

ANALYSIS OF FACTORS AFFECTING CATTERY BUSINESS PERFORMANCE IN INDONESIA

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Abstract: This study aims to identify and analyze the factors that influence the performance of cattery businesses in Indonesia. The main focus of this study is to identify significant factors that affect cattery business performance by considering various factors. The study population consists of cattery owners who are members of the official cattery association in Indonesia. This study used purposive sampling technique to select the sample, which was set based on certain criteria, such as being a member of the Indonesian cattery association and owning a cattery. The sampling technique used the Slovin formula with an error rate of 5%, resulting in a sample size of 174 cattery members. This study used quantitative methods to analyze variables affecting cattery performance in Indonesia, using factor analysis techniques. The results of the analysis show that financial, marketing, operational, and human resource factors have a significant effect on cattery business performance. Among these factors, financial variables have the most dominant influence on the factors of revenue and profitability, operating costs, capital, and growth on total variance. This study can also serve as a basis for further research in developing more effective strategies and policies to support the development of catteries in Indonesia.

Keywords: Finance, Marketing, Human Resources, Operations, Business Performance

Abstract: Penelitian ini bertujuan untuk mengidentifikasi dan menganalisis faktor-faktor yang mempengaruhi kinerja usaha cattery di Indonesia. Fokus utama penelitian ini adalah mengidentifikasi faktor-faktor signifikan yang mempengaruhi kinerja usaha cattery dengan mempertimbangkan berbagai faktor. Populasi penelitian terdiri dari pemilik cattery yang tergabung dalam asosiasi cattery resmi di Indonesia. Penelitian ini menggunakan teknik purposive sampling untuk memilih sampel, yang ditetapkan berdasarkan kriteria tertentu, seperti menjadi anggota asosiasi cattery Indonesia dan memiliki anakan kucing. Teknik pengambilan sampel menggunakan rumus Slovin dengan tingkat kesalahan 5%, sehingga diperoleh jumlah sampel sebanyak 174 anggota cattery. Penelitian ini menggunakan metode kuantitatif untuk menganalisis variabel yang mempengaruhi kinerja cattery di Indonesia, dengan teknik analisis faktor. Hasil analisis menunjukkan bahwa faktor keuangan, pemasaran, operasional, dan sumber daya manusia berpengaruh signifikan terhadap kinerja usaha cattery. Di antara faktor-faktor tersebut, variabel keuangan memiliki pengaruh paling dominan yaitu pada faktor pendapatan dan profitabilitas, biaya operasional, modal, dan pertumbuhan pada total variance. penelitian ini juga dapat menjadi dasar bagi penelitian selanjutnya dalam mengembangkan strategi dan kebijakan yang lebih efektif untuk mendukung perkembangan cattery di Indonesia.

Introduction

Pets are living creatures that are loved and kept by people because of their cuteness that can entertain us and are also treated like humans, pets can reduce human stress and anxiety levels by playing with pets. According to data from GoodStats Rakuten Insight Center states that the presentation of pet ownership in Indonesia in 2022 is that 67% have pets from 10,442 respondents, while 10% have kept pets and 23% have not. From this data, it can be concluded that many Indonesians choose pets. There are several pets that are kept by the community, namely dogs, cats, birds, fish, and others, from the data below

Table 1.1.1 DataIndonesia.id 2021 Types of Pets in Asian Countries (2021)

Jenis Hewan Peliharaan di Negara-negara Asia (2021)					
	Anjing	Kucing	Burung	Ikan	Lainnya
Filipina	67%	43%	10%	13%	12%
Vietnam	53%	35%	14%	16%	10%
Thailand	47%	42%	7%	11%	12%
Indonesia	10%	47%	18%	22%	16%

Sumber: Rakuten tahun 2021

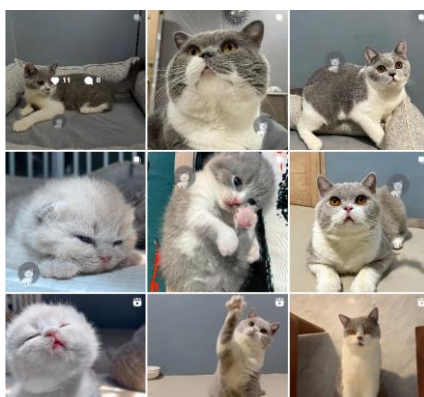
According to DataIndonesia.id Types of Pets in Asian Countries in (2021) states that in Asian countries most keep dogs and cats according to the Rakuten survey. The Philippines as a country in Asia where the population has the most dogs as many as 67% of respondents in the Philippines, while the country that has the most cats in Asia is 47% of respondents, namely Indonesia, the data was collected by 97,000 respondents from 12 countries in Asia. We can conclude that in Indonesia more people keep cats as pets.

There are several ways we can keep cats, namely in modern and traditional ways, the modern way is that we buy from breeders, while traditionally by adopting from relatives or friends, from GoodStats data that the Percentage of Pet Ownership Process in Indonesia in 2022 states that 38% of people adopt more from relatives or friends, The advantage of adopting from relatives or friends is that we don't need to spend money to adopt the cat, but the cat is not necessarily healthy, and well-groomed, while the lowest 2 of the data is 7% buying from trusted breeders, the advantage is that the cat is guaranteed to be healthy, well-groomed, and also the authenticity of the cat's breed.

Then the disadvantage is where to spend money at a large rate to be able to buy it, and 5% according to the Rakuten source is buying from other people or online stores, the advantage is that you can keep a cat that is already well-groomed, with the rate of buying the cat lower than buying from the Breeder, while the disadvantage is that we cannot know the authenticity of the cat's breed. Keeping a cat pet by buying from a breeder is a better way, because breeders are people who have been trained in caring for pets called catteries. In Indonesia, cats are one of the animals that are widely kept as a hobby (Christina, 2003).

Indonesia Cattery breeding of pets, especially cats is becoming an increasingly popular business among Indonesians. Indonesia can be categorized as a country that has a large population, based on survey data obtained from the Development Planning Agency (Bappenas) as of July 1, 2019 (Diana et al., 2022), the total population of Indonesia was recorded at 267,000,000 people. By looking at the creative and innovative Cattery development business opportunities in the world of animal husbandry, especially cats, is breeding purebred cats (Pedigree) or called Cattery.

Tabel 1.1.2 President North Cattery Tahun 2023



Sumber : instagram Batam_Brithishorhair tahun 2022

A breeder is a person who intentionally breeds (in this case, cats) for a specific purpose, while a cattery is a place where breeders maintain and carry out breeding activities. Unlike ten years ago, today the cat breeding business has considerable economic potential. In the cattery business, there are several factors affecting the performance of the cattery business. Factors that influence business success include: characteristics of the business, management and knowledge, products and services, customers and markets, business and cooperation, resources and finance, and strategy and the external environment (Subroto et al., 2016). These factors are important for cattery business owners, because they can optimize business performance to increase the success of the cattery business.

Heflin (2010) asserts that self-employment plays an important role in addressing a number of issues, such as rising economic growth, rising unemployment, declining purchasing rates, the difficulty of creating new jobs, and declining poverty rates. Nevertheless, the entrepreneurial economy remains unstable for the following reasons: 1) MSMEs create goods and services that meet people's needs; 2) Second, MSMEs usually use local resources such as capital, labor, raw materials, and equipment, which means most of their needs are met without the need for imports; and 3) Third, MSMEs usually do not receive bank loans but instead rely on local resources.

In the Cattery business, it is concluded that the influencing factor is financial factors, financial factors can affect the performance of the cattery business due to high capital, feed needs, nutrition, maintenance costs, health and use of technology, food needs, and medicines. If there is no capital in the cattery business, it can adversely affect the performance of the business to meet the basic needs of the cattery business when income in the business decreases or there is no income from the business.

Then the marketing factor so that the cattery business is more developed and widely recognized by the public, by understanding and clearly identifying the Cattery target market including the preferences and needs of potential customers, then by utilizing digital platforms, such as social media (Instagram, TikTok and Facebook) to expand the reach/network of interacting with audiences online, According to sproutsocial.com data 8 February 2024 states that almost all platforms, paid social media advertising is a strategy that must be used to reach the business target audience. Total spending on social media advertising is projected to reach \$219.8 billion by 2024.

It is currently projected that \$255.8 billion of total social media ad spending will be generated through mobile devices by 2028. Total ad spend growth is spend. Companies spend about 8.7% of their total anticipated to be 6.1% by 2024. Social media advertising accounts for 28.8% of all digital ad revenue on advertising budgets. The data shows social media ad

spend from 2017 to 2028, through desktop and mobile spend. Social media ad spend is growing at a steady rate. With more marketers investing in advertising, brands must be prepared to allocate larger budgets for paid marketing strategies in order to compete. Active marketing efforts, effective marketing strategies, and quality cattery services are considered to be highly influential in customer and sales growth. Participation in pet events or exhibitions.

While human resource factors are also very influential, namely the influence of training and development on employee performance in the Cattery business, the influence of lack of motivation and skills, and poor work environment. Starting from a good employee recruitment and selection process to ensure having a qualified, experienced team by understanding and managing the Cattery business. With training and experience, the latest information in cattery management with the latest technology is very influential.

In a cattery business, operational factors are very important to ensure smooth and successful daily operations. Here are some of the operational factors to consider in running a cattery business: The effect of housing management on animal welfare and operational efficiency is a top priority. This includes providing a healthy and balanced diet, providing necessary medical care, and keeping the kennel environment clean. The influence of stock management on the availability and running costs of cages that meet the needs of the cats, including the provision of comfortable beds, play areas and feeding areas.

In addition, keeping the enclosure clean on a regular basis is essential to prevent disease and ensure animal comfort. Then having adequate supplies, such as food, cat litter, cleaning supplies, and medical equipment is an essential part of daily operations. Choosing high-quality and pet-safe equipment is also very important. Paying attention to these operational factors and managing them well can increase the success and sustainability of your cattery business.

The conclusion of the analysis in the Cattery business shows that there are several important factors that affect the performance and success of the business, namely financial, marketing, human resources, and operational factors. First, finance is a key element in running a cattery business. Sufficient capital is required to fulfill various needs such as feed, nutrition, health care, and the use of technology. Without adequate capital, business performance can be adversely affected, especially when income declines or there is no income.

Furthermore, effective marketing is essential for the growth and popularity of the cattery business. Understanding the target market and utilizing digital platforms such as social media can expand reach and interaction with potential customers. Data shows that ad spending on social media is on the rise, with significant growth projected until 2028. Therefore, adequate budget allocation for paid advertising on social media can help businesses compete and grow.

In addition, the quality of human resources also affects the Cattery's business performance. Good recruitment processes, training, and employee development are important to ensure a qualified and experienced team. Employee motivation and skills and a good working environment also play a role in business success.

Finally, efficient operations and good cage management are top priorities. This includes healthy feeding, medical care, and cleanliness of the cage environment. Proper management of supplies, including food, cat litter, and medical equipment, is also important for smooth daily operations. Choosing high-quality and pet-safe equipment can improve animal welfare and operational efficiency.

By paying attention to and managing these factors properly, a cattery business can achieve long-term success and sustainability.

1.2 Problem Formulation

Based on the background above, it can be found the formulation of the problem in this study, namely what factors affect the performance of cattery businesses in Indonesia. By formulating the problem, this study will be able to identify and analyze factors that significantly affect the performance of Indonesian cattery businesses, taking into account various relevant industry aspects.

1.3 Research Objectives

To determine and analyze the factors of cattery business performance in Indonesia.

1.4 Research Benefits

This writing is expected to have research benefits, among others, as follows: For theoretical this research is expected to be an increased insight, and can also better understand the factors that affect business performance in the Cattery so that it can be a source of information and consideration for future researchers.

For practical research this can provide useful information for the Cattery business as well as a reference to the effectiveness and efficiency in applying the quality of business performance in the Cattery.

2. Literature Review

2.1 Theoretical Review

1. Business Performance

According to Purba et al. (2023), performance is the result of work that can be completed by a person or group in an organization in accordance with their various authorities and responsibilities in order to meet the objectives of the organization concerned legally, not violating the law, not violating morals, and in accordance with ethics. In the pet sector, cattery business performance is critical, especially given the growing pet market. To provide readers with a better knowledge of the variables that affect cattery business operations, some theories and concepts will be briefly discussed.

Business performance is a condition that refers to the level of achievement of the business in a certain period of time. (Sanistasya et al., 2019).. Meanwhile, according

to (Wibowo, 2018). "Performance is a result of the work achieved by a person in carrying out the tasks assigned to him based on skills, experience, and seriousness and time".

2. Finance

In assessing the performance of catteries in Indonesia, finance is a major factor affecting business continuity and growth. Analysis of financial factors can provide an in-depth understanding of the stability and development potential of cattery businesses in the domestic market. Capital is an important element in production activities. For newly established companies, according to (Rahmadani, 2019) capital is used to run their business, but for companies that have been established for a long time, these funds are used to develop the business they have built and increase market share for the company and the company itself.

According to (Anggraini et al., 2022) Entrepreneurs must be able to use their capital as well as possible, so that it can provide greater benefits for operating companies in the future than before. Analysis of financial factors in the performance of cattery businesses in Indonesia is key to identifying financial strengths and weaknesses. By understanding these financial aspects, in the face of market changes, business owners can take appropriate actions to improve performance and maintain financial stability.

3. Marketing

According to Kotler (2001), marketing is the process by which people and organizations can buy goods to fulfill their wants. The processes that occur between customers and businesses can help achieve this. In line with this, marketing is defined as an activity, as well as a collection of organizations and procedures, to develop, promote, provide, and deliver goods and services that provide value to partners, consumers, clients, and the wider community (Dkk, 2011). Marketing strategy consists of analysis, development, and implementation activities to increase the organization's interest in the market, according to Cravens and Dkk (2019: 13).

4. Human Resources

According to Anggraini F.N. (2020), human resource investment is the most important thing an organization can do to achieve goals, namely to have a workforce that has sufficient quality, discipline, loyalty, dedication, efficiency, effectiveness, and productivity to meet the needs of the company both now and in the future. Cattery owners can improve their business performance and provide the best service to customers by understanding and managing these human resource factors well. Employee engagement through training, development, and creating a pleasant working environment can also help the long-term success of the cattery.

5. Operational

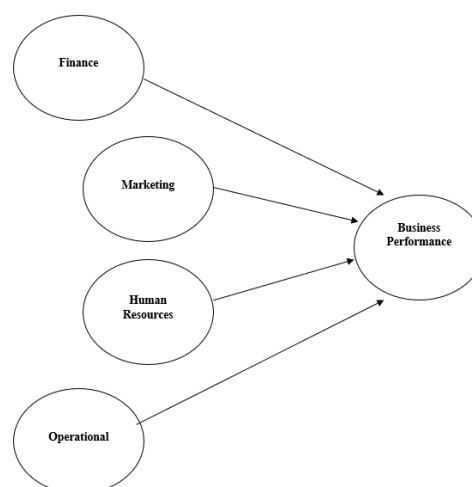
Operational variables are part of research that gives us direction on how to measure a variable. help other researchers who want to conduct research using the same variables. According to Sugiono (2019: 221), the operational definition of a variable is everything that researchers set out to study so that they can collect information about it and then make conclusions about it.

2.2 Literature Review

Research by Setyowati Subroto, Ira Maya Hapsari, and Yanti Puji Astutie (2020) in Brebes Regency analyzed the factors affecting the performance of micro, small, and medium enterprises (MSMEs) with variable factors of human resources (human resources), finance, production, and marketing using multiple regression models with 81 respondents. The results showed a significant influence of the four factors on the performance of MSMEs which was validated by validity and reliability tests.

Research by Rahayu, Yuyun Puji, Dedi, Selmi, and Toyib in Manokwari Regency, West Papua, found that business resources, business capacity, and business strategy affect the performance of small and medium enterprises using accidental and proportional sampling techniques.

Shinta Wahyu Hati and Rusda Irawati examined the performance of MSMEs in Batam City with variables of financial aspects, human resources, technology, and marketing. The results of the study using an explanatory design show that external factors significantly influence internal factors, internal factors affect the performance of MSMEs, but external factors do not directly affect the performance of MSMEs.



Gambar 2.3.1 Kerangka Pemikiran

Hypothesis Development

Hypothesis (H1): Factors have a significant effect on cattery business performance

Hypothesis (H2): cattery business performance is significantly influenced by marketing

Hypothesis (H3): human resources have a

Hypothesis (H4): operations have a significant effect on business performance in catteries

Hypothesis (H5): finance, marketing, human resources, and operations have a significant effect on business performance in catteries in Indonesia.

3. Research method

This research is quantitative. Quantitative research uses more thorough statistical data to test hypotheses. Referring to the background of the problem formulation.

that has been explained, this study uses quantitative methods to analyze the variables that affect cattery performance in Indonesia

3.1 Research Design

This research is a quantitative type. Quantitative research uses more rigorous statistical data to test hypotheses. Referring to the background of the problem formulation that has been explained, this research uses quantitative methods to analyze the variables that affect the level of cattery performance in Indonesia.

3.2 Population and Sample

The population of this study consisted of cattery owners in Indonesia. Members of official cattery associations in Indonesia who run catteries were included in this study. The demographics that the researcher wanted to analyze were represented in this research sample. The sample is part of the number and characteristics of the population, according to Sugiyono (2011). Purposive sampling, according to Sugiyono (2011), is a sampling technique where the sample is selected by considering certain factors.

Determination and measurement of samples in this study using the Slovin formula with a standardization of 5%. The calculation for determining the number of samples is as follows:

$$n = \frac{N}{1 + N(e^2)}$$

$$n = 174$$

Based on the results of the above calculations, the required sample of 174 cattery members, and this study consists of cattery entrepreneurs who run their business independently and are members of a legal entity organization. Purposive sampling is a sampling method that considers several factors, some of which are as follows:

1. Cattery entrepreneurs who are members of the Indonesian cattery association
2. Business owners who already have kittens

3.3 Types and Sources of Data

The types and sources of data taken in this study are primary data, namely data collected directly from distributed questionnaires, and secondary data, namely data collected indirectly from sources, namely journals and reference books.

3.4 Data Analysis Technique

Data collection was carried out with the aim of obtaining primary data from the answers of cattery entrepreneurs related to the research. Researchers used a questionnaire as a data collection technique that will be given to several cattery members in Indonesia who are members of the Indonesia Cat Council - wordl Cat Federation.

Sugiyono (2017) states that questionnaires are an effective data collection method and are suitable for use with a significant number of respondents. In this study, the Likert Scale was used to measure the attitudes, opinions, and perceptions of a person or group of people about social phenomena. By using the Likert Scale, the variables to be measured in the study must be explained by providing a specific explanation for each indicator of each variable (Sugiyono, 2017).

The statements answered by respondents will first calculate the score of each answer using a 4-point Likert scale. The statement instruments in the questionnaire will be rated as follows:

Table 3.5 Likert Scale

Category	Score
Strongly Agree (SS)	4
Agree (S)	3
Disagree (TS)	2
Strongly Disagree (STS)	1

(Source: Sugiyono, 2017)

The questionnaire in this study will describe several points such as the introduction, the respondent's identity, the instructions for filling out and the last part, namely the questionnaire which consists of 38 statements with the categories Strongly Agree (SS), Agree (S), Disagree (TS) and Strongly Disagree (STS). The technique used to analyze the data used is factor analysis using SPSS 29.

4. Results and Discussion

Overview of ICC-WCF (Indonesia Cat Council Word Car Faderations)



Indonesia Cat Council (ICC), also known as WORD Cat Federation Indonesia, was established to coordinate and develop activities around the protection, care and promotion of cats in Indonesia.

Purpose of the Organization

To become a forum to bring together the community of cat lovers, cat breeders, and organizations that care about the welfare of cats in Indonesia.

Vision and Mission

a) Vision

1. Advancing the protection and welfare of cats in Indonesia through education, advocacy, and social activities.

b) Mission

1. Organizing educational and socialization activities on good cat care.
2. Advocate for animal protection policies at the national level.
3. Develop partnerships with international organizations to improve cat welfare standards in Indonesia.

Organization Structure

1. Board of Directors: Consists of a main board elected at a general meeting of members, responsible for the operational and strategic activities of the organization.
2. Divisions and Committees: Includes education, advocacy, finance, and communication divisions to manage various programs and initiatives.

Activities and Programs

1. Cat Fairs: Organize national and regional cat fairs to promote cat breeds and animal welfare awareness.
2. Cat Care Training: Organize workshops and training for cat owners on cat care, health and behavior.
3. Cat Protection Campaign: Organize campaigns to educate the public on the importance of sterilization, vaccination and cat health care.

Collaboration and Networking

1. International: Collaborate with similar international organizations to expand our network and support the exchange of knowledge and best practices.
2. National: Collaborate with relevant governments and NGOs to promote animal protection policies.

Role in the Community

Community Education Educate the general public about the importance of animal welfare and responsible cat care. Legal Advocacy: Defending the rights of cats through legal advocacy and social campaigns. Thus, the Indonesia Cat Council (WORD Cat Federation) acts as a prime mover in promoting the protection and welfare of cats in Indonesia, through various educational programs, advocacy, and collaboration with various related parties.

This study aims to determine the effect of business performance on cattery businesses in Indonesia. For research purposes, the previous chapter explained that the research collected primary data using questionnaires distributed to 174 respondents. Of the total number of questionnaires distributed, all were returned in good condition and all were suitable for data management.

4.1 Descriptive Statistical Test Results

Descriptive statistical measurement of this variable needs to be done to see a general description of the data such as the average value (Mean), highest (Max), lowest (Min), and standard deviation of each variable, namely Finance (X1), Marketing (X2), human resources (X3), Operations (x4), Business performance (Y). Regarding the results of the descriptive statistical test, the research can be seen in table 4.2.1 as follows.

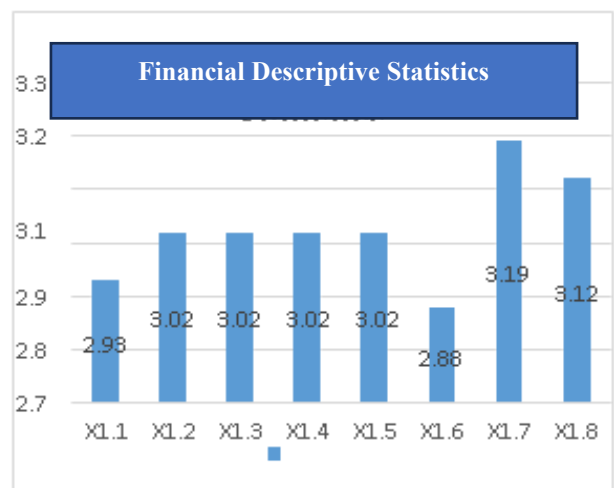
4.1.1 Finance

Table 4.1.1 Financial Descriptive Statistics

NO	Indicator	Statement	Answer Criteria				Fri	Average	Ket	
			1	2	3	4				
1	X1.1	Cattery businesses with higher capital tend to achieve higher profit levels.	Frek	29	17	65	63	174	2,93	High
			Score	29	34	195	252	510		
2	X1.2	As cattery revenue increases, so does the potential profit.	Frek	12	40	55	67	174	3,02	Very High
			Score	12	80	165	268	525		
3	X1.3	I feel that spending on feed and nutrition greatly affects my budget in managing the cattery business.	Frek	21	21	65	67	174	3,02	Very High
			Score	21	42	195	268	526		
4	X1.4	Do you agree that animal health care costs have a big impact on the expenses of running a cattery.	Frek	18	25	67	64	174	3,02	Very High
			Score	18	50	201	256	525		
5	X1.5	Do you agree that animal health care costs have a big impact on the expenses of running a cattery.	Frek	7	44	61	62	174	3,02	Very High
			Score	7	88	183	248	526		
6	X1.6	Efficient capital management can help in facing market competition in the cattery industry.	Frek	26	21	75	52	174	2,88	High
			Score	26	42	225	208	501		
7	X1.7	If the market for a cattery business grows well, it usually has the opportunity to earn more profits.	Frek	18	13	61	82	174	3,19	Very High
			Score	18	26	183	328	555		

Source: Primary data processed with SPSS 29, 2024

Table 4.1.1 Financial Descriptive Statistics



Source: Primary data processed with SPSS 29, 2024

Based on the results of data processing from the eight statements, the average cattery business financial variable can be calculated by summing all scores and dividing by the number of statements. This provides an overview of the respondents' level of agreement with the various financial aspects measured in this survey.

Based on the data analysis in Table 4.1.1 regarding cattery business finances, it can be concluded that the average of the financial variables is 3.74, which is categorized as Very High. This indicates that most respondents agreed that financial factors have a significant impact on the success of cattery businesses. Nonetheless, statements regarding the influence of high capital and efficient capital management had a mean score below the overall, indicating that these factors require more attention. Overall, respondents recognized the importance of spending on feed, nutrition, health care costs, and technological advancements in improving the operational efficiency and profitability of the cattery.

4.1.2 Marketing

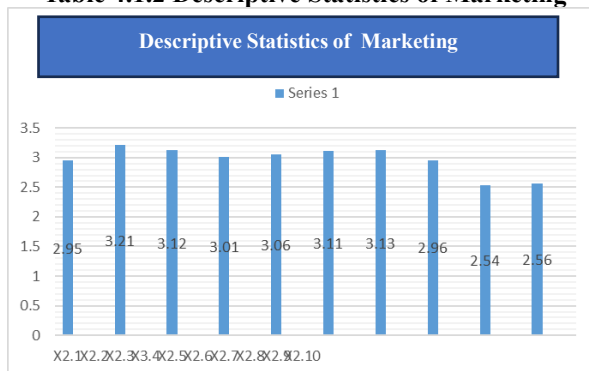
Table 4.1.2 Descriptive Statistics of Marketing

NO	Indicator	Statement	Answer Criteria				Fri	Average	Ket	
			1	2	3	4				
1	X2.1	Cattery businesses with active marketing efforts tend to experience faster customer growth than those that are not active in marketing.	Frek	12	19	109	34	174	High	
			Score	12	38	327	136	513		
2	X2.2	I feel that the marketing strategies I apply are effective in increasing sales in my cattery business.	Frek	18	13	61	82	173	3.21	Very High
			Score	18	26	183	328	555		
3	X2.3	A cattery that provides quality service and a positive customer experience tends to make customers happy and usually makes them want to come back for more.	Frek	15	16	76	67	174	3.12	Very High
			Score	15	32	228	268	543		
4	X2.4	There is a positive correlation between the level of buyer satisfaction and the level of becoming a repeat buyer and preventing switching to another cattery.	Frek	10	23	97	44	174	3.01	Very High
			Score	10	46	291	176	523		
5	X2.5	My customers are more likely to recommend my cattery to their friends and family after seeing our promotions.	Frek	22	9	79	64	174	3.06	Very High
6	X2.6	Participation in pet shows or exhibitions is an effective promotional strategy for cattery businesses.	Frek	12	19	81	62	174	3.11	Very High
			Score	12	38	243	248	541		

7	X2.7	The cattery business is in high demand in today's market.	Frek	18	13	71	72	174	3.13	Very High
			Score	18	26	213	288	545		
8	X2.8	I need to understand customer needs and tastes are important for marketing success in a cattery business	Frek	25	6	94	49	174	2.96	High
			Score	25	12	282	196	515		
9	X2.9	I feel that promoting my cattery business on social media is effective in reaching a wider target market.	Frek	37	43	57	37	174	2.54	High
			Score	37	86	171	148	442		
10	X2.10	Active engagement in social media, such as posting regularly and interacting with followers, can enhance the marketing of a cattery business.	Frek	22	59	66	27	174	2.56	High
			Score	22	118	198	108	446		
Personality Variable Averages								2.96	High	

Source: Primary data processed with Exel, 2024

Table 4.1.2 Descriptive Statistics of Marketing



Source: Primary data processed with Exel, 2024

Based on the analysis of Table 4.1.2, it can be concluded that most respondents gave high or very high ratings to various marketing aspects of their cattery business. In particular, active marketing efforts, effective marketing strategies, and the quality of the cattery's services were rated as highly influential on customer and sales growth. Participation in pet shows or exhibitions is also considered a highly effective promotional strategy. In addition, a good understanding of customer needs and tastes, as well as active engagement in social media, especially through regular posting and interaction with followers, were considered important in improving the marketing of the cattery. Overall, these results suggest that customer-oriented marketing strategies greatly contribute to the success of cattery enterprises in a competitive market. These aspects suggest that a focus on proper marketing and high-quality services can support the growth and sustainability of cattery enterprises.

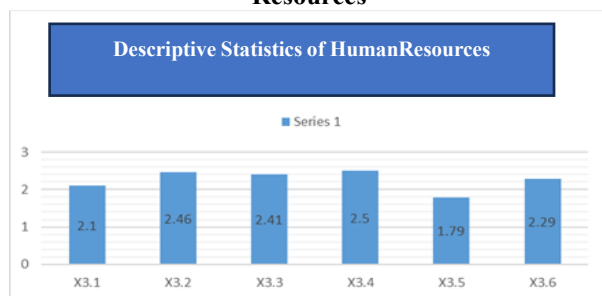
4.1.3 Human Resources

Table 4.1.3 Descriptive Statistics of Human Resources

N O	Ind icator	Statement	Answer Criteria				Fri	Aver age	Ket	
			1	2	3	4				
1	X3.1	Cattery employees who receive regular training and development tend to perform better than those who do not.	Frek	56	37	57	24	174	2.10	Low
			Score	24	74	171	96			
2	X3.2	Providing training and development helps employees to better understand their duties and responsibilities at work.	Frek	36	54	50	34	174	2.46	High
			Score	34	108	150	136			
3	X3.3	I feel motivated to continue developing my skills and knowledge in managing the cattery business.	Frek	38	61	39	36	174	2.41	High
			Score	36	122	117	144			
4	X3.4	I have sufficient skills to effectively manage the human resources in my cattery business.	Frek	36	43	63	32	174	2.50	High
			Score	32	86	189	128			
5	X3.5	Do you agree that a well-maintained and clean workplace helps you be more focused and productive in your cattery business?	Frek	45	96	23	10	174	1.79	Low
			Score	10	192	69	40			
6	X3.6	Do you agree that a positive and supportive work atmosphere improves your morale at the cattery?	Frek	38	63	46	27	174	2.29	Low
			Score	27	126	138	108			
Personality Variable Averages								2.26	Low	

Source: Primary data processed with SPSS 29, 2024

Tabel 4.1.3 Descriptive Statistics of Human Resources



Source: Primary data processed with SPSS 29, 2024

Based on the data analysis in Table 4.1.3, it can be concluded that most respondents have mixed views on training and development and workplace conditions in the cattery business. In the first statement, the average score shows that respondents' views tend to be low on the better performance of employees who get regular training and development, with an average score of 2.10.

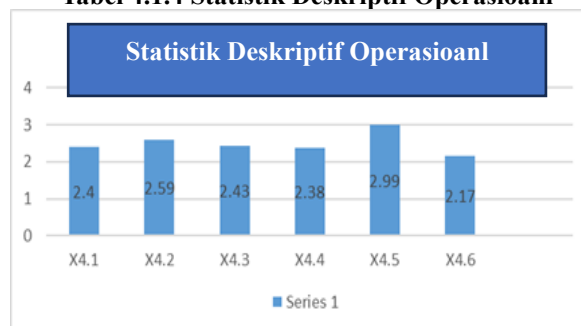
The second statement, which asked about the effectiveness of training and development in helping employees understand their duties and responsibilities, received an average score of 2.46 which was categorized as high. This indicates that most respondents agree that training and development plays an important role in improving understanding of tasks in the workplace. In the third statement, respondents showed high motivation to continue developing skills and knowledge in managing the cattery business, with an average score of 2.41. This reflects that motivation for self-development is significant among employees.

The fourth statement, which focuses on the ability to manage human resources (HR) effectively, also received a high mean score of 2.50. This indicates that most respondents feel quite capable in managing human resources. However, on the fifth statement asking about the effect of well-maintained and clean workplace conditions on focus and productivity, the mean score only reached 1.79, which is classified as low. This suggests that there is a need for improvement in workplace conditions to increase employee focus and productivity.

Finally, the sixth statement regarding a positive and supportive work atmosphere also received a low average score of 2.29. While a positive work atmosphere is recognized as important, there is still room for improvement in this regard. Overall, the average of the personality variable stands at 2.26, which falls into the low category. This shows that in general, employee perceptions of training, development and workplace conditions still require a lot of improvement. Employees realize the importance of training and motivation for self-development, but better workplace conditions and a supportive work atmosphere still need to be improved to achieve more optimal performance.

4.1.4 Operational

Tabel 4.1.4 Statistik Deskriptif Operasioanl



Source: Primary data processed with SPSS 29, 2024

Table 4.1.4 Operational Descriptive Statistics

No	Indicator	Statement	Answer Criteria				Frequency	Average	Ket	
			1	2	3	4				
1	X4.1	Cattery with good cage management and a clean environment tend to have higher animal welfare and better operational efficiency.	Frek	39	56	50	29	174	2.40	High
			Score	39	112	150	116	417		
2	X4.2	Adopting hygiene and sanitation standards in housing helps to reduce the risk of disease and improve animal health.	Frek	21	64	54	35	174	2.59	High
			Score	21	128	162	140	451		
3	X4.3	Effectively managing supplies of food, cat litter and other necessities helps reduce overall operational costs.	Frek	28	69	51	26	174	2.43	High
			Score	28	138	153	104	423		
4	X4.4	There is a negative correlation between poor inventory management and high operating costs.	Frek	38	50	67	19	174	2.38	High
			Score	38	100	201	76	415		
5	X4.5	Do you agree that the use of automated systems for feeding processes and automatic cat litter cleaners and others can improve operational effectiveness in cattery businesses.	Frek	17	39	46	72	174	2.99	High
			Score	17	78	138	288	521		
6	X4.6	Do you agree that modern technology such as surveillance cameras can improve safety in a cattery.	Frek	36	84	34	18	174	2.17	Low
			Score	36	168	102	72	378		
Personality Variable Averages							2.49	High		

Source: Primary data processed with SPSS 29, 2024

Based on the data in Table 4.1.4, in general, the implementation of good cage management, hygiene standards, inventory management, as well as the use of modern technology were rated quite high by respondents with an average score of 2.49. The application of automated systems for operations was rated very high (average 2.99). However, there are still aspects such as the use of surveillance technology that need to be improved (average 2.17). Overall, management and technology in cattery businesses are highly rated and support operational efficiency and animal welfare.

4.1.1 Instrument Test

4.1.2 Validity Test

The validity test is used to measure whether the questionnaire used in the study is valid or not. A questionnaire can be said to be valid or valid if the question items on the questionnaire are able to reveal something that will be measured by the questionnaire To see the level of validity refers to the r-table, namely, 0.148 with a significance level of

0.05. In this test, the respondents to be tested were 174 respondents. The following are the results of the validity test of each variable.

Table 4.2.1 Instrument Validity Test Results

Item	r count (Corrected Item Total Correlation)	r table	Results
Finance (X1)			
X1.1. Cattery businesses with higher capital tend to achieve higher profit levels.	0,712	0,148	Valid
X1.2. As cattery revenue increases, so does the potential profit.	0,729		Valid
X1.3. I feel that spending on feed and nutrition greatly affects my budget in managing the cattery business.	0,734		Valid
X1.4. Do you agree that the cost of animal health care has a big impact on expenses in running a cattery business.	0,691		Valid
X1.5. I feel that having sufficient business capital is important for maintaining the cattery's finances.	0,746		Valid
X1.6. Efficient capital management can help in facing market competition in the cattery industry.	0,762		Valid
X1.7. If the market for a cattery business grows well, it usually has the opportunity to earn more profits.	0,203		Valid

X1.8. Technological advancements can improve operational efficiency and profitability of cattery businesses.	0,226		<i>Valid</i>
Marketing (X2)			
X2.1. <i>Cattery</i> businesses making active marketing efforts tend to experience faster customer growth than those that are not active in marketing.	0,214	0,148	<i>Valid</i>
X2.2. I feel that the marketing strategies I apply are effective in increasing sales at my cattery business.	0,169		<i>Valid</i>
X2.3. <i>Cattery</i> businesses that provide quality services and positive experiences for customers tend to make customers happy, usually making customers want to come back again.	0,191		<i>Valid</i>
X2.4. There is a positive correlation between the level of buyer satisfaction and the level of being a repeat buyer and preventing switching to another <i>cattery</i> .	0,210		<i>Valid</i>
X2.5. My customers are more likely to recommend my <i>cattery</i> to their friends and family after seeing our promotions.	0,171		<i>Valid</i>
X2.6. Participation in pet shows or events is an effective promotional strategy for <i>cattery</i> businesses.	0,602		<i>Valid</i>
X2.7. The <i>cattery</i> business has a high demand in the current market.	0,600		<i>Valid</i>
X2.8. Understanding customer needs and tastes is important for marketing success in the <i>cattery</i> .	0,637		<i>Valid</i>

Item	r count (Corrected Item Total Correlation)	r table	Results
Finance (X1)			
X1.1. <i>Cattery</i> businesses with higher capital tend to achieve higher profit levels.	0,712	0,148	<i>Valid</i>
X1.2. As <i>cattery</i> revenue <i>increases</i> , so does the potential profit.	0,729		<i>Valid</i>
X1.3. I feel that spending on feed and nutrition greatly affects my budget in managing the <i>cattery</i> business.	0,734		<i>Valid</i>
X1.4. Do you agree that the cost of animal health care has a big impact on expenses in running a <i>cattery</i> business.	0,691		<i>Valid</i>
X1.5. I feel that having sufficient business capital is important for maintaining the <i>cattery's</i> finances.	0,746		<i>Valid</i>
X1.6. Efficient capital management can help in facing market competition	0,762		<i>Valid</i>

Source: Primary data processed with SPSS 29,2024

Table 4.2.1 shows the results of the instrument validity test using the correlation coefficient *r* for each variable item. The correlation coefficient *r* count (Corrected Item Total Correlation) for all variable items (X1-X4 and Y) has been calculated based on primary data processed with SPSS 29 in 2024. The *r* table value used is 0.148 with a significance level of $\alpha = 0.05$ (two-sided) for $df = n - 2df = n - 2$. All calculated *r* values for each variable item exceed the critical value of the *r* table set, indicating that the variable indicators in this study are valid and reliable for measuring the variables to be studied.

4.1.3 Reliability Test

Reliability test is used to measure questionnaires which are indicators of variables. A questionnaire is said to be reliable or reliable if someone's answer to an item is consistent or stable over time. One way to calculate reliability is to calculate the *Cronbach Alpha* coefficient. This theory states that the construct or variable indicator is considered credible if the *Cronbach Alpha* coefficient > 0.6, on the other hand, if the *Cronbach Alpha* coefficient < 0.6, the construct or variable indicator is considered unreliable (Sugiyono, 2017). The following are the results of the reliability test on each variable:

Table 4.2.2 Reliability Test Results

Reliability Statistics	
Cronbach's Alpha	N of Items
0,931	38

Source: Primary data processed with SPSS 29, 2024

In table 4.2.2 which has been presented above, the driving factor variable has a *Cronbach alpha* value of $0.932 > 0.60$. From these results it is concluded that each variable that has been tested is reliable.

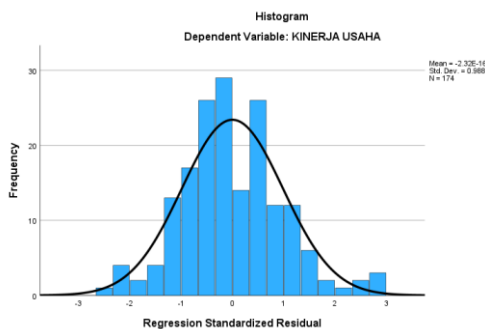
4.1.4 Classical Assumption Test

This study uses the classical assumption test to determine whether the regression model used to measure the effect of work discipline and motivation on performance is feasible. There are three stages in the classical assumption test, namely:

4.1.5 Normality Test

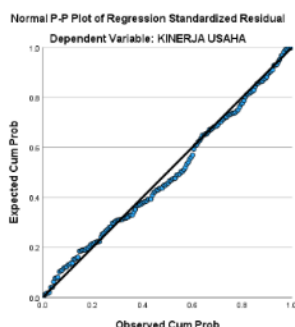
This test is used to determine whether the residual confounding variable regression model has a normal distribution. Normal distribution will produce a straight diagonal line and the residual data plot will be compared to the diagonal line. If the distribution of residual data is normal, the line will follow the diagonal line and provide a picture. P-plots and histogram graphs are used to test for normality.

Table 4.3.1.1 Normality Test



Source: Primary data processed with SPSS 29, 2024

Table 4.3.1.2 P-P Plot of Regression Standardized Residual



Source: Primary data processed with SPSS 29, 2024

Based on Figure 4.3.1.2 P-P Plot of Regression Standardized Residual. It can be seen that the plot points are on the diagonal line. It can be concluded that the data is normally distributed.

Table 4.3.1.3 Normality Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual	
N		174	
Normal Parameters ^{a,b}	Mean	.0000000	
	Std. Deviation	1.95897245	
Most Extreme Differences	Absolute	.060	
	Positive	.060	
	Negative	-.039	
Test Statistic		.060	
Asymp. Sig. (2-tailed) ^c		.200 ^d	
Monte Carlo Sig. (2-tailed) ^e	Sig.	.128	
	99% Confidence Interval	Lower Bound	.119
	Upper Bound	.136	

- a. Test distribution is Normal.
- b. Calculated from data.
- c. Lilliefors Significance Correction.
- d. This is a lower bound of the true significance.
- e. Lilliefors' method based on 10000 Monte Carlo samples with starting seed 2000000.

Source: Primary data processed with SPSS 29, 2024

Based on table 4.3.1.3 shows that the significance value In the Kolmogorov-Smirnov Test is greater than > 0.05 . The results show $0.200 > 0.05$, so it can be concluded that the data tested is normally distributed. And can be continued for other classic assumption tests.

4.3.2. Multicollinearity Test

The multicollinearity test aims to determine whether the regression model shows a correlation between the independent variables, otherwise the independent variables will not be orthogonal (Ghozali, 2018). The way to determine whether there are symptoms of multicollinearity in a regression model is by looking at the VIF (Variance Inflation Factor) value and the Tolerance value, if the VIF value < 10 and the Tolerance value > 0.1 , it is stated that there are no symptoms of multicollinearity (Priyastama, 2020). The following are the results of the multicollinearity test in this study:

Table 4.3.2 Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	KEUANGAN	0.478	2.093
	PEMASARAN	0.930	1.075
	HUMAN RESOURCES	0.714	1.401
	OPRASIONAL	0.498	2.009

a. Dependent Variable: KINERJA USAHA

Source: Primary data processed with SPSS 29, 2024

Based on table 4.3.2, the multicollinearity test results can be seen that the VIF value of each variable < 10 and the Tolerance value of each variable > 0.1. So it can be concluded that between the independent variables there are no symptoms of multicollinearity.

4.3.3 Heteroscedasticity Test (Glejser Heteros Test)

The heteroscedasticity test is used to determine whether in the regression model there is an unequal variance from the residuals of one observation to the next. A well-designed regression model is one that is free from heteroscedasticity (Ghozali, 2018). The heteroscedasticity test can be done with the SPSS Glejser test. The basis for decision making is:

- Significant value ($>$, 0.05) then the conclusion does not occur symptoms of heteroscedasticity.
- Significant value ($<$ 0.05) then the conclusion occurs symptoms of heteroscedasticity.

The following are the results of heteroscedasticity testing in this study:

Table 4.3.3.1 Heteroscedasticity Test Results

COEFFICIENTS ^A			
MODEL		SIG.	RESULTS
1	(CONSTANT)	0.000	NO HETEROSCEDASTICITY
	FINANCIAL(X1)	0.408	NO HETEROSCEDASTICITY
	MARKETING(X2)	0.279	NO HETEROSCEDASTICITY
	HUMAN RESOURCES(X3)	0.452	NO HETEROSCEDASTICITY
	OPERATIONAL(X4)	0.106	NO HETEROSCEDASTICITY

Source: Primary data processed with SPSS 29, 2024

Based on the results of the heteroscedasticity test in table 4.3.3.1, it can be seen that all independent variables have a sig value > 0.05. Therefore it can be concluded that the regression model does not contain heteroscedasticity.

4.4 Statistical Test

4.4 Factor Analysis

Factor analysis aims to simplify several variables into a smaller number of factors by combining several variables into one factor, so that dominant factors are formed. In this study, there are 4 variables that can be reduced to several factors. The stages in factor analysis are as follows:

4.4.1 Kaiser-Meyer-Olkin (KMO) and Bartlett's Test

Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy, which is an index that compares the magnitude of the observed correlation coefficient. With the magnitude of the partial coefficient. The number generated by the KMO Measure of Sampling Adequacy must be > 0.50 so that factor analysis can be processed further. Bartlett's Test of Sphericity is a test used to test the interdependence between variables that are indicators of a factor. This analysis intends to state that the variables in question are not correlated with each other in the population.

Tabel 4.4.1.1 Hasil Uji KMO

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.867
Bartlett's Test of Sphericity	Approx. Chi-Square	2823.158
	df	105
	Sig.	0.000

Source: Primary data processed with SPSS 29, 2024

Based on the KMO test results in table 4.4.1, it can be seen that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy has a value > 0.50, namely 0.867. Therefore it can be concluded that the Kaiser-Meyer-Olkin Measure of Sampling Adequacy has been tested.

4.4.2 Anti-Image Correlation Test

The table of *anti-image correlation test* results shows a number of numbers that form the diagonal, which is marked "a", indicating the MSA (*Measure of Sampling Adequacy*) number of a variable. If the MSA number of a variable is below 0.5, the variable must be removed and the variable selection is also repeated. (Santoso, 2012)

Table 4.4.2.1 Anti-Image Correlation Test Results

Variables	Question	MSA
X1.1	Cattery businesses with higher capital tend to achieve higher profit levels.	0,874
X1.2	As cattery revenue increases, so does the potential profit.	0,855
X1.3	I feel that spending on feed and nutrition greatly affects my budget in managing the cattery business.	0,893
X1.4	Do you agree that animal health care costs have a big impact on the expenses of running a cattery.	0,867
X2.1	Cattery businesses with active marketing efforts tend to experience faster customer growth than those that are not active in marketing.	0,835
X2.2	I feel that the marketing strategies I apply are effective in increasing sales in my cattery business.	0,910
X2.3	A cattery that provides quality service and a positive customer experience tends to make customers happy and usually makes them want to come back for more.	0,939
X2.4	There is a positive correlation between the level of buyer satisfaction and the level of being a repeat buyer and preventing switching to another cattery.	0,891
X2.5	My customers are more likely to recommend my cattery to their friends and family after seeing our promotions.	0,847
X3.1	Cattery employees who receive regular training and development tend to perform better than those who do not.	0,774
X3.2	Providing training and development helps employees to better understand their duties and responsibilities at work.	0,792
X3.3	I feel motivated to continue developing my skills and knowledge in managing the cattery business.	0,900
X4.1	Catteries with good cage management and a clean environment tend to have higher animal welfare and better operational efficiency.	0,898
X4.2	Adopting hygiene and sanitation standards in housing helps to reduce the risk of disease and improve animal health.	0,870
X4.3	Effectively managing supplies of food, cat litter and other necessities helps reduce overall operational costs.	0,870

Source: Primary data processed with SPSS 29, 2024

Based on the results of the anti-image correlation test in table 4.5.2, it can be seen that the anti-image correlation test has a value > 0.5. Therefore it can be concluded that all indicators have tested the anti- image correlation test.

4.4.3 Communalities

Communalities show how much diversity the origin variable has. The greater the communalities, the closer the relationship between the indicators studied and the factors formed (Santoso, 2012).

Table 4.3.1 Communalities Test Results

Communalities			
Indicator	Question	Initial	Extraction
X1.1	Cattery businesses with higher capital tend to achieve higher profit levels.	1,000	0.894
X1.2	As cattery revenue increases, so does the potential profit.	1,000	0.874
X1.3	I feel that spending on feed and nutrition greatly affects my budget in managing the cattery business.	1,000	0.85
X1.4	Do you agree that animal health care costs have a big impact on the expenses of running a cattery.	1,000	0.916
X2.1	Cattery businesses with active marketing efforts tend to experience faster customer growth than those that are not active in marketing.	1,000	0.935
X2.2	I feel that the marketing strategies I apply are effective in increasing sales in my cattery business.	1,000	0.872
X2.3	A cattery that provides quality service and a positive customer experience tends to make customers happy and usually makes them want to come back for more.	1,000	0.885
X2.4	There is a positive correlation between the level of buyer satisfaction and the level of becoming a repeat buyer and preventing switching to another cattery.	1,000	0.904
X2.5	My customers are more likely to recommend my cattery to their friends and family after seeing our promotions.	1,000	0.899
X3.1	Cattery employees who receive regular training and development tend to perform better than those who do not.	1,000	0.917

X3.2	Providing training and development helps employees to better understand their duties and responsibilities at work.	1,000	0.895
X3.3	I feel motivated to continue developing my skills and knowledge in managing the cattery business	1,000	0.702
X4.1	Catteries with good cage management and a clean environment tend to have higher animal welfare and better operational efficiency.	1,000	0.879
X4.2	Adopting hygiene and sanitation standards in housing helps to reduce the risk of disease and improve animal health.	1,000	0.881
X4.3	Effectively managing supplies of food, cat litter and other necessities helps reduce overall operational costs.	1,000	0.541

Source: Primary data processed with SPSS 29, 2024

The indicator of income and profitability (X1.1) the figure is 0.894 this indicates that 89.4% of the variance of the income and profitability indicators can be explained by the factors formed. The operational cost indicator (X1.2) the figure is 0.874 this shows that 87.4% of the variance of the operational cost indicator can be explained by the factors formed. The capital indicator (X1.3) the figure is 0.850 this indicates that 85.0% of the variance of the capital indicator can be explained by the factors formed. The growth indicator (X1.4) figure is 0.916, this indicates that 91.6% of the variance of the growth indicator can be explained by the factors formed.

The marketing indicator (X2.1) the figure is 0.935, this shows that 93.5% of the variance of the marketing indicator can be explained by the factors formed. The indicator The effect of service quality on customer retention (X2.2) the figure is 0.872, this shows that 87.2% of the variance of the indicator The effect of service quality on customer retention can be explained by the factors formed. The indicator Effectiveness of promotion on the level of income increase (X2.3) the figure is 0.885, this shows that 88.5% of the variance of the indicator Effectiveness of promotion on the level of income increase can be explained by the factors formed.

Market Demand Indicator X2.4) the figure is 0.904, this shows that 90.4% of the variance of Market Demand can be explained by the factors formed. Indicator The impact of online marketing strategies on website traffic and conversions (X2.5) the figure is 0.899, this shows that 88.9% of the variance of the impact of online marketing strategies on website traffic and conversions can be explained by the factors formed.

The indicator The effect of training and development on employee performance (X3.1) the figure is 0.917, this shows that 91.7% of the variance of the indicator The effect of training and development on employee performance can be explained by the factors formed. The Motivation / Skills indicator (X3.2) the figure is 0.917, this shows that 91.7% of the variance of the Motivation / Skills indicator can be explained by the factors formed. The work environment indicator (X3.3) the figure is 0.702, this shows that 70.2% of the variance of the work environment indicator on employee performance can be explained by the factors formed.

The indicator The effect of cage management on animal welfare and operational efficiency (X4.1) the figure is 0.879, this shows that 87.9% of the variance of the indicator The effect of cage management on animal welfare and operational efficiency can be explained by the factors formed. The indicator of the effect of inventory management on availability and operational costs (X4.2) the figure is 0.881, this indicates that 88.1% of the variance of the indicator of the effect of inventory management on availability and operational costs can be explained by the factors formed. The Modern Technology indicator (X4.3) figure is 0.541, this indicates that 54.1% of the variance of the Modern Technology indicator can be explained by the factors formed.

So it can be concluded that all indicators of existing variables can be explained in the factors formed, the greater the Communalities value, the closer the relationship with the factors formed.

According to Singgih Santoso (2004: 43), explains that the total variance explained table illustrates the number of factors formed. Then it must be seen in the Eigenvalue. To determine the factors formed, it must be seen that the eigenvalue must be above one(!), if it is below one then it is not right. Eigenvalue shows the relative importance of each factor in calculating the variance of the total variables. The number of eigenvalue numbers, the order is always sorted from the largest value to the smallest.

Table 4.3.2 Total Variance Explained

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.928	39.522	39.522	5.928	39.522	39.522	4.518	30.121	30.121
2	4.369	29.124	68.646	4.369	29.124	68.646	2.945	19.635	49.756
3	1.442	9.617	78.262	1.442	9.617	78.262	2.720	18.132	67.888
4	1.106	7.376	85.638	1.106	7.376	85.638	2.662	17.750	85.638
5	0.675	4.503	90.141						
6	0.337	2.245	92.386						
7	0.191	1.274	93.660						
8	0.169	1.124	94.784						
9	0.161	1.075	95.859						
10	0.141	0.943	96.802						
11	0.122	0.816	97.618						
12	0.111	0.739	98.357						
13	0.100	0.664	99.022						
14	0.094	0.628	99.649						
15	0.055	0.351	100.000						

Source: Primary data processed with SPSS 29, 2024

In the table above, it can be seen that 15 variable indicators (components) were included in the factor analysis, namely revenue and profitability, operational costs, capital, growth, marketing efforts and customer growth, the effect of service quality on

Customer retention, promotion effectiveness on the level of revenue increase, market demand, the impact of online marketing strategies on website traffic and conversion, the effect of training and development on employee performance, motivation/skills, performance environment, the effect of cage management on animal welfare and operational efficiency, the effect of inventory management on availability and operational costs, modern technology.

In the table above, it can be seen that only 4 indicator factors on financial variables are formed, because with one factor the eigenvalues are still above 1, with 2 factor eigenvalues still above 1, with 3 factor eigenvalues still above 1, with 4 factor eigenvalues still above 1, therefore only limited to 4 indicator factors on variables.

4.4.4 Component Matrix

Table 4.4.4.1 Component Matrix

Component Matrix ^a				
	Component			
	1	2	3	4
X1.1	0.841	0.126	0.362	0.198
X1.2	0.793	0.158	0.317	0.346
X1.3	0.837	0.206	0.135	0.298
X1.4	-0.455	0.827	0.162	
X2.1	-0.470	0.834	0.140	
X2.2	-0.426	0.821		0.118
X2.3	-0.468	0.809	0.104	
X2.4	-0.467	0.821	0.102	
X2.5	0.736	0.293	0.152	-0.498
X3.1	0.603	0.453	-0.542	0.234
X3.2	0.586	0.449	-0.531	0.261
X3.3	0.484	0.409	-0.538	-0.105
X4.1	0.762	0.345	0.142	-0.399
X4.2	0.732	0.353		-0.466
X4.3	0.496		0.459	0.291
Extraction Method: Principal Component Analysis.				
a. 4 components extracted.				

Source: Primary data processed with SPSS 29, 2024

The component matrix resulting from the rotation process (rotated component matrix) shows a clearer and more obvious distribution of variables. It can be seen that now the factor loading that used to be small is getting smaller, and the large factor loading is getting bigger. Below will be explained which factor a variable will enter, namely:

In table 4.4.4 presented the numbers which are factor loading or the amount of correlation between an indicator and variables 1, 2, 3 and 4, it can be seen that all indicators are above 0.5. Then the indicator can enter the variable.

Cattery enterprises with higher capital (X1.1) tend to achieve higher profit levels, with a very strong correlation (0.841) in component 1 and very weak in the other components. As cattery revenue increases (X1.2), potential profits also increase, as evidenced by the very strong correlation (0.793) in component 1. Expenditure on feed and nutrition (X1.3) strongly influences the budget, with a very strong correlation (0.837) in component 1. Animal health care costs (X1.4) have a large impact on expenditure, showing a moderately strong negative correlation (-0.455) in component 1 and very strong (0.827) in component 2.

Active marketing efforts (X2.1) are associated with faster customer growth, with a moderately strong negative correlation (-0.470) in component 1 and very strong (0.834) in component 2. Effective marketing strategies (X2.2) increase sales, as seen from the moderately strong negative correlation (-0.426) in component 1 and very strong (0.821) in component 2. Customers tend to recommend the cattery (X2.5) after seeing promotions, with a very strong correlation (0.736) in component 1.

satisfaction, with a moderately strong negative correlation (-0.468) in component 1 and very strong (0.809) in component 2. Buyer satisfaction (X2.4) prevents them from switching to another cattery, showing a moderately strong negative correlation (-0.467) in component 1 and very strong (0.821) in component 2. Quality service and positive customer experience (X2.3) contribute to customer

Employees who receive regular training (X3.1) tend to perform better, with a strong correlation (0.603) in component 1 and a strong negative (-0.542) in component 3. Training helps employees understand their tasks (X3.2), evidenced by a strong correlation (0.586) in component 1 and a strong negative (-0.531) in component 3. Motivation to develop skills (X3.3) is associated with higher animal welfare, with a very strong correlation (0.762) in component 1. Implementation of hygiene and sanitation standards (X4.1) helps reduce the risk of disease, with a very strong correlation (0.732) in component 1.

It follows from the data in Table 4.5.5 that in principal component analysis (PCA), certain variables have stronger correlations with specific components than others. Some variables, such as X1.1, X1.2, and X1.3, have a very strong correlation with Component 1, indicating that they have a significant contribution to that component. On the other hand, variables such as X1.4, X2.1, X2.2, and X2.3 show very strong correlations with Component 2, indicating a significant contribution to this component.

Some variables show negative correlations with certain components, for example, X1.4 and X2.1 with Component 1, indicating an inverse relationship. Other variables, such as X3.1, X3.2, and X3.3, show strong but negative correlations with Component 3, which may indicate the presence of opposing or different factors influencing this component.

In general, these results show that the components extracted in PCA are able to group variables based on their correlations, and variables that have a high correlation to a particular component contribute significantly to the formation of that component. This analysis helps in identifying the structure of the data and understanding the relationship between the analyzed variables.

And so on for the next variable to see the distribution of the fifteen which are spread across 4 variable indicators. According to Singgih Santoro (2004: 45), explains that the component matrix shows the distribution of existing variables with the factors formed. While the numbers in the component matrix table are factor loadings that show the amount of correlation between a variable and existing factors.

Table 4.4.4.2 Rotated Component Matrix

Rotated Component Matrix ^a					
Indicator	Question	Component			
		1	2	3	4
X2.1	Cattery businesses with active marketing efforts tend to experience faster customer growth than those that are not active in marketing.	0.962	- 0.101	- 0.001	- 0.005
X1.4	Do you agree that animal health care costs have a big impact on the expenses of running a cattery.	0.954	- 0.077	0.004	- 0.016
X2.4	There is a positive correlation between the level of buyer satisfaction and the level of becoming a repeat buyer and preventing switching to another cattery.	0.944	- 0.109	- 0.027	0.028
X2.3	A cattery that provides quality service and a positive customer experience tends to make customers happy and usually makes them want to come back for more.	0.932	- 0.124	- 0.011	0.015

X2.2	I feel that the marketing strategies I apply are effective in increasing sales in my cattery business.	0.922	-0.06	- 0.086	0.107
X1.2	As cattery revenue increases, so does the potential profit.	- 0.113	0.861	0.243	0.246
X1.1	Cattery businesses with higher capital tend to achieve higher profit levels.	- 0.161	0.83	0.384	0.182
X1.3	I feel that spending on feed and nutrition greatly affects my budget in managing the cattery business.	- 0.129	0.762	0.289	0.412
X4.3	Effectively managing supplies of food, cat litter and other necessities helps reduce overall operational costs.	-0.09	0.719	0.111	- 0.062
X2.5	My customers are more likely to recommend my cattery to their friends and family after seeing our promotions.	- 0.053	0.279	0.887	0.178
X4.2	Adopting hygiene and sanitation standards in housing helps to reduce the risk of disease and improve animal health.	- 0.017	0.245	0.861	0.283
X4.1	Catteries with good cage management and a clean environment tend to have higher animal welfare and better operational efficiency.	- 0.015	0.349	0.836	0.242
X3.1	Cattery employees who receive regular training and development tend to perform better than those who do not.	0.048	0.229	0.173	0.913
X3.2	Providing training and development helps employees to better understand their duties and responsibilities at work.	0.056	0.24	0.144	0.902

X3.3	I feel motivated to continue developing my skills and knowledge in managing the cattery business.	0.04	- 0.033	0.365	0.752
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Source: Primary data processed with SPSS 29,2024

The Component Matrix resulting from the rotation process (Rotated Component Matrix) shows a clearer and more obvious distribution of variables. It can be seen that now the factor loading that used to be small is getting smaller, and the large factorloading is getting bigger. Below will be explained to

which factor a variable enters based on the table above:

1. X2.1, the largest factor loading is on factor 1 with a value of 0.962, which means that X2.1 is on factor 1.
2. X1.4, the largest factor loading is on factor 1 with a value of 0.954, which means X1.4 is on factor 1.
3. X2.4, the largest factor loading is on factor 1 with a value of 0.944, which means that X2.4 is on factor 1.
4. X2.3, the largest factor loading is on factor 1 with a value of 0.932, which means that X2.3 is on factor 1.
5. X2.2, the largest factor loading is on factor 1 with a value of 0.922, which means that X2.2 is on factor 1.
6. X1.2, the largest factor loading is on factor 2 with a value of 0.861, which means X1.2 is on factor 2.
7. X1.1, the largest factor loading is on factor 2 with a value of 0.830, which means that X1.1 is on factor 2.
8. X1.3, the largest factor loading is on factor 2 with a value of 0.762, which means X1.3 is on factor 2.
9. X4.3, the largest factor loading is on factor 2 with a value of 0.719, which means that X4.3 is on factor 2.
10. X2.5, the largest factor loading is on factor 3 with a value of 0.887, which means that X2.5 is on factor 3.
11. X4.2, the largest factor loading is on factor 3 with a value of 0.861, which means X4.2 is on factor 3.
12. X4.1, the largest factor loading is on factor 3 with a value of 0.836, which means X4.1 is on factor 3.

13. X3.1, the largest factor loading is on factor 4 with a value of 0.913, which means X3.1 is on factor 4.
14. X3.2, the largest factor loading is on factor 4 with a value of 0.902, which means X3.2 is on factor 4.
15. X3.3, the largest factor loading is on factor 4 with a value of 0.752, which means X3.3 is on factor 4.

As such, the variables fall into four main factors:

- Factor 1 consists of: X2.1, X1.4, X2.4, X2.3, and X2.2.
- Factor 2 consists of: X1.2, X1.1, X1.3, and X4.3.
- Factor 3 consists of: X2.5, X4.2, and X4.1.
- Factor 4 consists of: X3.1, X3.2, and X3.3.

The Component Matrix from this rotation process shows a clearer and more obvious distribution of variables, with factor loadings that were once small being minimized and large factor loadings being enlarged.

Table 4.4.5 Component Transformation Matrix

Component Transformation Matrix					
Component		1	2	3	4
1	(X1.1) Pendapatan dan Profitabilitas	-0.424	0.591	0.531	0.434
2	(X1.2) Biaya Oprasional	0.881	0.116	0.273	0.37
3	(X1.3) Capital	0.202	0.572	0.16	-0.779
4	(X1.4) Growth	0.06	0.557	-0.786	0.263

Sumber: Data Primer yang diolah dengan SPSS 29, 2024

From Table 4.4.5 Component Transformation Matrix, it can be explained that on the diagonal of factors (components) 1, 2, 3, and 4, the values are -.424, 0.116, 0.160, and 0.263, respectively. Numbers marked with minus ("-") indicate the opposite direction of correlation. While the other diagonals show numbers below 0.5, which indicates the presence of other components in each factor that have a higher correlation. In this case, components 2, 3, and 4 have values above 0.5 on their non-diagonals, namely 0.591, 0.572, and 0.557, indicating a stronger correlation outside the main diagonal.

Based on this table, only two factors have values above 0.5 on their non-main diagonals, namely component 2 (value 0.591) and component 3 (value 0.572). This is quite representative of the factors formed in this analysis, suggesting a significant correlation between some of the factors outside the main diagonal.

4.4 Discussion

This study aims to determine the effect of finance, marketing, human resources, and operations on business performance in catteries in Indonesia. Based on the results of the above analysis, it can be discussed about the statistical results of the influence of each independent variable on the dependent variable in this study as follows:

1) Financial factors on business performance

The results of this study indicate that financial variable factors have a significant positive effect on the performance of cattery businesses in Indonesia. Thus it can simply be concluded that finance can improve business performance in catteries in Indonesia. Because finance is needed in the cattery business to finance food, health, maintenance, and other operational costs.

Finance is a major factor affecting business continuity and growth. The company's financial income and profitability is seen as one of the best indicators to improve the competitiveness and allure of the organization. To make a successful plan, it is very important to identify the financial vulnerability of the company (David, 2011). And also capital is an important element in production activities.

For newly established companies, according to (Rahmadani, 2019) capital is used to run the business, but for long-established companies, the funds are used to develop the business it has built and increase market share for the company and the company itself. Capital is also used to meet the operational costs of the cattery business, namely the need for food, health, and cattery equipment for daily cattery operational costs.

Therefore, according to previous research by Rahma (2013), it is stated that finance has a significant effect on the business performance of an entrepreneur. Based on the results of the Component Matrix, it is stated that finance has the results of indicators X1.1 (0.841), X1.2 (0.793), X1.3 (0.837),

and X1.4 (0.827). The value exceeds the 0.5 limit so that finance is included in the factors that strongly influence the performance of cattery businesses in Indonesia. All factor loadings are above 0.5, so the hypothesis of finance forming a significant factor is accepted.

2). Marketing factors on business performance

The results of this study indicate that the marketing variable has a significant positive effect on the performance of cattery businesses in Indonesia. Thus it can simply be concluded that marketing can improve business performance in catteries in Indonesia. With good marketing can increase sales offline and through online using social media. Effective marketing strategies are needed to increase the visibility and attractiveness of cattery businesses. Both online and offline strategies have a significant

impact on business marketing. However, the biggest challenge is maintaining the consistency and relevance of marketing strategies amidst changing market trends and consumer behavior. This research has not exhaustively reviewed how catteries can adapt quickly to these

changes.

This result is supported by the theory put forward by Kotler (2001), stating that marketing is a process in which people and organizations can buy goods to fulfill their desires. The process that occurs between customers and businesses can help achieve this. In line with this, marketing is defined as an activity, as well as a collection of organizations and procedures, to develop, promote, provide, and deliver goods and services that provide value to partners, consumers, clients, and the wider community (Dkk, 2011).

Based on the component Matrix marketing indicators have the results X2.1 (0.834), X2.2 (0.821), X2.3 (0.809), X2.4 (0.821), X2.5 (0.736), then the value is far from the provisions > 0.5 . If we rely on the component that it is clear that marketing is included in the factors that affect the performance of cattery businesses in Indonesia. So it can be said that marketing factors are very important in running a cattery business in Indonesia. All factor loads are above 0.5, so the marketing hypothesis forms a significant factor accepted.

3) Human Resource Factors on business performance

The results of this study indicate that the human resource variable has a significant positive effect on the performance of cattery businesses in Indonesia. Thus it can simply be concluded that human resources can improve business performance in catteries in Indonesia.

Human resource development is an effort made by a company to improve the performance and productivity of its employees. according to (Chaerunisa, 2019) human resource development can be in the form of employee softskill training and additional training that helps employee performance. Anggraieni F.N. (2020), states that human resource investment is the most important thing an organization can do to achieve goals, namely to have a workforce that has sufficient quality, discipline, loyalty, dedication, efficiency, effectiveness, and productivity to meet the company's needs both now and in the future.

Employee engagement through training, development, and creating a pleasant work environment can also help the long-term success of the *Cattery*. Based on the Component Matrix results, it is stated that human resources have indicator results X3.1 (0.603), X3.2 (0.586). This value exceeds the limit of 0.5 so that human resources are included in the factors that affect the performance of cattery businesses in Indonesia. All factor loads are above 0.5, so the hypothesis of human resources forming a significant factor is accepted.

4) Operational factors on business performance

The results of this study indicate that the operational variable has a significant positive effect on the performance of cattery businesses in Indonesia. Thus it can simply be concluded that operations can improve business performance in catteries in Indonesia.

According to research conducted by Sugiono (2019: 221), the operational definition of a variable is everything that researchers set out to study so that they can collect information about it and then make conclusions about it. In the cattery business where the effect of inventory management on availability and operating costs, the use of the latest modern technology, greatly affects the performance of the cattery business in Indonesia.

So based on the component matrix, it is stated that operations have the results of indicators X4.1 (0.762), X4.2 (0.732). This value exceeds the limit of 0.5 so that operations are included in the factors that influence the performance of cattery businesses in Indonesia. All factor loads are above 0.5, so the operational hypothesis forms a significant factor is accepted.

5 Conclusions and Suggestions

5.1 Conclusion

Based on the results of the research and discussion and analysis that has been carried out in the previous chapter regarding the effect of *cattery* business performance in Indonesia on finance, marketing, human resources, and operations, the conclusions of this study are as follows.

First, financial factors play an important role in determining the financial success of *cattery* businesses. These factors, supported by good financial management, contribute positively to profitability and business sustainability.

Factor analysis shows that aspects such as operating expenses and cash management have a direct impact on financial performance. The component matrix results show the values of X1.1 (0.841), X1.2 (0.793), X1.3 (0.837), and X1.4 (0.827). All factor loads are above 0.5, so the hypothesis that finance forms a significant factor is accepted. Second, marketing factors with effective strategies are necessary to increase the attractiveness of *cattery* businesses in the market. This factor is directly related to increased demand and customer loyalty.

Factor analysis shows that online and offline strategies have a significant impact on *cattery* marketing. The component matrix results show the values of X2.1 (0.834), X2.2 (0.821), X2.3 (0.809), X2.4 (0.821), and X2.5 (0.736). All factor loads are above 0.5, so the hypothesis that marketing forms a significant factor is accepted.

Third, HR (human resources) factors are supported on employee satisfaction and service quality, which affect customer experience and business reputation. Factor analysis shows that training, motivation, and fairness in employee treatment are crucial factors in HR management. The component matrix results show the value of X3.1 (0.603) and X3.2 (0.586). All factor loadings are above 0.5, so the hypothesis that HR forms a significant factor is accepted.

Fourth, operational factors are crucial in determining the productivity and success of *cattery* operations. Factor analysis on operations is supported by inventory management, operational processes, and the

technology applied has a significant effect on business operations. Component matrix results show the value of X4.1 (0.762) and X4.2 (0.732). All factor loads are above 0.5, so the hypothesis that operations form a significant factor is accepted.

5.2 Suggestions

Based on the results of the research that has been conducted on the factors affecting cattery business performance in Indonesia, here are some practical suggestions and theoretical suggestions that can be applied to improve business performance as follows.

1. Practical Advice

First, it is important to focus on effective financial management by implementing stricter cash management and better cost control. Investment in income sources should also be considered to reduce risk and improve financial stability, thus ensuring sufficient funds for care, health, and other operations essential to the cattery.

Second, the development of a targeted marketing strategy is necessary. Cattery entrepreneurs need to adapt marketing strategies according to market trends and changing consumer behavior, leveraging social media and local networks to increase visibility and interaction with potential customers. The use of data analytics to monitor marketing effectiveness is also an important step in adjusting strategies more precisely. Furthermore, focusing on human resource (HR) development is key to improving employee productivity and motivation. Regular training for soft skills development and technical skills related to animal care and cattery management can provide a competitive advantage. Good internal communication is also necessary to ensure all parts of the team work efficiently and in a coordinated manner.

Finally, the implementation of automation technology in operations is a strategic move to reduce operational costs and improve efficiency. Automation in inventory management, animal health monitoring, ordering, shipping, and customer management can save time and resources, allowing greater focus on animal care and quality service.

2. Theoretical Suggestions

Theoretically, cattery entrepreneurs can consider the following steps to optimize their business performance as follows. First, continue to conduct research and innovation in the field of animal care and cattery management to deliver superior and innovative services. The application of the latest scientific discoveries and best practices can differentiate a cattery from competitors. Second, leverage data analytics to better understand consumer behavior, market trends, and customer needs.

Data analysis will help in identifying customer preferences, predicting demand, and measuring the effectiveness of marketing and operational strategies. Furthermore, build strategic partnerships with animal service providers, local farmers and animal protection

organizations to expand your network of potential customers and gain access to additional resources. Contribute to public education and awareness on animal welfare and responsibilities as an animal owner to enhance the cattery's positive image in the eyes of society.

Finally, remain flexible and responsive to economic, social and technological changes by continuously evaluating and adjusting business strategies according to market conditions and customer needs. By integrating these suggestions in its business strategy, it is hoped that cattery entrepreneurs can strengthen its operational foundation, expand its influence in the industry, and provide significant added value to customers and the community.

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