

The Influence of Leadership, Competency and the Working Environment on Performance (Case Study of Lecturers of the Faculty of Business Management University Widyatama)

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Abstract

This research was conducted to find out the influence of leadership, competence, and work environment on the performance of lecturers at the Faculty of Business Economics, Widyatama University. Many lecturers think that getting assignments is not in accordance with their competence so that the resulting performance is not optimal. In addition, leadership also plays a role in performance. The pressure given by the leader can make lecturers' performance decrease. An uncomfortable work environment will also hinder productivity. The research method used is descriptive and quantitative by distributing a statement questionnaire as a primary data collection tool. The sample size is 107 lecturers from 144 lecturers at the Faculty of Business Economics, Widyatama University. The analysis used is Multiple Linear Regression Analysis with a significance level of 5%. Tests conducted resulted in the influence of leadership on performance 6.4%, competence on performance is 6%, work environment on performance is 26.6%, and leadership, competence, and work environment on performance as much as 27.5%.

Keywords: Leadership, Competence, Work Environment, Performance.

INTRODUCTION

Higher education is an option at the final stage of formal education. The purpose of establishing higher education institutions has been regulated by the Law of the Republic of Indonesia Number 12 of 2012 article 1 paragraph 2, namely, the purpose of higher education is to provide higher education which includes diploma programs, undergraduate programs, master programs, doctoral programs and professional programs. and specialist programs, based on Indonesian culture. In addition, Law Number 12 of 2012 is also supported by Law Number 20 of 2003 concerning the National Education System Article 20 paragraph 2, which states that tertiary institutions are obliged to provide education, research, and community service.

A university will not run if there are no educators in it. In higher education, the teaching staff who will be met is a lecturer. A lecturer is a professional educator whose duty is to disseminate science, art and technology through education, research, and community service. Ramli and Jalinus (2013: 72) argue that the existence of quality educators is an absolute prerequisite for the

presence of quality educational systems and practices. This is of course in line with the goals of a university, which is to produce quality human resources at the tertiary level.

University of Widyatama is one of the leading private universities located in Bandung, West Java, Indonesia. Precisely on Jalan Jl. Cikutra No. 204A Bandung, West Java. One of the faculties owned by Widyatama University is the Faculty of Business Economics (FEB) which is a new faculty formed in 2020. The establishment of the Faculty of Business Economics (FEB) is an amalgamation of the Faculty of Economics (FE) and the Faculty of Business Management (FBM). This merger is based on Widyatama University Senate Decree No. 002 / SK / G.02.02 / SENAT / UTAMA / I / 2020.

In an organization, there must be someone who is in charge of an association, which is usually called a leader whose job is to lead the members in the group or organization whose influence is very important for the continuity of the organization. According to Sulaiman (2014: 81) leadership style is a method used by a leader in influencing others. Meanwhile, according to Thoha (2013: 49) leadership style is a behavior norm used by a person when that person tries to influence the behavior of others as he sees it.

As professional educators, lecturers are required to have competence in an educational institution, according to Rivai and Sagala (2009), the competence of individual human resources has a very big influence on company performance. Without competent human resources, the organization will not produce a product that can benefit the organization.

Apart from leadership and competence, the work environment also plays an important role in influencing performance. Nitisemito (2008: 25) argues that the work environment is everything that is around the employees which will influence the employee in carrying out the assigned tasks. Meanwhile, Sedarmayanti (2011: 2) states that the work environment is the entire tooling tool and materials faced, the surrounding environment where a person works, his work methods, and good work arrangements as individuals and as groups.

The problem that arises is that because in 2020 the Faculty of Business Economics, Widyatama University has a change of Dean, there will be a policy transition that must be obeyed by lecturers. This new culture that occurs is a natural thing to happen when an organization or company experiences a change of leaders. However, if a new policy applied to employees, especially lecturers, is deemed burdensome, then there is a big possibility that lecturer productivity will decline.

In addition, as many as 30.6% or 44 lecturers have teaching experience of more than ten years. This time can be said to be long enough for lecturers to explore extensive experience so that they have excellent competence. However, lecturer competence will be maximized if the lecturer is given the right assignment. Currently, there are still lecturers who feel that they are given assignments that do not match their competencies.

A comfortable work environment will make the lecturers work optimally. Feeling lazy or uncomfortable will appear when the work environment is uncomfortable because it can be annoying. Widyatama University is a college that pays attention to the ideal environment so that teaching and learning activities can be carried out smoothly. Such as paying attention to environmental cleanliness and maintaining facilities that support teaching and learning activities.

THEORETICAL BASIS

Leadership

Leadership as a management concept in the organization has a strategic position, because it is central to all the activities of the organization. According to Yuki (2009:62), the effectiveness of leaders behavior in an organization or company is based on two categories, namely related to the purpose of the task and related to inter-personal relationships. Initiated considerations and structures are important factors for linking independent categories of behavior. This means that some leaders have high consideration and low initiating structures.

It can be concluded that leadership must have a good leader spirit because only a leader can invite, encourage, nurture, motivate his subordinates to work better. because basically the leader has a duty to make company or organizational goals achieved.

Competence

It is an ability derived from the human being that reflects the human advantage of carrying out a task on the basis of his skills and knowledge. According to Moeheriono (2012:17) there are 5 (five) competency characteristics, they are; motive, traits, self – concept, knowledge, skill.

In general, the notion of competence is an ability or skill possessed by a person in carrying out a job or task in a certain field, according to what has been assigned by the leadership.

The meaning of competence itself is a skill, knowledge, basic attitude, and value contained in a person which is reflected in the ability to think and act consistently. The point is that competence is not only about a person's knowledge or abilities, but the willingness to do what is known so that it can benefit. Competence itself usually consists of self-motivation, skills according to the field or specialization, knowledge containing general knowledge or the field being mastered.

Work Environment

Environment was everything that affects the way employees work at the company by engaging all aspects of the company. These are some indicators of the working environment, including (Sedarmayanti, 2011:27); on-site lighting, temperature at work, moisture, air circulation at work, noise at work, mechanical vibrations, smells at work, color at work, décor, music, workplace safety, and superior relationship with subordinates.

Work environment is everything that is around employees at work, the work environment greatly influences employee performance because a comfortable and clean work environment will make employee psychology good. and if the work environment of the employee is not good then the employee's performance will also be bad or not good and will make the employee's own psychology less good and make the employee lazy to work.

Performance

Performance is a work performance produced by employees who are qualitative or quantitative in accordance with the responsibilities that have been given to the employee. According to Bernardin and Russel (2015:179) performance indicators include:

- 1) Quality is the extent to which the process or results of the implementation of the activity are close to perfection.
- 2) Quantity is the amount that's produced, but it's not the same.
- 3) Timeliness is the extent to which an activity is completed at a set time.
- 4) Cost Effectiveness is the extent to which the use of organizational resources is maximized.
- 5) Independence is the extent to which a worker can perform a job function without the need for supervision

METHODOLOGY

According to Sugiyono (2017:41) explaining the understanding of research objects is "a scientific goal to obtain data with a specific purpose and usefulness of something objective, valid and reliable about a thing (a particular variable)". The object of this research is the Faculty of Business Economics, Widyatama University. This research was conducted to find out how much influence leadership, competence and work environment have on the performance of lecturers of the Faculty of Business Economics, Widyatama University of Bandung.

The total number of research samples was 107 people out of a total of 144 Faculty of Business Economics Lecturers. The data used in this study is primary data obtained from the results of the distribution of questionnaires to respondents. The method of data collection is done by providing a list of questions (questionnaires). The variables are measured using the Likert scale, with the Likert scale then the variable to be measured is spelled out as a variable indicator.

Data Analysis Techniques in this study use validity tests, rehab tests, classic assumption tests, multiple linear regression analysis, correlation coefficients. And testing the research hypothesis this time using model due diligence (F test), partial determination coefficient and hypothesis testing (T Test), in this study used SPSS v20.00 as a tools.

RESULTS AND DISCUSSION

In this chapter presented a profile of the research data and the process of analyzing the data and the results of the analysis of the processing of research data. The results of the data processing are then used as the basis for analysis and answering the hypothesis of the research in question. The data analysis used there are 2 namely: first, descriptive analysis, used to describe the condition of the respondent's answer to each research variable. Second, statistical analysis data analysis based on the results of data processing that has been done.

A. Here is an overview of respondents who have been sampled in this study:

Table 1.1 Respondents by Gender

No.	Gender	Amount	%
1	Women	57	53.3%
2	Men	50	48.7%
Total Respond		107	100%

Table 1.2 Respondents by Age

No.	Age	Amount	%
1	20 to 30 years old	8	7.5%
2	31 to 40 years old	22	20,6%
3	41 to 50 years old	51	47,7%
4	Over 51 years old	26	24,3%
Amount		107	100%

B. Descriptive analysis of Respondent's responses

The respondents in this study were lecturers of the Faculty of Economics and Business Scale which is used to weight questionnaire items from all variables is the Likert scale. With intervals of assessment criteria are as follows:

Table 1.3 Assessment Criteria Interval

Interval	Criteria
1,00 - 1,80	Very Bad
1,81 - 2,60	Bad
2,61 - 3,40	Good Enough
3,41 - 4,20	Good
4.21 - 5.00	Very Good

Source: Human (2019:110)

The result of the descriptive analysis that has been done is:

- a. Leadership had an average yield of 3.77 at intervals of 3.41 – 4.20. Thus it can be concluded that leadership in the Faculty of Economics and Business Widyatama University belongs to the category of Good.
- b. Competency gets an average result of 3.91 at intervals of 3.41 – 4.20. Thus it can be concluded that Competency in Lecturers FEB Universitas Widyatama belongs to the category of Good.
- c. The work environment at the Faculty of Economics and Business of Widyatama University got an average result of 3.99 at intervals of 3.41 – 4.20. Thus it can be concluded that the Work Environment in the Faculty of Economics and Business Widyatama University, belongs to the category of Good.
- d. Widyatama University FEB performance gets 4.02 results. The average is at intervals of 3.41 - 4.20 which means the performance of lecturers of the Faculty of Business Economics Universitas Widyatama belongs to the category of good.

C. The results of data processing are based on statistical data conducted in the study.

1. Validity Test Result, when $r \text{ count} > r \text{ table}$ in the instrument is declared valid. The R table for $N=103$ with a significance level of 0.05 is 0.1918.

Table 1.4 Validity Test Results

Variable	Statement	r count	r table	Description
Leadership (X1)	X1.1	0,3760	0,1918	Valid
	X1.2	0,3210	0,1918	Valid
	X1.3	0,2320	0,1918	Valid
	X1.4	0,3160	0,1918	Valid
	X1.5	0,3510	0,1918	Valid
	X1.6	0,2450	0,1918	Valid
	X1.7	0,3510	0,1918	Valid
	X1.8	0,3330	0,1918	Valid
	X1.9	0,3370	0,1918	Valid
	X1.10	0,2760	0,1918	Valid

Competency (X2)	X2.1	0,3330	0,1918	Valid
	X2.2	0,4460	0,1918	Valid
	X2.3	0,2130	0,1918	Valid
	X2.4	0,3610	0,1918	Valid
	X2.5	0,3630	0,1918	Valid
	X2.6	0,3850	0,1918	Valid
	X2.7	0,3550	0,1918	Valid
	X2.8	0,2780	0,1918	Valid
	X2.9	0,2700	0,1918	Valid
	X2.10	0,2240	0,1918	Valid
Work Environment (X3)	X3.1	0,2380	0,1918	Valid
	X3.2	0,2750	0,1918	Valid
	X3.3	0,2400	0,1918	Valid
	X3.4	0,2250	0,1918	Valid
	X3.5	0,4700	0,1918	Valid
	X3.6	0,3080	0,1918	Valid
	X3.7	0,2010	0,1918	Valid
	X3.8	0,2330	0,1918	Valid
	X3.9	0,2440	0,1918	Valid
Performance (Y)	Y.1	0,2290	0,1918	Valid
	Y.2	0,2560	0,1918	Valid
	Y.3	0,3700	0,1918	Valid
	Y.4	0,3280	0,1918	Valid
	Y.5	0,2460	0,1918	Valid
	Y.6	0,4030	0,1918	Valid
	Y.7	0,4150	0,1918	Valid
	Y.8	0,2400	0,1918	Valid
	Y.9	0,3930	0,1918	Valid
	Y.10	0,3500	0,1918	Valid

Based on table 5.4 of the validity test results above, it is known that all 39 indicators that have been tested validity have valid (acceptable) results. So that all indicators in this study can be used in subsequent tests.

Reliability test results, Reliability test is intended to test the reliability of valid questions.

- The reliability test in this study used reliability analysis with Alpha Cronbach. A research instrument can be said to be reliable if the value of Cronbach Alpha is above 0.6 (Siregar, 2013: 90).

Table 1.5 Reliability Test Results

Variable	Statement	Realization Coefficient	Value limit	Conclusion
Leadership (X1)	X1.1	0,705	0,600	Reliable
	X1.2	0,706	0,600	Reliable
	X1.3	0,708	0,600	Reliable

	X1.4	0,708	0,600	Reliable
	X1.5	0,705	0,600	Reliable
	X1.6	0,708	0,600	Reliable
	X1.7	0,706	0,600	Reliable
	X1.8	0,706	0,600	Reliable
	X1.9	0,706	0,600	Reliable
	X1.10	0,707	0,600	Reliable
Competency (X2)	X2.1	0,706	0,600	Reliable
	X2.2	0,704	0,600	Reliable
	X2.3	0,709	0,600	Reliable
	X2.4	0,706	0,600	Reliable
	X2.5	0,706	0,600	Reliable
	X2.6	0,705	0,600	Reliable
	X2.7	0,706	0,600	Reliable
	X2.8	0,708	0,600	Reliable
	X2.9	0,707	0,600	Reliable
	X2.10	0,709	0,600	Reliable
Work Environment (X3)	X3.1	0,709	0,600	Reliable
	X3.2	0,708	0,600	Reliable
	X3.3	0,709	0,600	Reliable
	X3.4	0,709	0,600	Reliable
	X3.5	0,704	0,600	Reliable
	X3.6	0,707	0,600	Reliable
	X3.7	0,710	0,600	Reliable
	X3.8	0,709	0,600	Reliable
	X3.9	0,708	0,600	Reliable
Performance (Y)	Y.1	0,709	0,600	Reliable
	Y.2	0,709	0,600	Reliable
	Y.3	0,707	0,600	Reliable
	Y.4	0,707	0,600	Reliable
	Y.5	0,709	0,600	Reliable
	Y.6	0,705	0,600	Reliable
	Y.7	0,705	0,600	Reliable
	Y.8	0,709	0,600	Reliable
	Y.9	0,706	0,600	Reliable
	Y.10	0,707	0,600	Reliable

3. Data Normality Test

Data normality tests are performed to test the normality of data distribution, where normally distributed data will focus on average and median values.

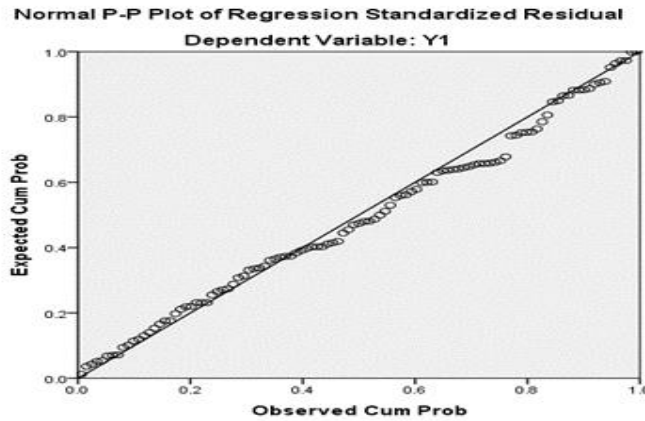


Figure 1.1 Test of Data Normality

From figure 5.1 obtained the result that the level of significance on the research variables is distributed normally, this can be seen from the data that spreads around the diagonal line and follows the direction of the diagonal line or its histogram chart shows the normal distribution pattern, then the regression model meets the assumption of normality.

4. Multicholinerity Test

Multicholinerity means that there is a strong relationship between some or all of the free variables in the regression model. The basis of decision-making with VIF can be concluded including:

- 1) If tolerance value > 0.1 and VIF value < 10, then it can be concluded that there is no multicholinerity between independent variables in the regression model.
- 2) If tolerance value < 0.1 and VIF value > 10, then it can be concluded that there is multicholinerity between independent variables in the regression model.

Table 1.6 Multicolinerity Test Results
 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics		
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF	
1	Constant	14.305	4.393		3.256	.002					
	X1	.058	.091	.062	.639	.524	.252	.063	.054	.742	1.348
	X2	.055	.091	.059	.603	.548	.245	.059	.051	.747	1.338
	X3	.596	.115	.475	5.201	.000	.515	.456	.436	.845	1.183

a. Dependent Variable: Y1

Based on the VIF value obtained as presented in table 5.11 shows no strong enough correlation between fellow independent variables. This is indicated by the third tolerance value of independent variables 0.742, 0.747, and 0.845 > 0.1. While the VIF of all three independent variables is 1,348, 1,338, and 1,183 < 10, so it can be interpreted that there are no symptoms of multicholinerity among independent variables.

5. Multiple Linear Regression Analysis, Multiple linear regression analysis is used to forecast bound variables when free variables are raised or lowered.

Table 1.7 Multiple Linear Regression Equations
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	14.305	4.393		3.256	.002
	X1	.058	.091	.062	.639	.524
	X2	.055	.091	.059	.603	.548
	X3	.596	.115	.475	5.201	.000

a. Dependent Variable: Y1

From the results of these linear regression equations, each variable can be achieved as follows:

- a. The constant value is 14,305. This means that if leadership, competence and work environment are worth 0 (zero) and no change, then performance is 14,305.
- b. The value of variable X1 is that the leadership has a regression coefficient of 0.058 meaning that if leadership increases one unit, while competence and work environment are constant, then performance will increase by 0.058 units.
- c. The value of variable X2 is that the competency has a regression coefficient of 0.055 meaning that if the competency increases one unit, while leadership and work environment are constant, then performance will increase by 0.055 units.
- d. The value of variable X3 is that the work environment has a regression coefficient of 0.0596 meaning that if the work environment increases by one unit, while leadership and competency are constant, then performance will increase by 0.281 units.

6. Hypothesis Testing

Table 1.8 Hypothesis Testing
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Constant	14.305	4.393		3.256	.002
	X1	.058	.091	.062	.639	.524
	X2	.055	.091	.059	.603	.548
	X3	.596	.115	.475	5.201	.000

a. Dependent Variable: Y1

Based on table 5.13 hypothetical test results (t test) with r table calculation results on the t distribution table with $\alpha = 0.05$, $df = n-k = 107-4 = 103$ obtained table t value for two-party testing of 0.1918. There are t test results as follows:

a. Leadership Variables

In the leadership variable (X1), it is obtained t count = 0.639 > t table = 0.1918. While the significance value of 0.524 indicates that the signification value > $\alpha = 0.05$. Thus, H0 means that the leadership variable (X1) partially affects Performance (Y).

b. Competency Variables

In competency variable (X2), retrieved t count = 0.603 > t table = 0.1918. While the significance value of 0.548 indicates that the signification value > $\alpha = 0.05$. Thus, H0 means that the competency variable (X2) partially affects performance.

c. Work Environment Variables

In the work environment Variables (X3), it gets t count = 5,201 > t table = 0.1918. While the significance value of 0.000 indicates that the signification value > $\alpha = 0.05$. Thus, H0 means that the work environment variable (X3) partially affects Performance (Y).

d. The influence of leadership, competence, and work environment on the performance of lecturers of the Faculty of Economics and Business Widyatama University

The result of the correlation coefficient calculation (R) is 0.524, the value is between 0.40 - 0.599 which means Leadership (X1), Competency (X2) and Work Environment (X3) have a strong relationship with lecturer performance (Y). The calculation of Determination Coefficient (R Square) is 27.05%, meaning that Leadership (X1), Competency (X2) and Work Environment (X3) have an influence on Lecturer Performance (Y) by 27.05% and the remaining 72.95% is influenced by other factors.

CONCLUSION

Based on the results of research on The Influence of Leadership, Competence and Work Environment on Performance (Case Study on Lecturers of Faculty of Business Economics Widyatama University, Bandung City, West Java Indonesia). Then, it can be drawn the following conclusions:

1. In the application of leaders in the Faculty of Economics and Business, the authors can descriptively conclude that the leadership that is done is classified as effective, it is supported by the data of the research results that have been done, namely the average score of leadership dimension testing produces a score of 3.77 that can be categorized well. Statistically, however, leadership had only a 6.4% influence on lecturer performance.
2. The influence of lecturer competencies on the Faculty of economics and business that occurs is very influential. Descriptively, the average leadership dimension testing scored 3.91, indicating that the lecturer's performance has been good. So even though the competency is not in accordance with its placement, the resulting performance is more dominated by the characteristics of each lecturer who is able to face every job given well. But statistical tests showed that the effect of competence on lecturers' performance was only 6%.
3. The work environment at the Faculty of Economics and Business Widyatama University of Bandung based on descriptive assessment, the resulting value is in the good category, namely 3.99. In this work environment factor the feasibility of tools and places to work according to the needs that produce the highest average score. According to statistical tests the effect produced by the work environment on lecturers' performance is considerable at 26.6%.
4. The influence of independent variables as a whole is considerable. Where leadership, competence, and work environment to performance is 27.5%.
5. The state of performance at the Faculty of Economics and business Widyatama University, based on the results of the research obtained an overall average value of 4.02 is at intervals of 3.40-4.1 which means the performance of lecturers in the Faculty of economics and business is said to be good.

6. Good performance is influenced by various factors. Good or bad leadership can affect employee performance. The pressures given by the leader will make employees lazy to work. No exception to competence. Someone who has competence must be placed on the right task so that the task that is carried out can give maximum results. The work environment also plays an important role in performance. A comfortable environment certainly makes employees feel comfortable and calm at work.

ADVICE

Based on the results of the study, the researchers submitted several suggestions to be input material for the relevant parties, namely as follows:

1. For academics Who conducted the same research, in order to conduct further research, input variable factors other than leadership, competence and work environment on the performance of university lecturers, such as motivational variables and others.
2. For practitioners Widyatama University and The Faculty of Business Economics to pay more attention to leadership and competence should be improved because the influence is still low and the work environment to remain healthy so that the lecturer's performance continues to improve even better.

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