

**THE EFFECT OF INTENSIVE MENTORING PROGRAM ON UMKM
INCOME WITH MARKETING STRATEGY AS A
MODERATING VARIABLE
(Case Study of UMKM Fostered by the West Lombok BUMN)**

Yuliyanti¹, Restu Fakhdiansyah², Abdul Hadi Sukmana³, Muhammad Rido⁴

^{1,2,3,4} Universitas Islam Negeri Mataram

E-mail: yuliyanti@gmail.com, restufakhdiansyah@uinmataram.ac.id,
abdulhadisukmana@uinmataram.ac.id, muhammadrdo@uinmataram.ac.id

ABSTRACT: This study aims to analyze the effect of intensive mentoring programs on UMKM' income moderated by marketing strategy variables with a case study of UMKM fostered by Rumah BUMN West Lombok. This research is a quantitative correlational study. In its testing, this study uses analytical methods of validity testing, reliability testing, classical assumption testing, moderated regression analysis with interaction testing, and hypothesis testing with the SPSS 16 Application testing tool. The results of the study indicate that intensive mentoring programs have an effect on UMKM' income. The moderation test results show that marketing strategy variables weaken the relationship between intensive mentoring program variables and UMKM income.

Keywords: Recruitment, Employee Placement, Employee Performance

ABSTRAK: Penelitian ini bertujuan untuk menganalisis pengaruh program intensive mentoring terhadap pendapatan UMKM yang dimoderasi dengan variabel strategi pemasaran dengan studi kasus UMKM binaan Rumah BUMN Lombok Barat. Penelitian ini merupakan penelitian kuantitatif yang bersifat korelasional. Dalam pengujiannya, penelitian ini menggunakan metode analisis uji validitas, uji realibilitas, uji asumsi klasik, analisis regresi moderasi dengan uji interaksi, dan uji hipotesis dengan alat uji Aplikasi SPSS 16. Hasil penelitian yang dilakukan menunjukkan bahwa program intensive mentoring berpengaruh terhadap pendapatan UMKM. Pengujian moderasi mendapatkan hasil variabel

strategi pemasaran memperlemah hubungan variabel program intensive mentoring terhadap pendapatan UMKM.

Kata Kunci: Rekrutmen, Penempatan Karyawan, Kinerja Karyawan

A. INTRODUCTION

UMKM are business units that are more numerous than large-scale industrial businesses and have the advantage of absorbing more labor and are also able to accelerate the process of equality as part of development. The criteria for UMKM have been regulated in Law Number 20 of 2008. UMKM have a very important role in development and economic growth in both developing and developed countries. In Indonesia, the role of UMKM is spread across various sectors, as an engine of development and economic growth because UMKM can offer various job opportunities, and are able to overcome the problem of unemployment. (Syaakir Sofyan, 2017) UMKM are able to be a solution in overcoming the problem of poverty in Indonesia by developing UMKM that have quite good potential, this sector plays an important role in the country's economic growth and employment absorption. According to the Ministry of Cooperatives and Small and Medium Enterprises, the percentage of GDP contribution from 2010-2018 showed fluctuations and tended to increase in 2018, namely 60.34%. (Muhammad Agus Muljonto, 2020)

Indonesia had 64.2 million UMKM in 2018, a 1.98% increase from 65.5 million in 2019. The increasing number of UMKM has created increasingly fierce competition in the business world. Furthermore, the increasing number of new products circulating domestically has certainly intensified competition and increased market share. This situation forces UMKM to develop marketing policies and strategies tailored to the current situation and conditions. Marketing strategy is one way to increase sustainable competitive advantage for companies producing goods and services. The concept of marketing is oriented towards meeting consumer needs and desires, thereby achieving a level of customer

satisfaction that exceeds that provided by competitors. With a marketing strategy, business actors can establish policies or regulations that provide direction for the business over time in facing the ever-changing environment and competitive conditions. These policies include pricing policies, product selection policies, policies for determining the most effective and efficient promotions, and policies for selecting appropriate distribution channels. This aims to increase business revenue. (Antje Tuasela, 2021)

Income is the amount of income earned to measure the level of prosperity and well-being of an individual or group of people in society. Economists generally measure a person's level of well-being by looking at the income variable. The higher the level of income a person earns, the higher their level of well-being. (Hanifah Amanaturrohim and Joko Widodo, 2016) Working hard and not giving up in running a business is one way for UMKM to increase business income. In the Qur'an, Surah Al-Jumu'ah, verse 10, Allah SWT commands Muslims not to be lazy after performing worship, but to spread out on earth and carry out activities seeking the grace of Allah SWT, which reads:

فَإِذَا قُضِيَتِ الصَّلَاةُ فَانْتَشِرُوا فِي الْأَرْضِ وَابْتَغُوا مِنْ فَضْلِ اللَّهِ وَاذْكُرُوا اللَّهَ كَثِيرًا لَعَلَّكُمْ تُفْلِحُونَ

Meaning: *"When the prayer has been performed, then spread out on the face of the earth; and seek the grace of Allah and remember Allah a lot so that you will be successful."*

The words "scatter, seek some of Allah's bounty, and remember Allah as much as possible" are the principles of a business owner. Furthermore, Quraish Shihab explained that an entrepreneur must have good intentions. A business is not merely about pursuing profit. Nor is it merely about enriching oneself; rather, the business initiated can be a means of helping each other meet needs. Ultimately,

the business undertaken can be a form of worship. (Fikri Maulana, 2019) One effort undertaken by UMKM to increase business revenue is by participating in intensive mentoring training aimed at improving sales skills.

Intensive mentoring can be defined as training, a focused and ongoing effort to improve the quality and capacity of human resource competencies. The purpose of this training is to enhance knowledge, abilities, skills, and behaviors to improve human resource performance, resulting in high-quality products and services. (Alya Ilham Rizky, 2022) From a study conducted by Camelia entitled "The Effect of Entrepreneurship Financing and Training on the Income of Small and Medium Enterprises in Baitul Maal Wat Tamwil," the results of her research showed that entrepreneurship training significantly impacted the income of small and medium enterprises. (Camelia, 2018) The more frequent entrepreneurship training is held, the more the income of small and medium enterprises will increase. Therefore, the entrepreneurship training provided by BMT Muslimah Masyithah significantly impacts the income of small and medium enterprises. One provider of intensive mentoring programs for UMKM is Rumah BUMN Lombok Barat.

The West Lombok BUMN House is a CSR program from the PLN Main Unit of the West Nusa Tenggara Region, established in 2019 in Gerung, West Lombok Regency. The West Lombok BUMN House provides support in the development of UMKM through human capital oriented towards improving the quality of the workforce (labor) and capabilities (skills). In developing UMKM, the BUMN House provides assistance through an intensive mentoring program, namely by providing various trainings that can support in improving the quality of the UMKM workforce, such as training on UMKM skill advancement, business mentoring to support business operations, and coaching carried out for business progress.

Based on observations, Rumah BUMN West Lombok has 35 fostered UMKM participating in an intensive mentoring program. The problems often faced by

UMKM are limited capital, lack of skills in using social media or technology which impacts marketing difficulties. UMKM fostered by Rumah BUMN West Lombok also lack skills in designing product packaging, are not yet able to prepare financial reports, and struggle to innovate. Through the intensive mentoring program, Rumah BUMN West Lombok provides assistance and guidance to UMKM actors to overcome various UMKM problems in terms of improving competency, increasing marketing access, and facilitating access to capital with a targeted program to produce independent and resilient UMKM.

From the background description presented above, the researcher is interested in conducting research with the title "The Effect of the Intensive Mentoring Program on UMKM Income with Marketing Strategy as a Moderating Variable (Case Study of UMKM Fostered by Rumah BUMN West Lombok)".

B. METHODS

This study uses a quantitative approach with correlational properties. (Syahurm and Salim, 2014) The quantitative approach was chosen because this study aims to examine the influence between variables through numerical data analysis. The correlational nature is used to determine the existence or absence of a relationship and the strength or weakness of the relationship between the variables studied. (Ratna Wijayanti, 2021) Thus, this study is directed at analyzing the extent to which the intensive mentoring program influences UMKM income, as well as how marketing strategies moderate this relationship. This study consists of three variables: the independent variable in the form of an intensive mentoring program, the dependent variable in the form of UMKM income, and the moderating variable in the form of marketing strategies.

The population in this study was all 35 UMKM fostered by Rumah BUMN Lombok Barat. Given the relatively small population, the sampling technique used was a saturated sampling method, so all members of the population were included in

the study sample. Therefore, the sample size was 35 respondents. This research was conducted at Rumah BUMN Lombok Barat from January to March 2025. The selection of the research location was based on the institution's role in developing and empowering UMKM, making it relevant to the research focus. (Sugiyono, 2021)

The variables studied consisted of three types. First, the independent variable, namely the intensive mentoring program, encompassing indicators of participants, trainers, materials, methods, and duration of the program. Second, the dependent variable, namely UMKM income, was measured using indicators of daily and monthly income, as well as income sufficiency to meet living expenses. Third, the moderating variable, namely marketing strategy, with indicators of market selection, product planning, pricing, distribution systems, and marketing communications. All variables were measured using a questionnaire instrument with a Likert scale. (Nuryadi, 2014)

This research design was structured as a survey with a correlational approach, where data was obtained by distributing questionnaires to respondents. The research instrument was a closed-ended questionnaire with a Likert scale of 1–4, designed to measure respondents' perceptions regarding the intensive mentoring program, marketing strategies, and UMKM revenue. The instrument was designed to produce valid and reliable data. (Mudrajad Kuncoro, 2007)

Data collection was conducted using a questionnaire distributed to all respondents. Questionnaires were chosen because they allow researchers to obtain a large amount of data in a relatively short time. To ensure data quality, the instrument was tested for validity and reliability using product-moment correlation analysis and reliability testing. (Syofian Siregar, 2013)

Data analysis was conducted in several stages. First, the research instrument was tested, including validity and reliability. Second, the classical assumption test, consisting of normality, multicollinearity, and heteroscedasticity tests, was

conducted to ensure the feasibility of the regression model. Third, the hypothesis was tested using moderated regression analysis (MRA) to determine the role of marketing strategy as a moderating variable. Additionally, the t-test was used to test partial effects, the F-test to test simultaneous effects, and the coefficient of determination (R^2) test to determine the extent to which the independent variables explain the dependent variable.

With this design and method, the research is expected to provide an empirical picture of the effectiveness of the intensive mentoring program in increasing the income of UMKM fostered by Rumah BUMN West Lombok and assess the extent to which marketing strategies can strengthen these relationships.

C. RESULTS AND DISCUSSION

Table 1. Income Before and After Participating in the Intensive Mentoring Program

No	Before	After	Information
1	Rp. 2,000,000	Rp. 5,000,000	Increase
2	Rp. 2,000,000	Rp. 3,000,000	Increase
3	Rp. 2,500,000	Rp. 2,500,000	No Change
4	Rp. 3,000,000	Rp. 5,000,000	Increase
5	Rp. 2,000,000	Rp. 4,000,000	Increase
6	Rp. 4,000,000	Rp. 7,000,000	Increase
7	Rp. 3,000,000	Rp. 3,000,000	No Change
8	Rp. 1,500,000	Rp. 1,500,000	No Change
9	Rp. 1,500,000	Rp. 2,000,000	Increase
10	Rp. 4,500,000	Rp. 6,000,000	Increase
11	Rp. 1,000,000	Rp. 2,000,000	Increase
12	Rp. 1,000,000	Rp. 2,000,000	Increase

13	Rp. 2,500,000	Rp. 5,000,000	Increase
14	Rp. 1,000,000	Rp. 1,200,000	Increase
15	Rp. 1,000,000	Rp. 1,500,000	Increase
16	Rp. 4,000,000	Rp. 7,000,000	Increase
17	Rp. 1,000,000	Rp. 2,000,000	Increase
18	Rp. 2,000,000	Rp. 3,000,000	Increase
19	Rp. 1,500,000	Rp. 3,000,000	Increase
20	Rp. 3,000,000	Rp. 5,000,000	Increase
21	Rp. 2,000,000	Rp. 2,000,000	No Change
22	Rp. 5,000,000	Rp. 7,000,000	Increase
23	Rp. 3,000,000	Rp. 4,000,000	Increase
24	Rp. 5,000,000	Rp. 8,000,000	Increase
25	Rp. 1,500,000	Rp. 2,000,000	Increase
26	Rp. 2,000,000	Rp. 2,000,000	No Change
27	Rp. 1,500,000	Rp. 1,500,000	No Change
28	Rp. 1,000,000	Rp. 1,500,000	Increase
29	Rp. 7,000,000	Rp. 8,000,000	Increase
30	Rp. 1,000,000	Rp. 1,000,000	No Change
31	Rp. 4,000,000	Rp. 5,000,000	Increase
32	Rp. 3,000,000	Rp. 4,000,000	Increase
33	Rp. 1,000,000	Rp. 2,000,000	Increase
34	Rp. 2,000,000	Rp. 3,000,000	Increase
35	Rp. 4,000,000	Rp. 5,000,000	Increase

Source: Data processed by researchers, 2025

Table 2. Data Analysis Results

Variables	Regression Coefficient	Std. Error	T Count	Sig. T
Constant	-1,909	4,712	-0.405	0.688
Intensive Mentoring Program	0.376	0.133	2,819	0.000
Marketing strategy	0.105	0.157	0.666	0.510
Intensive Mentoring Program*Marketing Strategy	-0.001	0.003	-0.405	0.688
R2				0.796
Adjusted R2				0.804
F Count				45,148
Sig. F				0.000

Source: processed 2025

1. The Effect of Intensive Mentoring on the Income of UMKM Fostered by the West Lombok BUMN

From table 1, it is found that 28 UMKM experienced an increase in income after participating in the intensive mentoring program, while the remaining 7 UMKM did not experience an increase in income after participating in the intensive mentoring program. Based on the results of the t-test analysis in table 4.13, it is known that the intensive mentoring program variable (X) has a significance value of 0.000 and a calculated t of 2.819. Because the significance value of 0.000 < 0.05 and the calculated t > t table (2.819 > 2.037), it can be concluded that H1 is accepted and H01 is rejected. This means that there is a positive influence of the intensive mentoring program (X) on UMKM income (Y). The regression coefficient value is 0.376 and if there is a 100% increase, the intensive mentoring program will increase by 37.6%. This has a positive direction indicating that the more frequently the intensive mentoring program is carried out, the higher the income of UMKM. This is because the better the intensive mentoring program material, the methods used in implementing the intensive mentoring program, the attitude of the intensive mentoring program

presenter, the longer the intensive mentoring program implementation time and the better the intensive mentoring program facilities, the more it will influence the understanding of business actors and the decision to implement innovation in their business.

Meanwhile, the magnitude of the intensive mentoring program's influence on UMKM revenue, based on the results of the determination test, was 80.4%, with the remaining 19.6% explained by other variables or factors. The intensive mentoring program has a significant impact on UMKM revenue, indicating that the intensive mentoring program plays a role in helping entrepreneurs develop and maintain their business sustainability. Good business management, in terms of meeting levels of effectiveness and efficiency, can increase business revenue. (Mukrodi, 2021)

This result is supported by research conducted by Meida Nur Rahma which states that training has an effect on UMKM income. (Meida Nur Rahma, 2018)

There is a research conducted by Camelia which obtained the results of entrepreneurship training has a positive and significant effect on the income of small and medium enterprises, she said that the more often entrepreneurship training is held, the more the income of small and medium enterprises will increase. (Camelia, 2018) In advancing a business, skills and knowledge are needed from UMKM. The implementation of the right intensive mentoring program can be an alternative to improve the soft skills of UMKM actors.

An intensive mentoring program is a series of activities designed to enhance an individual's skills, knowledge, experience, or attitude. Intensive mentoring programs involve teaching how to perform specific activities or tasks. Another benefit UMKM can gain from participating in intensive mentoring programs is finding the right partners and mentors for their upcoming or current businesses. It's crucial that entrepreneurs truly understand their businesses,

ensuring they understand and are able to choose the appropriate skills development program. (Mei Rani Amalia, 2021)

Furthermore, the results of this study contradict those of Mei Rani Amalia, who stated that the training provided to UMKM in the batik center in Bengle Village, Talang District, Tegal Regency, had not yet significantly impacted their income levels. This means that the type of training provided must be reexamined, with the hope that it can increase the income of these UMKM.

2. The Effect of the Intensive Mentoring Program on UMKM Income with Marketing Strategy as a Moderating Variable.

Based on the t-test analysis, the coefficient value of the marketing strategy variable (Z) was -0.001 with a significance value of $0.688 > 0.05$, so it can be concluded that H2 is rejected and H02 is accepted, which means that the marketing strategy weakens the intensive mentoring program on UMKM income but not significantly. Thus, the marketing strategy variable is said to be a potential moderating variable.

This can also be seen from the summary model, which explains that 79.6% of UMKM revenue can be explained by the intensive mentoring program and the interaction between the intensive mentoring program and marketing strategy. Marketing strategy, as a moderating variable, weakens the intensive mentoring program's impact on UMKM revenue, resulting in an 8% decrease from the previous summary model's value of 80.4%. This is suspected because the UMKM assisted by Rumah BUMN Lombok Barat have not yet comprehensively implemented the components of the marketing strategy.

The results of this study are inconsistent with research conducted by Nur Ismi, which stated that marketing strategy influences UMKM revenue. (Nur Ismi, 2022) Marketing a product requires an appropriate strategy to effectively and efficiently market the product, ultimately achieving the marketing goals and objectives.

Marketing is a form of core activities carried out by business actors to improve their business so that it can be sustainable and profitable. The definition of marketing is divided into social and managerial definitions. According to the social definition, marketing is a social process where individuals and groups obtain what they want and need through the process of creating, offering, and freely exchanging products and services of certain value with each other. Meanwhile, the managerial definition of marketing is often interpreted as "the art of selling products." Marketing programs include marketing actions that can influence demand for products, including pricing, advertising or promotion, determining the choice of distribution channels, and so on.

A marketing strategy is an integrated plan that serves as a basic step in directing marketing activities to the target market by developing marketing programs to achieve company goals. (Agus and Ria, 2022) Therefore, marketing strategy plays a vital role in the success of a business. The marketing strategy to be implemented must be reviewed and developed in accordance with developments in the market and its surrounding environment.

Marketing strategies refer to a SWOT analysis, an acronym for Strengths, Weaknesses, Opportunities, and Threats. This analysis provides a clear and measurable illustration of the challenges a business is facing in applying opportunities or combining them with various target markets. Current business dynamics can be interpreted as a variety of competitions across all sectors. This situation places a high demand on businesses to develop appropriate strategies to meet their sales volume targets. Data obtained from UMKM assisted by Rumah BUMN West Lombok revealed that UMKM have not yet implemented comprehensive marketing strategies, and that UMKM also have different backgrounds and business types in developing their businesses. This results in marketing strategies being unable to strengthen the relationship between intensive mentoring programs and UMKM revenue.

D. CONCLUSION

Based on The results of data processing and discussion can be concluded as follows:

1. The results of this study indicate that the intensive mentoring program has an effect on UMKM' income, because the calculated t value $>$ t table is $2.819 > 2.037$ with a regression coefficient value of 0.376 and the probability significance is 0.008 which is lower than 0.05. Based on these results, it is known that the intensive mentoring program variable has a positive effect on UMKM' income, so that the more often UMKM participate in intensive mentoring programs, the higher the income they can obtain.
2. The disclosure of marketing strategy as a moderating variable weakens the relationship between intensive mentoring programs and UMKM income, because the t-value is $-0.405 < 2.037$ with a regression coefficient value of -0.001 and a probability significance of 0.688 which is greater than 0.05. Based on these results, the marketing strategy variable weakens the relationship between intensive mentoring programs and UMKM income because each UMKM has a different background and type of business and each UMKM has not yet implemented all of the marketing strategy components.

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