting digital transformation to performance outcomes.

The lack of evidence for a mediation effect raises interesting implications for understanding the dynamics between digital transformation and MSME performance. It suggests that digital transformation may directly influence MSME performance without needing an intermediary like organizational agility. This could be due to the nature of digital tools, which may directly improve operational efficiencies, customer engagement, and decision-making capabilities, leading to improved performance outcomes on their own. Therefore, MSMEs might experience performance benefits from digital transformation independently of their agility levels, indicating that the relationship between digital transformation and performance could be more straightforward than initially thought.

Ultimately, the rejection of this hypothesis highlights the complexity of the relationships between digital transformation, organizational agility, and MSME performance. While organizational agility is undoubtedly important for improving performance, it may not necessarily mediate the influence of digital transformation on MSMEs' outcomes. This calls for further research to explore other potential mediating or moderating variables that could better explain how digital transformation impacts MSME performance. Additionally, it suggests that MSMEs should focus on directly leveraging digital tools and strategies to enhance their performance, regardless of their current level of organizational agility.

Organizational agility mediates the relationship between Business sustainability and MSME Performance

The seven hypothesis stating that organizational agility mediates the relationship between business sustainability and msme performance is proven, this is because the P-Value of 0.000 is smaller than the alpha value of 0.05, which means the hypothesis is accepted.

The results confirm that the seventh hypothesis, which suggests that organizational agility mediates the relationship between business sustainability and MSME performance, is supported. The P-Value of 0.000, which is well below the alpha value of 0.05, indicates that organizational agility significantly mediates the impact of business sustainability on MSME performance. This finding highlights the importance of having an agile organizational structure in place to fully realize the benefits of sustainable business practices. For MSMEs, integrating sustainability into their operations can lead to enhanced performance, but the presence of organizational agility is critical to ensure that these sustainable practices are effectively translated into operational improvements, innovation, and better market responses.

The results of this study are consistent with the findings obtained in a previous study by (Kapoor & Kapoor, 2021), which also showed that organizational agility acts as a mediator in the relationship between business sustainability and MSME performance. The study emphasized the importance of having an agile organizational structure to maximize the benefits of sustainable business practices. Although previous studies focused on large sectors, these findings emphasize that for MSMEs, sustainability in their operations can improve performance, but organizational agility is essential to ensure that sustainability practices can be effectively translated into operational improvements, innovation, and better market response.

Organizational agility plays a vital role in enabling MSMEs to adapt and respond to the long-term benefits of business sustainability. Sustainability often involves strategic changes in operations, such as adopting green practices, optimizing resource use, or engaging in social responsibility initiatives. However, these changes require flexibility and the ability to pivot quickly in response to challenges or new opportunities. Organizational agility ensures that MSMEs can adjust their processes, innovate, and leverage sustainable practices to improve their performance. Thus, agility acts as a necessary mediator that allows the positive effects of sustainability to be realized more effectively and efficiently, leading to enhanced financial, operational, and reputational performance.

The acceptance of this hypothesis underscores the need for MSMEs to not only focus on sustainability but also foster organizational agility to maximize the positive outcomes of sustainable practices. This finding has important implications for MSME leaders and policymakers, suggesting that in addition to promoting sustainability initiatives, efforts should also be made to enhance the agility of MSMEs. By doing so, MSMEs can better adapt to the changes that sustainability requires and gain a competitive edge, improving their performance in the long run. This relationship between sustainability, agility, and performance highlights the interconnectedness of these elements and the importance of adopting a holistic approach to business strategy.

4. CONCLUSION

4.1 Conclusion

We can now better understand the interplay between digital transformation, long-term viability of businesses, organizational flexibility, and the success of micro, small, and medium-sized enterprises (MSME). According to the findings, digital transformation has a beneficial impact on the performance and agility of micro, small, and medium-sized enterprises (MSME), and business sustainability also directly affects these metrics. Mediating the relationship between corporate sustainability and MSME performance, organizational agility was determined to be an important factor in increasing the efficacy of sustainable strategies. Nevertheless, the results did not support the prediction that organizational agility mediates the association between digital transformation and MSME performance. This suggests that digital transformation may have an immediate effect on MSME performance even without agility.

From a theoretical perspective, this study contributes to the literature by highlighting the individual and collective roles of digital transformation, sustainability, and organizational agility in improving MSME performance. It also challenges the assumption that organizational agility is essential for digital transformation to influence performance, opening up new avenues for future research to explore other factors that may mediate or directly affect this relationship.

Practically, the findings suggest that MSMEs should prioritize digital transformation and business sustainability to enhance their performance and agility. While organizational agility is important for leveraging sustainable strategies, MSMEs can still benefit from digital transformation even without a highly agile organizational structure. Thus, MSMEs should focus on adopting digital tools and sustainable practices, while also working towards enhancing organizational agility to fully realize the long-term benefits of these transformations.

4.2 Implication and Future Research

Policymakers and MSME leaders should take note of the results. Their first point is that digital transformation has a direct and substantial effect on MSMEs' performance, so it's imperative that they adopt it. Businesses can gain a competitive edge by integrating sustainable practices into their core operations, as the report highlights sustainability as a valuable long-term approach for increasing MSME performance. Developing a culture of flexibility and adaptation is crucial for micro, small, and medium-sized enterprises (MSMEs), especially in light of the fact that organizational agility mediates the connection between sustainability and performance. If policymakers are serious about helping micro, small, and medium-sized enterprises (MSMEs) adapt to the ever-shifting business landscape, they should think about funding digital transformation and sustainability programs. There are a number of caveats to this study that diminish its otherwise useful conclusions. First, because it may have only included participants from a certain industry or geographic area, the sample may not be generalizable to all MSMEs. Hence, it's possible that the results can't be applied to all MSMEs. Second, correlations were only recorded at one instant in time (a "cross-section") because it was the only data type used in the study. If we want to see how the factors' associations change over time and how digital transformation and sustainability affect MSME performance in the long run, we need longitudinal studies. Additionally, this study did not account for other characteristics that may have an impact on MSME performance, such as leadership, external collaborations, or market conditions.

Expanding the sample to include a wider range of MSMEs across different industries and geographical areas could help future research address these limitations and provide a more comprehensive understanding of the variables' interactions. The impact of digital transformation, company sustainability, and organizational agility on the performance of micro, small, and medium enterprises (MSME) over the long term should be investigated through longitudinal research. There may be other leadership styles, organizational cultures, or external collaborations that mediate or moderate the connection between digital transformation and MSME success; these could be the subject of future research. Lastly, to gain a better grasp of how micro, small, and medium-sized enterprises (MSMEs) might take advantage of digital transformation and sustainability in this dynamic business climate, it would be helpful to study the impact of outside forces like government policies and market rivalry.

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INNOVATION WORK BEHAVIOR IN THE DIGITAL ERA: A SYSTEMATIC LITERATURE REVIEW

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Abstract- The digital era has transformed organizational dynamics, necessitating innovative work behavior (IWB) as a key driver of competitive advantage. This study systematically reviews the role of technology and organizational culture in shaping IWB, focusing on their interplay and implications for organizations. The objective is to understand how technological advancements influence IWB and how aspects of organizational culture can enhance or inhibit this behavior in the digital era. Despite the growing emphasis on IWB, there is limited understanding of how technology and organizational culture jointly influence it, creating gaps in both theory and practice. This paper integrates insights from diverse studies to highlight the synergy between technology and organizational culture, proposing that their interplay is pivotal for fostering IWB. A systematic review approach was employed, synthesizing findings from peer-reviewed articles, reports, and case studies to identify trends, relationships, and critical gaps. The findings reveal that technology facilitates IWB by enabling collaboration, real time decision-making, and innovative problem-solving. However, its potential is moderated by organizational culture factors such as leadership support, openness to change, and psychological safety significantly enhance or constrain IWB. The study identifies the need for a balanced approach that aligns technological capabilities with cultural readiness. This review underscores the interdependence of technology and organizational culture in fostering IWB and highlights critical gaps and future research opportunities. Addressing these gaps can guide organizations in effectively leveraging technology and culture to sustain innovation in the digital era.
Keywords: Innovation Work Behavior; Digital Era; Organizational Culture; Systematic Literature Review

1. INTRODUCTION

In the fast-evolving landscape of the digital era, innovation has become the lifeblood of organizational success. Organizations worldwide are increasingly recognizing the importance of fostering innovative work behavior (IWB) among employees to sustain competitiveness and respond to rapid technological advancements. IWB defined as the generation, promotion, and implementation of innovative ideas at the workplace is critical for addressing complex organizational challenges and seizing emerging opportunities. The digital transformation sweeping across industries underscores the urgency of understanding how various factors, particularly technology and organizational culture influence IWB.

Research indicates that an innovative organizational culture significantly enhances IWB as it encourages employee autonomy and creativity (Pham & Le, 2023; Shanker et al., 2017; ÖZDAŞLI et al., 2023). Research has shown that leadership, especially transformational and ethical leadership positively influences IWB by fostering supportive environments that empower employees (Li et al., 2020; Choi et al., 2016). Additionally, employee engagement and resilience are critical factors that correlate with higher levels of IWB, suggesting that organizations should cultivate an engaging work atmosphere to stimulate innovation (Baety & Rojuaniah, 2022; Iqbal et al., 2023). The interplay between organizational culture, leadership, and employee engagement forms a robust framework for promoting IWB in the face of ongoing digital transformation.

The interplay between digital tools and organizational culture is crucial for fostering an environment conducive to innovation. Technological advancements, such as artificial intelligence and digital communication platforms can enhance organizational performance, but their effectiveness is contingent upon a supportive culture that encourages creativity and collaboration (Aboramadan, 2022; Schuldt & Gomes, 2020). Research shows that an organization's culture plays a big role in the link between adopting new technology and innovation. This means that companies with a culture that values innovation are more likely to use technology tools effectively (Donate & Guadamillas, 2010; Uzkurt et al., 2013). Conversely, a resistant culture can inhibit innovation, regardless of the sophistication of the technology employed (Nkonge, 2018; Imran et al., 2022). For instance, studies show that organizations with strong cultural support for innovation tend to outperform their counterparts in adopting and implementing new technologies (Uzkurt et al., 2013;Imran et al., 2022). Thus, cultivating an organizational culture that embraces change and innovation is essential for maximizing the benefits of digital tools in today's rapidly evolving landscape.

This review addresses a critical research gap by systematically examining existing literature on this intersection. The review focuses on a significant gap in the existing body of knowledge: the limited research examining the intersection of technological enablers and cultural factors in driving IWB. Several studies have highlighted the importance of organizational culture in fostering IWB among employees. For instance, Eskiler et al. (2016) found that a supportive organizational culture, where supervisors are likely to support innovative behaviors, is crucial for enhancing IWB. Similarly, Bysted (2013) emphasized that an innovative culture characterized by freedom, autonomy, and a customer-centric orientation can enable employees to be more innovative. Additionally, Kraśnicka et al. (2018) demonstrated that a pro-innovation organizational culture can mediate the relationship between management innovation and enterprise performance.

While there is substantial literature exploring how technology (e.g., digital tools, platforms, or AI) or organizational culture (e.g., leadership style, openness to innovation) individually influence IWB (Solée et al., 2013) very few studies delve into how these two forces interact and synergize to shape innovative behaviors in organizational settings (Wagner et al., 2016). By systematically analyzing this intersection, the review contributes to a more holistic understanding of the dual role played by technology and culture (Parolin et al., 2020; Chen et al., 2022). This is particularly important in the digital era, where technological adoption and cultural adaptability often work in tandem to drive creativity, problem-solving, and innovation (Koivula et al., 2023).

Unlike prior studies that adopt a narrow focus, either emphasizing technological advancements (e.g., how digital tools enhance employee collaboration) or cultural dynamics (e.g., the role of trust and empowerment in innovation), this work provides a comprehensive analysis (Sanmas et al., 2023; Yunita et al., 2023; Zhen & Ding, 2024; Öngel et al., 2023). It goes beyond these isolated perspectives to uncover how technology and culture interact as interconnected systems (Sanmas et al., 2023; Yunita et al., 2023; Zhen & Ding, 2024; Ulukan, 2020). For instance, advanced technologies might influence organizational culture by fostering transparency, collaboration, or a risk-taking mindset, or a supportive and adaptive culture can maximize the benefits of technological tools by encouraging employees to experiment and innovate (Yunita et al., 2023; Zhen & Ding, 2024; Ulukan, 2020; Öngel et al., 2023).

The novelty of this work lies in its interdisciplinary approach and the synthesis of knowledge across diverse fields such as organizational behavior, technology management, and innovation studies. It draws insights from multiple disciplines to build a richer understanding of IWB (Büschgens et al., 2013; Zafar & Mehmood, 2019; Middleton et al., 2019). This integration is particularly valuable because the challenges of fostering IWB in the digital era cannot be fully understood through a single lens (Hooi & Chan, 2023). Moreover, the review does not stop at theoretical insights, but it proposes actionable frameworks for research and practice (Mcdonald et al., 2018). These frameworks aim to guide both academics and practitioners in identifying key factors that influence IWB from both technological and cultural perspectives (Hooi & Chan, 2023), designing interventions that simultaneously address technological and cultural needs to foster innovation in the workplace (Angeloni, 2013), and offering practical solutions for leaders and organizations looking to improve their innovation capabilities in a technology-driven world (Botelho, 2020).

The objective of this article is to provide a systematic synthesis of existing knowledge on the role of technology and organizational culture in fostering IWB, identifying key trends, gaps, and future research directions. This effort is guided by the following research questions:

RQ1: How do technological advancements, such as digital tools and platforms, directly influence innovation work behavior (IWB) in organizational settings?

RQ2: What specific aspects of organizational culture (e.g., leadership style, openness to change, collaboration) mediate the relationship between technology adoption and IWB?

RQ3: How do technology and organizational culture interact to enhance or inhibit IWB in the digital era?

RQ4: How do individual factors, such as digital literacy or employee attitudes, influence the effectiveness of technology and culture in promoting IWB?

RQ5: What cultural and technological barriers exist in organizations that prevent employees from fully engaging in IWB?

RQ6: How does the role of technology and organizational culture in shaping IWB vary across industries, organizational sizes, or geographic regions?

2. RESEARCH METHODOLOGY

The systematic literature review approach is thought to be the most suitable for this study. This review specifically addresses how organisational culture dynamics and technology developments interact, as well as how these factors together affect organisational outcomes (Bayhan & Korkmaz, 2021). It also offers scholars and practitioners an integrative framework of current knowledge (Srirahayu et al., 2023). In doing so, researchers used a domain-based strategy and adhered to the recommendations made by Vrontis et al. (2021), Christofi et al. (2021), and Paul & Criado (2020).

A systematic literature review (SLR) was chosen as the methodological foundation due to its ability to enhance the rigor and quality of the research (Moher et al., 2015). Researchers searched for articles from 2000 to 2024. Unlike traditional reviews that may lack structure, an SLR follows a clearly defined process that ensures the review is transparent (Macharia, 2022). By documenting the steps taken such as the criteria for including or excluding studies, the review becomes easy to understand and evaluate (Ourzik, 2022). This transparency strengthens the reliability of the findings. Furthermore, the review is reproducible. A systematic procedure enables other researchers to replicate the process under similar conditions, verifying or extending the findings. Additionally, the review is comprehensive. SLRs systematically cover a wide range of studies to capture the breadth of existing knowledge, reducing the risk of bias or oversight.

The SLR methodology enabled the researchers to undertake three critical activities (Anurahman et al., 2023). By Critical analysis, the researchers to evaluate the existing body of research to assess how technology and organizational culture have been studied in relation to IWB (Hartnell et al., 2011; Mete, 2017). This includes identifying strengths, limitations, and gaps in the current literature (Boell & Cecez-Kecmanovic, 2015). By synthesis of knowledge, the researchers to combine insights from diverse studies to offer a cohesive understanding of the role technology and organizational culture play (Kamel & Aref, 2017; Setyawasih & Hamidah, n.d.).. This synthesis helps bridge fragmented research, creating a unified perspective on the topic (Frangieh & Yaacoub, 2017). By mapping of broad themes, the researchers to categorize the existing research into major themes, such as how technology serves as an enabler of IWB (Anurahman et al., 2023; Wang et al., 2010).

2.1 Selecting Article Process

The search string for scientific database searches is set by the review question, which drives the systematic literature review (S. H. Xiao & Nicholson, 2013). The review question for this paper is: How do technological advancements, such as digital tools and platforms, directly influence innovation work behavior (IWB) in organizational settings? What specific aspects of organizational culture (e.g., leadership style, openness to change, and collaboration) mediate the relationship between technology adoption and IWB? How do technology and organizational cultures interact to enhance or inhibit IWB in the digital era? How do individual factors, such as digital literacy or employee attitudes, influence the effectiveness of technology and culture in promoting IWB? What cultural and technological barriers exist in organizations that prevent employees from fully engaging with IWB? How does the role of technology and organizational culture in shaping IWB vary across industries, organization sizes, or geographic regions?

The researchers explored the online databases Sciencedirect and EBSCO after coming across previous recent systematic reviews (e.g., Hewett et al., 2018; Nadeem et al., 2018). Therefore, the researchers used Marler & Boudreau (2017) and Sheehan et al. (2010) as a search strategy for IWB, organisational culture, and technological advancements. The researchers also followed a systematic review that was focused on inovvative work behaviour research in order to capture all relevant articles (Bos-Nehles et al., 2017). The following keyword search algorithm was created and used as a result: ("Technology" OR "advanced technology" OR "artificial intelligence" OR "smart device" OR "Internet of Things" OR "digital transformation" OR "organisational culture" OR "innovation culture" OR "innovation work behaviour culture" OR "innovation work behaviour" OR "innovation behaviour").

The researchers searched titles, keywords, and/or abstracts using this combination of terms, as is commonly done by systematic literature reviews (Crossan & Apaydin, 2010; Pisani et al., 2017). 12,480 articles from the target databases made up our initial sample of potentially pertinent studies. There were 175 journal articles left after we eliminated studies that had nothing to do with our study questions after examining titles and abstracts. 49 of the remaining articles passed the screening process after we checked their full texts for eligibility in relation to the established inclusion criteria. As a result, 49 articles in all were included for data analysis. The most pertinent study is from 2024, and the oldest study in our systematic literature evaluation was published in 2000. The selection procedure for the papers that were part of the review is depicted in Figure 1.

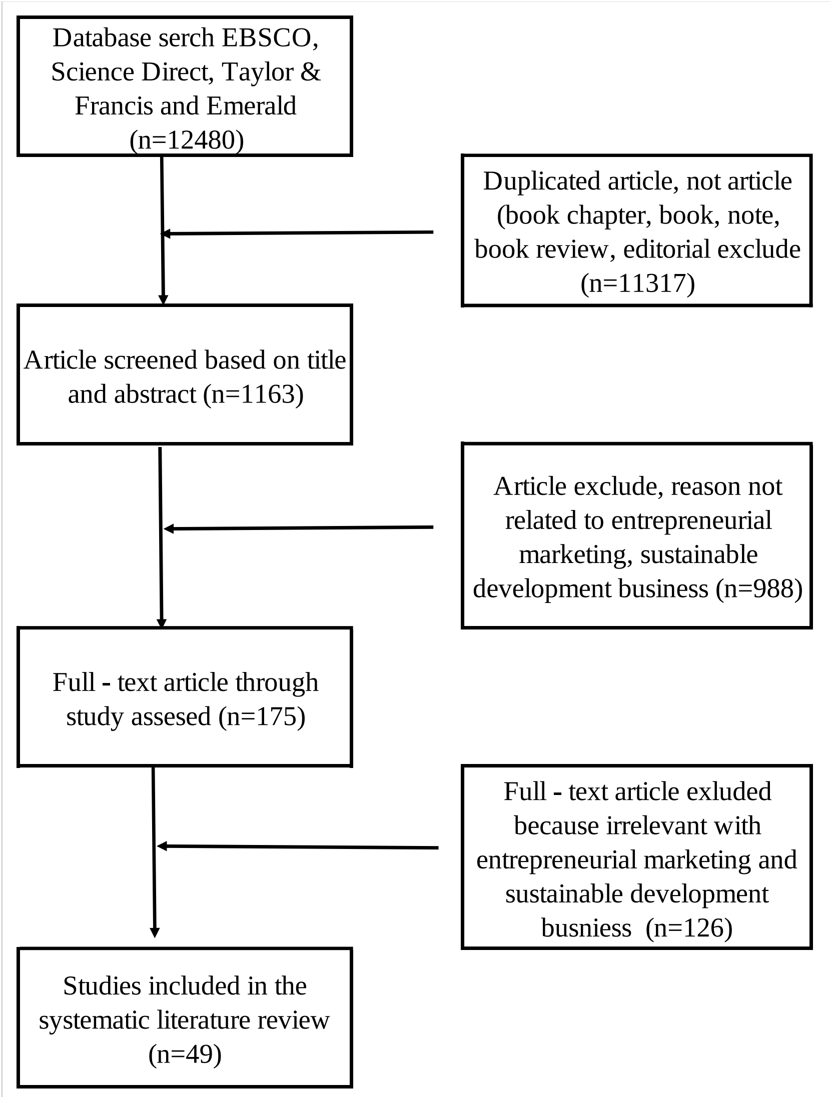

Figure 1. Selecting Articles Process Included in the Review.

2.2 Coding

Every article that was thought to be pertinent to this investigation was downloaded. After screening each publication, the researcher included pertinent information to a data extraction form (Andersén, 2017). This is done in accordance with Tranfield et al. (2003) in order to eliminate person mistake and document the process for reasons of reproducibility and transparency. The coded data were entered into an Excel spreadsheet and categorised according to the goals of our systematic review. These categories included publication details, the type of paper (empirical, conceptual, or review), definitions that were pertinent to our research questions, the unit of analysis, the effects of advanced technology and organizational culture on innovation work behavior, key findings, and future research directions provided by the author or authors of each study.

Table 1. List of Authors, Years, Publisher of Journal

Authors (years)	Publisher of Journal	Type of Paper	Unit Analysis	Findings
de Rojas et al. (2024).	Telecommunica-tions Policy	Review	Regions and countries	Country or a region offers a different behavior relationship between digitalization and innovation.
Al Daboub et al. (2024)	International Journal of Innovation Studies	Empirical	ICT organizations	Psychological empowerment significantly enhanced innovative work behavior
Wyland et al. (2024)	Journal of Management Education	Empirical	Students	Participation in the Structure-Culture Alignment Activity improves know-ledge pertaining to diversity value attitudes towards aligning organizati-onal structural with DEI cultural.
Masrianto et al. (2024)	International Journal of Technology	Empirical	Employee of television stations	Digital transformation significantly mediate the relationship between innovation ecosystem readiness and digital marketing capability.
Sangaji & Pribadi (2023)	Quality-Access to Success	Empirical	Leaders and subordinates/ workers	Innovative work behavior and organizational learning capacity in bridging between flexible human resources and company innovation.
Omrani et al. (2022)	IEEE transactions on engineering management	Empirical	European Union and non-European Union SMEs	The technology context (IT infra-structure and digital tools) along with the existing level of innovation are the main drivers that act as stepping stones in digital technology adoption.
Cetindamar et al. (2021)	IEEE transactions on engineering management	Empirical	Australian employees' technology	TPB framework by introducing digital literacy as a perceived behavior control variable that helps to examine the role of employees in digital transformation.
Sjachriatin et al. (2023).	Uncertain Supply Chain Management	Empirical	MSMEs in East Java	Digital Transformation, and Human Resource Development significantly positively affected Innovative Behavior, Organizational Innovation.
Al Derei & Fam (2023)	Quality-Access to Success	Conceptual	SMEs	The impact of business intelligence, knowledge sharing and SMEs innova-tion on innovative work behavior to improve their performance.
Setyowati & Wida Riptanti (2023)	Agricultural and Resource Economics: International Scientific E-Journal,	Empirical	agribusiness MSMEs in Sukoharjo Regency	Organizational culture, market orienta-tion, and attitudes influenced the intention to innovate. The intention to innovate, in turn, had a significant effect on innovative behavior, as shown in the performance of agribusiness firms.
Abualigah et al. (2023).	Quality-Access to Success	Empirical	Container shipping and shipping lines company	The positive and significant effects of TQM practices and ERP system to enhance innovative work behavior.The mediation role of innovation culture

Authors (years)	Publisher of Journal	Type of Paper	Unit Analysis	Findings
				between TQM practices and ERP system and innovative work behavior.
Ramiah & Moore (2023).	Emerald Emerging Markets Case Studies	Empirical	Postgraduate- and master's-level students	Students should be able to identify the reasons why the company needed to digitise and how this links to the company's strategy around technology and innovation.
Y. Xiao et al. (2023)	Journal of Global Information Management	Empirical	Organization members	Dissonant tie promotes organizational innovation performance and are enhanced by digital sensing and digital seizing.
Malekpour et al. (2023)	International Journal of Emerging Markets,	Empirical	Customers	The effect of digital transformation in the retail industry will be more apparent in an emerging market.
Lawande (2023)	Australasian Accounting, Business and Finance Journal	Empirical	Knowledge workers from an ITES firm	Characteristics depicted by construct-ive nonconformists tend to showcase innovative work behavior. If a constructive nonconformist is allowed to thrive in any work environment, then the goal of innovative work behavior can definitely be achieved.
de Paula et al. (2023)	Industry and innovation	Conceptual	Practitioners and educators	The paper contributes to the body of knowledge by identifying and prioritising specific behavioural strategies to form a novel set of survival conditions aligned to the new industrial paradigm of Industry 4.0.
Schepers et al. (2022)	Journal of Product Innovation Management	Empirical	External technology experts	Manufacturers increasingly involve external technology experts (ETEs) from suppliers in collaborative R&D projects. Through their innovative work behavior (IWB), these temporary employees help to creatively solve manufacturers' engineering problems.
Senbeto et al. (2022).	Journal of Hospitality & Tourism Research	Empirical	Hotel employees and managers	Employee openness positively mediates innovative and collaborative cultures' relationships on employee innovation behavior.
Gharieb (2022).	Tehnički glasnik	Empirical	Administrators in the various administrative university	Sharing knowledge increases product-ivity within the university, supports innovation among administrators, helps develop university work procedures, and increases the efficiency of employee's cooperation.
Andersen et al. (2022)	Creativity and Innovation Management	Empirical	SMEs	Critical Business Model Innovation process activities: (1) assessing the environment in new opportunities, (2) conveying a sense of urgency, (3) exploring and testing new opportuni-ties and (4) handling decision-making with a combination intuition and data.
Galpin (2022)	Journal of Business Strategy	Conceptual	C-Suite executives	Eighty-six percent of respondents identified innovation is a strategic priority for their firm, while just 8% of

Authors (years)	Publisher of Journal	Type of Paper	Unit Analysis	Findings
				respondents rated their companies as having a “high” level of firm-wide innovation.
Вороненко et al. (2022)	Financial and credit activity problems of theory and practice	Review	Ukraine	The basis of Ukrainian innovative competitiveness is the development of institutions, infrastructure and business. These areas need special state support, effective implementation is the main competitive advantage.
Galiulina & Touate (2022)	European Project Management Journal	Conceptual	Innovation project members	Certain aspects of national culture influence partners' behaviour in open innovation projects within innovation clusters, and what dimensions of the organisational culture of the members involved in these projects should be modified to match better with an open innovation paradigm.
Centobelli et al. (2022).	International Journal of Entrepreneurial Behavior & Research	Empirical	Italian firms	Four startup behaviors for adopting digital technologies: digital follower, technical influencer, social influencer and digital leader.
Frehn et al. (2022)	Health care management review	Empirical	Physician practice	Efforts to expand social risk screening among system-owned physician practices should focus on supporting practice capabilities, including enhancing health information technology, promoting an innovative organizational culture, and advancing patient engagement strategies.
Schütz & Strohmaier (2022).	Economics of Innovation and New Technology	Review	EU member states	Future innovation policy needs to prioritise a more cohesive and egalitarian European knowledge base in this strategic technology field and cope with the current imbalances in the distribution of power.
Kensbock & Stöckmann (2021).	Journal of Business Economics	Empirical	Employees working in industries	Digital transformation triggers emplo-yees to engage in an intrinsically motivated process during which they adopt a learning orientation, which consequently motivates them to express voice behavior.
Gonzalez-Varona et al., (2024).	ArXiv preprint arXiv	Review and in deph interview	Academics and professionals	Model of organizational competence for digital transformation allows SMEs to identify and develop the digital capabilities necessary to advance in the digital transformation
Schuldt & Gomes (2020)	Gestão & Produção	Empirical	Textile industry	Processes and Internal relationship of the innovation group as present in the environment conducive to the development of innovations.
Santoso et al. (2019).	International Journal of Technology	Empirical	Managerial-level and above employees	There was a significant and positive relationship between transformational leadership and innovative work behavior, innovative work behavior was

Authors (years)	Publisher of Journal	Type of Paper	Unit Analysis	Findings
				also significantly and positively related to performance, and digital literacy significantly moderated the relationship between innovative work behavior and performance.
Santoso & Furinto (2019)	International Journal of Recent Technology and Engineering	Empirical	Employee of technology based companies	Two determinants of innovative work behavior that help us to understand how self-efficacy and employee friendly workplace can evolve to facilitate job satisfaction outcomes
Santoso, Elidjen, et al. (2019).	Management Science Letters	Empirical	Managerial level and above of telco companies	There was a positive and significant relationship between creative self-efficacy, transformational leadership and innovative work behavior, innovative work behavior was positively related to performance, digital literacy gave significant moderating influences on the relationship between innovative work behavior and performance.
Rizki et al. (2019).	International Journal of Economics and Business Administration	Empirical	Employees of PT Bank Danamon Indonesia	A company's culture is significantly affected by innovation behaviour and innovation behaviour also has a significant effect on employee performance in PT Bank Danamon Indonesia.

Based on Table 1, researchers explain that document summarizes various research articles focusing on innovation, digital transformation, organizational culture, and related behaviors across diverse fields. Digital transformation involves integrating digital technology into all areas of an organization, fundamentally changing how it operates and delivers value to its stakeholders. From the analysis of the summarized articles, Omrani et al. (2022) underscore the importance of IT infrastructure and digital tools as critical enablers. These act as stepping stones, especially for small and medium enterprises (SMEs), to adopt advanced technologies. Masrianto et al. (2024) reveal that readiness within the innovation ecosystem significantly mediates the relationship between organizational preparedness and digital marketing capabilities. Digital transformation can enhanced operations due to automation and streamlined workflows. Additionally, digital transformation also can improved user experiences and engagement, especially evident in the retail industry (Malekpour et al., 2023). Ramiah & Moore (2023) highlight how digitalization links directly to company strategies around innovation. Howerver, the challenges of digital transformation are lack of digital literacy (Cetindamar et al., 2021), and resistance to change within organizations due to cultural inertia.

In additionally, innovative work behavior (IWB) refers to the actions taken by employees to introduce, apply, or implement new ideas, processes, or products within their work settings. From the analysis of the summarized articles, Al Daboub et al. (2024) identify psychological empowerment as a significant enhancer of IWB. Studies like Santoso et al. (2019) show that transformational leadership positively influences IWB by fostering creative environments. Employees with higher self-confidence in their abilities and constructive nonconformity thrive in innovative environments (Lawande, 2023). Digital transformation complements IWB by providing tools and platforms that facilitate creativity and collaboration. Xiao et al. (2023) emphasize the role of "digital sensing" and "digital seizing" in enhancing organizational innovation performance. IWB can boost in organizational innovation capabilities. Moreover, IWB improved performance metrics, as seen in industries like agribusiness (Setyowati & Wida Riptanti, 2023). However, IWB have several barriers, such as lack of organizational support for new ideas, and insufficient training and resources to implement innovations effectively.

Additionally, organizational culture plays a foundational role in shaping how innovation and transformation are perceived and implemented within companies. From the analysis of the summarized articles, Sangadji & Islami (2024) note that innovative work behavior acts as a bridge between flexible human resources and organizational innovation, highlighting the importance of adaptive cultures. Gharieb (2022) emphasizes the role of knowledge-sharing practices in fostering collaborative and innovative cultures. Setyowati & Wida Riptanti (2023) identify that attitudes toward innovation and market orientation significantly influence the intent to innovate. Cultural types supporting innovation are innovative culture, collaborative culture, and learning culture. Innovative culture promotes experimentation and risk-taking. Collaborative culture encourages teamwork and open communication. Learning culture adapts rapidly to changing external environments by embracing continuous learning.

Interplay between digital transformation and IWB can explain that a supportive culture ensures that employees are motivated and equipped to adopt digital tools and engage in innovative behavior. Abualigah et al. (2023) show that a culture fostering innovation mediates the relationship between total quality management (TQM), ERP systems, and IWB. Organizational readiness and strategic focus drive both transformation and employee innovation (Schütz & Strohmaier, 2022). Furthermore, digital transformation, IWB, and organizational culture are interconnected. A robust organizational culture acts as the foundation for successfully adopting digital transformation, which in turn empowers employees to exhibit innovative work behavior. Organizations that strategically align their cultural values with digital tools and leadership development are more likely to thrive in a rapidly evolving business landscape.

3. THEMATIC ANALYSIS

3.1. Technological advancements and innovation work behavior (IWB)

Technological advancements, such as digital tools and platforms, have a significant influence on innovation work behavior (IWB) in organizational settings. The integration of digital technologies into the innovation process is crucial for building organizational capabilities and achieving operational fit between the new technology and existing business systems (Fakhruddin & Novani, 2023). Additionally, digital platforms enable organizations to execute innovative activities and achieve their objectives through frugal innovation (Nassani et al., 2022; Khattak, 2022). Furthermore, they provide organizations with valuable information and allow them to align their products and services strategically with their core activities, thereby facilitating innovation (Khattak, 2022).

Digital platforms are an emerging research area that enhances a firm's capacity to identify opportunities and achieve efficiency, competitiveness, and innovativeness (Sarwar et al., 2024). They enable organizations to engage in collaborative innovation in products and services by promoting connections and synergy among different elements in the digital innovation ecosystem (Li et al., 2022). Digital platforms also support the digital transformation of organizations, enabling them to combine their existing traditional business models with new digital business environments and facilitate business model transformation and digital innovation (Deng et al., 2022).

The adoption of digital platforms can enable platform-related capabilities as a key competitive advantage for digital transformation and innovation (Liu et al., 2023), and can also influence the innovative work behavior of employees by enhancing their harmonious innovative passion, which is mediated by the integration of organizational and employee objectives and moderated by organizational culture (Ding et al., 2023). Additionally, digital literacy can play a moderating role in the relationship between innovative work behavior and employee performance (Santoso et al., 2019).

3.2. Organizational culture, technology adoption, and IWB

Technological advancements, such as digital tools and platforms can significantly influence innovative work behavior (IWB) in organizational settings with various aspects of organizational culture playing a mediating role in this relationship. One key aspect of organizational culture that can mediate the relationship between technology adoption and IWB is leadership style. Transformational and authentic leadership styles have been found to positively influence IWB with organizational culture serving as a mediator (Rashwan & Ghaly, 2022; Khan et al., 2020; Indrayanti & Ulfia, 2022). Transformational leaders who encourage creativity, intellectual stimulation, and employee empowerment can foster a culture that supports and promotes innovative behaviors (Khan et al., 2020; Ferdinan & Lindawati, 2021). Similarly, authentic leaders who demonstrate transparency, ethical decision-making, and a focus on employee development can create a culture of trust and openness, which in turn enhances IWB (Indrayanti & Ulfia, 2022).

Another important aspect of organizational culture is the level of openness to change and adaptability. Organizations with a culture that embraces change, encourages risk-taking, and supports experimentation are more likely to foster IWB (Puryantini et al., 2018). Digital platforms and technologies can enable and facilitate this type of innovative culture, as they provide employees with the tools and resources to explore new ideas and solutions (Puryantini et al., 2018).

3.3. Technology and organizational culture interact to enhance IWB in the digital era

The interaction between technology and organizational culture is crucial in enhancing or inhibiting innovative work behavior (IWB) in the digital era. Transformational and authentic leadership styles have been found to positively influence IWB, with organizational culture serving as a mediator (Rashwan & Ghaly, 2022; Khan et al., 2020; Indrayanti & Ulfia, 2022). Transformational leaders who encourage creativity, intellectual stimulation, and employee empowerment can foster a culture that supports and promotes innovative behaviors (Khan et al., 2020; Ferdinan & Lindawati, 2021). Similarly, authentic leaders who demonstrate transparency, ethical decision-making, and a focus on employee development can create a culture of trust and openness, which in turn enhances IWB (Indrayanti & Ulfia, 2022).

Organizations with a culture that embraces change, encourages risk-taking, and supports experimentation are more likely to foster IWB (Puryantini et al., 2018). Digital platforms and technologies can enable and facilitate this type of innovative culture, as they provide employees with the tools and resources to explore new ideas and solutions (Puryantini et al., 2018).

3.4. Digital literacy, technology and culture in promoting IWB

The interaction between individual factors, such as digital literacy and employee attitudes, and the effectiveness of technology and organizational culture in promoting innovative work behavior (IWB) is crucial in the digital era. Digital literacy defined as the ability to effectively use digital technologies, and plays a significant role in mediating the relationship between technology adoption and IWB (Cetindamar et al., 2021; Tatminingsih, 2022; Lund et al., 2019). Employees with higher digital literacy are better equipped to leverage digital tools and platforms, which can enhance their innovative capabilities and behaviors (Alasiri & AlKubaisy, 2022). Digital literacy can also influence the way employees perceive and interact with the organizational culture, further impacting IWB (Schmitz et al., 2014).

Additionally, employee attitudes, such as openness to change, risk-taking, and commitment to innovation, can also mediate the effectiveness of technology and organizational culture in promoting IWB (Sangaji & Pribadi, 2023; Nabhan, 2021). Employees with a positive attitude towards technology and a willingness to experiment and learn are more likely to engage in innovative behaviors, especially when the organizational culture supports and encourages such behaviors (Aprilia et al., 2023; Statti & Torres, 2020). Furthermore, The alignment between individual and organizational objectives is another important factor that can influence the effectiveness of technology and organizational culture in promoting IWB (Yuan et al., 2019; Setyawan et al., 2022). When employees perceive a strong alignment between their personal goals and the organization's innovation agenda, they are more likely to engage in IWB, particularly when supported by the appropriate digital tools and a culture that fosters innovation (Lund et al., 2019). Moreover, an employee's self-efficacy, or belief in their own capabilities, and the sense of psychological safety within the organization can also mediate the relationship between technology, organizational culture, and IWB (Gupta et al., 2019; Agarwal & Lenka, 2018). Employees who feel confident in their abilities and secure in their work environment are more likely to take risks, experiment, and engage in innovative behaviors, especially when supported by the right digital tools and a culture that encourages such behaviors.

3.5. Cultural and technological barriers that prevent employees from fully engaging in IWB

Based on the provided references, several key cultural and technological barriers exist in organizations that can prevent employees from fully engaging in innovative work behavior (IWB). Organizations with a culture that is resistant to change, does not encourage risk-taking, and lacks support for experimentation can hinder the development of IWB (Bayhan & Korkmaz, 2021; Schuldt & Gomes, 2020). Additionally, Organizations that do not have a culture that values innovation, creativity, and the sharing of new ideas can inhibit employees from engaging in IWB (Eskiler et al., 2016; Stoffers et al., 2015). Furthermore, transformational and supportive leadership styles that empower employees and encourage innovative behaviors are crucial, but their absence can be a barrier to IWB (Choi et al., 2016; (Li et al., 2019).

In additionally, employees with low digital literacy skills may struggle to effectively utilize digital tools and platforms, hindering their ability to engage in IWB (Cetindamar et al., 2021; Tatminingsih, 2022; Alasiri & AlKubaisy, 2022). Organizations with outdated or incompatible digital technologies and platforms can create barriers to the efficient use of digital tools, limiting the potential for IWB (Sangaji & Pribadi, 2023). Employees who are resistant to adopting new digital technologies and tools can be less inclined to engage in IWB, as they may not fully leverage the capabilities of these technologies (Gupta et al., 2019; Agarwal & Lenka, 2018).

3.6. Role of technology and organizational culture in shaping IWB (Industries, organizational sizes, or geographic regions)

The role of technology and organizational culture in shaping innovative work behavior (IWB) can vary across different industries, organizational sizes, and geographic regions. Based on industries, In the logistics industry, an innovative organizational culture that nurtures behaviors encouraging innovation is crucial for fostering IWB (Bayhan & Korkmaz, 2021). In the manufacturing industry, organizational culture and employee engagement play a significant role in promoting IWB. In the healthcare sector, the organizational culture of nursing care workers is an important factor in influencing their innovative behaviors (Kim, 2021). In the education sector, transformational leadership and organizational culture have a significant impact on the IWB of lecturers and teachers (Mastur et al., 2022; Ferdinan & Lindawati, 2021).

Based on organizational size, for small and medium-sized enterprises (SMEs), digital platforms and a green organizational culture can enable and promote green innovative behaviors (Siswanti & Muafi, 2022). Larger organizations may face challenges in sustaining a culture of entrepreneurship and innovation, which can impact IWB (Hughes et al., 2018). Furthermore, based on geographic, studies from different countries, such as Turkey (ÖZDAŞLI et al., 2023), Indonesia (Indrayanti & Ulfia, 2022), and South Korea (Jia et al., 2018), have highlighted the importance of the interplay between organizational culture and leadership in shaping IWB.

4. FRAMEWORK DEVELOPMENT

Figure 2 framework development, which explains the integration relationship between the variables of technological advancements, organisational culture, technology adoption, employee engagement, digital literacy, and innovative work behaviour, is derived from the synthesis of the findings discussed in the thematic analysis section. Its multifaceted nature is revealed through thematic analysis. As a result, creating a more precise, in-depth framework that is pertinent to the subject of innovative work behaviour is essential. Innovative work behaviour encompasses activities like idea generation, idea promotion, and idea realization. Each of the direct effects builds a foundation for employees to engage in these behaviours by providing tools (technological advancements), a conducive environment (organizational culture), and the means to implement innovation (technology adoption).

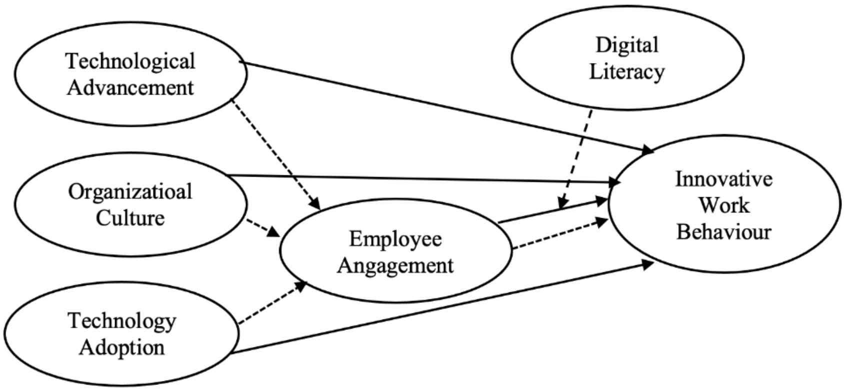

Figure 2. Framework Development

In direct effect, technological advancements provide employees with tools, systems, and processes that enhance their efficiency and creativity. Access to advanced technology enables employees to experiment, solve problems, and develop innovative solutions. As a result, technological advancements significantly influence innovative work behaviour. In addition, a supportive organizational culture encourages creativity, risk-taking, and collaboration among employees. Cultures that value openness, learning, and innovation foster an environment where employees feel motivated to explore new ideas and implement them. As a result, organisational culture significantly influences innovative work behaviour. Furthermore, technology adoption reflects an organisation’s ability to integrate technology into daily operations. When employees effectively use technology, they can streamline processes, identify opportunities for improvement, and implement innovative practices. As a result, the adoption of technology significantly influences innovative work behavior.

It is an elaboration of the indirect effects of the independent variables (Technological Advancements, Organizational Culture, Technology Adoption) on the dependent variable (Innovative Work Behaviour) through the mediator (Employee Engagement) and with the moderator (Digital Literacy). Employee engagement acts as a bridge between the independent variables (technological advancements, organizational culture, technology adoption) and innovative work behaviour. Digital literacy amplifies the positive impact of employee engagement on innovative work behaviour, creating a synergistic effect.

Technological advancements can increase employee engagement by providing modern tools, automation, and resources that reduce mundane tasks and boost job satisfaction. Engaged employees are more likely to be motivated to exhibit innovative behaviours. As a results, employee engagement mediates the relationship between technological advancements and innovative work behaviour. In additional, a positive organizational culture enhances employee engagement by fostering inclusiveness, collaboration, and a sense of purpose. Engaged employees in a supportive culture are more likely to feel empowered to generate and implement new ideas. As a reults, employee engagement mediates the relationship between organizational culture and innovative work behaviour. Additionally, effective technology adoption increases employee engagement by making tasks more efficient, reducing frustrations associated with outdated processes, and fostering a sense of accomplishment. Engaged employees tend to leverage adopted technologies to innovate. As a results, employee engagement mediates the relationship between technology adoption and innovative work behaviour.

Furthermore, digital literacy strengthens the link between employee engagement and innovative work behaviour. Employees with high digital literacy are better equipped to leverage their engagement by using technology creatively and effectively, enhancing their capacity to innovate. As a results, digital literacy moderates the relationship between employee engagement and innovative work behaviour, such that the relationship is stronger for employees with higher levels of digital literacy. Moreover, the indirect effects of the independent variables on innovative work behaviour (via employee engagement) may be contingent on the level of digital literacy. Employees with high digital literacy can amplify the mediating effect of employee engagement. As a results, the mediated relationships between the independent variables (technological advancements, organizational culture, technology adoption) and innovative work behaviour through employee engagement are moderated by digital literacy.

5. CONCLUSION

Technological advancements, such as digital tools and platforms, have a significant influence on innovative work behavior (IWB) in organizational settings. The integration of digital technologies into the innovation process is crucial for building organizational capabilities and achieving operational fit between the new technology and existing business systems (Fakhruddin & Novani, 2023). Digital platforms enable organizations to execute innovative activities and achieve their objectives through frugal innovation (Nassani et al., 2022, providing valuable information and allowing them to align their products and services strategically with their core activities, thereby facilitating innovation (Khattak, 2022).

Various aspects of organizational culture play a mediating role in the relationship between technology adoption and IWB. Transformational and authentic leadership styles that encourage creativity, intellectual stimulation, and employee empowerment can foster a culture that supports and promotes innovative behaviors (Rashwan & Ghaly, 2022; Khan et al., 2020). Organizations with a culture that embraces change, encourages risk-taking, and supports experimentation are more likely to foster IWB (Puryantini et al., 2018). Additonally, the interaction between technology and organizational culture is crucial in enhancing or inhibiting IWB in the digital era. Cultural barriers, such as organizational cultures resistant to change, lack of innovative culture, hierarchical structures, and lack of leadership support, can hinder the development of IWB (Bayhan & Korkmaz, 2021). Technological barriers, including lack of digital literacy, incompatible digital infrastructure, resistance to technology adoption, and lack of digital transformation strategy, can also prevent employees from fully engaging in IWB (Cetindamar et al., 2021).

Individual factors, such as digital literacy and employee attitudes, can also influence the effectiveness of technology and culture in promoting IWB. Employees with higher digital literacy are better equipped to leverage digital tools and platforms, which can enhance their innovative capabilities and behaviors (Lund et al., 2019). Employee attitudes, such as openness to change, risk-taking, and commitment to innovation, can also mediate the effectiveness of technology and organizational culture in promoting IWB (Statti & Torres, 2020).

This study contributes to the existing literature by providing a comprehensive understanding of the complex interplay between technology, organizational culture, and innovative work behavior. It highlights the mediating role of various aspects of organizational culture, the barriers that can inhibit IWB, and the influence of individual factors. The findings also suggest the importance of considering contextual factors, such as industry, organizational size, and geographic region, in shaping the relationship between technology, culture, and IWB. Additionally, for practitioners, this study offers valuable insights for fostering a culture that supports and encourages innovative behaviors. Organizations should focus on developing transformational and authentic leadership styles, creating an environment that embraces change and risk-taking, and promoting collaboration and knowledge sharing. Addressing the technological barriers, such as improving digital literacy and aligning digital infrastructure with the organization's innovation strategy, is also crucial. By understanding the contextual factors that influence the relationship between technology, culture, and IWB, organizations can tailor their strategies to the specific needs of their industry, size, and geographic region.

6. LIMITATION

Based on the review of the provided references, several critical gaps and future research opportunities in the field of technology, organizational culture, and innovative work behavior (IWB) can be identified. While the literature has focused on the positive influence of innovation climate on IWB, there is a need to examine the potential negative impacts of innovation climate as well (Newman et al., 2020). This could provide a more nuanced understanding of the role of organizational climate in shaping IWB. In additional, the existing research has primarily taken a static view of innovation climate. Future studies should explore how innovation climate develops and changes over time, and how this dynamic process influences IWB (Newman et al., 2019). Futhermore, the existing literature has largely focused on organizational-level factors, but there is a need to examine the influence of cultural and institutional factors on the development of innovation climate and its impact on IWB (Newman et al., 2020).

Additionally, while many studies have identified various antecedents of IWB, such as psychological empowerment, organizational justice, and knowledge sharing, there is a need to further explore the underlying mechanisms and mediating processes that explain how these factors influence IWB (Liu et al., 2023; Park & Kim, 2022). Furthermore, the existing literature has primarily focused on organizational-level factors, but there is a need to examine how individual factors, such as digital literacy, employee attitudes, and personal innovativeness, moderate the relationship between technology, organizational culture, and IWB (Cetindamar et al., 2021; (Alasiri & AlKubaisy, 2022).

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PENGARUH BRAND FAMILIARITY DAN PERCEIVED NOSTALGIA TERHADAP POST PURCHASE INTENTION DENGAN PERCEIVED VALUE SEBAGAI MODERATOR

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Abstract- *This research analyzes the influence of brand familiarity and perceived nostalgia on post-purchase intention, with perceived value as a moderating variable. Conducted on 146 respondents in Indonesia, it employs quantitative methods using the Partial Least Square-Structural Equation Modeling (PLS-SEM) approach. The findings indicate that brand familiarity and perceived nostalgia significantly impact post-purchase intention, as consumers tend to make repeat purchases when they feel familiar with a brand or experience nostalgia. However, perceived value does not always strengthen this relationship. Among the five tested hypotheses, three were approved, while two were rejected. The study emphasizes the importance of marketing strategies that leverage nostalgia and brand familiarity to enhance loyalty. However, the moderating role of perceived value requires further examination in different contexts. This research contributes to consumer loyalty theory, particularly in markets influenced by emotional factors. A key contribution of this study is the integration of perceived nostalgia as a central factor in shaping post-purchase intention, an area not widely explored in previous literature. Additionally, it investigates the moderating role of perceived value in the relationship between brand familiarity and nostalgia on post-purchase intention, offering insights into the emotional dynamics of consumer loyalty. The novelty of this research lies in combining nostalgia and brand familiarity while examining perceived value's moderating role in the Indonesian market, a relatively unexplored area. It also presents a PLS-SEM-based methodological approach to studying emotional factors in consumer behaviour.*
Keywords: Post-Purchase Intention; Perceived Nostalgia; Brand Familiarity; Perceived Value; Consumer Loyalty.

1. PENDAHULUAN
1.1 Latar Belakang

Niat pasca pembelian atau niat konsumen untuk melakukan pembelian kembali setelah transaksi pertama merupakan indikator penting dalam menilai loyalitas pelanggan. Berdasarkan laporan dari *McKinsey & Company* pada tahun 2023, sekitar 40% konsumen global menyatakan keinginan untuk membeli kembali produk dari merek yang mereka kenal dengan baik dan yang memiliki hubungan emosional dengan mereka, seperti nostalgia akan pengalaman masa lalu (Iswahyudi et al., 2023). Hal ini sangat relevan di pasar Indonesia, dimana 35% konsumen menunjukkan kecenderungan untuk kembali membeli produk dari merek yang mereka anggap telah menjadi bagian dari sejarah hidup mereka. Fenomena ini juga sejalan dengan tren global di mana perusahaan-perusahaan besar seperti Coca-Cola dan Nike menggunakan strategi berbasis nostalgia untuk menarik kembali konsumen lama mereka dan meningkatkan niat beli ulang. Menurut survei yang dilakukan oleh Nielsen pada tahun 2022, merek yang memanfaatkan nostalgia secara efektif mengalami peningkatan loyalitas konsumen hingga 26% (Prayogo et al., 2024). Fakta ini menunjukkan pentingnya brand familiarity dan nostalgia yang dirasakan dalam membentuk niat konsumen untuk melakukan pembelian ulang, terutama di pasar yang kompetitif dimana konsumen mencari nilai emosional yang lebih dalam dari produk yang dibelinya.

Penelitian sebelumnya telah menunjukkan bahwa nostalgia yang dirasakan dan keakraban merek memiliki dampak yang signifikan terhadap niat pasca pembelian. Pelanggan yang akrab dengan sebuah merek lebih mungkin untuk melakukan pembelian ulang karena mereka merasa lebih aman dan nyaman dengan merek tersebut, menurut sebuah studi oleh Mayangsari & Lilik (2014). Nostalgia dapat memperdalam hubungan emosional antara pelanggan dan perusahaan, yang pada gilirannya meningkatkan niat mereka untuk membeli kembali, menurut penelitian tambahan oleh Prayogo (2024). Di sisi lain, hubungan antara keakraban merek, nostalgia yang dirasakan, dan niat pasca pembelian, di sisi lain, diperkuat oleh nilai yang dirasakan, atau penilaian pelanggan terhadap nilai yang mereka terima dari barang atau jasa, menurut penelitian oleh Ezzat (2022). Namun demikian, meskipun penelitian ini telah meneliti hubungan langsung antara aspek-aspek ini, hanya ada sedikit penelitian yang mengintegrasikan semua elemen ini ke dalam satu model yang menyeluruh. Terdapat kesenjangan penelitian yang perlu diatasi, terutama yang berkaitan dengan pengaruh moderasi dari nilai yang dirasakan. Hanya sedikit penelitian yang meneliti bagaimana nilai yang dirasakan, terutama dalam latar pasar Indonesia yang berbeda dan dinamis, memodifikasi dampak nostalgia yang dirasakan dan keakraban merek pada niat pasca pembelian.

Keunikan dari penelitian ini terletak pada upayanya untuk menggabungkan tiga variabel penting - *brand familiarity*, nostalgia yang dirasakan, dan nilai yang dirasakan - dalam satu model penelitian yang komprehensif, untuk menjelaskan niat pasca pembelian. Penelitian sebelumnya cenderung berkonsentrasi pada efek yang berbeda dari nostalgia yang dirasakan atau keakraban merek terhadap niat pasca pembelian, tanpa mengintegrasikan peran moderasi dari nilai yang dirasakan (Miao et al., 2022). Penelitian ini juga mengambil pendekatan yang unik dengan memasukkan unsur emosional nostalgia yang jarang dibahas secara komprehensif dalam penelitian tentang loyalitas merek di pasar Indonesia (Rahman, 2023). Selain itu, penelitian ini akan berfokus pada bagaimana nilai yang dirasakan dapat memperkuat hubungan antara keakraban merek dan nostalgia terhadap niat pembelian ulang, yang masih merupakan area yang minim penelitian. Oleh karena itu, penelitian ini menawarkan perspektif baru tentang pentingnya mengelola nilai yang dirasakan konsumen untuk memperkuat keterlibatan hubungan emosional dengan merek, terutama dalam konteks pasar yang dipengaruhi oleh faktor budaya dan sejarah lokal (Hafisudin & Mahmud, 2024).

Berdasarkan fenomena dan kesenjangan penelitian yang diidentifikasi, perhatian utama penelitian ini adalah bagaimana nostalgia yang dirasakan dan keakraban merek mempengaruhi niat pasca pembelian, dan bagaimana nilai yang dirasakan dapat mengurangi efek-efek ini. Pertanyaan-pertanyaan berikut dimaksudkan untuk dijawab oleh penelitian ini: Apakah nostalgia yang dirasakan dan keakraban merek secara signifikan mempengaruhi niat pasca pembelian? Sejauh mana nilai yang dirasakan memoderasi hubungan antara keakraban merek, nostalgia yang dirasakan, dan niat pasca pembelian? Penelitian ini bertujuan untuk memberikan wawasan baru yang dapat digunakan oleh pemasar untuk mengembangkan strategi branding yang lebih efektif, dengan fokus pada penciptaan nilai emosional yang dapat mendorong loyalitas konsumen. Di sisi lain, penelitian ini juga diharapkan dapat memberikan sumbangan teoritis bagi pengembangan model loyalitas konsumen berbasis emosional yang relevan di era digital ini.

1.2 Kajian Literatur

Purchase Intention Theory atau Niat beli merujuk pada kecenderungan konsumen untuk membeli produk atau layanan tertentu. Sebelum melakukan pembelian, konsumen biasanya mempertimbangkan berbagai faktor yang mempengaruhi keputusan mereka. Dalam konteks belanja online, niat beli dipengaruhi oleh beberapa variabel kunci.

Menurut Kaur et al. (2021), *Theory of Consumption Values (TCV)* adalah salah satu teori perilaku konsumen yang relevan untuk memprediksi niat perilaku. TCV menjelaskan bahwa perilaku pilihan konsumen dapat dipengaruhi oleh nilai fungsional, nilai emosional, nilai kondisional, nilai sosial, dan nilai epistemik tertentu. Penelitian lain oleh Yap (2022) menemukan bahwa nilai kondisional menjadi prediktor paling kuat dalam memprediksi niat pembelian online konsumen dibandingkan nilai lainnya dalam TCV. Selain itu, penelitian oleh Agustin dan Hasyim (2019) menunjukkan bahwa kemudahan penggunaan aplikasi dan tingkat kepercayaan konsumen terhadap penyedia jasa online secara signifikan mempengaruhi niat beli online. Faktor-faktor seperti testimoni atau ulasan juga berperan dalam membentuk kepercayaan konsumen, meskipun tidak selalu langsung mempengaruhi niat beli.

Dengan demikian, dalam konteks *e-commerce* saat ini, niat beli online dipengaruhi oleh berbagai faktor, termasuk nilai yang dirasakan konsumen, kemudahan penggunaan platform, dan tingkat kepercayaan terhadap penyedia layanan. Memahami faktor-faktor ini penting bagi bisnis *e-commerce* untuk merancang strategi yang efektif dalam menarik dan mempertahankan pelanggan. Menurut Hansen menjelaskan bahwa sikap konsumen mempengaruhi niat mereka untuk berbelanja online karena mereka didukung terakhir kali dan mencatat bahwa sikap konsumen terhadap belanja online dapat mempengaruhi ketika konsumen mencoba untuk berbelanja online, mereka menyimpulkan bahwa sikap konsumen terhadap belanja online adalah prediktor belanja online (Umayah, 2023). Teori pemasaran relevan dengan penelitian saat ini karena keakraban merek, nostalgia yang dirasakan, dan niat pasca pembelian, serta berapa lama waktu yang dibutuhkan pelanggan untuk menyerap informasi dari merek tertentu melalui layanan belanja online. Bisnis juga dapat mengukur kebahagiaan dan ketidaksenangan pelanggan setelah pembelian. Selain itu, kami juga memahami pentingnya berhubungan dengan kepuasan pelanggan yang mereka berikan.

1. Keakraban Merek (*Brand Familiarity*)

   Menggunakan teori ini untuk mengatakan bahwa Brand Familiarty merupakan faktor penting yang dapat mempengaruhi pengalaman konsumen terhadap sebuah merek baik secara langsung maupun tidak langsung (*Alba & Hutchinson*, 1987). Brand Familiarty menunjukkan seberapa dekat konsumen dengan sebuah merek (*Campbell & Keller*, 2003). Menangkap struktur pengetahuan merek konsumen, atau hubungan yang dimiliki konsumen dengan sebuah merek. Meskipun banyak produk yang diiklankan sudah tidak asing lagi bagi konsumen, namun banyak produk lain yang tidak dikenal oleh konsumen, mungkin karena produk tersebut baru saja diluncurkan atau karena konsumen belum mengenal merek tersebut (Stewart, 1992).
2. Rasa Nostalgia

Dalam Kamus Besar Bahasa Indonesia (KBBI) Daring, "Nostalgia" didefinisikan sebagai kerinduan akan kenangan masa lalu yang menyenangkan. Menurut profesor psikologi dari North Dakota State University, Hepper dan Clay, manusia secara alamiah merindukan masa lalu (*Why Do Humans Like to Reminisce*?, 2016). Ada dua jenis nostalgia: nostalgia pribadi dan historis. Nostalgia personal berhubungan dengan masa lalu yang dialami secara langsung, sedangkan nostalgia historis adalah kebutuhan untuk melarikan diri dari kenyataan dan kembali ke masa lalu yang dianggap lebih baik. Gagasan nostalgia dalam manajemen pemasaran berasal dari psikologi sosial, yang menunjukkan bahwa orang tertarik pada kenangan dan merindukan masa lalu. Psikologi sosial adalah dasar dari bagaimana manajer pemasaran memandang nostalgia, di mana orang tertarik pada kenangan dan memiliki kecenderungan untuk merindukan masa lalu; hal ini berkaitan dengan suguhan makanan dan upaya untuk mengembalikan masa lalu. Saat bersantap, pelanggan dapat menggunakan input visual, pendengaran, dan penciuman (Prayogo et al., 2024).

3. Niat Pasca Pembelian

   Kecenderungan pembeli untuk membeli barang atau jasa di toko yang sama serta pengalaman menggunakan barang atau jasa tersebut kepada teman dan keluarga dikenal sebagai nilai yang dirasakan. Item-item untuk konstruk Niat Pasca Pembelian diukur dengan mengadaptasi inventaris yang telah divalidasi sebelumnya untuk memenuhi konteks layanan bernilai tambah (Kuo et al., 2009).

4. Nilai yang dirasakan

   Nilai yang Dipersepsikan didasarkan pada bagaimana pelanggan mengevaluasi manfaat dari suatu produk atau layanan berdasarkan pengorbanan awal dan kinerja setelah menggunakan layanan nilai tambah seluler. Pertukaran antara apa yang diperoleh konsumen - seperti kualitas, keuntungan, dan utilitas - dan apa yang hilang - seperti biaya, peluang yang hilang, waktu, dan usaha - dikenal sebagai nilai yang dirasakan (perceived value). Nilai yang dirasakan adalah nilai yang diterima oleh pelanggan (Kuo et al., 2009).

1.3 Pengembangan Hipotesis

Banyak penelitian terdahulu yang menunjukkan bahwa brand familiarity secara signifikan mempengaruhi niat pasca pembelian. Menurut penelitian Prayogo (2024), brand familiarity memiliki dampak positif terhadap niat pasca pembelian; semakin akrab seorang konsumen dengan suatu merek, semakin besar kemungkinan mereka untuk bertindak dengan cara yang positif setelah melakukan pembelian. Hal ini diperkuat oleh temuan Susilowati (2024) yang mengungkapkan bahwa brand familiarity merupakan faktor kunci dalam membentuk loyalitas dan mendorong rekomendasi positif setelah pembelian. Sejalan dengan hal tersebut, studi longitudinal oleh Akmalia & Dewanti (2024) menemukan bahwa keakraban terhadap suatu merek secara signifikan meningkatkan kepercayaan dan niat konsumen untuk memberikan ulasan positif setelah pembelian. Dapat dikatakan bahwa keakraban merek menciptakan rasa aman dan kepercayaan yang lebih besar, mengurangi ketidakpastian pasca pembelian, dan mendorong konsumen untuk terlibat dalam perilaku yang menguntungkan merek. Sesuai dengan pernyataan dalam penelitian dan bukti-bukti tersebut, hipotesis dari H1 adalah Niat pasca pembelian dipengaruhi secara positif oleh keakraban merek.

Dampak dari niat pasca pembelian terhadap nostalgia yang dirasakan.

Perceived nostalgia memiliki pengaruh yang signifikan terhadap post purchase intention, terbukti dari beberapa penelitian terdahulu. Penelitian Adisty (2023) menunjukkan bahwa perasaan nostalgia yang dirasakan konsumen berpengaruh positif terhadap perilaku pasca pembelian. Hasil ini didukung oleh penelitian Ezzat (2022) yang menemukan bahwa nostalgia yang dirasakan menjadi pendorong yang kuat dalam membentuk hubungan emosional dan niat pasca pembelian yang positif. Lebih lanjut, penelitian Ezzat (2022) menegaskan bahwa nostalgia yang dirasakan secara signifikan meningkatkan probabilitas keterlibatan konsumen dalam kegiatan pasca pembelian yang menguntungkan. Dapat dikatakan bahwa nostalgia yang dirasakan berperan sebagai penguat ikatan emosional antara konsumen dengan merek, mendorong perilaku loyalitas, dan meningkatkan kecenderungan untuk berbagi pengalaman pasca pembelian yang positif. Sesuai dengan pernyataan dalam penelitian dan bukti-bukti tersebut, hipotesis dari H2 adalah Niat pasca pembelian dipengaruhi secara positif oleh nostalgia yang dirasakan.

Dampak dari nilai yang dirasakan terhadap niat untuk membeli setelah melakukan pembelian.

Perceived value memiliki pengaruh yang signifikan terhadap *post purchase intention*, seperti yang ditunjukkan oleh berbagai studi empiris. Penelitian yang dilakukan oleh Pratiwi & Dwiyanto (2021) membuktikan bahwa nilai yang dirasakan konsumen berkorelasi positif dengan peningkatan niat pasca pembelian. Temuan ini diperkuat oleh penelitian Ciputra & Prasetya (2020) yang menunjukkan bahwa persepsi nilai yang tinggi meningkatkan kepuasan konsumen dan mendorong perilaku pasca pembelian yang positif. Sejalan dengan hal tersebut, penelitian Suryani (2022) menegaskan bahwa *perceived value* berperan penting dalam membangun loyalitas jangka panjang dan meningkatkan niat pasca pembelian. Dapat dikatakan bahwa nilai yang dirasakan menciptakan pembenaran rasional untuk perilaku pasca pembelian yang positif, mempengaruhi evaluasi konsumen terhadap pengalaman pembelian, dan mendorong keterlibatan yang berkelanjutan dengan merek. Sesuai dengan pernyataan dalam penelitian dan bukti-bukti tersebut, hipotesis dari H3 adalah Nilai yang dirasakan berpengaruh positif terhadap niat pasca pembelian.

Dampak dari keakraban merek pada niat pasca pembelian dimoderasi oleh nilai yang dirasakan.

Dampak dari *brand familiarity* terhadap *post-purchase intention* dimoderasi oleh *perceived value*, seperti yang telah divalidasi oleh beberapa penelitian sebelumnya. Penelitian yang dilakukan oleh Mulyono & Kunto (2022) menunjukkan bahwa pengaruh positif dari *brand familiarity* terhadap *post-purchase intention* diperkuat ketika didukung oleh *perceived value* yang tinggi. Penelitian longitudinal oleh Yehuda & Hadiprawoto (2024) menegaskan bahwa kombinasi *brand familiarity* dan *perceived value* yang tinggi menciptakan sinergi dalam mendorong perilaku pasca pembelian yang positif. Hal ini didukung oleh temuan Yakin (2024) yang membuktikan bahwa perceived value memperkuat hubungan antara *brand familiarity* dan *post-purchase intention*. Dapat dikatakan bahwa ketika keakraban merek dikombinasikan dengan nilai yang dirasakan tinggi, hal ini menciptakan dasar yang lebih kuat untuk keterlibatan konsumen pasca pembelian. Sesuai dengan pernyataan dalam penelitian dan bukti-bukti tersebut, hipotesis dari H4 adalah Nilai yang dirasakan memperkuat pengaruh positif dari keakraban merek terhadap niat pasca pembelian.

Dampak dari nostalgia yang dirasakan terhadap niat pasca pembelian dimoderasi oleh nilai yang dirasakan.

Perasaan nostalgia terhadap ambisi untuk membeli, dibuktikan dengan berbagai penelitian terdahulu. Penelitian Islami (2021) menunjukkan bahwa pengaruhnya positif Nostalgia post-purchase intention menjadi lebih kuat ketika didukung oleh perceived value yang tinggi. Studi komprehensif yang dilakukan oleh Handoko & Kunto (2022) mengkonfirmasi hal tersebut bahwa perceived value berperan sebagai katalisator yang memperkuat hubungan antara nostalgia dan niat pasca pembelian. Hal ini sejalan dengan temuan Nana Trisnawati (2021) yang membuktikan kombinasi antara nostalgia yang kuat dan persepsi nilai yang tinggi menciptakan efek sinergis dalam mendorong perilaku pasca pembelian yang positif. Dapat dikatakan bahwa ketika perasaan nostalgia diperkuat oleh persepsi nilai yang tinggi, hal ini menciptakan pengalaman konsumen yang lebih bermakna dan meningkatkan kemungkinan keterlibatan pasca pembelian yang positif. Sesuai dengan pernyataan dalam penelitian dan bukti-bukti tersebut, hipotesis dari H5 adalah Efek menguntungkan dari nostalgia yang dirasakan pada niat pasca pembelian diperkuat oleh persepsi nilai.

2 METODOLOGI PENELITIAN

2.1 Metodologi

Metode penelitian yang digunakan adalah metode kuantitatif dengan structural equation modeling (SEM). Model *SEM* relevan untuk digunakan karena variabel yang diteliti memiliki indikator pengukuran yang bervariasi dan memiliki *efek moderasi* (Hair & Alamer, 2022). Model penelitian terdiri dari empat variabel. Pertama, terdapat tiga indikator dari post-purchase intention yaitu niat untuk kembali, niat untuk menyarankan, dan keinginan untuk memilih alternatif (Wang et al., 2012). Kedua, *Brand Familiarity* terdiri dari empat indikator yaitu pengetahuan tentang produk, keakraban dengan merek yang diposkan, kesediaan untuk berbagi kualitas, frekuensi pembelian (Chun et al., 2020). Ketiga, Perceived Nostalgia terdiri dari tiga indikator yaitu peristiwa, interaksi sosial, dan input sensorik (Hamdani et al., 2020). Keempat, *Perceived Value* terdiri dari tiga indikator, yaitu *emotional value*, *social value*, *performance value* (Chiu & Cho, 2021).

Analisis dari penelitian ini melalui beberapa tahap. Pertama, yaitu penyajian deskripsi demografi denngan data responden, sehingga dapat diketahui gambaran responden penelitian. Kedua, memberikan penjelasan mengenai statistik deskriptif atas jawaban responden terhadap kuesioner penelitian. Data dalam penelitian tereeebut disajikan pada statistik deskriptif dengan nilai rata-rata (mean), nilai maksimum dan nilai minimum, serta standar deviasi. Statistik deskriptif berguna untuk menggambarkan tingkat implikasi di lapangan dari masing-masing variabel sehingga dianggap model yang diteliti sudah fit (Tambun & Sitorus, 2024). Ketiga, uji validitas untuk menguji apakah kuesioner penelitian yang digunakan valid atau tidak mewakili variabel yang diteliti. Validitas diukur dengan skor loading factor. Jika skor > 0,5 maka kuesioner valid dan jika skor > 0,7 maka menunjukkan bahwa indikator memiliki kontribusi yang sangat baik, sehingga validitas kuesioner dianggap tinggi. Keempat, uji reliabilitas untuk menguji kehandalan data penelitian, serta menguji konsistensi jawaban responden. Data dikatakan reliabel dan handal jika nilai dari rho, cronbach alpha, dan composite reliability masing-masing > 0,7 (Sitorus & Tambun, 2023). Kelima, melakukan uji hipotesis dan memberikan kesimpulan apakah hipotesis diterima atau hipotesis ditolak. Hipotesis penelitian ini menggunakan one tailed, sehingga hipotesis akan diterima jika nilai t statistik > 1,65 dan nilai p < 0,05 (Tambun et al., 2022). Keenam, menyajikan persamaan regresi yang dihasilkan dan interpretasinya. Interpretasi akan dijelaskan mengenai nilai koefisien pengaruh dan implikasi strategisnya. Ketujuh, menjelaskan nilai koefisien determinasi yang dihasilkan dari model penelitian.

2.2 Profil Responden

Profil responden yang ada dalam penelitian ini berjumlah 146 orang dan disajikan pada tabel berikut:

Tabel 1. Profil Responden

Kategori		Jumlah Responden	Persentase
Jenis Kelamin	Pria	36	24,7%
	Wanita	110	75,3%
Kategori		**Jumlah Responden**	**Persentase**
Usia	<20 tahun	91	62,3%
	21-25 tahun	51	34,9%
Usia	25-30 tahun	1	0,7%
	<30 tahun	3	2,1%
Pendidikan	SMA atau Sederajat	115	78,8%
	D3	2	1,3%
	S-1	28	19,2%
	S-2	1	0,7%

Penyajian kualitas data pada penelitian ini adalah analisis *Partial Least Square* (*PLS*) yang merupakan model persamaan *Structural Equation Model* (*SEM*) dengan pendekatan berdasarkan *Variance* atau *component based structural equiaction modeling*. Perangkat lunak yang digunakan adalah *SmartPLS* (*Partial Least Square*).

2.3 Uji Statistik Deskriptif SmartPLS

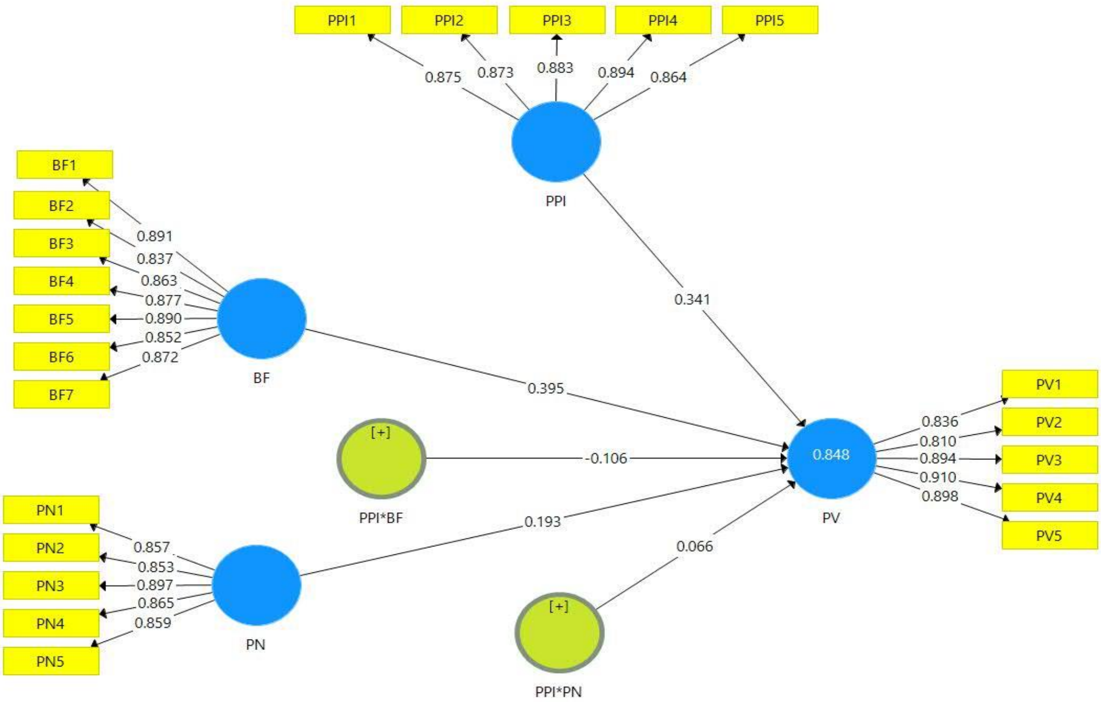
Statistik deskriptif adalah kumpulan angka yang menggambarkan data dalam bentuk poligon, tabel, diagram, histogram, frekuensi, ogive, dan ukuran letak (median, kuartil, desil, dan persentil). Ukuran gejala pusat seperti rata-rata hitung, rata-rata terukur, rata-rata harmonik dan modus, simpangan baku, angka standar, kurva normal, korelasi dan regresi linier (Sholikhah, 2016).

Tabel 2. Uji Statistik Deskriptif

Variable	N	Minimum	Maximum	Mean	Standar Deviasi	Persentase
Brand Familiarity	146	1	5	3,69	0,985	3,69 %
Perceived Nostalgia	146	1	5	3,72	0,959	3,72 %
Post Purchase Intention	146	1	5	3,67	0,957	3,67 %
Perceived Value	146	1	5	3,74	0,979	3,74 %

Hasil Uji Deskriptif dapat dirangkum sebagai berikut:

1. Hasil analisis deskriptif statistik terhadap variabel Brand Familiarty menunjukkan bahwa nilai terendah sebesar 1, nilai maksimum sebesar 5, rata-rata sebesar 3,69, dan standar deviasi sebesar 0,985 atau 3,69 persen.
2. Hasil analisis deskriptif statistik terhadap variabel Perceived Nostalgia menunjukkan bahwa nilai minimum sebesar 1 dan nilai maksimum sebesar 5, dengan rata-rata sebesar 3,72 dan standar deviasi sebesar 0,959 atau 3,72 persen.
3. Hasil analisis statistik deskriptif variabel Post Purchase Intention menunjukkan bahwa nilai minimum sebesar 1 dan nilai maksimum sebesar 5, dengan rata-rata sebesar 3,67 dan standar deviasi sebesar 0,957 atau 3,67 persen.
4. Hasil analisis statistik deskriptif terhadap variabel Perceived Value menunjukkan bahwa nilai terendah sebesar 1, nilai maksimum sebesar 5, rata-rata sebesar 3,74, dan standar deviasi sebesar 0,979 atau 3,74 persen.



Gambar 1. Hasil Loading Factor

Berdasarkan gambar hasil loading factor di atas, terlihat bahwa semua angka di 0-5. Hal ini membuktikan bahwa setiap indikator adalah reliabel. Dengan demikian, dapat disimpulkan bahwa setiap indikator variabel dalam penelitian ini adalah valid.

2.4 Uji Validitas dan Reliabilitas

Istilah "validitas" menunjukkan tingkat ketepatan suatu tes atau alat pengukur dalam melakukan fungsi pengukuran yang dimaksudkan. Jika instrumen melakukan fungsi pengukurannya secara akurat atau memberikan hasil pengukuran yang konsisten dengan tujuan pengukuran, maka tes tersebut dikatakan memiliki validitas yang tinggi. Hal ini berarti hasil ukur instrumen tersebut merupakan besaran yang secara akurat mencerminkan fakta atau keadaan yang sebenarnya (Azwar, 2007). Sedangkan reliabilitas berasal dari kata "reliability" yang berarti sejauh mana hasil pengukuran dapat dipercaya. Hasil pengukuran dapat dipercaya apabila diperoleh hasil yang relatif sama dalam beberapa kali pelaksanaan terhadap kelompok subjek yang sama, selama atribut yang diukur dalam diri subjek memang relatif tetap (Matondang, 2009). Uji validitas dan reliabilitas dapat dilakukan dengan menggunakan berbagai metode, seperti:

- *Cronch's Alpha*: digunakan untuk melihat konsistensi kuesioner yang digunakan dalam penelitian. Nilai atau angka yang dapat diterima adalah jika >0.7
- *Composite Reliability*: digunakan untuk mengukur konsistensi dari sebuah kuesioner yang digunakan dalam penelitian. Nilai atau angka yang dapat diterima adalah jika >0,7
- *Average Variance Extracted* (*AVE*): digunakan untuk menggambarkan keandalan suatu penelitian. Nilai atau angka yang dapat diterima adalah jika >0,5

Tabel 3 Uji Validitas dan Reliabilitas

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
BF	0,95	0,95	0,96	0,76
PN	0,92	0,92	0,94	0,75
PPI	0,93	0,93	0,94	0,77
PPI*BF	1,00	1,00	1,00	1,00
PPI*PN	1,00	1,00	1,00	1,00
PV	0,92	0,92	0,94	0,76

Hasil uji Validitas dan Reliabilitas di atas menunjukkan nilai *Average Variance Extracted* (AVE), *Composite Reliability*, dan Cronbach's Alpha pada tabel di atas. Dapat disimpulkan bahwa:

- Hasil nilai AVE menunjukkan bahwa variabel *Brand Familiarty, Perceived Nostalgia, Post Purchase Intention*, dan *Perceived Value* memperoleh angka > 0.5, sehingga menunjukkan bahwa variabel-variabel tersebut memiliki validitas diskriminan yang baik.
- Nilai *Composite Reliability* dan Cronchbach's Alpha yang diperoleh >0,7, sehingga keakuratan pengujian ini dapat dipercaya dan diterima. Hal ini sejalan dengan penelitian yang dilakukan dimana semua variabel yang ada yaitu *Brand Familiarty, Perceived Nostalgia, Post Purchase Intention, Perceived Value* memperoleh angka >0.7 sehingga dapat dikatakan bahwa semua variabel tersebut memiliki reliabilitas yang tinggi.

R-Square digunakan untuk mengukur seberapa baik model regresi linier menjelaskan variasi data. Nilai R-Square adalah antara 0 dan 1, dimana semakin tinggi nilai R-Square maka semakin baik. Berdasarkan data yang ada, diketahui nilai R-square pada variabel Perceived Value adalah sebesar 0.848. Dengan demikian persentase Post Purchase Intention yang dipengaruhi oleh Brand Familiarty, *Perceived* Nostalgia, dan Perceived Value adalah sebesar 84.8% dan dilihat dari nilai R-Adjust sebesar 0.843 atau 84.3%, nilai atau angka tersebut tergolong baik karena nilai R-Adjust yang didapat berada di atas 50%.

Nilai yang terdapat pada F-square juga sangat berpoengaruh antar variabel dengan effect size, nilai F-Square yaitu 0.02 (kecil), 0.15 (sedang), dan nilai 0.35 (besar). Dan dapat dikatakan bahwa variabel tersebut memiliki effect size yang besar dengan kriteria *Brand Familiarty* sebesar 0.211<0.35.

2.4 Pengujian Hipotesis

Jika T-statistic lebih besar dari 1.96, atau jika P-value lebih kecil dari 0.05, maka analisis inner model dapat dianggap signifikan. Anda dapat melihat data-data yang penting dan tidak penting pada tabel hasil penelitian di bawah ini yang telah diuji dengan menggunakan PLS.

Tabel 4 Pengujian Hipotesis

Hypothesis		Nilai koefisien	Sampel Mean	Standard Deviation	T Statistic	P Value	Decision
H1	Brand Familiarty >> Perceived Value	0.395	0.400	0.113	3.705	0.000	Diterima
H2	Perceived Nostalgia >> Perceived Value	0.341	0.342	0.104	1.850	0.032	Diterima

Hypothesis		Nilai koefisien	Sampel Mean	Standard Deviation	T Statistic	P Value	Decision
H3	Post Purchase Intention >> Perceived Value	0.193	0.190	0.096	3.331	0.000	Diterima
H4	Post Purchase Intention*Brand Familiarty >> Perceived Value	0.066	0.077	0.123	0.806	0.210	Ditolak
H5	Post Purchase Intention*Perceived Nostalgia >> Perceived Value	-0.106	-0.115	0.130	0.537	0.296	Ditolak

Sumber: Hasil Pengolahan Data SmartPLS, 2024

3 HASIL PENELITIAN DAN DISKUSI

Dari hasil penelitian di atas, disimpulkan bahwa uji hipotesis yang diperoleh dari lima hipotesis yang diajukan dalam penelitian ini, tiga hipotesis diterima dan dua hipotesis ditolak.

Pengaruh keakraban merek terhadap niat pasca pembelian.

Hipotesis pertama menyatakan bahwa brand familiarity memiliki pengaruh positif terhadap *perceived value*. Nilai koefisien dari pengaruh ini adalah 0.395, yang menunjukkan hubungan positif antara kedua variabel. Dengan kata lain, semakin tinggi tingkat keakraban konsumen terhadap suatu merek, maka semakin tinggi pula perceived value yang dirasakan oleh konsumen. Hasil uji statistik menunjukkan bahwa nilai T-statistik sebesar 3.705, yang jauh lebih besar dari batas kritis yang biasa digunakan (1.96 untuk tingkat signifikansi 5%). Selain itu, nilai P-value yang sangat kecil, yaitu 0.000, menunjukkan bahwa hasil ini signifikan secara statistik. Dengan demikian, hipotesis pertama ini diterima, yang berarti bahwa *brand familiarity* terbukti memiliki pengaruh yang signifikan dan positif terhadap *perceived value*.

Hasil ini konsisten dengan beberapa penelitian sebelumnya yang juga menemukan adanya pengaruh positif antara *brand familiarity* dan *perceived value*. Misalnya, dalam penelitian Meylinda & Septyanto (2024), mereka menemukan bahwa *brand familiarity* secara signifikan meningkatkan persepsi konsumen terhadap nilai suatu merek. Keakraban dengan suatu merek menciptakan asosiasi yang lebih kuat, membuat konsumen merasa lebih percaya diri tentang kualitas produk, yang pada gilirannya meningkatkan nilai yang dirasakan dari merek tersebut. Penelitian lain oleh Suwuh (2024) juga mendukung temuan ini, di mana mereka menunjukkan bahwa keakraban merek mempengaruhi nilai yang dirasakan dengan membangun kepercayaan dan pengakuan terhadap merek. Konsumen yang lebih akrab dengan sebuah merek cenderung menganggap merek tersebut lebih bernilai karena mereka memiliki pengalaman atau ekspektasi positif sebelumnya tentang produk atau jasa yang ditawarkan.

Namun, ada juga beberapa penelitian yang menunjukkan bahwa pengaruh keakraban merek terhadap nilai yang dirasakan dapat lebih bervariasi tergantung pada industri atau jenis produk. Sebagai contoh, dalam industri dengan produk yang sangat terdiferensiasi (seperti produk mewah), keakraban mungkin tidak selalu menjadi faktor penentu utama dalam membentuk nilai yang dirasakan, karena elemen eksklusivitas dan kualitas yang lebih spesifik mungkin memainkan peran yang lebih besar. Secara keseluruhan, hasil dari hipotesis pertama ini mendukung pandangan bahwa keakraban merek memiliki dampak penting dalam mempengaruhi persepsi konsumen terhadap nilai produk atau merek, terutama dalam konteks produk atau jasa di mana kepercayaan dan pengakuan terhadap merek merupakan hal yang penting.

Pengaruh nostalgia yang dirasakan terhadap Niat Beli pasca pembelian.

Hipotesis kedua menyatakan bahwa *perceived* nostalgia memiliki pengaruh positif terhadap *perceived value*. Berdasarkan tabel uji hipotesis, nilai koefisien dari hubungan ini adalah 0.341 yang menunjukkan bahwa terdapat hubungan positif antara nostalgia yang dirasakan oleh konsumen dengan *value* yang mereka persepsikan dari sebuah merek atau produk. Hal ini berarti semakin tinggi nostalgia yang dirasakan konsumen terhadap suatu produk atau merek, maka semakin tinggi pula nilai yang dirasakan dari produk tersebut. Hasil uji statistik menunjukkan bahwa nilai T-statistik untuk hubungan ini adalah 1,850, yang mendekati nilai kritis 1,96 pada tingkat signifikansi 5%. Selain itu, nilai P-value untuk pengujian ini adalah 0,032, yang lebih kecil dari batas 0,05. Meskipun nilai T-statistik tidak terlalu besar, namun hasil ini masih signifikan secara statistik, sehingga hipotesis kedua ini diterima. Hal ini berarti nostalgia yang dirasakan oleh konsumen memang memiliki pengaruh yang signifikan terhadap bagaimana mereka mengevaluasi suatu produk atau merek.

Hasil ini konsisten dengan sejumlah penelitian sebelumnya yang juga menemukan bahwa nostalgia memainkan peran penting dalam membentuk persepsi nilai suatu produk atau merek. Sebagai contoh, penelitian Haikal (2024) menunjukkan bahwa nostalgia yang dirasakan konsumen dapat meningkatkan persepsi mereka terhadap nilai produk dengan mengasosiasikan produk tersebut dengan kenangan yang menyenangkan di masa lalu. Hal ini menciptakan perasaan emosional yang kuat yang berdampak positif pada evaluasi konsumen terhadap produk. Prayogo (2024) juga menemukan bahwa nostalgia dapat mempengaruhi keputusan konsumen, terutama jika menyangkut produk yang memicu kenangan pribadi. Produk yang dapat membangkitkan perasaan nostalgia dianggap lebih bernilai karena tidak hanya menawarkan manfaat fungsional, tetapi juga manfaat emosional. Namun, penting juga untuk dicatat bahwa beberapa penelitian menunjukkan bahwa pengaruh nostalgia dapat berbeda tergantung pada demografi dan konteks produk. Sebagai contoh, konsumen yang lebih muda mungkin memiliki tingkat nostalgia yang lebih rendah daripada konsumen yang lebih tua, sehingga dampaknya terhadap nilai yang dirasakan dapat lebih bervariasi tergantung pada kelompok usia atau jenis produk yang dipasarkan. Secara keseluruhan, hasil uji hipotesis kedua ini mendukung temuan sebelumnya bahwa nostalgia dapat meningkatkan perceived value dari suatu produk, terutama jika produk tersebut mampu menghubungkan konsumen dengan kenangan positif di masa lalu.

Pengaruh *perceived value* terhadap *post purchase intention*.

Perceived value dalam hipotesis ketiga memiliki pengaruh positif terhadap *post purchase intention*. Sesuai dengan hasil uji hipotesis yang tertera pada tabel, nilai koefisien untuk hubungan ini adalah 0,193 yang menunjukkan hubungan positif antara *perceived value* dengan niat beli ulang (*post-purchase intention*). Hal ini berarti semakin tinggi nilai yang dirasakan konsumen dari suatu produk atau merek, maka semakin besar pula niat mereka untuk membeli kembali produk tersebut di masa yang akan datang. Uji statistik lebih lanjut menunjukkan bahwa nilai T-statistik adalah 3,331, jauh di atas nilai kritis 1,96 pada tingkat signifikansi 5%. Selain itu, nilai P-value adalah 0,000, yang menunjukkan bahwa hubungan ini sangat signifikan secara statistik. Dengan demikian, hipotesis ketiga ini diterima, yang berarti bahwa nilai yang dirasakan secara signifikan mempengaruhi niat konsumen untuk membeli kembali produk.

Hasil ini sejalan dengan banyak penelitian sebelumnya yang menunjukkan bahwa perceived value merupakan salah satu faktor kunci dalam membentuk post-purchase intention. Menurut Putri (2024), *perceived value* berperan penting dalam keputusan konsumen untuk terus menggunakan atau membeli produk dari merek tertentu. Konsumen cenderung melanjutkan hubungan dengan merek yang mereka anggap memberikan nilai yang lebih besar, baik dari segi kualitas, manfaat dan harga. Mereka menemukan bahwa perceived value merupakan penentu utama dari repurchase intentions, dimana konsumen yang merasa mendapatkan value yang besar dari pembelian awal mereka cenderung memiliki keinginan yang lebih besar untuk melakukan pembelian produk dari merek yang sama di masa yang akan datang. Hal ini dikarenakan perceived value mencakup faktor-faktor seperti kualitas produk, harga yang sesuai, dan kepuasan konsumen secara keseluruhan. Selain itu, penelitian Isa (2024) memperkuat pandangan bahwa *perceived value* dapat mendorong perilaku pembelian ulang, terutama dalam konteks produk yang memiliki tingkat keterlibatan yang tinggi dengan konsumen, di mana konsumen lebih mengutamakan manfaat jangka panjang daripada manfaat jangka pendek. Namun, beberapa penelitian juga menunjukkan bahwa kekuatan hubungan antara perceived value dan post-purchase intention dapat bervariasi, tergantung dari jenis kategori produk atau jasa. Sebagai contoh, dalam industri yang sangat kompetitif, meskipun nilai yang dirasakan penting, faktor-faktor lain seperti layanan pelanggan atau pengalaman pembelian juga memainkan peran penting dalam menentukan niat pasca pembelian. Secara keseluruhan, hasil uji hipotesis ketiga ini mendukung temuan sebelumnya bahwa *perceived value* merupakan faktor penting yang mempengaruhi post-purchase intention, dimana konsumen yang mempersepsikan nilai yang tinggi dari sebuah produk cenderung lebih termotivasi untuk melakukan pembelian ulang di masa depan.

Moderasi perceived value pada pengaruh brand familiarity terhadap post purchase intention.

Hipotesis keempat menyatakan bahwa perceived value mempengaruhi seberapa kuat hubungan antara brand familiarity terhadap post purchase intention. Berdasarkan hasil uji hipotesis yang ditunjukkan pada tabel, nilai koefisien dari hubungan ini adalah sebesar 0.066 yang menunjukkan pengaruh moderasi yang relatif kecil. Nilai T-statistik untuk hubungan ini adalah 0.806, yang jauh di bawah nilai kritis 1.96 pada tingkat signifikansi 5%. Disamping itu, pada nilai P-value adalah 0,210, yang secara signifikan lebih tinggi dari 0,05, yang menunjukkan bahwa tidak ada signifikansi statistik dalam hasil ini. Dengan demikian, hipotesis keempat ini ditolak, yang berarti bahwa nilai yang dirasakan tidak secara signifikan memoderasi hubungan antara niat pasca pembelian dan keakraban merek. Dengan kata lain, persepsi pelanggan terhadap nilai sebuah merek tidak berpengaruh terhadap seberapa akrab mereka dengan merek tersebut atau apakah mereka berencana untuk membeli dari merek tersebut lagi.

Hasil ini berbeda dengan beberapa penelitian sebelumnya yang menunjukkan bahwa perceived value dapat berperan sebagai pemoderasi dalam pengaruh brand familiarity terhadap post-purchase intention. Penelitian Susilowati (2024) menemukan bahwa perceived value memperkuat hubungan antara brand familiarity dengan repurchase intention karena konsumen yang sudah familiar dengan suatu merek cenderung memiliki ekspektasi nilai yang lebih besar terhadap produk yang dibelinya. Jika nilai yang dirasakan sesuai atau bahkan melebihi ekspektasi mereka, maka niat untuk membeli kembali akan semakin kuat. Namun, penelitian lain oleh (de Assis & Vilela, 2024) menunjukkan bahwa hubungan antara keakraban merek dan niat pasca pembelian mungkin lebih bersifat langsung, tanpa dipengaruhi oleh variabel moderasi seperti nilai yang dirasakan. Dalam beberapa konteks, terutama dalam kategori produk yang tidak terlalu kompleks atau berisiko rendah, konsumen mungkin lebih mengandalkan keakraban mereka dengan suatu merek daripada nilai yang dirasakan. Dalam hal ini, nilai yang dirasakan mungkin tidak memiliki peran yang signifikan dalam memoderasi hubungan antara keakraban dan niat untuk membeli kembali.

Beberapa penelitian juga menunjukkan bahwa efek moderasi dari nilai yang dirasakan mungkin lebih kuat dalam industri atau produk dengan tingkat keterlibatan yang lebih tinggi (seperti barang mewah atau teknologi canggih), di mana konsumen sangat peduli dengan nilai yang mereka dapatkan dari produk tersebut. Namun, pada kategori produk dengan keterlibatan yang rendah atau produk yang lebih bersifat komoditas, keakraban merek mungkin cukup untuk mendorong niat pasca pembelian tanpa memberikan perhatian yang mendalam pada nilai yang dirasakan. Meskipun temuan ini berbeda dengan beberapa penelitian sebelumnya yang menunjukkan adanya pengaruh moderasi ini, penolakan keseluruhan hipotesis keempat ini menunjukkan bahwa *perceived value* tidak secara signifikan memoderasi hubungan antara *brand familiarity dan post-purchase intention* dalam konteks penelitian ini.

Moderasi perceived value pada pengaruh perceived nostalgia terhadap post purchase intention.

Hipotesis kelima menyatakan bahwa *perceived value* berperan sebagai pemoderasi dalam memperkuat atau memperlemah pengaruh perceived nostalgia terhadap post purchase intention. Berdasarkan hasil uji hipotesis, nilai koefisien dari hubungan ini adalah -0,106 yang menunjukkan hubungan negatif antara variabel moderasi (perceived value) dengan pengaruh nostalgia terhadap niat beli ulang. Nilai T-statistik untuk pengujian ini adalah 0.537, yang jauh di bawah nilai kritis 1.96 pada tingkat signifikansi 5%. disamping itu, nilai P-value adalah 0,296, lebih besar dari 0,05, dengan demikian menunjukkan bahwa hasil ini tidak signifikan secara statistik. Dengan demikian, hipotesis kelima ditolak, yang berarti bahwa nilai yang dirasakan tidak secara signifikan memoderasi pengaruh nostalgia yang dirasakan terhadap niat pasca pembelian. Hal ini berarti bahwa meskipun nostalgia dapat mempengaruhi niat konsumen dalam melakukan pembelian kembali, namun persepsi konsumen pada nilai produk tidak berperan dalam memperkuat atau memperlemah pengaruh nostalgia tersebut.

Penolakan hipotesis ini bertentangan dengan beberapa penelitian yang menunjukkan bahwa *perceived value* dapat memoderasi pengaruh nostalgia terhadap keputusan pembelian ulang. Nostalgia yang dirasakan oleh konsumen sering dikaitkan dengan pengalaman emosional yang positif, dan jika perceived value konsumen terhadap produk tersebut tinggi, maka pengaruh nostalgia dapat semakin memperkuat niat untuk melakukan pembelian ulang. Penelitian Prayogo (2024) juga menemukan bahwa nostalgia dapat meningkatkan niat pasca pembelian, terutama jika produk yang menawarkan nostalgia juga dipersepsikan memiliki nilai yang tinggi. Ketika konsumen mengalami nostalgia positif yang didukung oleh persepsi nilai yang baik, mereka cenderung memiliki asosiasi yang lebih kuat dengan produk atau merek tersebut, yang meningkatkan kemungkinan pembelian ulang. Namun, beberapa penelitian menunjukkan bahwa dampak dari nostalgia tidak selalu membutuhkan moderasi dari *perceived value*. Menurut Clarissa (2021), nostalgia sendiri dapat menjadi cukup kuat untuk mendorong niat beli tanpa memerlukan faktor lain seperti persepsi nilai, terutama dalam konteks produk yang terkait erat dengan kenangan emosional atau pengalaman pribadi di masa lalu. Dalam situasi ini, nostalgia mungkin sudah menjadi dorongan emosional yang signifikan bagi konsumen untuk membeli kembali, terlepas dari seberapa besar mereka menganggap produk tersebut bernilai secara fungsional. Selain itu, dalam kategori produk dengan keterlibatan yang rendah, nostalgia mungkin hanya mempengaruhi niat pembelian secara langsung, dan nilai yang dirasakan tidak dianggap sebagai faktor penting. Hal ini dapat menjelaskan mengapa dalam penelitian ini, nilai yang dirasakan tidak terbukti memoderasi hubungan antara nostalgia dan niat beli ulang. Secara keseluruhan, penolakan hipotesis kelima ini menunjukkan bahwa dalam konteks penelitian ini, perceived value tidak memiliki peran moderasi yang signifikan terhadap hubungan antara nostalgia dan post-purchase intention. Meskipun nostalgia berperan dalam mempengaruhi niat beli ulang, namun nilai yang dirasakan konsumen tidak memperkuat atau memperlemah pengaruh nostalgia.

4. KESIMPULAN

4.1 Kesimpulan

Penelitian ini menunjukkan bahwa keakraban merek dan nostalgia yang dirasakan memainkan peran penting dalam mempengaruhi niat pasca pembelian. Konsumen yang merasa akrab dengan suatu merek dan memiliki pengalaman emosional dari masa lalu lebih mungkin untuk membeli kembali produk dari merek tersebut. Keakraban merek memberikan rasa aman dan nyaman bagi konsumen, sedangkan nostalgia memperkuat hubungan emosional antara konsumen dengan merek. Namun, pengaruh nilai yang dirasakan sebagai variabel moderator tidak selalu konsisten. Meskipun *perceived value* dapat memperkuat hubungan antara *brand familiarity* dan *post-purchase intention,* serta antara nostalgia dan niat pembelian ulang, terdapat kondisi tertentu di mana hubungan ini menjadi tidak signifikan. Dari lima hipotesis yang diuji, tiga hipotesis diterima, sementara dua hipotesis ditolak, mengindikasikan bahwa hubungan antara *perceived value* dan *post-purchase intention* bisa jadi lebih kompleks dari yang diperkirakan.

4.2 Saran untuk Penelitian Selanjutnya

Saran untuk penelitian selanjutnya adalah untuk mengeksplorasi lebih lanjut bagaimana nilai yang dirasakan berperan sebagai moderator dalam konteks yang berbeda, terutama dalam situasi pasar Indonesia yang dinamis. Penelitian dapat meneliti faktor-faktor tambahan seperti keterlibatan digital atau program loyalitas yang dapat memperkuat hubungan antara keakraban merek, nostalgia, dan niat beli ulang. Selain itu, memperluas sampel dengan responden dari berbagai demografi dapat memberikan wawasan yang lebih beragam dan meningkatkan generalisasi hasil penelitian. *Hal ini akan membantu mengembangkan strategi pemasaran yang lebih efektif untuk mendorong* loyalitas konsumen.

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3. Nama penulis dicantumkan tanpa gelar akademis dan diikuti dengan nama lembaga tempat kegiatan penelitian dilakukan.
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1. Abstrak, ditulis dalam bahasa Inggris, tidak melebihi 200 kata. Abstrak merupakan ringkasan dari artikel yang terdiri dari 3 paragraf, yaitu :
   a. Paragraf 1 berisikan tujuan dan target khusus yang ingin dicapai dalam penelitian.
   b. Paragraf 2 berisi metodologi penelitian yang digunakan dan unit analis.
   c. Paragraf 3 berisi hasil uji hipotesis. Abstrak diikuti dengan kata kunci (*keywords*) terdiri dari 3-5 kata.

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   f. Referensi.
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Contoh:

Buku

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