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EASE OF USE, ONLINE CUSTOMER RATING, AND ONLINE CUSTOMER REVIEW: KEYS TO BUYING DECISIONS ON GRAB FOOD

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ABSTRACT

This study examines the influence of Ease of Use, Online Customer Rating, and Online Customer Review on Buying Decisions among Grab Food users in Malang City. The growth of food delivery apps has transformed consumer behavior in Indonesian urban areas, creating a research gap regarding how digital elements affect purchase decisions. Traditional decision-making models may not fully apply to mobile food delivery platforms. The population comprised of Grab Food users in Malang City, with data from 120 respondents. Multiple linear regression analysis via SPSS version 23 showed all three variables collectively significantly affected Buying Decisions. Individually, Ease of Use ($\beta=0.381$, $p<0.01$) and Online Customer Review ($\beta=0.427$, $p<0.01$) demonstrated positive and significant effects, while Online Customer Rating showed no statistically significant influence ($\beta=0.103$, $p>0.05$) on consumer purchase decisions.

Keywords: Ease Of Use; Online Customer Rating; Online Customer Review; GrabFood; Malang City

INTRODUCTION

Increasingly sophisticated technology provides many benefits for online trading, prompting producers to shift toward online marketing activities. This transformation is marked by the rise of technology-based startups (Manggoa et al., 2020). With today's advanced technology, consumers can perform various activities online, from working to shopping for daily necessities, experiencing significant changes with each technological advancement. This creates opportunities for businesses to conduct digital purchases and sales through e-commerce platforms (Naufal & Nalurita, 2023).

As online transportation companies proliferate compete for consumers (Hasbi & Lestari, 2022), Grab has emerged as one of Indonesia's leading platforms. Grab offers various services to meet community needs related to work, education, travel, and commerce. It's user-friendly interface appeals to both consumers and drivers, aligning with current lifestyle changes, particularly among Malang residents. The GrabFood feature specifically has influenced lifestyle habits in Malang by enabling residents to order food easily and practically through the application, making purchase decisions possible from the comfort of their homes.

According to Tran et al. (2019), buying decisions emerge from complex cognitive and emotional processes that very significantly based on the consumer's psychological profile and external influences. These decisions reflect systematic evaluations of alternatives shaped by both rational assessment and subconscious motivations. Each consumer develops unique habits in their decision-making process.

Consumer purchase decisions are increasingly influenced by online customer reviews. When making purchase decisions, consumers typically examine reviews from previous customers to ensure products meet their expectations. The review feature available for each restaurant on GrabFood helps minimize doubts about purchasing decisions by providing information about pricing, product advantages and disadvantages, and specifications. Additionally, the Grab application displays online customer ratings—assessments using a standardized scale—which can increase consumer confidence by providing evaluations of the company, drivers, and registered sellers.

As noted by Rumagit et al. (2022), ease of use refers to something that is easy to learn, easy to understand, simple, and easy to operate. This factor plays a crucial role in consumer adoption of digital platforms like GrabFood. Despite the growing importance of food delivery applications in Indonesia, there is limited research examining the specific combination of digital factors (ease of use, online customer ratings, and online customer reviews) that influence consumer purchase decisions on platforms like GrabFood, particularly in regional urban centers like Malang. Previous studies have typically focused on metropolitan areas or examined these factors in isolation rather than considering their combined impact. This study addresses this gap by investigating how these three digital elements collectively and individually influence buying decisions.

Research Problem Formulation

Based on the phenomenon described above, the research problem can be formulated as follows:

1. Do ease of use, online customer ratings, and online customer reviews simultaneously influence buying decisions on GrabFood among Malang residents?
2. Does ease of use significantly influence buying decisions on GrabFood among Malang residents?
3. Do online customer ratings significantly influence buying decisions on GrabFood among

Malang residents?

4. Do online customer reviews significantly influence buying decisions on GrabFood among Malang residents?

Research Objectives

This study aims to:

1. Analyze and determine the simultaneous influence of ease of use, online customer ratings, and online customer reviews on buying decisions on Grab Food among Malang residents.
2. Analyze and determine the influence of ease of use on buying decisions on Grab Food among Malang residents.
3. Analyze and determine the influence of online customer ratings on buying decisions on Grab Food among Malang residents.
4. Analyze and determine the influence of online customer reviews on buying decisions on Grab Food among Malang residents.

LITERATURE REVIEW

Buying Decision

Simamora & Fatira (2019) further elaborate that online buying decisions involve customers assessing multiple options and selecting one or more based on specific considerations, leading to a transaction. This highlights the importance of information accessibility and the role of digital platforms in facilitating consumer decision-making. The decision-making process according to Kumbara (2021) is a stage for consumers in deciding on a particular product which they think is the best of various alternatives or choices that suit their interests and are considered the most profitable.

Ease of Use

The availability of clear and concise information contributes to users' ability to make informed decisions. Naufal & Nalurita (2023) found that when information is presented in an easily digestible format, users are more likely to evaluate options effectively and arrive at satisfactory conclusions.

According to Sukmawati & Setiawati (2021) ease of use is the customer's feeling that shopping at an online store will build shopping and how much the customer feels the ease of use.

Online Customer Rating

According to Taesar (2019) rating is the same as review but is an opinion given by consumers in the form of a certain scale. A popular rating scheme for online store assessments is by giving stars. The assessment is carried out by customers who have made online transactions and is published on the seller's website or stall. The weakness of online customer assessments is that customers who have made transactions do not explain the quality of the product that should be assessed.

Online Customer Review

According to Gabriela et al. (2022) online customer review is an opinion and also a form of word of mouth communication for online sellers, where prospective buyers get information about products from customers who have felt the benefits of the product. It can be concluded that online customer review is information provided voluntarily by consumers from

various aspects to assess a product that has been purchased in order to meet consumer needs. So, before making a purchase, sellers also use online customer review as evaluation material and input for the products being sold.

The Influence of User Ease, Online Customer Ratings and Online Customer Reviews on Buying Decisions

In the study of Dzaki et al. (2023) the most influential factors are convenience and online customer review, because customers will buy if access to transactions and services is easy. Online customer review is a review in the form of words or sentences from customers who have bought a product so that it becomes one of the most important things in deciding to buy a product online because by seeing the review it can convince customers to make a transaction. Online customer rating is one of the features that is a place of assessment for sellers and prospective buyers (Mokodompit et al., 2022). So, it can be concluded that ease of use, online customer rating and online customer review are related in determining buying decisions because the ease of applying the Grab application, online customer rating and online customer review are very influential in determining buying decisions on the Grab application.

The hypothesis of this study based on the relationship between variables and research results is as follows:

H1: Ease of use, online customer ratings, and online customer reviews have a significant influence on buying decisions.

Ease of use, Online Customer Ratings, and Online Customer Reviews have a significant influence on Buying decisions

Based on research conducted by Simamora & Fatira (2019), ease of use is one of the things that buyers consider when shopping online. This convenience factor is related to how online transactions work. When making an online transaction for the first time, prospective buyers usually experience difficulties, due to security factors and not knowing how to make online transactions, because these buyers tend to cancel their intention to shop online. Ease of use of the application is something that is very related, especially in online businesses such as e-commerce. Where the easier an application system in e-commerce is understood, the higher the tendency of consumers to use it. Ease of use of the application is something that can influence a person's behavior, if someone has a very high perception of the ease of use of a system, of course the level of use of the system will also be higher. Naufal & Nalurita (2023) The hypothesis of this study based on the relationship between variables and research results is as follows:

H2: Ease of use has a significant influence on buying decisions.

The Influence of Online Customer Ratings on Buying Decisions

According to Latief & Ayustira (2020), prospective consumers can easily assess a particular product, because the number of stars in the online rating is considered a benchmark for the quality of a particular product. A very low rating (one star) indicates a very negative view of the product, a very high rating (five stars) reflects a very positive view of the product, and a three-star rating reflects a moderate view, which is a middle point that does not reflect small or large in terms of size, quantity, degree, or strength. Rating is one of the features used as a place of assessment by sellers and prospective buyers (Mokodompit et al., 2022).

The hypothesis of this study is based on the relationship between variables and the results of the study are as follows:

H3: Ease of use has a significant influence on buying decisions.

The Influence of Online Customer Reviews on Buying Decisions

According to Gani et al. (2023) the existence of reviews makes it easier for consumers to get information about the products they will buy. Starting from product quality, product similarity, and product authenticity. Reviews have the potential to attract consumer visits, increasing the time spent on frequently visited sites. Latief & Ayustira (2020) along with the increasingly broad capabilities of customer reviews, the focus of strategy has shifted from just customer reviews to evaluating and using reviews by customers. In addition to customer reviews, the performance of online applications owned by manufacturers can also be seen from the like value obtained from consumers (Latief & Ayustira, 2020). Other elements, such as price, brand reputation, and marketing strategies, can overshadow the impact of reviews.

H4: User ease of use influences buying decisions.

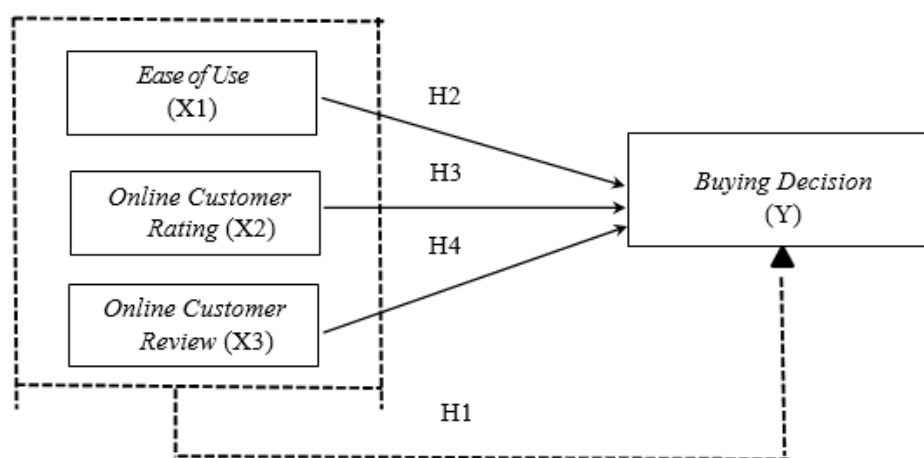


Figure 2. Conceptual Framework

RESEARCH METHOD

The type of research used is explanatory research with a quantitative approach. This research was conducted in Malang City, East Java. The population in this study were residents of Malang City who had used GrabFood. Because the population size is unknown, the sample determination uses the Malhotra formula 2009. The number of samples taken can be determined by multiplying the number of statements by 5, or 5 x the number of statements. The items to be studied in this study are 4 variables. The number of indicators in this study is 24 statement items, so the number of samples for this study is $N = 24 \times 5 = 120$ so that the number of samples for this study is 120 respondents.

In this study, primary data was obtained from the results of a questionnaire distributed through Google Form to residents of Malang City. The data collection method used in this study was by using a questionnaire, which means a data collection technique carried out by providing a set of statements, distributing statements through Google Form. The research instrument used to measure the variables was the Likert Scale. The data analysis method used in this study was quantitative data analysis with the analysis technique used Multiple Linear Regression. This analysis method is used to determine the effect of independent variables on dependent variables. The multiple analysis method in this study was used to determine the effect of user ease, online customer rating and online customer review on buying decisions on the Grab application.

RESULTS AND DISCUSSION

The object of this research is GrabFood which is one of the online delivery features available on the Grab application. Grab provides an application-based online motorcycle Taxi transportation service under the Grab brand which is equipped with many supporting facilities, one of which is GrabFood (a food/beverage courier service). By distributing questionnaires to respondents which are done online using a Google Form which is distributed via social media whatsapp. The sampling technique used is Purposive Sampling, so that the data obtained by researchers from respondents who have the criteria of Malang residents who have purchased products through GrabFood.

Table 1. Based on Grab and GrabFood Application Users

Application Users Grab dan Grab Food	Frequency	Percentage (%)
Yes	120	100%
No	0	0%
Total	120	100%

Source: Primary Data processed in 2024

Based on the table, it can be stated that the characteristics based on Grab and GrabFood application users are 120 respondents (100%) and those who do not use the Grab and GrabFood applications are 0 (0%).

Research Instrument Test

The validity test and the reliability test are carried out using the SPSS (Statistical Product and Service Solution) data processing program, namely:

Table 2. Research Instrument Validity Test

Variable	items	r Calculated	r Table	Information	Decision
Buying Decision (Y)	Y1	0,635	0.1779	r Calculated > r Table	Valid
	Y2	0,657	0.1779	r Calculated > r Table	Valid
	Y3	0,698	0.1779	r Calculated > r Table	Valid
	Y4	0,727	0.1779	r Calculated > r Table	Valid
	Y5	0,533	0.1779	r Calculated > r Table	Valid
	Y6	0,679	0.1779	r Calculated > r Table	Valid
	Y7	0,680	0.1779	r Calculated > r Table	Valid
Ease of Use (X1)	Y8	0,654	0.1779	r Calculated > r Table	Valid
	X1.1	0,606	0.1779	r Calculated > r Table	Valid
	X1.2	0,702	0.1779	r Calculated > r Table	Valid
	X1.3	0,724	0.1779	r Calculated > r Table	Valid
	X1.4	0,781	0.1779	r Calculated > r Table	Valid

Online Customer Rating (X2)	X1.5	0,691	0.1779	r Calculated > r Table	Valid
	X2.1	0,772	0.1779	r Calculated > r Table	Valid
	X2.2	0,866	0.1779	r Calculated > r Table	Valid
	X2.3	0,842	0.1779	r Calculated > r Table	Valid
Online Customer Review (X3)	X3.1	0,720	0.1779	r Calculated > r Table	Valid
	X3.2	0,750	0.1779	r Calculated > r Table	Valid
	X3.3	0,520	0.1779	r Calculated > r Table	Valid
	X3.4	0,748	0.1779	r Calculated > r Table	Valid
	X3.5	0,662	0.1779	r Calculated > r Table	Valid
	X3.6	0,739	0.1779	r Calculated > r Table	Valid
	X3.7	0,704	0.1779	r Calculated > r Table	Valid
	X3.8	0,734	0.1779	r Calculated > r Table	Valid

Source: Data processed with SPSS 2024

Based on the validity test results table above, it is known that r table is 0.1779 obtained from a sample of 120 respondents and its significance is 5%, the calculated r value of the Ease of Use (X1), Online Customer Rating (X2), Online Customer Review (X3), and Purchase Decision (Y) variables seen from the Person Correlation value is greater than the r table so it can be concluded that all statement items in each variable are valid. The reliability test in this study was tested with the help of SPSS data processing, namely the Cronbach's Alpha test. The criteria are as follows:

Table 3. Reliability Test of Research Instruments

Variable	Cronbach's Alpha	Information
Buying Decision (Y)	0,762	Reliable
Ease of Use (X1)	0,777	Reliable
Online Customer Rating (X2)	0,837	Reliable
Online Customer Review (X3)	0,772	Reliable

Source: Data processed with SPSS 2024

Based on the table of reliability test results from 120 respondents, it can be seen that the Cronbach's Alpha value of the User Ease Variable (X1) is 0.777, Online Customer Rating (X2) is 0.837, Online Customer Review (X3) is 0.772, and Purchase Decision (Y) is 0.762. So, it can be concluded that all variables in the statement are declared reliable because they have met the required value, namely with a Cronbach's Alpha value > 0.6.

Normality Test

The normality test aims to test whether in the regression model the dependent variable and the independent variable, both have a normal distribution or not. In this study, the normality test was carried out using the Kolmogorov-Smirnov test to determine whether the data used was normally distributed or not.

Table 4. Normality Test Results
One-Sample Kolmogorov-Smirnov Test

			Unstandardized Residual
N			120
Normal Parameters ^{a,b}	Mean		,0000000
	Std. Deviation		2,40418633
Most Extreme Differences	Absolute		,073
	Positive		,054
	Negative		-,073
Test Statistic			,073
Asymp. Sig. (2-tailed)			,175 ^c
Monte Carlo Sig. (2-tailed)	Sig.		,521 ^d
	99% Confidence Interval	Lower Bound	,508
		Upper Bound	,533

Source: Data processed with SPSS 2024

Based on the table of results of the normality test above, it explains that the Kolmogorov-Smirnov significance of all variables meets the significance value of Asymp. sig 0.175, > 0.05, so the data is said to be a normally distributed variable.

Classical Assumption Test

To find out whether or not there is multicollinearity in a regression, look at the VIF (Variance Inflation Factor) value.

Table 5. Multicollinearity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	7,811	2,220		3,518	,001		
X1	,456	,140	,307	3,262	,001	,426	2,345
X2	,362	,214	,160	1,690	,094	,421	2,377
X3	,358	,096	,363	3,738	,000	,402	2,490

Source: Data processed with SPSS 2024

Based on the multicollinearity test results table, the Tolerance and Variance Inflation Factor (VIF) values are 2.345 and 0.426 for the User Ease variable (X1), 2.377 and 0.421 for the Online Customer Rating variable (X2), 2.490 and 0.402 for the Online Customer Review variable (X3). Of the three variables, they have a tolerance value > 0.1 VIF < 10. So, it can be concluded that the independent (dependent) variable does not experience multicollinearity. To detect whether the independent variable experiences heteroscedasticity or not, it can be seen from its probability value, as follows:

Table 6. Heteroscedasticity Test Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3,658	1,360		2,689	,008
X1	-,152	,086	-,247	-1,769	,080
X2	,091	,131	,097	,692	,491
X3	,006	,059	,015	,107	,915

Source: Data processed with SPSS 2024

Based on the Glajser results table above, the Sig value for the Ease of Use variable (X1) obtained a sig value of 0.80, Online Customer Rating (X2) 0.491, Online Customer Review (X3) 0.915. So, it can be concluded that each variable has a sig value greater than 0.5 which indicates that there is no heteroscedasticity.

Multiple Linear Regression

Multiple linear regression analysis is used to determine the direction of the relationship between independent variables and dependent variables, namely Ease of Use (X1), Online Customer Rating (X2), Online Customer Review (X3), Against Buying Decisions (Y).

Table 7. Multiple Linear Regression Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7,811	2,220		3,518	,001
X1	,456	,140	,307	3,262	,001
X2	,362	,214	,160	1,690	,094
X3	,358	,096	,363	3,738	,000

Source: Data processed with SPSS 2024

Based on the multiple linear regression model equation, it can be interpreted as follows:

a: The constant value of 7.811 indicates that the variables ease of use, online customer rating, and online customer review have a value of 0, so the purchase decision value is 7.811.

b1X1: On the ease of use variable, a positive value of 0.456 was obtained, meaning that if the ease of use is good, the buying decision will increase.

b2X2: On the online customer assessment variable (X2), a positive value of 0.362 was obtained, meaning that if the online customer assessment is good, the buying decision will increase.

b3X3: On the online customer review variable, a positive value of 0.358 was obtained, meaning that if the online customer review is good, the buying decision will increase.

Hypothesis Testing

F Test

F test is used to find out all independent variables that have a simultaneous influence on the dependent variable. The decision-making criteria are as follows:

Table 8. F Test Results
ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	879,467	3	293,156	49,439	,000 ^b
Residual	687,833	116	5,930		
Total	1567,300	119			

Source: Data processed with SPSS 2024

From the table above, the F test results show a significant value of $0.000 < 0.05$. Thus, based on the hypothesis (H1) proposed in this study, Ease of Use (X1), Online Customer Rating (X2), Online Customer Reviews (X3) simultaneously have a significant influence on the Purchase Decision variable (Y).

t Test

The t-test is used to show how far the influence of one independent variable individually affects the dependent variable. The decision-making criteria are as follows:

Table 9. t Test
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	7,811	2,220		3,518	,001
X1	,456	,140	,307	3,262	,001
X2	,362	,214	,160	1,690	,094
X3	,358	,096	,363	3,738	,000

Source: Data processed with SPSS 2024

Based on the results of the t-test above, it can be seen that:

- The Ease of Use variable (X1) is known to have a significant value of $0.001 < 0.05$, which means H2 is accepted where ease of use has an effect on buying decisions. The Online Customer Rating variable (X2) is known to have a significant value of $0.094 > 0.05$, which means H3 is not accepted, so it can be concluded that the online customer rating variable does not have an effect on buying decisions.
- The Online Customer Review variable (X3) is known to have a significant value of $0.000 < 0.05$, which means H4 is accepted, so it can be concluded that the online customer review variable has an effect on buying decisions.

Determination Coefficient Test (Adjusted R2)

Table 10. Determination Coefficient Test Results
Model Summary

Model	R	R Square	Adjusted RSquare	Std. Error of the Estimate
1	.749 ^a	.561	.550	2,435

Source: Data processed with SPSS 2024

Based on the table above, the Adjusted R² figure is 0.550 or 55%. This shows that the percentage contribution of the variables ease of use, online customer rating, and online customer review to buying decisions is 55%, while the remaining 45% is explained by variables not included in this study.

Implications

Based on the results of the discussion that have been described above, the purchase decision as an independent variable, ease of use, online customer rating and online customer review as dependent variables. The results of this study indicate that ease of use, online customer rating, and online customer review significantly influence buying decisions on GrabFood. The following is an explanation of the implications of each variable:

The Influence of User Ease (X1), Online Customer Rating (X2) and Online Customer Review (X3) on Buying Decisions (Y)

Based on the calculation results that have been obtained for the buying decision variable in the Simultaneous F Test, it has a significant influence. So, it can be concluded that the buying decision of the Malang community, Islamic University of Malang, class of 2020 on GrabFood is influenced by user ease, online customer rating, and online customer review as a whole. For the Malang Community, the three X variables are determinants of buying decisions. The results of this study are in line with previous research according to Sulistio & Aransyah (2023) where online customer rating, online customer review and user ease have a significant influence on buying decisions.

The Effect of Ease of Use (X1) on Buying Decisions (Y)

Based on the results of the Partial Test (t-Test), ease of use has a positive and significant effect on buying decisions on GrabFood. With an Ease of Use value smaller than the specified significance. It can be concluded that the easier it is to use, the higher the level of buying decisions. The results of respondents stated that they agreed that it was easy to learn how to buy products through GrabFood by obtaining the highest average value on the "easy to learn" indicator and this ease of use variable obtained the smallest average value compared to other variables. Ease of use has a significant effect because ease of use is very in-depth in how to learn how to buy products on GrabFood so that it can influence buying decisions on GrabFood. The results of this study are in line with previous research according to Naufal & Nalurita (2023) ease of use partially has a significant effect on buying decisions. So, it is explained that Grabfood d is a food delivery application that is easy for customers to use.

The Influence of Online Customer Rating (X2) on Buying Decisions (Y)

Based on the results of the Partial Test (t-Test), online customer rating has a positive and insignificant effect on buying decisions on GrabFood. These results can be seen from the significance of the online customer rating variable which is greater than the specified

significance. So, it can be concluded that online customer rating increases but does not increase buying decisions. The results of respondents did not agree that online customer rating is useful for buying products on Grabfood by obtaining the highest average value on the "perceived usefulness" indicator. So, the reason online customer rating is not significant is because a high rating is not necessarily in accordance with what is desired. This is in accordance with the theory explained by Taesar (2019) rating is the same as a review but is an opinion given by consumers in the form of a set scale. A popular rating scheme for ratings in online stores is to give stars. Ratings are carried out by customers who have made transactions online and published on the seller's website or stall. The weakness of online customer ratings is that customers who have made transactions do not explain the quality of the product that should be assessed. The results of this study are in line with previous research by Rahmawati (2021) a study entitled "The Influence of Online Customer Reviews, Online Customer Ratings and User Trust on Online Buying Decisions (Case Study of FEB Students, PGRI University of Semarang)" that online customer ratings do not affect buying decisions because there is no reliable assessment. also contrary to previous research by Mokodompit et al. (2022), Sulistio & Aransyah (2023), and Maharani & Yulianthini (2023) which stated that online customer ratings have a significant effect on buying decisions. So, it can be explained that Online customer ratings do not affect buying decisions on GrabFood in product selection by customers. Online customer ratings do not have a significant effect because there is no reliable assessment.

The Influence of Online Customer Reviews (X3) on Buying Decisions (Y)

Based on the results of the Partial Test (t-Test), online customer reviews have a significant effect on buying decisions on GrabFood. These results can be seen from the significance of the online customer review variable with the online customer review value being smaller than the significance that has been set. So, it can be concluded that the more reviews given, the higher the level of buying decisions. According to the results of the study, respondents agreed that with reviews, information about the products to be purchased becomes easier to obtain by obtaining the highest average value on the "perceived usefulness" indicator. So, the reason online customer reviews influence buying decisions is because the reviews given by customers have provided benefits regarding brief information on the product. This is in line with the theory according to Agustiningsih & Hartati (2023) online customer reviews are customer opinions on online stores/merchants that contain positive and negative reviews to provide information and recommendations about a product to other customers. According to Putri & Lestari (2022), online customer reviews are product reviews written by customers based on experiences that reflect product quality and are written on features provided by the marketplace. According to Gabriela et al. (2022) online customer review is an opinion and also a form of word of mouth communication for online sellers, where prospective buyers get information about products from customers who have benefited from the product. The results of this study are in line with previous studies conducted by Mokodompit et al. (2022), Sulistio & Aransyah (2023), and Maharani & Yulianthini (2023), that online customer review partially has a significant effect on buying decisions. So, it is explained that online customer review is one of the benchmarks in determining the product to be purchased.

CONCLUSION

Based on the results of the study and the discussions presented, the following conclusions can be drawn:

1. The variables of User Ease (X1), Online Customer Rating (X2), and Online Customer Review (X3) collectively have a significant effect on Buying Decisions (Y) on GrabFood.
2. The variable of Online Customer Rating (X2) has a positive but insignificant effect on Buying Decisions (Y) on GrabFood.
3. The variable of Online Customer Review (X3) has a positive and significant effect on Buying Decisions (Y) on GrabFood.

Limitations

This study has several limitations that should be acknowledged:

1. The research focuses on only three independent variables: User Ease (X1), Online Customer Rating (X2), and Online Customer Review (X3), with one dependent variable, Buying Decision (Y).
2. The sample size is limited to 120 respondents from the total population of Malang, which may not fully represent the broader consumer base.

Recommendations

In light of the research findings and limitations, the following recommendations are proposed:

1. For Businesses: Companies should prioritize enhancing User Ease, Online Customer Ratings, and Online Customer Reviews to positively influence Buying Decisions. This can be achieved by:
 - Streamlining the user interface of their applications to improve ease of use.
 - Actively encouraging satisfied customers to leave positive reviews and ratings.
 - Implementing feedback mechanisms to address customer concerns and improve service quality.
2. For Future Researchers: To build on this study, future research should consider:
 - Expanding the number of independent variables to include factors such as pricing, promotional strategies, and customer service quality, which may also influence buying decisions.
 - Increasing the sample size and diversifying the demographic to enhance the representativeness of the findings.
 - Utilizing mixed methods for data collection, such as surveys combined with interviews or focus groups, to gain deeper insights into consumer behavior.
3. Future Research Areas: Researchers are encouraged to explore the following areas: The impact of social media influence on online buying decisions.
 - Comparative studies between different food delivery platforms to identify unique factors affecting consumer choices.
 - Longitudinal studies to assess how consumer preferences and behaviors evolve over time in response to technological advancements and market changes.

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THE RELATION BETWEEN WAITING TIME, FACILITY AVAILABILITY, AND HEALTHCARE WORKERS' ATTITUDE ON PATIENT SATISFACTION IN PRIMARY HEALTHCARE FACILITIES IN CURUG, TANGERANG: A CROSS-SECTIONAL STUDY

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ABSTRACT

Patient satisfaction is a crucial indicator of healthcare quality, particularly in primary healthcare facilities, where service efficiency and accessibility play a key role. This study focuses on analyzing the impact of waiting time, facility availability, and healthcare worker attitude on patient satisfaction at primary level healthcare facilities in Curug, Tangerang. A cross-sectional study was conducted using a Google Form questionnaire, collecting 373 responses from randomly selected patients (healthcare recipients). The results indicate that all three factors significantly influence patient satisfaction (physical facilities had a positive coefficient of 0.545, $p = 0.000$; service time showed a significant impact with a coefficient of 0.564, $p = 0.000$; healthcare worker's attitude also had a coefficient of 0.564, $p = 0.000$). These findings emphasize the need for improved facility conditions, efficient service time management, and enhanced healthcare worker training to optimize patient satisfaction. Strengthening these areas in primary healthcare settings can enhance public trust and utilization of primary care services, ultimately contributing to overall public health improvement.

Keywords: Attitude; Availability of Facilities; Healthcare Worker; Patient Satisfaction; Primary Level Healthcare; Waiting Time

INTRODUCTION

Patient satisfaction is an indicator of feelings that arise after evaluating the difference between the services provided to the patient and the expectations or hopes given by the health worker to the patient (Wang et al., 2023). Patient satisfaction is a factor that influences loyalty, compliance with instructions from medical personnel, overall outcomes medical care, to reduce the level of malpractice that has the potential to occur (Eisenberg, 2020). Every factor involved in health services, such as health worker-patient interactions, health facilities, how to dress, and communicating with patients influences the expectations of patients, the expectations of health workers themselves, along the course of the disease, and the outcome of handling complaints patient (Wang et al., 2023; Eisenberg, 2020).

According to data from the Indonesian Ministry of Health in 2015, approximately 67% of patients expressed dissatisfaction with the healthcare services they received. Patient dissatisfaction while receiving treatment can be caused by various factors such as misidentification, especially in the intensive care unit, operating room, and emergencies. Poor communication is a key factor contributing to public dissatisfaction with healthcare services, leading to a decline in public trust in healthcare workers and facilities (Tiway et al., 2019).

The Community Health Center is a healthcare facility focused on public health initiatives and primary individual health services, with an emphasis on promotion, and prevention within its service area (*Kementrian Kesehatan Republik Indonesia*, 2016). This level of satisfaction is closely linked to the outcomes of healthcare services, including both medical and non-medical factors, such as patient adherence to treatment, comprehension of medical information, and continuity of care. The common complaints experienced by patients at community health centers cannot be separated from the unavailability of adequate health personnel and medicines, unavailability of facilities, long waiting times, as well as the behavior and attitudes of staff towards patients, where this results in a low level of patient trust regarding the services provided, causing a decline in public interest in obtaining services at primary health facilities (Kusumawati et al., 2023).

This study examines how waiting time, facility availability, and healthcare worker attitudes affect patient satisfaction at primary healthcare facilities. The findings of this research are intended to offer suggestions for enhancing services at primary healthcare facilities.

LITERATURE REVIEW

According to Law No. 36 of 2014 of the Republic of Indonesia on Health Workers, health workers are individuals who commit themselves to the healthcare sector and possess knowledge and/or skills gained through education in this field, with certain roles requiring the authority to perform healthcare activities. The goal of health services is to enhance awareness, progress, and the ability to live healthily for all individuals, ultimately achieving the highest standard of public health as an investment in the economy.

Health workers themselves have an obligation to deliver services that adhere to established professional standards and ethical guidelines. Quality health services are expected to produce a positive effect on patients and society. The level of healthcare quality according to patients is assessed by the way health workers empathize and respect patients, where this is considered a need and influences patient satisfaction (Amir & Noerjoedianto, 2017).

Patient satisfaction is a crucial measure of healthcare service quality and is influenced by various factors, including facility availability, waiting time, and healthcare worker attitudes. This study adopts the SERVQUAL Model (Service Quality Model) as the theoretical

foundation, which evaluates service quality based on five key dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. In the context of this research, facility availability aligns with the tangibles dimension, as well-maintained facilities, equipment, and cleanliness play a vital role in shaping patient experiences. Waiting time is closely related to **responsiveness**, where shorter waiting periods enhance satisfaction, whereas excessive delays contribute to dissatisfaction. Meanwhile, healthcare worker attitudes correspond to the assurance and empathy dimensions, as professional, courteous, and compassionate interactions foster trust and improve patient perceptions of care. By utilizing the SERVQUAL framework, this study aims to assess how these independent variables impact patient satisfaction at primary healthcare facilities in Curug, Tangerang. Understanding these relationships can provide valuable insights into improving service quality and optimizing patient experiences in primary care settings (Jonkisz et al., 2022).

1. Waiting Time

Waiting time can be defined as the duration it takes for a patient to receive health services, starting from the registration process to obtaining medication (Paramesthi & Prayoga, 2023). In service, waiting time is an important factor, which is the initial stage that determines the first impression for the patient and plays a big role in creating a good experience (Fitri & Hidayati, 2021). Based on the Regulation of the Minister of Health of the Republic of Indonesia No. 129/Menkes/SK/IV/2008, the standard waiting time for outpatient services is a maximum of 60 minutes. Long waiting times can have a negative impact on patient satisfaction with health services, as well as contributing to increased mismanagement or ineffective treatment, reducing patient loyalty and causing patients to seek services from other providers (Wijayanti et al., 2023). Therefore, waiting time is a component that needs to be considered for smooth service and patient satisfaction.

2. Facilities Availability

Patient satisfaction is influenced by various types of factors. The availability and quality of facilities also contribute to building a comfortable atmosphere, which will influence client perceptions and assessments (Ferreira et al., 2023). External factors, such as the availability of parking spaces, and cleanliness of facilities also affect patient satisfaction levels (Alibrandi et al., 2023). Apart from that, patients in a work environment with good facilities also have a higher potential to provide good assessments of health facilities, which ultimately contributes to patient loyalty and satisfaction. Facility maintenance, including the condition of the building and medical equipment, is critical to patient safety. In addition, the patient room layout of beds provides comfort, maintains privacy, reduces stress for the patient's family, which also affects patient safety and satisfaction (Ferreira et al., 2023).

3. Attitude of Healthcare Workers

Health facilities provide medical services, care, and other medical support to the community through available health personnel, with the aim of meeting health needs in the community. For this reason, the factors that influence the need for quality health services in the community need to be understood by health workers. The attitude of health workers greatly influences patient satisfaction, and it is crucial for them to always show an empathetic, caring, and professional attitude in every interaction to create a satisfying service experience for patients (Kalaja, 2023). In a study by Peratiwi et al. (2021), it is found that empathetic relationship between health workers and patients shows high significance in patient satisfaction parameters. A meta-analysis by Rahayuningsih & Cahyaningrum, (2023) also showed similar results. Various research results also show that the friendliness of health workers contributes to patient compliance in following medical instructions, supports patient openness, and encourages patient loyalty to continue having

examinations in the same place, which highlights the influence of the attitude of health workers toward patient satisfaction (McCauley et al., 2021; Barker et al., 2023).

4. Patient Satisfaction

The satisfaction level can be interpreted as the difference between perceived performance and customer expectations. If performance is below expectations, customers will feel disappointed, and vice versa (Muphimin & Djaddang, 2024). Indicators of community satisfaction are measured by health service recipients who receive health services, either directly or indirectly by health workers. Patient satisfaction has an important role in assessing the quality of health services and the overall outcomes of institutions that provide health services (Rahayuningsih & Cahyaningrum, 2023). Several factors such as age, gender, education, ethnicity, marital status, and socioeconomic status can influence patient satisfaction with health services. The study found that older patients had lower expectations compared to younger patients. Gender is also reported to contribute to service expectations, with women having lower expectations compared to men (Kalaja, 2023). Effective communication and good collaboration between doctors and patients play an important role in increasing patient satisfaction (Iman & Lena, 2017). Patients have their expectations regarding the attitude shown by medical personnel, where doctors and nurses are expected to be able to communicate, be friendly, and provide explanations that are easy to understand and precise regarding test results, diagnosis, treatment, and health patterns that must be followed. Studies found that the better the quality of communication felt by the patient, the higher the level of satisfaction (Peratiwi et al., 2021). Based on the service aspect, a study from Ghosh (2014) hypothesizes that providing effective training to nurses, doctors and support staff related to good interpersonal and communication skills can increase patient satisfaction. Therefore, the provision of service quality has a major influence on all components of health services.

RESEARCH METHOD

This type of research is quantitative research with the study used being an observational analytical study with data collection methods using a cross-sectional design. The sample obtained using a random sampling technique was 373 people, where respondents were selected randomly using a number generator from list of patients who had received services at primary healthcare facilities in Curug, Tangerang. This sampling method ensures each patient had an equal chance of being chosen which minimizes selection bias and to ensure a representative sample. The number of samples was determined using the Cochrane Method. Data collection will be taken through distributing questionnaires on Google Forms. The questionnaire used has been prepared with questions that reflect the research subjects' answers related to service satisfaction, waiting time, the attitude of health workers, and availability of facilities. The data will be processed using a computer statistical program to see the distribution of the data. The statistical test used is Chi Square test to know the relationship of independent variables, namely waiting time, facilities availability, and health workers' attitude on a dependent variable, namely patient satisfaction, then continued with a regression test to see how significant each variable contributes to patient satisfaction.

RESULTS AND DISCUSSION

Univariate Analysis Test Results

1. Patient Satisfaction (Y)

Table 1. Frequency Distribution of Respondents Based on Patient Satisfaction (Y)

Patient Satisfaction (Y)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Safe enough	4	1.1	1.1	1.1
	Safe	76	20.4	20.4	21.4
	Very safe	293	78.6	78.6	100.0
	Total	373	100.0	100.0	

Source: Processed Primary Data (2024)

Based on the data presented, the level of patient satisfaction in Curug, Tangerang who received treatment/service at primary health facilities shows that the majority of patients feel very safe, with a frequency of 293 people (78.6% of the total respondents). 76 people (20.4%) stated that the service felt safe and 4 people (1.1%) rated the service as safe enough.

2. Physical Facilities (X1)

Table 2. Frequency Distribution of Respondents Based on Physical Facilities (X1)

Physical Facilities (X1)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not good	3	.8	.8	.8
	Good enough	7	1.9	1.9	2.7
	Good	90	24.1	24.1	26.8
	Very good	273	73.2	73.2	100.0
	Total	373	100.0	100.0	

Source: Processed Primary Data (2024)

Based on the results, the physical facilities felt by patients in Curug, Tangerang who were treated/served at primary health facilities showed that the majority of patients felt very good, with a frequency of 273 people (73.2% of the total respondents). As many as 90 people (24.1%) stated that the physical facilities felt good, 7 people (1.9%) rated the physical facilities as quite good, and 3 people (0.8%) rated the physical facilities as not good.

3. Service Time (X2)

Table 3. Frequency Distribution of Respondents Based on Service Time (X2)

Service Time (X2)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not very good	1	.3	.3	.3
	Not good	3	.8	.8	1.1
	Good enough	6	1.6	1.6	2.7
	Good	76	20.4	20.4	23.1
	Very good	287	76.9	76.9	100.0
	Total	373	100.0	100.0	

Source: Processed Primary Data (2024)

From the data shown, the service time felt by patients in Curug, Tangerang who seek treatment/served at primary health facilities shows that the majority of patients feel very good, with a frequency of 287 people (76.9% of the total respondents). A total of 76 people (20.4%) stated that the service time felt good, 6 people (1.6%) rated the service time as fair, only 3 people (0.8%) rated the service time as not good, and only 1 person (0.3%) rated the service time as very not good.

4. Attitude of Healthcare Worker (X3)

Table 4. Frequency Distribution of Respondents Based on Attitude of Worker (X3)

Attitude of Healthcare Worker (X3)					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not good	6	1.6	1.6	1.6
	Good enough	1	.3	.3	1.9
	Good	79	21.2	21.2	23.1
	Very good	287	76.9	76.9	100.0
	Total	373	100.0	100.0	

Source: Processed Primary Data (2024)

As shown by the table, the attitude felt by patients in Curug, Tangerang who are treated/served at primary health facilities shows that the majority of patients feel very good, with a frequency of 287 people (76.9% of the total respondents). As many as 79 people (21.2%) stated that the attitude felt good, 1 person (0.3%) rated the attitude as quite good, and 6 people (1.6%) rated the attitude as not good.

Bivariate Analysis Test Results

1. Chi Square Test of the Relation between Physical Facilities and Patient Satisfaction

Table 5. Cross Tabulation of Patient Satisfaction with Physical Facilities

Crosstab							
			Physical Facilities (X1)				Total
			Not good	Good enough	Good	Very good	
Patient Satisfaction (Y)	Safe enough	Count	2	1	1	0	4
		% within Patient Satisfaction (Y)	50.0%	25.0%	25.0%	0.0%	100.0%
	Safe	Count	1	5	41	29	76
		% within Patient Satisfaction (Y)	1.3%	6.6%	53.9%	38.2%	100.0%
	Very safe	Count	0	1	48	244	293
		% within Patient Satisfaction(Y)	0.0%	0.3%	16.4%	83.3%	100.0%
Total		Count	3	7	90	273	373
		% within Patient Satisfaction(Y)	0.8%	1.9%	24.1%	73.2%	100.0%

Source: Processed Primary Data (2024)

Based on the data above, the cross tabulation table contains information on the relation between the patient satisfaction variable and the physical facilities of patients in Curug, Tangerang who seek treatment/served at primary health facilities. Patients in Curug, Tangerang who seek treatment/service at primary health facilities in the category of patient satisfaction are safe enough for 2 people (50.0%) with poor physical facilities, 1 person (25.5%) with fair physical facilities, 1 person (25.0%) with good physical facilities, and 0 people (0.0%) with very good physical facilities.

Patients in Curug, Tangerang who seek treatment/served at primary health facilities in the category of safe patient satisfaction were 1 person (1.3%) with poor physical facilities, 5 people (6.6%) with fair physical facilities, 41 people (53.9%) with good physical facilities, and 29 people (38.2%) with very good physical facilities.

Patients in Curug, Tangerang who seek treatment/served at primary health facilities (Puskesmas) in the category of very safe patient satisfaction were 0 people (0.0%) with poor physical facilities, 1 person (0.3%) with fair physical facilities, 48 people (16.4%) with good physical facilities, and 244 people (83.3%) with very good physical facilities.

Statistical hypothesis:

H0: There is no relation between physical facilities and patient satisfaction in Curug, Tangerang who are treated/served at primary health facilities.

H1: There is a relation between physical facilities and patient satisfaction in Curug, Tangerang who are treated/served at primary health facilities.

Table 6. Chi Squared Test of Physical Facilities on Patient Satisfaction

Chi-Square Tests						
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability
Pearson Chi-Square	202.039 ^a	6	.000	.000		
Likelihood Ratio	85.919	6	.000	.000		
Fisher's Exact Test	87.657			.000		
Linear-by-Linear Association	99.586 ^b	1	.000	.000	.000	.000
N of Valid Cases	373					
a. 7 cells (58.3%) are expected to count less than 5. The minimum expected count is .03.						
b. The standardized statistic is 9.979.						

Source: Processed Primary Data (2024)

The table shows that there are 7 (58.3%) expected cells less than 5, which means that the requirements for using the Pearson Chi Square Test are not met thus Fisher's Exact test is used. Based on the results, the Fisher's Exact significance value is 0.000. Because the significance value is less than the alpha value (<0.05), H_0 is rejected, this shows that there is a relation between physical facilities and patient satisfaction in Curug, Tangerang who seek treatment/are served at primary health facilities. This means that the level of physical facilities is related to patient satisfaction in Curug, Tangerang who seek treatment/are served at primary health facilities. This also shows that there is a significant effect of physical facilities on patient satisfaction in Curug, Tangerang who seek treatment/are served at primary health facilities.

2. Chi Square Test of the Relation between Waiting Time and Patient Satisfaction

Table 7. Cross Tabulation of Patient Satisfaction with Waiting Time

Crosstab								
			Waktu Pelayanan (X2)					Total
			Very Poor	Poor	Fair	Good	Very Good	
Patient Satisfaction (Y)	Safe enough	Count	1	1	2	0	0	4
		% within Patient Satisfaction (Y)	25.0%	25.0%	50.0%	0.0%	0.0%	100.0%
	Safe	Count	0	2	4	35	35	76

		% within Patient Satisfaction (Y)	0.0%	2.6%	5.3%	46.1%	46.1%	100.0%
	Very safe	Count	0	0	0	41	252	293
		% within Patient Satisfaction (Y)	0.0%	0.0%	0.0%	14.0%	86.0%	100.0%
Total		Count	1	3	6	76	287	373
		% within Patient Satisfaction (Y)	0.3%	0.8%	1.6%	20.4%	76.9%	100.0%

Based on the output above, the cross-tabulation table contains information on the relation between the patient satisfaction variable and service waiting time for patients in Curug, Tangerang who seek treatment/are served at primary health facilities. Patients in Curug, Tangerang who seek treatment/are served at primary health facilities in the category of patient satisfaction are safe enough category include 1 person (25.0%) with very poor service waiting time, 1 person (25.0%) with poor service waiting time, 2 people (50.0%) with fair service waiting time, 0 people (0.0%) with good service waiting time, and 0 people (0.0%) with very good service waiting time.

Patients in Curug, Tangerang who seek treatment/are served at primary health facilities in the safe patient satisfaction category include 0 people (0.0%) with very poor service waiting time, 2 people (2.6%) with poor service waiting time, 4 people (5.3%) with fair service waiting time, 35 people (46.1%) with good service waiting time, and 35 people (46.1%) with very good service waiting time.

Patients in Curug, Tangerang who seek treatment/are served at primary health facilities in the very safe patient satisfaction category include 0 people (0.0%) with very poor service waiting time, 0 people (0.0%) with poor service waiting time, 0 people (0.0%) with fair service waiting time, 41 people (14.0%) with good service waiting time, and 252 people (86.0%) with very good service waiting time.

Statistical Hypotheses:

H0: There is no relation between Service Waiting Time and Patient Satisfaction for patients in Curug, Tangerang treated/served at primary health facilities.

H1: There is a relation between Service Waiting Time and Patient Satisfaction for patients in Curug, Tangerang treated/served at primary health facilities.

3. Chi Square Test of the Relation between Healthcare Workers Attitude and Patient Satisfaction

Table 8. Cross Tabulation of Patient Satisfaction with Attitudes

Crosstab					
	Attitude (X3)				Total
	Not good	Good enough	Good	Very good	

Patient Satisfaction (Y)	Safe enough	Count	2	1	1	0	4
		% within Patient Satisfaction (Y)	50.0%	25.0%	25.0%	0.0%	100.0%
	Safe	Count	4	0	35	37	76
		% within Patient Satisfaction (Y)	5.3%	0.0%	46.1%	48.7%	100.0%
	Very safe	Count	0	0	43	250	293
		% within Patient Satisfaction(Y)	0.0%	0.0%	14.7%	85.3%	100.0%
Total		Count	6	1	79	287	373
		% within Patient Satisfaction (Y)	1.6%	0.3%	21.2%	76.9%	100.0%

Source: Processed Primary Data (2024)

Based on the output above, it is known that the cross tabulation table contains information on the relation between the patient satisfaction variable and the Attitude of patients in Curug, Tangerang who seek treatment/served at primary health facilities. Patients in Curug, Tangerang who seek treatment/service at primary health facilities in the category of Patient Satisfaction are quite safe as many as 2 people (50.0%) with a bad attitude, 1 person (25.0%) with a fairly good attitude, 1 person (25.0%) with a good attitude, and 0 people (0.0%) with a very good attitude.

Patients in Curug, Tangerang who seek treatment / are served at primary health facilities safe patient satisfaction category are 4 people (5.3%) with a not good attitude, 0 people (0.0%) with a fair attitude, 35 people (46.1%) with a good attitude, and 37 people (48.7%) with a very good attitude.

Patients in Curug, Tangerang who seek treatment/served at primary health facilities (Puskesmas) patient satisfaction category is very safe as many as 0 people (0.0%) with a not good attitude, 0 people (0.0%) with a fair attitude, 43 people (14.7%) with a good attitude, and 250 people (85.3%) with a very good attitude.

Statistical hypothesis:

H0: There is no relation between attitudes towards patient satisfaction in Curug, Tangerang who are treated/served at primary health facilities.

H1: There is a relation between attitudes toward patient satisfaction of patients in Curug, Tangerang who are treated/served at primary health facilities.

Table 9. Chi Square Test of Attitudes Toward Patient Satisfaction

Chi-Square Tests						
	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)	Point Probability

Pearson Chi-Square	203.224 ^a	6	.000	.000		
Likelihood Ratio	73.277	6	.000	.000		
Fisher's Exact Test	74.688			.000		
Linear-by-Linear Association	83.839 ^b	1	.000	.000	.000	.000
N of Valid Cases	373					
a. 8 cells (66.7%) are expected to count less than 5. The minimum expected count is .01.						
b. The standardized statistic is 9.156.						

Source: Processed Primary Data (2024)

The table shows that there are 8 (66.7%) expected cells less than 5, which means that the requirements for using the Pearson Chi Square Test are not met, so the Fisher's Exact test is used as an alternative test. Based on the output results, the Fisher's Exact significance value is 0.000. The significance value is less than the alpha value (<0.05), so H_0 is rejected. This shows that there is a relation and significant influence between attitudes towards patient satisfaction in Curug, Tangerang who are treated/served at primary health facilities. This means that the level of Attitude is related to patient satisfaction in Curug, Tangerang who are treated/served at primary health facilities.

Simple Regression Analysis Test Results

Simple regression analysis was conducted to determine the influence of variable X on variable Y. The following are the results of simple regression:

1. Significance Test of Individual Parameters (t-Statistic Test)

Table 10. Significance Test of Individual Parameters (t-Statistic Test)

Influence of Variables	Regression Coefficient	t-count	P-value	Conclusion
Physical Facilities (X1) -> Patient Satisfaction (Y)	0.543	15.438	0.000	There is a correlation
Service Time (X2) -> Patient Satisfaction (Y)	0.564	17.274	0.000	There is a correlation
Attitude (X3) -> Patient Satisfaction (Y)	0.564	15.281	0.000	There is a correlation

Source: Processed Primary Data (2024)

Several things can be concluded from the test result above as follows:

- Testing the influence between Physical Facilities (X1) on Patient Satisfaction (Y) obtained a coefficient value of 0.543 with a significance value of 0.000, because the significance value <0.05 , there is a significant influence between Physical Facilities (X1) on Patient Satisfaction (Y). Given that the coefficient is positive indicates that the relation between the two is positive, the higher the respondents perceive Physical Facilities (X1) will result in higher Patient Satisfaction (Y), and vice versa.
- Testing the influence between Service Time (X2) on Patient Satisfaction (Y) obtained a coefficient value of 0.564 with a significance value of 0.000, because the significance value <0.05 , there is a significant influence between Service Time (X2) on Patient Satisfaction (Y). Given that the coefficient is positive and indicates that the relation between the two is positive, the higher the respondents perceive Service Time (X2) will result in higher Patient Satisfaction (Y), and vice versa.

- c) Testing the influence between Attitude (X3) on Patient Satisfaction (Y) obtained a coefficient value of 0.564 with a significance value of 0.000, because the significance value < 0.05 then there is a significant influence between Attitude (X3) on Patient Satisfaction (Y). The positive coefficient indicates that the relation between the two is positive, meaning that the higher the respondent perceives Attitude (X3) will result in higher Patient Satisfaction (Y), and vice versa.

Coefficient of Determination Test

The coefficient of determination (R^2) is used to determine the magnitude of the contribution value or influence between independent variables, namely Physical Facilities (X1), Service Time (X2), and Attitude (X3) on the dependent variable, namely on the Patient Satisfaction variable (Y). The coefficient of determination (R^2) value is as follows:

Table 11. Determination Coefficient Test

Influence of Variables	Determination Coefficient	Determination Coefficient (%)
Physical Facilities (X1) -> Patient Satisfaction (Y)	0.391	39.10%
Service Time (X2) -> Patient Satisfaction (Y)	0.446	44.60%
Attitude (X3) -> Patient Satisfaction (Y)	0.386	38.60%

Source: Processed Primary Data (2024)

Part of the result of the multiple linear regression test is shown in the table above which can be referred to as the Coefficient of Determination Analysis (R^2). This analysis is used as a measure of the influence of Physical Facilities (X1), Service Time (X2), and Attitude (X3) on the dependent variable, namely Patient Satisfaction (Y). The table above shows that the R Square (R^2) value is 0.391, 0.446, and 0.386 which can be concluded that Physical Facilities (X1), Service Time (X2), and Attitude (X3) influence 39.1%, 44.6%, and 38.6% while the remaining 60.9%, 55.4%, and 61.4% are influenced by other variables not examined by researchers.

CONCLUSION

This study reinforces the critical role of facility availability, waiting time, and healthcare workers' attitudes in shaping patient satisfaction at primary healthcare facilities. The findings reveal that improving facility conditions ($\beta = 0.543$, $p = 0.000$), reducing waiting times ($\beta = 0.564$, $p = 0.000$), and fostering positive healthcare worker interactions ($\beta = 0.564$, $p = 0.000$) significantly enhance patient satisfaction. These results highlight the necessity for healthcare administrators to prioritize infrastructure improvements, streamline service delivery, and invest in staff training to optimize patient experiences. This research has limitations such as the sample may also not fully represent all patient demographics in Curug, Tangerang, potentially limiting the generalization of the findings to other regions or populations, so we recommend that future researchers consider conducting the same research in other areas or on several primary level health facilities.

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THE INFLUENCE OF E-COMMERCE ADOPTION AMONG GENERATION Z DURING THE COVID-19 PANDEMIC

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ABSTRACT

At the beginning of 2020, Indonesia was fighting a virus that shocked the world, namely COVID-19. Every day the spread of the virus continues to increase. So that the government applies various ways so that the virus does not spread quickly, the ways the government is doing include social distancing, health protocols, working from home, and self-isolation. With a situation like this, some sectors are up for improvement such as online services, especially e-commerce. E-commerce is an online shopping platform that can meet our needs when we are not allowed to leave the house if there is nothing important. This study aims to obtain a significant variable regarding the acceptance of server-based e-commerce users in Indonesia, especially for Generation Z by adopting the UTAUT model and adding one mediating variable, namely Trust. This study uses quantitative research by distributing online questionnaires with 30 questions, taking a sample of 237 respondents, and using SmartPLS 3.3.3 (Partial Least Square-Structural Equation Model). The results of this study, that of the seven hypotheses proposed, two hypotheses were declared non-significant influence (performance expectancy to trust and performance expectancy to behavioural intention to use), while the other five hypotheses were stated positive significant influence and accepted.

Keywords: E-commerce; UTAUT; COVID-19; Performance Expectancy; Effort Expectancy

INTRODUCTION

Hutauruk (2020) seeing the increasing population growth and consumption patterns that are classified as consumptive are increasingly growing the interest of providers of goods and services, especially in meeting basic needs that support consumption. Based on the BPS (*Badan Pusat Statistik*), Indonesia's population in 2020 will reach 271 million people or an increase of 10 million from last year's population. By 2035, Indonesia's population will exceed 300 million. The population growth rate for the 2010–2035 period is predicted to decline. Increased public education, awareness of regulating the spacing of children, as well as changes in lifestyle make population growth tend to slow down. In the 2010–2015 period, the population growth rate was 1.38 percent and then decreased to 1.19 percent in the 2015–2020 period (BPS, 2017). In this era of globalization, information technology has grown rapidly. The world of technology in the field of information as well as the internet has indeed developed in Indonesia very quickly (Allaudin, 2024).

The Indonesian Internet Users Association released the results of a survey of internet users in Indonesia, in 2019–2020 (Q2), the total number of Indonesian internet users currently reaches 196.7 million users with a penetration of 73.3 percent of the total population, which is approx. 266.9 million (Herman, 2020). However, along with the development of the internet in Indonesia, the spread of COVID-19 has also increased. According to the World Health Organization (WHO), Corona Virus Disease is a group of viruses that can cause disease in animals and humans according (Fabius et al., 2020). Several attempts have been made by the government to handle the spread of the COVID-19 virus, including implementing Large-Scale Social Restrictions (PSBB) in stages in areas indicated to accelerate the spread of the COVID-19 virus.

The implementation of PSBB has a significant impact on community activities, where people's needs shift to using e-commerce to shop for various needs. The use of e-commerce also implements the government's call to limit the use of cash or paper, as well as preventing crowds in public areas (Fatoni et al., 2019). These social restrictions make people carry out various activities through e-commerce (Silalahi & Purba, 2020). The latest e-Conomy SEA report from Google, Temasek, and Bain & Company, “At full velocity: Resilient and Racing Ahead”, predicts that the value of the Indonesian e-commerce sector will grow 54 percent to reach 32 billion US dollars or around Rp 454 trillion in Indonesia in 2020. Then in 2019, the value of the e-commerce sector is known to be 21 billion US dollars. The number of local suppliers has also increased five times from the people who try to sell online in e-commerce. In the next five years, the growth of e-commerce projected to reach 21 percent. “E-commerce remains one of the largest elements of the internet economy compared to other internet services,” said Randy Jusuf, Managing Director of Google Indonesia (Pertiwi & Yusuf, 2020).

Venkatesh et al. (2012) in the Unified Theory Acceptance and Use of Technology (UTAUT) theory identifies four factors that influence behavioral intention, or a person's desire to determine his behavior in making decisions to buy products on an online site. The UTAUT model shows that the intention to use a particular technology (e-commerce) is influenced by the presence of performance expectancy, social influence, effort expectancy, and facilitating condition. First, performance expectancy is users are able to understand the current advances in information technology and can order products online while saving the time needed to shop. Second, effort expectancy is that users get convenience when accessing e-commerce websites, so that interest in buying products online increases because of the ease of operation. Third, social influence is that a user believes that other people who have experience in online transactions can influence a person's intention to conduct online transactions on an e-commerce

site. Last, facilitating the condition is the level of available infrastructure that supports system operations, namely conducting online transactions in e-commerce, for example the availability of laptops or PCs, mobile devices, and network Internet.

Therefore, this study investigates the behavioral intentions that drive e-commerce use during the COVID-19 pandemic. We analyzed the influence of the behavioral intention to use motives, which were previously found to influence behavior when using e-commerce, apply in the current situation, namely COVID-19. In addition, we analyzed the influence of the behavioral intention to use whether performance expectancy, social influences, and effort expectancy could influence behavioral intention. We complement our study with a comparison of means to investigate how quarantine as a measure of social distance and sociodemographic characteristics influence behavioral intention to use e-commerce.

LITERATURE REVIEW

Performance Expectancy

As stated by Davis et al. (1989) performance expectation is an individual's belief in using a system that can improve his performance. Venkatesh et al. (2003) defines performance expectancy as the degree to which an individual believes that using the system will help in improving his performance. Statements made by the same person but in different years Venkatesh et al. (2012) that performance expectancy are the main impetus for the intentions and behavior of technology users. It is the acceptance of consumers and users of technology or other drivers that are emerging at the fore. Performance expectancy in this paper is the extent to which users perceive that using electronic commerce applications can help them achieve their goal of buying a product/service (Putri & Jumhur, 2019). By looking at the profits generated from the use of information technology, there is interest in the use of information technology by users to improve their performance (Christiono & Brahmana, 2018).

H¹: There is performance expectancy that has a positive significant influence on trust of used e-commerce.

H⁵: There is performance expectancy that has a positive significant influence on behavioral intention to use of used e-commerce.

Effort Expectancy

In accordance with Venkatesh et al. (2003) defines effort expectancy as the level of ease that an individual feels related to the use of the system. While in the context of internet banking in research Tarhini et al. (2016) if users find the service easy to use and does not require much effort then they are more likely to adopt. Effort expectancy is the level of ease of use of the system that will be able to reduce the effort (energy and time) of individuals in doing their work (Lestari, 2020).

H²: There is effort expectancy that has a significant influence on trust of used e-commerce.

H⁶: There is effort expectancy that has a significant influence on behavioral intention to use of used e-commerce.

Social Influence

As stated by Venkatesh et al. (2003) social influence is a condition where a person feels that family, friends and other closest people must use the new system. Tarhini et al. (2016) argues that social influence is oriented towards social pressure which is the external environment that surrounds the individual and can influence his perception and behavior to take certain actions such as the opinions of friends, relatives and superiors.

H³: There is social influence that has a positive significant influence on trust of used e-commerce.

H⁷: There is social influence that has a positive significant influence on behavioral intention to use of used e-commerce.

Trust

In pursuance of Putri & Jumhur (2019) trust of online shopping users can be built if the system can be trusted and the system can have a good reputation. The system can be trusted if the interaction between the user and the system goes well. While reputation helps increase trust when users have never interacted before. Buyer trust is influenced by the popularity of an online shopping site, where shopping sites are more popular, will be more trusted (Cherry & Cairns, 1982). Pursuant to the statement by Romla & Ratnawati (2018) trust plays a very important role in building relationships, especially in buying through social networking sites as well as in service businesses that are full of risk and lack of information between the seller and the buyer.

H⁴: There is trust that has a positive significant influence on behavioral intention to use of used e-commerce.

Behavioral Intention to Use

Behavioral intention is defined as the level of desire or intention of users to use the system continuously with the assumption that they have access to information. Using behavior is defined as the intensity and/or frequency of users. This behavior is related to using information systems (Moerti et al., 2015). Behavioral intention is the perception of an individual's willingness to perform or adapt to a behavior in using a technology system (Putra & Baridwan, 2020). Therefore, in this study, behavior was used as the dependent variable, the last one being the relationship between behavioral intention and use behavior was ignored (Mustaqim et al., 2018).

Theoretical Framework

In this research, the researchers will provide and give the results carefully and objectively. Based on the explanation on the background and previous research, in this study the researchers will propose the theoretical framework of variables are shown in the below:

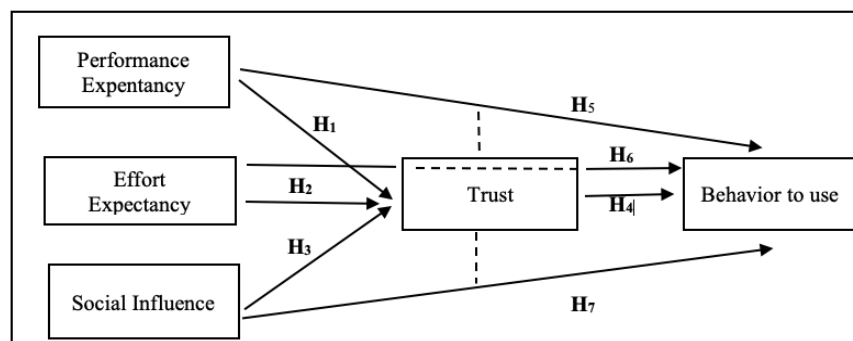


Figure 1. Theoretical Framework

RESEARCH METHOD

The researchers decided to use quantitative method in this research by spreading questionnaires to collect data and analyze the relationship between the variables that have been proposed. The population is also not just the number of objects and subjects studied but includes all the characteristics or properties possessed by these objects or subjects (Sugiyono, 2017). This population in this study will be people who have ever using e-commerce platforms (Shopee, Tokopedia, Lazada, Bukalapak, etc.) during the COVID-19 Pandemic. The online questionnaire is created and distributed to people who live in Indonesia, especially those aged 17-21 years old (Millennial Generation). Thus, this research is using non-probability sampling, and the researchers used snowball sampling. The non-probability technique makes it possible to take a sample from a population whose elements are not limited in number. Snowball sampling is a determination technique that starts small, then grows (Sugiyono, 2017).

RESULTS AND DISCUSSION

Respondent Profile

The respondent result consists of 237 respondents which the number of female respondents is more dominant than the male respondents. Female 166 respondents that have collected from the questionnaire (70%) than for male 71 respondents (30%). It means that females are more use e-commerce more often during COVID-19 than males. Second, based on the data that has been collected by using Google Form online, the respondents who filled the questionnaire were dominated by Generation Z range age between 17–21 years old with a total of 237 respondents with the percentage of 100%. And last, the data by respondent occupation in the research from the results of the respondent's occupation data that has been collected by researchers, the most dominant respondents are students, as many as 192 respondents with a percentage of 81%, the rest are employees and entrepreneurs.

Descriptive Analysis

Table 1. Descriptive Analysis Result

Indicators	Mean	Std. Deviation	Result
Performance Expectancy (PE)	4.248	0.841	Strongly Agree
Effort Expectancy (EE)	4.506	0,644	Strongly Agree
Social Influence (SI)	4.139	0,915	Agree
Trust (T)	4.267	0,783	Strongly Agree
Behavior Intention to use (BI)	4.364	0,746	Strongly Agree

Based on table 1, overall results show that respondents agree with all statements for each variable. The average value for Performance Expectancy (PE) is 4,248, for Social Influence (SI) is 4,139, for Trust (T) is 4,267, and the last is Behavioural Intention (BI) has an average value of 4,364. However, specifically for the Effort Expectancy (EE) variable, it also has high results and the answer from the respondents is agree, with an average value of 4,139. Thus, the answers from the respondents strongly agree that all variables including Performance Expectancy (PE), Effort Expectancy (EE), Social Influence (SI), Trust (T) can have an impact on Behaviour Intention (BI) on e-commerce during the Pandemic COVID-19.

Outer Model Analysis

As stated by Irwan & Adam (2015) designing a measurement model (outer model) that is designing the relationship between latent variables and their indicators. In PLS the design of the outer model is very important, reflexive or formative. In outer model analysis consists of convergent validity, discriminant validity, and composite validity. The researchers use SmartPLS 3.3.3 version to calculate and measure the data. For conceptually similar construct $HTMT < 0.90$, for conceptually different constructs: $HTMT < 0.85$, and last for the test whether the HTMT is significantly lower than the threshold value (Hair et al., 2019). If the HTMT ratio meets the requirements then it can be considered as discriminant validity fulfilled. Threshold value for HTML is <1.00 (Gaskin et al., 2018).

Table 2. HTMT Ratio Result

	BI	EE	PE	SI	T
BI					
EE	0.778				
PE	0.736	0.850			
SI	0.793	0.786	0.782		
T	0.866	0.801	0.715	0.885	

Reliability and AVE Result

A usual lie between these limits can serve as a good representation of the reliability of the construct's internal consistency, assuming that the factor model is correct. Recommended 0.70-0.90 Test whether the reliability of internal consistency is significantly higher (lower) than the recommended minimum (maximum) threshold (Hair et al., 2019). Therefore, the result indicates that each variable has met the construct reliability so that it can be concluded that all variables have a high level of reliability in this research.

The metric used for evaluating a construct's convergent validity is the Average Variance Extracted (AVE) for all the items on each construct. To calculate the AVE, one must square the loading of each indicator on a construct and compute the mean value. An acceptable AVE is 0.50 or higher indicating that the construct explains at least 50% of the variance of its items (Hair et al., 2019).

The results of the AVE value of all variables have a value greater than 0.5. This implies that each in the framework reflects or can account for 50% or more of its items. All latent variables also meet the requirements of convergent validity and are considered all valid variables.

Table 3. Cronbach's Alpha, Composite Reliability and AVE Result

Variable	Cronbach's Alpha	Composite Reliability	AVE Result	Result
Behaviour Intention (BI)	0.862	0.897	0.592	Reliable
Effort Expectancy (EE)	0.734	0.849	0.653	Reliable
Performance Expectancy (PE)	0.846	0.890	0.620	Reliable
Social Influence (SI)	0.872	0.903	0.609	Reliable
Trust (T)	0.901	0.924	0.671	Reliable

Inner Model Analysis

Inner model analysis is the structural model coefficients for relationships between constructs are derived from the estimation of a series of regression equations (Hair et al., 2019). Inner model consists of Path Coefficient and Determinant of Coefficient Result (R^2).

Path Coefficient

Path coefficient is a number in the “T-statistics” column to see whether the inner model path coefficient is significant or not. Using a two-way t-test with a significance level of 5%, the path coefficient will be significant if the T-statistic is >1.96 (Wong, 2013). Based on table 4 it can be seen that the most constructions related with HI, H3, H4, H5 and H6 has a positive significant influence between X variable to Y variable, X variable to Z variable and Y variable to Z variable. Although there are two hypotheses whose results are negative and not significant.

Table 4. Path Coefficient

No	Effect	T-Value	T-Statistics	P-Value	Result
1	EE -> T	1.96	3.724	0	Significant
2	PE -> T	1.96	1.053	0.292	Non-Significant
3	SI -> T	1.96	10.125	0	Significant
4	T -> BI	1.96	5.648	0	Significant
5	EE -> BI	1.96	3.465	0.001	Significant
6	SI -> BI	1.96	4.691	0	Significant
7	PE -> BI	1.96	1.01	0.312	Non-Significant

Determinant of Coefficient Result (R^2)

Structural model coefficients for relationships between constructions are derived from estimating a series of regression equations. R^2 values of 0.75, 0.50 and 0.25 are considered substantial, moderate, and weak (Hair et al., 2019). The X variables such as Performance Expectancy, Effort Expectancy, and Social Influence have scored 63.7% towards Y variable (Trust) and considered a moderate impact. For the rest, 38,3% of what affects trust is caused by variables not explained and discussed by the research in this study. The Y variable (Trust) has an impact on the Z variable (Behavioural Intention to Use) with the score result of 66.3% and it is considered as moderate impact, while 33,7% of what influences behavioural intention is caused by variables not explained and discussed by the research in this study.

Table 5. The Determinant of Coefficient Result (R^2)

	R Square Adjusted	Result
BI	0.637	Moderate
T	0.663	Moderate

Discussion

Out of the seven hypotheses proposed in this study, two hypotheses were stated to positive non-significant influence and the other 4 hypotheses were stated to be positive significant influence. To begin with, Effort Expectancy to Trust found the result positive significant influence, that the T-statistic show a value of 3.724 ($t > 1.96$) and also has a P-value of 0.000 ($p < 0.05$). However, regarding the results of Performance Expectancy to Trust, it can be seen that the results have a positive non-significant influence. The researchers found that the T-statistic showed a value of 1.053 ($t < 1.96$) and also had a P-value of 0.292 ($p > 0.05$). While the results found by the researchers between the relationship between Social Influence to Trust is a positive significant influence. The researchers found that the T-statistic showed a value of

10.125 ($t > 1.96$) and also had a P-value of 0.000 ($p < 0.05$). These results are in line with research conducted by Widyanto & Kusumawardani (2020) which states that Social Influence has a significant effect on Trust, this finding shows that Social Influence plays a major role in shaping people's expectations of the level of Trust.

It can also be seen that there is a positive significant influence of Trust and Behavioural Intention to Use. The researchers found that the T-statistic showed a value of 5.648 ($t > 1.96$) and also had a P-value of 0.000 ($p > 0.05$). These results are in line with research conducted by Mubarok et al. (2018) which states that there is a partially significant influence on the consumer trust variable on behavioural intention. For the relationship between Effort Expectancy to Behavioural Intention to Use e-commerce during the COVID-19 pandemic, there is a positive significant influence. Based on the data analysis that has been done, the researchers show a T-statistic value of 3,465 ($t > 1.96$) and also has a P-value of 0.001 ($p > 0.05$).

The results found by researchers of the Social Influences to Behavioural Intention to Use e-commerce during the COVID-19 pandemic resulted in a positive significant influence. Based on the data analysis that has been done, the researchers show the T-statistic value of 4.691 ($t > 1.96$) and also has a P-value of 0.000 ($p > 0.05$). However, there is a positive non-significant influence of performance expectations on behavioral intentions to use e-commerce. Based on the data analysis that has been done, the research shows the T-statistic value of 1.010 ($t < 1.96$) and also has a P-value of 0.312 ($p < 0.05$).

CONCLUSION

In this study, the researchers find several important findings that can contribute to the ongoing discussion on technology adoption, particularly on the use or adaptation of e-commerce. Based on the discussion of the hypotheses that have been proposed in this study, there are two hypotheses that have no significant effect, namely the effect of performance expectancy on trust and the influence of the relationship between performance expectancy on behavioral intention to use. It can be concluded that the influence of Performance Expectancy on Trust is very important and really needs to be considered in its influence on behavioral intention to use. Therefore, researchers suggest that companies in the field of e-commerce can improve and make e-commerce application services as simple as possible in order to be able to streamline users' time and be able to maximize as much as possible to meet what is expected by customers. In addition, the company's reputation must be maximized so that trust in a company is maintained and avoids company bankruptcy. There are many factors that can influence the performance expectations of beliefs on behavioral intentions to use which have not been fully described in this study due to their limitations. Furthermore, the researchers suggest that further researchers can add gender, age, experience and voluntariness use because they can build communities in using and adapting to e-commerce.

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PENGARUH WORK-LIFE BALANCE, BEBAN KERJA, PAY SATISFACTION, DAN PSYCHOLOGICAL CAPITAL TERHADAP TURNOVER INTENTION PADA KARYAWAN KLINIK HEWAN X, TANGERANG

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ABSTRACT

Veterinary clinic employees work under a demanding condition which may come from high expectation of recovery rate by clients and high risk of zoonotic disease exposure. An imbalance between the employee's work life and personal life, high workload, disproportionate compensation, are all factors that can affect the physical and mental welfare of medical workers. Additionally, a low psychological capital plays an important role in mental health among vet clinic employees. One of the most common consequences of poor physical and mental well-being is the desire to leave (turnover intention). This study aims to determine the relationship between work-life balance (WLB), workload, pay satisfaction, and psychological capital (PsyCap) on turnover intention, as well as the correlation between these factors amongst employees at veterinary clinic X in Tangerang, Indonesia. This is a cross-sectional study with a sample size of 7 respondents. Using Kendall's tau correlation method, the results show a significant correlation between components of work-life balance with components of pay satisfaction and psychological capital, as well as components of pay satisfaction with components of psychological capital and turnover intention. Dimension of WLB (PLIW) with pay structure ($r=0,684$; $p=0,041$); dimension of WLB (PLEW) with components of PsyCap: hope ($r=0,651$; $p=0,046$), resilience ($r=0,651$; $p=0,046$), optimism ($r=0,769$; $p=0,020$), and total PsyCap ($r=0,651$; $p=0,046$); component of pay satisfaction (benefit) with component of PsyCap, hope ($r=0,651$; $p=0,046$); component of pay satisfaction (pay structure) with indicator of turnover intention ($r=-0,684$; $p=0,041$).

Keywords: Work-Life Balance; Workload; Pay Satisfaction; Psychological Capital; Turnover Intention

ABSTRAK

Karyawan klinik hewan bekerja dalam kondisi yang penuh tantangan karena ekspektasi kepulihan klien yang tinggi dan risiko tinggi dari paparan penyakit zoonosis. Ketidakseimbangan antara pekerjaan dan kehidupan pribadi, beban kerja yang berlebih, dan kompensasi upah yang tidak setara dengan beban kerja merupakan beberapa faktor yang dapat berdampak pada kesejahteraan fisik dan mental pekerja medis. Selain itu, *psychological capital* yang rendah juga merupakan faktor psikis yang penting pada karyawan klinik hewan. Salah satu konsekuensi yang sering terjadi pada kondisi kesejahteraan fisik dan mental yang tidak tercukupi adalah keinginan untuk meninggalkan pekerjaan (*turnover intention*). Penelitian ini bertujuan untuk mengetahui hubungan antara *work-life balance* (WLB), beban kerja, *pay satisfaction* dan *psychological capital* (PsyCap) terhadap *turnover intention*, serta keterlibatan antar-faktor pada karyawan di klinik hewan X di Tangerang, Indonesia. Penelitian ini menggunakan desain *cross-sectional*, dengan jumlah sampel 7 responden. Menggunakan uji korelasi *Kendall's tau*, ditemukan adanya hubungan yang bermakna antara dimensi WLB dengan komponen *pay satisfaction* dan *psychological capital*, serta komponen *pay satisfaction* dengan komponen *psychological capital* dan indikator *turnover intention*. Dimensi WLB (PLIW) dengan *pay structure* ($r=0,684$; $p=0,041$); dimensi WLB (PLEW) dengan komponen PsyCap: *hope* ($r=0,651$; $p=0,046$), *resilience* ($r=0,651$; $p=0,046$), *optimism* ($r=0,769$; $p=0,020$), dan PsyCap secara keseluruhan ($r=0,651$; $p=0,046$); komponen *pay satisfaction* (*benefit*) dengan komponen PsyCap *hope* ($r=0,651$; $p=0,046$); komponen *pay satisfaction* (*pay structure*) dengan indikator *turnover intention* ($r=-0,684$; $p=0,041$).

Kata Kunci: Keseimbangan Kehidupan Kerja; Beban Kerja; Kepuasan Gaji; Modal Psikologis; Niat Pergantian

PENDAHULUAN

Pekerja yang berhubungan dengan hewan seperti karyawan klinik hewan dapat bertemu ratusan hingga ribuan hewan setiap hari, yang meningkatkan risiko paparan bahaya biologis, fisik, dan kimia (Schmitt *et al.*, 2018). Dalam beberapa tahun terakhir, sejumlah penyakit menular yang baru muncul pertama kali ditemukan sebagai wabah mematikan di kalangan pekerja yang berhubungan dengan hewan. Beberapa penyakit *zoonosis* yang baru dan yang muncul kembali disebabkan oleh virus yang endemik di Indonesia, seperti COVID-19, flu burung, flu babi, demam berdarah, chikungunya, hepatitis e, dan rabies (Rell *et al.*, 2023). Selain risiko penyakit *zoonosis*, tingginya tingkat penyakit alergi, cedera fisik, dan stres psikologis juga dilaporkan pada karyawan yang menangani hewan. Banyak klien dari klinik hewan datang dengan ekspektasi hewan peliharaannya dapat disembuhkan dalam kondisi apapun sehingga menuntut beban kerja yang tinggi (Elte *et al.*, 2023). Beban kerja yang menuntut, jam kerja yang panjang, dan stres yang sering dialami dapat berdampak pada kesejahteraan fisik dan mental seorang pekerja medis (Sibuea *et al.*, 2024). Salah satu konsekuensi yang sering terjadi pada kondisi kesejahteraan fisik dan mental yang tidak tercukupi adalah keinginan untuk meninggalkan pekerjaan (*turnover intention*).

Adapun fenomena *turnover intention* seringkali terjadi pada banyak lapangan yang mempekerjakan pekerja medis atau pekerja klinik hewan, seperti klinik hewan X (Kogan *et al.*, 2020; Neill *et al.*, 2022).

Tabel 1. Data Pegawai dan Pegawai yang Keluar di Klinik Hewan X pada Tahun 2023 & 2024

Tahun	Rata-Rata Jumlah Pegawai	Jumlah Pegawai Keluar	(%)
2023	6	4	66,7%
2024	8,5	4	47%

Berdasarkan data pada Tabel 1, terdapat kesamaan dari jumlah pegawai yang keluar dari klinik hewan X pada tahun 2023 dan 2024. Data ini juga didukung oleh data distribusi karakteristik responden, dimana 6 dari 7 pegawai baru mulai bekerja di klinik hewan X sejak <1 tahun yang lalu. Pada Tabel 2, angka *turnover rate* yang sehat pada latar belakang klinik hewan bergantung pada jumlah karyawan yang ada, sehingga tidak ada angka *absolute* yang dapat dijadikan target. Namun, *turnover rate* yang lebih sedikit dapat mengurangi beban ekonomi dari klinik hewan tersebut sehingga pada kasus dengan data seperti klinik hewan X, target utama adalah menstabilkan atau menurunkan angka *turnover rate* setiap tahunnya (Neill *et al.*, 2022).

Faktor-faktor yang memengaruhi *turnover intention* pada karyawan klinik hewan belum banyak studinya. Studi sebelumnya juga belum ada yang mengevaluasi faktor internal (*psychological capital*) terhadap faktor eksternal (*work-life balance*, beban kerja, dan *pay satisfaction*) yang memengaruhi *turnover intention*, serta keterlibatan antar faktor. Penelitian ini penting karena tingginya frekuensi karyawan klinik hewan yang meninggalkan pekerjaannya dapat mengganggu kinerja klinik dan kualitas pelayanan, serta meningkatkan beban ekonomi yang harus ditanggung pihak manajerial klinik. Oleh karena itu, pemahaman tentang faktor-faktor yang memengaruhi *turnover intention* menjadi penting untuk mengelola kesejahteraan karyawan dan menjaga stabilitas operasional klinik.

TINJAUAN PUSTAKA

Work-life balance, atau keseimbangan antara pekerjaan dan kehidupan pribadi, sangat penting untuk menghindari *burnout* dan mempertahankan kinerja kerja yang optimal (Fukuzaki *et al.*, 2021; Gragnano *et al.*, 2020). Keseimbangan kerja dan kehidupan dapat diukur melalui dimensi keseimbangan waktu, keseimbangan keterlibatan, dan keseimbangan kepuasan dalam berbagai aspek kehidupan (Okolie & Okereka, 2022). Ketika keseimbangan ini terganggu, keinginan karyawan untuk meninggalkan pekerjaan bisa meningkat, terutama jika kepuasan yang mereka rasakan dalam pekerjaan rendah (Salahat & Al-Hamdan, 2022). Beban kerja yang berlebihan juga dapat meningkatkan *burnout*, sehingga pada akhirnya meningkatkan kemungkinan seseorang untuk meninggalkan pekerjaannya (Diehl *et al.*, 2021). Instrumen yang umum digunakan untuk mengukur beban kerja adalah NASA *Task Load Index* (NASA-TLX), yang mengukur dimensi seperti permintaan mental, fisik, waktu, kinerja, usaha, dan frustrasi (Zakiyah, 2019).

Pay satisfaction atau kepuasan upah juga memainkan peran penting dalam memengaruhi keputusan untuk meninggalkan pekerjaan. Kompensasi yang adil dianggap sebagai bentuk penghargaan bagi tenaga kerja atas usaha mereka. Karyawan yang merasa bahwa upah mereka tidak setara dengan beban kerja yang mereka tanggung cenderung lebih merasa frustrasi dan meningkatkan keinginan untuk meninggalkan pekerjaannya (Bimpong *et al.*, 2020). *Pay Satisfaction Questionnaire* (PSQ) yang dikembangkan oleh Singh & Loncar (2010) adalah salah satu alat ukur yang sering digunakan untuk mengukur kepuasan karyawan terhadap upah (Putra & Rezki, 2020). Selain itu, *psychological capital* juga memainkan peran dalam keinginan seorang pekerja medis untuk meninggalkan pekerjaannya (Chen *et al.*, 2024). Konsep dari *psychological capital* yang positif berawal dari ilmu psikologi modern yang pertama kali dikembangkan di tahun 1999 (Phan *et al.*, 2020). *Psychological capital* berfokus pada sumber daya psikologis seorang individu dalam 4 aspek: Efikasi diri (*self-efficacy*), harapan, optimisme, dan daya tahan/resiliensi (Choudhary & Parbha, 2023). *Psychological capital* yang tinggi ditemukan memiliki korelasi positif dengan keterlibatan pekerjaan dan komitmen terhadap pekerjaan (Flinkman *et al.*, 2023).

Turnover intention adalah keinginan karyawan untuk meninggalkan pekerjaan atau organisasi. Teori *turnover* oleh Gebregziabher *et al.* (2020) mengemukakan bahwa niat untuk berhenti merupakan indikator kuat dari keputusan aktual karyawan untuk meninggalkan organisasi. Faktor-faktor seperti ketidakseimbangan kerja-kehidupan, ketidakpuasan upah, dan beban kerja yang berlebihan merupakan penyebab utama peningkatan niat karyawan untuk meninggalkan pekerjaan (Rahmad, 2020).

Dengan mengidentifikasi dan mempertimbangkan faktor-faktor yang dapat memengaruhi *turnover intention* pada pegawai, klinik hewan X dapat mengambil langkah strategis untuk menurunkan *turnover rate* tahunannya. Hal ini akan membantu klinik hewan X dalam mengelola kesejahteraan karyawannya, mengurangi beban ekonomi dari *turnover rate* yang harus ditanggung oleh pihak manajerial klinik, serta secara umum menjaga stabilitas operasional klinik.

METODE PENELITIAN

Studi ini merupakan studi kuantitatif pada lokasi tunggal (*single-center*) dengan desain *cross-sectional*. Pengambilan sampel studi ini menggunakan *purposive sampling* dengan kuesioner yang disebar secara online (*Google Forms*). Metode *purposive sampling* digunakan karena lebih efektif untuk ukuran sampel yang kecil dan homogen. Kriteria inklusi pada

penelitian ini adalah pegawai klinik hewan X (Tangerang, Indonesia) yang bersedia untuk berpartisipasi dalam penelitian. Kriteria eksklusi mencakup responden yang tidak menyelesaikan pengisian kuesioner (tidak lengkap) dan responden yang berada pada posisi kepemilikan dan/atau pemegang saham pada klinik hewan X. Pada penelitian ini, terdapat 8 pegawai yang berpartisipasi, namun hanya 7 responden yang memenuhi kriteria.

Kuesioner *Work-Life Balance Scale* (WLBS) digunakan untuk menilai keseimbangan pekerjaan dan kehidupan pribadi menggunakan Skala *Likert* sebagai berikut: 1) Sangat tidak setuju, 2) Tidak setuju, 3) Netral, 4) Setuju, 5) Sangat setuju. *NASA Task Load Index* (NASA-TLX) digunakan untuk menilai beban kerja dengan perhitungan skor dari 6 domain: Kebutuhan mental, kebutuhan fisik, kebutuhan waktu, performa, tingkat usaha, dan tingkat frustrasi dengan nilai maksimal 100. *Pay Satisfaction Questionnaire* (PSQ) digunakan untuk menilai kepuasan kompensasi pegawai menggunakan Skala *Likert* sebagai berikut: 1) Sangat tidak setuju, 2) Tidak setuju, 3) Setuju, 4) Sangat setuju. *Psychological capital questionnaire-24* (PCQ-24) digunakan untuk menilai keadaan perkembangan psikologis yang positif menggunakan Skala *Likert* sebagai berikut: 1) Sangat tidak setuju, 2) Tidak setuju, 3) Agak tidak setuju, 4) Netral, 5) Agak setuju, 6) Setuju, 7) Sangat setuju. *Turnover intention questionnaire* digunakan untuk menilai keinginan pegawai meninggalkan pekerjaannya. Data kemudian dianalisis dengan uji korelasi *Kendall's tau* untuk mengidentifikasi pengaruh variabel independen (WLBS, beban kerja, PSQ, PCQ-24) terhadap variabel dependen (*turnover intention*), dan terhadap variabel independen lainnya. Uji korelasi *Kendall's tau* dipilih karena bersifat non-parametrik dan lebih efektif untuk jumlah sampel yang kecil dibandingkan uji *Spearman's Rank-Order Correlation Coefficient*. Analisis regresi multipel tidak dapat dilakukan karena ukuran sampel populasi yang kecil.

HASIL DAN PEMBAHASAN

Sebanyak 7 responden digunakan dalam studi ini, dengan persentase jenis kelamin yang cukup merata antara perempuan (42,9%) dan laki-laki (57,1%). Usia pegawai didominasi kelompok usia 20–25 tahun (57,1%). Jabatan pekerjaan pegawai didominasi oleh dokter hewan (42,8%). Durasi bekerja pegawai menunjukkan sebanyak 6 pegawai yang baru mulai bekerja dengan durasi <1 tahun (85,7%).

Tabel 2. Distribusi Karakteristik Responden

Variabel	(n)	(%)
Jenis Kelamin		
Perempuan	3	42,9
Laki-laki	4	57,1
Usia		
20 – 25 tahun	4	57,1
26 – 30 tahun	2	28,6
>30 tahun	1	14,3
Jabatan Pekerjaan		
Dokter hewan	3	42,8
Paramedis veteriner	2	28,6
<i>Kennel boy</i>	1	14,3
<i>Front office</i>	1	14,3
Durasi Bekerja		
<1 tahun	6	85,7
1 – 5 tahun	1	14,3
Total	7	100

Pada uji korelasi *Kendall's tau*, ditemukan adanya hubungan yang positif antar variabel independen dan dependen. Hasil penelitian menunjukkan adanya korelasi positif yang signifikan antara dimensi PLIW dengan indikator *benefit* ($r=0,684$; $p=0,041$).

Tabel 3. Hasil Analisis Korelasi *Kendall's tau* Pada Aspek WLB (PLIW) Terhadap *Pay Satisfaction*

Work-Life Balance			Pay Satisfaction				Total PSQ
			Pay Level	Benefit	Pay Raise	Pay Structure	
<i>Kendall's tau</i>	Personal Life with Interference Work (PLIW)	Correlation Coefficient	0,245	0,684*	0,216	0,105	0,433
		Sig. (2-tailed)	0,488	0,041	0,525	0,753	0,204
		N	7	7	7	7	7

*. Correlation is significant at the 0,05 level (2-tailed).

Selain itu, didapatkan adanya korelasi yang positif antara dimensi PLEW dengan komponen *hope* ($r=0,651$; $p=0,046$), *resiliency* ($r=0,651$; $p=0,046$), dan *optimism* ($r=0,769$; $p=0,020$) dari *psychological capital*. PLEW juga memiliki korelasi yang positif dengan nilai total PCQ-24 ($r=0,651$; $p=0,046$).

Tabel 4. Hasil Analisis Korelasi *Kendall's tau* Pada Dimensi WLB (PLEW) Terhadap *Psychological Capital*

Work-Life Balance			Psychological Capital				Total PCQ-24
			Self-efficacy	Hope	Resiliency	Optimism	
<i>Kendall's tau</i>	Personal Life Enhancement of Work (PLEW)	Correlation Coefficient	0,649	0,651*	0,651*	0,769*	0,651*
		Sig. (2-tailed)	0,055	0,046	0,046	0,020	0,046
		N	7	7	7	7	7

*. Correlation is significant at the 0,05 level (2-tailed).

Komponen *hope* pada *psychological capital* juga ditemukan memiliki korelasi yang positif dengan indikator *pay structure* ($r=0,651$; $p=0,046$) pada variabel *pay satisfaction*.

Tabel 5. Hasil Analisis Korelasi *Kendall's tau* Pada Komponen *Hope (Psychological Capital)* Terhadap *Pay Satisfaction*

Psychological Capital			Pay Satisfaction				Total PSQ
			Pay Level	Benefit	Pay Raise	Pay Structure	
<i>Kendall's tau</i>	<i>Hope</i>	Correlation Coefficient	0,467	0,451	0,514	0,651*	0,514

Sig. (2-tailed)	0,174	0,167	0,120	0,046	0,120
N	7	7	7	7	7

*. Correlation is significant at the 0,05 level (2-tailed).

Penemuan signifikan yang terakhir merupakan indikator *benefit* pada *pay satisfaction* yang memiliki korelasi negatif dengan aspek *turnover intention* dalam perencanaan untuk berhenti dari pekerjaan ($r = -0,684$; $p = 0,041$).

Tabel 6. Hasil Analisis Korelasi *Kendall's tau* Pada Indikator *Benefit (Pay Satisfaction)* Terhadap *Turnover Intention*

		Turnover Intention			
		Merencanakan untuk berhenti dari pekerjaan	Mencoba mencari alternatif pekerjaan lain	Berpikir untuk meninggalkan perusahaan/ organisasi	Total
<i>Kendall's tau</i>	<i>Benefit</i>				
	<i>Correlation Coefficient</i>	-0,684*	-0,474	-0,205	-0,410
	<i>Sig. (2-tailed)</i>	0,041	0,157	0,534	0,214
	N	7	7	7	7

*. Correlation is significant at the 0,05 level (2-tailed).

Pembahasan

Work-Life Balance (WLB) dinilai dengan kuesioner *work-life balance scale* yang sudah diterjemahkan dan divalidasi ke dalam Bahasa Indonesia. Menurut Wüest-Baumeler *et al.*, (2023), WLB dibagi menjadi 2 dimensi yaitu tuntutan (*demands*) dan sumber daya (*resources*). *Demands* terdiri atas *Work Interference with Personal Life* (WIPL) dan *Personal Life with Interference Work* (PLIW). WIPL mengacu pada seberapa banyak pekerjaan mengganggu kehidupan pribadi seseorang, sedangkan WIPL mengacu pada seberapa banyak kehidupan pribadi mengganggu kinerja seseorang dalam pekerjaannya. Dimensi *resources* terdiri atas *Work Enhancement of Personal Life* (WEPL) dan *Personal Life Enhancement of Work* (PLEW). WEPL mengacu pada seberapa jauh kehidupan pribadi seseorang dapat meningkatkan performa dalam kehidupan pekerjaannya, sedangkan PLEW mengacu pada seberapa jauh pekerjaan seseorang dapat meningkatkan kualitas hidup pribadinya.

Pay satisfaction dinilai dengan *Pay Satisfaction Questionnaire* (PSQ) yang sudah diterjemahkan dan divalidasi ke dalam Bahasa Indonesia. PSQ terdiri atas 4 indikator: tingkat gaji (*pay level*), kompensasi (*benefit*), kenaikan gaji (*pay raise*), serta struktur dan administrasi penggajian (*pay structure*). PSQ terdiri atas pertanyaan yang bersifat *favorable* sehingga semakin tinggi nilai masing-masing indikator menandakan kepuasan yang semakin tinggi pula.

Pada penelitian ini, ditemukan adanya korelasi positif antara dimensi PLIW (WLB) dan indikator *benefit* (PSQ). Hasil ini didukung oleh berbagai literatur yang meneliti hubungan antara WLB dan *pay satisfaction*. Kanu *et al.* (2023) melakukan penelitian pada karyawan bank di Nigeria dan menemukan adanya hubungan positif antar WLB dan *pay satisfaction* yang dimediasi oleh tingkat pemberdayaan psikologis (*psychological empowerment*). Selain itu, hasil penelitian Aditya & Deviastri (2024) menunjukkan bahwa WLB dan *pay satisfaction* berpengaruh secara positif dan signifikan terhadap kepuasan kerja. Secara teori, hasil ini juga

didukung oleh teori Okolie & Okereka (2022) yang menyimpulkan bahwa pegawai yang merasa puas dengan kompensasinya cenderung merasakan keseimbangan dan fleksibilitas dalam mengelola pekerjaan dan tanggung jawab pribadi.

Psychological Capital (PsyCap) dinilai dengan *Psychological Capital Questionnaire-24* (PCQ-24) yang sudah diterjemahkan dan divalidasi ke dalam Bahasa Indonesia. Menurut Loghman *et al.* (2023), PsyCap dapat dibagi menjadi 4 komponen: *self-efficacy*, *optimism*, *hope*, dan *resiliency*. PCQ-24 terdiri atas pertanyaan yang bersifat *unfavorable* dan *favorable* sehingga pada perhitungan data dilakukan konversi nilai. Semakin tinggi nilai masing-masing komponen menandakan tingkat PsyCap yang semakin tinggi pula.

Pada penelitian ini, ditemukan adanya korelasi positif antara dimensi PLEW (WLB) dengan PsyCap, termasuk komponen-komponennya (*hope*, *resiliency*, dan *optimism*). Hasil ini secara tidak langsung didukung oleh penelitian yang dilakukan oleh Gupta (2022) yang menemukan adanya hubungan positif antara WLB dan PsyCap yang dimediasi oleh tingkat apresiasi yang dirasakan pegawai (*perceived appreciation*). Beberapa penelitian lain yang mendukung hasil ini merupakan Feleen *et al.* (2021) yang melakukan studi terhadap pengusaha di India, serta penelitian Zhang *et al.* (2024) yang melakukan studi terhadap perawat di Republik Rakyat Tiongkok. Sebuah *narrative review* oleh Steffey *et al.* (2023) juga secara tidak langsung mendukung hasil ini karena menunjukkan bahwa *work-life balance* yang buruk pada dokter hewan pada tahapan mahasiswa hingga residen dan dokter hewan meningkatkan kelelahan secara mental (*burnout*).

Selain itu, hasil penelitian ini menunjukkan korelasi positif antara komponen *hope* (PsyCap) terhadap *pay satisfaction*. Sebuah penelitian oleh Zhang *et al.* (2021) yang dilakukan pada populasi dokter residen di Republik Rakyat Tiongkok menunjukkan adanya korelasi antara *income level* dan *psychological capital*, yang secara tidak langsung mendukung hasil penelitian ini.

Keinginan karyawan untuk meninggalkan pekerjaan secara sukarela dinilai dengan kuesioner *turnover intention* yang dijelaskan oleh Khan *et al.* (2024) memiliki 3 indikator: merencanakan untuk berhenti dari pekerjaan, mencoba mencari alternatif pekerjaan lain, dan berpikir untuk meninggalkan perusahaan atau organisasi.

Pada penelitian ini, ditemukan adanya korelasi positif antara indikator *benefit* (*pay satisfaction*) dan rencana untuk berhenti dari pekerjaan (*turnover intention*). Hasil ini didukung oleh penelitian yang dilakukan oleh Adriaan & Loo (2021) pada karyawan veteriner, dimana *pay satisfaction* merupakan salah satu faktor yang memengaruhi *turnover intention*. Hasil ini secara tidak langsung didukung juga oleh hasil penelitian Hasibuan *et al.* (2019) dan Rusi *et al.* (2023) yang menunjukkan adanya korelasi positif antara *pay satisfaction* dan *turnover intention* pada pegawai keuangan di Indonesia dan India.

KESIMPULAN DAN SARAN

Berdasarkan hasil penelitian ini, ditemukan adanya hubungan yang bermakna antara dimensi WLB dengan komponen *pay satisfaction* dan *psychological capital*, serta komponen *pay satisfaction* dengan komponen *psychological capital* dan indikator *turnover intention*. Dimensi WLB (PLIW) dengan *pay structure* ($r=0,684$; $p=0,041$); dimensi WLB (PLEW) dengan komponen PsyCap: *hope* ($r=0,651$; $p=0,046$), *resilience* ($r=0,651$; $p=0,046$), *optimism* ($r=0,769$; $p=0,020$), dan PsyCap secara keseluruhan ($r=0,651$; $p=0,046$); komponen *pay satisfaction* (*benefit*) dengan komponen PsyCap *hope* ($r=0,651$; $p=0,046$); komponen *pay satisfaction* (*pay structure*) dengan indikator *turnover intention* ($r=-0,684$; $p=0,041$). Hasil penelitian ini mengimplikasikan bahwa setiap faktor psikososial dalam lapangan pekerjaan

veteriner dapat memiliki korelasi dengan satu sama lain. Penting untuk memahami korelasi ini untuk mencegah tingginya tingkat *turnover intention* yang dapat berdampak negatif terhadap efektivitas klinik hewan. Berdasarkan hasil penelitian ini, salah satu strategi yang dapat diaplikasikan untuk menurunkan *turnover intention* pada karyawan adalah meningkatkan kompensasi yang diterima karyawan.

Penelitian yang menganalisis kondisi psikososial pegawai klinik hewan atau petugas medis hewan di Indonesia juga masih sangat terbatas sehingga hasil penelitian dapat digunakan sebagai referensi sebelum melakukan penelitian lain dengan populasi sampel yang lebih besar. Dari sudut pandang manajerial, studi kondisi psikososial pegawai dapat membantu dalam pengelolaan sumber daya manusia.

Penulis mengakui bahwa penelitian ini tidak sempurna. Salah satu kekurangan dari penelitian ini adalah sedikitnya populasi sampel penelitian, sehingga terdapat potensi bias dalam pengambilan dan validitas data penelitian. Untuk penelitian selanjutnya dapat dilakukan pada institusi veteriner yang lebih besar atau dapat dilakukan penelitian multi-senter.

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PENGEMBANGAN PRODUKSI DAN DIGITALISASI PEMASARAN BAGI UMKM DI SEKTOR KULINER COOKED BY ANNISA (HASIL LUARAN PKM)

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ABSTRACT

Cooked by Annisa" is a home-based culinary business established in 2020, focusing on offering high-quality food products such as pastries and Japanese specialties. The business faces several challenges, including limited production capacity, restricted market access, and a shortage of human and financial resources. This article outlines proposed solutions to address these issues through digital marketing strategies, a pre-order and pick-up point system, new product development, operational enhancements, and the adoption of digital technologies. These initiatives aim to boost competitiveness, expand market reach, and transform the business into a sustainable and adaptive MSME in the global food sector. The article also presents risk analysis, and key lessons learned in managing a digitally driven and innovative-focused small enterprise.

Keywords: Culinary MSMEs; Digital Marketing; Product Innovation; Operational Efficiency; Business Transformation

ABSTRAK

*Cooked by Annisa" adalah usaha kuliner rumahan yang berdiri sejak tahun 2020 dan berfokus pada penyediaan produk makanan berkualitas, seperti *pastry* dan hidangan khas Jepang. Dalam perjalanannya, usaha ini menghadapi tantangan seperti keterbatasan kapasitas produksi, akses pasar yang terbatas, serta minimnya sumber daya manusia dan pembiayaan. Artikel ini membahas solusi yang diusulkan untuk mengatasi tantangan tersebut melalui strategi pemasaran digital, sistem *pre-order* dan *pick-up point*, pengembangan produk baru, serta peningkatan operasional dan adopsi teknologi digital. Dengan pendekatan ini, diharapkan usaha dapat meningkatkan daya saing, memperluas pasar, dan bertransformasi menjadi UMKM kuliner yang berkelanjutan dan adaptif terhadap perubahan pasar global. Artikel ini juga menganalisis risiko dan pelajaran yang dipetik dalam pengelolaan usaha kecil berbasis digital dan inovasi.*

Kata Kunci: UMKM Kuliner; Pemasaran Digital; Inovasi Produk; Efisiensi Operasional; Transformasi usaha

PENDAHULUAN

Cooked by Annisa adalah usaha kuliner rumahan yang didirikan pada tahun 2020, yang bertujuan untuk memberikan pengalaman kuliner yang berkualitas kepada konsumen dengan berbagai produk makanan yang menggugah selera. Usaha ini menawarkan berbagai jenis *pastry* seperti kue kering, *chocolate cake*, dan *raspberry roll*, serta hidangan khas Jepang seperti salmon mentai dan *chicken* mentai. Sebagai usaha kecil yang beroperasi di sektor kuliner, "*Cooked by Annisa*" mengutamakan kualitas bahan baku yang segar dan terjaga kebersihannya, serta rasa yang konsisten agar dapat memenuhi harapan pelanggan. Dalam menjalankan usaha ini, "*Cooked by Annisa*" memanfaatkan pemasaran melalui media sosial untuk menjangkau pasar yang lebih luas, dengan cara yang efisien dan terjangkau.

Meskipun usaha ini memiliki potensi untuk berkembang, tantangan utama yang dihadapi adalah keterbatasan sumber daya, baik dari segi modal maupun kapasitas produksi. Sebagai usaha kuliner rumahan, "*Cooked by Annisa*" mengandalkan skala kecil dan tenaga kerja terbatas, yang menghambat kemampuan untuk memenuhi permintaan pasar yang semakin meningkat. Selain itu, pembiayaan yang terbatas sering kali menjadi penghalang dalam pengembangan usaha, baik untuk memperluas kapasitas produksi maupun untuk memodernisasi sistem pemasaran dan distribusi. Oleh karena itu, diperlukan solusi dalam hal peningkatan efisiensi operasional dan pengelolaan sumber daya yang lebih baik, agar dapat memperbesar pangsa pasar tanpa mengorbankan kualitas produk.

Di sisi lain, UMKM di Indonesia, khususnya di sektor kuliner, memiliki potensi yang sangat besar untuk berkembang, tetapi juga menghadapi berbagai tantangan yang perlu diatasi. Berdasarkan data dari Kementerian Koperasi dan UKM, sektor UMKM berkontribusi sekitar 60% terhadap PDB Indonesia dan menyerap lebih dari 97% tenaga kerja. Namun, meskipun kontribusinya besar, banyak UMKM yang masih kesulitan dalam mengakses pembiayaan yang memadai, sehingga menghambat kemampuan mereka untuk berkembang. Hal ini sering disebabkan oleh kurangnya pengetahuan tentang manajemen keuangan yang baik, keterbatasan jaminan untuk memperoleh pinjaman, serta rendahnya kemampuan untuk merencanakan pertumbuhan usaha yang terstruktur.

Selain itu, meskipun UMKM di Indonesia memiliki potensi besar untuk berkembang, banyak yang belum memanfaatkan teknologi secara optimal. Pemanfaatan media sosial, *platform e-commerce*, dan *digital marketing* masih terbatas, meskipun di era sekarang ini, digitalisasi adalah salah satu kunci untuk memperluas pasar dan mempercepat pertumbuhan. UMKM juga harus menghadapi persaingan yang semakin ketat, baik dari usaha sejenis maupun dari usaha besar yang memiliki sumber daya lebih besar. Untuk itu, penting bagi UMKM seperti "*Cooked by Annisa*" untuk berinovasi dalam hal produk dan strategi pemasaran, serta meningkatkan efisiensi operasional agar dapat bersaing di pasar yang semakin kompetitif.

Dalam konteks ini, pengembangan UMKM melalui inovasi produk, penggunaan teknologi, serta pembinaan dalam manajemen usaha menjadi kunci penting untuk memastikan pertumbuhan yang berkelanjutan. "*Cooked by Annisa*" dapat memanfaatkan peluang ini dengan meningkatkan kapasitas produksi, memperkenalkan produk baru, serta memperluas jaringan distribusi melalui *platform digital* dan kemitraan strategis. Dengan peningkatan pemahaman tentang manajemen usaha yang baik, serta dukungan pembiayaan yang lebih mudah diakses, UMKM seperti "*Cooked by Annisa*" memiliki potensi besar untuk berkembang, tidak hanya di pasar lokal, tetapi juga secara nasional. Dalam perjalanannya, usaha ini menghadapi tantangan seperti keterbatasan kapasitas produksi, akses pasar yang terbatas, serta minimnya sumber daya manusia dan pembiayaan (Beck *et al.*, 2005).

Sebagai usaha kuliner rumahan yang berkomitmen untuk memberikan kualitas terbaik, "*Cooked by Annisa*" menawarkan berbagai produk makanan yang didesain untuk memenuhi selera dan kebutuhan konsumen yang beragam. Setiap produk yang dibuat dengan penuh perhatian terhadap detail, kualitas bahan baku, dan kebersihan, bertujuan untuk memberikan pengalaman kuliner yang tak terlupakan. Produk yang ditawarkan mencakup berbagai jenis *pastry* dan makanan khas Jepang, yang semuanya disajikan dengan cita rasa yang otentik dan bahan-bahan pilihan. Berikut adalah beberapa foto produk *Cooked by Annisa*:



Gambar 1. Produk *Cooked by Annisa*

Permasalahan Mitra

Dalam menjalankan usaha kuliner rumahan "*Cooked by Annisa*", terdapat berbagai tantangan yang perlu diidentifikasi dan diatasi untuk memastikan keberlanjutan dan pengembangan usaha ke depannya. Beberapa permasalahan yang dihadapi oleh "*Cooked by Annisa*" mencakup aspek- aspek fundamental yang berkaitan dengan kapasitas produksi, pemasaran, manajemen operasional, serta akses terhadap pembiayaan, yang semuanya menjadi perhatian utama dalam pengembangan UMKM di Indonesia secara umum. Permasalahan-permasalahan ini tidak hanya bersifat internal, tetapi juga mencakup tantangan eksternal yang mempengaruhi daya saing dan potensi pertumbuhan usaha. Berikut adalah beberapa permasalahan utama yang dihadapi oleh "*Cooked by Annisa*":

1. Bagaimana *Cooked by Annisa* dapat meningkatkan akses pasar, terutama di daerah terpencil dengan keterbatasan infrastruktur?
2. Bagaimana strategi *pre-order* dan pengembangan menu dapat meningkatkan daya tarik produk di tengah persaingan UMKM makanan yang ketat?
3. Bagaimana memanfaatkan teknologi digital dan media sosial untuk meningkatkan efisiensi operasional dan memperluas jangkauan pemasaran?
4. Bagaimana mengatasi keterbatasan sumber daya manusia dan memastikan kualitas produksi yang konsisten?

Secara keseluruhan, meskipun "*Cooked by Annisa*" memiliki produk yang unggul dan pelanggan yang *loyal*, terdapat berbagai tantangan yang harus diatasi agar usaha ini dapat terus berkembang dan menjadi lebih kompetitif di pasar kuliner rumahan yang semakin berkembang. Permasalahan-permasalahan ini mencakup faktor internal yang berkaitan dengan manajemen operasional, kapasitas produksi, dan pengelolaan keuangan, serta faktor eksternal yang berkaitan dengan pemasaran, akses pembiayaan, dan persaingan pasar. Untuk itu, "*Cooked by Annisa*" perlu merumuskan strategi yang tepat guna mengatasi permasalahan-permasalahan ini dan mencapai tujuan jangka panjang dalam pengembangan usaha.

SOLUSI & TARGET LUARAN

Solusi yang Diusulkan

“Cooked by Annisa” menghadapi berbagai tantangan seperti akses pasar terbatas, keterbatasan sumber daya, dan persaingan ketat. Untuk mengatasi hal tersebut, solusi yang diusulkan meliputi:

1. Strategi Pemasaran Digital

Memanfaatkan media sosial, seperti *Instagram*, *Facebook*, dan *TikTok*, sebagai alat utama untuk memperluas jangkauan pasar. Konten kreatif akan dirancang untuk menarik perhatian konsumen, termasuk foto produk yang menarik, video tutorial singkat, dan testimoni pelanggan. Strategi ini juga mencakup kolaborasi dengan *influencer* kuliner lokal untuk meningkatkan kepercayaan dan daya tarik produk. Penggunaan fitur promosi berbayar di media sosial juga akan dimanfaatkan untuk menjangkau audiens yang lebih luas dan spesifik.

2. *Pre-order* dan *Pick-up Point*

Sistem *pre-order* akan diimplementasikan untuk mempermudah proses pembelian, mengurangi risiko pemborosan bahan baku, dan memastikan konsumen mendapatkan produk sesuai pesanan. Titik pengambilan (*pick-up point*) yang terkoordinasi akan disiapkan di lokasi strategis untuk memudahkan konsumen, terutama di wilayah yang sulit dijangkau. Sistem ini juga diharapkan mampu meningkatkan efisiensi distribusi dan mengurangi biaya pengiriman.

3. Pengembangan Produk Baru

Mengembangkan menu baru yang lebih variatif untuk memenuhi tren pasar dan preferensi konsumen. Proses pengembangan produk akan diawali dengan riset pasar yang mendalam untuk memahami kebutuhan konsumen, seperti jenis makanan yang sedang populer atau permintaan spesifik dari pelanggan. Menu baru ini tidak hanya bertujuan untuk menarik perhatian konsumen baru tetapi juga memperkuat loyalitas pelanggan yang sudah ada.

4. Peningkatan Kapasitas Operasional

Untuk mendukung pertumbuhan permintaan, “Cooked by Annisa” akan merekrut tenaga kerja baru dan memberikan pelatihan intensif kepada seluruh tim untuk meningkatkan kualitas kerja dan efisiensi operasional. Selain itu, investasi pada peralatan modern seperti oven berkapasitas besar, *mixer*, dan alat penyimpanan akan dilakukan untuk meningkatkan kapasitas produksi. Dengan langkah ini, usaha dapat memenuhi permintaan yang lebih besar tanpa mengorbankan kualitas produk.

5. Adopsi Teknologi Digital

Teknologi digital akan digunakan untuk meningkatkan efisiensi dan memperluas jangkauan pemasaran. Perangkat lunak manajemen *pre-order* akan diimplementasikan untuk mengelola pesanan dengan lebih baik dan mengurangi risiko kesalahan. Selain itu, *platform e-commerce* akan digunakan untuk memperluas penjualan *online*, memberikan konsumen kemudahan dalam melakukan pemesanan dan pembayaran secara digital. Langkah ini tidak hanya meningkatkan aksesibilitas produk tetapi juga memberikan pengalaman belanja yang lebih nyaman bagi konsumen. Solusi yang diusulkan untuk mengatasi tantangan tersebut melalui strategi pemasaran digital (Tiago & Veríssimo, 2014), sistem *pre-order* dan *pick-up point*, pengembangan produk baru (Trott, 2021), serta peningkatan operasional dan adopsi teknologi digital (Gómez *et al.*, 2017).

Target Luaran

Adapun atas penerapan rencana solusi tersebut di atas, kami memiliki beberapa target capaian kegiatan sebagai berikut:

1. Pengadaan riset pasar secara singkat melalui survei kuesioner, wawancara dan observasi beberapa media online milik kompetitor yang sejenis.
2. Pembuatan konsep cerita yang unik dan kuat yang menjadi dasar citra brand yang ingin dibangun untuk menyasar generasi Z dan millennial.
3. Pemanfaat media sosial dalam mempromosikan produk UMKM dalam bentuk video pendek untuk penyebaran di *TikTok* dan *Instagram*.

METODE PELAKSANAAN

Optimalisasi Pemasaran Digital

Pemasaran digital menjadi strategi utama dalam memperluas jangkauan pasar *Cooked by Annisa*. Langkah ini dimulai dengan menggunakan media sosial seperti *Instagram*, *Facebook*, dan *TikTok* sebagai *platform* periklanan utama Anda. Konten kreatif diproduksi sesuai jadwal anda, termasuk foto produk berkualitas tinggi, video proses pembuatan makanan, dan testimoni pelanggan. Konten ini bertujuan untuk menonjolkan keunikan dan kualitas produk Anda untuk menarik perhatian khalayak dalam dan luar negeri. Untuk meningkatkan kesadaran, fitur iklan berbayar digunakan untuk menjangkau audiens yang lebih spesifik berdasarkan demografi, minat, dan kebiasaan berbelanja. Selain itu, *Cooked by Annisa* memanfaatkan pasar lokal seperti *Shopee* dan *Tokopedia*, serta *platform* global seperti *Etsy*. *Search Engine Optimization* (SEO) *website* resmi atau blog bisnis Anda juga harus menjadi prioritas agar produk Anda mudah ditemukan melalui mesin pencari.

Inovasi Produk dan Diversifikasi Menu

Pengembangan produk merupakan faktor kunci agar tetap menarik dalam persaingan pasar. Melalui riset pasar, *Cooked by Anisa* mengidentifikasi tren kuliner global dan preferensi konsumen, terutama untuk memenuhi kebutuhan pasar internasional. Menu baru tersebut akan dirancang untuk beradaptasi dengan selera global, termasuk masakan yang dibuat dengan bahan-bahan lokal yang halal dan ramah lingkungan, agar mampu bersaing di pasar internasional. Sistem pemesanan di muka diperkenalkan untuk mengelola pesanan secara efisien, mengurangi risiko pemborosan bahan mentah, dan memastikan produk tetap segar saat sampai ke konsumen. Kemasan produk juga didesain ulang untuk memberikan rasa berkualitas namun tetap ramah lingkungan. Kemasan ini memenuhi standar ekspor termasuk pelabelan untuk memenuhi kebutuhan konsumen internasional, antara lain: Informasi kandungan halal, nutrisi dan cara penyimpanan.

Peningkatan Operasional & Sumber Daya Manusia (SDM)

Untuk mendukung peningkatan kapasitas produksi, "*Cooked by Annisa*" akan merekrut energi kerja tambahan yg dilatih spesifik pada baku kualitas produk. Pelatihan intensif ini mencakup teknik produksi, pengelolaan pesanan, dan penggunaan indera terkini. Selain itu, *training digital marketing* pula diberikan pada tim pemasaran supaya mereka bisa mengelola kampanye secara profesional. Investasi dalam indera-indera terkini misalnya panggang berkapasitas besar, aduk-aduk otomatis, dan mesin pengemas pula akan dilakukan buat menaikkan efisiensi produksi. Perangkat lunak manajemen pesanan berbasis digital akan diimplementasikan buat mengelola proses *pre-order*, mengurangi risiko kesalahan, dan memastikan kelancaran distribusi. Langkah ini diperlukan bisa memenuhi permintaan yang terus semakin tinggi tanpa mengorbankan kualitas produk.

Kolaborasi Strategis & Partisipasi Global

Kolaborasi strategis menggunakan kawan lokal & internasional akan sebagai langkah krusial pada memperluas jaringan distribusi. Di taraf lokal, "*Cooked by Annisa*" akan bekerja sama menggunakan distributor kuliner & *platform* pengiriman buat menjangkau lebih poly konsumen. Di taraf internasional, bisnis ini akan menjalin kemitraan menggunakan restoran, kafe, atau toko yg melayani komunitas diaspora Indonesia. Selain itu, "*Cooked by Annisa*" akan aktif berpartisipasi pada pameran masakan dan *event* internasional. Pameran ini sebagai kesempatan buat mempromosikan produk secara pribadi pada pasar dunia dan memperluas jaringan bisnis. Kolaborasi menggunakan *influencer* masakan yg mempunyai audiens internasional pula akan dilakukan buat menaikkan agama konsumen terhadap produk. Langkah ini diperkuat menggunakan taktik pemberdayaan komunitas, misalnya *sourcing* bahan standar menurut petani lokal buat mendukung keberlanjutan ekonomi komunitas. Dengan langkah ini, "*Cooked by Annisa*" hanya berkontribusi terhadap ekonomi lokal namun pula membentuk gambaran menjadi UMKM yg bertanggung jawab dan peduli terhadap lingkungan.

Melalui penerapan metode aplikasi ini, "*Cooked by Annisa*" diperlukan bisa mengatasi tantangan primer yg dihadapi, misalnya keterbatasan pasar dan asal daya, dan persaingan yg semakin ketat. Dengan taktik pemasaran digital, penemuan produk, peningkatan operasional, dan kerja sama strategis, bisnis ini bisa memperluas jangkauan pasar, menaikkan daya saing, dan membentuk reputasi menjadi UMKM masakan yang kompetitif pada taraf lokal juga internasional. Dengan pendekatan ini, diharapkan usaha dapat meningkatkan daya saing (Rosli & Sidek, 2013), memperluas pasar, dan bertransformasi menjadi UMKM kuliner yang berkelanjutan dan adaptif terhadap perubahan pasar global (Susanti *et al.*, 2021). Artikel ini juga menganalisis risiko dan pelajaran yang dipetik dalam pengelolaan usaha kecil berbasis digital dan inovasi (Linton & Solomon, 2017; Chaffey & Ellis-Chadwick, 2019).

ANALISIS RISIKO

Keberhasilan dan Tantangan

Keberhasilan:

1. Pertumbuhan Organik: *Cooked by Annisa* berhasil berkembang secara mandiri tanpa bantuan eksternal, dengan mengandalkan strategi pemasaran online melalui media sosial dan sistem *pre-order* berbasis *pick-up point*.
2. Penerimaan Positif: Produk berkualitas tinggi dengan harga terjangkau telah menarik perhatian konsumen, terutama pelajar dan perempuan, sehingga meningkatkan loyalitas pelanggan.
3. Inovasi Berkelanjutan: Pengembangan menu baru yang mengikuti tren pasar menunjukkan fleksibilitas dalam memenuhi preferensi konsumen.

Tantangan:

1. Keterbatasan Sumber Daya Manusia: Ketergantungan pada pemilik untuk operasional dan pemasaran menjadi kendala dalam meningkatkan kapasitas produksi.
2. Akses Pasar yang Terbatas: Lokasi yang terpencil menyulitkan untuk menjangkau lebih banyak pelanggan.
3. Persaingan Ketat: Banyaknya UMKM kuliner lainnya menciptakan tantangan dalam mempertahankan daya saing.

Pelajaran yang Dipetik

1. Pentingnya Digitalisasi: Teknologi digital seperti media sosial dan *platform e-commerce* memainkan peran penting dalam memperluas jangkauan pasar.

2. Konsistensi Kualitas: Produk yang konsisten dengan kualitas tinggi membangun reputasi positif di antara konsumen.
3. Adaptasi dan Inovasi: Menjawab perubahan preferensi konsumen dengan menu baru yang inovatif adalah kunci untuk mempertahankan relevansi di pasar.
4. Manajemen Risiko: Identifikasi dan mitigasi risiko seperti fluktuasi bahan baku dan penerimaan pasar perlu dilakukan secara proaktif.

Evaluasi Risiko

Identifikasi Risiko:

1. Keterlambatan Jadwal: Masalah koordinasi tim dan keterbatasan sumber daya dapat menyebabkan keterlambatan.
2. Fluktuasi Biaya: Harga bahan baku yang tidak stabil dan pengeluaran tak terduga dapat memengaruhi anggaran.
3. Penerimaan Pasar: Risiko produk baru tidak diterima baik oleh konsumen karena persaingan dan tren yang berubah.

Mitigasi Risiko:

1. Perencanaan Jadwal yang Detil: *Milestone* proyek harus disertai dengan mekanisme pemantauan untuk mencegah keterlambatan.
2. Manajemen Anggaran yang Ketat: Memastikan setiap pengeluaran dievaluasi secara berkala dan mempersiapkan dana cadangan untuk kebutuhan mendesak.
3. Riset Pasar: Sebelum meluncurkan produk baru, riset pasar dilakukan untuk menyesuaikan inovasi dengan preferensi konsumen.

Dengan pendekatan ini, *Cooked by Annisa* dapat mengatasi tantangan yang ada dan terus berkembang sebagai UMKM yang kompetitif di industri kuliner.

BIAYA DAN JADWAL PELAKSANAAN

Anggaran

Tabel 1. Anggaran

No	Jenis Pengeluaran	Biaya yang Diusulkan
1	Produksi: untuk bahan baku awal (bahan makanan pokok, rempah-rempah, dan kemasan), memungkinkan peningkatan kapasitas produksi.	Rp 1.000.000,-
2	Pemasaran: untuk kampanye media sosial, termasuk konten berbayar, promosi di Instagram, pembuatan materi visual berkualitas, dan kolaborasi dengan <i>micro- influencer</i> .	Rp 500.000,-
3	Pengembangan Produk: untuk uji coba dan pengembangan menu baru skala menengah, termasuk bahan baku untuk variasi produk baru.	Rp 300.000,-
4	Logistik: untuk biaya distribusi dan pengelolaan <i>pre-order</i> (termasuk pengiriman lokal dan pengaturan <i>pick-up point</i>).	Rp 200.000,-
Jumlah		Rp2.000.000,-

Jadwal Pengunjungan

Tabel 2. Jadwal Pengunjungan

No	Jenis Kegiatan	Bulan											
		1	2	3	4	5	6	7	8	9	10	11	12
1	Menghubungi dan berkoordinasi dengan mitra												
2	Melakukan pendekatan kepada mitra dan melakukan survei pertama												
3	Melakukan pendekatan kepada mitra dan melakukan survei kedua												
4	Melakukan riset pasar dengan mitra												
5	Pengembangan produk/Pembuatan menu baru												
6	Rekrutment tenaga kerja dan pelatihan												
7	Kampanye pemasaran digital												

Foto Kegiatan

Tabel 3. Foto Kegiatan

Gambar	Penjelasan
	Foto Bersama Pemilik UMKM, Annisa

	Proses Pembuatan Produk
	Proses Pembuatan Produk
	Produk Baru <i>Cooked By Annisa</i>

	Contoh Produk
	Contoh Produk
	Contoh Produk

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