

# **Flexibility of Reconfiguration of Employment Rules in Factory Operations as a Hibernation Mode of Business Life at PT CBP Company in the COVID-19 Pandemic Season**

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## **ABSTRACT**

The worldwide impact of the COVID-19 pandemic has forced every business entity to act flexibly to accept the blow of this storm. Regulations in the Manpower Law according to Law No. 13 of 2003 and its transition to the CIPTAKER Law of 2021 are not fully enforceable. It takes some acrobatics in the field of manpower management and work operations to prolong the life of a business entity. At least until the time when this pandemic passes and things return to normal. This state is similar to a hibernation state where all expenses are minimized and energy is only used to survive. This study examines the types of acrobatics that are carried out and standardized as products of intermediary regulations during the pandemic season published by the company as a rescue measure to prolong the life of the business. The objectives of this research are: First, to create a strategy of Flexibility Reconfiguration of Employment Rules in Factory Operations. Second, implementing and testing the Business Life Hibernation Mode at PT CBP Company whether it can be used as a strategy to save yourself from the Covid-19 pandemic storm. From the results of the factor analysis, the results of the analysis of three groups of components were found. The first component is Visionary Creative factors, Asset Identification, Online Content, Loyal Customers. The second component is the factors of business continuity, Marketing Strategy. The third component is the factors of Procurement Efficiency, Crisis Sensitivity, Flexibility of Plans, Market Targeting, Product Security, Promotional Media, Marketing Relevance.

**Keywords:** UU No. 13 of 2003, Ciptaker, Pandemic, Hibernation

## **1. Introduction**

As is widely known, the impact of the worldwide pandemic has forced every business entity to act flexibly to accept the blow of this storm. Regulations in the Manpower Law according to Law No. 13 of 2003 and its transition to the CIPTAKER Law of 2021 are not fully enforceable. It takes some acrobatics in the field of manpower management and work operations to prolong the life of a business entity. At least until the time when this pandemic passes and things return to normal. This state is similar to a hibernation state where all expenses are minimized and energy is only used to survive. This study examines the types of acrobatics that are carried out and standardized as products of intermediary regulations during the pandemic season published by the company as a rescue measure to prolong the life of the business.

This study examines the Flexibility of Reconfiguration of Employment Rules in Factory Operations as a Hibernation Mode of Business Life in PT CBP Company. PT CBP is a lampshade manufacturing industry. The

lampshade is the lamp housing. It functions as a compartment or container that provides space for the electrical and electronic components of an electric lamp. The lampshade also functions as a reflector of light that radiates from the lamp source. There are various types of lamps, including retrofits which have mounting threads connected to the bulb and Tubular Lamps (TL) which have mounting pins connected to the cylindrical tube that holds the lamp. While the incandescence of electric lights can be from a thin filament or from an LED (Lighting Emission Diode).

This research limits the object to the manufacture of electric lampshade manufacturers for TL lamps. [13]. The raw material for the lampshade is SPCC thin steel sheet measuring 8 x 4 inches with a thickness of 0.4 mm. The research location is in the PT CBP factory in Depok area. After the raw plate material arrives at the factory warehouse, the production process is first carried out on white steel plate cut using a shearing machine which is operated by two people. The dimensions of the cut size depend on the drawing of the fold opening of the lampshade. Furthermore, the component accommodation holes were provided using several drilling machines and/or pounding machines operated by 3 people. The next process is to give a 3-dimensional shape by bending and folding using several folding or bending machines to form a bent sheet of a lampshade that is still separate. The bending process is operated by 5 people. These bending sheets are then connected to each other using several spot welding machines which are operated by 3 people. After forming the lampshade boxes, the surface preparation process is carried out by cleaning the remaining spot welding slag and remaining oil and other impurities that are still attached to the surface of the lampshade. This process is operated by two people. The cleanliness of the surface of the material is very important as a prerequisite for the painting process using a spray booth powder coating machine which is dried using an oven at a temperature of 180 degrees Celsius. This coating ensures that the product is durable, anti-rust and looks good. Usually used the choice of white paint color. Painting is done by two operators. [5].

The white lampshade is then ready to be filled with electrical and electronic components. The manual assembly process is carried out by two operators. After the assembly is complete, the product is complete and ready to be put into the packaging box which is operated by two people. Delivery can be made to the customer. This is a brief overview of the processes that occur in manufacturing in the electric lampshade industry made of thin steel plates.

The Indonesian Lighting Association (Aperlindo) stated that the production volume of the national lighting industry was affected by the Covid-19 pandemic. However, this impact did not make the national lamp production lower than the 2019 realization. General Chairperson of Aperlindo Jhon Manoppo [6] said that the growth in national lamp consumption throughout 2020 was lower on an annual basis. Meanwhile, the growth of lamp consumption in 2018-2019 is around 30-40 percent on an annual basis. "Indeed, the increase is not too high, but there is still around 10 percent [growth in lamp consumption] from last year. If I count, consumption could be around 400 million units [this year], last year [around] 330 million units." he told Bisnis, Tuesday (12/15/2020). John stated that the impact of the Covid-19 pandemic was limited to a slowdown in the growth of national light consumption. Meanwhile, the national lighting industry recorded no reduction in workforce from the 2019 position of 2,000 people who are members of 14 manufacturers. However, there is an electric lighting industry that only provides lamp housing production. This research highlights the industry.

During a pandemic, business transformation is also needed. The five things that are recommended to do are the first thing, namely knowing the company's vision and mission. the second is the company must have good leadership. Third, the company's business model must be different from other business models, the fourth and fifth points which are also very important in business transformation are efficient business operations and culture or human resources. [7].

## **1.1 Objectives**

The objectives of this research are: First, to create a strategy of Flexibility Reconfiguration of Employment Rules in Factory Operations. Second, implementing and testing the Business Life Hibernation Mode at PT CBP Company whether it can be used as a strategy to save yourself from the Covid-19 pandemic storm.

## **2. Literature Review**

### **2.1 Impact of the Covid 19 Pandemic Into Various Business Sectors [1]**

Regarding the impact of COVID 19, Danareksa Sekuritas' analysis assesses the potential for disruption to the entire business process, from raw materials, manufacturing processes, and distribution as well as the overall balance of supply demand. The impact was felt in all sectors, such as the Hospitality and Tourism Sector, which lost foreign exchange potential of up to USD 4 mln. More than 2,000 hotels and 8,000 restaurants closed with a potential loss of revenue from January to April 2020 in the hotel sector of Rp. 30 T and restaurant Rp. 40 T. Airline loss of US\$ 812 million. Loss of tour operators Rp. 4 Q. 90% of tourism sector workers are at home or on unpaid leave, the number of

tourism sector workers is 13 million people. Impact on the Real Sector and Financial Sector also occurred. TPT sector, utilization is only 30 and 1 889 852 workers have been laid off and laid off. In the Non-Food and Beverage Retail Sector, cash flow capacity can only last until June because turnover has fallen by 90%. The Footwear Sector, starting in mid-May 2020, the export-oriented market experienced a decline, while the silence in the domestic retail market resulted in delays in payments to the national industry, production fell by 70, even one of the largest factories had laid off 12 000 workers and closed one of its factories. Overall, around 500 000 workers been laid off and laid off. Land Transportation (business activity has decreased by 90, around 1 million workers have been laid off. Air Transportation (since the issuance of Minister of Transportation PM 25 2020, from April 24 to June 1 2020 no aircraft may operate, this condition has severely hit the air transportation sector. Impact of Covid 19 on the World) Business is also quite severe. Automotive Sector The decline in car sales in May 2020 to 95 Sales was recorded at only 3 551 units, a far cry from sales in May 2019 of 84 109 units.

The Food and Beverage Sector decreased consumption and weakened purchasing power of the people as a result of the closure of the center shopping and wholesale Food and Beverage sector is predicted to grow only 5% Meanwhile, the results of an internal survey conducted on GAPMMI members estimates that sales of processed food will decline 30 Factories are affected on the operational and logistical side due to social restrictions from the local government More than that for sales through non-markets modern which is about 70 cont thousands, decreased very sharply. Workers have been laid off with 50% salary payments. The Impact on Other Sectors can be explained that the Outsourcing Sector (the outsourcing sector is almost similar to ABUJAPI has experienced a decline in turnover of more than 60%. The Rubber Plantation Sector (there was a significant decline in demand for rubber due to the decline in automotive sales in both export and domestic markets. Tire Industry Sector (capacity)) production is below 30 due to the decline in the export market and the weakness in the domestic automotive industry. The Retail Non-Food and Beverage Sector cash flow capacity can only last until June due to a decline in turnover of up to 90%. Security Services with a total of 16 million workers have also laid off 40 workers.

## **2.2 Employment Conditions 2020 [1]**

In Indonesia there are 3,030,953 workers. Of this number, 34% of formal workers were laid off, 12.45% of formal workers were laid off, 10.44% of formal workers were affected, and another 43.11% were not recorded. From this data, it can be concluded that 1,728,000 were affected by the pandemic with a distribution in five provinces. The distribution is 18.47% in DKI Jakarta, 17.05% in West Java, 13.29% in Central Java, 8.50% in Riau, 8.08% in East Java, and 34.61% in other provinces.

## **2.3 Law of Ciptaker [2]**

Some time ago, the Indonesian working world was enlivened with the emergence of discussions about the RI Law Number 11 of 2020 concerning Job Creation, or also known as the Job Creation Law. In the omnibus law draft of the Job Creation Law, there are many articles that are feared to have the potential to violate human rights, especially regarding the rights of workers. This law was passed on October 5, 2020 and caused a huge protest from the public. In response to the public opinion, the government continues to educate the public regarding this law. However, among all existing opinions and the efforts made by the government, hoaxes on the Job Creation Law are in fact still not uncommon. For this reason, it is important for us to understand what the Job Creation Law actually is and what its role is in the Indonesian workforce. Based on the draft Law on Job Creation, Job Creation is an effort to create jobs through convenience, protection and empowerment, micro, small and medium enterprises (MSMEs), improvement of the investment ecosystem and ease of doing business, and Central Government investment and acceleration of national strategic projects.

## **2.4 Company Strategies and Policies During a Pandemic**

All businesses are on a survival strategy, and not on a growth strategy. Therefore, there are several important things that become the main focus in launching a defense strategy. Company Strategies and Policies During the Pandemic Period, including the need for internal adjustments, for example in terms of spending efficiency. Companies or organizations must analyze which things are urgent to buy and which things can be postponed until things get much better. In addition, the role of the leader becomes important in this condition. "It is necessary to build awareness in all components of the company in order to have a sense of crisis," [3]. Leaders that are currently needed are leaders who have a creative and visionary soul. "Creativity is shown by being able to take advantage of every opportunity. While visionary is reflected in one's ability to see far into the future, so that it does not continue to dissolve in the slump of the pandemic," [3].

Adaptation and resilience strategies in the midst of a pandemic using BCM theory or Business Continuity Management (Business Continuity Management). This theory was initially used to generate business conditions after a disaster, but over time this theory was also used in crisis conditions both internally and externally, such as the crisis during the current Covid-19 pandemic. Some of the important points in this theory include the importance of making plans with flexibility by the affected company or organization. Another important point is the identification of assets, this needs to be done both from the side of the organization itself and the government that helps. Asset identification is carried out to see which assets are important and profitable, and which ones can be liquidated to ensure the company's cash flow. [3].

Meanwhile, other sources suggest 7 product marketing strategies during the pandemic are [4]:

1. Don't Just Sell, Show Support For Your Marketing Strategy During Your Business Pandemic.
2. Product Marketing Strategy During the Covid-19 Pandemic: Use Topics and Keywords for the Right Targeting.
3. Product Marketing Strategy During the Pandemic Through Applications and Online Content.
4. In a Marketing Strategy During a Pandemic, Make Sure Your Product Safety Is Shown during a Sales Promotion.
5. Product Marketing Strategy During the Covid-19 Pandemic Utilize Various Media.
6. Target Loyal Customers.
7. Create a Relevant Product Marketing Strategy.

## **2.5 Industrial Hibernation [5]**

The World Bank advises the Indonesian government to immediately take quick and appropriate action to save the industry which is currently in the hibernation phase due to the COVID-19 pandemic. In his presentation via a video conference on Tuesday, April 14, 2020, the World Bank's Chief Economist for Indonesia, Frederico Gil Sanders, said that Indonesia's still strong economic foundation compared to other countries could be the main capital for saving the industry. "The Indonesian government needs to take policies that are able to help and save the industrial world during this pandemic. This is because many industries are currently entering a hibernation phase because they cannot produce as usual," he said, quoted from Media Indonesia.

The decline occurred in all components that make up the prompt manufacturing index (PMI) of Bank Indonesia, with the deepest decline in the production volume component. This is due to a decrease in demand and supply disruptions due to COVID-19.

## **3. Methods**

This research begins with an inventory of creativity in the creation of a Flexibility strategy for the Reconfiguration of Labor Rules in Factory Operations. Then proceed with implementing and testing the Business Life Hibernation Mode at PT CBP Company whether it can be used as a strategy to save yourself from the Covid-19 pandemic storm. The forms of creativity as important factors are:

1. The need for internal adjustments, for example in terms of spending efficiency.
2. The role of a leader with a sense of crisis
3. Leaders who have a creative and visionary soul.
4. Adaptation and resilience strategies in the midst of a pandemic using BCM theory or Business Continuity Management (Business Continuity Management).
5. The importance of making plans with flexibility by the affected company or organization.
6. Asset identification. Asset identification is carried out to see which assets are important and profitable, and which ones can be liquidated to ensure the company's cash flow.
7. Don't Just Sell, Show Support For Your Marketing Strategy During Your Business Pandemic.
8. Product Marketing Strategy During the Covid-19 Pandemic: Use Topics and Keywords for the Right Targeting.
9. Product Marketing Strategy During the Pandemic Through Applications and Online Content.
10. In a Marketing Strategy During a Pandemic, Make Sure Your Product Safety Is Shown during Sales Promotions.
11. Product Marketing Strategy During the Covid-19 Pandemic Utilize Various Media.
12. Target Loyal Customers.

### 13. Create a Relevant Product Marketing Strategy.

The factors mentioned above are further broken down into sub-indicators of research questions and then distributed as questionnaires to business actors and workers in CBP companies. The data obtained were then processed using the statistical method of factor analysis. By using factor analysis will be able to explain the dominant factors that cause a decline in sales. Factor analysis is a technique used to find factors that can explain the relationship or correlation between various independent indicators that are observed. Factor analysis is a family of multivariate analysis that aims to summarize or reduce the observed variables as a whole into several new variables or dimensions, but the newly formed variables or dimensions are still able to represent the main variables.

## 4. Data Collection

Questionnaires containing research questions were distributed to 29 respondents consisting of 15 respondents from internal companies and 14 respondents from external companies consisting of company customers, suppliers and observers. There are 13 research questions with answer formation on a Lickert scale of 1 – 5. Where spectrum 1 indicates strongly agree and gradually to spectrum 5 indicates strongly disagree. The results are in table 4.1.

**Table 4.1 Questionnaire**

Respondent	Procurement Efficiency	Crisis Sensitiveness	Creative Visioner	Business Sustainability	Plan Flexibility	Assets Identification	Marketing Strategy	Market Targeting	Online Content	Product Security	Promotion Media	Loyal Customer	Market Relevancies
1	4	1	3	3	3	3	2	1	3	4	1	4	2
2	1	3	4	2	2	4	3	1	3	2	1	5	4
3	4	2	5	2	2	4	1	3	4	3	3	3	4
4	1	4	2	1	4	1	1	4	1	1	4	1	1
5	3	3	5	2	3	3	2	1	4	2	1	5	3
6	2	2	4	3	2	5	3	2	4	3	1	3	4
7	4	3	5	3	3	5	3	2	3	4	2	3	2
8	3	3	3	3	1	4	2	1	4	2	2	4	4
9	1	5	2	1	5	2	2	4	2	2	4	3	1
10	4	3	4	3	2	5	1	1	3	2	1	4	2
11	2	3	3	3	2	3	1	3	3	4	2	3	2
12	2	3	3	3	1	4	3	1	5	2	1	4	2
13	4	2	4	4	2	3	4	1	3	2	3	3	2
14	4	1	3	3	1	4	1	1	4	4	3	3	2
15	5	4	1	1	5	1	1	5	2	1	4	1	1
16	4	3	4	3	1	5	4	3	5	3	3	4	4
17	2	3	3	3	3	5	2	2	4	4	3	3	3
18	1	1	3	3	3	3	2	3	5	3	3	5	3
19	4	1	4	2	1	5	3	2	5	4	2	5	4
20	5	1	2	5	5	3	4	5	2	1	5	2	1
21	4	2	3	3	1	4	4	2	3	4	2	4	3
22	2	1	3	2	3	4	2	1	5	3	3	3	3
23	3	3	4	3	3	3	4	2	5	2	3	4	2
24	1	4	2	1	4	1	1	4	1	1	4	1	1
25	2	2	3	3	1	3	3	1	4	2	2	4	4
26	3	3	5	2	1	4	3	2	3	2	3	4	4
27	2	1	4	4	3	3	4	2	3	4	2	5	3
28	4	1	5	4	1	4	3	1	3	2	1	5	2
29	5	5	2	1	5	2	1	4	2	3	4	3	5

## 5. Results and Discussion

The normality test of the questionnaire data was carried out using the SPSS device with the following procedures: Analyze, Non parametric test, Legacy dialogues, 1-Sample K-S. Produces the output in table 1

**Table 1 One-Sample Kolmogorov-Smirnov Test**

		Procurement Efficiency	Crisis Sensitiveness	Creative Visioner	Bussines Sustainability	Plan Flexibility	Assets Identification	Marketing Strategy	Market Targeting	Online Content	Product Security	Promotion Media	Loyal Customer	Market Relevancies
N		29	29	29	29	29	29	29	29	29	29	29	29	29
Normal	Mean	2.97	2.52	3.38	2.62	2.52	3.45	2.41	2.24	3.38	2.62	2.52	3.48	2.69
Parameters <sup>a,b</sup>	Std. Deviation	1.322	1.214	1.083	1.015	1.379	1.213	1.119	1.300	1.178	1.049	1.153	1.184	1.168
Most	Absolute	.231	.206	.189	.266	.175	.193	.183	.229	.178	.240	.179	.204	.205
Extreme	Positive	.181	.173	.189	.216	.175	.127	.173	.229	.178	.240	.156	.141	.205
Differences	Negative	-.231	-.206	-.165	-.266	-.136	-.193	-.183	-.170	-.167	-.182	-.179	-.204	-.179
Kolmogorov-Smirnov Z		1.245	1.111	1.016	1.435	.941	1.038	.984	1.232	.959	1.293	.967	1.097	1.106
Asymp. Sig. (2-tailed)		.090	.169	.253	.033	.339	.232	.288	.096	.317	.070	.308	.180	.173

a. Test distribution is Normal.

b. Calculated from data.

In the Asymp section. Sig. (2-tailed) shows all results  $> 0.050$ . For example, the Shopping Efficiency Variable is  $0.090 > 0.050$ . Crisis Sensitive Variable  $0.169 > 0.050$  and so on. This means that all variables can be accepted and normally distributed.

## 5.1 Factor Analysis

The factor analysis procedure using SPSS starts from: Analyze, Dimension Reduction, Factor. The elements to be displayed consist of Descriptive - anti image - KMO, Extraction - Scree plot, Rotation - varimax, Scores - save as variables. The KMO and Bartlett's Test Output table above shows a value of  $0.821 > 0.500$ , then the factor analysis technique can be continued. Similarly, the value of Bartlett's Test of Sphericity  $0.000 < 0.050$ . Then the factor analysis in this study can be continued because it meets the requirements.

**Table 2 KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.821
Approx. Chi-Square		185.421
Bartlett's Test of Sphericity	Df	78
	Sig.	.000

**Table 3 Anti-image Matrices**

		Procurement Efficiency	Crisis Sensitiveness	Creative Visioner	Bussines Sustainability	Plan Flexibility	Assets Identification	Marketing Strategy	Market Targeting	Online Content	Product Security	Promotion Media	Loyal Customer	Market Relevancies
Anti-image Covariance	Procurement Efficiency	.813	.028	-.058	-.095	-.011	-.060	-.050	-.040	.070	-.016	-.040	.029	-.075
	Crisis Sensitiveness	.028	.401	.030	.181	-.041	-.062	-.052	-.033	.093	.137	.035	.017	-.026
	Creative Visioner	-.058	.030	.405	.048	.024	-.120	-.055	.033	.073	.070	.018	-.087	.001
	Business Sustainability	-.095	.181	.048	.294	.004	-.082	-.186	.012	.054	.026	.003	-.025	.124
	Plan Flexibility	-.011	-.041	.024	.004	.342	.058	.020	-.091	.040	-.053	-.041	-.034	.087
	Assets Identification	-.060	-.062	-.120	-.082	.058	.247	-.011	-.004	-.126	-.138	.047	.071	-.072
	Marketing Strategy	.050	-.052	-.055	-.186	.020	-.011	.481	-.026	-.009	.083	-.071	-.098	-.026
	Market Targeting	-.040	-.033	.033	.012	-.091	-.004	-.026	.254	.052	-.020	-.125	.014	-.020
	Online Contact	.070	.093	.073	.054	.040	-.126	-.009	.052	.379	.013	-.080	-.101	-.023

Anti-image Correlation	Product Security	-.016	.137	.070	.026	-.053	-.138	.083	-.020	.013	.588	.022	-.046	-.069
	Promotion Mediai	-.040	.035	.018	.003	-.041	.047	-.071	-.125	-.080	.022	.257	.113	-.062
	Loyal Customer	.029	.017	-.087	-.025	-.034	.071	-.098	.014	-.101	-.046	.113	.257	-.134
	Market Relevancies	-.075	-.026	.001	.124	.087	-.072	-.026	-.020	-.023	-.069	-.062	-.134	.473
	Procurement Efficiency	.593 <sup>a</sup>	.049	-.101	-.195	-.021	-.134	.080	-.087	.126	-.024	-.088	.063	-.121
	Crisis Sensitifeness	.049	.793 <sup>a</sup>	.075	.528	-.111	-.196	-.118	-.105	.239	.281	.110	.054	-.059
	Creative Visioner	-.101	.075	.888 <sup>a</sup>	.140	.065	-.380	-.124	.104	.185	.143	.055	-.269	.002
	Business Sustainability	-.195	.528	.140	.691 <sup>a</sup>	.013	-.305	-.496	.043	.163	.063	.012	-.092	.332
	Plan Flexibility	-.021	-.111	.065	.013	.923 <sup>a</sup>	.200	.050	-.309	.112	-.118	-.139	-.114	.216
	Assets Identification	-.134	-.196	-.380	-.305	.200	.808 <sup>a</sup>	-.032	-.017	-.412	-.361	.186	.280	-.211
	Marketing Strategy	.080	-.118	-.124	-.496	.050	-.032	.747 <sup>a</sup>	-.073	-.020	.156	-.202	-.279	-.054
	Market Targeting	-.087	-.105	.104	.043	-.309	-.017	-.073	.887 <sup>a</sup>	.167	-.053	-.489	.053	-.059
	Online Contact	.126	.239	.185	.163	.112	-.412	-.020	.167	.834 <sup>a</sup>	.028	-.256	-.325	-.055
	Product Security	-.024	.281	.143	.063	-.118	-.361	.156	-.053	.028	.815 <sup>a</sup>	.056	-.120	-.131
	Promotion Mediai	-.088	.110	.055	.012	-.139	.186	-.202	-.489	-.256	.056	.808 <sup>a</sup>	.441	-.178
	Loyal Customer	.063	.054	-.269	-.092	-.114	.280	-.279	.053	-.325	-.120	.441	.817 <sup>a</sup>	-.383
	Market Relevancies	-.121	-.059	.002	.332	.216	-.211	-.054	-.059	-.055	-.131	-.178	-.383	.776 <sup>a</sup>

a. Measures of Sampling Adequacy(MSA)

Anti image Matrices are useful for knowing and determining which variables are suitable for use in factor analysis. Note the epaulet a Measures of Sampling Adequacy (MSA) in the highlighted table, all values > 0.50. Example of Expenditure Efficiency 0.593 > 0.05, Crisis Sensitive 0.793 > 0.5. With MSA value > 0.50, then all variables can be accepted.

The Communalities table shows the value of the variables studied whether they are able to explain the factors or not. The variable is considered capable of explaining the factor if the Extraction value is > 50. In table 4.5, the Extraction Efficiency Shopping value is obtained at 0.638 > 0.50. Crisis Sensitivity 0.634 > 0.50, and so on. Thus it can be concluded that all variables can be used to explain factors.

**Table 4 Communalities**

	Initial	Extraction
Procurement Efficiency	1.000	.638
Crisis Sensitifeness	1.000	.634
Creative Visioner	1.000	.590
Business Sustainability	1.000	.870
Plan Flexibility	1.000	.690
Assets Identification	1.000	.754
Marketing Strategy	1.000	.565
Market Targeting	1.000	.784
Online Contact	1.000	.586
Product Safety	1.000	.537
Promotion Mediai	1.000	.733
Loyal Customer	1.000	.713
Market Relevancies	1.000	.672

Extraction Method: Principal Component Analysis.

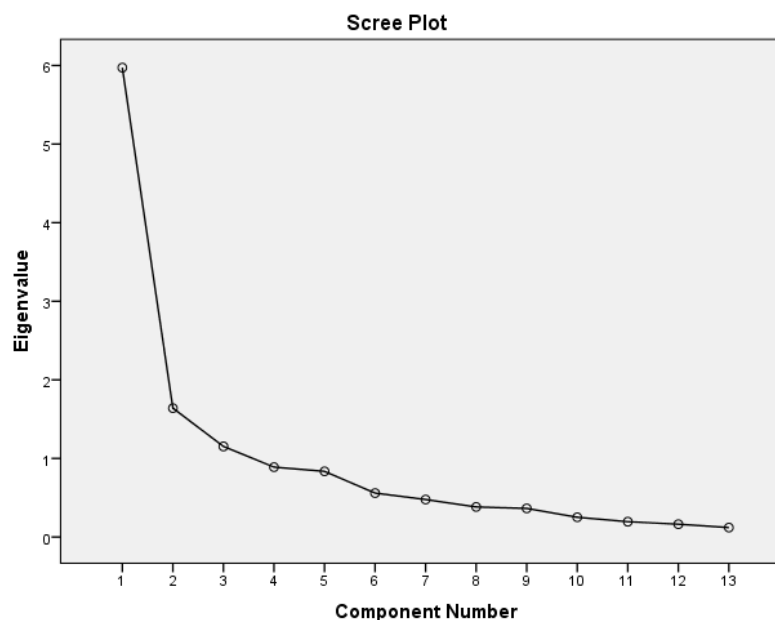
The Total Variance Explained table shows each of the variables analyzed. In this study there are 13 variables, meaning that there are 13 components analyzed. There are two kinds of analysis to explain a variance, namely Initial Eigenvalues and Extraction Sums of Squared Loadings. The Initial Eigenvalues variant shows the formed factors, if all factors are added up it will show the number of variables  $5.972 + 1.640 + 1.153 + .889 + .835 + .559 + .477 + .382 + .364 + .251 + .195 + .163 + .120 = 13$ . While the Extraction Sums of Squared Loadings section shows the number of variations or the number of factors that can be formed, in this output there are 3 variations of factors, namely 5,972, 1,640, 1,153

**Table 5 Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.972	45.939	45.939	5.972	45.939	45.939	4.708	36.213	36.213
2	1.640	12.612	58.551	1.640	12.612	58.551	2.388	18.366	54.580
3	1.153	8.868	67.419	1.153	8.868	67.419	1.669	12.839	67.419
4	.889	6.839	74.258						
5	.835	6.426	80.684						
6	.559	4.301	84.985						
7	.477	3.667	88.652						
8	.382	2.942	91.594						
9	.364	2.800	94.394						
10	.251	1.931	96.325						
11	.195	1.500	97.825						
12	.163	1.253	99.078						
13	.120	.922	100.000						

Extraction Method: Principal Component Analysis.

The total value of Component 4 – 13 is not calculated because the Eigenvalue Component is < 1 so it cannot be a factor.



**Figure1 Scree Plot**

Figure 4.7 shows only 3 accepted variables formed as factors.

**Table 5.1.5 Component Matrix<sup>a</sup>**

	Component		
	1	2	3
Procurement Efficiency	.103	.501	.613
Crisis Sensitiveness	-.630	-.485	.034
Creative Visioner	.762	-.088	-.040
Business Sustainability	.570	.716	-.180



Plan Flexibility	-.815	.145	.071
Assets Identification	.837	.006	.231
Marketing Strategy	.497	.520	-.217
Market Targetting	-.813	.208	.282
Online Contact	.748	-.105	.122
Product Safety	.543	-.047	.490
Promotion Mediai	-.750	.296	.286
Loyal Customer	.823	-.150	-.118
Market Relevancies	.541	-.416	.455

Extraction Method: Principal Component Analysis.  
a. 3 components extracted.

This component matrix shows the correlation between each variable and the formed factors. For example, the Expenditure Efficiency Variable has a correlation with factor 1 of 0.103. Crisis Sensitive Variable to factor 3 is 0.034. Etc.

**Table 6 Rotated Component Matrix<sup>a</sup>**

	Component		
	1	2	3
Procurement Efficiency	-.300	.332	<b>.661</b>
Crisis Sensitiveness	-.309	-.699	<b>-.224</b>
Creative Visioner	<b>.696</b>	.256	.202
Business Sustainability	.183	<b>.910</b>	.091
Plan Flexibility	-.775	-.236	<b>-.184</b>
Assets Identification	<b>.649</b>	.303	.490
Marketing Strategy	.224	<b>.717</b>	.012
Market Targetting	-.854	-.231	<b>.021</b>
Online Contact	<b>.654</b>	.195	.347
Product Safety	.364	.070	<b>.632</b>
Promotion Mediai	-.845	-.128	<b>.055</b>
Loyal Customer	<b>.795</b>	.246	.142
Market Relevancies	.546	-.245	<b>.561</b>

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.  
a. Rotation converged in 10 iterations.

In the output above, which one is the largest. For example, the Expenditure Efficiency Variable enters factor 3, and so on.

**Table 7 Component Transformation Matrix**

Component	1	2	3
1	<b>.845</b>	.423	.326
2	-.477	<b>.873</b>	.103
3	-.241	-.243	<b>.940</b>

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.

Component Transformation Matrix shows that in component 1 the correlation value is  $0.845 > 0.50$ , and component 2 is  $0.875 > 0.5$ , while component 3 is  $0.940 > 0.50$ , so the three factors formed can be concluded that it is feasible to summarize the 13 factors analyzed.

## 6. Conclusion

Implementing and testing the Business Life Hibernation Mode at PT CBP Company whether it can be used as a strategy to save yourself from the Covid-19 pandemic storm. From the results of the factor analysis, the results of the analysis of three groups of components were found. The first component is Visionary Creative factors, Asset Identification, Online Content, Loyal Customers. The second component is the factors of business continuity, Marketing Strategy. The third component is the factors of Procurement Efficiency, Crisis Sensitivity, Flexibility of Plans, Market Targeting, Product Security, Promotional Media, Marketing Relevance.

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