



ANALYSIS OF EMPLOYEE PERFORMANCE IMPROVEMENT STRATEGIES AT FURNITURE SHOPS IN PALEMBANG CITY

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Abstract

Factors that influence the performance of employees in Furniture stores is the organizational culture. If the organizational culture in the store does not encourage employees to maintain work discipline, then this can have an impact on the lack of employee compliance with the rules and policies in the store. In addition, work motivation and job satisfaction of employees can also affect their performance. If employees are satisfied with their jobs and get enough motivation, then this can increase their performance and productivity. In this furniture store, workers lack discipline and do not comply with regulations, but the income of furniture stores in Palembang is quite high and stable every month.

Field research with a qualitative approach is a type of research that focuses on an in-depth and detailed understanding of the phenomenon being studied. Data collection techniques used in this study were interviews and observation. From the results of the study, it can be concluded that Furniture stores in Palembang have implemented strategies to improve employee performance well by using various aspects such as ability and work expertise, work motivation, leadership, organizational culture, and job satisfaction. However, there are still obstacles to the work discipline aspect where there are still many employees who arrive late, permits for various reasons and have not complied with the regulations are made. Meanwhile, on the career aspect, Furniture stores have not implemented career management for their employees, only increasing salaries gradually as a form of loyalty to the store. Even so, the Furniture store has implemented the compensation aspect well.

Keywords: *Employees, Compensation, Career and Furniture*

INTRODUCTION

Employee performance is very important in achieving company goals that have been set. Good performance can produce quality output, increase productivity, and increase profits for the company. Therefore, managers or company leaders need to pay attention to employee performance continuously, not only when bad conditions or mistakes occur (Rismawati, 2018).

In paying attention to employee performance, managers or company leaders need to provide regular and clear feedback regarding employee performance, both positive and negative. In giving negative feedback, it is necessary to avoid blaming or criticizing without providing the solutions or support needed by employees. Instead, it is necessary to provide constructive solutions or suggestions that can help employees improve their performance and achieve company goals better. Employees who work well usually have several goals to achieve. These objectives can be in the form of job satisfaction, fulfilling a sense of responsibility, obtaining better compensation, and obtaining better career achievements. In addition, employees also have the responsibility to provide maximum results in their work. This is not only for the sake of meeting the company's expectations, but also for the sake of building a sense of responsibility towards the assigned tasks.

Nowadays technology has become an important factor in today's business world. However, the role of humans as resources who have the skills and knowledge needed to operate this technology is

still very much needed. In fact, in some situations, human ability to adapt to new technologies can be a key factor in business success. The combination of competent human resources and sophisticated technology can create synergies that result in better performance and efficiency, and enable companies to remain competitive in an increasingly competitive market.

Employee performance appraisal is an important function of human resource management. By conducting a performance appraisal, the company can evaluate the extent to which employees have achieved the set targets, as well as find out the strengths and weaknesses of these employees. In addition, performance appraisal can also be the basis for determining appropriate awards and recognition given to employees, such as salary increases, bonuses, promotions or career development. That way, performance appraisal can motivate employees to improve their performance and improve their weaknesses.

Apart from compensation and career paths, there are many other factors that affect employee performance such as the work environment, company policies, leadership, and relations between employees. A conducive work environment can increase employee motivation and performance, while fair and transparent company policies can also increase employee confidence and their performance. Good leadership can also affect employee motivation and performance. In addition, good relations between employees can also improve teamwork and overall performance. Therefore, companies need to pay attention to and manage all of these factors to create a healthy and productive work environment.

The Furniture shop work system is divided into 2 morning and evening shifts, because the Furniture shop sells a lot of goods, each department is divided into several stands, in order to facilitate and control the shopping progress, there will be one person in charge. The assessment of the efficiency of this movement is still very low so that it focuses on the lack of work motivation and discipline as well as employee responsibilities at work. The leadership of this store is to improve the performance of its employees by providing work motivation, providing training and development, increasing discipline, conducting regular performance evaluations, improving communication. By doing these things, it is expected that employee performance can increase and achieve better results.

From the phenomena above, in this study with the formulation: what is the strategy for improving employee performance at Furniture stores in Palembang? and What is the impact of the employee performance improvement strategy carried out at Furniture stores in Palembang?.

Strategy Management

Strategy is a potential action chosen by top management to direct the company to its long-term goals. Strategy includes plans for managing resources and achieving competitive advantage in the market. A good strategy must take into account internal factors such as company resources, employee capabilities and corporate culture, as well as external factors such as markets, competitors and

industry trends. By considering these factors, companies can develop effective strategies to achieve their goals and win the competition in the market (Fred, 2016).

Although strategic management can help organizations to improve strategy formulation and make more effective decisions, it does not always guarantee success. There are several factors that can make strategic management dysfunctional, such as lack of communication and coordination between departments, failure to respond to rapid market changes, or too much focus on internal aspects of the company and ignoring influential external factors (Yunus, 2016). Therefore, it is important for organizations to regularly evaluate and adjust strategies so that they remain relevant and successful in achieving their goals.

Human Resource Management

Human resource management is a field of science that focuses on managing human resources in an organization. HRM aims to create a productive and effective work environment, and ensures that employees have the skills and expertise needed to achieve organizational goals (Adamy, 2016). Human resource management includes several aspects, such as recruitment, selection, training, career development, compensation, and performance management. With good human resource management, organizations can improve employee performance, reduce absenteeism and turnover rates, and increase employee satisfaction and loyalty.

Work motivation

Motivation is closely related to one's needs and desires. These needs and desires can be physical or psychological, and can vary from one individual to another (Sutrisno, 2009). Examples of physical needs include food, drink, shelter, and clothing. While examples of psychological needs such as security, satisfaction, recognition, and self-development. Motivation can also come from external factors such as appreciation or praise from others, or from internal factors such as ambition and the desire to achieve greater goals.

Motivation can be influenced by internal and external factors, both in the context of schools or other organizations. Internal factors include things like individual needs, values, interests, and goals. While external factors include things such as work environment, duties and responsibilities, organizational policies, and reward systems. Therefore, in increasing student motivation at school, it is necessary to take a holistic approach and consider internal and external factors that can influence this motivation. Schools must create a conducive environment for students to learn and grow, as well as provide appropriate reward systems and recognition for achievements. In addition, quality teaching that is relevant to students' needs can also increase their motivation to learn and achieve the desired goals.

Leadership

Employees significantly, because effective leadership behavior and style can help increase employee motivation and performance. Leadership also influences organizational culture and decision-making, thus playing an important role in organizational success. There are different types of leadership such as autocratic, democratic and laissez-faire which have different styles and approaches in managing subordinates. Leaders must choose the right leadership style for the particular situation and understand the needs and preferences of their employees in order to motivate them and achieve organizational goals.

Leadership has an important role in determining the direction and achieving organizational goals through its influence on others. Apart from leading people, leadership is also related to managing change and developing a vision for the future. In this case, a leader must be able to identify the changes needed, develop strategies to achieve the vision, and inspire and guide his team to achieve these goals. On the other hand, management focuses more on managing resources and operational processes in achieving organizational goals (Adamy, 2016). Leadership style refers to the approach used by a leader in influencing the behavior of his subordinates. Two common leadership styles are the transformational leadership style and the transactional leadership style. The transformational leadership style focuses on inspiring and motivating subordinates to achieve common goals. Meanwhile, the transactional leadership style focuses more on giving rewards or punishments according to the achievements or failures of subordinates' performance.

Organizational Culture and Job Satisfaction

Organizational culture is very important to sustain the sustainability of an organization. Organizational culture includes the values, norms, attitudes, and behaviors adopted and practiced by members of the organization in carrying out the duties and functions of the organization. A strong and positive organizational culture can improve organizational performance, strengthen organizational identity and image, and assist organizational members in understanding their roles and responsibilities. Therefore, organizational founders or organizational leaders play an important role in shaping and strengthening the desired organizational culture.

Job satisfaction is closely related to how much employees are satisfied with their work. Financial factors such as salary and benefits are of course factors that influence job satisfaction, but there are also non-financial factors such as opportunities for growth, a conducive work environment, and good relationships between colleagues and superiors that can affect employee job satisfaction. The higher the level of employee job satisfaction, the more productive and creative they are at work and the lower the absenteeism and employee turnover rate in a company. (Priyono, 2016). The pressure felt by employees can have an impact on their psychological and physical well-being, which in turn can affect job satisfaction and performance. In addition, employees' perceptions of the social support provided by the organization also affect job satisfaction and the desire to stay in the

organization. Therefore, it is important for organizations to ensure that employees feel they are treated fairly and receive adequate social support. This can help increase job satisfaction and reduce employee turnover.

Work Discipline

Discipline is very important in the organization to ensure that all employees follow the rules set by the organization and maintain organizational effectiveness. Disciplinary action also aims to provide encouragement to employees to correct wrong behavior and prevent violations of the rules in the future. In addition, disciplinary action can also provide legal certainty and justice for all employees in the organization. However, disciplinary action must be carried out proportionally and fairly, and within the framework of the rules and procedures set by the organization (Prihantoro, 2019). For example, if employees are consistently late, this will affect their work schedule and productivity, and can create dissatisfaction among co-workers who have to cover up their assignments. Therefore, it is important for organizations to have an effective disciplinary system to ensure that rules are followed and nonconforming behavior is acted upon in a timely manner.

Compensation and Career

In addition, compensation can also have an impact on employee motivation at work. Employees who feel that the rewards given are in accordance with their performance tend to be more motivated to work well and achieve the goals set by the company. Conversely, if employees feel that the compensation provided is not proportional to their performance, then this can reduce employee motivation and affect work productivity. In addition to salary and benefits, compensation can also take the form of incentives, bonuses and other awards. Providing incentives or bonuses can be an additional stimulus for employees to achieve targets or goals set by the company. Therefore, good and fair compensation management is very important to maintain the motivation and performance of employees in the organization. Compensation according to performance can increase employee job satisfaction, reduce employee turnover rates, and increase productivity and quality of work within the organization (Kasmir, 2018).

The amount of compensation given to employees is usually adjusted to company policies or regulations. However, it should also be remembered that the compensation provided by the company is not only financial, but can also be non-financial in nature such as career development opportunities, recognition for good performance, or a comfortable work environment. Companies need to consider various factors in determining the type and amount of compensation given to employees to ensure employees feel valued and motivated to continue to provide good performance.

METHOD

Types and Research Approaches

Field research indeed requires researchers to go directly to the field, engage with the participants or the community being studied. The qualitative approach used in this research allows the researcher to gain a deeper understanding of life experiences and the meanings given by the participants or the people being studied. In qualitative research, data collection is done through observation, interviews, and documentation. Data analysis was carried out by identifying themes or patterns that emerged from the data that had been collected. A qualitative approach also provides flexibility for researchers to adapt the approaches and methods used to the context and objectives of the research being carried out (Kris, 2017).

Qualitative research can indeed be used to study various social phenomena, both related to people's lives, history, behavior, organizational functionalization, social activities, and so on. A qualitative approach allows researchers to understand phenomena in depth, as well as gain a broader and more complex perspective on the life experiences of the individuals or groups studied. Qualitative research also allows researchers to develop new theories or models, based on data obtained from participants or the people studied.

Location and Research Object

In this study, the researcher took the location at a furniture store in Palembang City. In this study, researchers will focus on employee performance improvement strategies at furniture stores in Palembang by conducting interviews with store owners and employees. This will enable the researcher to obtain more detailed information about the conditions and situation in the Furniture store and to identify the factors that affect the performance of employees in that place. Thus, researchers can find effective strategies to improve employee performance and provide appropriate recommendations to Furniture store owners in Palembang.

Data Collection and Analysis Techniques

The data collection technique is the collection of the right data to produce data with high credibility. Therefore, the stages of data collection must not be wrong and must be carried out carefully according to the procedures and characteristics of qualitative research. In this study data collection was carried out through interviews and observation (Sujarweni, 2019). Data analysis is an important stage in qualitative research because through data analysis, researchers can understand and interpret the results of the data collection that has been done.

There are several data analysis techniques that can be used in qualitative research, including:

1. Descriptive qualitative analysis: this technique is used to describe and summarize data descriptively, for example by making a list of findings or summarizing the results of interviews or observations.
2. Thematic qualitative analysis: this technique is used to identify themes or patterns that emerge

from the data that has been collected. Researchers can group data based on certain themes that emerge from the results of interviews or observations.

3. Narrative analysis: this technique is used to understand and interpret the stories or narratives conveyed by research participants. Researchers can map participants' stories or narratives and analyze patterns or themes that emerge from these stories or narratives.
4. Interpretive analysis: this technique is used to understand and interpret data in greater depth, taking into account the social, cultural, and political context associated with the problem or phenomenon under study. This technique often involves the process of meaning and interpretation of data which is done iteratively and reflectively.

After analyzing the data, the researcher can then draw conclusions and draw findings from his research, as well as make a research report containing findings and recommendations.

DISCUSSION AND RESEARCH RESULTS

Strategies for Improving Employee Performance Through Capability and Expertise, Work Motivation, Leadership, Organizational Culture, Job Satisfaction, and Work Discipline.

1. Employee Capability and Expertise

The abilities and expertise possessed by a person greatly affect the resulting performance. The higher the ability and expertise, the better the resulting performance. This is because by having better abilities and expertise, a person will be able to complete tasks more effectively and efficiently. In addition, someone who has good abilities and expertise will also find it easier to adapt to new tasks and deal with changes in the work environment. Therefore, it is important for individuals to continue to develop skills and expertise in order to improve the resulting performance.

Based on the information provided, it can be concluded that in Furniture stores in Palembang, the ability and expertise of employees is not the main factor in improving performance. This is due to the general requirements needed such as high school graduates and strong work intentions. Nonetheless, the company provides direction to new employees in order to improve their skills and expertise at work. Therefore, improving employee performance is based more on the intention to work and motivation to learn and develop, not only on mere technical ability and expertise.

From the explanation above, it can be concluded that the theory and facts are in accordance with the implementation of furniture stores in Palembang. Furniture stores in Palembang place more emphasis on skills or physical abilities which are more visible in the skills of the Delivery Department and the skills of employees to serve consumers. On the other hand, his intellectual skills are not that impressive because the workload in a furniture shop in Palembang relies more on physical skills.

2. Work Motivation

Motivation is often interpreted by the term motivation which means the energy that makes the mind and body work, so that motive is a "drive" for someone to behave in order to achieve the goals that have been set. Even though negative motivation can force someone to work, positive motivation is actually more effective in the long run. Positive motivation can raise a person's passion and enthusiasm for work, thereby increasing their overall performance and productivity. In addition, positive motivation also encourages individuals to achieve and improve their performance, because they want to achieve the goals set and get proper rewards for their efforts. Meanwhile, negative motivation tends to create an unhealthy and unproductive work atmosphere, where employees feel forced to work without feeling happy or enthusiastic, and can ultimately reduce their performance in the long run.

The work motivation of workers in Furniture stores is more driven by the need to earn income to meet their daily needs. In addition, the loyalty factor of the shop owner can also increase employee motivation to work well and make a positive contribution to the store. This shows that work motivation can be influenced by various factors, including economic needs and psychological factors such as loyalty and appreciation.

From the explanation above, it can be concluded that this motivation is suitable for working in a furniture store in Palembang. The employees of the Palembang furniture store feel satisfied and comfortable with the business rules and also with the manager's policy of providing holiday allowances and other bonuses so that employees are not burdened and have good work motivation.

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4. Leadership

Leadership is indeed very important in the world of business and organizations. An effective leader can lead a team or organization towards the desired goals and achieve optimal results. Therefore, many companies and organizations are trying to find people with good leadership skills and are able to bring positive change to the organization. In addition, as an individual, having good leadership skills can also help in improving personal and social life.

From the explanations given, it can be concluded that the leadership exercised by furniture store owners in Palembang is good and effective leadership. Communicative and flexible leadership can give employees a sense of trust and make them feel comfortable at work. Even so, there is still subject to orders from superiors which shows the existence of structure and authority in the organization. Thus, the leadership that is carried out at Furniture stores in Palembang can bring benefits to employees and the organization in achieving common goals.

From the explanation above it can be concluded that leadership in furniture stores is in accordance with practice and theory. This shop uses pull leadership practices because the employees of this store know that the owner's leadership often gives rewards or bonuses for the work of their employees.

5. Organizational Culture

A strong and dynamic organizational culture can improve organizational performance and productivity. In this store context, an effective organizational culture can create a harmonious, trusting, and mutually supportive work environment between store owners and employees. For example, if a store has a strong and clear organizational culture, such as having the same values about product quality and excellent customer service, then every employee will work enthusiastically and be more motivated to achieve common goals. In addition, if the organizational culture of a Furniture store is dynamic and adaptive to change, then the store will be able to face market challenges that are always changing rapidly and be able to make the right and responsive decisions.

From the analysis conducted, it can be concluded that the organizational culture at Furniture stores is strong and dynamic, because it is able to bind and influence individual behavior within the organization, as well as being flexible and responsive to changes and developments in the internal and external environment of the organization. The main factors that determine the strength of organizational culture are togetherness and intensity, and organizational culture at Furniture stores in Palembang creates a family culture but still carries out responsibilities according to the rules and orders given by the shop owner or leader. This can be an advantage for Furniture stores in Palembang to achieve goals and improve overall organizational performance.

6. Job Satisfaction

Job satisfaction can affect employee performance. Employees who feel happy and satisfied with their jobs tend to have high motivation and do their jobs better. Conversely, employees who are dissatisfied with their jobs tend to have low motivation and poor performance. Therefore, it is important for organizations to pay attention to the factors that can affect employee job satisfaction so that organizational performance can be more optimal.

Job satisfaction is not always a strong motivating factor for achievement, but it is still important for employees. Employees who are satisfied with their jobs tend to be more loyal and reluctant to move to other companies. In addition, satisfied employees also tend to be more productive and creative at work. Therefore, it is important for organizational managers to pay attention to employee job satisfaction factors. One way to increase job satisfaction is to provide fair and adequate compensation, such as adequate wages, benefits and food rations. In addition, it is also necessary to provide a conducive and supportive work environment, as well as opportunities for career development and training.

Based on the explanation above, it can be analyzed that the job satisfaction of the Palembang furniture store is in line with the application of the theory of job satisfaction. In this furniture shop, workers get their rights according to their work and workers also get benefits to ensure worker job satisfaction.

7. Work Discipline

Palembang furniture store job satisfaction is consistent with the application of job satisfaction theory. At a furniture store in Palembang, employees are given rights according to their work and employees are also given benefits that ensure employee satisfaction at work. (Farida and Sri, 2016)

Work discipline is indeed important in achieving organizational goals. To overcome the problem of employee delays at Furniture stores in Palembang, there are several things that can be done. First, management can provide rewards or incentives to employees who are always present and on time. This can be a motivation for employees to be more disciplined in managing their work schedules. Second, management can conduct work discipline training or coaching for all employees so that they understand the importance of discipline in achieving organizational goals. Third, management can provide sanctions or disciplinary action to employees who are often late or absent irregularly. However, it is important to ensure that the disciplinary action is carried out fairly and in accordance with applicable regulations.

Based on the explanation above, it can be analyzed that the job satisfaction of the Palembang furniture store is consistent with the application of the theory of job satisfaction. At a furniture store in Palembang, employees are given rights according to their work and employees are also given benefits that ensure employee satisfaction at work.

Impact of Employee Performance Improvement Strategy Through Compensation and Career

1. Compensation

Compensation is a reward given to employees for services provided to the company. The compensation can be in the form of money, goods or other services received by employees directly or indirectly. The amount of compensation is usually predetermined and is part of the agreement between the company and the employee. Fair and adequate compensation can increase employee motivation and satisfaction and have a positive impact on company performance.

Indirect compensation such as that given by shop owners to their employees is a form of appreciation and motivation for employees. BPJS Ketenagakerjaan provides protection for employees in the event of risks occurring at work, while bonuses and Hari Raya allowances can increase employees' sense of satisfaction and appreciation. Holidays together also provide an opportunity for employees to rest and restore their energy, thereby increasing their productivity and performance at work. By providing good compensation, companies can increase employee loyalty and trust, as well as improve their performance and productivity.

From the explanation above, it can be analyzed that the reward for Palembang furniture stores is based on the reward theory. Palembang furniture stores provide bonuses to cover employees' living expenses, such as salaries, bonuses, and referrals. Workers are also given compensation, namely using BPJS as a form of worker welfare.

2. Career

Career management is very important in meeting the needs of individuals and organizations. With effective career management, employees can develop their skills and potential so that they can improve their performance at work. In addition, career management can also increase employee retention and their motivation in achieving organizational goals. Therefore, it is important for managers and HR departments to pay attention to career management and provide career opportunities and development opportunities to employees.

This Furniture Store does not have a clear career program for employees. However, it is important to remember that career development can increase employee motivation and performance, which in turn can increase store productivity and success. In addition, by offering career development programs, stores can retain talented employees with the potential to take on higher positions in the future. Perhaps consider introducing a career development program and providing training and skills development opportunities for employees in Furniture stores in Palembang.

From the explanation above, it can be concluded that a career in a Palembang Furniture store is not in accordance with the theory. Furniture stores in Palembang do not have career paths or career management for their employees.

CONCLUSION

Based on the author's discussion of performance improvement strategies and the impact of performance improvement on furniture stores in Palembang, it can be concluded that: To implement employee performance improvement strategies at furniture stores in Palembang using skills theory and work skills, work motivation, leadership, organizational culture, job satisfaction and work discipline. Furniture stores in Palembang handle everything well, except for work discipline, there are still many workers who are late, leave for various reasons and don't follow the rules.

Even though the compensation aspect has been well implemented, the lack of implementation of career management can have a negative impact on employee performance and the sustainability of Furniture stores in Palembang. With career management, employees can plan and develop their careers within the company, thereby increasing work motivation and employee performance. In addition, career management can also assist Furniture stores in Palembang in creating a human resource development strategy that is sustainable and oriented towards the company's long-term goals. Therefore, it is important for Furniture stores in Palembang to improve the implementation of career management as one of the impacts of employee performance improvement strategies.

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