

## **Synergy Between Corporate Strategy and State Ideology of Indonesia**

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### **Abstract**

This research is motivated by the still low implementation of the State Ideology-based strategy in Indonesia which is the object of research, especially at the point of implementing the vision of the company in incorporating elements of God values. Based on the above background, this study intends to find out the extent of mutual influence between the factors of conventional strategy, namely vision, mission, strategy, tactics and effort. Furthermore, this study also discusses the interplay between the basic values of the State Ideology, namely the values of God, Humanity, Unity, Society, and Social Justice. From these two things, this study tries to combine and compare the effectiveness of both conventional strategy constructs and State Ideology-based strategies. Hypothesis 1 Test Results there is a positive and significant influence between the value of the Joint Vision and the Joint Conventional-State Ideology Corporate Mission. This research resulted in the finding that the combined vision of the company had a positive and significant effect on the combined mission of the company with a beta coefficient of 0.821 and a coefficient of determination of 0.657. This means that each increase in v combined contents with 1 unit of scale will increase the combined mission with 0.821 scale units. The results of this combined vision coefficient explain 66 percent of the combined mission of the company, while the remaining 34 percent are explained by other variables outside this regression equation system. The combined vision values discussed in this study are a combination of the company's conventional vision and the State Ideology-based vision, which is the one and only divine vision. the combination of the two forms of vision produced better results than the partial results. This is due to the merging of the two sub-indicators that have the highest value in terms of respondent responses.

**Key Words: Synergy Corporate, Strategy, State Ideology, Indonesia**

### **1. Introduction**

As a policy that has broad implications in society, the State Ideology-based strategy must be developed carefully, accompanied by clear stages and encouraging the participation of all interested parties in making decisions so that the results achieved are mutually agreed. The implementation of the State Ideology strategy in companies in Indonesia is expected to: (a) increase the productivity of the company's human resources, (b) improve the implementation of the State Ideology strategy within the company, (c) increase recognition of the results of the development of the

State Ideology ideology in the business and industrial world, and (d) increasing stakeholders' trust in the quality and relevance of the State Ideology-based strategy in the national economic system.

### **1.1 Background of the Research**

Determination of the company's vision is usually a statement of ideals to become the biggest and best in the next ten years. The basic value of God Almighty in setting a vision is reflected in the biggest and best words as the religious nature of God most Indonesians. This divine aspect is very strategic as a learning vision in establishing corporate strategy in Indonesia. Determining the company's mission in Indonesia generally includes four functions, namely production, finance, human resources, and marketing. The Fair and Civilized Humanity Aspects of State Ideology are related to the implementation of mission in strategy in the corporate world, especially in companies by implementing policies through fair, loyal, and humble rules with confidence, love, and hope for optimal results.

Implementation of strategies within a company generally includes a choice between overall cost accounting skills, differentiation strategies, and focus strategies in specific areas. This corporate strategy has links with aspects of the Indonesian Unity in pricing, distribution, production, carrying out collaboration, charity, prayer to increase gratitude, sincerity and blessings on the values of Indonesian nationality.

Determination of tactics in companies in Indonesia is a derivative of the determination of the previous strategy. Generally the choice of tactics focuses on pricing, production, distribution and promotion. However, in a State Ideology-based strategy, the company's tactics need to be related to the people's basic values that are led in the deliberations to get agreement on the terms and conditions that apply. Aspects of conventional business in a company are usually associated with efforts to seek maximum profitability, productivity and efficiency. In a State Ideology-based strategy, the company's business needs to be linked to the value of social justice for the entire Indonesian nation. This is in the context of improving company quality, economic growth, compliance with laws that are in line with the principles of family, community and nationality.

Furthermore, the implementation of a strategy based on State Ideology in Indonesia normative must have relevance to the five principles of State Ideology, the values of divinity, humanity, nationalism, democracy, and the value of social justice for all

Indonesia people through tolerance to the principles of openness, togetherness and continuity that is a harmonious, harmonious and balanced business. This research tries to find out how big is the relationship between the vision, mission, strategy, tactics, and business of the company in Indonesia with the values contained in State Ideology and how much that connection has advantages over conventional strategies that have been carried out by the company.

## **1.2 Theoretical Framework**

The theoretical framework contains all the knowledge (theories, concepts, principles, laws and propositions) which can later help develop a conceptual framework and operational research. The findings of existing researchers are very helpful and facilitate researchers to create a conceptual framework. This conceptual framework is expected to provide a direct picture and assumptions regarding the variables to be examined. Strategy is the highest activity which is usually prepared by the board of directors and carried out by the CEO and executive team organization. Strategic management provides overall direction for the company and is closely related to the field of organizational behavior. Strategy talks are about the big picture. The essence of the strategy is to identify the organization's objectives, its resources, and how these available resources can be used most effectively to meet strategic objectives.

The State Ideology-based strategy in the company must provide a basis or basic guidelines for decision making in the organization of the company. This is a systematic and sustainable process, bearing in mind that the application of the ideology of a large nation like Indonesia should be sustainable in the long run. A company's strategic plan is a living document that is always visited and re-visited. It might even be necessary to think of it as a liquid because of its ongoing nature to be modified. When new information is available, it must be used to make adjustments and revisions.

Porter (1996) defines strategy as creating unique and valuable positions obtained by carrying out a series of activities. Porter lays out three strategic position bases. The three are not mutually exclusive and often touch each other. The first base is obtained by producing a small portion of a product or service from a particular industry. Porter calls it diverse positioning because this position comes from product selection, not based on consumer segmentation. In other words, the company is trying to meet the needs of many people. In terms of the application of strategic management in the

world the company, then positioning based on diversity can use the values of State Ideology to improve the ability of the company to be one step ahead of its competitors. The second basis is to serve most or even all the needs of certain consumer groups, which are referred to as needs-based positioning. An example is a company that seeks to meet all the needs of the corporate world, not just a portion, for its target market.

This position is obtained by carrying out a series of activities in different ways from competitors. If there is no difference in activities, consumers will not be able to distinguish relevant companies from competitors. The variant of this model is to meet the needs of the target market for different times. A consumer, for example, has different needs when he is working every day, but has free time for holidays, so instead of traveling for vacation, it is better to use for college. So many companies open special classes at night or on weekends for employees and factory workers. Companies can take positions to meet the various needs of the same target market. In this case, the application of the State Ideology-based strategy in the corporate world will be able to meet the need for rapid improvement in the quality of human resources through the mental revolution of the company's stakeholders.

This study tries to make a comparison between conventional corporate-based management strategies with corporate strategies based on the application of State Ideology values. With so many problems in the corporate world that have not been resolved, it is hoped that the management of the State Ideology-based corporate strategy will produce better solutions in the long run. In applying the State Ideology-based strategy, companies in certain regions can standardize strategies based on local needs that are different from the needs in big cities that usually prioritize profits through the basis of liberalism capitalism. For example, the company operates classes in crowded small cities, but with a population of less than 200,000 people.

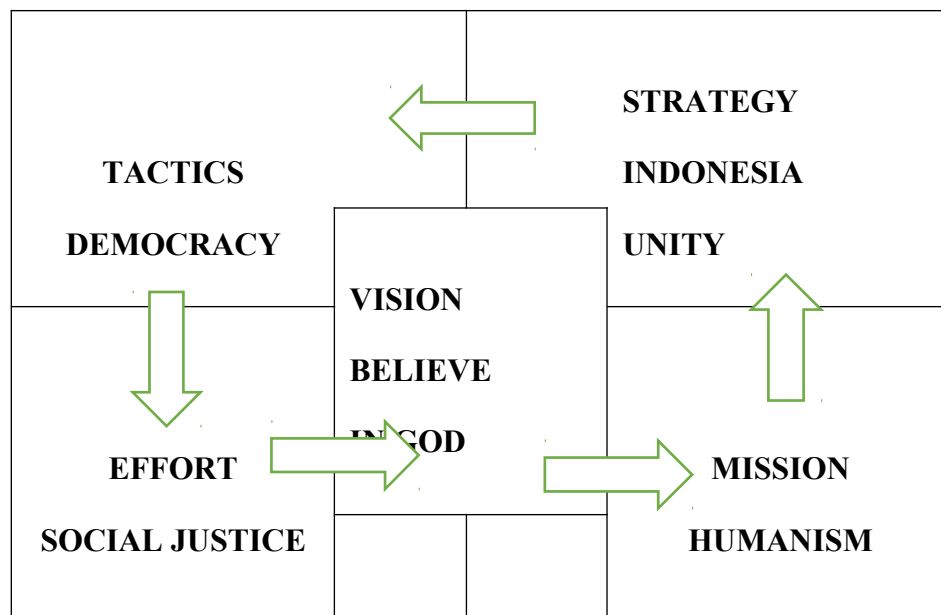
Even though the market is small with its purchasing ability under the big city, the company can successfully benefit from doing activities that are different from those offered by the company in big cities, for example by standardization, only opening a few special classes, and using lower learning technology than companies in big cities.

### **1.3 Conceptual framework**

The conceptual framework in this study is the relationship or link between one concept and another problem concept to be studied. This conceptual framework is useful for connecting or explaining at length about a topic that will be discussed. The topic to be discussed is how to apply the values of State Ideology in the company's business in accordance with the prevailing rules of strategic management.

The conceptual framework in this study was obtained from the synthesis of deductive thought processes (application of theory) and inductive (existing facts, empirical), then with creative-innovative abilities, ending with new concepts or ideas called conceptual frameworks as contained in the three models presented here.

### **Model 1. Mixed Conventional-State Ideology Based Strategy**



#### **1.4 Statement of the Problem**

1. What is the positive and significant effect of the combined vision on the conventional mission of State Ideology in companies in Indonesia?
2. What is the positive and significant effect of the joint mission on the conventional strategy of State Ideology in companies in Indonesia?
3. What is the positive and significant effect of the combined strategy on conventional-State Ideology conventional tactics on companies in Indonesia?
4. What is the positive and significant effect of joint tactics on conventional-State Ideology conventional enterprise ventures in Indonesia?

5. What is the positive and significant effect of the combined effort on the conventional vision of State Ideology in companies in Indonesia?

### **1.5 Hypothesis**

1. There is a positive and significant influence between the combined vision of the combined mission-State Ideology mission in companies in Indonesia.
2. There is a positive and significant effect between the combined mission of the conventional strategy-State Ideology combined strategy for companies in Indonesia.
3. There is a positive and significant influence between the combined strategy on conventional-State Ideology conventional tactics in companies in Indonesia.
4. There is a positive and significant influence between joint tactics on joint-State Ideology conventional business initiatives in companies in Indonesia.
5. There is a positive and significant influence between joint efforts on the combined vision of conventional State Ideology in companies in Indonesia.

### **1.6 Benefits of Research**

This research is very important in order to provide information to the general public and especially to corporate world stakeholders about the relationship between the implementation of strategic management which consists of the vision, mission, strategy, tactics, and business of the company with five basic values contained in State Ideology as the basis the state of Indonesia, namely the values of divinity, humanity, unity, society, and social justice. This research is expected to provide a solution for owners, leaders and managers of companies to implement more and more transparent values of State Ideology in corporate strategy. This is due to the fact that the State Ideology practice strategy has been embedded in the lives of Indonesian people, but its formal rules are still constrained by the strong implementation of conventional strategies within the company.

### **1.7 Scope and Limitation**

The scope of the research is to discuss strategic implementation based on State Ideology constrained by a factor of strategic vision, mission, strategies, tactics, and efforts in relation to the values of believe in God, humanity, unity of Indonesia or nationalism, democracy or democracy, and social justice. This study is also limited by

the application of the divine masterpiece in the company's vision, mission humanity action fair and sincere faith through the faith of love and hope; strategies that unite Indonesia in repentance, charity, prayer increase gratitude, sincerity and populist-based tactics led by wisdom of wisdom in deliberations and representation.

This research is also limited by efforts in social justice for all Indonesian people through an attitude of openness, togetherness, harmony. Furthermore, this study is limited by the location of research in several companies in Indonesia at the time the study was conducted, namely on June 1, 2020 to July 31, 2020.

### **1.8 Definitions of Terms**

The company's vision is a realistic view of the business future of the company chosen and which will be realized at the specified time. The benefits of the vision are to bridge the present and the future by growing the commitment of stakeholders to realize it with optimal work standards. The company's mission is a statement of what the company must actually do in its effort to realize the company's vision. The benefit of the company's mission is to ensure the realization of the company's objectives with full responsibility through the allocation of resources owned in meeting the demands of all stakeholders.

The company's strategy is the process of determining the integrated plans of top leaders who focus on long-term goals through the best way to connect the company with its internal and external environment to achieve competitive advantage. This competitive advantage can be done through Porter's three general strategies (1990), namely the overall cost advantage strategy, the differentiation advantage strategy, and the focus excellence strategy. Company tactics are specific steps taken to implement the strategies chosen effectively and efficiently. Corporate tactics have a narrower scope and time space than corporate strategy.

Implementation of a corporate strategy is the total number of activities and choices needed to be able to carry out strategic planning. The implementation of this strategy is a process in which several strategies and policies are transformed into actions through the development of programs, budgets and procedures. State Ideology is a basic ideology in the life of the Indonesian state. This name consists of five principle. State Ideology is the formulation and guidelines of national and state life for

Proceedings of **The 2<sup>nd</sup> International Conference on Strategic Mental Revolution (ICoSMR)**, Cikarang City, Indonesia January 20<sup>th</sup>, 2020. Theme: Corporate Social and Financial Responsibility all Indonesian people. The five main joints of the State Ideology constituents are God Almighty, just and civilized humanity, the unity of Indonesia, the people who are led by wisdom in consultation/ representation, and social justice for all Indonesian people, and are listed in 4 paragraphs Opening) of the Constitution 1945.

## **2. METHODOLOGY**

### **2.1 Research design**

Respondents' research was carried out in companies around Metropolitan Jakarta, representing companies in Indonesia. The selection of the company was set considering that at the time of the study there were not many choices, because the country was in a pandemic corona disaster, making it difficult to find respondents elsewhere. In general, survey research uses questionnaires as a data collection tool. Survey research conducted is research that takes a sample from one population and uses a questionnaire as a primary data collection tool.

### **2.2 Sampling technique**

Cluster Sampling used in this study is a group sampling technique. This type of sampling is done based on the group of respondents and specific areas. The respondent group consisted of manufacturing, trade, informatics, construction, education, health company employees in Jakarta and Industrial areas. The researcher uses the Slovin formula where the number of respondents is the number of populations divided by one plus the population multiplied by the square of the standard error. Given that the total population is 4000 employees, then the sample size can be calculated:  $4000 / 1 + 4000 \times 0.05 \times 0.05 = 364$  respondents and given that the comparison between clusters is known, it can be seen the number of each respondent in each cluster.

### **2.3 Data Collection Procedure**

The data in this study are divided into several categories. Data types and can be categorized as follows: Primary data, namely data collected and processed by researchers directly from the subject or object of research, in this case the data obtained directly from the source of respondents surveyed, namely decision makers at the company level. Secondary data, i.e. data obtained not directly from the object or subject of research. Data collected by researchers is data derived from literature



Proceedings of **The 2<sup>nd</sup> International Conference on Strategic Mental Revolution (ICoSMR)**, Cikarang City, Indonesia January 20<sup>th</sup>, 2020. Theme: Corporate Social and Financial Responsibility studies totaling 90 articles from books and journals relevant to this research. Internal data, i.e. data that describe situations or activities in an organization are collected by researchers from the results of internal observations in several companies studied.

External data, i.e. data that describe situations or activities outside the company, in this case through reliable external sources. Quantitative data, that is data in the form of numbers, should be collected by researchers in the form of figures derived from the Likert scale, where: 1 = disagree 2 = less agree 3 = agree 4 = completely agree. Qualitative data, that is data that is not in the form of numbers, in this case collected by researchers from open interviews. Cross-section/ incidental, that is data collected only at certain times by researchers when researching using closed questions.

## **2.4 Reliability Test**

The test is performed with SPSS software, with the following interpretation: for group decisions, variables are said to be reliable if they have an alpha reliability coefficient of 0.5 or more, whereas for individual decision making the allowable reliability is equal to 0.90. Concerning the business of getting the same or similar value for each person or every unit measured every time you measure it. This reliability involves using the same indicators, operational definitions, and data collection procedures at all times, and measuring them at different times. To be able to obtain stability reliability every time the unit is measured the score must be the same or almost the same.

## **2.5 Statistics Tool**

Measuring the effect of variables involving more than one independent variable, multiple linear regression analysis is used, called linear because each estimate of the value is expected to have an increase or decrease following a straight line. The use of constant values is statistically done if the units of variable X (independent) and variable Y (dependent) are not the same. Meanwhile, if the variable X (independent) and Y variable (dependent), both simple and multiple linear, have the same unit, the constant value is ignored with the assumption that the change in the Y (dependent) variable will be proportional to the value of the change in the variable X (independent).

## **3. Results**

### **3.1 Reliability Analysis**

The variables and dimensions of this study are Mixed Vision, Mixed Mission, Mixed Strategy, Mixed Tactics, Mixed Effort. All of the variables and dimensions of the study are reliable and have perfect values. This is evidenced by the high Cornbach's alpha value as shown in the table below.

<b>Table 1. Research Reliability Test</b>					
Indicator	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Level Reliability
Mixed Vision	46.3874	29,005	.829	.972	Perfect
Mixed Mission	46,4572	28,554	.925	.970	Perfect
Mixed Strategy	46.4740	28,435	.925	.970	Perfect
Mixed Tactics	46.4816	28,628	.890	.971	Perfect
Mixed Effort	46.5549	28,747	853	.971	Perfect

If  $\alpha > 0.90$  then reliability is perfect. If  $\alpha$  is between 0.70 - 0.90 then reliability is high. If  $\alpha$  is 0.50 - 0.70, the reliability is moderate. If  $\alpha < 0.50$  then reliability is low. If  $\alpha$  is low, chances are one or more items are not reliable.

### **3.2 Hypothesis 1 Test Results: There is a positive and significant influence between the value of the Joint Vision and the Joint Conventional-State Ideology Corporate Mission.**

This research resulted in the finding that the combined vision of the company had a positive and significant effect on the combined mission of the company with a beta coefficient of 0.821 and a coefficient of determination of 0. 657. This means that each increase in v combined contents with 1 unit of scale will increase the combined mission with 0.821 scale units. The results of this combined vision coefficient explain 66 percent of the combined mission of the company, while the remaining 34 percent are explained by other variables outside this regression equation system.

The combined vision values discussed in this study are a combination of the company's conventional vision and the State Ideology-based vision, which is the one

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and only divine vision. the combination of the two forms of vision produced better results than the partial results. This is due to the merging of the two sub-indicators that have the highest value in terms of respondent responses. The combined values of the vision of God that have a positive and significant effect on the combined mission-humanity are:

Table 2. Hypothesis 1 Test Research						
Model	R	R Square	Adjusted R Square	Std.Error of the Estimate		
1	.811 <sup>a</sup>	.657	.656	24602		
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45,098	1	45,098	745,118	.000 <sup>b</sup>
	Residual	23,544	389	.061		
	Total	68,643	390			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	.540	.103		5,237	.000
	VISION	.821	.030	.811	27,297	.000
a. Dependent Variable: MISSION						

### 3.3 Hypothesis Test Results 2: There is a positive and significant influence between the value of the combined mission of the Conventional-State Ideology Joint Strategy of the Company.

This study produces findings that the combined mission of the company has a positive and significant effect on the combined strategy of the company with a beta coefficient of 0.894 and a coefficient of determination of 0.756. This means that each increase in combined contents with 1 unit of scale will increase the combined strategy with 0.894 units of scale. The results of this vision coefficient explain 76 percent of the

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combined mission of the company, while the remaining 24 percent is explained by other variables outside the regression equation system.

The combined mission value discussed in this study is a combination of the company's conventional mission and the State Ideology-based mission, which is humanitarian mission. the combination of the two forms of mission has resulted in a better influence on the strategies used by the two partial models.

The company has a mission of carrying out financial management functions to have a positive and significant impact on Indonesia's unity strategy regardless of ethnicity; Indonesia's unity strategy without distinguishing religion; Indonesia's unity strategy regardless of race; Indonesia's unity strategy without differentiating between groups; Indonesia's unity strategy with excellent service; Indonesia's unity strategy by prioritizing quality; Indonesia's unity strategy serves with heart; Indonesia's unity strategy by prioritizing nationalism; Indonesia's unity strategy with the spirit of the nation's struggle; Indonesia's unity strategy with the spirit of loving the motherland.

Table 3. Hypothesis 2 Test Research						
Model	R	R Square	Adjusted R Square	Std.Error of the Estimate		
1	.869 <sup>a</sup>	.756	.755	.24646		
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	54,873	1	54,873	1204,246	.000 <sup>b</sup>
	Residual	17,725	389	.046		
	Total	72,598	390			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	.336	.087		3,884	.000
	MISSION	.894	.026	.869	34,702	.000
a. Dependent Variable: STRATEGY						

### 3.4 Hypothesis 3 Test Results: There is a positive and significant effect between the value of the Joint Strategy on the Conventional-State Ideology Joint Tactics of the Company.

This study produces findings that the combined strategy of the company has a positive and significant effect on the combined tactics of the company with a beta coefficient of 0.810 and a coefficient of determination of 0.670. This means that any increase in the combined strategy with 1 unit of scale will increase the combined tactics with 0.810 units of scale. The results of this strategy coefficient explain 67 percent of the combined tactics of the company, while the remaining 33 percent are explained by other variables outside the regression equation system.

The combined strategy value discussed in this study is a combination of the company's conventional strategy with the State Ideology-based strategy, namely the value of unity or nationalism. the combination of the two forms of strategy has resulted in a better effect on the tactics used by both the partial models.

The company has an excellent service differentiation strategy to serve certain market share positively and significantly related to democratically led tactics; deliberate-led tactics. , tactics led to seek mutual agreement; led tactics to find the best solution; tactics led with mutual tolerance; tactics led with a family spirit; tactics led by prioritizing the common interests; tactics that are led in a spirit of mutual cooperation.

**Table 4. Hypothesis 3 Test Research**

Table 4. Hypothesis 3Test Research						
Model		R	R Square	Adjusted R Square	Std.Error of the Estimate	
1		.818 <sup>a</sup>	.670	.669	.24557	
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47,599	1	47,599	789,310	.000 <sup>b</sup>
	Residual	23,458	389	.060		
	Total	71,057	390			

<b>Coefficients<sup>a</sup></b>					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	.623	.96		6,469
	STRATEGY	.810	.029	.818	28,095
a. Dependent Variable: TACTICS					

### **3.5 Hypothesis Test Results 4: There is a positive and significant effect between the value of joint tactics on the conventional-State Ideology joint venture company.**

This study produces findings that the combined tactics of the company have a positive and significant effect on the combined efforts of companies with a beta coefficient of 0.808 and a coefficient of determination of 0.639. This means that any increase in tactics combined with the first unit will scale joint venture with 0.808 unit scale. The results of this tactic coefficient explain 64 percent of the combined business of the company, while the remaining 36 percent is explained by other variables outside this regression equation system.

The combined coefficient value of tactics discussed in this study is a combination of conventional corporate tactics with State Ideology-based tactics, namely democratic or democratic values. the combination of the two forms results in a better effect on the effort used by the two partial models.

The company applies a cost minimization tactic. It is positively and significantly related to businesses in the field of new product development; business by paying attention to human resource needs; efforts to find optimal profits; efforts to seek profits in its core business fields; efforts to seek profits in the field of market development; the value of social justice in the business and professional fields, the value of social justice in the field of the distribution of business results;

<b>Table 5. Hypothesis Test 4 Research</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1		.799 <sup>a</sup>	.639	.638	25968	
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	46,343	1	46,343	687,267	.000 <sup>b</sup>
	Residual	26,231	389	.067		
	Total	72,574	390			
Coefficients <sup>a</sup>						
		Unstandardized				
		Coefficients	Standardized Coefficients			
Model		B	Std.Error	Beta	t	Sig.
1	(Constant)	.563	.103		5,482	.000
	TACTICS	.808	.31	.799	26,216	.000
a. Dependent Variable: EFFORT						

### 3.6 Hypothesis Test Results 5: There is a positive and significant effect between the value of a joint business on the Conventional-State Ideology Joint Vision of the Company.

This study produces findings that the combined effort of corporate social justice has a positive and significant effect on the combined vision and divinity of the company with a beta coefficient of 0.582 and a coefficient of determination of 0.367. This means that any increase in the combined effort of social justice with 1 unit of scale will increase the combined vision of God with 0.582 units of scale. The results of the business-social justice coefficient explain 37 percent of the combined vision and divinity of the company, while the remaining 63 percent is explained by other variables outside the regression equation system.

The combined value of the business-justice coefficient discussed in this study is a combination of the company's conventional business with State Ideology-based social justice, while the vision-divinity is a combination of conventional vision and divinity in state ideology. The combined justice-effort results in a better effect on the combined vision of God, compared to without merging. The positive and significant influence between the two combined variables can be translated into several relationship relations as follows:

The company carries out business in the field of developing new products that is positively and significantly related to the vision of becoming the largest company; vision of being a company that upholds justice; vision of being a company of faith; vision of being a company that upholds justice; vision of being a company of faith; vision of being a charity company; vision of being a company that upholds knowledge; vision of being a company that upholds the truth; the vision of being a company that upholds honesty; the vision of being a company upholds affection.

Table 6. Hypothesis Test 5 Research						
Model		R	R Square	Adjusted R Square	Std.Error of the Estimate	
1		.606 <sup>a</sup>	.367	.365	33008	
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24,548	1	24,548	225,312	.000 <sup>b</sup>
	Residual	42,381	389	109		
	Total	66,929	390			
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std.Error	Beta		
1	(Constant)	1,521	.126		12,029	.000
	EFFORT	582	.039	.606	15010	.000
a. Dependent Variable: VISION						

#### 4. Discussion



#### **4.1 Conclusion**

This study presents conclusions from the results of a 15-item research hypothesis test, consisting of five points of the influence of conventional strategies, five points of the State Ideology-based strategy, and five points of a combined strategy of conventional and State Ideology-based strategies with the following conclusions:

The combined vision of the company has a positive and significant effect on the combined mission of the company with a beta coefficient of 0.821 and a coefficient of determination of 0.657. This means that each increase in  $v$  combined contents with 1 unit of scale will increase the combined mission with 0.821 scale units. The results of this combined vision coefficient explain 66 percent of the combined mission of the company, while the remaining 34 percent are explained by other variables outside this regression equation system.

The combined mission of the company has a positive and significant effect on the combined strategy of the company with a beta coefficient of 0.894 and a coefficient of determination of 0.756. This means that each increase in  $m$  combined contents with 1 unit of scale will increase the combined strategy with 0.894 units of scale. The results of this vision coefficient explain 76 percent of the combined mission of the company, while the remaining 24 percent is explained by other variables outside the regression equation system. The combined mission value discussed in this study is a combination of the company's conventional mission and the State Ideology-based mission, which is humanitarian mission. The combination of the two forms of mission has resulted in a better influence on the strategies used by the two partial models.

The combined strategy of the company has a positive and significant effect on the combined tactics of the company with a beta coefficient of 0.810 and a coefficient of determination of 0.670. This means that any increase in the combined strategy with 1 unit of scale will increase the combined tactics with 0.810 units of scale. The results of this strategy coefficient explain 67 percent of the combined tactics of the company, while the remaining 33 percent are explained by other variables outside the regression equation system. The combined strategy value discussed in this study is a combination of the company's conventional strategy with the State Ideology-based strategy, namely the value of unity or nationalism. The combination of the two forms of strategy has resulted in a better effect on the tactics used by both the partial models.

Joint companies have a positive and significant effect on joint ventures with a beta coefficient of 0.808 and a coefficient of determination of 0.639. This means that any increase in tactics combined with the first unit will scale joint venture with 0.808 unit scale. The results of this tactic coefficient explain 64 percent of the combined business of the company, while the remaining 36 percent is explained by other variables outside this regression equation system. The combined coefficient value of tactics discussed in this study is a combination of conventional corporate tactics with State Ideology-based tactics, namely democratic or democratic values. the combination of the two forms results in a better effect on the effort used by the two partial models.

The combination of business-social justice companies has a positive and significant effect on the combined vision and divinity of the company with a beta coefficient of 0.582 and a coefficient of determination of 0.367. This means that any increase in the combined effort of social justice with 1 unit of scale will increase the combined vision of God with 0.582 units of scale. The results of the business-social justice coefficient explain 37 percent of the combined vision and divinity of the company, while the remaining 63 percent is explained by other variables outside the regression equation system. The combined value of the business-justice coefficient discussed in this study is a combination of the company's conventional business with State Ideology-based social justice, while the vision-divinity is a combination of conventional vision with the divine value in State Ideology. The combined justice-effort results in a better effect on the combined vision of God, compared to without merging.

## **4.2 Suggestions**

Based on the results of this study, the researchers suggest that further research be held to sharpen and broaden and deepen the State Ideology strategy as a field of scientific study to be developed in companies, industries, and public life in general through the following references: The company has a combined vision of God and a significant positive effect on the mission of carrying out strategic planning; mission of carrying out internal supervision; mission of carrying out the quality assurance function; mission of conducting humane business; mission of conducting business with justice; mission of conducting a civilized business; mission of conducting business based on morals;

The company has a combined human-mission that has a positive and significant impact on Indonesia's unity strategy regardless of ethnicity; Indonesia's unity strategy without distinguishing religion; Indonesia's unity strategy regardless of race; Indonesia's unity strategy without differentiating between groups; Indonesia's unity strategy with excellent service; Indonesia's unity strategy by prioritizing quality; Indonesia's unity strategy serves with heart. The company has a combination of strategies - Indonesian unity is positively and significantly related to tactics that are democratically led; deliberate-led tactics. , tactics led to seek mutual agreement; led tactics to find the best solution; tactics led with mutual tolerance; tactics led with a family spirit; tactics led by prioritizing the common interests; tactics that are led in a spirit of mutual cooperation.

The company applies a cost minimization tactic. It is positively and significantly related to businesses in the field of new product development; business by paying attention to human resource needs; efforts to find optimal profits; efforts to seek profits in its core business fields; efforts to seek profits in the field of market development; the value of social justice in the business and professional fields, the value of social justice in the field of the distribution of business results;

The company carries out business in the field of developing new products that is positively and significantly related to the vision of becoming the largest company; vision of being a company that upholds justice; vision of being a company of faith; vision of being a company that upholds justice; vision of being a company of faith; vision of being a charity company; vision of being a company that upholds knowledge; vision of being a company that upholds the truth; the vision of being a company that upholds honesty; the vision of being a company upholds affection.

#### **4.3 Scientific Implications**

From the conclusions of the research and the suggestions presented above, this research can have several important scientific implications that can be conveyed to stakeholders in this country. Research implications that can be drawn from this study include:

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