



Strategy Analysis to Improve Consultant Qualification In Surabaya

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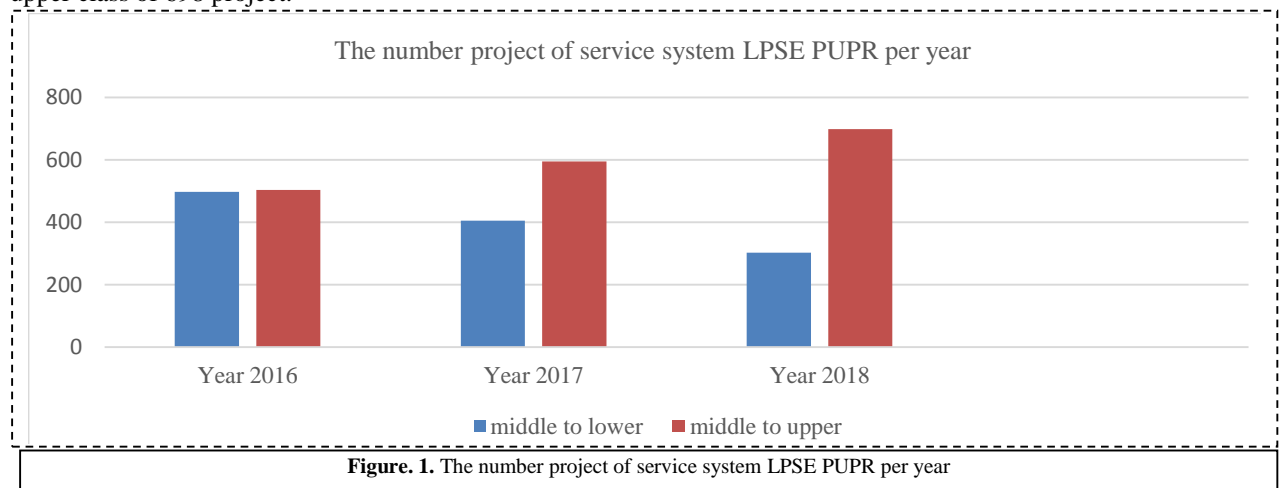
Abstract— Institute data LPSE electronic procurement indicated that the 2015 up to 2017 consultant services infrastructure projects with qualifying middle to upper class in the ministry of PUPR increased by 5 percent per year. The development institution construction services (LPJK) shows that number of a consulting firm in the city of Surabaya with qualifying middle to upper level less than 20 company, while the company consultant were at the middle to lower is very much. This research aimed at producing strategy in the qualification a consulting firm in the city of Surabaya. The variables used in a study is internal and external factors in increasing the consultant. This variables analysis using strength, weakness, opportunity, treats (SWOT) matrix, external internal (I-E) matrix, and quantities strategic planning matrix (QSPM). The first strategy are by a joint venture with other a consulting firm , project in order to enhance its experience and get the increase in income of the company. The second strategy is to increase human resources, infrastructures in accordance with ISO 9001. The third strategy which is working on projects high risk.

Keywords— Analysis strategy, qualifications consultant, joint venture, conservative, selective work.

I. INTRODUCTION

Project efforts of PUPR divided ministry in some field. According to data service system LPSE in 2016 project the number of consultancy services qualification middle to lower by 497 project, and with the middle to upper class of 503 project. In 2017 project the number of consultancy services qualification middle to lower by 405 project, and with the middle to upper class of 595 project. In 2018 project the number of consultancy services qualification middle to lower by 302 project, and with the middle to upper class of 698 project.

According to Wala (2013), Planning consultants have a role in decision-making and the importance of the owner as translator and landing implementer. The idea of the owner and the ideas put into a planning documents which is made up of specifications and pictures to be implemented by a contractor. Performance consultants planner can be measured through several factors that reviewed in terms of making documents, time, costs and frame of reference work. A consultant on duty planned architecture planner, the structure, mechanical electrical, the cost of budget plan and the documents other appendages.



A consulting firm qualifications especially in city of Surabaya were at the middle to lower. The qualifications of a consulting firm in the middle to upper middle to lower level and located on the number of staff and workers, experience working, the team leader and expert, company owned and the level of difficulty in project.

Planning consultants have projects through the auction process that construction auction held by the committee. A consultant is the vice the project in the field. A consultant supervisor watching every development in the field that began in quality control and supervision of the quantity. Proctor also consultants to report the, daily the weekly and monthly reports, and coordinated by the contractor.

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The data construction development service (LPJK) noted that in the city Surabaya a consulting firm with a K1 (small one) about 98 company. A consulting firm with qualifying K2 (small two) about 36 company. A consulting firm with qualifying M1 (middle one) as much as 8 company. A consulting firm with qualifying M2 (middle two) about 6 company. A consulting firm with qualifying b as many as six companies.

Much project in the middle to upper class, qualification make consultants in qualifying middle to lower cannot win for the project large scale. The result is a consulting firm in middle to lower qualification seldom given projects and not gain. A company that can afford a project of good will increase the confidence of owner to using a consulting firm, back so it will be impacted on the company income. A consulting firm have strategy right moment in auction as well. The right strategy it would ease a consulting firm in their qualifications because with the strategy, a consulting firm have made planning and take into account all aspects related.

This study attempts to analyze strategy in improving the qualifications of a consulting firm located in Surabaya. Hope in the future, especially in the city of Surabaya consulting firm to improve qualifications and the quality. Given that the projects were at the middle to upper each year is increasing and will increase. Qualification consultant, the company consultants will facilitate company to obtain project intermediate scale up.

II. LITERATURE REVIEW

A. Strategy

According to David (2016) strategies are a means together with the long-term goals to be achieved. Includes geographical expansion, diversification, acquisition, product development, penetration, tightening, divestment, liquidation, and joint ventures.

B. Strategy Management

According to David (2016) the meaning of strategic management is art and knowledge in formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives. Strategic management focuses on efforts to integrate management, marketing, finance/ accounting, production/ operations, research and development, and computer information systems to achieve organizational success.

C. Consultant Company Strategy

According to Handayani (2009) alternative strategy consultant time for small band in Surakarta in dealing with the freedom of investment research method consisting of a literature review, the object, research, data collection and analysis of data. A literature review is conducted to gather environmental factor both internal and external. In the analysis data will be categorized as, strength, weakness, opportunity and threats.

According to Muttakin (2013) this study classify service company construction and looking for the internal

factor of the company. This study take sample to level companies K1, K2, M1, M2 and B.

III. METHOD

A. Types of research

According to Ridwan (2010) the research method explains what is used in research. This research is a case study method, where case studies are very rich in empirical descriptions of certain phenomena that are usually based on various data sources (Yin, 2014). Case study research is the right research strategy if the subject of a research question is related to how or why, and if a researcher has little opportunity to control the events to be studied (Yin, 2014). This study aims to analyze the strategy of using and utilizing building assets by analyzing the internal and external environment of the organization, so that the type of case study research is very appropriate to use.

B. Data source

Sources of data in this study are primary data which is data obtained directly from the source, and collected by researchers with observation, field surveys, distributing questionnaires and interviews to respondents. This study also uses secondary data, by studying various writings through related literature books, regulations / NSPM, reports on activities relating to asset management, as well as literature studies on similar research conducted by previous researchers.

C. Data collection technique

Data collection method in this research was interview and observation. The interviews conducted is semi-structure interview using the help of interview guidelines used to facilitate and focus the questions submitted to respondents, while the questionnaire used was a closed questionnaire, where respondents chose the answers provided. According to Sugiono (2008) researchers have to hear thoroughly and noted that presented by informants in during interviews. The respondents in this study were selected based on purposive sampling. The sampling technique with purposive sampling is a sampling technique used by researchers if researchers have certain considerations in sampling or determining samples for specific purposes (Ridwan, 2010).

Data collection techniques with the observations used when research with regard to human behavior, the process of working, symptoms nature and if respondents observed are not too big. Speakers assessed competent the research is the related in the preparation of strategic companies that have been done by consultant, among others:

1. The director of a consulting firm
2. Head of INKINDO

D. Data analysis technique

The analysis technique in this study includes the first stage, namely identifying indicators that include strengths, weaknesses, opportunities and threats based on the results

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of interviews with respondents and giving weight and rating to each of these indicators. The second stage is formulating strategies using External Factors Evaluation (EFE) Matrix, Internal Factors Evaluation (IFE) Matrix, Internal External (IE) Matrix, Strategic Position and Action Evaluation (SPACE) Matrix, Grand Strategy Matrix, Strengths, Weaknesses, Opportunities and Threats (SWOT) Matrix and Quantitative Strategic Planning Method (QSPM).

E. Strategy Formulation

Input Stage

External Factors Evaluation (EFE) Matrix

The EFE matrix is used to evaluate the external factors of the organization which consist of opportunities and threats originating from outside the organization. The steps in creating an EFE Matrix are as follows:

Give weights for external factors as identified in the external audit process, with a range of 0,01 (not important) to 1,00 (very important). The sum of all weights against the factor must be equal to 1,00.

Give a rating between 1 and 4, for key external factors to indicate how effective the company's strategy is currently responding to these factors. Where 4 = the response is very good, 3 = the response is good, 2 = the response is bad and 1 = the response is very bad.

Multiplying each factor weight by its ranking to determine a weighted score and add the weighted score for each variable to determine the total weighted score for the organization.

Internal Factors Evaluation (IFE) Matrix

The IFE matrix is used to evaluate internal organization factors which consist of strengths and weaknesses owned by the organization. The steps in creating an IFE Matrix are as follows:

Give weights for internal factors as identified in the internal audit process, with ranging from 0,0 (not important) to 1,0 (all important) for each factor. Factors that are considered to have the greatest effect on organizational performance are given the highest weight. The sum of all weights must be equal to 1,0.

Ranks 1-4 on each factor to indicate whether the factor presents major weaknesses (rank = 1), small weaknesses (rank = 2), small strengths (rank = 3), and main strengths (rank = 4).

Multiplying each factor weight by its ranking to determine a weighted score and add the weighted score for each variable to determine the total weighted score for the organization.

F. Matching Stage

Internal External (IE) Matrix

This matrix positions various divisions in the organization in a nine-cell view. The Internal External Matrix (IE) is based on two key dimensions, the weighted total score of Internal Factor Evaluation (IFE) on the X axis and the weighted total score of External Factor Evaluation (EFE) on the Y axis.

Strategic Position and Action Evaluation (SPACE) Matrix

In SPACE matrix consists of internal dimensions (Financial Position, Stability Position) and external (Competitive Position, Industry Position) of an

organization. There are four quadrant frameworks that can determine whether an aggressive, conservative, defensive, or competitive strategy is the one that best fits the organization. This rating on the SPACE matrix is based on the results of the questionnaire to respondents with a score of +1 (very bad) to +4 (very good) for indicators that are Financial Position and Industry Position and score -1 (very good) to -4 (very bad) for indicator which is Stability Position and Competitive Position.

Grand Strategy Matrix

This matrix is used to formulate alternative strategies. The grand strategy matrix is based on 2 (two) evaluative dimensions, competitive position and market growth. Organizations are positioned into 4 quadrants in the matrix grand strategy.

Strengths Weaknesses Opportunities Threats (SWOT) Matrix

An important matching tool that helps decision makers to develop 4 (four) types of strategies, Strength-opportunity strategy (SO): uses internal power to take advantage of external opportunities. Weakness-Opportunity (WO): aims to increase internal weakness by taking advantage of external opportunities. Strength-threat strategies (ST): use organizational strength to avoid or reduce the impact of external threats. Weakness-Threats (WT) Strategy: is a defensive tactic carried out to reduce internal weaknesses and avoid external threats.

G. Decision Making Stage

Quantitative Strategic Planning Method (QSPM)

QSPM is an analytical tool used for decision making strategies that will be used based on alternative strategies arranged in the previous stage. QSPM calculations are based on the weights in the EFE and IFE matrices and alternative strategies at the matching stage.

H. Inference Stage

The end of the research is the conclusion for the overall results of the research conducted. The withdrawal of this conclusion is it and the existing problems, it is also a positive feedback as input pertaining to the results of the study. The strategy is based on the results of data processing previous alternative to several strategies were reassessed by respondents to rank or the importance of each alternative the strategy considering the conditions.

III. RESULTS AND DISCUSSION

The measures used to complete this research is as follows:

1. Researchers conducted interviewing Ir. Adi Prawito, MM, MT as chairman of INKINDO East Java to give comments on the internal factor and external factors that into weaknes, strenght, opportunities and the threat.
2. Determine the weighting of all the variables.
3. The researchers make questioner to consultants middle-low located in Surabaya.
4. Researchers put the value of each variables being on all a consulting firm.

A. Identification and Assessment Variable

The determination of variables reaches as high as this report is written with the objective of the interview the head of INKINDO. The variable is divided into 2 parts those are the external factor that determines the increase in qualification a consulting firm and the internal factors determine an increase in qualification a consulting firm.

B. The determination of variable weight and rating

The determination of the weighting of variable at got from interviews with chairman INKINDO namely Ir. Adi Prawito against the interests of improving the qualifications of a consulting firm. The 1-4 kuisioner had points. Points 1 were less critical of every variable and 4 are the most important for each variable.

After getting the result of kuisioner of each variable so the result totaled .The determination of the percentage of variable weight obtained from the results of kuisioner divided by the number of result survey.

The rating from the kuisioner given to any consultant director. he smallest number of respondents of the study it consists of 15 companies with a qualification K1 and K2 that is given to them of the questionnaire was to of directors of a company.

The results of rating was collected of its kuisioner of respondents .The value of kuisionernya is 1-4 .Value 4 is the value to be compatible with the assessment to his company , while the value 1 is value that is not appropriate or not to apply values .

The determination of classifications variable done after the researchers determines the dependent variable research and indicators variable .The determination of classifications variables of respondents aims to menentukan value highest and the lowest of the kuisioner result. The determination of classifications variable discerned from the results of kuisioner and in sort based on the results of the largest.

This study using internal and external factors as variable .The variables are used in research 10 variable for each internal and external variables. Classifications variables used in this research was classifications strength and weakness of classification for the internal and external variables opportunities and threats to. The classifications variable in this research is conducted by seeing the place in every indicator variables.

Formula to the strategy to determine the strategies will be used to increase company consultant qualification. The internal and external factors other than a fuel in this research very connected. For the external factors and internal factors can be seen in table below.

TABLE 1.
THE SURVEY OF WEIGHTS SCORE EKSTERNAL FACTOR

Variable	Indicator	Result	Weight (%)	Rating	Weighted Score	Reference
Social	Satisfaction clients services	3.00	0.107	3.933	0.571	Handayani (2009), Muttaqin (2013), Ramdani (2014)
	Communication client satisfaction	4.00	0.143	4.000	0.421	
Economy	The level great influence auction value	3.00	0.107	3.200	0.343	Sri Hidayati (2014)
	The level of development of construction industry	3.00	0.107	3.200	0.343	
Regulation	The implementation level circulars Minister No 11/SE/M/2016	3.00	0.107	2.200	0.336	Handayani (2009), Muttaqin (2013), Ramdani (2014)
	The implementation level LPJK regulation	3.00	0.107	2.067	0.236	
	The quality of the implementation ISO 9001	3.00	0.107	3.133	0.221	
Competition	The level of development of rival companies	3.00	0.107	2.333	0.250	Muttaqin (2013), Ramdani (2014)
	The quality of rival companies	3.00	0.107	2.133	0.152	
Tax	The implementation level of recent tax	2.00	0.071	1.733	0.062	Ramdani (2014)
Total		28.00	1.000	27.933	2.936	

TABLE 2.
THE SURVEY OF WEIGHTS SCORE INTERNAL FACTOR

Variable	Indicator	Result	Weight (%)	Rating	Weighted Score	Reference
Human Resources	The availability of experts	4.00	0.121	4.000	0.485	Handayani (2009), Muttaqin (2013), Ramdani (2014)
	The ability of experts	4.00	0.121	1.200	0.145	
	The availability of employees	3.00	0.091	4.000	0.364	Sri Hidajati (2014)
	The ability of employees	2.00	0.061	1.067	0.065	
Financial	The quality of the infrastructure	3.00	0.091	1.200	0.109	Handayani (2009), Muttaqin (2013), Ramdani (2014)
	The company financial	4.00	0.121	3.867	0.469	
Experience and Achievement	The number of the value of the project are being fulfilled	3.00	0.091	3.733	0.339	Muttaqin (2013), Ramdani (2014)
	The project experience	4.00	0.121	3.933	0.477	
Management Systems	Management capability	3.00	0.091	2.000	0.182	Ramdani (2014)
Analysis of a problem	The ability of the decision making process	3.00	0.091	2.000	0.182	
Total		33.00	1.000	27.000	2.816	

C. Matrix IFE and EFE

The matrix IE is based on two as many dimensions of the key: a score that the weight of IFE the total on an axis x and a score that the weight of EFE the total on an axis y. The results of the IE matrix conclude that for company

that wants to increase the size of the qualification to make it capable in choose a selective works. Selective works access to justice strategy have been carried out with the selection of work that you do that a high value in order to enhance its qualification the company .

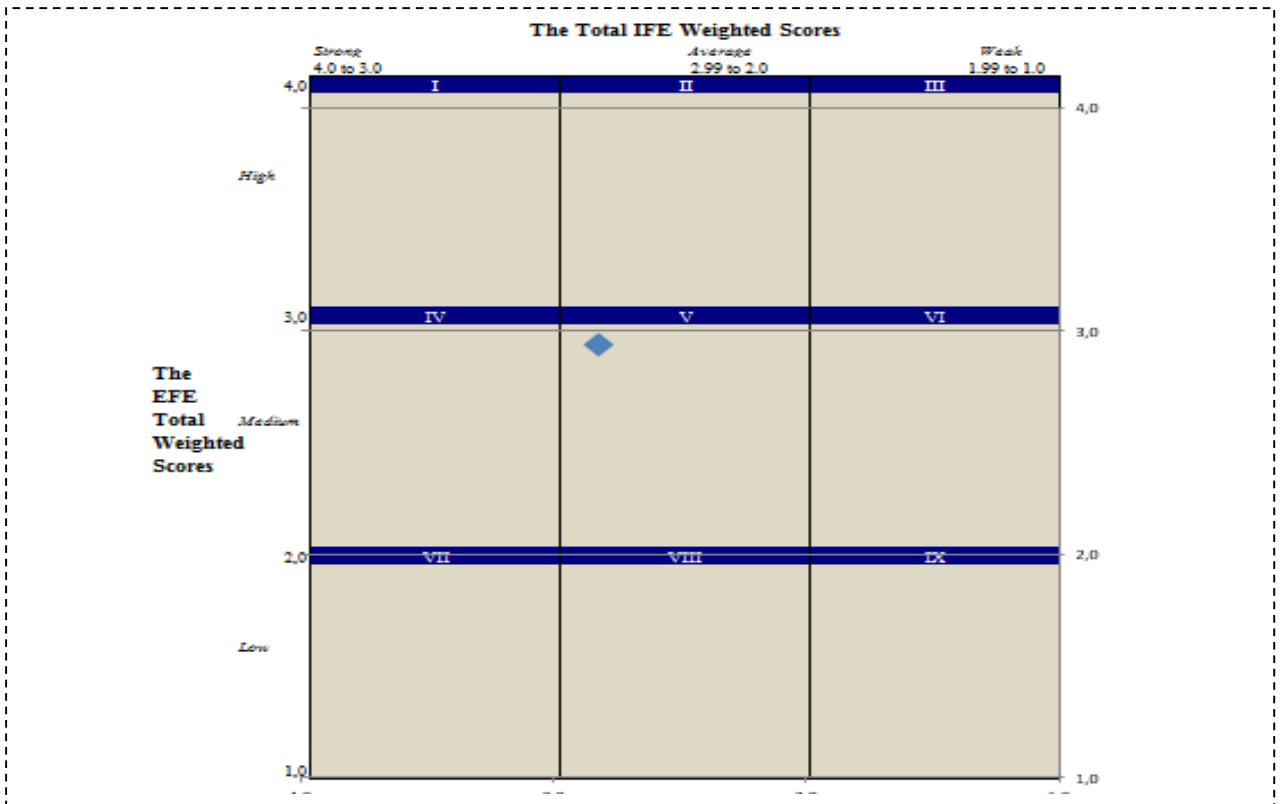


Figure. 2. IE matrix

D. Space Matrix

The matrix space used for the evaluation position. Strategy space analysis approach trying to overcome the limitations of other methods, by adding two dimensions on a matrix. Put a number of factors such as a strategist can do alternative evaluation particular strategy of some perspective, in a better position was needed to determine the strategy chosen. This was the result of the matrix space analysis.

by the organization of government who used it. Organization profit memiliki two dimensions evaluative sense that is growth the market and competitive position to 4 quadrant in which there are strategy that can be used. According to BCI Economics sector civil includes the establishment infrastructure, transportation, and utilities, where inflation figure it is predicted similar to the 2018 this at 4 %. The building, 2018 it is predicted years growth slowed or risen only about 1 percent. The conclusion is

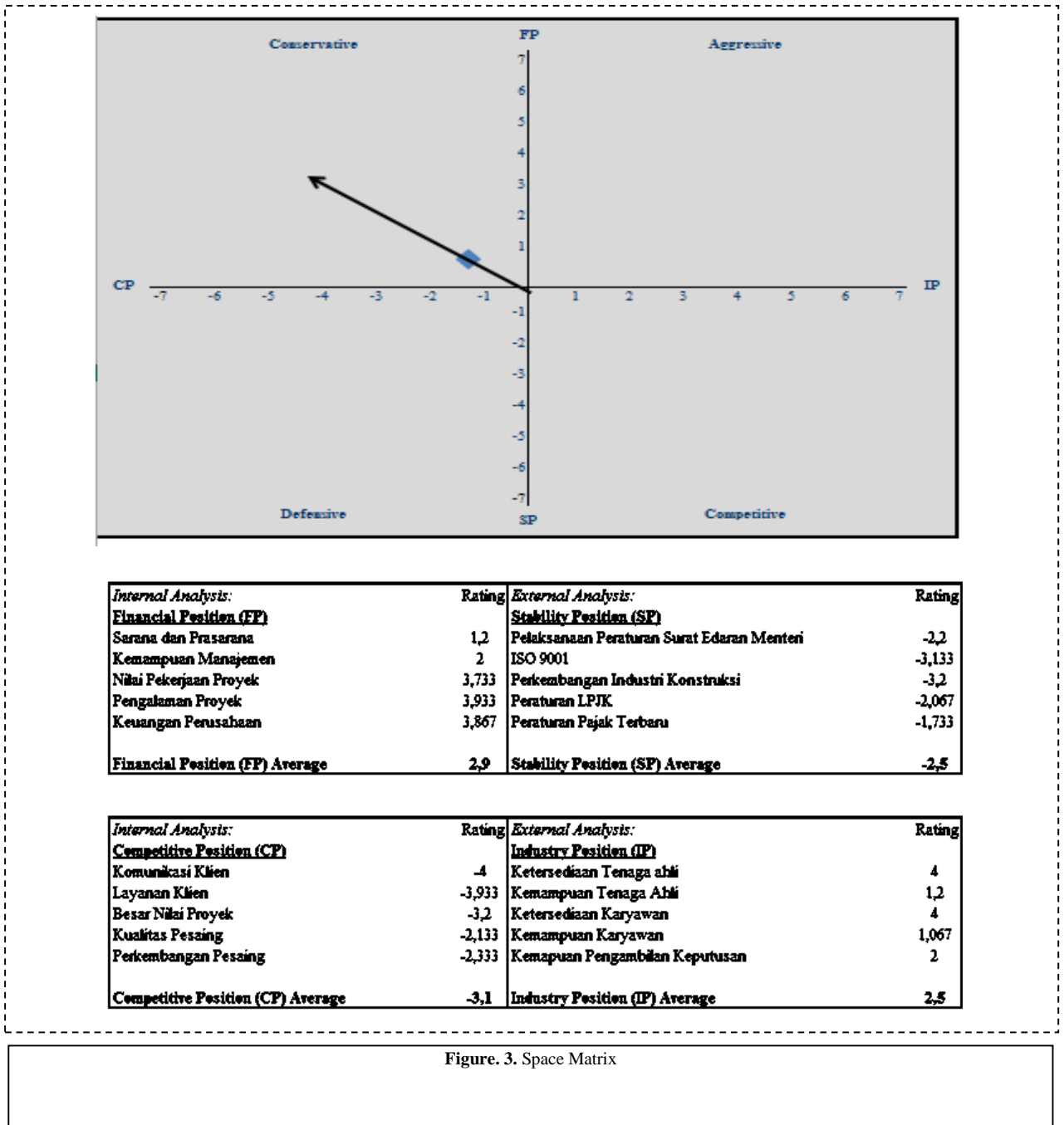


Figure. 3. Space Matrix

Matrix the space above shows that strategy taken is conservative facilities and increase and improve the ability employee of the company.

growth market in the construction industry it had slowed down.

E. Grand Strategy Matrix

The Grand Strategy Matrix is a tool for formulating alternative strategies based on two dimensions, competitive position and market growth. Grand matrix a strategy on nonprofit organization can be used, it should be modified and adapted for the purpose is to be achieved

Assessment grand strategy in this research is at competition are very tight in get a job a construction project. This assessment is on the right that is strong competitive positions. Consultants construction project that is at qualification middle to lower increased project low, so are in slow market growth. The result of assessment a consulting firm who are in position qualification middle to lower is at quadrant 4.

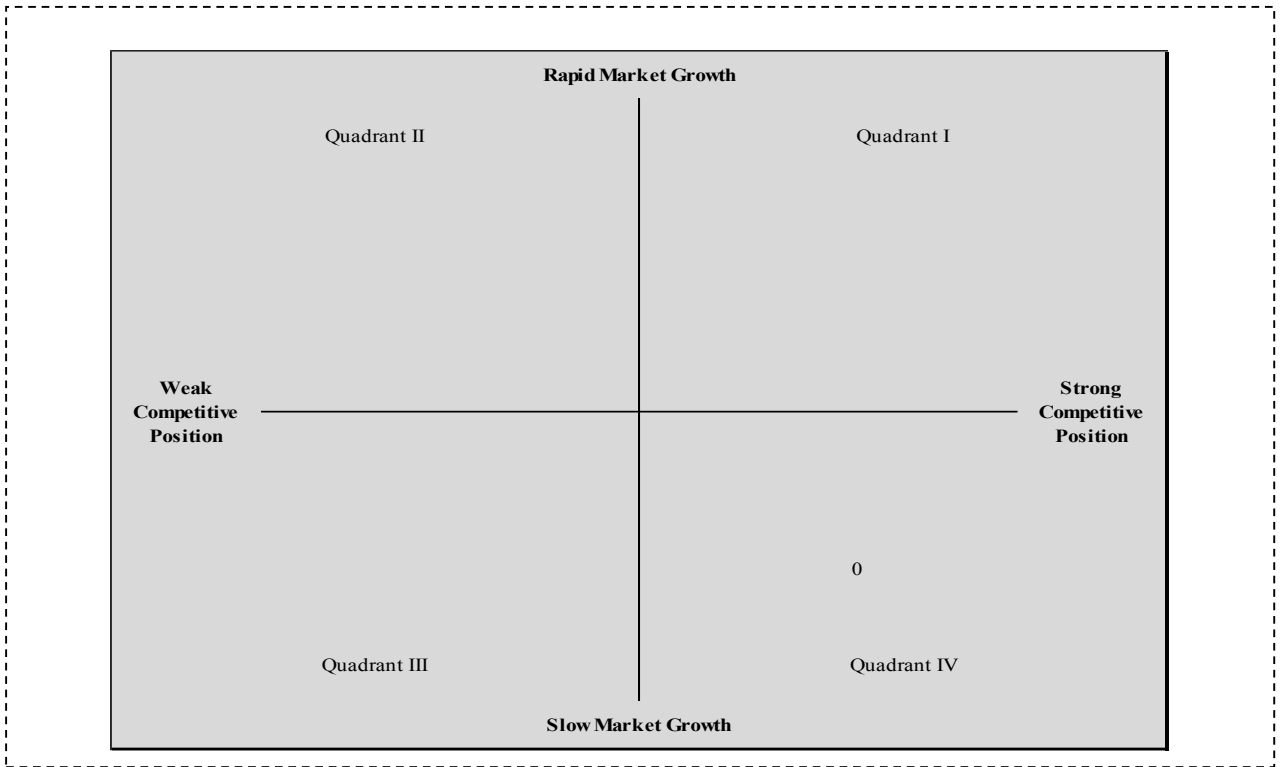


Figure. 4. Grand Strategy Matrix

F. SWOT Matrix

After compiling the EFE Matrix, IFE, IE Matrix, SPACE Matrix and Grand Strategy, the next step is to compile the SWOT matrix. In accordance with the results obtained in the previous stage

1. Internal External Matrix (IE), the result is selective works.
2. SPACE matrix that shows that work units are in a conservative position,
3. Grand strategy that shows that the work unit is in quadrant IV, the results is a joint venture.

TABLE 3.
The Result SWOT Matrix

ST Strategies		Description
1	Provides locomotion expert who highly capable and much to let employees who are not inferior to the other consultants. (T3, T4, S1, S3, S4)	Selective
2	Provide experts , and a finance company to increase qualification according to the the implementation of the regulation LPJK and circulars minister (T1, T2, S1, S2)	Selective
3	Get the value of a job large projects to meet their payment of tax in accordance with qualifying (T5, S4, S5)	Selective
WT Strategies		
1	Improve the ability of experts and the ability of employees and improving facilities and infrastructure in order to compete with competitors (T3, T4, W1, W4, W5)	Conservative
2	Fix the ability of the company management and make decisions in working with consultants big proper qualifications to help improve qualifications in accordance with existing regulation (T1, T2, T5, W2, W3)	Joint Venture
WO Strategies		
1	Increase facilities and infrastructures, the capacity employees, and management capability in overcoming construction project to industrial development large and created ISO 9001. (O4, O5, W1, W2, W4)	Conservative
2	Take decisions by communicate with clients in order to get client service to get large projects. (O1, O2, O3, W3)	Joint Venture
SO Strategies		
1	Expand communication and get client service by means of providing expert who has abilities reliable. (O1, O2, S1, S3)	Conservative
2	A consultant had the opportunity to take large projects to get to experience the project and got the predicate have taken the value of large projects and will raise corporate finance. (O3, O4, S5, S6, S2)	Selective
3	To implement iso 9001 consultants can add more power to increase the quality management. (O5, S4)	Conservative

G. Quantitative Strategic Planning Method (QSPM)

From the various alternative strategies, the next step is to evaluate each of the alternative strategies using the QSPM matrix. The preparation of the QSPM matrix is based on the results of a closed questionnaire to the respondents.

qualifications to help improve qualifications in accordance with existing regulation. The second strategy which is conservative with the act of increasing, facilities and infrastructure the ability of experts and employees, and management capability to deal with the development of the construction industry large projects and create ISO

TABLE 4.
The Result QSPM

NO	Opportunities	Weight	Joint Venture		Selective		Conservative	
			AS	TAS	AS	TAS	AS	TAS
1.	Communication client satisfaction	0.14	4	0.57	2	0.29	2	0.29
2.	Satisfaction clients services	0.11	4	0.43	1	0.11	2	0.21
3.	The level great influence auction value	0.11	3	0.32	4	0.43	3	0.32
4.	The level of development of construction industry	0.11	3	0.32	3	0.32	4	0.43
5.	ISO 9001	0.11	1	0.11	1	0.11	4	0.43
	Threats	Weight	AS	TAS	AS	TAS	AS	TAS
1.	The implementation level circulars Minister No 11/SE/M/2016	0.11	3	0.32	3	0.32	3	0.32
2.	The implementation level LPJK regulation	0.11	2	0.21	4	0.43	4	0.43
3.	The level of development of rival companies	0.11	4	0.43	4	0.43	3	0.32
4.	The quality of rival companies	0.07	4	0.29	3	0.21	3	0.21
5.	The implementation level of recent tax	0.04	1	0.04	2	0.07	1	0.04
	Strength	Weight	AS	TAS	AS	TAS	AS	TAS
1.	The availability of experts	0.12	3	0.36	4	0.48	4	0.48
2.	The company financial	0.12	4	0.48	4	0.48	3	0.36
3.	The availability of employees	0.09	3	0.27	3	0.27	4	0.36
4.	The number of the value of the project are being fulfilled	0.09	4	0.36	3	0.27	2	0.18
5.	The project experience	0.12	4	0.48	3	0.36	3	0.36
	Weaknesses	Weight	AS	TAS	AS	TAS	AS	TAS
1.	The quality of the infrastructure	0.09	4	0.36	3	0.27	4	0.36
2.	Management capability	0.09	3	0.27	3	0.27	2	0.18
3.	The ability of the decision making process	0.09	4	0.36	2	0.18	1	0.09
4.	The ability of employees	0.06	3	0.18	4	0.24	4	0.24
5.	The ability of experts	0.12	3	0.36	4	0.48	4	0.48
TOTALS				6.55		6.05		6.12

The results of qspm concluded that a strategy that will be used for the first joint venture with the act of improving the ability of the company management and make decisions in working with consultants big proper

9001. Thrid Strategy is selective which is the act of taking a project to gain experience and the project have made each project generous and could increase a finance company.

IV. CONCLUSION

Strategies which used in raising qualification a consultant. The strategy first a joint venture with the act of fixing company management capacity and made a choice in working with large consultant right qualification to help improve qualification is based on. Cooperation with big company will make firm will increase the quality of work and small project, so can increase qualification the consultant. The second strategy which is conservative with the act of increasing, facilities and infrastructure the

ability of experts and employees, and management capability to deal with the development of the construction industry large projects and create ISO 9001. Thrid Strategy is selective which is the act of taking a project to gain experience and the project have made each project generous and could increase a finance company.

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