

# The Impact of External Business Environment on Marketing Strategic Impacting Marketing Performance in The Retail Industry in Bandung

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**Abstract.** *This research specifically wants to know the influence of external business environment directly or indirectly to the marketing strategy and marketing performance of the retail industry in the city of Bandung. The population in this study amounted to 442 minimarkets with Slovin formula to determine samples, obtained 82 samples to be researched. The type of research used in this study is quantitative research. Based on the results of statistic processing and referring to the discussion that has been shown earlier, this study found that partial testing concluded that there was a significant relationship between the external environment to the marketing strategy. There is a direct positive and significant influence marketing strategy towards marketing performance. There is a positive and significant influence between the external environment on marketing performance and marketing strategies as a intervening variable. The magnitude of the R Square value is 0.781, this suggests that external environmental contributions and marketing strategies against marketing performance are 78.1% while the remaining 21.9% are contributions from other variables not included in the study. So the ability to understand the external environmental conditions well will help the accuracy in decision-making strategies and impact on the marketing performance improvement of the retail industry Minimarket Bandung.*

**Keywords:** *external business environment, marketing strategy, marketing performance*

## 1. INTRODUCTION

Based on the data of the Central Statistics Agency (BPS), Indonesia's economy is increasingly improved with a record growth of 5.17% throughout January to June 2018 compared to the same period in 2017 by 5.01%. While the economic growth rate in the quarter II-2018 amounted to 5.27%. From this realization, there is still a great opportunity for the Government to continue to increase Indonesia's economic growth in the next quarter. The government believes the national economy will grow 5.4% and inflation or consumer price index (CPI) is under control 3.5%, according to target State budget and expenditure (APBN) 2018. While Bank Indonesia (BI) predicts Indonesia's economic growth of about 5.1-5.5%, inflation is 3.6%, and the estimated transaction balance deficit goes wide to USD 25 billion to the end of 2018. As such, the ratio is still safe because it is below 3% of the gross domestic product (GDP).

Household consumption or household expenditure in fulfilling the need is a major mobile of economic growth in Indonesia. The contribution of household consumption to the gross domestic product (GDP) amounted to 55.43%. The Government therefore seriously maintains the purchasing power of the public by formulating the right policies, one of which controls the rate of inflation. In the II – 2018 quarter, the growth of household consumption again touched the level of 5%, exactly 5.14% after the previous slowdown. The supporters are, among others, the moment of Eid, salary payment and allowance (THR) to civil servants (PNS) and private workers, social assistance (BANSOS), retail sales, as well as wholesale sales of motors and cars. Household consumption is expected to remain growing above 5% to boost economic growth in the second semester.

Very dynamic market conditions, creating challenges for the retail industry that happens continuously make the tips must work extra hard to maintain their existence. The development of the digital world and all the conveniences given gradually suppress the existence of the presence, this challenge is seen with some well-known retail companies that decide to close it. Retail businesses that rely more on physical stores are now increasingly depressed because of changes in the shopping trends that turn to the online world. Online shopping In addition to provide convenience also the goods are owned very varied with a more competitive price. In 2017, large retail company Matahari was forced to close two stores in Pasaraya Blok M and Pasaraya Manggarai because of sales that did not meet the target. To deal with it now there are several retail industries that do physical store efficiency and start to reach the online world. Because the times are developing so rapidly.

## **2. LITERATURE REVIEW**

### *2.1 Marketing*

Marketing Management according to Kotler and Armstrong (2014:30) "Marketing Management is art and science of choosing target markets and building profitable relationship with them. Management is required in all fields of manufacturing-marketing organizations, systems-etc. Information Huma Accounting, all organizations of small size-large, all types of organizational gains are not for profit, all levels of the organization below – over (Robbins and Coulter, 2014:45). The marketing function according to Hendri (2012) is realizing the company's objectives by:

1. Set a customer's business (customer base) strategically, rational and complete information.
2. Identifying the needs of current and future customers.
3. Create products that can meet the needs of customers with a fitting and profitable and able to distinguish the company from its competitors.
4. Communicating and "delivering" the product to the target market (target market).
5. Leading all personnel of the company to become a group of manpower that is disciplined, professional and knowledgeable and has a dedication to the value and objectives of the company.

### *2.2 Business Environment*

Business environment can be distinguished by external environment and internal environment. The external environment consists of factors affecting the organization from outside the boundaries of the organization, while the internal environment includes factors within the organization that affect organizational management. The external environment of an organization is generally distinguished by the common environment and specific environment (also called the task Environment) which includes suppliers, customers, competitors, regulatory makers, and unions. Meanwhile, the internal environment includes the factors of mission vision, corporate culture, management style, organizational policy, employee, inter-division relations, and informal organization.

Hubeis and Najib (2014) argue that the internal environment is an organizational environment that is in a normal organization that has a direct and special implications on a company. The company itself according to the mindset is now a collection of various types of resources, capabilities, and competencies that can later be used to form a specific market position. Thus, internal environmental analysis includes an analysis of the resources, capabilities, and competencies owned by the company. Ridhotullah and Jauhar (2015) argue that there are several elements affecting a manager in making decisions that will affect the company or organization, such as corporate employees, corporate management. Hubeish and Najib (2014) state that the internal environment is an organizational environment that is in the organization and normally has the direct implications of DNA specific to the company. The destruction itself has a mindset now a collection of various resources, capabilities and competencies that can later be used to form a specific market position.

According to Buchory and Saladin (2010) external environments are forces that arise and are beyond reach and usually regardless of the operational situation of the company. Ridhotullah and Jauhar (2015:54) argue that the external environment can be categorized into two major parts,

namely the general environment and the industrial environment. The general environment is an environment in the external environment of the organization that devise factors that have a wide scope and these factors are essentially outside the company and the regardless of the company operations. In other words, the general environment is a group of elements in the wider community and affects an industry and the companies that are in it. While the industrial environment is a set of threat factors from new businesses, suppliers, buyers, substitute products, and competitive intensity among competitors that directly affect the company and its competitive actions and responses.

The external environment also comprises elements that are outside the organization, where this element cannot be controlled and known first by the company's managers. Examples of external environmental elements of the Organization in the form of economic change, government regulation, consumer or community behavior, technological developments, political developments and so forth. External environmental analysis has me the goal to find out about threats and opportunities. Threats are a condition in the general environment that can impede the company's efforts to achieve strategic competitiveness. While the opportunity is a condition in the general environment that can help the company to achieve strategic competitiveness.

According to Buchory and Saladin (2010) suggested that the external environmental analysis component consisted of scanning, which is identifying the preliminary instructions of the changing and environmental tendencies. So scanning is an attempt to study segments in a common environment. Monitoring, which detects meaning through continuous observation of environmental changes and tendencies. Forecasting, which is to develop the projection of the anticipated outcome based on the changes and tendencies in monitoring. Assessing, which is determining the time and importance of environmental changes and tendencies for its corporate strategy and management.

### *2.3 Marketing Strategy*

Marketing strategy is an organizational strategy that combines all of its marketing objectives into one comprehensive plan. A good marketing strategy should be taken based on market research and focus on the right product mix to achieve maximum profit potential and maintain business. Simply put, marketing strategy is a strategy designed to promote goods or services and of course to generate profits for the company. Marketing strategies can be said to be the basis of all marketing plans.

It is important for a company or business to develop its marketing strategy. Without this marketing strategy, efforts to attract customers or consumers will be undirected and inefficient, making it difficult to achieve their organizational objectives, which is gaining profit and growth. The focus of marketing strategies should ensure that products and services will meet customer needs as well as develop long-term and profitable relationships with those customers. To achieve this, marketers need to create a flexible strategy that can respond to changes in customer perception and demand. It can also help marketers to identify new markets that can be targeted.

Marketing strategy is a set of principles that are precisely, consistently, and deserving by companies in order to achieve the target market goals in the long term and long term company objectives, in certain competition situations. In this marketing strategy, there is a marketing mix strategy, which establishes the best composition of all four components or marketing variables, to be able to achieve the target market objectives while achieving the company goals and objectives. According to Sunyoto (2013:60) Marketing mix is a combination of variables or activities that are the essence of the marketing system, variables that can be controlled by the company to influence the reaction of buyers or consumers. Such variables or activities need to be combined and coordinated by the company as effectively as possible in performing their marketing tasks. Therefore, the company not only has the best combination of activities, but can coordinate the various marketing variables of the mix to implement the marketing program effectively. The four elements of marketing mix are product strategy, price strategy, distribution strategy, and promotional strategy.

According to the Rangkuti (2014:6), in principle the strategy can be grouped by three types of strategy, namely management strategy, investment strategy, and business strategy. The main

elements of marketing according to Rangkuti (2014:102) can be classified into three main elements, namely elements of competitive strategy, elements of marketing tactics and elements of marketing value. In achieving business objectives and for good marketing achievement, a business needs to create an appropriate marketing strategy.

According to Echdar (2013:125) to attract consumers, entrepreneurship can maximize the indicators that are in the marketing mix, namely research and development of markets, products, prices, location or business, and promotion. The application of marketing strategy should be guided by the choice of strategies, plans and policies that have been made by a company. The main goal of marketing strategy is to increase sale, this means that at the same time will increase market share in a competitive industry. Assauri (2015) Advanced and evolving marketing strategies always pay attention to the elements of attracting market segments or productive market share in marketing activities.

#### *2.4 Marketing Performance*

Marketing performance as a result of a series of corporate activities is the impact of all parts of the organization's role. One of the strategic role of the company is the development of selling-in strategy as an effort to build the company's product market access to enter the market evenly and competitively. Ferdinand (2013) presented a distribution policy can be developed based on two basic choices of selling-in policy that is in the control area of distribution companies as well as the selling-out policy that is outside the control area of distribution companies.

Marketing performance can also be viewed as a concept used to measure up to how far the market achievement has been achieved by a product that has been produced by the company. Marketing performance is the result that the company has achieved in meeting consumer expectations. Ferdinand (2013) stated that marketing performance was a factor used to measure the impact of the strategy applied by the company. Marketing performance can be measured and assessed from sales level data, increased revenue, number of subscribers, or from other data depicting the extent of the success of the marketing of a product or service from a company. Of course the success of marketing performance is also determined by the strategy that the company can use to compete with its competitors. Marketing performance is declared successful which is when the sales data states the number of products that have increased, the number of subscribers more, the revenue increases, the market is expanding, and the product is increasingly known by consumers or society.

### **3. METHODS**

This type of research can be used as a guideline for selecting the most appropriate method to solve existing problems. The type of research used in this study is quantitative research. According to Sugiyono (2017) Defining quantitative research methods is a research method based on the philosophy of positivity, used to examine on certain populations or samples, sampling techniques are generally done randomly, data collection using research instruments, quantitative/statistical data analysis, with the aim to test a predetermined hypothesis. The data source used in this research is primary data, which is the research data obtained directly from the original source. The data in question is the survey data obtained from the owner/manager of a minimarket retail company in the city of Bandung.

According to Arikunto (2013) The population is the whole of the research subject. So that means the population is an individual who has the same properties although the percentage of similarity is little, or in other words all individuals who will serve as the object of research. The population in this study was the entire retail industry in Bandung City in 2018 as many as 442 minimarket. The sampling method used Slovin technique with alpha 10%, resulting in research samples of 82 minimarket. To test the validity of these two kinds of tests, the validity test (test of validity), the test of reliability, and the Path analysis. The Data in this study will be processed using the program Statistical Package for Social Sciences (SPSS) version 26.0.

Basically, the research variables are everything that is shaped by researchers to learn so that information is obtained and then withdrawn in conclusion (Sugiyono, 2017). Variables in this study consist of independent variables i.e. external environment, intervening variables that are marketing strategies, and dependent variables that are marketing performance.

## 4. RESULT AND DISCUSSION

### 4.1 Classic Assumption Test

Data will be acquired from a valid instrument. To test the validity of the instrument, researchers used the correlation of Pearson Bivariate (Pearson moment product) with the help of the IBM SPSS 26.0 program. From the analysis of the results is known that the value of correlation ( $r$  count) is greater than  $r$  table, then the instrument (question) is valid and can be forwarded to subsequent studies. Reliability tests demonstrate the accuracy, accuracy, and consistency of questionnaires in measuring variables. In research to test the reliability of the instrument using Alpha's reliability correlation coefficient (Cronbach's Alpha). The test results show an alpha value greater than the critical product moment, so that the instrument in this research can be said to be reliable.

### 4.2 Classic Assumption Test

Normality test is used to determine whether or not a population of data is distribution is normal. In the study the normality test was conducted using One Sample Kolmogrov-Smirnov test using a significance level of 0.05. Test results show normal distribution data, significance greater than 5% or 0.05. A good regression Model should not occur correlation between independent variables. In this study multicollinearity test was conducted by looking at the values of Variance Inflation Factor (VIF) and Tolerance in regression model. Heteroskedastisity test is used to determine the presence or absence of classical assumptions of heteroskedastisity, i.e., there is a variant discrepancy of the residual for all observations on the regression model. By using Glejser test known regression models in the study there were no symptoms of heteroskedastisity

### 4.3 F Hypothesis Test Result

The F test is used to test the zero hypothesis that the coefficient of normal determination in the population,  $R^2$  is equal to zero. The signification test includes a significant test of the overall regression equation as well as specific regression coefficients. The overall test can be done using the F statistics. Test statistic F in decision making using criteria when the value of significance value F Test  $< 0.05$  then can be concluded the model can be used to predict the dependent variable. It can also be said that independent variables collectively affect the dependent variables. (Ghozali, 2016).

**Table 1. F-Statistic and Prob. (F-Statistic) Model Structure I**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2792.250	1	2792.250	47.822	.001 <sup>b</sup>
	Residual	1988.272	80	20.585		
	Total	4780.522	81			

a. Dependent Variable: Marketing\_S

b. Predictors: (Constant), External\_E

Based on the test of F that has been done known F count value is 47,822 that value is greater than the F table value of 3.96 and the significance value of the research result is 0.001, the value is smaller than the value of  $\alpha$  in this study that has been predetermined by 0.05. The results showed that the external environmental regression coefficient in this study simultaneously affected the success of creating marketing strategies in the retail industry of Minimarket in Bandung.

**Table 2. F-Statistic and Prob. (F-Statistic) Model Structure II**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	276.412	2	138.206	35.216	.001 <sup>b</sup>
	Residual	216.915	79	1.604		
	Total	493.327	81			

a. Dependent Variable: Marketing\_P

b. Predictors: (Constant), Marketing\_S, External\_E

Based on the test of F that has been done known F count value is 35,216 that value is greater than the F table value of 3.11 and the significance value of the research result is 0.001, the value is smaller than the value of  $\alpha$  in this study that has been predetermined by 0.05. The results showed that the external environmental regression coefficient and marketing strategy in this study simultaneously affected the enhancement of the marketing performance of the Minimarket retail industry in Bandung City.

#### 4.4 T Hypothesis Test Results

Partial testing to test the magnitude of the effect of free variables on bound variables. T test can be seen from the magnitude of P-value compared with the level of  $\alpha$  significance = 5%. When the probability of value or significance of  $< 0.05$  or T count  $>$  This it can be concluded that independent or free variables have an individual effect on the dependent variables (Ghozali, 2016). In this model, the value is obtained by using the provisions of the  $\alpha$  value (alpha) of 0.05 and a degree of freedom value of 80 then obtained by 1.99006 for the model I, then for the model II with a degree of freedom value of 79 then obtained this amounting to 1.99045.

**Table 3. Test result T-Statistic Model structure I**

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.512	3.180		2.150	.000
	External_E	.361	.190	.855	9.701	.000

a. Dependent Variable: Marketing\_S

Based on the results of the tests it has been known that the external environmental variables partially have a significant influence on success in creating marketing strategies. The conclusion is based on the results of the T-count/T-Stat of the external environment of 9,701. The value of T-count/T-STAT is greater than that of the T-table value of 1.99006. The positive Tcount value indicates that the external environment variable has a direct relationship to the marketing strategy variable.

**Table 4. Test result T-Statistic Model structure II**

		Coefficients <sup>a</sup>				
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.085	.794		3.225	.000
	External_E	.186	.059	.215	2.018	.001
	Marketing_S	.217	.106	.317	3.107	.000

a. Dependent Variable: Marketing\_P

Based on the results of the tests, it is known that external environment variables and marketing strategies partially have a significant influence on improving marketing performance. The conclusion is based on the results of the T-count/T-Stat of each of the 2,018 and 3,107. The value of T-count/T-STAT is greater than the value of 1.99045. The positive value of T count indicates that the external environmental variables and marketing strategies in this research have a direct connection to the variable marketing performance.

#### 4.5 Coefficient Determination Test Result

The coefficient of determination ( $R^2$ ) essentially measures how far apart the ability to describe

the variation of the dependent variable. The value of coefficient of determination is between zero (0) and one (1). A small  $R^2$  value means the ability of a variable independent (free) in describing a very limited dependent variable. A value approaching one independent variable provides almost all the information needed to predict the variation of the dependent variable. The coefficient of determination test ( $R^2$ ) is a test conducted to measure how far the ability of the model to describe the variable dependent variables. The higher the coefficient of determination ( $R^2$ ) The higher the ability of the independent variable describes the dependent variable. The structure model I in this study explains the magnitude of the  $R^2$  value of the external circle variable against the marketing strategy, while the structure model II describes the magnitude of the  $R^2$  external variable value and marketing strategy towards marketing performance.

**Table 5. Coefficient of determination (R2) Model structure I**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.815 <sup>a</sup>	.602	.420	4.41271

a. Predictors: (Constant), External\_E

Model structure I demonstrated the value of coefficient of determination ( $R^2$ ) of 0.602 has the meaning that the marketing strategy variable (Y) can be described external environment variables at 60.2% and the remaining 39.8% explained by other factors outside the model used.

**Table 6. Coefficient of determination (R2) Model structure II**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.865 <sup>a</sup>	.781	.305	2.59520

a. Predictors: (Constant), Marketing\_S, External\_E

The Model II structure indicates the value of coefficient of determination ( $R^2$ ) of 0.781 means that the recommendation performance variable (Z) can be explained by external environmental variables and marketing strategies at 78.1% and the remaining 21.9% are explained by other factors outside the model used.

*Analysis Path Diagram*

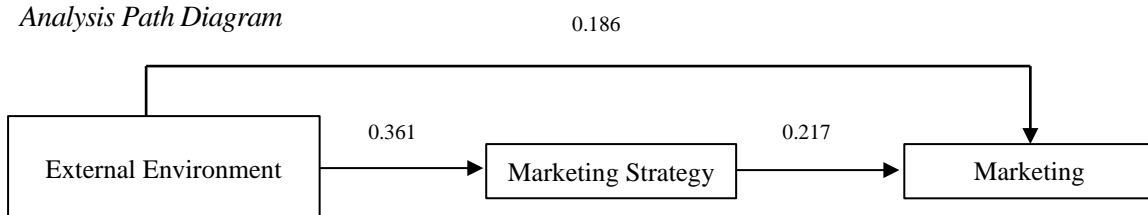


Figure 1. Path Analysis Diagram

### Effect of External Environmental on Marketing Strategy

Based on the research results the external environmental influence on the marketing strategy can be obtained the significant value of the external environment is  $0.000 < 0.05$ . So it can be concluded that directly there is a positive and significant influence of external environment to the marketing strategy. Thus the results of the partial test concluded that there was a significant link between the external environment to the marketing strategy, this suggests that the external environmental variables have a positive and significant influence on the marketing strategy. Positive-impact test results show that an external environment is an important factor that needs to be examined in the determination of a decision making. The introduction and understanding of the various conditions and their effects

became the absolute thing that should be studied further. Changes in the external environment should be anticipated and predicted concerning various aspects of business, approach and technical used should include economic, political, social, technological and even behavior. The precise introduction of various external environmental factors can create a good company image or profile, as management is able to formulate strategies appropriately. This research supported the previous research conducted by Setyowati (2015) and Sari & Sitepu (2016).

### **Influence of Marketing Strategies on Marketing Performance**

Based on the results of the research influence marketing strategy towards the performance of the installation can be obtained significant value of the marketing strategy is  $0.000 < 0.05$ . So it can be concluded that directly there is a positive and significant influence marketing strategy to the marketing performance. Marketing performance will certainly relate to the ability of employees to market or sell company products. To support these capabilities it takes a marketing concept that is able to develop marketing strategies appropriately. If the company is wrong in determining its strategy, then it is not impossible if the business is executed will be destroyed. This empirical research has proved that the right marketing strategy in being able to improve marketing performance. To know whether or not the company has implemented a marketing strategy, it should be evaluated on the determination of market segmentation, targeting, and the current positioning. Furthermore, which is also an important point in setting the strategy is marketing mix (product, place, promotion, price, people, process, and physical evidence). The results supported the research conducted by Sucitro (2013) stating that the marketing strategy has a positive and significant effect on the marketing performance variables.

### **The Effect of External Environmental on Marketing Performance Through Marketing Strategy**

Based on the results of research acquired significant external environmental values = 0.000 and marketing strategy = 0.001. This result gives a conclusion of  $0.000 < 0.05$ . So it can be concluded that there is a positive and significant influence between the external environment to the marketing performance with the marketing strategy as a intervening variable. The magnitude of the R Square value is 0.781, this suggests that external environmental contributions and marketing strategies against marketing performance are 78.1% while the remaining 21.9% are contributions from other variables not included in the study. Thus, the company in achieving its objectives is to improve its marketing performance in this case, must first pay attention to the established strategies. If the strategy set by the company is right, especially in this research with the consideration of external environmental factors in the business done, then the success in marketing performance will be realized.

## **CONCLUSION**

Based on the results of statistic processing and referring to the discussion that has been shown earlier, this study found that partial testing concluded that there was a significant relationship between the external environment to the marketing strategy. There is a direct positive and significant influence marketing strategy towards marketing performance. There is a positive and significant influence between the external environment on marketing performance and marketing strategies as a intervening variable. The magnitude of the R Square value is 0.781, this suggests that external environmental contributions and marketing strategies against marketing performance are 78.1% while the remaining 21.9% are contributions from other variables not included in the study. So the ability to understand the external environmental conditions well will help the accuracy in decision-making strategies and impact on the marketing performance improvement of the retail industry Minimartket Bandung.

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