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State-Owned Enterprises (Soes): The Ability And The Feasibility During The Industrial Revolution 4.0.

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ABSTRACT

The goal of this study was to identify the key elements that would help design procedures for improving corporate images in urban company. The studies were quantitative and used observation, questioning, and interviews as three key sources of data. With a path coefficient of 0.94, the results show that the Customer Satisfaction variable and the Corporate Image variable are positively correlated. Corporate Image increases by 0.94 units or has an impact of 0.94 units on the increase in Corporate Image if Customer Satisfaction increases. The overall impact of service quality on client satisfaction at PDAM Tirta Indragiri is 67.86 percent. Product quality, such as water clarity, colour, and odour, is the customer satisfaction dimension with the lowest value, in line with the distribution performance issue. Therefore, to improve water quality and distribution, quality control management must be planned, implemented, and carried out systematically and continuously.

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INTRODUCTION

There are two main types of Enterprise based on its ownership, which is private Enterprise and National Enterprise which is including state-owned enterprises (SOEs), or locally identified as "Badan Usaha Milik Daerah (BUMD)" which play an essential role in the national. One of SOEs which have been possessed by Most of State Government is water Supply or Water Management in locally known as Perusahaan Daerah Air Minum (PDAM)". Their responsibilities include contributing to the growth of the national or regional economy, providing goods or services not offered by private companies, creating jobs, offering advice and support to small and medium-sized businesses, and serving as a source of revenue for the government. According to their responsibility, PDAM as a state-owned enterprise (SOEs) is established into dualism function and roles [1]. BUMD has the main purpose to become developing agent of the country as a part of public service and fulfils the basic human requirement and expected to generate profits from the company to enhancing original state incomes [2].

PDAM is an example of a BUMD with dominantly public service functions and funds for regional development. Unfortunately, Regional Drinking Water Company faces deplorable Company Images conditions. This is due to the rapidity with which the business world is changing. A company's or organization's image is one of the most critical resources that must be constantly developed and maintained. Since these parameters have become a powerful tool for attracting and persuading consumers to choose products or companies, as well as improving customer satisfaction with the company and its services [3].

The Industrial Revolution 4.0, also known as the digital economy, is a significant shift in the industrial sector where information and communication technologies are used ultimately. New business models built on a digital foundation are being implemented within the production process and throughout the entire industrial chain to achieve higher productivity and better product quality. The new approaching marketing management should generate and applied for aligned with this revolution [4].

These changes are triggered by various factors such as: global competition, and government deregulation. In addition, the company faces organizational changes that are not less complicated, such as; corporate culture issues, organizational structure, employees, intervention from the bureaucracy. In this situation the concept of marketing is no longer enough to talk about sales, advertising or even the concept of the 4P marketing mix (product, price, promotion, place). But it also requires a more holistic marketing concept from both a consumer perspective and a producer's perspective. Step from those condition, the urban company should consider the several parameters for enhancing the company's brand in order to be survive in the current market [5], [6], [7].

According the previous study, the Regional Water Supply Company is authoritarian company, since its company has absolute power to control the production until distribution of the water in state and the region. Furthermore, the company is not only focusing to gain the profit but also has the responsibility to maintain the stability of the water Unfortunately, since this company owned by District/Regional Government, it should adhere to the government bureaucratic system. Performance

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distribution can shape the company's reputation and customer satisfaction. The performance of distribution, water quality, and service quality are all included when discussing distribution in this context [8].

This study is focusing on the design the parameters which enhanced the Corporate image of State-owned enterprises (SOEs) which is The Regional Water Supply Company in order to identify the ability and the feasibility during the Industrial Revolution 4.0. The connection between customer satisfaction and service quality, distribution efficiency, and customer focus, as well as how those factors affect the company's Image from the upstream to the downstream or customers.

Water is one of the basic needs of human quality and sustainability. They are provided in enough quantities and qualities in accordance with the standards specified in Regulation of the Minister of Health No. 492 / Menkes / PER / IV / 2010 on Water Quality Requirements. The drinking water that people require for their survival has been provided by nature. High rates of population expansion and complex, dynamic ecosystems have resulted in several environmental changes that have contributed to environmental contamination and decreased water quality [9].

Every company strives to promote a favorable perception of itself. A psychological impression of a company's image is given to stakeholders or customers. Through marketing initiatives, the organization must establish a positive reputation. Through positive messages, so the goals and profitability of the company can be achieved and / or improved. Positive image of the company is a most powerful company asset, because with a positive corporate image can be used as a weapon of competitiveness (competitive advantage weapon) among the competitors [10], [11], [5].

Referring to Porter & Margretta (2014) [12], there are 4 (four) types of images, namely: (1) Mirror Image (shadow Image). Describes as the image attached to the leadership of the company regarding the assumption of the external party about the company. Or in other words, the image of the shadow is the image that external party to the company. This image often can, because the external party lacks information, knowledge or understanding about the company in total; (2) Current Image (the current image) is an image or view held by an external party about a company. This image is fully defined by the amount of knowledge, or at the very least the information that an outsider who believes it has; (3) Multiple Image (composite image), a variety of external parties to the company members acting inconsistently with the organization's mission or values or failing to uphold those principles; and (4) Target Image, which the desired image is usually formulated and applied to a relatively new one, when the audience does not have sufficient information of the image in question.

The following is the study's hypothesis, which is based on preceding research, including the theories and structures of the research that were previously presented and stated. Service quality, distribution efficiency, and customer orientation all impact how satisfied customers feel about a company's image as a state-owned organization (SOE). As detailed as:

1. Customer orientation was the key indicator of customer satisfaction.
2. Quality of service will be oriented based on customer satisfaction.

3. Distribution of performance was influences by customer satisfaction.
4. Customer satisfaction will affect the company's image and Public trust.
5. The increasing of public trust will be raising the preparedness of the company in Revolution Industry for 4.0

RESEARCH METHOD

This study is quantitative research in which the data is in the form numbers or qualitative data, and the research consequences are analyzed using a statistical approach. One kind of study is explanatory research, which concentrates on explaining the theory and the results of earlier research. It serves to support, refute, or at the very least improve the beliefs based on earlier research findings. Because the variables studied in this study are variables that have occurred, this type of research is also known as research expose factor. There is no need to provide treatment for the variables studied. Figure 1 depicts a detailed overview of the workflow studies.

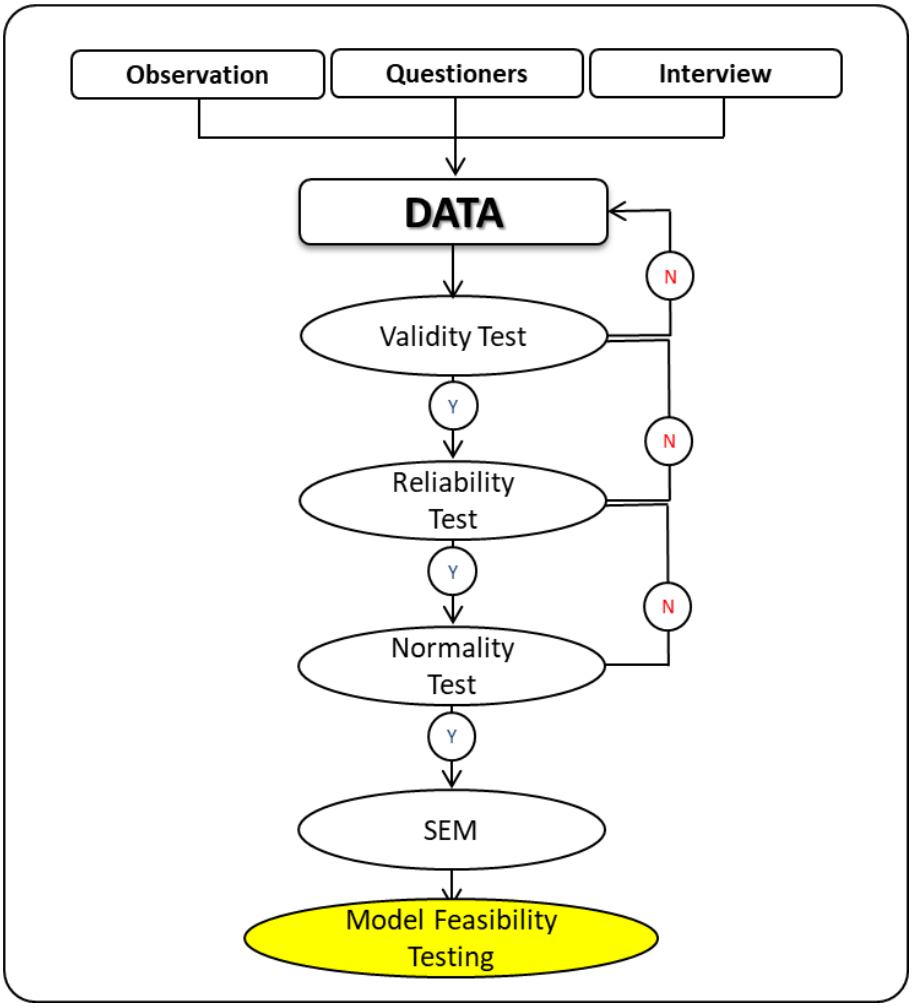

Figure 1. The workflows of the study

This research consists of 5 (five) variables, namely: (1) Quality of Service (X1), (2) Performance Distribution (X2), (3) Customer Orientation (X3), as independent

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variable; (4) Customer Satisfaction (Y), as a dependent variable as well as an intermediate variable; and (5) Company Image (Z), as dependent variable. As for the variables.

Both primary and secondary data are used as research data sources. Primary data were acquired by combining the three methods of interview, observation, and questioning. Cluster and stratified random sampling were connected as the sample selection method in this investigation. When a large item needs to be researched, or a large amount of data is available, cluster sampling is employed to choose the sample [13], [14].

This study uses information gathered by the questionnaire method, which involves asking respondents for written responses. Further respondents commented on the statement given. Given that questionnaires are used to collect data, the respondents' seriousness in responding to the questions and the quality of the measuring tools and instruments employed are crucial for obtaining representative study findings.

Respondents' replies concerning the research variables are determined as general distribution in this phase using descriptive statistical methods that compute the mean and standard deviation. The data is then categorized by its frequency distribution. The frequency distribution is used to determine the size of the overall reaction of respondents to the variables studied. The results of the frequency distribution are used to find out the answers of each respondent's profile to each of the research variables surveyed. The following are the steps in cross-tabulation of the frequency distribution are as follows: Before analyzed each variable is grouped based on five class of category, which are: 1). Strongly Disagree (STS) / Very Not Good (STB); 2). Disagree (TS) / Not Good (TB); 3). Simply Agree (CS), / Quite Good (CB); 4). Agree (S) / Good (B); and 5). Strongly Agree (SS) / Very Good (SB). Then, in specific interval the score was divided from 1 to 5 as the highest score [15].

The analysis then moved on to data analysis using the Structural Equation Model (SEM). SEM is a multi-equation model based on economic principles and incorporating regulatory principles from psychology and sociology. The Structural Equation Model (SEM) analysis tool is used by the researcher to test the relationship and influence of service quality variables, distribution performance, customer orientation, customer satisfaction, and corporate image.

The next step was Model Feasibility Testing, which showed that the research model satisfied the standards for an excellent econometric model or the common features. The model feasibility test must meet the following conditions [16] :

1. The plausibility of the theory. The research model should show that the test results match the assumptions and hypotheses that underpin the investigation. This presumption is true if the coefficient aligns the theory's predictions with the research data.
2. Accuracy of the Parameter Estimates. The research model should produce a line estimator with a considerable bias and one that is correct or unbiased. If the model's statistical error probability is small, the analysis's presumptions are satisfied.
3. Explanatory Ability, the research model must explain how the phenomena of the variables under examination relate to one another. The Explanatory Ability

assumption is satisfied if the Standard Error (SE) value is less than ½ times the absolute value of the route coefficient (SE <½ ρ)

4. Forecasting Ability. The research model should be highly predictive of the dependent variable's behavior.

The contribution of those parameters was mapped and analyze for determining the Ability and the Feasibility during The Industrial Revolution 4.0. Case Study: The Regional Water Supply Company "Tirta Indragiri", Riau Province. The qualitative analysis was determining based on quantitively response of each parameters. This final analysis was used as indicator for determine the potential, position and the ability of this company against the revolution.

RESULT AND DISCUSSION

The Contribution of Service Quality Variable (X1), Distribution Performance Variable (X2), and Customer Orientation and its impact on dependent variable (Z) as a Corporate Image.

According to the questionnaire, results were distributed to consumers who were chosen as respondents based on established criteria. The processed and feasible sample size is 300 people. The research variables are divided into three categories: Independent variable consisting of Service Quality Variable (X1), Distribution Performance Variable (X2), and Customer Orientation Variable (X3) while Intervening Variable is Customer Satisfaction Variable (Y), and its impact on dependent variable (Z) as a Corporate Image.

Data collected through questionnaires are then tested to determine whether the data is valid. The data is declared valid or acceptable when the product-moment correlation coefficient (r) for Tirta Indragiri PDAM is greater than or equal to 0.113. Before conducting research, a validity test must be performed to ascertain whether the measuring device can accurately measure the desired outcome. This is accomplished by comparing the value of each item statement to the total value.

The reliability test aims to ascertain the consistency of measurement results when repeated measurements are made against the same symptoms. Which denotes the amount to which a measurement result is reasonably consistent when measurements are performed twice or more, determines the level of precision, accuracy, stability, or consistency in revealing distinct signals of the individual group.

The Alpha Cronbach reliability coefficient is the technique used to calculate reliability coefficients. The PDAM Tirta Indragiri demonstrates the validity and reliability of the parameters because the Alpha Cronbach dependability coefficient was more significant than 0.700 as the data threshold (R table). Table 1 shows the results in detail.

Table 1. Reliability of the all parameters in PDAM Tirta Indragiri

Variabel	Alpha Cronbach reliability coefficient	R table	Consistency
Service Quality (X_1)	0.933	0.700	Consistent

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Variabel	Alpha Cronbach reliability coefficient	R table	Consistency
Distribution Performance (X_2)	0.828	0.700	Consistent
Customer Orientation (X_3)	0.805	0.700	Consistent
Customer Satisfaction (Y)	0.901	0.700	Consistent
Corporate Image (Z)	0.931	0.700	Consistent

The fundamental goal of the Kolmogorov-Smirnov normality test is to determine the cumulative frequencies of the theoretical and empirical distributions. By comparing the most significant difference (absolute value = D), the Kolmogorov-Smirnov test is a different test between the theoretical and actual distributions. Assume that Z or D (complete) has a value that is lower than table 1.96. The sample data from the population is therefore said to be regularly distributed if the probability value is greater than 0.05 at the 5 percent absolute level, in which case there is no difference between the theoretical and empirical distributionsWhile the Shapiro-Wilk Method specifies that the test hypothesis is true if the probability or threshold of significance is greater than 0.05, the distribution of the sample data is normal, and the test hypothesis is:

H0: The sample data comes from a population with a Normal distribution.

H1: The sample data does not come from a Normally distributed population.

Testing Criteria:

H0 is disallowed if p <0.05 or if value Z> 1.96

H0 is accepted if p> 0,05 or if value Z <1,96

Tirta Indragiri produced the results shown in table 2 based on the normality test performed on the sample data for PDAM. The result shows that every parameter exceeded the H0 rejected values (0.05), proving the validity, dependability, and suitability of the findings.

Table 2. PDAM Tirta Indragiri Normality Test

		X1	X2	X3	Y	Z
N		300	300	300	300	300
Normal Parameters[a]	Mean	160.72	902.08	896.63	902.45	502.25
	Std. Deviation	49.336	59.518	57.771	56.608	176.416
Most Extreme Differences	Absolute	.073	.078	.077	.065	.074
	Positive	.073	.078	.077	.065	.070
	Negative	-.060	-.074	-.071	-.065	-.074
Kolmogorov-Smirnov Z		1.266	1.349	1.325	1.127	1.285
Asymp. Sig. (2-tailed)		.081	.052	.060	.158	.074

Following scaling, descriptive, and instrument analysis, a vitrified analysis was carried out by validating the formulation of the hypothesis using structural equation modeling (SEM). Detailed explanations of each research dimension and the LISREL estimation findings are required. This justification is necessary since each variable has several indicators that must each be looked into to determine how they contribute to the indirect measurement of each variable. Each hypothesis will have additional details.

The outcomes of the data processing program lisrel for component model 1 on Tirta Indragiri PDAM are listed below:

Satisfaction = 0.47 * Service + 0.27 * Performance + 0.22 * Orientation, Error var. = 0.012, R^2 = 0.7948

(0.24) (0.22) (0.040) (0.014)

2.18 2.19 -0.013 -0.90

According to the aforementioned equation, Service Quality has a path coefficient of 0.47, Distribution Performance has a path value of 0.27, and Customer Orientation has a path coefficient of 0.22. These factors all positively influence the Consumer Satisfaction variable. Assume that 0.47 is the route coefficient from X1 to Y. As illustrated in Figure 2, if the quality of the service improves, customer satisfaction will rise by 0.47 units, or the role of service quality leads to a rise in customer satisfaction by 0.51.

The path from X2 to Y has a 0.27 coefficient, which means that if distribution performance has improved, consumer happiness will increase by 0.27 units or that distribution performance will contribute to an increase in customer satisfaction of 0.27 units. Suppose the path coefficient from X3 to Y is equal to 0,22. In that case, it follows that when Customer Orientation increases, Consumer Satisfaction will likewise rise by 0,22 units, or that Customer Orientation will contribute to the increase in Customer Satisfaction. The stated conceptual hypothesis has therefore been investigated and confirmed to be true shown in figure 2.

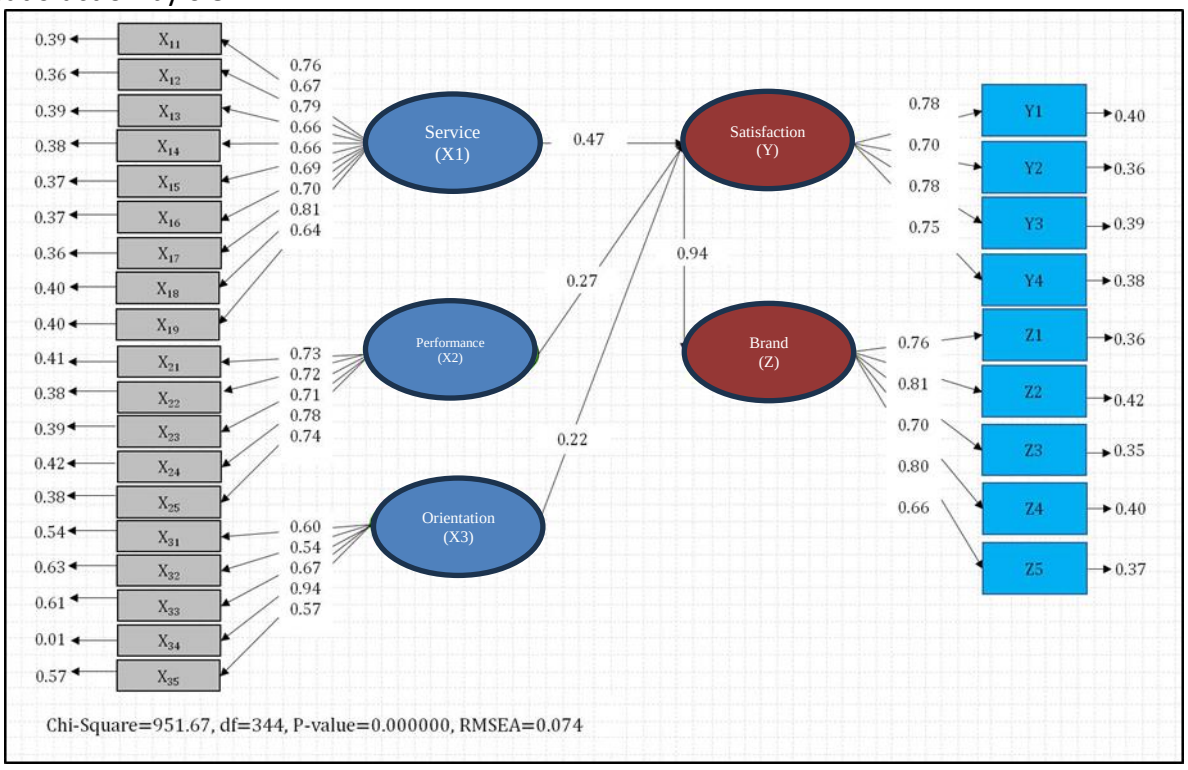

Figure 2. Quality Service Coefficient Line, Distribution Performance, and Customer Orientation to Customer Satisfaction at PDAM Tirta Indragiri.

The results of lisrel program data processing for substructure model 2 on PDAM Tirta Indragiri are shown below.;

Image = 0.94 * satisfaction, Errorvar. = -

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0.028, R^2 = 0.9412
(0.087) (0.022)
11.54 -1.24

According to the equation above, Customer Satisfaction has a positive relationship with the Company Image variable, with a path coefficient of 0.94. This relationship indicates that as Customer Satisfaction rises, Corporate Image will also rise by 0.94, or have an impact on the improvement of Corporate Image by 0.94 units. Because of this, the proposed conceptual hypothesis has been examined and approved. Customer satisfaction at Tirta Indragiri PDAM is shown in Table 3 to be influenced both directly and indirectly by distribution performance, customer orientation, and quality of service.

Table 3. Customer Satisfaction at PDAM Tirta Indragiri: Direct and Indirect Influence Variables in Service Quality, Distribution Performance, and Customer Orientation.

	Coefficient Line	Direct Influence	Effect System			Total
			Service Quality	Distribution Performance	Customer Orientation	
Service Quality	0.47	22,09 %		9,89 %	0,70%	54,68%
Distribution Performance	0.27	7,29 %	9,89 %		0,18%	23.25%
Customer Orientation	0.22	4,84 %	8,17 %	4,57 %		21,09%
Total		34,22 %	18,06 %	14,46 %	0,88%	93,22%

Furthermore, based on the calculation obtained from Fcount of 130.79, where the rejection criterion H0 is if Fcount is greater than Ftable or F0> Ftable, with degrees of freedom v1 = 3 and v2 = 300-3-1 = 296 and 95 percent confidence level, Ftable value for F0.05,3,296 = 2.6351 was obtained from table distribution F. Because 130.79 is greater than 2.6351, H0 is rejected, indicating that there is a linear relationship or joint influence between Service Quality, Distribution Performance, and Customer Orientation to Customer Satisfaction at PDAM Tirta Indragiri. Table 4 shows the details of the GOF parameters for the PDAM Tirta Indragiri analysis.

Table 4. Tirta Indragiri's Variable Determination Model Analysis Results

GOF Parameter	Estimation	Result	Margin
Statistics Chi-Square (X^2)	951,67	*Marginal Fit*	
P-*Value*	0.0590	*Good Fit*	>0.05
Goodness-of-fit Index(GFI)	0.074	*Marginal Fit*	>= 0.90
Root mean square error of approximation **(RMSEA)**	0.108	*Good Fit*	>=0.05
Expected cross-validation index **(ECVI)**	4,78	*Good Fit*	~1
Tucker-Lewis Index **(TLI) or** ***Non-Normed Fit Index*** **(NNFI)**	0.71	*Marginal Fit*	>= 0.90
Normed Fit Index **(NFI)**	0.70	*Marginal Fit*	>= 0.90
Adjusted Goodness of Fit Index **(AGFI)**	0.70	*Marginal Fit*	>= 0.90
Incremental Fit Index **(IFI)**	0.74	*Marginal Fit*	>= 0.90

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GOF Parameter	Estimation	Result	Margin
***Comparat4e Fit Index* (CFI)**	0.74	*Marginal Fit*	>= 0.90
***Parsimonious Goodness of Fit* (PGFI)**	0.70	*Marginal Fit*	~1
***Parsimonious Normed Fit Index* (PNFI)**	0.70	*Marginal Fit*	~1

Source: Lisrel Analysis 8.80 (2017)

Quality of service is a company's business that strives to improve the quality of its processes, products, and services. while the standard of excellence that is expected to be able to satisfy client needs based on these results is known as service quality. At Tirta Indragiri PDAM, the real effect of service quality on customer satisfaction is 67.86 %, and understanding what is desired and expected by the customer to be offered or given by the company is critical to service quality.

While the Regional Water Management Company (PDAM) is a local domination provider of urban water, supply can improve public services in terms of quality and quantity by serving more communities.Urban water supply is always linked to a balance between both parties' acceptable levels of clean water production and consumption. An organizational culture that is effective and efficient will therefore drive the behaviour necessary to produce "superior value" for customers and "superior performance" for the company.

As a result, Customer and competitor are thus the two main market orientation dimensions. According to Peter and Olson (2010) [17], the capacity to implement these two orientations, particularly when coupled with the third orientation, will strengthen the company's resilience to competition and boost customer satisfaction. The corporate image was impacted by each of these elements.

Public perception of a company's image can be categorized as good, terrible, or incorrect since the corporate image is a psychological impression and picture of a company's varied operations in the eyes of public audiences based on knowledge, responses, and experiences.

A corporate image is a succinct description of a company created through a collection of messages. At the same time, the image is a collective of customers' sentiments, thoughts, attitudes, and experiences with brands that are ingrained in their memories. Then, based on the sentiments and experiences of customers in the business, the appearance is changed into a favorable or unfavorable image.

The Ability and the Feasibility during The Industrial Revolution 4.0.

Water consumption will always increase along with population and household growth. Seeing the conditions and the reality, the PDAM as a company that provides clean water needs to improve managerial capabilities, especially services so that manifested to performance. Customers are more likely to form strong bonds with a company that provides excellent service. This type of relationship enables the PDAM to carefully understand the expectations and needs of customers, which shapes customer loyalty. From the studies of many countries, service quality and perceived value are the main constructions in influencing customer satisfaction. According to the study, customer satisfaction is trust, price

tolerance, and customer loyalty [18]. Once the importance of service quality, management is required at all times to always improve the quality of service through innovation supported by technology.

On the business side, the 4.0 industrial revolution all matters from production to marketing using digitalization. The use of digitalization starts from raw material distribution of marketing and revenue or profits that are targeted. The Industrial Revolution 4.0 is a changing era in the fourth generation which refers to a technological revolution that is fundamentally able to change the way of life, work and relate to one another with technology being the main driver.

The impact of these changing times on economic change is both an obstacle and an opportunity depending on the approach used. The digital economy that is present and promises prosperity, makes business opportunities wide open. Given that technology has made production, marketing, distribution and so on more efficient and effective, it provides connectivity for business people to connect with new capital and market accesses. it all makes technology seem to offer a variety of conveniences. The main obstacles encountered were mainly in the ability and literacy of employees and customers on information technology and internet network infrastructure. The revitalation of the asset and increasing the powerman ability becoming the significant factor for ensuring the readliness of the company in facing this big leap.

CONCLUSION

The conclusion of the study is based on the findings of descriptive analysis, verification analysis, and hypothesis testing on the variables studied are as follows, the findings corroborate expert opinion that service quality, distribution performance, and customer orientation all positively affect customer satisfaction, either partially or simultaneously. Similarly, customer satisfaction improves the company's image. Based on F_{count} and F_{Table} distribution calculations, H0 is rejected, indicating a linear relationship or partial and joint influence of service quality, customer orientation, and distribution performance to customer satisfaction. Similarly, the company image has a linear relationship or a significant impact on customer satisfaction. Information plays a critical function in fostering client appreciation of the business. To effectively transmit information about the organization as a provider of public sector services, PDAM must improve its commercials' appeal, usefulness, and educational news. Product quality, such as water clarity, colour, and odour, has the lowest score on the customer satisfaction scale, which is consistent with distribution performance difficulties. So that water quality can occasionally improve, quality control management must be designed, implemented, and maintained consistently. Most of the results of the study show a related relationship between customer orientation, service quality and company / marketing performance.

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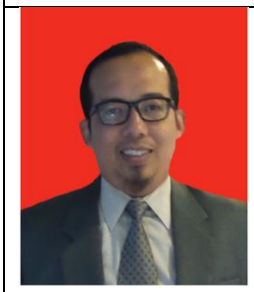
Author 2



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