However, it generated an understanding from sidewalk vendors, which maintain the clean environment, and having ability to absorb the labors from villages to join in informal sector.

**Closing**

Regional government with their authorities and responsibilities has legally law in conducting empowering process in informal sectors. The authorities tend to be conducted as well as the goal of city space management.

Importance conflicts between government and sidewalk vendors tend to be occurred frequently, with the reason of origin culture factor and inconsistency of government in rules implementation.

The process of city layout policy for sidewalk vendors is commonly conducted through persuasive approach. The process of bargaining is based on location determination, which is perceived as strategic place, thus the community is needed to be involved as evaluator, and consequently government and sidewalk vendors can be responsible toward agreement.

The implementation of city layout policy shows a doubt in accommodating sidewalk vendors rather than another importance. It has been conducted by considering the importance of labor absorbing and social stability, than general city layout policy itself. There are violations of space using by sidewalk vendors corresponding to the weakness of regional government approach in implementing city layout policy for sidewalk vendor entirely.

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## Actor's Perception toward Policy

It has been a longtime Krech (2005) said that the principle of perception is a cognitive process experienced by every person in understanding the information about his or her environment through sensory perception.  Despite the fact that Robins (2005) some years ago tried to complete the opinion of Krech by statement that perception is meant as a process of individuals in organizing and guessing the sense impression thus it gives a meaning to their environment.  Each individual perception tried to mean about social environment reality.  Therefore, perception is a unique guess toward situation, and not to note the reality toward situation.

In the basis of perception will come up because of individual internally factor toward understanding process of value, goal, belief, and suppose system about the result achieved. Its external factor is environment around individual existence.  Several factors in detail influence perception of each individual can be seen in the following illustration:

## Several factors influence each individual perception

One important entity should be attended is what has perceived of a policy maker is not the same, but it can occur different from reality and objectively generate misunderstanding and arguing continuously with ending on separation.

According Gitosudarmo and Sudita (2005), the difference appears because of wrong perception as the result of:

a.  Stereotyping
b.  Halo Effect.
c.  Projection

## Several research result about Sidewalk Vendor

There are several research result about city space management, especially about sidewalk vendor, as Ramlan Surbakti (2005) described, in Surabaya sidewalk vendors generate exchanging sources between authority and entrepreneur, where authority frequently exchanges with money or material form while importance conflict amongst authorities, both in government and private sectors, has been influenced by several subjective pattern factors, those are personal interest from/ or certain private sector.

Bagong Suyanto (2005) said, in Surabaya, there is city layout policy process, which have been conducted through harassment.  Before an agreement occurred, there were terrors such as demolishing threat from organization without form and difficulty accommodated community importance.

Paul kantor H.V. Savitch and Serena Vicari, H, (2005) described city layout policy process in West Europe and USA can cooperate between government and private sectors and bargaining process to gain agreement is based on relevant benefit distribution and the community is involved as evaluator, accordingly government and private sectors take responsibility toward agreement while regime as government representative is frequently restriction on determined goal achievement.

Soedjarwo (2005) as Head of Bangil, Pasuruan Area, illustrates regional government with its authority and responsibility has legally law in conducting empowering process in formal sector.  He continued, regional government took decision in empowering agenda is just in concept; subsequently there are conflicts between authorities and sidewalk vendors.

One important result from World Assumptive model is Young calculated the reality that "environment" is not simple outside but it is included "inside" of participants' thought. Therefore, the problem is how to do in public policy formulation process so it will not be biased, after seriously learned about this world assumptive. This World Assumptive model is included test from level argumentation changes above surface from power and politics. Surface is a form, which is seen from politics, is front steps comparing value aspect, trust, assumption, and feeling from the deepest heart from a decision maker.

In the meantime, another side of Kantor, Savitch and haddocks (1997) said that in policy determining process is not only enough to do internally in government environment, but it is also able to do through coalition between government and outer side (private company), especially on certain fields. Government is represented by agents are functioned to bargain of conditions between government and private sectors. For the time being, representative of government is called by regime. That is the beginning of regime is used from Paul Kantor's idea.

In a city concern, Regime Theory focuses on the reason of cooperation process between government and private through a formal coalition if government. Regime theory tried to offer several propositions about how economy and politic fields are the needs to form a regime itself. Regime theory has been limiting the importance different of a representative agent to attend utilization structure in the public policy. Accordingly, policy changing is a result of consequences in boundary of stable economic and politics. The irony is, the representative in fact is a restriction to achieve the determined goal.

The important point is tightly correlated with benefit distribution comes from agreement between government and private sectors are included three entities:
1. Local community is various in evaluating democracy situation of a regime which offers a support to move forward of government program.
2. They might be different in ability to persuade private investors because of competition position difference with other places to invest their capital.
3. Finally, a city is interested to evaluate relation boundary between governments, some present aid bigger than others in determining rules of capital investment process do.

Whilst government and private sectors conduct competition to determine cooperation agreement, and consider the benefit distribution offers based on legally rules of the game, the democratize situation in governmental boundary ( local, regional, and national) from city perspective will influence characteristic of a regime as an actor who tried to use agreement sources and opportunities they acquire.

According to views of bargaining agreement, a good democracy system will increase community agreement guarantee of community on cooperation between government and private sectors, and it is expected to get support from community in determining the agreement in order to evade the violation by private or government. However, democracy situation will not affect to political regime.

If the pressure of democracy motivates ambitious authority to form open coalition and social agenda, hence it can decrease sources of cooperation from private sectors. In order to support an understanding of actor's characteristic who is involved in decision making as Unanimity as well as Rational Choice; it seems to know further about the meaning of several actors involved.

So far, policies of city layout policy for sidewalk vendor are not able to answer the problems and it should be attended better to complete the needs of both sides.

## A Moment Argue of World Assumptive

In line with policy of city layout policy for sidewalk vendor, there is structure of world assumptive consists of observation, and influence based on information, values, and norms aspects. Beside of those two aspects, there is relationship with environment in decision making of policy, which is called by Young (2005) as Cathexis, means feeling development of loving power. This value orientation is a result of synthesis from Cognitive and Cathexis. Therefore, the most special part is social relationship system.

In proportion to the structure based on World Assumptive, which is able to determine the goal and direction, it is capable to call decision makers in considering the decision. The way, which is called for decision makers, is to make planning for directing rather than instruction applying. Besides, it is an interaction result between actors with its environment. Human interaction with its world environment will make a social reality idea as a concrete deepest problem, in order to keep the objectivity of individual to generate humanity policy. Construction from World Assumptive for actors of policy was occurred in life system comes from interaction. The stress between illustration and experience on individual of policy makers is a call to conduct and goal achievement.

World Assumptive model from Young (2005) has several similarities with the opinion of Sabatier (2005), that the actors were known will be faced with justice and discrimination, opinion modification on their world assumptive limitation, but the core depth in trust will be rather changed. The changes are only taken place on actors' world, while the environment provides a space between specific reality and specific assumption. However, if the environment is bothered, the actors seem to respond with conduct than agree with the changes.

Elzioni (2005) with his concept of Community Assumption, tried to join World Assumptive from Young and the approach, which is used by Sabatier.
Afterward Elzioni said that Community Assumptive could be defined as a chained assumption, which is used by members of a social unit as a context chained of an individual to view the world and themselves.

Community Assumptive is regularly held by consciousness about hypothesis foundation, which generally has many actors, is supposed that real world is the way to internationalize and make involvement with institution for them by the way to illustrate them. That is the reason the most important us about Public Reality Test and Elzioni Policy Analysis struggle (Elzioni, 1968 in Wayme Person, 1997:379).

Meanwhile, Ernst Haas (2005) illustrated a community by using the idea of Epistemic Community (consist of professionals which are recruited from several disciplines) has been dividing commitment to be a statement and a set of political value. They are joined by a trust on factual model and public policy, where punishment for human welfare is his bet (Haas, 1990 in Wayne Person, 1997:380).

World Assumptive from Young is a complicated model from the process of policy making and if it is entered by elements from Greenstein (2005) approach toward personality and politics, it will be finished until framework which is very comprehensive to test psychology dimension from decision making in policy determining process.

management plan, the lands which are used without permit and those are fixed for the purposed plan, it should be handled soon and increased; so its restrictions of city plan can be eliminated by using available law (Pamudji, 2005:23). By getting crowded of a city, it adds central and local government to accomplish citizens' needs should handle the burdening. These will process self-changes and create various problems because of uncontrollable and indirect actions, and furthermore it will not reach the goal and target of city development. Therefore, it is important to build an established plan where can create opportunities so city environment can develop as well. The plan should be able to increase the physical and non-physical abilities of an area.

In order to make it controllable and manageable, local government should prepare the plan of city development. In line with government policy concerning city development and its problems, the handling of city problems should be solved by integrated approach concept for regional and local plans, which should be fitted with government policy and situation of that area.

City is a life environment can develop through two processes (Ilhami, 2002):
a. The process through itself-changes (Natural process)
b. The process, which is formed, directed, controlled through city planning.

According to processes above, the best process should be conducted consciously, directed, and controlled through city planning. If not, there will be changes, which create problems make restrictions for the goal and target of development. Consequently, there is a need to manage planning of the city, which is integrated functioned through structuring space management using the right policy.

Anderson (2001) explained that "A purposive course of action followed by an actor or set of actors in dealing with a problem or matter of concern." Afterwards, Grindle (1985:40) continued, "policy a standing decision characterized by behavioral consistency and repetitiveness on the part of both those who make it and those who abide by it." For that reason, a policy should be a patterned action to direct certain goal and not just a decision to do something. In trade informal sector, sidewalk vendor has been developing fast, which is getting bigger day-by-day and it makes problem both for local government and for themselves. There are many boundaries inside sidewalk vendor, such as their limited of capital, limitation of education, and small of income. From outside, sidewalk vendors are facing many competitors so they can't get much profit for what they sell. From point of government view, sidewalk vendor is exist as social phenomenon because their existence is getting bigger and they mostly occupy public facilities, like in edge side of main streets, in the center of crowded people like public parks, front of malls. As the result, it comes up problems from that situation, like traffic flow are not in order, and it generates contamination of city beauty and the sidewalk vendors go ahead with their activities without paying attention with the rules and policy. This is occurred in related with their need to fulfill their life requirements, which is getting higher.

In the same time, there is dualism importance where one side comes from government and several parts of people who want to be ordered of city space using for sidewalk vendors. Another side comes from sidewalk vendors who want to use space more for their activity. This comes up a dilemma for decision makers on determining the policy of city space on line with providing more of opportunities for sidewalk vendors to absorb a big amount of labor while there are less of job opportunities for them.

formal sectors, will involve in informal sector, which is identically correlated with poverty, dirtiness, uncontrollable, unhopeful, and in edged position. Urbanization concept has some meanings. First, urbanization can be city processing, as well as its behavior and areas, which are influenced by structural changes in its community. Accordingly, the areas, which are previously villages with agricultural earning structure, step-by-step or incidental process, will be city life character. Second, urbanization means citizens movement from villages to city areas or urban ward migration (Khairudin, 2002). Both concepts are difficult to be separated each other, because they are linked and frequently simultaneously happened.

From a view of second concept, a city has special interesting for village citizens; in line with presume that all needs and joys can be easily captured in the city. Moreover, city development strategy which emphases on growth have created various capital and labor oriented industries.

The more crowded of a city, obviously it is getting heavier responsibility for central and local government to fulfill the needs of its citizens, such as job opportunities, housings, medical facilities, tools and equipments of education, and other facility services. As logically consequences, it has impact on pattern of available city space use. There will be a struggle of fixed and limited space use by various classes and level of society. In this situation, city space has exclusive value, which everybody will make effort to gain in order to survive for better life.

**Pulling and paying Out the Importance in City layout policy**

The injustice and irregularly of city layout policy can be boomerang for a city.

Pulling and Paying Out strategy, which is implemented by local government toward sidewalk vendors, is a complicated dichotomy. City policy plan based on system approach should have not been oriented on physical and visual reasons, but it should have been a plan of source and social community. Foley (2005) has said long time ago, there have been two approaches: Functionalist and Formalist and then it were improvement by Humanist and Systematic approaches. Those have been conducted to keep away from wasteful space usage, which creates impact on decreasing life environmental quality.

In line with that demand, the government should have created a policy, especially on city layout policy in order to invent an optimalized human life balancing and harmony.

As what Young (1997: 380) said, a policy should have calculated complicated environmental factors, included opinions which are developed in the public. Meanwhile, the law of Undang-undang No. 24 1992 described space management is a process of space management plan, with space use and space use control. (Bureau of Justice and Community Relationship of National Land Bureau, 1994: 98).

Main characteristic of space management is to develop an integrated system consists of social, economy, culture, security, and politics. Clearly, the plan of city layout policy is to generate a city, which is clean, ordered, huge, beautiful, neat, and healthy, and more important a city can generate peace, secured, and welfare for all citizens. Therefore, Syndrome Pareto can be keep away from this situation. Syndrome Pareto concept said, middle up class is served by 80 % best city facility, while 20 % remain should be divided by citizens' class who has just enough economy and poor classes.

According to above opinion, policy makers have a huge role and responsibility to build the dreamed city for its citizens and especially for everything in related with city

been used by sidewalk vendor, which many of them should pay retribution fee to local government.  In the other side, strategic lands and buildings have been moved for the interests of certain parties.  Therefore, the degradation of city layout policy is mostly as the result of inconsistency of authorities toward rules, which has been legally binding.

Concerning to above cases, policy makers have a very big role and responsibility in constructing a city, which has been dreamed by its all citizens.  Especially linkage with city plan, the lands should have been planned consistently, so there will be an action to be executed if there is placement of the lands without permission.  By this accomplishment, restrictions in city layout policy can be eliminated based on available reasons and rules.

However, that implementation on the spot is not easy to do.  Its execution and controlling are mostly misused for the interests of other parties and it finally inflicted a loss upon the people.  In order to make an optimal setting of policy, the authorities should have been a wise, fair, and honesty to being a player (Budihardjo, 2005:16).  Infrequently, authorities as city planners should have accommodated in the interest of the people, and not for the shake of powerful groups or corporate for their self-interest.  However, it might be happened as the city planners are frequent to be substituted.  Some of them are capitalism-minded, and they did not care with the problems have been faced by, and have been neglected the situation.

## Urbanization as the Beginning of Sidewalk Vendors

City as a center of products and service distributor has a very important role for the growth and development of an area, included cities, and its hinterlands.  As a lively creature, the growth and development of city is influenced by two factors, which depend each other, those are urbanization and its social-economic characteristics, which promise a better living.  In the beginning, a migration from an area to a city (urbanization) was supposed as not a worrying for a growth of city.  Especially in case of feudalism - pre industrialization in Kish, Urbaid, and urbanization is expected in fulfilling labor needs in industry sector.

It was said by Welisz, (1971: 39), in Evers, (1985: 8), an economist with his concept of urbanization for a progress of socio-economics, that "Urbanization is generally tightly related with GNP per capita, so the acceleration of urbanization in developing countries and especially in Asia, should have been welcome as a signal of development and a drive to reach the better progress in the future".  He continued, if urbanization is too low and ignores city needs, it would weaken the economy progress and generate a danger city with environment regress.

In these recently years, informal sector in city areas have shown a good growth.  According to specialists, the growth of informal sector has linkage with the decreasing of formal sector ability in absorbing the addition of working force in the cities.  Whereas, the addition of working force in the cities is a result of migration from villages to cities, which is faster than the growth of job opportunities.  Consequently, there is unemployment, which is followed by booming of informal sector in the cities.  In 2002, it was predicted there would be 25 % of working force concerning in informal sector and it increased to be 35 % in 2006.

The assessment of poverty in the future seems to be more focused on urban poverty.

One of the reasons is potential city poverty as a source of socio-economic and socio-politic problems, which are difficult to be solved and can be fatal effect for the larger community.  Urban people, who can't be loaded up in industry sector, trade, and other

# POLICY OF CITY SPACE MANAGEMENT FOR SIDEWALK VENDOR FROM PERSPECTIVE OF POLICY MAKERS.

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## ABSTRACT

There is a factual existence of sidewalk vendors who occupy strategic places in the city, while government and public in general do not agree with the settlement due to traffic annoying and dirtiness reason. The objective of this research is, first, to determine the consideration formulated by the policy makers in planning and determining city layout policy for the sidewalk vendors. Second, to describe the mechanism and political process in establishing city layout policy for the sidewalk vendors, this will take into account of the policy demands in general.  Third, to determine the actions in anticipating the conflict of interests.

The result of this research shows that the implementation of city layout policy is difficult to do in order to accommodate public demand and aspiration.  Instead, the policy has been conducted for sidewalk vendors rather than others' importance in considering its situation.  The relevancy of city layout policy to the sidewalk vendors is commonly temporary.  The consideration is, there are many migrants who join into informal sectors as consequences of inability in absorbing unemployment labors.

*Keywords: Policy, City Layout, Sidewalk Vendor.*

## Introduction

In line with socio-economics situation, which has not been equally in many cities in Indonesia currently, there has been central issue about the difficulty of the implementation of the policy of sidewalk vendor's placement whereas this community, which is included of informal sector, becomes increasing and as interesting topic to be discussed.  Since what Brairoch in Ramli, (2002: 31 ) said, there has been a bit information about sidewalk vendor, and it makes slightly illustration which figured out the sidewalk vendor as a form of hidden employment or half extended employment, or as simple tertiary sector worker  which is getting to increase intensely in the third world.

Up to now, there has been a found policy pattern of city space management, which is used capitalism way, and it faces up liberalism concept.  Moreover, stakeholders know that economy liberalism in fact is oriented on the growth of middle and upper class society, which are more advantageous for them.  In the other words, low class society, which work in informal sector, doesn't have significantly opportunity in city area.  The democracy principle should have been appeared in front; in the reason of economy value is involved with the importance of huge community who has limited asset, low education, weakness in capital source access, simple on information and technology.  Many of good policy in space management have been upside down in its implementation.  Obviously, it is not only the limitation of authorities' ability in handling space management of city, but furthermore, there has been a purposed action to neglect rules for private advantage.

Branch (1995, 17) said that mostly of thousand cities in the history never show clearly the indication to move up physically toward sidewalk vendor but it has been occurred in many figures.  Without support of authorities, city development activities will follow all routine decision, which are created by local leaders to overcome problems, demands, and certain opportunities.

In space management implementation, Hans-Evers, (1995, 31) described that collective importance facility is not functioned because of wrong position on its implementation.  There are many appearances in public parks and pedestrians, which have

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## Conclusion:

Petro Kimia's reputation can be judged both on financial performance and on environment and social performance. Although social performance is not a clear concept, but as a state owned company, Petro Kimia Gresik has a good and valuable CSR's activities. This company is undergoing a change in values towards post-materialistic values. The change in social values is also related to economic growth. Economic growth leads to social change in values through postmodern values, which leads to new social demands.

The change in social values has effects also on democratic governance, promoting changes in institutions and public policies, and the important thing is on empowering society surrounding. In the case of cooperative activities, it is formed to integrate CSR is morality. Even though CSR and its application to business' strategies is a new development, the idea of CSR is not a new one.

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Sport shop: This shop provides various sport accessories and equipment for the members and public, selling in retail and large quantity. The revenue of this shop in 2007 was Rp 1.88 billion or 99% compared with the revenue of 2006 which was Rp 1.90 billion.

There are two drug stores, one is in Jl. Jenderal Ahmad Yani and the other one is in Randu Agung, providing various medicines for the members and public. There venue of these drugstores in 2007was Rp 7.25 billion or 90% compared with the revenue of 2006 which was Rp8.09 billion.

The petrol station is located at Jl. Dr. Wahidin Sudiro Husodo, providing fuel and lubricating oil for the members and public. The revenue of this petrol station in 2007 was Rp 47.50 billion or 102% compared with the Revenue of 2006 which was Rp46.52 billion.

The café provides various foods for the employees of PT Petrokimia Gresik, located at Plant II. The revenue of this cafe in 2007 was Rp442.03 million o 82% compared with the revenue of 2006 which was Rp538.71million. This unit organizes the activities of savings and loans, in terms of cash and credit for goods for the members only. In 2007, the total credit was Rp 47.12 billion or 140% compared with 2006 which was Rp 33.76 billion.

Service Unit provides services and AC repair for the housing complex of PT Petrokimia Gresik, photocopying for offices of PT Petrokimia Gresik, AC rental service for Petro Graha Sarana and the other services. The revenue of this unit in 2007 was Rp 1.05 billion or 111% compared with the revenue of 2006 which was Rp 940.46 million. Workshop: This workshop provides services and sells spare-parts for motors, for the members and public. The revenue of this workshop in 2007 was Rp 1.06 billion or 134% compared with the revenue of 2006 which was Rp 789.99 million.

Drinking Water Unit: This unit produces drinking water in gallons, bottles, and glasses for the members, industries, and public. The revenue of this unit in 2007 was Rp. 1.65 billion or 121% compared with the revenue of 2006 which was Rp 1.37 billion. Building Materials Shop: This shop provides building materials for the members, industries, and public, including carpenters and stonemason. The revenue of shop in 2007 was Rp 11.89 billion or 126% compared with the revenue of 2006 which was Rp 9.44 billion. The contribution of K3PG to its members and the society is in the form of providing financial support. In 2007 the total financial support was Rp 84.60 million, allocated for the employees' recreations and for the social assistance for both its members and society surrounding amounted to Rp 53.31 million.

To motivate the members to be more active in shopping at the cooperative, the cooperative sets the policy of awarding for those who have buying transactions for Rp. 100 thousands minimum. In 2007, the total spending for prizes being awarded was Rp53.77 million.

## CONSTRAINTS

As long as the CSR's activities persisted, there are many constraints especially for the partnership pattern as follow:
1. The company and small-scale entrepreneurs have a different mindset, they think that all of the funding are grants, not a loan that they have to return to Petro Kimia.
2. The farmer collateral are not comply with the requirements
3. Many difficulties to know about the candidate partnership's characters, such as: honestly, integrity, and tenacity.

socializing the organic and un-organic garbage treatment and providing separated organic and un-organic garbage cans at the housing complex of PT Petrokimia Gresik and its surrounding.

## ART AND CULTURAL DEVELOPMENT ENVIRONMENTAL CARE, PETROKIMIA GRESIK FOUNDATION

The Foundation of Petrokimia Gresik was established on 3 June 1995 to improve the welfare of both employees and pensioners to meet their needs. The social activities of this Foundation during the year of 2007 were as follows:

1. Providing education loans for the employees whose sons and or daughters would like to continue their studies to the higher education institutions through partnership program.
2. Providing funding assistance for employees and their family's recreations.
3. Providing aids during the religious holidays for all employees and those retiring in 2007
4. Participating in activities of pensioners' club
5. Participating in social activities carried out by the local government and social organization surrounding the company by providing financial assistance such as: Providing a condolence donation for the pensioners, Providing donation for disable veterans and the environment
6. Holding Health Program for pensioners in cooperation with PT Petro Graha Medika.

As stipulated in the Act No.13 the year 2003, every company has to drive the establishment of their employees' cooperative unit as the media for developing the employees' welfare. Based on this, on 13 August 1983 an Employee Cooperative Unit of PT Petrokimia Gresik was established being well-known as K3PG of which objectives are to improve the capability and potential of its members, improve employees and their family's welfare, and create employment opportunities and business opportunities for the society of Gresik by being suppliers of goods sold at this cooperative unit. By the end of 2007, the cooperative members were 5,241 persons consisting of the employees of PT Petrokimia Gresik, the employees of subsidiary and affiliate companies, and the other companies within the industrial estate of PT Petrokimia Gresik. Compared with 2006, there has been reduction of 221 members due to the retirement, passed away and stopped working. In 2007, the business activities of the cooperative unit showed a very good advancement. The financial saving of the members in 2007 achieved the amount of Rp 40.61 billion consisting of primary saving Rp. 155.74 million, obligatory saving Rp 4.65 billion, and voluntary saving Rp 35.81 billion. The total financial saving for 2007 increased by 33% compared with 2006 which was Rp. 30.54 billion. This condition showed the success of the cooperative to drive the members to be more active in the cooperative activities. The total asset of 2007 was Rp 73.74 billion or increased by 16% compared with 2006 which was 63.82 billion. In 2007, the cooperative earned revenue Rp 163.13 billion or increased by 6% compared with 2006 which was 148.59 billion. The Profit Sharing (Sisa Hasil Usaha) was Rp 3.40 billion or increased by 15% compared with that of 2006 which was Rp2.96 billion.

**Business Units of K3PG are:** Shopping Unit, Sports Shop, Drugs Store, Petrol Station, Café, Saving, Loan Unit, Service Unit, Workshop, Drinking Water Unit, and Building Materials Shop. There are four shopping units I, II, III, and IV, Trading and selling fertilizer/transportation, providing kinds of goods to meet the members' needs such as basic necessities, clothes, electronics, furniture, and other necessities. The revenue of the shopping units in 2007 was Rp 43.29 billion or 96% compared with the revenue of 2006 which was Rp 45.25 billion.

addition, PT Petrokimia Gresik also renovated some houses of worship and provided some sport facilities opened to public. The organization of orphanage "Nurul Jannah" is intended to help those fatherless children and poor ones, provide scholarship for Elementary students and possibly up to the University level and build a dormitory for the poor. Up to the present there are 16 children being cared for by the orphanage "Nurul Janah". Besides the funds from the Environmental Development Program spending for natural disaster assistance, building public infrastructure and houses of worship, and improving the public health amounting to Rp1.35 billion, the company also spent some corporate funds for supporting social activities, developing the environment of industrial estate, and region development amountingtoRp1.05billion.

As part of the corporate social responsibility program, the company holds the apprenticeship training named "Loka Latihan Ketrampilan" (LOLAPIL) for the graduates of senior high school majoring in science, or those graduates from the senior technical high school majoring in chemical and mechanical to be trained for being skilled workers or production operators of chemical industry. This apprenticeship training runs for 6 months time part of it is used for classroom session studying theory or concept, and there it is used for field practices in plant facilities. The trainees are given opportunities to learn and operate the plant facilities under the supervision of experienced and competent coaches from internal of the company and also being taught by external instructors from Surabaya Institute of Technology. Education for young generation, conducted in cooperation with Serikat Karyawan Petrokimia Gresik for Ikatan Putra Putri Karyawan (Employees' Children Association). Organizing the disciple program for the society surrounding PT Petrokimia Gresik, water treatment unit at Babat and Gunungsari Surabaya, attended by 354 children. Providing scholarship for students of elementary, junior and senior high schools totally 112 children from the villages surrounding the company. Besides the fund of Environmental Development Program allocated for education assistance amounting to Rp 863 million, the company also spent some of the corporate funds for education supervisory amounting to Rp186million. To support the art and cultural development,

PT Petrokimia Gresik organized theHadrah Al Banjari Festival for the level of Gresik Regency, recitation of the Koran, Damar Kurung Exhibition, etc. The company in cooperation with the Serikat Karyawan Petrokimia Gresik also organized art studios (sculpture, painting, applied art, etc), reog studio for children and adults, karawitan studio, and narrator and puppeteer. These activities are intended to provide recreation activities for employees and society at large. PT Petrokimia Gresik cares about greening and supports the program of planting and protecting 10 million plants. Since 2005 the company has had a policy to give a tree to the employee who has a birthday to be planted in his yard. In 2007 the greening programs having been conducted by the company were as follows: Planting 2,683 trees within industrial estate of PT Petrokimia Gresik Planting 200 mangrove seeds along the beach and 200 mahogany seeds within the area of fire ground of PT Petrokimia Gresik. The company has also a self garbage treatment considering that the garbage removal needs a large area. This treatment is also intended to avoid the city garbage accumulation and treat the alkali water which might harm the environment. The garbage treatment covers the following activities: trying-out the garbage remediation by composting and accumulating the metal using microbes, testing the microbiology of alkali water to improve the current treatment being carried out at Garbage Removal Area of Gresik, and

unit reports directly to the Director of Human Resource and General Affairs as stipulated by the Director's Letter of Decree No. 0110.1/LI.0001/30/SK/2005, dated 26 April 2005

## COMMUNITY DEVELOPMENT

Based on the Shareholders Meeting for performance on 28 June 2007, in 2007 PT Petrokimia Gresik separated out part of the profit 2006 amounting to Rp 7.40 billion for the Partnership Program and Environmental Development. The development was prioritized. For the surrounding community and those living in the regions where the company runs its business. The regions being developed for the Partnership Program in 2007 were mostly in East Java and some Parts of Central Java, as determined by the Letter of Decree of The Minister of State Owned Company No.S-273/MBU/2005 dated19July2005aboutthe Determination of Fund Allocation for Partnership Program which is prioritized for regions in East Java, State Owned Company as Supervisor, and Coordinator of State Owned Company as Supervisor. The Partnership Program and Environmental Development are in the form of soft capital loan for business sector and environmental development aid which are intended to improve the community's welfare.  In 2007 the company distributed assistance funds for the Partnership Program to 274 units of partners totally Rp 14.24 billion or 151% compared with 2006 which was Rp 9.53 billion. While for the Environmental Development Program, it was distributed assistance funds totally Rp 2.28 billion or 152% compared with 2006 which was Rp 1.50 billion.

The effectiveness of the assistance funds distribution was 98.49% with the loan collection level of 82.06%. PT Petrokimia Gresik as one of the small scale business supervisors has the obligation to develop its partners through education, training, apprenticeship, marketing, and promotion programs. As an example of an integrated development program of Partnership and Environmental Development, the company sent 5 partners to join the Inacraft Exhibition 2007 covering Batik products, Muslim clothes, and accessories. For the exhibition of "Trend Indonesia 2007" conducted on 10-14 November 2007 **in Kuala Lumpur Convention Center**, PT Petrokimia Gresik presented the products of its partners: Handmade Batik "Mutiara" from Pamekasan Madura Handmade Batik "Tanjung Express" from Bangkalan Madura Handmade Batik " Sari Kenongo" from Tulangan Sidoarjo Handy craft braided ketak "Nusa Indah" from Nusa Tenggara Barat

## SUPPORT OF THE SOCIETY LIVES, SUPPORT OF THE EDUCATION PROGRAM

Another important field of theprogram of Corporate Social Responsibility is the improvement of the quality Of the community surrounding the company. PT Petrokimia Gresik is called for alleviating the burden of those earthquake victims happening in Bengkulu and West Sumatera by sending aid to the earthquake location, and the flood victims in some regions in Java especially at Gresik. The collection of aid for those natural disaster victims was conducted by involving all elements of the company including the Serikat Karyawan Petrokimia Gresik, and the surrounding society. The public circumcision which has been routinely conducted for 22 years was  attended by 5,405 children. The big number of children attending this circumcision showed the high trust from the surrounding society to the existence of the company.

The health check for society surrounding the company, bazaar and entertainment are regularly and routinely conducted during the anniversary of PT Petrokimia Gresik. In

have some revisions on the company's analysis of the environmental impacts, the usage of continuous emission monitoring (CEM) and the separation of the canals of waste water, raining water and sanitation water. All assessment findings have been followed up and the progress has been reported to the Ministry of Environment on 4 October 2006. In general, the PROPER 2005/2006 still had some constraints exploiting the lime. However, the progress of the lime management has been reported periodically to the Ministry of Environment. The implementation of Occupational Health and Safety has been integrated with the other management systems and has been determined as the company's culture. Some actions taken were as follows:

a. The achievement of Zero Accident in 2006

b. The preparedness of the Fire Fighting Equipment Including the zero accident program into the Key Performance

Conducting 8 batches of Occupational Health and Safety Refreshing course for employees. Requesting the contract workers to have working license and being trained for safety requirements. The other activities were Safety Contest, Sticking Safety Posters and billboards at strategic places. Improving the competencies of safety inspectors. Providing safety apparatus and supervising the appropriate use of the apparatus Conducting plant emergency responsible care training by involving the surrounding community. Consistently inspecting the fire fighting equipment (active/passive) Improving the quality of human resource through certification and internal training.

Reconditioning and procuring fire pumps

Exchanging halon from 1301 BCF to post halon which is environmental friendly, being completed for 219 ea.

c. The yearly assessment and evaluation of Occupational Health and Safety, covering frequencyrate, severityrate,and safeT-score

d. The audit of Occupational Health and Safety System in 2006 conducted by Sucofindo resulted in 90% achievement out of 166 requirements of the audit criteria as stated by The Regulation of The Minister of Manpower No. 05/Men/1996. The performance of PT Petrokimia Gresik in implementing the Occupational Health and Safety program achieved 12,906,637 man hours without any accident counted since January 2001 to October 2007. The company received an award from the Minister of Manpower and Transmigration. Meanwhile the unit of water treatment in Babat also achieved 1,220,600 man-hours without any accident and received an award from The East Java Governor and The Minister of Manpower and Transmigration. The cost incurred by the company in relation with the effluent treatment for the last two years was Rp 11.85 billion in 2007 and Rp 12.94 billion in 2006. Whereas, the total cost for the environmental management, environmental research and the other activities related with the occupational health and safety was Rp 16.83 billion in 2007 and Rp 11.75 billion in 2006. The incremental cost was due to the increasing activities in managing the environment and occupational health and safety. The program of partnership with the small scale industries and cooperatives was started in 1984 covering the regions in Java, Madura, Nusa Tenggara Barat, Nusa Tenggara Timur and Maluku. Since 1995, PT Petrokimia Gresik has been focusing the partnership programs in East Java as assigned by the Government. In 2005, the company established a certain unit responsible for managing the partnership program and environmental development. This

## RECOGNITION OF THE RIGHT AND EQUITABLE TREATMENT FOR EMPLOYEES

In recognizing the employees' rights, there has been made the Mutual Working Agreement between the company and the employee union named Serikat Karyawan Petrokimia Gresik (SKPG) for the period of 2006 – 2007. This agreement is used as the guidance to be obeyed by the company, SKPG and the employees, containing: The rights and obligations of the company, SKPG and employees. The working requirements, working relationship and working condition. The improvement of the employees 'welfare. The order for maintaining and increasing employee's discipline.

The ways for solving the conflicting opinions In implementing the mutual working agreement, all parties should give priority to mutual respect, honesty, good will, responsibility, and propose the deliberation to reach consensus in solving all the conflicting opinions by persistently following the valid rules and regulations. The welfare aspects as contained in the agreement are described below: Every employee has the right to receive the salary according to the system and rule of compensation being valid in the company and be paid in the last day of the month. The compensation system will be regularly reviewed every year by considering the company's funding capability, productivity, and the consumer price index or inflation rate. The amount of the compensation increase will be determined by considering the inputs and suggestions from SKPG. On 1 October 2007, there has been held a routine face-to-face meeting between the Management and all the employees as a means of effective communication to align the relationship between the Management and the employees.

## ENVIRONMENT, OCCUPATIONAL HEALTH AND SAFETY

The company has three types of waste namely gas, liquid, and solid which are al managed to meet the requirements as stipulated by the Letter of Decree of East Java Governor and the other regulations. Gas emission removal has met the emission quality standard (Governor's Decree No 129/96 & The decree of The Minister for Environment No. 133/2004) Waste water has met the waste water quality standard for fertilizer industrial estate. Waste of Hazards has met the Government Regulation No 18/1999 lieu 85/1999. Besides taking some technical operations, the company has also been managing its environment through the implementation of the following management systems: The Environmental Management System ISO 14001 - the certification processes have been conducted gradually, started since 1998 for the Nitrogen fertilizer plant, then in 2002 the certificate was awarded for phosphoricacid and by- products plants, in 2002 it was awarded for phosphate plant, and finally in 2005 the certificates of the Environmental Management System ISO 14001 were awarded for all plants and the supporting units, by the same year the ISO 14001:1996 was migrated into ISO 14001:2004 which is valid up to 2008. The surveillance audit is conducted every semester by the external auditors with the audit cost of Rp 29.35millionperaudit. Occupational Health and Safety has been managed in accordance with the Occupational Health and Safety Management System as stipulated by The Regulation of The Minister of Manpower No. 05/96. In 2006, the implementation of this system was audited by PT Sucofindo and resulted in90%achievement out of 166 requirements of the audit criteria (golden flag). The assessment of environmental management for the year 2005/2006 was conducted by the technical team of PROPER from the Ministry of Environment. The final result of the assessment requested the company to

**Assistance Sector's Territory**

As the ministry of state own enterprises said that government provides fluctuated capital and area annually based on the need. PT Petrokimia Gresik as state own company has been assisting the micro enterprises which spread out in a couple of islands such as Java, Madura, Nusa Tenggara Barat (NTB), Nusa Tenggara Timur (NTT), and Maluku since 1984. In 1995, based on the government's statement PT Petrokimia Gresik addressed to take responsibility of developing this province by focusing on partnership program. The area of assistance program developed in 2004, and the area was East Java, Middle of Java, Bali and NTB. Finnaly, PT Petrokimia Gresik is being focused in east and middle of Java only.

The assistance can be divide into a couple of sectors such as:Industry, Trading, Agriculture, Cattle Breeding, Horticulture, Fishery and Services.

**Environmental Assistance Program**

Implementation of environmental assistance program at PT Petrokimia Gresik based on the statement of State Own Enterprises Ministry No. SE-443/MBU/2003 dated September 16 $^{th}$ 2003. The activity of environmental assistance program addressed in order to give some advantage to the society in the area of state own company and the shape of this activity is giving assistance. The aim of it, is improving their sense of belonging to the company and efforts of creating a better life of society.

The objects of Environmental Assistance Program such as :
1. Catastrophe assistance
2. Educational and workshop assistance
3. Healthy care assistance
4. Improvement of public facilities assistance
5. Religion facilities assistance

**CORPORATE SOCIAL RESPONSIBILITY COMMITMENT TO CONSUMERS' PROTECTION**

PT Petrokimia Gresik established a Center for Customer Service in 2002 with the aim of providing access for the customers in solving their problems, seeking information, giving education for customers, and meeting the other customers' requirements. The customer complaints can be sent via the media provided by the customer service center, as described below:

Pulse-free telephone service : **0800.1.636363 and 0800.1.888777**

Facsimile : **031 3979976**

SMS : **081 1344774**

E-mail : **konsumen@petrokimia-gresik.com**

The programs of customer service improvement are as follows:

One Day Service, the goods order is fulfilled by issuing the notice of the goods taking within one day. The customer complaint is responded within two days the latest. The average cost incurred in relation with the establishment of the customer service center is Rp 12.83 million per month covering the cost of facsimile, pulse-free telephone service, e-mail and SMS. PT Petrokimia Gresik has a program of technological assistance for taking over the technology, and to ensure the harvest. In 2007, the technological assistance to apply the compound fertilizer was conducted in 14 provinces

commemorated as the anniversary of PT Petrokimia Gresik, Address : Head Office Jl. Jenderal A. Yani, Gresik East Java Indonensia. PT Petrokimia gresik having principle place of business at covering area of land around 450 hectares, located in Gresik Regency, East Java, Indonesia. PT Petrokimia Gresik is continuously striving for maintaining and exploiting the opportunities to improve its performance in order to give value to both the shareholders and the other stakeholders. In 2007, Petro Kimia Gresik was committed to take the opportunities by developing some new phosphate base plants and a coal base energy conversion project for plant utilities to strengthen the company's position in delivering ever-improving value.

**CSR on Petro Kimia Gresik**
**Partnership with Micro Enterprises**
To implement the program of partnership of state own enterprises should be based on the statement of SOE Ministry, No. : 236/MBU/2003 dated June 17th 2003 concerning about Micro Enterprises with State Own Enterprises - Partnership, and program of Environmental Assistance.It stated that micro enterprises is people's activities with small scale of capital approximately Rp 2 million excluded ground and building, and annual renew around Rp 1 billion.State own enterprises should do more in the line of empowerment and developing society's economic and its environment by creating partnership program with micro enterprises

**Pattern of Assistance**
1. Direct Assistance Pattern
   a. *Pure Assistance Pattern*
   The company also provides capital assistance to small-scale entrepreneurs and investment in order to develop their bussines.
   b. *Incubator Pattern*
   The company provides training and supplies raw materials to small-scale entrepreneurs to assist them in developing a sustainable source of income. Intensive training programs are conducted at periodic interval and cover production techniques and managerial and marketing skill.
   c. *Partnership Pattern*
   The company and small-scale entrepreneurs and cooperatives often closely resembles that the normal working relationship between the company and its suppliers. In this cases, mutually beneficial relationship between upstream and downstream industries is created. In addition, to furthering its own interest, the company is forming a base of strong robust small-scale business that form an integral part of national industry.
2. Pattern of partnership between state own enterprises and others such as by creating consortium. This program provides two or more of state own enterprises to give an assistance for small scale entrepreneurs and micro scale at the same time.
3. Pattern of division is created by the time state own enterprises having affiliation with the government to make some division of task and doing as.
4. Pattern of partnership with the bank is made by creating loan of partnership program and environmentally assistance which is going to be used by the bank in letting warranty.

(Hamel and Prahalad, 1989). That is, competitiveness must account for more dynamic firm capabilities such as flexibility, adaptability, quality or marketing (Barney, 1991), understanding competitiveness not solely as productivity, but as the ability of a company to design, produce and/or market products superior to those offered by competitors, considering the price and non-price qualities (D'Cruz and Rugman, 1992). In sum, there are many competitiveness definitions, frameworks and proposals (Ambastha and Monaya, 2004), In that paper, it is proposed that can be grouped on five key dimensions: (1) Performance, including standard financial measures such as earnings, growth or profitability (Hamel and Prahalad, 1989); (2) Quality, not only of products and services, but also the capacity to satisfy customer expectations (Barney, 1991); (3) Productivity, in terms of higher production and lower use of resources (Porter, 1985); (4) Innovation, including products and services as well as management processes (Mintzberg, 1993) and (5) Image, including corporate branding in terms of building trust and reputation in the relationship with stakeholders (Kay, 1993).

The final type of responsibility is where firms have the widest scope of discretionary judgment and choice, in terms of deciding on specific activities or philanthropic contributions that are aimed at giving back to society. The roots of this type of responsibility lie in the belief that business and society are intertwined in an organic way (Frederick, 1994). Examples of such activities might include philanthropic contributions, conducting in-house training programs for drug abusers, or attempts at increasing literacy rates (Carroll, 1979). This type of responsibility is the most controversial of all since its limits are broad and its implications could conflict with the economic and profit-making orientation of business firms.

The change in social values is also related to economic growth. Economic growth leads to social change in values through postmodern values, which leads to new social demands. In growing groups of population, consumers' satisfaction does not end with quality of product or services. They demand that ethical matters, such as social justice, equity, or environmental respect, should be considered. Therefore, enterprises are incorporating CSR in their strategies, at least in an utilitarianism sense because it provides them with competitive advantages, related to reputation (how consumers see the business), the improvement of accountancy, transparency and risk management (all of them affect consumers' trust), or the improvement of human capital (that is one of the key matters in enterprises' competitive advantage in the actual context). Therefore, in the spirit of Smith, enterprises would look for ethics as efficiency. The change in social values has effects also on democratic governance, promoting changes in institutions and public policies. The interest demonstrated by the different instances and international organizations is little by little changing policies and regulations, promoting the harmonization, regulation, and normalization of business' behaviors with respect to CSR. Those changes will redefine the institutional and political framework of business, pressuring them to integrate CSR.

**Petro Kimia Gresik at Glance**

PT Petrokimia Gresik is the most complete fertilizer company in Indonesia, that was initially established under the name 'Project of Petrokimia Surabaya'. The construction agreement was mutually signed on August 10th, 1964 with the effective date on December 8th, 1964. The project was officially inaugurated by His Excellency The President of The Republic of Indonesia on **July 10**th, 1972. Hence the date is ultimately

# CORPORATE SOCIAL RESPONSIBILITY:
## VALUABLE ACTIVITIES ON PETRO KIMIA GRESIK, EAST JAVA INDONESIA

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**Abstract:**

Lately, some questions relating to Corporate social responsibility (CSR)have become relevant. In many cases In Indonesia, CSR is simply to understand as an initiative whereby company committed themselves to integrate social and environmental concerns in their business and in their interaction with stakeholders on a voluntary basis. The European Commission defines CSR as the enterprises' contribution to sustainable development. Therefore, this article regard to the CSR's practice on Petro Kimia Gresik as a state owned company that have many valuable activities with stakeholders including workers, suppliers, local community, the government, non-profit organizations and customers. These acts can have positive effects on the attractiveness of companies, hence are potential basis of competitive advantages and leads to social change in values.

*Keywords: Corporate social responsibility, Competitiveness, Values .*

## Introduction

Corporate social responsibility (hereinafter CSR) has become one of the central issues on the agenda of organizations today, but is still a long way from being a centre stage on corporate strategy (Smith, 2003; Stewart, 2006). One of the key problems is the lack of understanding about the impact CSR has on competitiveness (Porter and Kramer, 2006). There are many studies trying to analyze the relationship between CSR and financial performance (Chand and Fraser, 2006; McWilliams and Siegel, 2001), proposing a business case for CSR (Cramer et al., 2006; Smith, 2003) or providing case studies on corporate citizenship (Waddock, 2000; Zadek, 2001), accountability (Elkington, 1998; Valor, 2005)or bottom of the pyramid (Prahalad and Hammond, 2002). Although current CSR frameworks are diverse, fragmented and not always congruent (Carroll, 1999; Jones, 1980; Windsor, 2001), CSR can be defined as the voluntary integration of social and environmental concerns in to business operations and in to their interaction with stakeholders (European Commission, 2002).

Corporate social responsibility (CSR) is the ethical and legal compromises and duties of the enterprise with their groups of interest. These compromises and duties come from the impacts of the enterprise's activity over the social, labour, environmental, and human rights ambits (de la Cuesta and Valor 2003, p. 7).

Strategic integration increases the effectiveness of corporate social initiatives in promoting good causes. Porter and Kramer have even argued that without such a strategic integration, the result will be "a hodgepodge of uncoordinated CSR and philanthropic activities disconnected from the company's strategy that neither make any meaningful social impact nor strengthen the firm's long-term competitiveness" (Porter and Kramer, 2006).

John Kay described firm competitiveness in terms of four factors: (a) the capacity to innovate, (b) key internal and external relationships, (c) reputation and (d) strategic assets (Kay 1993). In that context, the competitiveness framework has broadened to account for the key tangible and intangible resources that provide a competitive advantage to the firm

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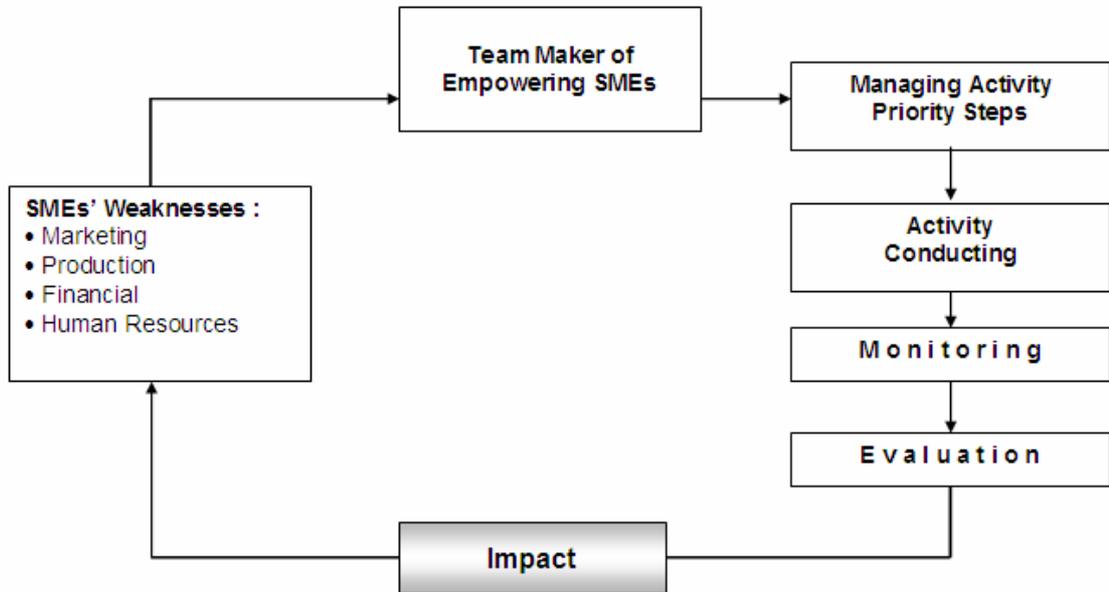
**Picture 3**
**Empowering SME Model**
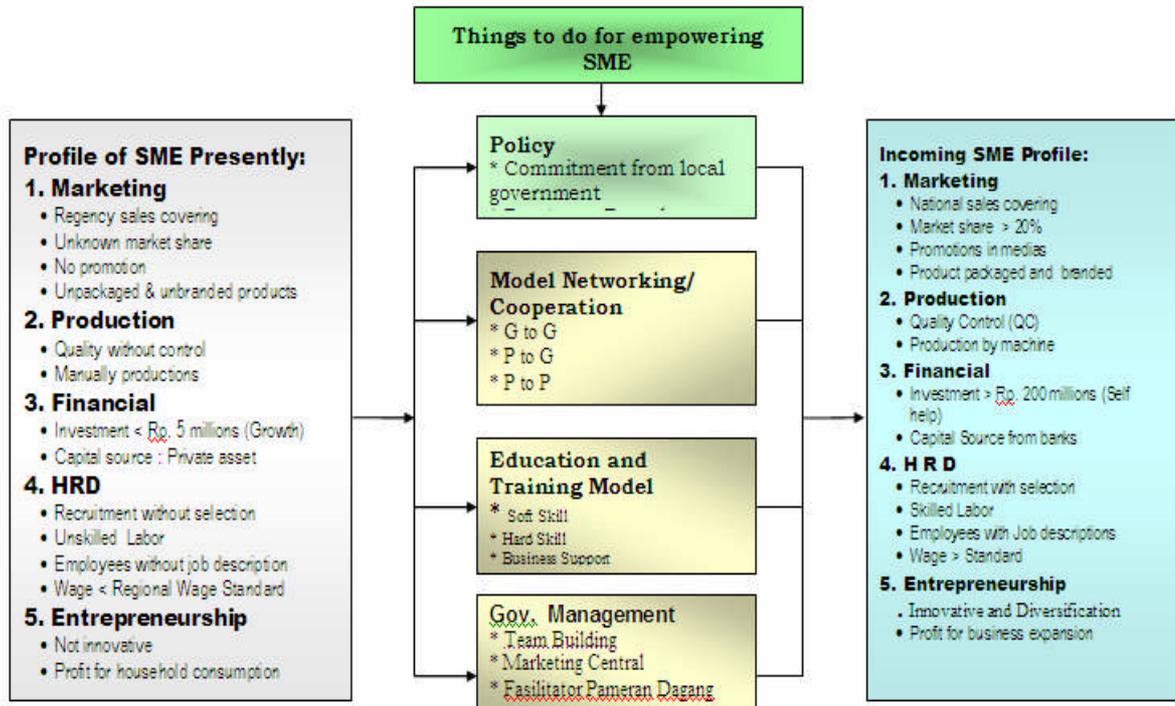


According of SMEs' characteristics, which have been identified above, that SME, products from Pemalang regency are variety, and for certain areas, there are numerous of SMEs, for example: textile products.  Several indicators of SMEs' weaknesses are : unknowing of market share, fewer experience of exhibition, products without packaging and brand, not implementing quality control on raw material and finished products, limited of capital, have not implemented employees selection, low of skill, unclear of job description, wage below regional wage standard, low education level, low in improvement of quality. Whereas, indicators of strengths are widely marketing capturing, certain product distribution, increasing product quality to rise sales, easiness to have raw material, time allocation in thinking of expansion, optimistic characteristics of performers in heading risk.

**Recommendation**

Several recommendations of policy: there should be program planning management to develop SMEs, based on the weakness of SME.  There is necessary to search location of marketing centrals, which are strategically business perspective or tourism.  They require letter of decision from Regent or regional rules to restructure and form Team of SME development. In order to develop SMEs, regional government is necessary to accommodate the importance of SMEs performers to conduct cooperation model with regional government, and performers of SME are actively searching new challenge opportunities by conducting cooperation with raw material suppliers, and wholesalers.

**Picture 1**
**Model of SME Empowering**



**Picture 2**
**Networking Model of SME**
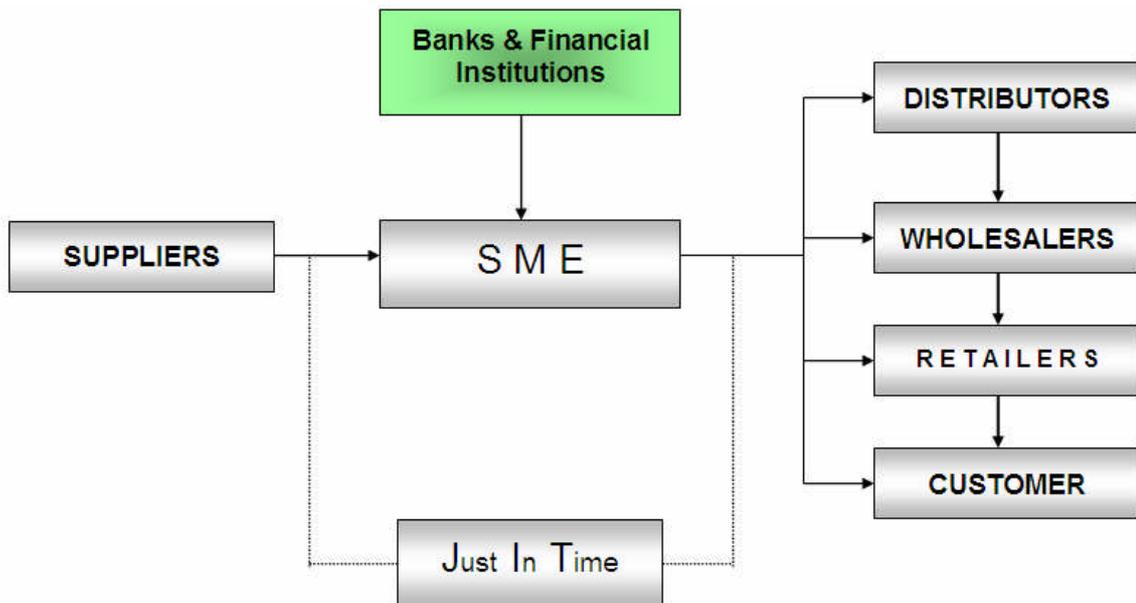
production technique, how to pack product, waste management, etc., and c) aspects supporting business, for example : managing and developing facility for business capital, raw material providing, technique tools, marketing, etc.

## 2. SMEs Central Development

The amount of SMEs central in Pemalang regency is relatively numerous, spreading in twelve districts. These centrals consist of seven industry groups. The existence and growth of SME central started from joining characteristic of neighbors' success in production of certain product. Because of followed by other neighbors, the amount of SME in same type is getting bigger in certain area (generally in village/sub-district). By numerous of SMEs producing similar products, that is built a central of SMEs on that location. For instance, garment central in Ulujami and sarong central in Wanarejan.

## 3. SMEs Development in Central Saptamitrapantura Growth

Saptamitrapantura consists of seven areas in the north beach, included of Brebes regency, Tegal regency, Tegal city, Pemalang regency, Pekalongan regency, Pekalongan city, and Batang regency. From those seven areas, Pekalongan and Tegal cities have high growth rates.

In the area of Pekalongan city, there are several centrals of marketing for textile products, which have been recognized by public of Saptamitrapantura and outside of that area. Through numerous of textile products selling centrals, surrounding areas will take benefit from this situation. For example, Pemalang regency has many textile products, which sells in Pekalongan selling centrals. Beside Pekalongan, Tegal also has selling centrals, which sells Pemalang textile products, and it sells in surrounding Tegal, even to Jakarta.

## 4. Sustainability of Market Access

Marketing is the sharp edge knife of company. The success of marketing strategy will affect to SMEs existence. Even though in fact SMEs' products has been able to have their own market target, but in order to make the existence of SMEs develop and sustainable , it is necessary to generate a net working which synergizes various of business performers. The net working includes suppliers, capital providers (banks and financial institutions), wholesalers, retailers, government, and big companies (government and multinational companies). That net working should be empowered in order to work as a system, so each of system should move dynamically. Finally, SMEs will not find difficulty, which can suffer their development, even to make them finished.

Net working components will not only work in close areas (for example: regency/ city), but it is possibly all locations in Indonesia or in potential areas for SMEs' product marketing. In order to activate SMEs' business, there is necessary effort of cooperation with three models, those are:

a. Government to Government (G to G)
b. Private to Government (P to G)
c. Private to Private (P to P)

Various models of SMEs development can be illustrated in picture 2 and 3 in the following:

▪ **Financial variable**

There are two indicators of financial weaknesses for SMEs. First, is the shortage of capital enterprise. Most of them have business capital from themselves, so small or big of their business depends on their asset. By this condition, if they require more capital for business development or expansion, they will find difficulty. This connected with the lack of access to the banks or other institutions, and it is caused by limited of knowledge about financial or loan, or they are not able to fulfill the conditions required by creditors.

▪ **Human Resources Variable**

There is weakness of workers' selection in fulfilling the formation of employees. Generally, SMEs' workers are recruited in based on friendship factor, or less attention on specification and selection of skillful job. Many of jobs don't need any skill, only several jobs, but unfortunately, some jobs should have it, but SMEs don't have specification in this. Most of workers in SMEs work without specification; they just do what they should do in many kinds of job in order to save labors. For the development of worker's skill, most of SMEs never do trainings for their workers, and they can't get standard salary as government has announced of minimum province wage because SMEs don't have ability to pay it.

▪ **Entrepreneurship Variable**

One indicator of SMEs' weakness, which is innovative spirit in production. They are relatively seldom to make re-innovation product so the product will be higher in quality.

*c. SMEs' opportunity*

Internal factors are factors cannot be managed by SMEs, but it is predicted will be influenced in development of SMEs' potency. External factors are supposed to have influence toward SMEs' empowering, such as laws or Central Government Rules, Regional Rules, Macro economic situation, tools, infrastructure, and social-culture situations.

*d. SMEs' Challenge*

Several external situations have been challenges for SMEs, like free marketing system or free market, culture factor which is supposed that imported product is better, and another challenge which is compelling the Rights of Intellectual Asset ( Hak Atas Kekayaan Intelektual =HAKI).

**Discussion**
**1. Base Pattern on SMEs Development**

In conducting the activity in line with SMEs development, there has administered guidance. The guidance is generally corresponding to a) the material to develop SMEs which is based on input from field authorities connected with SMEs, b) a form of development is a method of development expected by SME and suggested by instructors, c) performers, consist of coordinator and supported performers, d) instruction performers' determination and development are based on main duty and each functions of institution involved (TUPOKSI), and e) it is necessary administered a guidance to determine successful measurement from development program.

For development form, applied method will be very different depends on incoming instructed or administered field. There are three main fields : a) soft skill, for example : marketing management, production management, financial management, human resources management, and entrepreneurship, b) hard skill, for instance : aspects engaged with

regency, Pekalongan city, and Batang regency; Central Java region, National, and 4, 4 percents has marketed their products until abroad.

Next indicator is market information indicator. Most of market information comes from their relations. It means Sees have made strongly business network with their relations. Those are mostly the wholesalers or their friends as SME. Consequently, their SME friend is not competitor, but their colleagues.

Another indicator as strength is strategy or the way to distribute their product. Most of SMEs (73, 3 %) have their customers, which are their wholesalers. The wholesalers then will distribute to end-customers.

One more is the strategy to increase the sales. In fact, they improved the quality during their business. This situation expresses that SMEs have realized the importance of quality to attract customers. Therefore, SMEs have become conscious that product quality has been main priority; they are not lightweight in producing.

**Production variable**

Indicator of production as a strength is material. Most of material comes from surrounding of the district.

- **Financial Variable**

Not any of SMEs has financial strength; it means they don't have ability to manage their business, especially their financial, as well.

- **Human Resources Variable ( Labors)**

Not a single indicator of human resources as strength of SME in Pemalang regency.

- **Entrepreneurship Variable**

There are several indicators of entrepreneurship; one of them is time allocation to think about business development as highest percentage. Next indicator is the courage of SMEs' performers in heading the business barriers. Most of them said that entrepreneur should be optimistic in any situation, whether it is profitable or not.

**SMEs' Weakness**

- **Marketing Variable**

A number of indicators can be used to measure the weakness of SMEs; one of them is market share. There is 70% of SMEs' performers don't know how their market share is.

Next indicator is numerous of SMEs in close location of each other. There is 85, 6 percents of respondent said that many of SMEs produce same product in a location which is close each other.

After that, indicator of promotion in product marketing. They have very limited chance to promote. There are 64, 4 percents of SMEs never do any promotion. They even told that they never join exhibition to promote their products. Some of their product is sold without packaging. If they do, its packaging is very simple. Even 73.3 percents of SMEs don't name to their products, so they sell without brand.

- **Production variable**

From several production variables as weaknesses, are involved with production process. Most of SMEs are not implemented of quality control. It can be seen in wood industry, and wooden, and bamboo creations. Only leather industry and leather products are effectively implemented of quality control.

## RESEARCH RESULT
### Pemalang Regency SMEs characteristics.

On marketing variable is shown that marketing capturing of SMEs' products has national and regional scales, which is 25.6% and 23.3%. Almost all of SMEs performers do not understand that they have market segment of 70%, the growth of their sales is majority fluctuating of 75.6%, environment situation of SMEs which has more than 5 SMEs is 85.6%, market information majority comes from friends/suppliers/colleagues is 71.1%, majority of SMEs who never take any promotion is 64.4%, majority of entrepreneurs cooperate with wholesalers and retailers is 73.3%, some of small and medium enterprises who don't have packaging is 51.1%, they do not have brand is 73.3%, several of them have not followed marketing training are 78.9%, and they improve their quality to increase their sales are 42.2%.

In production variable, it has been seen that most of their materials have been used, are come from local district, which is 45.6%, most of them are easy to get the material of production (78.9%). However, most of them have not implemented of quality control of their production, which is 51.1%, they have been working manually without machinery (68.9%), and the majority of them have not joined the production training (76.7%).

In financial variable, it has been shown that majority of SMEs have business capital under Rp. 5 millions ( 56.7%), nearly all of them have been started to do business by their own asset ( 73.3%), and a large amount of them have not utilized bank facility ( 72.2%), the largest part of their business have fluctuated profit growth (73.3%), and nearly everyone has not paid tax (92.2%), and a large amount of them have not joined with financial training ( 95.6%).

In human resources or labor, it has been exposed that the majority of labors are on the interval 1 until 5 people ( 71.1%), a good number of them has not owned planning about their labors ( 67.8%), a large amount of them ignore labor quality ( 48.9%), most of them have not given description to several labors who work anything ( 42.2%). For the most part of them never conduct training for their labors (90.0%), and generally the employees take compensation in form of wage which is below the minimum province's wage ( 74.4%), and largely they don't give any appreciation to skillful employees ( 60%), and a big part of them are on the status of temporary ( 44.4%), and mostly of their labors have education of elementary ( 74.4%), and basically, SMEs never follow training of human resources ( 95.6%).

From variable of entrepreneurship, it is shown that principally, SMEs always think how to develop their business (58.9%), mostly they are optimistic in heading of business barriers (42.2%), they do not have courage to speculate on new things (64.4%), they never improve their product or their business (41.1%), and they get knowledge of their business from parents (77.8%). They take business result to cover their household consumption (58.9%), and they never take training of entrepreneurship (84.4%).

### Potency and Constraints in Empowering SMEs.
### a. Strength of SMEs
- **Marketing variable**

According to marketing variable, several indicators, which are the strength of SMEs, are the target of SMEs' product marketing. From ninety respondents, the percentage of product marketing target are covered of regency area (highest percentage); Saptamitrapantura consists of Brebes regency, Tegal city, Tegal regency, Pemalang regency, Pekalongan

The expected benefit from this assessment are : a) this activity result can be reference and filter, as well as structural and institutional in empowering program, b) there will be created a model of empowering for small and medium enterprises, and c) there will be explored potency in developing of micro-central of SMEs.

**Research Method**

Population in this research is SMEs, which are located in all districts in Pemalang regency. Population characteristic is based on seven groups of industry, that is group 1 ( food, beverage, and tobacco, group 2 (textile and textile products), group 3 (leather and leather products), group 4 (wood, wooden things, and bamboo), group 5 ( exploration things not metal), group 6 ( metal base and metal products), group 7 ( paper and chemistry). By spreading location of SMEs in 12 districts, the samples of district is 9 with determination of district samples by professional judgment, and each district was taken ten SMEs so totally respondents are 90.

In this assessment, there is a necessity to take primary and secondary data. Primary data was collected through interviews with open and closed questionnaires toward SMEs and was conducted through in-depth interview with the Head of Disperindagkop ( Bureau of Cooperative, Trading, and Industry), Kadinda ( Local Commerce Officer), BRI (Bank Rakyat Indonesia), and BPD (Area Development Bank). Relevant secondary data was collected from authority institutions. Data was managed by SPSS version 15.0 and analyzing was conducted by descriptive analysis using frequency analysis, cross tabulation, and SWOT.

**Thinking Platform**
**The assessment of SMEs Empowering in Pemalang Sub district**
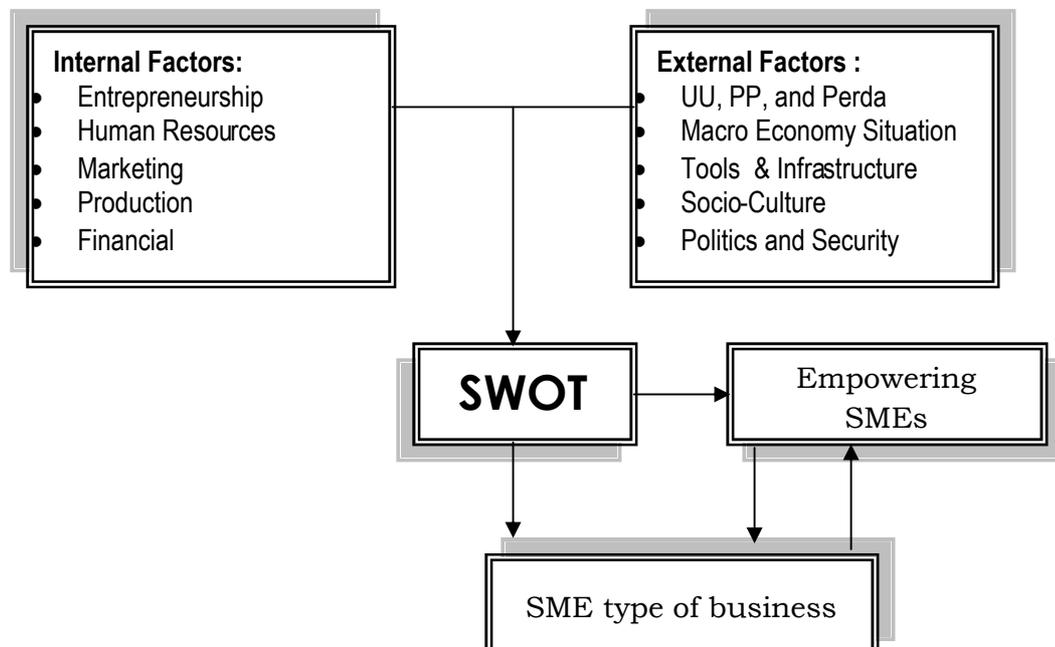
society through guidance and aid in growing and strengthening the capability of small enterprises.

Unfortunately, many regulations and policies of government for small and medium enterprises have not been touched the real problem headed by SMEs. Several constraints are government policies, which are generally focused, and not specifically concerned. Consequently, the policies cannot solve SMEs' problem. Moreover, SMEs have different characteristic as well as various kinds of their fields. Therefore, it shows there is necessity to develop SMEs by focusing in variety, characteristic, and difference of themselves.

Through that background, it shows clearly that training, developing, and attention for SMEs have been based so far on understanding that SMEs can be generally treated. In fact, situation of S<Es are different and specifically treatment needed, so there are needs and demands on training and developing to accommodate the differences on SMEs.

The effort to train and develop properly should be useful and helpful toward SMEs. There is a need to set up the stratification by viewing the real situation of each SME. That stratification will accommodate the specification of SME and finally it will 'picture' from the real situation of SME comprehensively according to category and indicator of each level of SME responding to their field.

Up to now, there is less harmony coordination in setting the regulation plan for SMEs, included in implementation of the regulations and policies in developing SMEs. This situation means a realization of bottleneck of communication between policy and regulation maker and SMEs, included public who are mostly participants of SMEs. In other words, there has not been openly treatment to interactive in every planning for policy and regulation for SMEs. This situation has been occurred in almost district in central Java, included in Pemalang regency.

Thus far, training and developing SMEs in Pemalang regency, has been conducted by various institutions of government or non-government organization, which have commitment and importance in developing SMEs in this area. The training has been conducted through various aspects, which are relevant to develop SMEs. Some institutions have been conducting in technology aspects, some in capital, or marketing, institutional aspect, production, and some have been done frequently in human resources aspect and other aspects. Each institution has been designing training programs specifically to expect SMEs can develop and have strong ability in competitive advantage.

However, the goal has not been reached yet as planned. Even though, there has been higher cost spent than benefit may take for SMEs. The other side, SMEs is more 'frustrated' because of pattern and training program, which are overlapped, inconsistently, and discontinuously, and it cannot be avoided by SMEs. Steps in expressing the 'egoism' of each institution push tendency of each institution in implementation of program. It shows from the programs, which are separated, each other are not able to solve the problem, so it cannot grow the synergy among programs.

Realizing this situation and real condition on small and medium enterprises, so this assessment is urgently needed. The goal of this assessment is a) to know the real situation of Pemalang regency SMEs in aspects of marketing, production, labor, financial, and entrepreneurship, as well as its levels b) to recognize the strengths, weaknesses of each SME c) to realize the opportunity and challenges of each enterprise d) to provide input for policy makers in empowering SMEs. .

### MODEL OF SMALL AND MEDIUM ENTERPRISES EMPOWERING:
### AN ALTERNATIVE EFFORT TO LEAVE POVERTY
### (A STUDY OF PEMALANG REGENCY EXPERIENCE, CENTRAL JAVA)

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## Abstract

Empowering study of Small and Medium Enterprises aim to know the real condition of SMEs in Pemalang Regency, to cover marketing, production, human resources, finance, and entrepreneurship aspects, to know strength, weakness, opportunity, and threat of each type of SME, and to provide input for policy maker in line with empowering program of SMEs. Whereas, the objectives of this study are, result of this study will be able to use as reference and filter, either through structural and institutional approach in empowering program, to create model of empowering SMEs, and to explore the potency development in micro sector of SMEs. In the meantime, the scopes of this research are analyzing SMEs' characteristics, analyzing constraint and potency, which contain of strength, weakness, opportunity, and threat of SMEs, compiling development pattern of SMEs, and formulating input materials for policy maker and compiling regulation, which concerns on SMEs' development.

***Key Words:*** *Internal Factors, External Factors, SWOT Analysis, Small Medium Enterprise, SMEs' Empowering Model*

## Introduction

One of enterprise types, which can be, exist in crisis is small and medium enterprises (SME). After monetary and economy crisis, then it follows with multi dimension crisis, the existence of formal sector has not been able to maintain its existence on absorbing labor. Whereas, non formal sector which are small and medium enterprises in it, has ability to survive and can be one of many choices as alternative way entering business world, and it is one of real sectors which is still exist.

The existence of small and medium enterprises (SME) as a part of national business world, comes from bottom, it means they grow from their society. The skill needed by SME to grow and develop, have been rooted on society's potency. In other words, the growing of society brings the development of SMEs, for example, small industry of batik is a creation of home-industry activity, which is based on certain socio-culture of society. Heterogenic of Indonesian people generates various business activities so it makes SMEs contain of "rainbow colors."

Another side, government attends the existence and development of SMEs through various regulations and policies, which are useful for all SMEs.

Therefore, SMEs have been viewed as an entity which should be developed and protected, because from SMEs can be taken its benefit for all people's life. As an appreciation from government, on December 26, 1995, Indonesian president has been legally issued the law of Undang-Undang Republic Indonesia Number 9, 1995 about Small and Medium Enterprises. In this law, the meaning of small enterprise, as stated in Chapter I. General Condition is an activity of people's economy with small scale, and they fulfill the criteria of net asset, or sales yearly and ownership, as well as regulated in the law.

Meanwhile, the meaning of empowering in UU No. 9/1995, is an effort has done by government, business world, and society in form of business climate of growth, training, and development so small enterprises are able to grow and strengthen their-selves to be tough and self-service. Training and developing are the effort of government, business world, and

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Manakala dari segi umur tidak memberikan perbezaan kerana berkemungkinan Pegawai Sokongan yang berumur rendah atau yang telah tua tidak begitu mengambil kisah terha-dap siapa pemimpin mereka. Apa yang pentingnya mereka mengikut segala arahan pe- mimpin apatah lagi dalam jabatan kerajaan pemimpin saling bertukar-tukar. Implikasi seterusnya, kajian ini membuktikan bahawa Model Hubungan Kemanusiaan oleh Conrad (1994) boleh dijadikan asas untuk menyelidikan di Malaysia.

**Rumusan**

Kajian ini berusaha mengenal pasti faktor demografi yang mempengaruhi stail komuni- kasi kepemimpinan Pegawai Sokongan dalam jabatan kerajaan. Jelasnya, stail komuni-kasi kepemimpinan seperti sikap bertimbang rasa, keterbukaan, memberi sokongan dan menggalakkan penyertaan merupakan amalan terpuji yang perlu dimiliki oleh setiap Pe- gawai Pengurusan Tertinggi / Pengurusan dan Profesional sebagai pemimpin dalam jabat- an kerjaaan. Walau dalam apa juga situasi, mahu tidak mahu stail komunikasi kepemim-pinan mereka akan dinilai oleh Pegawai Sokongan dalam jabatan mereka sendiri. Oleh itu, pemahaman serta pendedahan terhadap stail komunikasi kepemimpinan dalam jabat-an kerajaan ini perlu diberikan sama ada melalui bahan bacaan, kursus, latihan dan seba- gainya.

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Manakala dari segi kelulusan, Hipotesis 3 juga diterima kerana terdapatnya perbezaan yang signifikan persepsi Pegawai Sokongan terhadap stail komunikasi kepemimpinan.

Didapati skor bagi stail komunikasi kepemimpinan adalah berbeza berdasarkan kelulusan Pegawai Sokongan. Perbezaan ini ditunjukkan dengan nilaian f adalah 3.528 dengan nilaian signifikan p = 0.015. Ini bermakna, kelulusan Pegawai Sokongan yang berbeza memberikan penilaian yang berbeza terhadap stail komunikasi kepemimpinan yang mereka terima. Bagi mendapatkan gambaran yang lebih jelas lihat Jadual 4.

**Jadual 4**
**Perbezaan persepsi stail komunikasi kepemimpinan berdasarkan kelulusan**
**N=585**

| Pembolehubah | Peringkat kelulusan | N | Min | F | Sig. |
|---|---|---|---|---|---|
| Bertimbang rasa | SPM / MCE<br>STPM / HSC / SIJIL<br>DIPLOMA<br>IJAZAH PERTAMA | 402<br>97<br>58<br>28 | 3.4720<br>3.3943<br>3.2328<br>2.9643 | 4.433 | 0.004 |
| Keterbukaan | SPM / MCE<br>STPM / HSC / SIJIL<br>DIPLOMA<br>IJAZAH PERTAMA | 402<br>97<br>58<br>28 | 3.4136<br>3.3170<br>3.2284<br>2.9375 | 2.804 | 0.039 |
| Memberi sokongan | SPM / MCE<br>STPM / HSC / SIJIL<br>DIPLOMA<br>IJAZAH PERTAMA | 402<br>97<br>58<br>28 | 3.3993<br>3.3299<br>3.1897<br>3.0357 | 2.252 | 0.081 |
| Penyertaan | SPM / MCE<br>STPM / HSC / SIJIL<br>DIPLOMA<br>IJAZAH PERTAMA | 402<br>97<br>58<br>28 | 3.4111<br>3.3557<br>3.1121<br>3.0357 | 3.011 | 0.030 |
| Stail komunikasi kepemimpinan | SPM / MCE<br>STPM / HSC / SIJIL<br>DIPLOMA<br>IJAZAH PERTAMA | 402<br>97<br>58<br>28 | 3.4240<br>3.3492<br>3.1907<br>3.0089 | 3.528 | 0.015 |

**Implikasi kajian**

Secara umumnya, hasil kajian ini memberikan manfaat khususnya kepada dunia komuni-kasi kepemimpinan dan juga dalam bidang akademik. Berdasarkan hasil kajian ini, dida-pati stail komunikasi kepemimpinan seperti memberi sokongan, menggalakkan penyerta-an dan sikap bertimbang rasa perlu diberikan penekanan oleh Pegawai Pengurusan Ter-tinggi / Pengurusan dan Profesional dalam jabatan kerajaan bagi memenuhi kepuasan dan komitmen Pegawai Sokongan.

Hasil kajian ini juga menunjukkan wujudnya perbezaan persepsi Pegawai Sokongan dalam jabatan kerajaan terhadap stail komunikasi kepemimpinan berdasarkan jantina dan kelulusan, tetapi tidak bagi umur. Ini bermakna, pemimpin dalam jabatan kerajaan yang terdiri daripada Pegawai Pengurusan Tertinggi / Pengurusan dan Profesional perlu meng-amalkan stail komunikasi kepemimpinan seperti bertimbang rasa, keterbukaan, memberi sokongan dan menggalakkan penyertaan Pegawai Sokongan semasa menjalankan tugas.

**Jadual 2**
**Perbezaan persepsi stail komunikasi kepemimpinan berdasarkan jantina**
**N = 585**

| Pembolehubah | Jantina | N | Min | F | Ujian-t | Sig. |
|---|---|---|---|---|---|---|
| Bertimbang rasa | Lelaki | 319 | 3.4765 | 0.881 | 2.110 | 0.035 |
| | Wanita | 266 | 3.3327 | | | |
| Keterbukaan | Lelaki | 319 | 3.4483 | 0.730 | 2.615 | 0.009 |
| | Wanita | 266 | 3.2462 | | | |
| Memberi sokongan | Lelaki | 319 | 3.4271 | 0.042 | 2.326 | 0.20 |
| | Wanita | 266 | 3.2566 | | | |
| Penyertaan | Lelaki | 319 | 3.4075 | 4.587 | 1.575 | 0.116 |
| | Wanita | 266 | 3.2970 | | | |
| Stail komunikasi kepemimpinan | Lelaki | 319 | 3.4399 | 1.672 | 2.379 | 0.018 |
| | Wanita | 266 | 3.2831 | | | |

Dari segi umur Hipotesis 2 ini tidak diterima kerana didapati umur tidak memperlihatkan perbezaan persepsi Pegawai Sokongan terhadap stail komunikasi kepemimpinan kecuali angkubah memberi sokongan. Keseluruhannya didapati peringkat umur Pegawai Sokongan tidak memberikan sumbangan kepada penilaian mereka terhadap stail komunikasi kepemimpinan kerana nilai f adalah 2.125 dengan nilaian signifikan p = 0.096. Ini bermak-na, tiada perbezaan yang signifikan persepsi Pegawai Sokongan terhadap stail komunika- si kepemimpinan dalam jabatan kerajaan berdasarkan umur. Bagi mendapatkan gambaran yang lebih jelas rujuk Jadual 3.

**Jadual 3**
**Perbezaan persepsi stail komunikasi kepemimpinan berdasarkan umur**
**N=585**

| Pembolehubah | Peringkat umur | N | Min | F | Sig. |
|---|---|---|---|---|---|
| Bertimbang rasa | < 32 tahun | 98 | 3.3597 | | |
| | 33-39 tahun | 99 | 3.2273 | 2.456 | 0.062 |
| | 40-46 tahun | 253 | 3.4753 | | |
| | >47 tahun | 135 | 3.4630 | | |
| Keterbukaan | <32 tahun | 98 | 3.3393 | | |
| | 33-39 tahun | 99 | 3.2551 | 0.561 | 0.641 |
| | 40-46 tahun | 253 | 3.3972 | | |
| | >47 tahun | 135 | 3.3667 | | |
| Memberi sokongan | <32 tahun | 98 | 3.3265 | | |
| | 33-39 tahun | 99 | 3.1288 | 2.813 | 0.039 |
| | 40-46 tahun | 253 | 3.4279 | | |
| | >47 tahun | 135 | 3.3815 | | |
| Penyertaan | <32 tahun | 98 | 3.3469 | | |
| | 33-39 tahun | 99 | 3.1742 | 2.028 | 0.109 |
| | 40-46 tahun | 253 | 3.4209 | | |
| | >47 tahun | 135 | 3.3796 | | |
| Stail komunikasi kepemimpinan | <32 tahun | 98 | 3.3431 | | |
| | 33-39 tahun | 99 | 3.1963 | 2.125 | 0.096 |
| | 40-46 tahun | 253 | 3.4303 | | |
| | >47 tahun | 135 | 3.3977 | | |

6.  pembangunan setiap negeri.
7.  Jabatan ini dipilih kerana negeri Perlis, Kedah  dan  Pulau Pinang tidak jauh untuk penyelidik  mendapatkan  maklumat  serta maklum balas daripada  responden. Se-lain itu, boleh menjimatkan kos serta masa penyelidik.

**Hasil kajian**

Berdasakan  analisis kajian secara deskriptif didapati 54.5% responden, iaitu Pegawai So-kongan  dalam  kajian ini  adalah  lelaki, manakala  45.5%  pula  wanita. Dari segi umur, didapati majoriti Pegawai Sokongan adalah  40 hingga 46  tahun (43.2%).  Manakala dari segi kelulusan  pula, didapati majoriti Pegawai Sokongan memiliki SPM / MCE, iaitu 68.7%. Manakala persepsi Pegawai Sokongan terhadap stail komunikasi kepemimpinan dari segi  bertimbang rasa secara deskriptifnya menunjukkan kekerapan yang tertinggi, iaitu 45.8%. Dari segi keterbukaan pula, didapati persepsi Pegawai Sokongan menunjukkan kekerapan  yang  tertinggi adalah 41.2%.  Manakala  dari  segi memberi sokongan, didapati persepsi Pegawai Sokongan menunjukkan kekerapan yang tertinggi, iaitu  44.3% dan dari segi penyertaan pula, didapati persepsi Pegawai Sokongan  menunjukkan  kekerapan tertinggi adalah 46.8%.

Jelasnya, stail komunikasi kepemimpinan dalam jabatan kerajaan peratus tertinggi adalah berada pada tahap kerap sahaja. Dari segi  stail  komunikasi  kepemimpinan  yang paling berkesan dalam  jabatan  kerajaan  mengikut  kronologinya  pula  adalah bertimbang rasa, diikuti penyertaan, memberi  sokongan  dan  keterbukaan.  Bagi  mendapatkan gambaran yang lebih jelas  tentang  stail  komunikasi  kepemimpinan  dalam  jabatan kerajaan  lihat Jadual 1.

**Jadual 1**
**Taburan kekerapan stail komunikasi kepemimpinan dalam jabatan kerajaan**
**(N=585)**

| Pembolehubah | Tidak kerap | Sederhana kerap | Kerap | Sangat kerap |
|---|---|---|---|---|
| Bertimbang rasa | 39 (6.7%) | 178 (30.4%) | 268 (45.8%) | 100 (17.1%) |
| Keterbukaan | 75 (12.8%) | 157 (26.8%) | 241 (41.2%) | 112 (19.1%) |
| Memberi sokongan | 56 (9.6%) | 170 (29.1%) | 259 (44.3%) | 100 (17.1%) |
| Penyertaan | 55 (9.4%) | 169 (28.9%) | 265 (45.3%) | 96 (16.4%) |
| Stail kom. kepemimpinan | 31 (5.3%) | 168 (28.7%) | 274 (46.8%) | 112 (19.1%) |

**Pengujian Hipotesis**

Hasil  kajian  ini menerima Hipotesis 1 dari segi jantina kerana didapati Pegawai Sokong-an lelaki lebih tinggi  persepsinya  terhadap  stail  komunikasi  kepemimpinan jika diban-dingkan  dengan Pegawai Sokongan wanita. Perbezaan ini ditunjukkan  dengan  nilai t adalah 2.379 dengan  p = 0.018.  Manakala  min lelaki (3.4399) lebih tinggi daripada min wanita (3.2831).  Ini  bermakna,  persepsi Pegawai Sokongan  lelaki dan wanita terhadap stail  komunikasi  kepemimpinan dalam jabatan kerajaan adalah berbeza. Bagi mendapat-kan  gambaran  yang lebih jelas mengenai perbezaan persepsi stail komunikasi kepemim-pinan berdasarkan jantina lihat jadual 2.

## Persampelan

Populasi kajian seramai 3,078 Pegawai Sokongan dalam jabatan kerajaan negeri Pulau Pinang, Kedah dan Perlis. Kaedah persampelan rawak mudah digunakan dan seramai 341 Pegawai Sokongan yang layak menjadi responden dalam kajian ini (Krejcic & Morgan, 1970). Dari pengalaman lepas, menurut Abdullah (2000) dan Che Su (2000) hanya 40% responden yang berindak memberikan maklum balas terhadap soal selidik. Oleh itu, penyelidik telah bertindak menghantar sebanyak 826 soal selidik kepada responden, iaitu negeri Perlis (93), Kedah (504) dan Pulau Pinang (265).

## Sumber data

Soal selidik dihantar dengan tangan kepada Pegawai Sokongan dalam jabatan kerajaan di negeri Perlis, Kedah dan Pulau Pinang melalui Ketua Jabatan. Nama responden dicabut secara rawak mengikut senarai nama mereka dalam nombor daftar kakitangan pejabat. Responden yang terpilih diambilkira juga jantina, umur dan kelulusan mereka. Responden diberi selama seminggu untuk menjawab soalan dan penyelidik mengutip sendiri jawapan mereka.

## Prauji

Prauji terhadap soalan dilakukan terhadap Pegawai Sokongan di Universiti Utara Malaysia (UUM) yang memegang jawatan yang sama seperti responden sebenar. Seramai 35 orang yang telah terlibat dalam prauji ini. Jawapan kebolehpercayaan dalam prauji 0.8.

## Pengukuran

Pengukuran dilakukan dengan mencampurkan dapatan daripada soal selidik bagi memperolehi skor responden dan setelah itu dibentuk jeda. Konsep ini digunakan juga untuk mengukur angkubah bersandar. Contohnya, stail komunikasi kepemimpinan (Bahagian B) terdapat 16 soalan X 5 (gred kekerapan) = 80 markah. Oleh jedanya : 0 - 16 (Sangat tidak kerap), 17 - 33 (Tidak kerap), 34 – 50 (Sederhana kerap), 51 – 67 (Kerap) dan 68 – 80 (Sangat kerap).

## Penganalisisan data

Pemprosesan data dilakukan dengan menggunakan *SPSS*. Penganalisisan menggunakan kaedah statistik Ujian-t untuk melihat perbezaan persepsi Pegawai Sokongan lelaki dan wanita terhadap stail komunikasi kepemimpinan. Kaedah *ANOVA* digunakan untuk mengenal pasti perbezaan persepsi Pegawai Sokongan terhadap stail komunikasi dengan umur dan kelulusan. Aras keertian adalah 0.05.

## Lokasi kajian

Kajian ini melibatkan 83 jabatan kerajaan negeri, iaitu Perlis (15 jabatan), Kedah (46 jabatan) dan Pulau Pinang (22 jabatan). Pemilihan jabatan ini dibuat berdasarkan kepada

1. Jabatan ini bertanggungjawab memberikan perkhidmatan kepada awam untuk
2. pembangunan negeri.
3. Jabatan ini segala polisi dan peraturan perkhidmatannya adalah sama dengan
4. jabatan di negeri-negeri lain di Malaysia.
5. Jabatan ini merupakan agen kepada perlaksanaan segala dasar kerajaan terhadap

**Penyertaan**

Menurut Rustomji & Sapre (1992), penyertaan bermakna konsep bekerja secara bersama di antara pihak pengurusan atasan dengan pekerja bawahan. Pekerja bawahan perlu diberikan kebebasan untuk mengeluarkan cadangan dan pendapat dalam sesuatu urusan yang diceburi. Menggalakkan kerja kumpulan amat penting kerana dalam Panduan Kumpulan Meningkat Mutu Kerja (KMK) dinyatakan peri pentingnya dalam proses penyelesaian masalah bagi meningkatkan kualiti dan produktiviti jabatan (Pekeliling Kemajuan Pentadbiran Awam Bil.7, 1991). Kerja kumpulan dalam organisasi ini dapat melahirkan perkongsian ilmu pengetahuan mengenai tugas dan bertukar-tukar fikiran (Ahmad Sarji, 1994).

**METODOLOGI**
**Konseptualisasi kajian**

Kajian ini bertujuan untuk mengenal pasti persepsi stail komunikasi kepimpinan Pegawai Sokongan dalam jabatan kerajaan. Terdapat tiga angkubah bebas (jantina, umur dan kelulusan) serta empat angkubah bersandar dalam kajian ini, iaitu stail komunikasi kepe-mimpinan (bertimbang rasa, keterbukaan, memberi sokongan dan penyertaan).

Konseptualisasi jantina, umur dan kelulusan telah bertindak sebagai angkubah bebas dalam kajian ini. Faktor jantina, merujuk kepada kategori sama ada lelaki atau perempuan. responden, umur merujuk kepada peringkat kronologi kelahiran responden dan kelulusan pula merujuk kepada tahap pendidikan tertinggi responden, iaitu Pegawai Sokongan dalam jabatan kerajaan.

Konseptualisasi untuk angkubah bersandar yang terdiri daripada stail komunikasi kepe-mimpinan, iaitu bertimbang rasa, keterbukaan, memberi sokongan dan penyertaan meru-juk kepada persepsi Pegawai Sokongan terhadap perilaku Pegawai Pengurusan Tertinggi / Pengurusan dan Profesional dalam jabatan kerajaan.

**Operasionalisasi kajian**

Bagi angkubah bebas yang terdiri daripada jantina, umur dan kelulusan, operasionalisasi-nya dilakukan dengan melihat hubungan antara stail komunikasi kepemimpinan Pegawai Sokongan dalam jabatan kerajaan. Operasionalisasi kajian ini juga memberikan penilaian terhadap stail komunikasi kepe-mimpinan yang menjadi amalan Pegawai Pengurusan Tertinggi / Pengurusan dan Profe-sional dalam jabatan kerajaan. Bagi angkubah bersandar yang terdiri daripada bertimbang rasa, keterbukaan, memberi sokongan dan penyertaan dioperasionalisasikan dengan memberikan soalan kepada Pegawai Sokongan untuk melihat persepsi mereka terhadap kekerapan stail komunikasi kepimpinan yang menjadi amalan Pegawai Pengurusan Ter-tinggi / Pengurusan dan Profesional dalam jabatan kerajaan.

**Hipotesis**

H1 : Terdapat perbezaan yang signifikan persepsi Pegawai Sokongan terhadap stail komunikasi kepimpinan dalam jabatan kerajaan berdasarkan jantina.

H2 : Terdapat perbezaan yang signifikan antara persepsi Pegawai Sokongan terhadap stail komunikasi kepimpinan dalam jabatan kerajaan dengan umur.

H3 : Terdapat perbezaan yang signifikan antara persepsi Pegawai Sokongan terhadap stail komunikasi kepimpinan dalam jabatan kerajaan dengan kelulusan.

## Bertimbang rasa

Stail komunikasi kepemimpinan dari aspek bertimbang rasa ini merujuk kepada perilaku pemimpin yang memahami keupayaan pekerja, menyediakan persekitaran yang kondusif, mengambil berat kebajikan pekerja serta bertolak ansur dengan mereka (Goldhaber, 1990). Menurut Yukl (1994) pemimpin mestilah memahami keupayaan setiap pekerja di bawah kawalannya. Biasanya pemimpin yang bertimbang rasa memberikan tugas sesuai dengan kebolehan pekerja tersebut, mengambil tahu kemampuan mereka sebagai pekerja dan tidak terlalu memaksa pekerja untuk melakukan kerja di luar bidang dan kebolehan mereka (Gallon, 1994). Menurut Rebecca (1999), situasi kerja yang kondusif dengan penyediaan keperluan serta kemudahan kerja seperti telefon, komputer, kerusi, meja, kemudahan latihan, kenaikan pangkat dan kemajuan kerjaya akan mempertingkatkan kepuasan untuk pekerja untuk bekerja dengan lebih bersungguh-sungguh.

## Keterbukaan

Menurut Oakland (1997), stail komunikasi kepemimpinan dengan bersikap keterbukaan dapat dilihat melalui kesanggupan pemimpin menerima teguran, mendengar pendapat, menerima cadangan, mudah diajak berbincang serta berkongsi maklumat tentang tugas. Menurut Jaafar (1992), Razali (1993) dan Robbins (1996), kesanggupan pemimpin memenerima teguran serta kesediaan pemimpin belajar adalah amalan yang baik kerana pemimpin bukannya tahu semua perkara dalam organisasi. Pekerja bawahan akan merasai dihargai jika pandangan dan pendapat mereka didengari (Juhl, et al.,1997). Dalam Pekeliling Kemajuan Pentadbiran Awam Bil. 4 (1991) dinyatakan kepentingan sistem cadangan daripada Pegawai Sokongan untuk meningkatkan prestasi dalam pentadbiran awam. Pekerja Sokongan lebih komited dan puas sekiranya pemimpin dapat berkongsi maklumat kemajuan atau kemunduran organisasi (Smeltzer & Wiltman, 1984 dan Murphy, 1996). Menurut Yukl (1994), menjadi tanggungjawab pemimpin berkongsi maklumat dengan memberikan taklimat, menerangkan wawasan, merancang pembangunan dan kemajuan organisasi kepada pekerja bawahan.

## Memberi Sokongan

Menurut Chapman (1994) terdapat tujuh cadangan untuk meningkatkan motivasi pekerja bawahan, iaitu melibatkan mereka dalam matlamat organisasi, mewujudkan situasi kerja yang tidak tegang, memberi pujian kepada mereka yang layak, memberikan ganjaran, meminta mereka memberikan cadangan, mengadakan sesi kaunseling dan mewujudkan persekitaran kerja yang lebih bersemangat. Kotter (1988), Pace & Faules (1989) dan Trenholm & Jensen (1992) menyebutkan, pekerja bawahan lebih bermotivasi sekiranya pemimpin mencadangkan kenaikan pangkat bagi mereka yang layak. Manakala Griffin (1990) dan Rasberry & Lindsay (1994) pula berpendapat, pekerja bawahan akan menyanjung pemimpin yang mengucapkan kata-kata yang baik, memberi penghargaan dan menyarankan kenaikan pangkat untuk mereka.

**Rajah 2 :**
**Kerangka penyelidikan**
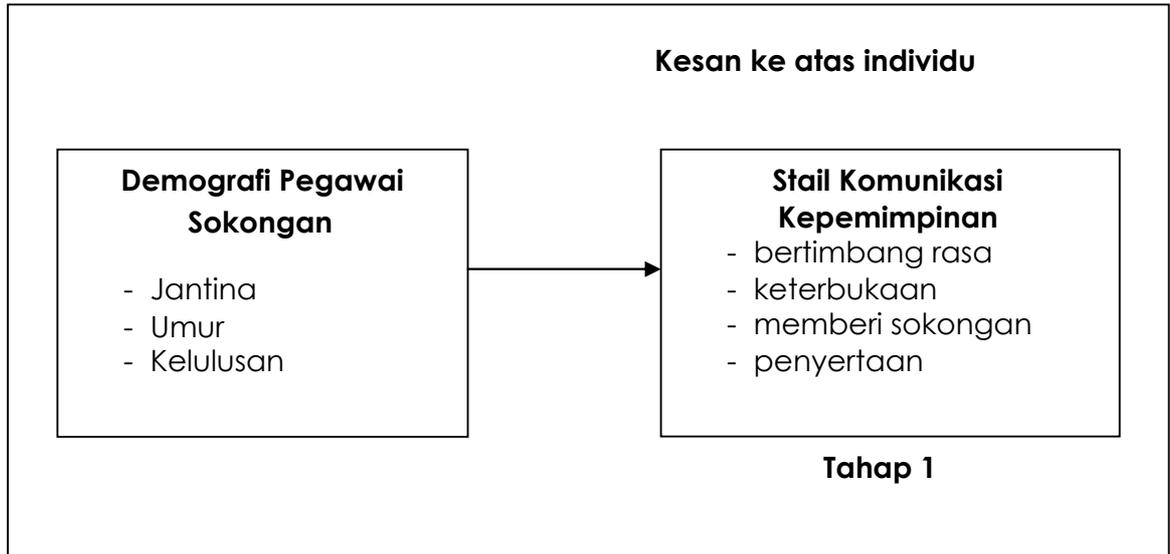


## Umur

Allen & Meyer (1993) mendapati umur pekerja bawahan mempunyai hubungan yang signifikan dengan komitmen afektif. Schonwetter (1993) mendapati faktor umur mempunyai hubungan yang rapat dengan stail bekerja seseorang di tempat kerja. Manakala Wan Mohd. Mahyiddin (1996), mendapati pemimpin muda dalam organisasi biasanya berkelakukan agak kasar dan terburu-buru membuat keputusan. Mereka lebih individual-listik, mementingkan hasil dan kurang ciri kemanusiaan dalam mengejar kerjaya. Menu-rut Mowday, et.al. (1982), orang yang lebih tua lebih pragmatik dan subjektif kerana bagi pada usia 40an dan awal 50an adalah tahap paling produktif sebab pada usia ini kemun-cak segala latihan serta pengalaman dan semakin bertambah komited mereka terhadap organisasi.

## Kelulusan

Menurut Schonwetter (1993), pentadir wanita yang memiliki Ijazah Doktor Falsafah memperlihatkan kualiti kerja yang lebih baik daripada wanita yang tidak mempunyai ta-hap pendidikan sehingga ke peringkat itu. Drucker (1989) dalam kajiannya mengenai pasaran buruh di Amerika Syarikat mendapati pengambilan pekerja oleh sesebuah organi-sasi telah berubah ke arah mencari pekerja yang mempunyai tahap pendidikan yang ting-gi kerana mereka biasanya mampu menangani perubahan yang mencabar.

## Angkubah bersandar

Dalam penyelidikan ini terdapat empat angkubah bebas mengenai stail komunikasi kepe-mimpinan, iaitu bertimbang rasa, keterbukaan, memberi sokongan dan penyertaan. Setiap angkubah bebas tersebut digunapakai daripada model Conrad (1994). Pemilihan angku-bah stail komunikasi kepemimpinan ini bersesuaian dengan beberapa kajian dan pendapat sarjana seperti Katz & Kahn (1978), Wiio, et al. (1980), Horan (1981), Huseman, et al. (1985), Alessandra & Hunsaker (1993), Tait (1996), McMillan (1996), Park (1997), Petit, et al. (1998), Muhd. Mansur (1998), Nijhof, et al. (1998), Noran & Habibah (1999), Che Su (2000) dan Goris, et al. (2000).

**Rajah 1 :**
**Hubungan kepuasan – keberkesanan dalam Teori Hubungan Kemanusiaan**
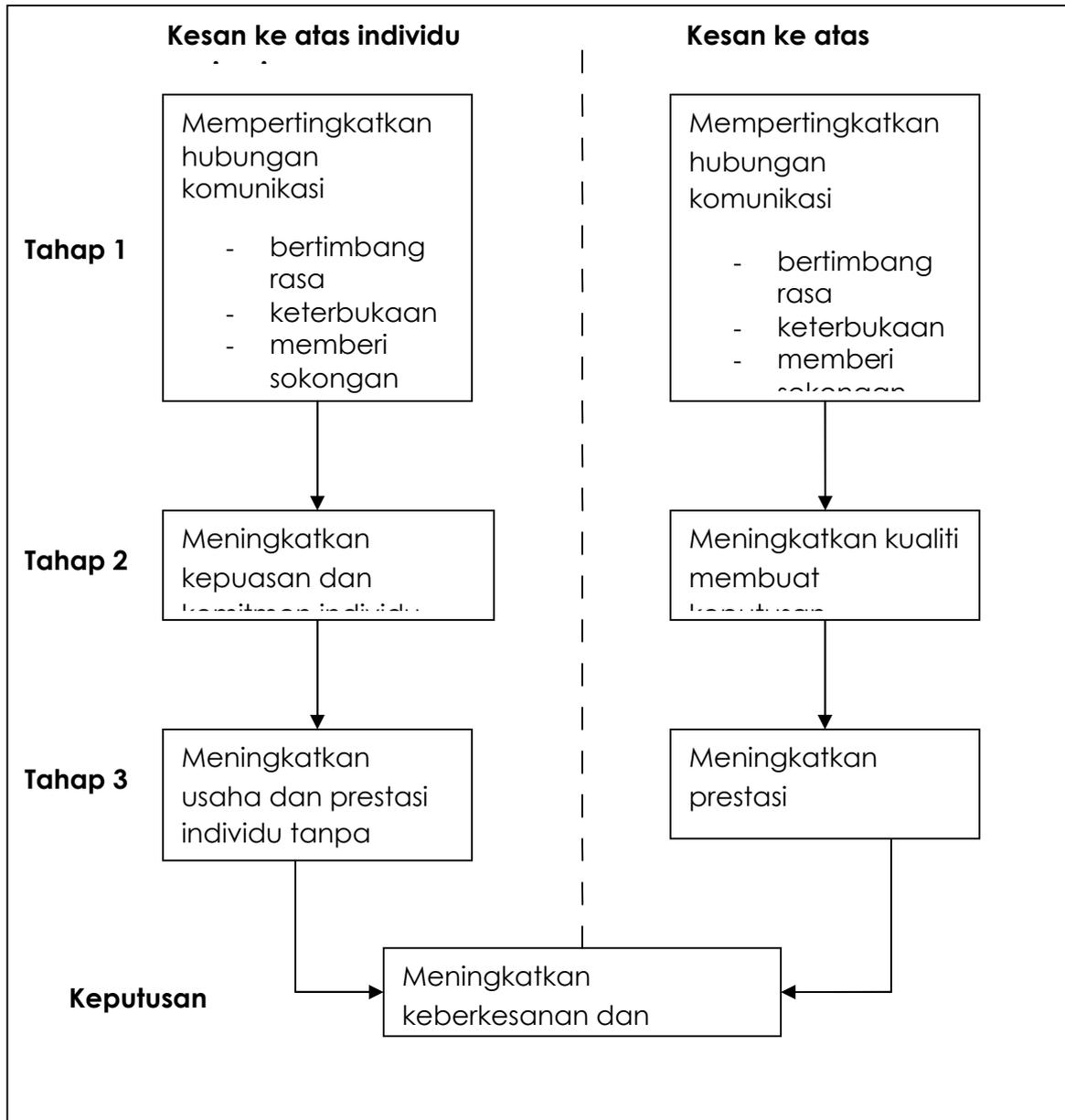


**Sumber :** Conrad, C. (1994). *Strategic Organization Communication Toward the Twenty First Century.* (3th. ed.). Florida : Holt, Rinehart & Winstons, Inc.

beranggapan pekerja mempunyai keintelektual dan mereka boleh menyelesaikan masalah kerja, bukan pihak pengurusan sahaja yang mempunyai hak tersebut.

Conrad (1994) dalam Model Hubungan Kemanusiaan menyebutkan pentingnya hubung-an hubungan baik antara pekerja dengan pemimpin. Stail komunikasi kepemimpinan memberi makna terhadap peningkatan keberkesanan dan produktiviti organisasi. Stail komunikasi kepemimpinan seperti bertimbang rasa, keterbukaan, memberi sokongan dan menggalakkan penyertaan akan memberi kesan bukan sahaja terhadap individu, tetapi juga organisasi.

Conrad (1994) mengutarakan tiga tahap yang akan dilalui oleh individu dalam organisasi sebelum mencapai matlamat terakhir, iaitu peningkatan keberkesanan organisasi dan produktiviti. Bagi mendapatkan gambaran yang lebih jelas tentang Model Conrad (1994) lihat Rajah 1.1.

Namun begitu, dalam kajian ini penyelidik hanya mengambil Tahap 1 sahaja kerana pen- yelidik ingin mengkaji stail komunikasi kepemimpinan yang diamalkan dalam jabatan kerajaan dan ini sesuai dengan objektif kajian yang dilakukan. Di samping itu, model ini hanya digunakan sebagai panduan untuk penyelidik meneruskan penyelidikan dan bukan untuk menguji model tersebut.

Justeru itu, dalam kajian ini, fokus diberikan kepada persepsi individu, iaitu Pegawai Sokongan dari segi demografi jantina, umur dan kelulusan yang telah membawa kepada peningkatan hubungan komunikasi atau stail komunikasi kepemimpinan (Tahap 1). Bagi mendapatkan gambaran yang lebih jelas mengenai kerangka penyelidikan ini, sila lihat Rajah 1.2.

**Angkubah bebas**

**Jantina**

Powel (1988) dalam kajiannya mendapati pemimpin wanita lebih mudah didesak melaku-kan tugas berbanding dengan pemimpin lelaki. Md.Zabib (1995) dalam kajiannya men-dapati usahawan wanita lebih bersikap terbuka ketika membuat keputusan jika dibanding- kan dengan usahawan lelaki. Fleet (1995), mendapati golongan lelaki begitu sukar berko-munikasi dengan wanita yang belum berkahwin terutama mengenai tugas seharian mere- ka. Park (1997) dalam kajiannya mendapati peranan umur, pendidikan dan ekonomi ban-yak mempengaruhi perwatakan seseorang. Menurut Micthell (1987) hanya terdapat per-bezaan yang kecil dari segi psikologi antara lelaki dan wanita jika dilihat dari sudut ke-pimpinan.

Bagi mendapatkan jawapan mengenai persepsi stail komunikasi kepemimpinan Pegawai Sokongan dalam jabatan kerajaan, maka jawapan kepada persoalan berikut dicari :

1. Apakah perbezaan persepsi Pegawai Sokongan terhadap stail komunikasi kepemim-pinan dalam jabatan kerajaan berdasarkan jantina, umur dan kelulusan2005

2. Apakah stail komunikasi kepemimpinan paling yang berkesan dari persepsi Pegawai Sokongan dalam jabatan kerajaan2005

**Objektif kajian**

Objektif umum kajian ini ialah untuk mengenal pasti stail komunikasi kepemimpinan dari perspektif Pegawai Sokongan dalam jabatan kerajaan.

Objektif khusus kajian ini adalah untuk mengenal pasti :

1. Persepsi Pegawai Sokongan terhadap stail komunikasi kepemimpinan (bertimbang rasa, keterbukaan, memberi sokongan dan penyertaan) dalam jabatan kerajaan

2. Perbezaan persepsi Pegawai Sokongan terhadap stail komunikasi kepemimpinan (bertimbang rasa, keterbukaan, memberi sokongan dan penyertaan) berdasarkan jantina, umur dan kelulusan.

3. Persepsi Pegawai Sokongan terhadap stail komunikasi kepemimpinan yang paling berkesan dalam jabatan kerajaan.

**Kepentingan kajian**

Kajian ini diharap memberikan penjelasan mengenai ilmu stail komunikasi kepemim-pinan, iaitu bertimbang rasa, keterbukaan, memberi sokongan dan penyertaan yang boleh diamalkan oleh pemimpin dalam jabatan kerajaan.

Bagi Pegawai Sokongan, hasil kajian ini diharap akan memberikan pengetahuan kepada mereka mengenai stail komunikasi kepimpinan yang sepatutnya menjadi amalan pemimpin dalam jabatan kerajaan.

**Sorotan Susastera**

**Teori Hubungan Kemanusiaan**

Menurut Muhd. Mansur (1998), gerakan hubungan kemanusiaan dalam organisasi telah bermula awal tahun 1930an. Model ini memberikan penekanan terhadap kepentingan individu dan hubungan sosial mereka dalam organisasi. Salah satu cara untuk memper- baiki organisasi itu ialah dengan meningkatkan rasa kepuasan ahli-ahlinya. Di samping itu, membantu mereka mencapai potensi diri sendiri ke peringkat yang optimum.

Teori Hierarki Keperluan Maslow (1954) menyebutkan mengenai motivasi keperluan manusia dari segi fisiologikal, keselamatan, kepentingan sosial, penghargaan diri dan ke- kesempurnaan diri. Teori ini diperkukuhkan dengan Teori X dan Teori Y oleh McGregor (1960). Teori X (mewakili teori klasik) yang menyebutkan tentang manusia yang tidak suka bekerja, mereka tidak bertanggungjawab dan perlu diarah serta dibenda untuk me-mastikan mereka menjalankan tugas. Manakala Teori Y lebih positif dengan

## STAIL KOMUNIKASI KEPEMIMPINAN DALAM JABATAN KERAJAAN DARI PERSPEKTIF PEGAWAI SOKONGAN

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**Abstrak**

Objektif utama dalam kajian ini adalah untuk mengenal pasti persepsi Pegawai Sokongan terhadap stail komunikasi kepemimpinan Pegawai Pengurusan Tertinggi / Pengurusan dan Profesional dalam jabatan kerajaan dari segi bertimbang rasa, keterbukaan, memberi sokongan dan menggalakkan penyertaan. Objektif seterusnya untuk mengenal pasti perbezaan persepsi stail komunikasi kepemimpinan Pegawai Pengurusan Tertinggi / Pengurusan dan Profesional dari segi jantina, umur dan kelulusan. Kajian ini di- jalankan terhadap jabatan kerajaan di negeri Perlis, Kedah dan Pulau Pinang. Data dalam kajian diperolehi daripada 585 responden yang terdiri daripada Pegawai Sokongan. Bagi tujuan penganalisisan, Ujian- t dan ANOVA telah digunakan. Dapatan kajian ini menunjukkan terdapat perbezaan persepsi Pegawai Sokongan terhadap stail komunikasi kepemimpinan dari segi jantina dan kelulusan, tetapi tidak bagi umur.

### Pengenalan

Seseorang pemimpin perlu berkomunikasi dengan pekerja sokongan untuk memperolehi kerjasama bagi menjayakan matlamat organisasi. Morton (1990) mendapati 71.6 % dari-pada pentadbir dan pekerja kilang gula di St.Kitts, Caribbean mengakui bahawa stail ko- munikasi kepemimpinan pihak pentadbir mempunyai hubungan yang signifikan dengan kepuasan pekerjanya. Syd Abdul Rahman & Hasnan (1996) mendapati 89.1 % Pegawai Pengurusan dan Profesional di Universiti Utara Malaysia bersetuju komununikasi kepe-mimpinan sangat penting dalam pengurusan sesebuah organisasi.

Noran & Habibah (1999), dalam kajian mereka tentang sistem penilaian kerja dalam jabatan kerajaan, telah mendapati motivasi dan kemajuan kerja mempunyai hubungan dengan stail komunikasi kepemimpinan. Justeru itu, kajian untuk mengenal pasti hubungan stail komunikasi kepemimpinan dengan motivasi para pekerja bawahan perlu dirintis. Ini bertetapan dengan objektif Sistem Saraan Baru (SSB) yang bertujuan mem-pertingkatkan komitmen, prestasi dan produktiviti setiap pegawai yang berada dalam perkhidmatan awam Malaysia (Ahmad Sarji, 1994).

### Pernyataan masalah

Stail komunikasi kepemimpinan seperti sikap bertimbang rasa, keterbukaan, memberi sokongan dan menggalakkan penyertaan pekerja sokongan semasa melaksanakan tugas adalah di antara stail komunikasi kepemimpinan yang seharusnya diamalkan oleh pemim- pin dalam organisasi. Dalam sorotan susastera, didapati masalah komunikasi kepemim-pinan ini selalunya berpunca daripada konsep serba tahu pemimpin dan tidak wujudnya interaksi dengan orang lain dalam organisasi. Pemimpin dikatakan gagal untuk mema-hami keperluan Pegawai Sokongan. Ada kalanya wujud banyak jaringan komunikasi dalam rantaian komunikasi sehingga sering berlakunya kegagalan untuk berkomunikasi di antara pemimpin dengan Pegawai Sokongan mereka.

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*Fourth,* if that plan can be implemented, the condition of Pasirah candidate cannot base on genealogy, but it must be based on citizens' vote.  Period of Pasirah position will implement for two periods, which is each period is five years. Direct voting of Pasirah aims to achieve good local governance. This is related with position of Pasirah, which has prestigious position from country side Head and to prevent of prosecution of collusion, corruption, and nepotism.

4. *Fifth,* there is a need of socialization from Regent/Major and Sub District Head to consult to : (a) custom leader, (b) community seniors, (c) past Pasirah, (d) past country side Head or current country side Head (e) Religion figures (f) women figure and others.  And then socialization forms should be conducted into country sides through : (1) direct counseling to origin citizens (custom) and new comers, (2) advocating to mass media (printing and electronics), (3) material of Clan government is included in elementary and middle education curriculum, such as kindergarten, elementary, junior high school, senior high school, included university level; (4) Pilot Project, (5) seminar, symposium, dialog, and discussion (6) publishing history book of Clan government (7) visualization into cinema or film;

*Sixth,* structuring custom institutions in entirely regents in South Sumatera province, especially in Marga Paku Sengkunyit Martapura, Region of East OKU, South Sumatera province. The function of custom institution are : (1) to take care of the togetherness and peacefulness in custom society life; (2) to attempt the welfare of custom society's life. Besides, there are rights of custom institutions : (1) having respect of formal leader; (2) having repayment of his service (especially for Custom Care Taker).  And then , the authority of custom institution is : (1) dispute solution/ dispute of custom (special for Custom care taker); (2) helping/witness in custom citizens in conducting their custom, because the obligation of custom institution is training custom for custom citizens.  The fund of repayment of service for Custom care taker is allocated from custom society self‑supported.

*Seventh*, the effort of this revitalization can be good momentum to make better policy through out South Sumatera province, especially for Marga Paku Sengkunyit Martapura, Region East OKU.  As famous saying in the following : "By custom, a man can be civilized, without custom a man can be wild". This saying is an reflection of custom citizens, but the final aim is to make 'better condition' of clans in the future.

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2.  There is still existence of Clan government in South Sumatera province. Clan government is the lowest governmental unity based on custom law. In fact, the citizens are still custom citizens.

3.  The constraints to revitalize is because there is no possibility to revitalize in line with no availability to access capital/inventory to set up again. Other constrains are : 1. Less of socialization from Regent/Major and Sub District Head, and less of asking opinion (consultation) from : (a) custom leader, (b) community seniors, (c) past Pasirah, (d) past country side Head or current country side Head (e) Religion figures (f) women figure and others; 2. There is no socialization as : (1) direct counseling to origin citizens (custom) and new comers, (2) advocating to mass media (printing and electronics), (3) material of Clan government is included in elementary and middle education curriculum, such as kindergarten, elementary, junior high school, senior high school, included university level; (4) Pilot Project, (5) seminar, symposium, dialog, and discussion (6) publishing history book of Clan government (7) visualization into cinema or film.

## B. Suggestions

Because the case of revitalization of Clan government becomes seriously case in line with the implementation of regional autonomy, so Province government (governor), and Local Parliament, Regent and Regional parliament, Sub District Head, country side Head as policy makers and decision makers would consider to revitalize Clan government as problem solving through three options which has been offered. Marga Paku Sengkunyit Martapura, East OKU, South Sumatera Province is possible to revitalize because it fits with its situation, condition, citizens type, advantageous and disadvantageous from selected option. Therefore, this may recommend to province government (Governor and Province Parliament) and especially to Regent and Regional Parliament.

First, Governor and province parliament, Regent and Regional parliament would evaluate decree (SK) of South Sumatera Governor No.142/KPTS/III/1983 at 24$^{th\ March}$ 1983. By this possibility in revitalizing clan, governing will be a proof that regional autonomy can be implemented properly, and it will create self-supported citizens, self-autonomic, capable of empowerment to manage local potency. Even though this effort could be a bit late, but at least this research result, can be reference/foundation/guideline or plan to think the strategic steps in the future in order to implement Clan government.

*Second,* in order to guarantee of safe, efficient, and effective plan of Clan government, Governor and province parliament, Regent and Regional Parliament, would put off the decree ( SK ) No. 142/KPTS/III/1983 at 24$^{th}$ March 1983 by publishing new decree for revitalizing Marga Paku Sengkunyit Martapura, Region of East OKU , South Sumatera Province.

*Third,* in order to make revitalization of Clan government of Keromongan country side (Marga Paku Sengkunyit) can conduct efficiently and effectively, there will a need to increase the human resources of Clan government, such as Pasirah and others. This plan to increase human resources quality can achieve by arising formal education as well as it needs for Clan government. Besides, rising of human resources quality of Pasirah and his assistants can be discussed through deliberation, seminar, discussion, dialog, training, and courses about Clan government (custom material).

**Second Option,** that Clan government can be entirely revitalized with completely efforts such as in the following:

1. Regional/City Socialization (Regent/Major) and District (Sub district Head) asking opinion (consultation) from (a) custom leader, (b) community seniors, (c) past Pasirah, (d) past country side Head or current country side Head (e) Religion figures (f) women figure and others;

2. Socialization with forms : (1) direct counseling to origin citizens (custom) and new comers, (2) advocating to mass media (printing and electronics), (3) material of Clan government is included in elementary and middle education curriculum, such as kindergarten, elementary, junior high school, senior high school, included university level; (4) Pilot Project, (5) seminar, symposium, dialog, and discussion (6) publishing history book of Clan government (7) visualization into cinema or film;

3. It needs active participation and political will from executives in the government (Governor/Regent/Major) and Local parliament (DPRD) to make non-active of decree ( SK) of South Sumatera Governor No. 142/KPTS/III/1983 at 24th March 1983 by publishing new decree in line with Clan government revitalization

4. Publishing Area Regulation (Peraturan Daerah=Perda) of Region/City about revitalization (to make alive again) of Clan government which previously available in South Sumatera province.

Third option, that Clan government can be revitalized for certain area, but it doesn't mean it can be implemented in other areas. It has to be admitted that by publishing UU No. 22 1999 (paragraph 111 verse 1 and 2 and paragraph 104) and it is revised as UU No. 32 2004 (paragraph 216 verse 1 and 2) has triggered polemic in many societies. However, as usual, there are many debates in anticipating the polemics about the interpretation of the regulation and law. All the regulation and law is not very strictly which are still spaces to be utilized, so this chance can be utilized by some people (in this case is Marga Paku Sengkunyit, Martapura, East OKU) who are really eagerly to implement autonomy of Marga Paku Sengkunyit at this moment.

**Conclusion**

The result of this research finds several things concerning about revitalization of Clan government :

1. Stakeholders perception in revitalizing Clan government is based on
   (a) Clan formation based on genealogy (family tree). Learning from the growth of history of clan, there are several steps to study: first step; grows as evolution period, starting from nomad life (moved around) or have no place to certain live. Second steps, changed of life pattern, from nomad to certain life by changing the way of living to be farmer but still kept on moving every two years. The movement is occurred in line with its land fertile. Therefore, it was starting the country side of semi permanent, which is linked by blood relationship. Third step, there is surface of heart links among citizens from big family circumstance to create oneness of origin. Fourth step, those families were located in certain place so the unity is not only linked by genealogy but also linked by territorial. (b) Clan formation based on territorial or location.

### The Existence of Clan government Recently

The attendance of country sides based on paragraph 35 UU No.5 1979 is eliminating Clan government. The country sides, which are in the beginning, was united as one clan, now is determined as a country side corresponding to that paragraph. It means, by juridical reason, Pasirah has no more of public authority in his clan area, even though sociologically it is still admitted. According to YIIS (Yayasan Ilmu-Ilmu Sosial= Social Sciences Foundation), 1988 said : "country side citizens situation is still like in the past when clan was alive. In fact, the country side's citizens are still following custom in their daily life; although in relation with their superior of custom and the people still contact with custom institution".

Even though the custom institution presently is under law of UU No.5 1979 so it has no more position and authority anymore, YIIS (1988) concluded that country side citizens still live with custom, and new country side government is supposed to be governing without base.

In fact, until now, country side citizens are custom citizens. Problems of justice are discussed with citizens' figure, and not with country side Head. The citizens are still facing past Panirah, past Krio, as people with authority and understand how to solve the problem based on custom. Rusli as past Pasirah of Marga Semidang Suku Alun Dua Kota Pagar Alam and Zaini Badar as Pasirah Marga Paku Sengkunyit Martapura East OKU said, people still respect them as past Panirah and call them Panirah. Regional and district government officer also call them Panirah. However, Head of country side is supposed to be less of authority. In daily activity, country side Head is more oriented to District Head or Region Head as his superior and his appearance is formal officer.

In other words, even though the position is gained from direct selection by its citizens, but the implementation of his function is oriented to his chief. According to Selo Soemardjan in Zen Zanibar (2003:240), he said: "This situation is not fit and inappropriate for matters of land, marriage, and other wealthy asset." Therefore, YIIS (1988) concluded that country side and country side government follow country law, while clan follows and develops custom and law of custom."

### The Options to Revitalize Clan government

There are options, which are offered in this research. First, the situation is not possible to be revitalized anymore. Second, the situation can be entirely revitalized. Third, the situation can be revitalized in certain area, but it doesn't mean possible to be revitalized in other areas.

### Description of Options to Revitalize Clan government

First option, refers on disability to be revitalized with all its consequences, because all the tools and equipment to conduct Clan government has completely gone after the implementation of UU No.5 1979 and publishing decree (Surat Keputusan=SK) of Governor of South Sumatera No. 142/KPTS/III/1983, at 4 April 1983, which stated : "Lowest government level in South Sumatera province is substituted from Clan government into country side government. This decision has made a process of "killing" the system of Clan government. For example, the office of clan has been handed to country side government at present. The lands of clan have been divided to the citizens and their status has been moved to ownership status of citizens or company because some people have sold to the company. The statement of Hamlian Masir, a community figure and the Head of Social Welfare Office of Kota Pagar Alam, supports this information.

In government field, Pasirah as autonomy leader, in fact could make difficulty for government officer. A district head with his authority and attributes he has is not able easily to visit country sides of Pasirah autonomy. Before visit, district head must ask permission to Pasirah.

In juridical field, the existence of Pasirah is also make difficulty for government authorities. However, this brings positive advantage. The case of condemnation, which should be investigated by authorized person, it frequently has difficulty when the case is in Pasirah's hand. However, for prevention action, Pasirah's existence conveys helps to government.

The strength which can be surfaced, in South Sumatera province circumstance, clan can be moved from old government center to new government center. This movement is adjusted with Pasirah voting result. Once occurred in Ibukota Marga Semidang Suku Alun Dua which located in district of Pagar Alam Selatan will be moved to ibukota Marga Bumi Agung in district of Pagar Alam Utara. Marga Semidang Suku Alun Dua has 27 country sides, since regional autonomy has been developed to be two districts that are Pagar Alam Utara and Pagar Alam Selatan. It was happened in period of Pasirah Rusli, because Rusli has been selected from Marga Semidang Suku Alun Dua Kota Pagar Alam. This movement shifted the position of pembarep shifted to Krio Bumi Agung. That's also happened in changing of penghulu/khotib/country side kemit and other positions.

Successor activity in clan circumstances shows self-character. Successor is not always come from Pasirah's heir. In circumstance of Pasirah's clan, someone else can substitute it, which is voted by its clan's citizens. Besides, Pasirah is not always men. In 1969, Pasirah of Marga Rupit Ilir was occupied by Bunaijah binti M.Zen who was voted through voting. It is proven by instruction from Governor South Sumatera province in inauguration of Pasirah Marga Rupit Ilir on 23rd June 1969 in Maur. This shows that citizens or people can follow Pasirah selection who are authorized to be selected, men, or women. Selected Pasirah is candidate who is supposed having strengths, such as education, economy, and heritage. In this selection, there are reasons why someone can be selected. It is because there is blood relationship or genealogy reason, or fellowship reasons. It means, if there are many people supporting the candidate, and mostly people select him, absolutely he will win the selection. In the circumstance of Marga Meranjat, for example, pasirah candidate who wins the selection, mostly come from country side Meranjat. It is because country side Meranjat has the biggest population than other country side. The main reason why blood relationship or come from similar location are the motive to select, it is because the citizens will get easier to communicate or asking service because they know the candidate and the candidate has already known them.

From the view of Selo Soemardjan in Zen Zanibar (2003:237) said: "Clan is not characterized feudalistic as many people think. The selection of Pasirah is one proof that clan (marga) is not the reason to be feudalistic. In clan system, not only Pasirah selection has that procedure, but it is also for Krio and Penggawa. Moreover, the title of "depati" or "prince" is not characterized as feudalistic. Selo Sumardjan stated that title is personalized and it will not impress as aristocracy.

Secretary, Business Heads, origin community, and new comer community. Those are the respondents of this research.

Informant Determination Technique

In this qualitative research, informant determination technique is used by catching information as many as possible. It may come from any source, included constructions. The determination of key informant is using creation base selection and snowball method. Key informant found is incidentals, included previous leaders of Clan government who are still alive, even though they are old, and ill; community leaders, non government organizations, intellectual figures, and religion figures.

**Data Type and Data Collection Technique**

The four main questions in problem solving, is the reference in data collection. The data should gain all information concerning Clan government, and especially about revitalizing Clan government related with implementation of regional autonomy, which connecting with actual and ideal democracy system in daily life. In order to achieve this information, this research is using combination technique of in-depth-interview, focus group discussion (FGD), observation, and references from library.

**Data Analysis Technique**

Data analysis is accomplished by using Milles and Huberman (1992:16) model, who said:

"The process in analyzing data is conducting through three pats of activities, that are data reducing, data presentation, and making conclusion. Data reduction means as a selection process, simplifying, abstracting, and transformation "rough" data, which arise from documentation or archives (written notes) in the research location.

Data presentation is an activity of data analyzing such as managing an amount of information, which gives the possibility to conclude and take action. Taking conclusion and verification are the steps in data analysis to test the truth and its validity."

Data analysis process started in the beginning of the research, and it has been. Determination of informants utilizes creation base selection and snowball, while data analysis makes use of provided data from in-depth-interview technique, focus group discussion (FGD), observation, and other references.

**DISCUSSION**

**The weakness and strengths of clan autonomy governing**

From history, Pasirah is an economy controller in rubber and coffee trading, especially in the area, which he led. Economy and politics in clan circumstance is tightly related and cared of personal network, which has been established by Pasirah. The function of Pasirah is not only as the authority of government field, but he dominates clan economy. By his networking of culturing and trading coffee and rubber, Pasirah is also active in juridical and political matters to compete with his economy competitor, included to being informal creditor who made constraint in relationship with government banks for credit, and intermediary. Besides, colonialism of Dutch made pressure of rubber production, were disturbed by Pasirah existence because Pasirah could buy and sell the permit coupon for rubber production to the farmers.

ability to flow "fresh air" in local level implementation. Besides, there is no positive impact from this changing, especially in country side level.

5) There is eagerness to track the origin autonomy of country side which have been belonged to country sides in South Sumatera Province. It includes tracing the path or making investigation of self-supported country side governing, the form and mechanism of their governing, for example in handling main and function assignment, traditional rights, its economy and politics, traditional institution which supports its culture and country side autonomy. It aims to make easer in mapping the ability self-supported country side for future projection in Kota Pagar Alam and Keromongan country sides, Martapura district, East OKU Region, South Sumatera province.

6) If it is possible to revitalize Clan government in Kota Pagar Alam and Keromongan country sides, Martapura district, East OKU Region, South Sumatera province, it means this project can be "sample model" for other regions, especially in the city and country sides in South Sumatera province.

According to above, there will be an interesting and become a unique assessment, as well as theoretical and empirical methods. This assessment can be used as alternative solution in revitalizing Clan government in related with implementation of regional autonomy in Kota Pagar Alam and Keromongan country sides, Martapura district, East OKU Region, South Sumatera province.

**Problem Solving**

Corresponding to assumption and reality in previous description, there is problem solving in this research in the following :
1. How the perception of Stakeholders in this Clan goverment revitalization
2. How the existence of Clan government can go on recently
3. What the constraint in revitalizing Clan government

**Research Method**

This research aims to understand socio-cultural phenomenon from a view of their community, and from world view. It means the phenomenon or socio-cultural symptom which consists of general pattern of human behavior in certain community.

The human behavior in daily life is a product of culture. This world is framed with symbolic concepts about facts as heritage form old generation to young generation.

In other words, this research method utilized descriptive qualitative method, or naturalistic with support of ethnography method. It aims to know, describe, and analyze deeply about Clan government revitalization in related with implementation of regional autonomy in South Sumatera.

**Unit Analysis**

The organizational analyzing unit in this research is Clan government, while individual analysis is related parties in revitalizing Clan government in related with implementation of regional autonomy is previous leaders of Clan government : past Pasirah/Depati and Danguan, Past Head/ Member of Clan Parliament, past Kerio/Gindo/ Penggawa/Proatin, Penghulu, Khotib, and Secretary of Clan, country side Kemit, past country side governing leadersUU No.5 1979) consist of past and incoming country side Head, country side

paragraph 88 UU No.5 1974, which was specific law. This law developed clan to be country side, while in that specific law, government region units is parallel with country sides in the cities which was united as government area called Kelurahan without autonomy, but with decentralization method. Country side and groups of country sides (kelurahan) is the lowest level of government facing directly to people as a development of marga (clans) and kampong in big cities.

In law of UU No.32, 2004 has described region/city, which will be autonomy area conducting decentralization and no more as administrative area with decentralization function and assistance assignment as law of UU No.5, 1974. This function to unite them only implements in the province. Decentralization function is achieved through implementation of law of UU No.32, 2004.

However, massively autonomy changing in the country sides has serious consequences, which have not many attentions yet from government. In national and local scopes, the system of clan government in line with implementation of local autonomy is very important to be cared of and developed. Clan government system with its specialty, keeps the unique, which has known as "traditional wise." If this system is able to develop, so there will be a method to make everlasting of several cultures.

Meanwhile, there are constraints in revitalizing process of clan government related with regional autonomy implementation in Kota Pagar Alam and Keromongan country side, Martapura district, East OKU region, South Sumatera province, in the following:

1) The courage to implement regional autonomy, especially country side autonomy, has been influenced by centralization autonomy in the past, and it has been doing by some government officers and executives, such as government staff, Regional Parliament, Regional Representative, community figures, and educational community. In other words, it still needs the real form of public administrative professional, which can eliminate centralism method. The mechanism to make country side autonomy is not only because of unpleasant supported factors, but there is another factor. For example, there is still exist the policy to utilize low human resources quality, as inconsistency action from legal community implementation and the weakness of elite politician/ policy maker in listening to traditional community's aspiration.

2) Real changes to increase structural position of social, economy, administrative and region politic ( in this case is districts/city), is not able to eliminate contradiction reality of the growing "excess" of democracy implementation in the regions, especially in country side level.

3) Less courage to implement "guidelines" of country side autonomy, then it created entirely rejection from local potencies through making idea of out from "united and unity of Indonesia" and providing a place to collect the various opinions. Then, finally, it creates an opinion as constructive euphoria to make real of good local governance for entity local administration, especially in Kota Pagar Alam and Keromongan country sides, Martapura district, East OKU Region, South Sumatera province. It means, there will be creativity, innovation, discretion, and productivity if they can manage their own location.

4) The implementation regional autonomy, especially country side autonomy, tends to be "stereotype" so it impresses incompletely implementation, and it means, there is no

# CLAN GOVERNMENT AS REVITALIZED TRADITIONAL LAW
# IN SOUTH SUMATERA PROVINCE

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## ABSTRACT

Clan government in South Sumatera Province has been already existed, especially in Pagar Alam (Marga Semidang Suku Alun Dua) and Keromongan Countryside (Marga Paku Sengkunyit), Martapura, East OKU. Since the implementation of UU No.5 1979 and decree of Governor of South Sumatera No.142/KPTS/III/1983 dated March, 24 1983, clan government has transformed towards countryside government. The implementation of UU No.22 1999 and UU No.32  2004 has made the possibilities to admit and respect the rights, the origin and the countryside custom and finally to revitalize clan government.

According to the thesis problem formulation, this research uses logical thinking of Input or Output model that very popular developed by Christoper Pollit and Geert Bouckaert. It means that the model is defined as an institution or program that developed to complete social economic necessity. The necessity is made by objective of the organization or program. The organization or program provides input (staff, building, resources), and activities to process these input to become output. There are three options that submitted to revitalize clan government. First, clan government cannot be revitalized at all. Second, clan government can be revitalized comprehensively in a whole region. Third, it can be revitalized in certain region but not all region.

The thesis used qualitative/naturalistic descriptive and ethnography research method. Key informant is taken by using creation selection and snowball method. In depth interview, Focus Group Discussion (FGD), observation, and literature study were used to collect data and analyze it by triangulation (Descriptive Qualitative Collaborative).

On this research, we find out the difficulties to revitalize clan government in Pagar Alam (Marga Semidang Suku Alun Dua). Contrary to that fact, that is still a possibility to revitalize clan government in Keromongan Countryside (Marga Paku Sengkunyit) by choosing second option and also third option to become "Model Countryside". On the other side, there are proposed organization structures for second or third option. The result of this research can be developed for the next research.

*Keywords*: Revitalization,Clan Government, Local Government, Autonomy Implementation.

## Background

The history of South Sumatera Province was focusing to its capital, Palembang, even though there are many other cities and regions.  This is not very surprising because that's the structure of government in the past.  The origin government in South Sumatera is Clan goverment, which is honored by its people so they feel they have a place to go for protection, or they can ask various aspects and problems when they have to take solution, for them selves or for their society.

The effort to re-manage the clans in national level is by law implementation of UU Number (No.) 19, 1965 about praja country side, in order to grouping some clans which is called praja country side, and it is projected as region with level three (daerah Tingkat III) based on law of UU No.18 , 1965.

In other words, there was effort to transform clan to be autonomy region with west style (comes from Dutch people in colonialism era) when they implemented law of UU Decentralization, 1903).   However, this way was not working, because Temporary Parliament at that time (MPRS) has evaluated and decided to freeze the law of UU No.19 1965.  Then there was law of  UU No.5 1979 about country side governing and law of

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paramedics can finish their job well. If they were needed, they often did over time for their responsibility task. Related with quantity, average paramedics can finish their job fit with the time available. Paramedics often enters and going home accordance with schedule. Related with cost effectiveness, average paramedics needs superior role as supervisor. Related with interpersonal, average paramedics can keep their self-esteem and reputation of the hospital. Paramedics have ability to preserve their self-esteem and reputation of the hospital. They can cooperate with co-worker and superior.

10. This result research showed that job stress has direct impact for negative affectivity. Job stress also has direct impact for job satisfaction. In addition, the negative affectivity also had direct effect for job satisfaction. Thus, it simultaneously can be said that job stress has direct or indirect effect significantly for job satisfaction. This finding explained that job stress can bring both in negative or positive impacts for people performance. When the work is designed badly, then it would impact to performance declining. Likewise, if the work is designed in order the people feeling challenged and ready to hold more responsibilities, then it would be positive for people, and also giving opportunity for organization to increase productivity.

11. This result research showed that negative affectivity is influenced for job satisfaction. It is also psychological empowerment is influenced for satisfaction. However, negative affectivity is not influenced for psychological empowerment. It can be explained that psychological empowerment is not influenced by people personality characteristics constituting negative affectivity reflection. Three main indicators of psychological empowerment (meaningfulness, self-efficacy, self-determination) are not related with three main negative affectivity indicators (vulnerable, sensitive, anxiety). Thus, the vulnerable employee would be remaining to have self-efficacy and intention that they are useful for their environment work. Or in the contrary, they would be not vulnerable may be not having self-efficacy and intention that they are meaningfulness/useful.

12. This result research showed that job stress has direct effect for job satisfaction. Also job stress had direct effect for performance. Job satisfaction had direct effect for performance, so simultaneously it can be said that Job Stress has direct or indirect effects significantly for paramedic performance of general hospital. Entirely, stress can cause negative output. Stress can also raise the individual performance declining in organization and psychological disorder with increasing absenteeism. The happening job stress is caused by imbalances between paramedic personality characteristic with their work characteristic aspects and it can be occur for all work conditions.

13. This result research showed that psychological empowerment is influenced for job satisfaction. The job satisfaction has direct effect for performance. In addition, psychological empowerment is also influenced for performance. This finding explained that working conditions can make typically effect for job satisfaction. If the working condition is good (for example: clean, attractive environment), then employees will find comfortable situation and give one job satisfaction facet, and also in the contrary of it. However, empowerment will increase concentration, initiative and ability, so it can increase affectivity of managerial. The previous research was also expressing that each dimension in psychological empowerment was evidenced having correlation with conducive behavior for managerial affectivity. Meaningfulness will make high commitment and centralize energy. Competence will produce effort and ability in facing heavy situation and make high expectation, with produce high performance.

Paramedics had ever been feeling marginalized when high competition level. Over sensitive with goodness when paramedics having intention always giving the best services. Entirely, negative affectivity had been experienced by paramedics in doing work.

4. Entirely Psychological Empowerment is regarded positive enough by paramedics. However, respondent does not give high perception yet. Based on examination result of loading factor was known that the third indicator (meaningfulness, self-efficacy, self-determination) is significant forming psychological empowerment variable and it was obtained that meaningfulness indicator is the most significant forming psychological empowerment variable. While self-determination is the weakest indicator forming psychological empowerment variable.

5. Average of paramedics has high enough meaningfulness. They feel the job conducted is important for their self. Job activity is meaningfulness for their-own personality. Kind of work conducted has high meaningfulness for their self. They have enough self-efficacy. Paramedics feel mastering fully skills needed. They feel confidence for ability to do job activities. They have opportunity for self-determination for their job. Paramedics have profound enough authority to determine work role. The result research showed that paramedics feel respected of their existence.

6. Entirely Job Satisfaction is regarded positive by paramedics. However, respondent does not give maximum perception yet. The indicator was regarded the lowest is Satisfaction for Salary. Based on result examination of loading factor is known that all satisfaction indicator for the most dominant promotion forming job satisfaction variable. While satisfaction indicator for salary is the lowest indicator forming job satisfaction variable.

7. Concerning satisfaction for salary, average of paramedics feel less satisfaction for salary received, because the salary given is not suitable yet with the owned responsibility. They were not satisfaction yet for additional benefit related with their result work. While for promotion, average of paramedics feel satisfaction enough for promotion/occupation functioned at General Hospital Dr. Sutomo Surabaya. They feel satisfaction enough with promotion system existing, because it always doing promotion for paramedics. They feel satisfaction enough if well done will be getting suitable promotion. They feel satisfaction enough, because the job can be finished by obtaining helping from co-worker, so they can enjoy working with the people surrounding workplace. They feel satisfaction enough for supervisor, paramedics feel satisfaction enough, because the leader gives work spirit, superior hears suggestion and idea from subordinate. Paramedics feel satisfaction enough, because hospital management is really friendly. In satisfaction for job, average of paramedics feel satisfaction enough for job conducted. This is caused their job to be interesting and complemented by some responsibilities existing in job. They feel satisfaction enough can do job seriously and full of dedication. They feel satisfaction enough because they can accomplish job well.

8. Entirely, performance variable is regarded positive by paramedics. However, respondent does not give very good perception yet. Indicator regarded as the lowest is quality. Based on examination of loading factor was known that all indicators are significant forming performance variable and the most dominant Timeliness indicator forming variable performance. While Interpersonal impact indicator is the weakest indicator forming performance variable.

9. From work quality facet, in doing task/work, average of paramedics has ever done error, but they effort to use the newest method in finishing job. From work quantity, average of

**Hypothesis 5: Negative Affectivity ($Y_1$) is influenced for job satisfaction ($Y_3$)**

From path coefficient analysis result of direct effect of Negative Affectivity variable ($Y_1$) for Job Satisfaction ($Y_3$) is obtained value 0,256 by p-value as much < 0.004. Then there is empirical evident for accepting hypothesis that "Negative Affectivity ($Y_1$) is influenced directly to Performance ($Y_3$)". Negative affectivity variables used unfavorable question, so the lower negative affectivity would be higher job satisfaction.

**Hypothesis 6: Psychological Empowerment ($Y_2$) is influenced for Job Satisfaction ($Y_3$)**

From path coefficient analysis result of direct effect of Psychological Empowerment ($Y_2$) for Job Satisfaction ($Y_3$) is obtained value 0,408 by p-value < 0.001. Then there is empirical evident for accepting hypothesis that "Psychological Empowerment ($Y_2$) is influenced directly to Job Satisfaction ($Y_3$)". Higher psychological empowerment would be higher performance of paramedics.

**Hypothesis 7: Psychological Empowerment ($Y_2$) is influenced for performance ($Y_4$)**

From path coefficient analysis result of direct effect of Psychological Empowerment ($Y_2$) for Performance ($Y_4$) is obtained value 0,433 by p-value < 0.001. Then there is empirical evident for accepting hypothesis that "Psychological Empowerment ($Y_2$) is influenced directly to Performance ($Y_4$)". Higher psychological empowerment would be higher performance of paramedics.

**Hypothesis 8: Job Satisfaction ($Y_3$) is influenced for performance ($Y_4$)**

From path coefficient analysis result of direct effect of Job Satisfaction ($Y_3$) for Performance ($Y_4$) is obtained value 0,439 by p-value < 0.003. Then there is empirical evident for accepting hypothesis that "Job Satisfaction ($Y_3$) is influenced directly to Performance ($Y_4$)". Higher job satisfaction would be higher performance of paramedics.

**CONCLUSION**

Based on analysis conducted can be concluded that:

1. Entirely Job Stress is regarded high enough by paramedics. Based on examination result of loading factor was known that the most dominant indicator forming job stress is role ambiguity. However, responsibility indicator is the weakest indicator forming job stress variable. The result research showed that responsibility indicator becomes the cause of job stress of paramedics. Thus, over responsibility burden becomes trigger job stress of paramedics at General Hospital Dr. Sutomo Surabaya.

2. Entirely Negative affectivity is often experienced by paramedics. Based on examination loading factor was known that the eleventh indicators are significant forming negative affectivity. The most dominant indicator building negative affectivity is vulnerable, while bother declining indicator is the weakest indicator building negative affectivity variable. The result research showed that often anxiety with something result in paramedics of General Hospital Dr. Sutomo Surabaya have high negative affectivity.

3. Negative affectivity rose because in doing task/work. Average paramedics have experienced anxiety, moreover in facing high responsibility work. Sensitive when paramedics were facing with various people characters. Paramedics were ever feeling bothered if working in crowd environment. Paramedics are often experiencing anxiety if demanded working with minimal error level. Paramedics have ever been experiencing mood fluctuation when working at complex environment. Paramedics often experience sad without reason when working at uncertainty situation. Difficult sleeping when paramedics had heavy duty. Little declining will bother the work must be perfect.

Hypothesis examination result of direct effect paths can be seen also on diagram below.

**Figure 2. Path Diagram of Hypothesis Examination Result**
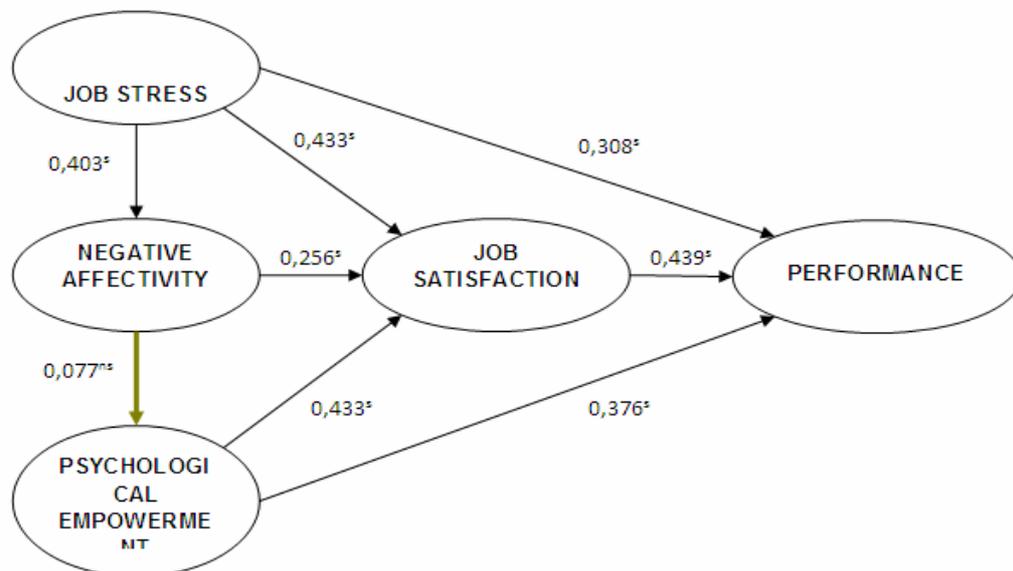


Based on Table 4.8 and Figure 4.2 are obtained hypothesis examination result as follows:

**Hypothesis 1: Job stress ($X_1$) is effect for Negative Affectivity ($Y_1$)**

From path coefficient analysis result of direct effect of Job Stress variable ($X_1$) for Negative Affectivity ($Y_1$) is obtained 0,403 by p-value < 0.001. The there is empirical evident for accepting hypothesis that "Job Stress ($X_1$) is influenced directly to Negative Affectivity ($Y_1$)". Job stress variable used unfavorable question, so the lower job stress would be higher Negative Affectivity.

**Hypothesis 2: Job stress ($X_1$) is effect for Job Satisfaction ($Y_3$)**

From path coefficient analysis result of direct effect of Job Stress variable ($X_1$) for Job Satisfaction ($Y_3$) is obtained 0,433 by p-value < 0.001. The there is empirical evident for accepting hypothesis that "Job Stress ($X_1$) is influenced directly to Job Satisfaction ($Y_3$)". Job stress variable used unfavorable question, so the lower job stress would be higher job satisfaction.

**Hypothesis 3: Job Stress ($X_1$) is influenced for Performance ($Y_4$)**

From path coefficient analysis result of direct effect of Job Stress variable ($X_1$) for Performance ($Y_4$) is obtained 0,308 by p-value as much 0.013. Then there is empirical evident for accepting hypothesis that "Job Stress ($X_1$) is influenced directly to Performance ($Y_4$)". Job stress variable used unfavorable question, so the lower job stress would be higher performance of paramedics.

**Hypothesis 4: Negative Affectivity ($Y_1$) is influenced for Psychological Empowerment ($Y_2$)**

From path coefficient analysis result of direct effect of Negative Affectivity variable ($Y_1$) for Psychological Empowerment ($Y_2$) is obtained value as much 0,308 by p-value 0.0325. Then there is not empirical evident for accepting that hypothesis.

Surabaya, that is 1146, then number of sample can be determined. Number of sample on this research is determined based on formulation from Slovin within Umar (2001) as follows:

$n = N / N e^2 + 1)$

n = number of sample

N = number of population

e = number of error still toleranced, 5% or 0.05.

By number of N = 1146, then it is obtained number of sample as follows:

$n = 1146/(1146 \times (0,05)^2 + 1) = 296,51 \approx 300$.

Number of sample is 300 and to anticipate the existing respondent unwilling to response and the response is no complete, then the sample was added 10%. That is 30 people. Thus, sample of this research is 330.

Allocation number of sample paramedics at General Hospital Dr. Sutomo Surabaya was conducted by non-proportional sampling. This was conducted because proportion of number of population between nurses and midwifes as paramedics at General Hospital Dr. Sutomo Surabaya are not balanced, the number of nurses are 1070 people (93,37%) and number of midwife are 76 people (6,63%). Thus, allocation ways of proportional sampling is improper done, because it will be obtained very little sample of midwife. Therefore, it is determined that number of midwifes sample is 55 people, so it is easier to allocate proportionally on every installation. This was conducted in order the respondent from midwife can give contribution for information would be resulted. Number of nurse sample is 275 people.

## RESEARCH RESULT

### Examination Hypothesis Result

The hypothesis examination was conducted by t-test on each direct effect path partially. Result of analysis completely, exist on result analysis of SEM. Table 4.8 presents hypothesis examination of direct effect.

**Table Hypothesis Examination Result of Direct Effect**

| Independent Variable | Dependent Variable | Coefficient Path | p-value | Notes |
|---|---|---|---|---|
| Job Stress ($X_1$) | Negative Affectivity ($Y_1$) | 0.403 | <0.001 | Significant |
| Job Stress ($X_1$) | Job Satisfaction ($Y_3$) | 0.433 | <0.001 | Significant |
| Job Stress ($X_1$) | Performance ($Y_4$) | 0.308 | 0.013 | Significant |
| Negative Affectivity ($Y_1$) | Psychological Empowerment ($Y_2$) | 0.077 | 0.325 | Nonsignificant |
| Negative Affectivity ($Y_1$) | Job Satisfaction ($Y_3$) | 0.256 | 0.004 | Significant |
| Psychological Empowerment ($X_2$) | Job Satisfaction ($Y_3$) | 0.403 | <0.001 | Significant |
| Psychological Empowerment ($X_2$) | Performance ($Y_4$) | 0.376 | <0.001 | Significant |
| Job Satisfaction ($Y_1$) | Performance ($Y_4$) | 0.439 | 0.003 | Significant |

**Notes:**

The number was attached on the figure showing references taken from resources as follows:

1. Result research from Moyle (1995)
2. Result research from Holdsworth & Cartwright (2003), Denton, *et al.* (2007)
3. Result research from Miner (1988), Sullivan & Bhagat (1992)
4. Result research from Carless (2004), Moyle (1995)
5. Result research from Carless (2004)
6. Result research from Carless (2004), Fuller & Morrison (1999), Laschinger, *et al.* (2001a, 2001b), Spreitzer, *et al.* (1977)
7. Result research from Hackman & Oldham (1980) *dalam* Spector (1997)
8. Result research from Yousef (1977, 2000), Hackman & Oldham (1980) *dalam Spector* (1997)

**Hypothesis**

Based on problems, objectives research, theory, and conceptual frame as explained above, this research can be formulated research hypothesis as follows:

$H_1$ Jobs stress is significantly influenced for negative affectivity.

$H_2$ Jobs stress is significantly influenced for job satisfaction.

$H_3$ Jobs stress is significantly influenced for performance.

$H_4$ Negative Affectivity is significantly influenced for psychological empowerment.

$H_5$ Negative Affectivity is significantly influenced for job satisfaction.

$H_6$ Psychological empowerment is significantly influenced for job satisfaction.

$H_7$ Psychological empowerment is significantly influenced for performance.

$H_8$ Job satisfaction is significantly influenced for performance.

**RESEARCH METHOD**

**Research Design**

This research is intended to examine and analyze correlation job stress, negative affectivity, psychological empowerment, job satisfaction and performance. This research is explanatory research (Singarimbun within Singarimbung & Effendi, 1995).

The method used in this research is survey, because this research takes sample from one population and using questionnaire as a tool for collecting main data. Generally, analysis unit in survey research is individual (Singarimbung within Singarimbun 7 Effendi, 1995). Therefore, the analysis unit is paramedics of General Hospital Dr. Sutomo Surabaya as individually.

Based on the data analysis, this research is analytical research, because analysisng data sample by inductive statistic that was generalized for conclusion population (Arikunto, 2002). The data collected on the point time to observe response within the same period obtained and respondent in response the related items with job stress variable, negative affectivity, psychological empowerment, job satisfaction, and performance during two months (the time for research was conducted).

The analysis tool used to solve problems of this research is based on Structural Equation Modeling (SEM), which is aimed to describe causality between variables.

**Population and Sample**

Population of this research is all paramedics (nurses and midwifes) at General Hospital Dr. Sutomo Surabaya. Number of paramedics working at General Hospital Dr. Sutomo Surabaya is 1.146 people comprising 1070 nurses and 76 midwifes. After knowing number of paramedics populations (nurses and midwifes) at General Hospital Dr. Sutomo

In work characteristic model (Hackman & Oldham within Spector, 1997) was stated that there are some psychological condition determining (such as, feels meaningfulness, feels responsibility and knowledge about impact/result of work) can influence job satisfaction and performance.

Work characteristic model showed how does the main characteristic work cause psychological situation and in turn lead to work performance, job satisfaction, motivation, and turn over (Spector, 1997). The fifth characteristic can be aplicated on every work, such as skill variety, task identity, task significant, autonomy, and job feedback.

Carless (2004) in his research pointed out to work characteristic model and Hackman & Oldham (1990) evidenced that psychological climate influences psychological empowerment and finally influences job satisfaction, then psychological climate and psychological empowerment.

Fuller & Morrison's (1999) research and Spreitzer et al. (1997) evidenced that psychological empowerment comprising four elements, such as meaning, competence/self-efficacy, self-determination, and impact influence job satisfaction. The result research showed that psychological empowerment effecting to job satisfaction.

Regarding correlation psychological empowerment, job stress, and job satisfaction have been proofed by Holdsworth & Cartwright (2003) by conducting research entitled "Empowerment, Stress and Satisfaction: An Exploratory Study of A Call Centre". The research found correlation between four dimensions from psychological empowerment (meaning, impact, self-determination and competency), job satisfaction, and job stress.

In this research conceptual frame, the subject is job stress, psychological empowerment influencing for job satisfaction. The use of this model development is to obtain information about the development result applied at General Hospital Dr. Sutomo Surabaya. Conceptual frame of this research is built by 2 (two) exogenous variable. The exogenous variables are job stress and psychological empowerment. While endogen variables are job satisfaction and performance. Conceptual frame of this research is built by 4 (four) exogenous variables. The exogenous variables are job stress, while endogen variables are negative affectivity, psychological empowerment, job satisfaction and performance.

Based on the thought above, it can be portrayed conceptual model of research as showed at Figure 1.

**Figure 1. Conceptual Frame Model of Research.**
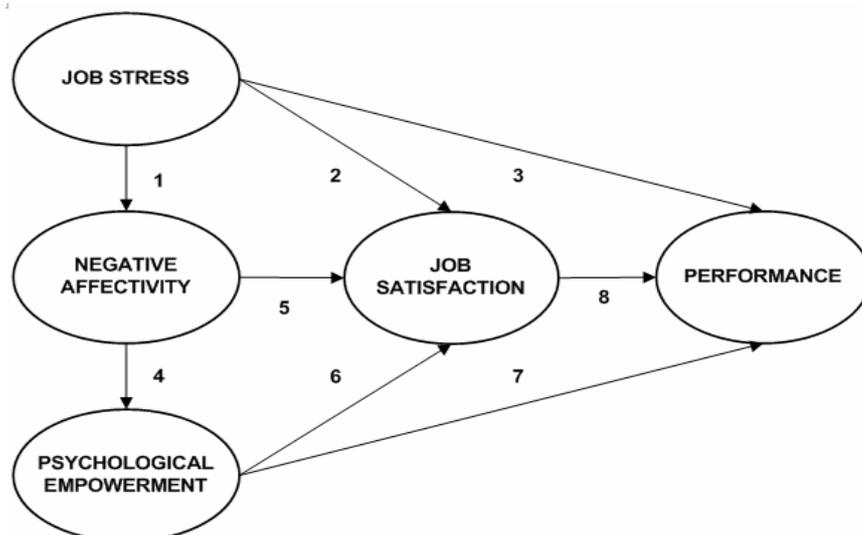
Accumulation of high paramedics workload, number of inadequate and qualification paramedics, and also not paid attention of paramedics conditions result in them experiencing job stress (Ilmi, 2003). This high job stress is influencing to their job satisfaction. This high job stress is influenced to negative affectivity and their job satisfaction. As believed by Staw & Roses (1985) and Staw (1986), negative affectivity is influenced for job satisfaction. This result research leads Staw to direct the research entering negative affectivity variable. Furthermore, Moyle (1995) and Carless (2004) stated that negative affectivity is very influenced for affective outcomes, that is job satisfaction.

As a concept, job satisfaction has been long time criticized in organizational study. According to Carless (2004), study of job satisfaction has been conducted since 1930. Researchers and organizational practitioners always strive to expose something related with satisfaction and not satisfaction of job is very influenced for organization productivity.

Holdsworth & Cartwright (2003) also showed that there is correlation between psychological empowerment, job stress, and job satisfaction. Spreitzer (1997) stated that four dimensions from psychological empowerment have correlation with job satisfaction and job stress. Other research also showed result that meaningfulness, that is one of dimension and psychological empowerment, rising positive correlation on job satisfaction and organization commitment, with competence is related positively with job satisfaction and performance (Liden, et al., 2000).

This research is designed to understand comprehensive correlation between job stress variable, negative affectivity, psychological empowerments, job satisfaction, and performance. The research relates psychological empowerment variable, negative affectivity and job satisfaction with respondent paramedics are not the first time. However, research by comprehensive design with entering job stress variable and performance, throughout knowledge of researcher is not exist yet.

The taking General Hospital Dr. Sutomo Surabaya as this place research is caused this A-type hospital as the most complete services, so that the cases and the highest work difficulty often occurs at this A-type hospital. From total facet, the A-type hospital has the greatest paramedics than other type hospital. However, if conducted comparison between total paramedics and total general hospital, total in the General Hospital Dr. Sutomo has stayed on highest ranking. It is expected that based on that situation, by conducting this research at general hospital Dr. Sutomo Surabaya will be obtained also more comprehensive portraying on paramedics situations, especially at East Java.

## CONCEPTUAL FRAME AND HYPOTHESIS
### Conceptual Frame of Research

Conceptual model in this research states correlation between variables developed based on literature review with supported by previous result research. The previous result research showed that job satisfaction was influenced by job stress psychological empowerment. Conceptual frame used in this research is expected to be able to give illustration about this research conducted. This research examines job satisfactions and paramedics performance of General Hospital Dr. Sutomo Surabaya.

Characteristic Work Theory from Hackman & Oldham (1980), as investigated by Carless (2004) becomes main theory relying on this research. Based on characteristic work model (Hackman & Oldham, 1980) was stated that there are some psychological conditions can influence job satisfaction. According to work characteristic theory, the main characteristic of work (i.e. opportunity to use many kind of skills, entry from superior) can be rising psychological condition, such as feels meaningful, feels responsibility, has impact from work activity. Individual has own interpretation style in evaluating surrounding events, and then the condition will influence how far the people feeling empowered psychologically.

# JOB STRESS EFFECT FOR NEGATIVE AFFECTIVITY, PSYCHOLOGICAL EMPOWERMENT, JOB SATISFACTION AND PERFORMANCE

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## ABSTRACT

This research aims at understanding comprehensively the relation between the following variables: job stress, negative affectivity, psychological empowerment, job satisfaction and performance. This research was conducted in General Hospital Dr. Sutomo, Surabaya, and the sample is comprised of 275 nurses and 55 midwifes and it is expected that this research will result in a comprehensive insight on the performance of these paramedics in the hospital.

The result of structural equation modeling analysis shows that job stress has a direct impact on negative affectivity, direct and indirect impact on psychological empowerment, job satisfaction and performance. An interesting finding from this research is that negative affectivity does not have direct impact on psychological empowerment. This is due to fact that three main indicators psychological empowerment (meaningfulness, belief, self-determination) are not related to the three main indicator of negative affectivity (nervousness, irritability, apprehension). This is presumably due to the fact that the hospital applies a different criteria of success from other sectors in the industry, that is the measure of success in the hospital is service while the common measure of success in other sectors is product and sales, as conducted by previous researchers.

**Keywords**: *job stress, negative affectivity, psychological empowerment, job satisfaction, performance.*

## INTRODUCTION

### Background

Today, people demand hospital service must be conducted integrative, that is demanding for service not only proper healing, but also quick and proper administrative management, without taking around for purchasing receipt, washing dress, and so on. The health service user also wants friendly and humanity attitude of professional official. To make the institution is not left by customer. Then the marketing concept used should be customer oriented. That is the service emphasis on customer satisfaction, in this respect is patient and their family.

People demanding for paramedics to serve patient is very high. So paramedics must be more improving their quality services to people. There are three main problems related with services quality that must pay attention. The third problems are:

1. Giving health service becomes main priority for many sides. However, it is difficult to make quality service and reached by large people, if paramedic availability in health system is not adequate and their quality life is bad.

2. There is situation, that number and qualification of paramedics to fulfill other complex needing in various health services are less.

3. Safe staffing is not only mean number and kind of paramedics to give paramedics caring to clients, but also including workload, environment, patient complexity, staff skill level, combination of paramedics, fund efficiency, and including element of patient safety.

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Double earning pattern is included : (1) addition or main income earning work seeker in order to increase household income; or (2) as house wife (expressing feminine role), even though indirectly making income (money), but it is productively working to support men (as household leader) to earn for living.

Working to do and manage house (domestic work), even though giving direct income, it is as productive economically work. This is proven when it's conducting substitutes (integrates) with paid worker which given substitution, such as salary as well as society fitting in the society or government (UMR), in related with accomplishing the work to do household. As member of farming family, farming women take active role in helping farming activity and earning seeker in off and non-farm sub sectors. The lower of economic level of farmers' family, the more time, and energy will be involved farming women in order to get family income (Elizabeth, 2007b).

Income supporting (economic value) which is gained by farming women from double earning pattern is big enough proven in the family income. That income is gained by working in his or her own land, as farming labor, or a worker outside agriculture sector. Even though, the role and support from women, have not priority classified as women empowering, equality and gender fairness, and welfare and children protection (Soemartoyo, 2002 in Hastuti, 2004).

Gender mainstreaming aims to consider development programs will involve opportunity and access of women, so it creates controlling and benefit for women. It means, there are needs of managing farming women's role so they are able increasing their role and potency, especially their productivity through their empowering in entirely aspects.

## Conclusion and policy implication

Women empowering is transformation process, which is more applicative to capture various allocation changing of economic sources, benefit distribution, and its accumulation in order to raise production and family income.

Women empowering in entirely aspects, has similar path with effort to support gender mainstreaming in the development. It is necessity an empowerment of women as an effort to increase and self-actualization of them selves so they are able to being self-supported and make creation, to lift them up from limited education and skill, and suppression as consequence of discriminatively from various aspects and its socio-cultural environment.

It is necessity to increase absorption power and technology adoption as a strategy in women empowering in all process of development though education augmentation, managing and training of skill, exactly and innovatively technology.

Women empowering is able to reach through protection towards women workers, lifting up the effectiveness of counseling and training, regulation improvement, facility, and salary, and job opportunity in order to make balance between men and women and there is a sympathy action towards women, especially in the villages.

Theoretically, women marginalization as an effect of gender imbalance because of social structural existence situation is restricting women. The social structure, which is built, based on authority and superiority of men is determinately set on underrepresented in almost all countries. In the country, especially in the world third country, less accommodation of women in political rights are caused by:

1. Political context is dominated by men so women political importance is not accommodated,
2. Social context which is dominated by men so it produces masculine practices, and
3. Cultural context, which is dominated by patriarchal tradition and produces social constructions, should aim for job allocation between men and women (based on text).

This theory is not enough deserved and a bit phenomenal, so it is seldom to use corresponding to many debates. Gender analysis is a tool of analysis for conflict, which focuses on structural unfairness in consequences of gender. Vitayala (1995) described to make available on Gender in Development approach (JDP=Jender Dalam Pembangunan) and approach of Women in Development (WDP =Wanita Dalam Pembangunan) in every development program. The comparison of two approaches describe by table in the following, which expresses that Gender in Development approach is designing program to integrate and mainstream it.

Table: Approach Comparison between JDP and WDP in Gender Mainstreaming

| ASPECT | JDP | WDP |
|---|---|---|
| Approach | Development model is still as source of problem | In development, women are supposed to be weight |
| Focus | Relation pattern of men and women | Women |
| Problem | Imbalance authority (rich-poor, men-women, government-citizens) which affects unfairness development by not to participate women in optimalization action. | Development process is not involving women |
| Goal | Fairness and continuity development, with men and women as decision makers | Development which needs more effectiveness and average |
| Solution | Empowering marginal women, Changing relationship pattern towards imbalanced situation. | Integrating women in development process and empowering women from development suppression. |
| Strategy | Identifying practice need as well as formulating between men and women to increase their life quality. Handling women's and poor group strategic importance through development for human and women with separation. | Inserting women aspect in entirely project program aspect. Conducting various specific projects for women development. Increasing women's productivity. Raising women's skill and conducting tradition role (household/domestic). Reducing weight on women tradition work. |

Source: Hastuti (2004), by implementation from various literatures.

WDP approach is designed to connect a gap between men and women in entirely aspects in development. The appearance and development of various women's activity and study influence the development of feminism theory, which is related with gender issue.

Feminism theory emphases institution and social conduct which are included liberal feminism, tradition, Marxist feminism, radical feminism, social feminism, and two new concepts and has been 'booming" in practice, that is: cultural feminism and structural feminism, even though both have limitation. Gender is able to change among time, class, and social economics class in the society, but sex category is not changed (Fakih, 1996).

Gender difference (sex) as consequence of biological reason and socio-cultural environment in a home is being structural analysis and it is role differentiation assessment, included age difference, generation, social economics status, or power (Paris, 1987). Double earning pattern which has been popularized by Sajogyo (1984) has proofed that women double role has positive function, and not only as women marginal reflection.

The effort to create atmosphere/ favorable situation, which is possible to develop and strengthen hidden potency, there are some methods to do:

(1) To push/ motivate and awake the consciousness of self-potency;

(2) To create accessibility towards various opportunities to make it possible; and

(3) A necessary in doing protection towards potency is a proof of sympathy to prior imbalance competition and exploitation tendency from the strong people towards the weak people.

Women empowerment is an effort in strengthening towards lack of empowerment so they are able to help them selves, self-supported, also they can develop their self-reliance. In line with women empowerment, their role and potency are really needed, and strategically positioned, as well as their highly value to manage and do family resource, especially children, and other material resources.

Children are main factor of human resources, as candidates of generation continuer. The self-reliance of women as homemaker expresses on the effort in maximizing their ability to prepare their children in making possible of getting better job than their parent's job, by education and skill training, in addition of their moral and self-respect. On this situation, by giving the best education for daughters, it makes possible to succeed their life (especially children's future/ generation continuer), which it depends on ability and potency of women as a wife and homemaker.

In other words, in linked with the existence and availability of human resources (generation continuer), which is qualified and high competitiveness in the future, so the strategy of gender mainstreaming is logically and deservedly alienation and actuation, and has to put in main position in every development policy strategy. This is possible by their empowering in all sectors. Therefore, it needs technology innovation and adoption, which links with the effort to increase the ability and potency of women. Empowering is an important strategy in role increasing and women's opportunity.

Empowering can do by developing in training and its increasing of effectiveness. It is similar with the effectiveness as family member or self-supported entrepreneur, protection towards women worker, in increasing the effectively of counseling and training, regulation improvement, facility, and salary level, training on home industry skill, and job opportunity to make it balance between genders, and to participate them in all aspects of development.

Women empowering in all fields is highly needed to support gender mainstreaming on women towards agriculture development policy. The selection can do by: (1) Nature Theory. Various differences between men and women are according to body and character, which are naturally inherent as well as God's will obligation. The highly concentration of women value in social status in the society, causes punishment evaluation towards women who have activity outside home, because it is supposed as crossways of God's will. The sanction and thoughts are similar with the opinion as "making possible from impossible" by Tjandraningsih (1996). It explains because if it is imbalance in rights difference base, so its society 's productivity will be restricted, and it will affect in decreasing in speed of development (Elizabeth, 2007b); (2) Culture Theory, accessing the difference by based on anatomy and body function of both, which consequences on psychological characteristic. (3) Theory of Structural functionalism refers on harmony of social system and a necessity to make social discipline to achieve balance and calmly situation, and (4) Psychoanalysis theory, which describes women unsatisfied feeling (jealously) towards impact of "equipment" of hers comparing with men's possession.

1. The position of "different but equally", means men and women can take role to sharing togetherness and sharing in complementariness. The separation of gender is complementary in order to achieve similar goal that is the welfare in the house and in the community. Although, it is necessary to admit, there are crossways of development programs and various ideology/norms in the society implementation. The most benefit has only taken by one sex only (men).
2. The position of "different but equally", as two views which are transversely, the reflection of ''real women power but hidden" and there is "intimidation/suppression" of real women but hidden" (Hastuti, 2004).

Various limitations which express women marginalization has shown in education access, job opportunity, technology invention, salary discrimination, value and type of job (in the lowest level), segregation by gender, limitation access of women worker and entrepreneur than men, social status value of women worker ( "disregard of God's will" than should do only for household), is not homogeny of women in non-agriculture sector involvement, left behind of women in determination and decision making, and other dimensions. Actually the case is, there has been complicated economics competitiveness in this era global, there has been difficulty to find a job, highly competition in having job opportunity, and smaller family form (as an impact of engineering and innovation in dissemination of contraception).

**Women Empowering as a Policy Effort**

Besides of highly potency and opportunity women as labors(BPS, 1990-2006), there are also highly expectation for farming women's role by reflection of more complicated and difficulty for farmers to manage household economics. Farmers link it with its situation in the villages that is getting smaller of land to manage. The productive farming land is getting smaller as an impact of using productive farming land to non-agriculture sector, as a consequence of population explode and economics value increasing in line with highly demand of land for industry, trading, and housing sectors. Another side, the speed of economical shift sector is relatively higher than the speed of labor's shift; where its turning point for economic activities in Indonesia has been previously achieved comparing with turning point of labor (Manning, 2000)

The limitation of job opportunity and its attempt shows how necessary and importance of women empowering to be able being qualified worker in the house and generation continuer and highly competitiveness owner.

Empowerment is an arrangement of efforts to increase ability and enlarge the access towards a situation to push sustainable self-supported (responsive and critical towards changing), and capable to be active in determining their own destiny, through opportunity creation as wide as possible so they are able to participate (Sumodiningrat, 1999).

By implementation of Sumodiningrat's thought (1999), at least there are three aspects, which are included in comprehending women empowering:
(1) To create conducive situation to make it possible in developing women's potency;
(2) To strengthen of potential social (capital) of women in order to increase their life quality;
(3) Protecting women from suppression and marginality on their entirely fields.

Those differences are structural analysis, which caused by biological reason and its socio-cultural environment of household. It identifies that basically, women have double roles in the house. The double roles of women will affect to: (1) the role of working as homemaker (expressing feminism role), although implicitly can generate income, by productively working in supporting men (as leaders of family) to earn; and (2) the role of earning maker for living (as addition or main role). In image development of women in twentieth century, there has generated some roles, such as:

(1) Traditional role, which put women in reproductive function, where 100 % of their life is to do for family, and clearly job allocation (women in domestic concern, men in public);

(2) Transition role, which put priority on tradition role than anything, working allocation according to gender aspiration, harmony, and household aspect is in her responsibility;

(3) Double roles, which positioning women in two worlds (the role of domestic and public is equally important), with support and attention from husband can strengthen their position and reduce their fidgety (4) Egalitarian role, as activity in the public which wasting time and attention from women. Moral support and men caring rate is a reality need to avoid conflict;

(5) Contemporary role, is an impact of women selection to be self-supported in alone situation. This group is not numerous yet, but the constraints from men domination (which may not support them) will increase their population (Vitayala *in* Hastuti, 2004).

### Gender Marginal in the Development

Development has caused modernization symptom, urban action, and other various changing of social economics in the society. The changing in social, norms, behavior, and relationship pattern between men and women will precede disintegration and discrimination on "job allocation" between men and women in various aspects. This is empirically has been significantly real on women workers in various aspect. This situation can make a problem and a constraint in development process, because it is afraid can be eliminated women roles function in productivity, or being marginal on women's role. Various researches have been conducted, but women as well as their fairness have not utilized the results yet, even though it tends to suffer (Siwi and Manwan, 1991). Research topics are various, consist of time allocation, distribution, and farming women workers in farming activity, decision making, product marketing, income generating activities, etc. In agricultural sector, women who work in farming, are not supposed as "farmers", but only as wife(family member) of farmer, who has obligation to help any kind of husband (as farmer).

Men and women in the village, are such in human life, together working on their farming, but the gap is always there for women, especially on exploration of potentially capability and ability. The impact is, there is marginalization of farming women, and they always be left behind of farming men.

Agriculture development programs at the past, was not impossible neglecting women's role, even though it was not a purpose to do that (Elizabeth, 2007b). That careless caused women's position was hemmed in on and being in a tight spot in the limited dimension. Internally, lower of education, skill, and self-confidence expressed women limitation. Externally, that limitation expressed by lower of women access in capturing various opportunities in outside home.

White and Hastuti (2004) saw the relationship between men and women in the agriculture society reflects:

Besides, of socio-cultural factors, which are normative such as above, there is family situation, which influences women gender's role (Hastuti, 1998). According to research by Kimbal (1981) and other researchers, the natural ability between men and women is very tiny. This is similar with the opinion of Suwarno (1995), that someone can develop fully their selves, both their masculine or feminine, so they can develop their potential ability on their selves as much as possible (Lips and Colwill, 1978). Someone who sees without differing sex distinctive, will be able to develop the masculine aspect, and it is called having androgyny character. Therefore, there is no reason to distinctive one gender to learn activity field in public sector in widely society.

**Indonesian women situation in the society**

The role and position are two important aspects in social relationship on the society. The role is individual behavior in social structure, it is dynamic aspect from position, and finally it will give certain facility as well as their role. However, the position indicates their individual social status in the society. In other words, position gives someone a role as interaction pattern in the society.

Someone can get a role, if he/she has been doing his/her rights and obligations as his/her status. The potential object, which belongs to someone, will link with his/her ability to access and utilize the opportunity found. The society may not give balanced opportunity, although he/she is able to make it as well as his/her role. Even though, the society has frequently "to do" ceiling those opportunities, such as it occurred with women as farming in the village. She has her self-potential ability so she can take her role whether it fits or not with her position, because she has supporting power which belongs to specifically each individual.

The changing of role and status of women is generally caused by its society development and environment. This changing is getting to be triggered by economics growth, in line with the changing of agriculture sector to non-agriculture sector. It will affect socio-cultural changing in its society. The development of economics and social generates disintegration of job allocation between genders, which has been formed since long time.

The new productive work pattern between genders tends to discrimination on job allocation between men and women (Sajogyo, 1984). During transition period, it is not a certainty if women farming who have productive functions will be disappeared, which affects to decrease in speed of agriculture development growth. Within all strata, it indicates that role and status of women in doing continuity of household is higher than men can do as household leader. The domination of that role and status shows the high potential ability of women in controlling and directing their household, towards better or worst. This is strengthened in fact, more than 50 % from Indonesian population is women (BPS, 1990-2006), whereas more than 70 percents (or about 82, 6 million people) are located in the villages and 55 percents of them have lived from agriculture (Elizabeth, 2007b).

Those data show how big the potential ability of farming women as workers which need to be optimized. Even though, the domination of women's role has opportunity to change. For example, when a man has widower status, he will manage his entire household (although he has grown-up daughter, sister, or mother/ mother in law). The difference of status/position of each household member is an assessment of role differentiation, based on age, sex, married status, social economics status, generation, or power differences.

not supposed to do it. Besides, gender has form differences amongst communities because of norms, customs, belief, and its habitual action.

From above explanation, gender can verbalize as an activity, which equalizes rights and obligation between men and women, which is corresponded to its condition and situation of the location (area gender). The equality of gender is expressing with opportunity and result for men and women. This is included the elimination of discrimination and structural imbalance in accessing resource, opportunity, and services (such as similar access to have education, healthy, and economics). This also means there is implication of human rights, because the equality between men and women is a part from human rights. Gender equality does not mean women are similar with men (Cida's 1999:2). Therefore, gender is an allocation of role between men and women, which has directed by society. It also means gender from one location is different with another, even gender situation keeps on changing, because gender is not God's will, but gender is a base of character between men and women which is complemented each other.

In its history, the difference of gender has been constructing through long process to form, to socializing, even to make socially-culturally constructing through religion knowledge. All process which has causal of inequality, will generate unfairness and gender imbalance, then it will manifest to be some forms: stereotype, marginal, subordination, harassment, and triple burden. This situation and position of course will impact and direct women's role in the society. Besides, it will strengthen an opinion that women are second class of human being, has only their working effectively only in their domestic land.

## Socio-cultural constraint, which influences women's role

Some factors which influence gender role, both in domestic or wider public, has limited factor (Licuanan *in* Suradisastra, 1998):

1. Social status; gender status which is linked with education process, healthy, and position in making decision are generally giving certain impact towards women's productivity. The difference of education achievement between men and women has generally less similar access towards education resource and training, and this creates critical consequences towards women corresponding to their productive and reproductive ability.

2. The constraint to get job opportunity, certain gender can get job related with traditional norms. Generally, women gender will get job in line with household activity, and the job has low character value, marginal, and easy to substitute by others. Besides, women gender is facing relatively mobility constraints. In other words, women do not intend to work far physically, because they have to be close with their children.

3. Job status is frequently different of position for different gender. Women are frequent to get lower position than men have also different salary for the similar job. From technology view, certain gender is frequent getting more negative impact than positive one.

4. Double weight on women is much more numerous than men have. The case to unite family with their work is much more complicated when it compares with men. Because women are assumed close with their children along the day, included in doing household works. Consequently, worker women have simultaneously role demand from their work and family. However, men only have occasional role demand.

programs are able to do by considering opportunity and access possibility for women towards development programs, by controlling and giving benefit for women. Corresponding to region's autonomy, this case enlarges the challenge and opportunity for women. Whereas, development in the province, region, and cities are generally not placing women and its empowerment, equality, and gender equivalence, also their welfare and children protection as priority (Soemartoyo, 2002).

There is an approach need to build a target. Gender identifies a social relationship between men and women, which is not determined by biological differences, but by learning experiences and an opinion from the society, what women may do and may not do. Gender, which is based on value differences, will determine women's role in all aspects of life and women's parity.

Caplan (1978) convinced that the behavior difference between men and women besides of biological factor, socio-cultural process support it. That's the reason gender meaning can be changed from place to place or time to time, even between community socio-economics classes, while sex is not changed.(Fakih, 1996).

The role of gender generates a problematic point that is unfairness because of that difference (Suradisastra, 1998). The consciousness about gender means men and women work together with equal on rights, assignment, position, role, and opportunity, and put attention towards specific needs which needs to strengthen and complement (Vitayala, 1995). It means men and women can take role as maker for living in any field, such as agriculture, non-agriculture, household activity practice, and community activity practice. Those roles are depended on various values and norms in the society, physical and social environments, development programs, situation of social economics family and household (**Hastuti, *et.al.,* 1998).**

In the history, the difference of gender has constructed by long process to form, socialize, even to construct conveying with social cultural from religion. All processes which are causal inequality to generate unfairness and gender imbalance, then it stimulates to manifest some types: stereotype, marginal, subordination, harassment, and triple burden. This situation and position implicate and determine women's role in widely society and strengthen issue than women is second-class.

According to Illich (1999: 13), the possibility theory to debate two existence modus as gender protection of localism and economical sexual regime, which both are alike, and very different. Social gender means as identical twin, which is generally located and time-linked, which legitimate for men and women.

Different with opinion of Fakih (1997: 8-9), gender concept is a manner which is inherent with men and women while both are social-cultural constructed. For example, women are gently, pretty, emotional, or mothers alike, while men are strong, male, and powerful. Character of these manners can exchange each other. It means they are men who are emotional, gently, mothers alike, while some of women are strong, rational, and powerful. This changing is able to occur from time to time and from place to place.

Whereas, according to Djohani (1996:7-9), gender is role allocation, position, and assignment between men and women, which has been determined by society, based on character of men and women which is supposed to be suitable according to norms, customs, belief, or habitual action. For example, women do household work, while men are

## CONSTRAINT OF GENDER MAINSTREAMING IN INDONESIA

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### Abstract

The position situation of women in Indonesia in various aspects of life is relatively low. Therefore, comprehension of gender to improve women's roles, both in their household and society is required.  This paper aims to observe socio-cultural constraints, both internal and external.  Research results convinced that women participation in planning and decision making on development programs in fact is lower than men are.  Even existing culture in certain community gives less support and opportunity to women.  Women's roles are different amongst locations, as well as the existing norms in the community.  There are many socio-cultural factors, which have mainstreaming gender constraint.  Women participation in the traditional institutions is relatively high.  Therefore, gender mainstreaming from top to bottom needs attention from government to socialize to the society.

### Introduction

Women's role in development has position in the Indonesian's rule as expressed in Pancasila and 1945 Basic Rules, which says there is equal opportunity between men and women.  However, there are many women have not conscious about their rights because of lack of information, so they have been neglected in some cases.  Some of them do not understand why this problem should discuss particularly.  It might be caused by the concentration of each value in the society.  Value and norm in the society have determined that God's will for women as "queen and doing for household aspects", then if they have activity outside home has been supposed they across God's will and make problematic case(Tjandraningsih,1996).

Globalization era has been bringing complicated economics competitiveness, therefore it generates some roles of prospect and development on women's image in twentieth century as in the following (Vitayala, 1995): 1).  Tradition's role is placing women in reproduction function.  Their life is 100 % for the family.  2) Transition's role, patterning tradition's role is the priority than others.  3) Twin role, positioning women in the family and in outside home is equally important.  4) Egalitarian's role, using their time and attention at outside home.  5) Contemporary's role, as selection affects to be alone and self-supported in their life.

More than half of Indonesian population is women, but the situation with left behind of Indonesian's women can figure inequality and unfair between men and women in Indonesia (Soemartoyo, 2002).  This shows that Gender–related Development Index (GDI), which put Indonesian's women in the rank of 88 on 1995, then it declined to 90 of rank on 1998 from 174 countries and it turned down again to be rank of 92 from 146 countries in 1999.  In the world's rank, Indonesian women's index is below from ASEAN countries, while various crisis occurred in Indonesia will make lower of its index.

Therefore, government has strongly committed to lift up the status, role, and base of women in all aspects.  In Indonesian's law of UU 35/2000 about programs of National Development, status raise and circumstances of women has put as issue across fields of development.    Then,  government  has  published  INPRES  9/2000,  about  gender mainstreaming  in  national  development  as  one  of  efforts  in  line  with  improving  the circumstances of Indonesian's women.   Gender mainstreaming aims all development

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Policy alternative D (community economics enterprises development) is being first priority, in other words that citizens' aspiration and community figures and region government officers as stakeholders has put alternative D as first priority to develop Karimunjawa area. It is shown also that local economics community condition is requiring attention because of low-income level (< Rp. 500.000,-), so it is expected that there will be programs to increase their income and welfare by community economics enterprises development. Those will be fitted with its potential natural and human resources. Corresponding to low education level of the community, the program should be guided and accompanied by government until they can pass through to be success and self-supporting.

**Policy Implementation Strategy on Community Economics Enterprises Development**

The direction of policy on community economics enterprises development should be focused on natural resources, which have been utilized by them but not optimalized used yet. According to research result in the field, plant harvest, such as coconut, cashew fruit, water fruit, mango, fish are potentially to be developed as advantageous household industry. Besides, by getting progress on tourism heart pumping, so handy craft industry (souvenir), tourism service, souvenir kiosk, restaurants, shops are needed to develop. Various activity programs can be scheduled, such as:

a. Training in making mat, and sweep from coconut waste.
b. Training for making VCO (Virgin Coconut Oil) from coconut.
c. Training to create cashew fruit to be food, drink, or drug, because so far only cashew seed is utilized.
d. Training in making handy craft to be souvenirs, or wooden designing a la Jepara creating by utilizing woods of Dewandaru, coconut shell, ocean shells, etc.
e. Souvenir shops with organized and managed display and near by tourist destination and hotels.

**Conclusion**

According to MCDM (Multi-Criteria Decision Making) analysis from four policy alternatives, policy D (community economics enterprises development) as first priority with its score of 111. Then alternative of B (tourist development) with score of 105, 8, alternative of C (traditional ocean fishing development) with score of 103, 8, and alternative of A (space/zone management) with its score of 101, 1.

The direction of policy implementation strategy is focused on potential natural resources, which has been utilized by community but it is not optimalized yet. In addition, corresponding to low-level education of the people of this location, so it is need to be guided and accompanied by government until they can reach their goal to be successful entrepreneur and self \supported community.

## B. Policy Alternatives Determination

In order to manage sustainable Karimunjawa archipelago, there are some policy alternatives. After selection process and assessment of this research, there are four priority alternatives (selected), that are Alternative A (space management); B (tourist development); C (traditional ocean fishing development), D (community economics enterprises development).

According to MCDM (Multi-Criteria Decision Making) analysis from four alternatives, the informant chose D policy that is community economics enterprises development as first priority with score of 111. Then it is followed by B policy alternative (tourist development) with score of 105, 8, C alternative (traditional ocean fishing development) with score of 103, 8, and alternative of A (space/zone management) with score of 101, 1. The result of priority determination of four policy alternatives is shown in Table 4.

**Table 4. Matrix Scoring Result from Informant on Policy Alternative Determination in line with Sustainable Karimunjawa Management.**

| Policy Alternative | Criterion | Informant Identity | | | | | | | Score | each criterion | Last Score | Priority |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 | | | | |
| | Ecology | 19 | 20 | 20 | 20 | 20 | 20 | 20 | 139 | 50 % | 69,5 | |
| | Economics | 10 | 7 | 7 | 7 | 15 | 6 | 6 | 58 | 30 % | 17,4 | |
| | Socio-cultural | 10 | 11 | 16 | 11 | 16 | 7 | 11 | 82 | 20 % | 14,2 | |
| | **Total** | **39** | **38** | **43** | **38** | **51** | **33** | **37** | **279** | | **101, 1** | **P4** |
| B | Ecology | 16 | 20 | 17 | 20 | 20 | 16 | 19 | 128 | 50 % | 64 | |
| | Economics | 11 | 11 | 9 | 11 | 14 | 13 | 7 | 76 | 30 % | 22,8 | |
| | Socio-cultural | 11 | 15 | 14 | 15 | 14 | 12 | 14 | 95 | 20 % | 19 | |
| | **Total** | **38** | **46** | **40** | **46** | **48** | **41** | **40** | **299** | | **105, 8** | **P2** |
| C | Ecology | 17 | 19 | 15 | 19 | 20 | 15 | 17 | 122 | 50 % | 61 | |
| | Economics | 12 | 11 | 10 | 11 | 16 | 14 | 12 | 86 | 30 % | 25,8 | |
| | Socio-cultural | 12 | 12 | 14 | 12 | 16 | 7 | 12 | 85 | 20 % | 17 | |
| | **Total** | **41** | **42** | **39** | **42** | **52** | **36** | **41** | **293** | | **103, 8** | **P3** |
| D | Ecology | 19 | 20 | 14 | 20 | 20 | 19 | 18 | 130 | 50 % | 65 | |
| | Economics | 10 | 16 | 10 | 16 | 16 | 9 | 11 | 88 | 30 % | 26,4 | |
| | Socio-cultural | 13 | 16 | 16 | 16 | 16 | 8 | 13 | 98 | 20 % | 19,6 | |
| | **Total** | **42** | **52** | **40** | **52** | **52** | **32** | **42** | **316** | | **111** | **P1** |

Note: **Informant Identity:**
1 = Natural Resources and Environment concern of Karimunjawa (university/Diponegoro university)
2 = Younger Figure, Community of Self-Supporting Group Secretary
3 = Community figure, Head of Elementary School
4 = Community figure, Bank Practice, Manager of PLTD
5 = Community figure & Younger Pioneer, also Islamic school teacher
6 = Government Field Leader, Karimunjawa District Head
7 = Karimunjawa Region Development Head, Jepara Tourism Bureau.

**Table 3. Earning of Living Data in Karimunjawa District**

| No | Earning of Living | Population of ach village | | | Total |
|---|---|---|---|---|---|
| | | Karimunjawa | Kemujan | Parang | |
| 1. | Farmers | 445 | 297 | 168 | 910 |
| 2. | Fishermen | 1483 | 873 | 527 | 2883 |
| 3. | Exploration worker | 21 | 13 | 8 | 42 |
| 4. | Helper | 113 | 52 | 87 | 252 |
| 5. | Trader | 97 | 35 | 35 | 167 |
| 6. | Construction professional | 79 | 38 | 35 | 152 |
| 7. | Transportation | 31 | 27 | 15 | 73 |
| 8. | Government officer and army | 168 | 47 | 28 | 243 |
| 9. | Retired | 14 | - | - | 14 |
| 10. | Others(service) | 25 | 15 | 9 | 49 |
| | TOTAL | 2.476 | 1.397 | 912 | 4.785 |

*Resource:* Monographic of Karimunjawa district, 2005

**3) Fishing Potentially Data Verification in Karimunjawa**

According to potentially ocean fishing data, number ocean fishing equipments of ocean are motor boat (Jonson motors), 795, motor vessel (branjangan) is 83, and small ships is 55. Whereas capturing equipment is net(227 units), branjang 96 units,  tonda fishing rod 650 units, edo/rewet fishing rod 200 units, bubu 2000 units and Muroami 18 units. Fish capturing equipment such as tonda fishing rod in fact has the highest users, so it is supposed in Karimunjawa ocean has a huge tuna fish stocks in its season, that is June until October, and it is one of tuna fishing ground in Java Ocean. Bubu capturing equipment is relatively numerous (2000 units), but not all has been set on coral reef area, because its fish recently is getting low as terrible as destruction of coral reef.

Ocean culture field of enterprises, especially floating net basket (keramba jaring apung =KJA), generally only a place for collecting or temporary lodging (about 2-4 weeks) for captured decorated fish by fishermen, and its copious is 40 units, then those fish is sold to exporter with alive condition. Whereas KJA, which has been used by anglers, is for enlarging Kerapu and Sunuk fish, available for two units, which it is owned by a trader from Semarang and another one belongs to Fish and Ocean Bureau, Central Java province.

**4) Socio-Cultural**

Citizens of Karimunjawa consist of three ethnic groups that are Javanese, Maduranese, and Bugisnese (from Makasar, such as Bajo, Bugis, Muna, Luwu, Buton and Mandar). Those have its socio-cultural social background and different way of life.  Bugis-Makasar natives are located Kemujan Island (Dukuh Batulawang and Tlogo, Kemujan village). Maduranese village is in Dukuh Nyamuk included Parang village, and Javanese group is located in Karimunjawa island, Genting island, Kemujan island (Dukuh Mrican and Kemujan) and Parang island.

The majority of Javanese came from Java Island. However, mostly ethnic group has been mixed and interacted with other ethnics. Therefore, Karimunjawa community consists of people from various places, which cannot be justified as real coast community.  Its culture then is a result of assimilation and acculturation from various cultures, and then it forms an identity of culture with its specific one.

The big role of agriculture and fishing sectors in economics structure of Karimunjawa district is a reflection that many people in Karimunjawa district who work in agriculture and fishing sectors.

According to data collection result and direct observation on the location, there is necessity to provide some developments in Karimunjawa district, especially in agriculture and fishing, which are very strategically sectors to be developed. However, there are some problems, which have been faced corresponding to fish resources development:

1. Fish capturing is not regularly conducted and uncontrollable, such as vessel is not suitable with capturing line, fish capturing is conducted by net in the area with coral reef.
2. Using fish capturing equipment, which is not environment friendly such as compressor, and potassium cyanide.
3. Lack of investor because of limited transportation to the location.
4. Improperly fish capturing creates inappropriately post harvest handling.

Ocean biological resources in Jepara region has potential prospect, but because of limited knowledge in environment friendly and economics call for their life, while they depend very much with natural resources, so this situation makes destruction in ocean biological resources, especially its coral reef and mangrove forest.

### 1) Demography

Population of Karimunjawa district in 2005 is 8.449. Education level in average is elementary school, not passed elementary school, and untaught of education. This shows there is low level of education and some with educational age, have been helping their parents, while they are not conscious with education importance and limited of financial ability. Population data and its educational level are completely shown in Table 2.

Population of Karimunjawa village is 3.865, while 77, 54 % of them is elementary school educated, junior high school level is 4,133 %; senior high school rank is 2, 75 %; and university degree is 0, 55 %.

**Table 2. Population & Education Level in Karimunjawa district, 2005.**

| No | Village | Land wide (ha) | Population | Population Density (ha) | Education Level | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | elementary[*] | Junior High Sch. | Senior High School | University degr. |
| 1 | Kr. Java | 4.624 | 4.186 | 0.01 | 3.260 | 173 | 115 | 23 |
| 2 | Kemujan | 1.626 | 2.751 | 0.02 | 1.946 | 104 | 68 | 14 |
| 3 | Parang | 870 | 1.512 | 2.91 | 1.458 | 70 | 46 | 7 |
| | Total | 7.120 | 8.842 | - | 6.664 | 347 | 229 | 44 |

*Resource*: Fishing and Ocean Bureau, Karimunjawa (2006)

*) already passed and still in education

### 2) Earning for Living

Citizens of Karimunjawa are generally fisherman/ workers in fishing/ farmers (61 %). This shows dependency of people towards fishing resources is high. Farmers are the second rank with percentage of 19 %, industry workers. Government officers and army is 5 %, while trader and construction professional is 3 %, and others are transportation, service, exploration, and retired. Earning of living data based on Monographic in Karimunjawa district of 2005 is shown in Table 3.

Table 1. MCDM Structure in Policy Alternative Evaluation

| Criterion | Sub Criterion | Score value each alternative | | | |
|---|---|---|---|---|---|
| | | **A** | **B** | **C** | **D** |
| Ecology (Weight 50 %) | 1. Ecosystem Risk level<br>2. Ocean quality potential impact<br>3. Potential Fish resource<br>4. Mangrove availability situation | | | | |
| Sub Total | | | | | |
| Economics (Weight 30 %) | 1. Community income increasing.<br>2. Human resource absorb<br>3.Contribution towards PAD/PDRB<br>4. Production/revenue increase | | | | |
| Sub Total | | | | | |
| Social (Weight 20 %) | 1. Involvement/integration structure<br>2. Institution empowerment/ organization/community group<br>3. Value maintaining on culture social and religion in the community.<br>4. Decreasing of dependant level on natural resources. | | | | |
| Sub Total | | | | | |
| TOTAL | | | | | |

**Note**: A = Space /Zone management
B = Tourist Development
C = Traditional Ocean Fishing Development
D = Community Economics Enterprises Development

## DISCUSSION AND RESULT
### General situation of Research Area

Karimunjawa archipelago is administratively included in the Karimunjawa district, Jepara region, Central Java province. Geographically, this area is located on coordinate dot of 5°40' – 5°57' South Latitude and 110°4' – 110°40 East Longitudinal with distance about 150 km north away from Semarang and has 45 miles away from North West of Jepara. Karimunjawa archipelago consists of 27 islands group, small and big ones. There are five islands has been occupied: Karimunjawa island, Kemujan island, Parang island, Nyamuk island, and Genting island.

Karimunjawa archipelago has good prospect because of potential natural resources, as well as its natural beauty in the land and in the sea, and biological wealthy ocean, which can support its economic community sector.

According to data from Bappeda on 2002, economic growth rate of Karimunjawa district (from constant price) at presently is 15 %, while in previous growth; say in 2000 is 11, 23 %. Economic growth rate of Karimunjawa district is getting better corresponding to involvement of each sector:

1. *Agriculture and fishing as 49 %.*
2. *Trading, hotel, and restaurant as 23, 77 %.*
3. *Service sector of 10, 29 %.*
4. *Processing industry sector of 8, 72 %.*
5. *Building sector of 3, 53 %.*

This research aims to analyze the policy, which consists of policy alternatives selection so Karimunjawa archipelago can be sustainable managed, and policy implementation can be strategic determined.

This research is expected can be advantageous as policy recommendation ideas and considered to make Karimunjawa as well as sustainable.

**Research Methodology**

This research took place in Karimunjawa archipelago, Jepara region, Central Java province. Illustratively, research location is presented in Attachment 1. The informants in this research are community leaders, young leaders, community service organizations, and business practice, key persons that are able to represent various groups of people in Karimunjawa and Kemujan villages. The background of informant is Karimunjawa district government officer, Tourism bureau of Jepara region, universities community who care towards everlasting environment and Karimunjawa development.

This research has been utilizing Descriptive Qualitative method, which can produce descriptive data from people and correspondents. This descriptive research has been studying policy alternatives about sustainable Kaimunjawa development management of ecology, economics and social criteria. Data collection method has been used by observation, interview, and involved data collection.

In order to get complete data for this research, it has been used Triangulation technique. It is methodology combination to understand a phenomenon. In qualitative research, this triangulation refers to information collection (data) as many as possible from any sources, so it will give benefit for the research for two aspects: (1) to decrease limited risk on conclusion in certain method and data sources. (2) To increase conclusion validity so it can be extended to wider discussion. In other words, Inherent data source, research, certain method will be neutralized by information from data source, research and other methods (Alwasilah, 2002:150).

Data analysis technique to determine policy alternative priority is utilizing MCDM (Multi-Criteria Decision Making), as a policy analysis technique, which accommodates various criteria. This MCDM analysis was started by determining policy alternatives, which has possibility to be taken, and then deciding utilized criteria to evaluate that alternatives selection. Each criterion on certain decision will get clear score. Every criteria of decision maker can take less or more weight comparing with other criteria according to consideration if it is important or not for evaluation in decision-making. Last score in each alternative will determine the priority of policy alternatives will be taken. MCDM structure is managed with matrix as in Table 1 in the following.

In this research, there are four policy alternatives, which have been selected. The four alternatives are:

A = Space management;

B = Tourist development

C = Traditional ocean fishing development

D = Community economic enterprises development

Each of alternatives is evaluated by using ecology, economic and social criteria (Table 1).

Supriharyono, Ruswahyuni, Triarso, Frida, Pujiono, and Setiarto (1999), which have stated there has been changing percentage of alive coral reef since 1988, 1992, and 1999 in several islands, those are Big Menjangan island from 70 % to be 33 % and 32,5 %; Small Menjangan island from 70 % to be  37 % and 35,7 %; and Small Cemara island from 55 % to be 56 % and 43,9%.

Mangrove as vegetation has also shrunken from 1997 to 1999, that is 587, 88 hectares to be 576, 81 hectares, and coastal pond addition from 11, 61 ha (1997) to be 23, 40 ha (1999).  Ocean fish production (pelagis), which can be grabbed  in Karimunjawa archipelago has been lessened from 2000 as many as 56.292 kg to be  48.659 kg on 2001 (BPS Jawa Tengah, 2000; 2001). Besides, the declining of ocean water quality has been indicated by much of waste piles/ solid and liquid waste (oil) spreading in area near its quay.

Based on presently biological resource situation and other problems which have been come up, there is a need of policy which is more effectively implemented by government. Therefore, it is a requirement to seek policy alternatives in managing Karimunjawa archipelago so it can be returned or improved its ecosystem as well.  One of the techniques is conducting policy analysis, which has been accomplishing by this research. Dunn (2000) explained that policy analysis is applied social science, which has been using various research methods and argumentations to make relevant information in analyzing social problems, which might be come up because of policy implementation.

Policy analysis circumstance in general is descriptive and factual, which contains of cause and effect inside. Referring on Quade in Kismartini (2004), policy analysis is a sort of discussion which produces information, can be used as fundamental of consideration for decision makers in evaluating policy implementation to make improvement.

Policy analysis in managing Karimunjawa archipelago is intended to acquire policy alternatives, which perform sustainable fundamental. Sustainable management is a management, which considers benefit taking at this present and advantage taking for long term, and its performance can be continuously conducted from time to time. This concept is referred on sustainable development paradigm, which was defined first time by WCED (World Commission on Environment and Development, 1987). It explained that sustainable development is "development which performs presently need without reducing the capability of future generation to carry out their need"

According to Serageldin (1996) which referred in Bengen (2003), sustainable development has three main pillars; those are economics, ecology and social pillars. Economics pillar is pursued on income return, which based on efficient resource utilization. Ecologic approach pleads on the importance of prevention in biological variety, which supports balanced world ecosystem contribution. At the same time, social approach prosecuted on Socio-cultural system stabilization, included avoiding justice conflict, both in between generations, and in the generation.

In order to accomplish sustainable development of Karimunjawa archipelago, the policy of Karimunjawa archipelago management is expected to be conducted with consideration of economics, ecology, and social aspects. Sustainable economic aspect is included economics growth, capital maintenance, and efficiency in utilizing recourse and capital. Sustainable ecology consists of ecosystem integrity, supporting power of protecting variety of biological forms and natural resources. In addition, sustainable social aspect is availability of equity, empowerment, participation, and institution.

# SUSTAINABLE ARCHIPELAGO AREA MANAGEMENT POLICY
# (CASE STUDY IN KARIMUNJAWA ARCHIPELAGO, JEPARA REGION,
# CENTRAL JAVA PROVINCE).

Kismartini

Diponegoro University

## ABSTRACK

Karimunjawa archipelago in fact has overflow natural resources, but various human interests in taking benefit of them, such as tourism, fishes, settlement, transportation, agriculture and plantation, generated ecosystem destruction and reduced environment quality. It is threading the existence of a region of archipelago, which has been supporting its envir

This research aims to choose policy alternatives and sustainable Karimunjawa archipelago management strategies, by using criteria of policy based on ecology, economics, and social as well as rules in sustainable development principle. The method, which has been used in policy analysis, is MCDM (Multi Criteria Decision Making) that is policy analysis technique, which has been accommodating various criteria in evaluating policy alternatives.

Research result in line with sustainable Karimunjawa management achievement, shows there has been availability of creating community economical enterprises as first priority, then following by capability of tourism developing policy alternatives, and traditional ocean fish developing policy alternatives, and at last space/zone management alternatives.

Policy implementation strategy in creating/developing community economical enterprises as priority has been directed towards potential natural resources, which have been used by community, but it has not been developed optimally. Various form of activities which can be scheduled, such as training and managing the technique in making handy craft from provided material, creating household industry scales which can be utilizing ocean resources, fish production, and plantation harvest as managed products which have higher economical value, establishing handy craft industry centers and souvenirs selling, and training of various food and cookies with interesting packaging for tourists' consumption.

*Key words:* *Sustainable Development, Policy criteria, Policy alternative, Policy strategy*

## Introduction

Indonesia is an archipelago country; consists of about 17.504 islands with coastline approximately more than 81.000 km (Dahuri, 2001). Karimunjawa archipelago is one of island groups which is located in south of Java island consists of 27 big and small islands. There are five islands, which have been occupied; those are Karimunjawa Island, Kemujan Island, Parang Island, Nyamuk Island, and Genting Island.

In line with increasingly development activity and community life demand, also gradually more of population growth, have generated various human interest in taking benefit of natural resources, especially in Karimunjawa region. Numerous activities, such as tourism, fish capturing, settlement, transportation, agriculture and plantation, have potentially supported towards ecosystem and resources degradation, and ocean quality reduction. If these continuously turned out, so the function of Karimunjawa archipelago as conservation area (national park) and supporting life will be disappeared.

Transpired indication of ecosystem and natural resources degradation can be seen from report of government province first level of Central Java (1988), and report of research result from Supriharyono, Ekowati, Busono, Septrianto, and Sunarsih (1992), and

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menaruh keyakinan bahawa pemilihan ini sekurang-kurangnya dapat memberi gambaran secara keseluruhan di negeri Kedah. Penyertaan untuk menjawab soal selidik dalam kajian ini adalah dilakukan secara sukarela. Justeru itu, tidak dapat dinafikan ada responden yang tidak mahu atau takut untuk menjawab soal selidik dengan jujur kerana khuatir untuk memberi penilaian terhadap Tun Dr. Mahathir.

Kajian ini disandarkan kepada Model Conrad (1994) seperti mana yang dinyatakan sebelum ini dan model ini hanya digunakan sebagai panduan bagi meneruskan penyelidikan ini. Hasil kajian ini juga diharap dapat memberi perhatian kepada pemimpin-pemimpin negara terhadap amalan komunikasi kepimpinan seperti keterbukaan dan memberi sokongan.

Secara keseluruhannya, kita dapat melihat bagaimana Tun Dr. Mahathir mentadbir negara bukan sahaja melalui penguatkuasaan dasar pembangunan dan kestabilan masyarakat, malah ia juga melibatkan gaya kepimpinan dan komunikasi Tun sendiri (Rusdi Omar & Sivamurugan Pandian, 2006). Sosialisasi yang diterima oleh Tun Dr. Mahathir sebelum menceburi politik banyak membantunya mengembangkan bakat dari segi kepimpinan yang seterusnya menjadikan beliau salah seorang Perdana Menteri Malaysia yang berpandangan jauh. Idea-idea bernas dan falsafah yang unik membolehkan beliau melakukan sesuatu yang sukar diramal dalam membawa Malaysia ke landasan kemajuan. Pemerintahan Malaysia yang diperkenalkan oleh Tun Dr. Mahathir jelas menunjukkan satu bentuk pemerintahan demokrasi mengikut acuan sendiri yang mengutamakan kestabilan politik, kemakmuran ekonomi dan kemajuan negara.

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**Jadual**
**Amalan komunikasi kepimpinan dari segi keterbukaan**
**(n=400)**

| | MEMBERI SOKONGAN | 1 Sangat tidak kerap | | 2 Tidak kerap | | 3 Sederhana kerap | | 4 Kerap | | 5 Sangat Kerap | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | f | % | f | % | f | % | f | % | f | % |
| 17 | Memberi keyakinan keselamatan *Min*= 3.52    *Sd*= 0.93 | 12 | 3 | 29 | 7 | 155 | 39 | 146 | 36 | 58 | 15 |
| 18 | Prihatin terhadap aduan yang diterima  *Min*= 3.67    *Sd*= 0.93 | 15 | 4 | 24 | 6 | 97 | 24 | 205 | 51 | 59 | 15 |
| 19 | Memberi kepercayaan melaksanakan tanggungjawab *Min*=3.60  *Sd*= 1.05 | 24 | 6 | 41 | 10 | 66 | 17 | 209 | 52 | 60 | 15 |
| 20 | Menyelesaikan masalah bersama *Min*= 3.49    *Sd*= 0.91 | 7 | 2 | 50 | 12 | 128 | 32 | 171 | 43 | 44 | 11 |
| 21 | Mencadangkan pembaharuan *Min*= 3.45    *Sd*= 1.03 | 26 | 7 | 37 | 9 | 116 | 29 | 173 | 43 | 48 | 12 |
| 22 | Peluang memberikan pandangan *Min*= 3.59    *Sd*= 1.00 | 17 | 4 | 42 | 11 | 89 | 22 | 193 | 48 | 59 | 15 |
| 23 | Menggalakkan kerja kumpulan *Min*= 3.58    *Sd*= 0.95 | 8 | 2 | 50 | 12 | 105 | 26 | 178 | 45 | 59 | 15 |
| 24 | Menggalakkan penglibatan dalam pembangunan negara *Min*= 3.60    *Sd*= 0.93 | 9 | 2 | 39 | 10 | 115 | 29 | 179 | 45 | 58 | 15 |
| | Keseluruhan *Min*= 3.56    *Sd*= 0.64 | 1.0 – 2.4 29 | 7 | | | 2.5 – 3-4 104 | 26 | | | 3.5 – 5.0 267 | 67 |

**KESIMPULAN**

Secara kesimpulan, kajian ini secara empirikal cuba mencari satu jawapan yang lebih pasti mengenai amalan komunikasi kepimpinan Tun Dr. Mahathir semasa beliau menjadi Perdana Menteri Malaysia dari perspektif kaum Cina di negeri Kedah.  Kajian ini bertitik tolak daripada masalah komunikasi kepimpinan yang selalu menjadi masalah di antara pemimpin dengan rakyat.  Pemimpin dikatakan kurang memahami keperluan rakyat, khususnya rakyat bukan Melayu.  Wujud terlalu banyak jaringan komunikasi dalam rantaian komunikasi sehingga berlakunya kegagalan untuk berkomunikasi antara rakyat biasa dengan pemimpin.

Kajian ini telah menunjukkan bahawa dari perspektif kaum Cina terhadap amalan komunikasi kepimpinan Tun Dr. Mahathir adalah tinggi dari segi keterbukaan dan memberi sokongan.  Ini selaras dengan Salacuse (2006) iaitu komunikasi kepimpinan dari segi keterbukaan bukan sahaja memberi senyuman, mempunyai keperibadian yang baik dan berjabat tangan, malah keterbukaan dalam seseorang pemimpin adalah berdasarkan kepada proses di mana seseorang pemimpin membuat keputusan dan keputusan itulah yang menjadi implikasi kepada persepsi pengikutnya.

Secara teori, kajian ini pada mulanya ingin dilakukan terhadap keseluruhan kaum Cina di Malaysia, tetapi oleh kerana terdapat beberapa limitasi di luar kawalan penyelidik terutama dari segi masa, perbelanjaan dan lokasi kajian, maka kajian ini terpaksa mengambil kira limitasi berikut.  Kajian ini hanya melibatkan sebahagian daripada rakyat Cina di Malaysia di daerah Kubang Pasu, Kota Setar, Kuala Muda dan Kulim.  Sungguhpun begitu, penyelidik

**Jadual**
**Amalan komunikasi kepimpinan dari segi keterbukaan**
**(n=400)**

| | KETERBUKAAN | 1 Sangat tidak kerap | | 2 Tidak kerap | | 3 Sederhana kerap | | 4 Kerap | | 5 Sangat Kerap | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | f | % | f | % | f | % | f | % | f | % |
| 9 | Boleh menerima teguran yang membina **Min**= 3.58 **Sd**= 0. 95 | 14 | 4 | 36 | 9 | 110 | 28 | 186 | 46 | 54 | 14 |
| 10 | Bersedia mendengar pendapat **Min**= 3.52 **Sd**= 1.07 | 26 | 7 | 38 | 10 | 99 | 25 | 175 | 44 | 62 | 15 |
| 11 | Mudah diajak berbincang **Min**= 3.59 **Sd**= 0.97 | 20 | 5 | 26 | 7 | 108 | 27 | 191 | 47 | 55 | 14 |
| 12 | Bersedia berkongsi maklumat **Min**= 3.61 **Sd**= 0.96 | 15 | 4 | 33 | 8 | 104 | 26 | 189 | 47 | 59 | 15 |
| 13 | Tidak mudah tersinggung dengan kritikan **Min**= 3.53 **Sd**= 0 .98 | 17 | 4 | 38 | 10 | 114 | 28 | 180 | 45 | 51 | 13 |
| 14 | Mendengar aduan dengan tenang **Min**= 3.52 **Sd**= 1. 05 | 26 | 7 | 31 | 8 | 114 | 28 | 166 | 42 | 63 | 16 |
| 15 | Membela kepentingan sejagat **Min**= 3.58 **Sd**= 0.94 | 9 | 2 | 34 | 8 | 138 | 35 | 153 | 38 | 66 | 17 |
| 16 | Memberi teguran yang berguna **Min**= 3.67 **Sd**= 0.93 | 10 | 3 | 28 | 7 | 117 | 29 | 175 | 44 | 70 | 18 |
| | **Keseluruhan** **Min**= 3.57 **Sd**= 0. 68 | 1.0 – 2.4 28 | 7 | | | 2.5 – 3-4 104 | 26 | | | 3.5 – 5.0 268 | 67 |

**Memberi sokongan**

Jadual 4.8 menunjukkan hasil kajian amalan komunikasi kepimpinan Tun Dr. Mahathir dari segi memberi sokongan dari perspektif kaum Cina di negeri Kedah. Secara keseluruhannya, nilai min untuk amalan memberi sokongan adalah 3.56 dan sisishan piawai 0.64. Item yang mempunyai min yang paling tinggi adalah prihatin terhadap aduan yang diterima, iaitu pada min 3.67. Ini bermakna pada perspektif kaum Cina di negeri Kedah, keprihatinan Tun Dr. Mahathir terhadap aduan yang diterima adalah yang paling kerap diamalkan. Ini selaras dengan penyataan Mahathir Mohamad (2008) bahawa seorang pemimpin perlu sensitif terhadap masalah dan aduan daripada masyarakat.

Dari segi daerah pula, prihatin terhadap aduan yang diterima mempunyai nilai min tertinggi di daerah Kubang Pasu, iaitu 3.91. Manakala di daerah Kota Setar dan Kulim mempunyai nilai min tertinggi pada item memberi kepercayaan melaksanakan tanggungjawab, iaitu masing-masing min 3.60 dan 3.69. Di daerah Kuala Muda pula, kaum Cina mendapati Tun Dr. Mahathir lebih kerap memberi keyakinan keselamatan kerana item ini didapati mempunyai min tertinggi, iaitu 3.63.

**Persampelan**

Sejumlah 400 borang soal selidik telah diagihkan kepada kaum Cina di setiap daerah negeri Kedah, iaitu Kota Setar, Kubang Pasu, Kuala Muda dan Kulim. Borang soal selidik telah dihantar secara rawak kepada kaum Cina untuk memastikan jantina, umur, tahap pendidikan dan pekerjaan diagihkan secukupnya dan supaya dapat mewakili kaum Cina dalam kajian ini.

**Sumber data**

Bagi menjayakan projek penyelidikan ini, kerjasama telah dijalin antara para penyelidik dengan kaum Cina di negeri Kedah bagi mendapatkan sokongan dan bantuan dalam melaksanakan projek ini. Soal selidik telah dihantar dengan tangan kepada kaum Cina dalam setiap daerah di negeri Kedah.

**Penganalisaan data**

Pemprosesan data akan dilakukan dengan komputer menggunakan perisian *Statistical Package for the Social Science* atau SPSS. Pengukuran pada peringkat selang atau *interval* dibuat secara memberikan nilaian skor 1 hingga 5 kepada jawapan soal selidik. Penganalisaan menggunakan kaedah deskriptif berbentuk frekuensi dan peratus digunakan bagi melihat latar belakang responden, iaitu jantina, umur, pendidikan tertinggi, pekerjaan dan daerah kajian. Untuk melihat kekerapan amalan komunikasi kepimpinan dari segi keterbukaan dan memberi sokongan dari perspektif kaum Cina di negeri Kedah, kaedah deskriptif berbentuk skor min dan sisihan piawai.

**Amalan Komunikasi Kepimpinan**

**Keterbukaan**

Jadual 4.7 memberi gambaran tentang amalan komunikasi kepimpinan Tun Dr. Mahathir dari segi keterbukaan melalui perspektif kaum Cina di negeri Kedah. Hasil kajian ini dapat dilihat bahawa semua item dalam keterbukaan telah diberi nilai melebihi 3.5, iaitu dari min antara 3.52 - 3.67. Dari segi keterbukaan, nilai min tertinggi adalah item memberi teguran yang berguna, iaitu min 3.67. Ini bermakna kaum Cina di negeri Kedah mendapati Tun Dr. Mahathir lebih kerap memberi teguran yang berguna kepada mereka. Seterusnya, hasil kajian telah mendapati bahawa dari perspektif kaum Cina di negeri Kedah, Tun Dr. Mahathir bersedia berkongsi maklumat. Ini selaras dengan penyataan Oakland (1997) iaitu seorang pemimpin yang mengamalkan komunikasi kepemimpinan yang bersikap keterbukaan sanggup menerima kritikan yang membina, bersedia mendengar pendapat, menerima cadangan, mudah diajak berbincang dalam segala masalah serta bersedia berkongsi maklumat .

Dari pecahan setiap daerah, didapati daerah Kubang Pasu, Kuala Muda dan Kulim mempunyai item yang mempunyai min tertinggi yang sama, iaitu memberi teguran yang berguna. Hanya di daerah Kota Setar sahaja mempunyai min tertinggi 3.54, iaitu dalam item mendengar aduan dengan tenang.

Kesan daripada sokongan yang diterima daripada pemimpin dapat menguntungkan dua pihak, iaitu pekerja dan juga organisasi. Dari segi pekerja, pekerja akan berpuas hati dengan kerja dan tugas yang dilaksanakan. Selain itu, sokongan juga dapat mengurangkan tekanan pekerja semasa melaksanakan tugas. Tambahan pula, komitmen dan keyakinan diri terhadap tugas yang diberikan akan didapati meningkat dan justeru, akan meningkatkan produktiviti pekerja.

Dari segi organisasi pula, perpaduan dan juga keharmonian antara pekerja akan terbentuk sekiranya sokongan diberikan kepada pekerja. Selain itu, ia akan mengurangkan pusing ganti pekerja, ketidakhadiran, kelewatan dan rungutan daripada pekerja. Tambahan pula, sokongan akan meningkatkan kerjasama dan secara tidak langsung meningkatkan produktiviti organisasi.

## METODOLOGI KAJIAN

### Pengenalan

Kajian ini bertujuan untuk mengenalpasti amalan komunikasi kepemimpinan Tun Dr. Mahathir Mohamad dari segi keterbukaan dan memberi sokongan dari perspektif kaum Cina di negeri Kedah. Berikut adalah kaedah yang digunakan dalam mendapatkan dapatan kajian ini.

### Instrumen kajian

Secara keseluruhannya, terdapat 21 item di dalam borang soal selidik ini yang dikendalikan dalam Bahasa Melayu. Borang soal selidik terbahagi kepada dua bahagian yang merangkumi soalan-soalan yang berkaitan dengan demografi dan amalan komunikasi kepimpinan dari perspektif keterbukaan dan memberi sokongan. Instrumen yang digunakan di dalam kajian ini adalah diadaptasi daripada kajian Syd Abdul Rahman Syd Zin (2003). Aras kebolehpercayaan dalam kajian ini adalah 0.9. Bahagian A merangkumi soalan-soalan yang berkaitan dengan faktor demografi iaitu, jantina, umur, tahap pendidikan, pekerjaan dan daerah yang diduduki responden. Bahagian B merupakan soalan-soalan kekerapan amalan komunikasi kepemimpinan, iaitu dari segi keterbukaan dan memberi sokongan pemimpin. Dalam bahagian ini, responden diminta untuk mengenal pasti kekerapan amalan kepimpinan komunikasi mengikut perspektif mereka dalam skala *Likert* daripada sangat tidak kerap (1) kepada sangat kerap (5).

### Rekabentuk kajian

Kajian ini adalah berbentuk kuantitatif yang menggunakan kaedah borang soal selidik dengan menjalankan analisis deskriptif. Ini bersesuaian dengan objektif kajian, iaitu untuk mengenal pasti kekerapan amalan komunikasi kepemimpinan Tun Dr. Mahathir Mohamad dari perspektif kaum Cina di Negeri Kedah. Data dalam penyelidikan ini diperoleh melalui soal selidik yang dihantar dengan tangan oleh penyelidik kaum Cina di negeri Kedah yang telah dipilih.

**Memberi sokongan**

Amalan komunikasi kepimpinan dari sudut memberi sokongan termasuklah cadangan daripada pihak pemimpin bagi memberikan bantuan dan sumbangan kepada rakyat yang layak menerimanya (Janssen, 2005). Bagi pendapat Griffin (1990), Rasberry dan Lindsay (1994), pekerja bawahan amat menyanjungi pemimpin yang sering mengucapkan kata-kata yang baik, memberi penghargaan dan pengiktifan kepada pihak pengurusan atasan.

Dalam konteks pemimpin masyarakat, adalah tanggungjawab pemimpin memberi sokongan dengan menyalurkan bantuan berupa material dan spiritual kepada masyarakat (Janssen, 2005). Di samping itu, pemimpin perlu sentiasa prihatin terhadap segala aktiviti yang dijalankan oleh masyarakat setempat. Tun Dr. Mahathir telah membuktikan kepada kita bahawa beliau bukanlah seorang pemimpin yang hanya pandai berkata-kata sahaja. Sesungguhnya, beliau telah mengotakan apa yang dikatakan (Rahim Tamby Chik, 1992). Kewujudan Kolej Tunku Abdul Rahman dan Universiti Tunku Abdul Rahman adalah hasil sokongan dan galakan daripada Tun Dr. Mahathir yang membolehkan masyarakat, khususnya kaum Cina berpeluang mendapat pendidikan dan latihan.

Mahathir Mohamad (2008) menyatakan bahawa seorang pemimpin perlu sensitif terhadap masalah dan aduan daripada masyarakat. Oleh itu, Tun Dr. Mahathir telah mencadangkan matlamat Dasar Ekonomi Baru untuk menghapuskan kemiskinan mutlak, tanpa mengira bangsa keturunan mahupun lokasi wilayah. Di bawah pentadbiran Tun Dr. Mahathir, kadar kemiskinan telah diturunkan dan lebih ramai rakyat Malaysia berpeluang mengecapi kemakmuran negara.

Malaysia adalah sebuah negara Islam yang majoriti penduduk beragama Islam. Tun Dr. Mahathir dalam perutusan sempena perayaan Hari Deepavali tahun 2002 telah memberi keyakinan bahawa hak kaum lain untuk mengamalkan agama budaya anutan mereka terjamin dalam Perlembagaan Negara. Oleh itu, kaum minoriti di negara ini tidak berasa terancam ataupun takut kehilangan identiti mereka.

Selain itu, beliau berani menyuarakan idea dan pendapatnya serta berkongsi wawasan dengan masyarakat telah menyuntik keyakinan kepada rakyat Malaysia. Dengan berbekalkan semangat Malaysia Boleh, masyarakat kini percaya bahawa kepimpinan Tun Dr. Mahathir mampu menangani segala cabaran dan melepasi segala rintangan yang dihadapi. Beliau akan terus berusaha untuk menjamin supaya program-program pembangunan dapat diteruskan dan faedahnya dinikmati oleh rakyat keseluruhannya.

Menurut Janssen (2005), terdapat beberapa sikap yang ditunjukkan oleh pemimpin yang memberi sokongan kepada pekerja, iaitu pertama adalah menunjukkan keprihatinan terhadap keperluan pekerja. Keduanya, sentiasa bersikap ramah mesra, berpengetahuan dan memberi galakan. Selain itu, pemimpin yang memberi sokongan akan bersimpati terhadap masalah orang lain, bertimbang rasa dan memahami pekerjanya. Keempat adalah membantu pekerja mengembangkan kebolehan serta kerjaya dan akhirnya menunjukkan kepercayaan dan menghormati pekerja.

Sokongan pemimpin adalah penting kerana dapat memberi kepuasan terhadap keperluan pekerja dan justeru, akan dihargai dan dihormati oleh pekerja sebagai seorang pemimpin yang berkebolehan. Selain itu, pemimpin yang memberi sokongan dapat membantu kumpulan menjalinkan hubungan yang erat antara ahli dan ini memastikan tiada individu terasing daripada aktiviti kumpulan.

Menurut Abdullah Ahmad Badawi (2003), kepimpinan politik perlu memperlihatkan sikap terbuka, bersedia menerima teguran untuk menyuburkan budaya demokrasi. Kepimpinan perlu mencerminkan imej bersih, bebas dari tohmahan dan amalan rasuah serta mengamalkan gaya hidup sederhana. Isu-isu yang menyentuh sensitiviti agama, kaum, budaya dan bahasa tidak patut disensasikan, sementara isu-isu yang boleh menjejaskan keselamatan negara dan ketenteraman awam perlu ditangani secara tegas (Abdullah Ahmad Badawi, 2003).

Dalam hal ini, pemimpin mesti bersifat terbuka, sanggup menerima kritikan dan mengubah tanggapan negatif yang merosakkan kesejahteraan pengikut atau rakyat. Islam turut menggariskan hak-hak pemimpin dan yang dipimpin dan ia perlu dilaksanakan untuk mencapai kecemerlangan dalam kehidupan (Nurhelmi Ikhsan, 2009). Sikap keterbukaan pemimpin amat penting kerana ia boleh mencipta suasana yang harmoni antara pemimpin dengan para pengikut dan mewujudkan perasaan kasih sayang sesama mereka. Kerana itu Islam juga mengajar supaya pemimpin tidak menganggap dirinya mempunyai keistimewaan-keistimewaan yang membezakan dirinya dengan para pengikutnya.

Komunikasi kepimpinan dari segi keterbukaan dalam bukan sahaja memberi senyuman, mempunyai keperibadian yang baik dan berjabat tangan, malah keterbukaan dalam seseorang pemimpin adalah berdasarkan kepada proses di mana seseorang pemimpin membuat keputusan dan keputusan itulah yang menjadi implikasi kepada persepsi pengikutnya (Salacuse, 2006).

Sikap keterbukaan dalam amalan komunikasi kepimpinan mempunyai banyak dimensi (Salacuse, 2006). Dimensi pertama adalah berkongsi maklumat dengan pekerja bawahan. Sesetengah pemimpin memanipulasi, memutarbelit dan menyekat maklumat sebelum diberikan kepada pekerja. Walaupun pendekatan tersebut mungkin akan mencapai sesuatu keputusan, tetapi pemimpin tersebut tidak akan mendapat kepercayaan daripada pekerjanya.

Keterbukaan juga adalah kesanggupan seseorang pemimpin untuk melibatkan para pekerjanya dalam proses pembuatan keputusan. Menurut Salacuse (2006), kepercayaan kepada seseorang pemimpin akan timbul dan perasaan yakin terhadap seseorang pemimpin akan meningkat sekiranya beliau melibatkan pekerja dalam proses pembuatan keputusan organisasi.

Selain itu, keterbukaan tidak hanya membentuk kepercayaan, malah akan memudahkan pengekalan sifat tersebut. Misalnya, pemimpin yang mengamalkan sikap keterbukaan dalam proses membuat keputusan secara perbincangan dan transparensi terhadap pekerjanya, maka kepercayaan pekerja terhadap pemimpin akan ditingkatkan. Oleh itu, untuk mengekalkan dan meningkatkan kepercayaanpekerja, adalah penting untuk pemimpin menunjukkan bahawa pekerja telah melakukan apa yang dijanjikan (Salacuse, 2006).

Pemimpin yang berwibawa selalu mendengar dan memberi perhatian kepada kritikan daripada orang lain (Swardt, 2008). Ini bermakna seseorang pemimpin mesti mempunyai semangat untuk belajar dan bersedia menerima kritikan dan nasihat orang lain. Selain itu, pemimpin juga perlu bersedia untuk dipengaruhi oleh orang lain.

### Latar Belakang Kaum Cina di Malaysia

Kebanyakan orang Cina ialah keturunan pendatang dari Negara China yang tiba di Malaysia sekitar abad ke-15 hingga pertengahan abad ke-20. Hubungan antara orang Melayu dengan orang Cina telah bermula sejak abad ke-4 (Lee Yok Fee, 2009). Pada mulanya, orang Cina datang ke Malaysia hanya untuk berniaga dan mempelajari agama. Bilangan mereka yang bermigrasi menjadi signifikan pada abad ke-18, khasnya semasa penjajahan British untuk mencari rezeki. Dalam proses migrasi dan penetapan itu, pengenalpastian orang Cina di Malaysia semakin mengalami perubahan besar. Perubahan itu perlu difahami demi kepentingan pembinaan bangsa dan perpaduan negara (Lee Yok Fee, 2009).

Selama ini, kaum Cina di Malaysia telah mendominasi ekonomi Malaysia, tetapi sejak adanya Dasar Ekonomi Baru (DEB) yang diperkenalkan oleh kerajaan Malaysia untuk memberi kesamarataan dalam hak ekonomi negara, dominasi mereka dalam ekonomi telah menyusut. Sungguhpun demikian, mereka masih membentuk majoriti golongan berpendapatan sederhana dan tinggi di Malaysia. Pada tahun 2006, terdapat 7-7.5 juta orang Cina di Malaysia (Jabatan Perangkaan Malaysia, 2008). Mengikut Jabatan Perangkaan Malaysia (2008), sehingga tahun 2004, orang Cina menjadi bangsa terkaya di Malaysia dengan penguasaan 40.9 peratus jumlah ekuiti hak milik ekonomi negara.
Sehubungan itu, soal masyarakat Malaysia yang majmuk telah menjadi isu yang hangat dibincangkan, terutamanya dari segi identiti orang Melayu dan Cina, kerana kedua-dua kumpulan etnik itu sangat dominan dalam bidang politik dan ekonomi etnik (Shamsul, 1999).

### Amalan Komunikasi Kepimpinan
### Keterbukaan

Menurut Oakland (1997), amalan komunikasi kepemimpinan yang bersikap keterbukaan memperlihatkan kesanggupan seseorang pemimpin untuk menerima teguran atau kritikan yang membina, bersedia mendengar pendapat, menerima cadangan, mudah diajak berbincang dalam segala masalah serta bersedia berkongsi maklumat mengenai tugas. Bagi Yukl (1997), sikap keterbukaan pemimpin amat perlu dalam organisasi kerana pekerja bawahan akan bersama-sama berganding tenaga untuk membangunkan organisasi selaras dengan matlamat. Bagi pekerja bawahan, mereka akan menikmati kepuasan dan komitmen terhadap pemimpin sekiranya wujud sikap keterbukaan pemimpin dalam organisasi (Edgement & Williams, 1998).

Keterbukaan menurut Hakala (2008) adalah sedia mendengar idea baru dan menerima cara baru untuk menjalankan tugas. Selain itu, keterbukaan akan mewujudkan sikap saling hormat menghormati dan kepercayaan di antara pemimpin dan pengikut.

Menurut Swardt (2008), pemimpin perlu mendisiplin dan membetulkan kesilapan pekerja secara terbuka apabila perlu. Ini bermakna sekiranya terdapat tindakan pekerja yang tidak betul dan memerlukan pembetulan, adalah tanggungjawab pemimpin untuk menyelesaikannya secepat mungkin. Terdapat pemimpin yang tidak berani untuk memberi teguran dan mendisiplinkan pekerjanya kerana takut tidak disukai oleh pekerja, malah kesannya akan menjadi lebih teruk (Rohn, 2008).

Selain itu, penyelidikan ini dapat menyumbang kepada penyelidikan serta penerbitan yang berkaitan dengan bidang komunikasi khususnya komunikasi kepimpinan.

Antara pihak yang akan mendapat manfaat secara langsung daripada projek penyelidikan ini adalah seperti berikut:

1. Badan Bukan Kerajaan (NGO)
2. Kerajaan Persekutuan dan negeri.
3. Biro-biro / Jawatankuasa bertindak kerajaan negeri
4. Pemimpin-pemimpin daerah dan negeri.
5. Penyelidik-penyelidik dalam bidang yang berkaitan
6. Ahli-ahli akademik
7. Pelajar – pelajar institut pengajian tinggi
8. Kepimpinan kaum Cina


## SOROTAN LITERATUR

### Latar Belakang Kajian

Amalan komunikasi kepemimpinan adalah aspek-aspek khusus yang akan diberikan penekanan dan perhatian dalam projek penyelidikan ini. Kekerapan amalan komunikasi kepemimpinan dari segi keterbukaan dan memberi sokongan Tun Dr. Mahathir Mohamad terhadap kaum Cina di negeri Kedah akan diberi perhatian. Kajian literatur banyak menunjukkan bahawa peranan dan amalan komunikasi kepemimpinan mempunyai banyak pengaruh dan implikasi kepada semua pihak. Dalam konteks ini, amalan komunikasi kepemimpinan Tun Dr. Mahathir Mohamad akan dapat di kesan dari perspektif kaum Cina di negeri Kedah. Dalam halatuju ke arah Wawasan 2020, kaum Cina di negeri Kedah mahukan kepemimpinan tertinggi kerajaan bertindak sebagai satu jentera pentadbiran negara yang cemerlang, gemilang dan terbilang.

Morton (1990) mendapati 71.6 % daripada pentadbir dan pekerja kilang gula di St.Kitts, Caribbean mengakui amalan komunikasi kepemimpinan pihak pentadbir mempunyai hubungan yang signifikan terhadap kepuasan pekerjanya. Syd Abdul Rahman (1996) mendapati 89.1 % Pegawai Pengurusan dan Profesional di Universiti Utara Malaysia bersetuju komunikasi kepemimpinan sangat penting dalam pengurusan sesebuah organisasi. Syd Abdul Rahman (2003) dalam kajiannya mendapati wujudnya hubungan yang signifikan antara stail komunikasi kepemimpinan dengan kepuasan dan komitmen Pegawai Sokongan 1 dalam jabatan kerajaan. Ini disokong oleh Griffin (1990) yang menyebut bahawa pemimpin tidak boleh terlepas dari aspek komunikasi ketika melakukan pengarahan, pengawalan, perancangan, pengelolaan, membuat keputusan serta memotivasikan orang bawahan.

Sepanjang kepimpinan Tun Dr. Mahathir, beliau telah menyumbangkan segala jasa, bakti, cetusan pemikiran, kebernasan pendapat, pengorbanan, khidmat, kesungguhan dan segala kegigihan beliau dalam menjamin perpaduan kaum (Abdullah Ahmad Badawi, 2003). Dalam kajian ini, penumpuan akan diberikan kepada dua aspek amalan komunikasi kepimpinan, iaitu keterbukaan dan memberi sokongan (Syd Abdul Rahman, 2003).

Tun Dr. Mahathir merupakan Perdana Menteri Malaysia yang keempat dan dikatakan sebagai seorang pemimpin yang kuat di mana beliau telah mengubah keadaan ekonomi dan politik negara (TunMahathir.com, 2009). Beliau juga merupakan seorang pemimpin yang ulung dan berwawasan dalam tempoh 22 tahun beliau memimpin negara. Lebih penting daripada itu adalah kesungguhan beliau memastikan wawasan menjadi realiti. Beliau merupakan negarawan yang memenuhi aspirasi dan memberikan inspirasi kepada masyarakat untuk mencapai aspirasi yang diimpikan.

## Penyataan Masalah

Latar belakang masyarakat Malaysia yang berbilang kaum sentiasa memberi cabaran kepada pemimpin dalam mengurus isu perpaduan negara. Komunikasi kepimpinan seperti sikap keterbukaan dan memberi sokongan seharusnya diamalkan oleh pemimpin (Conrad, 1994). Sejak negara Malaysia mencapai kemerdekaan, lebih-lebih lagi berikutan peristiwa rusuhan kaum pada 13 Mei 1969, isu perpaduan dan integrasi nasional tidak pernah terpisah daripada polisi pembinaan bangsa (Lee Yok Fee, 2009). Oleh itu, sekiranya komunikasi kepimpinan diamalkan secara berkesan oleh pemimpin negara, maka akan meningkatkan kepuasan serta kesetiaan masyarakat terhadap pemimpin tersebut.

Pemimpin yang berwibawa merupakan individu yang mempunyai kemahiran memberi maklumat dan menerima maklum balas (Appleby, 2008). Oleh itu, penyelidik menjangkakan komunikasi kepimpinan adalah salah satu pendekatan terbaik sepatutnya diamalkan oleh pemimpin, khususnya pemimpin negara dalam mentadbir dan berkomunikasi dengan masyarakat. Perpaduan rakyat Malaysia adalah bergantung kepada pemahaman ke atas setiap kaum, terutamanya identiti masing-masing dari segi bangsa dan etnik. Sekiranya polisi negara dilaksanakan tanpa mempertimbangkan identiti setiap kaum, ia bukan sahaja tidak akan mencapai matlamatnya, tetapi mungkin akan melukakan perasaan kaum, sekaligus membesarkan jurang perbezaan antara kaum (Lee Yok Fee, 2004).

Kajian mengenai amalan komunikasi kepimpinan perlu dijalankan dengan harapan penilaian kaum Cina di negeri Kedah terhadap Tun Dr. Mahathir dapat memberi panduan kepada pemimpin-pemimpin negara Malaysia yang lain tentang kepentingan komunikasi kepimpinan. Oleh itu, perhatian penyelidikan ini diberi kepada kaum Cina dengan membincangkan perspektif orang Cina terhadap kekerapan amalan komunikasi kepimpinan Tun Dr. Mahathir dari segi sikap keterbukaan dan memberi sokongan.

## Objektif Kajian

Objektif umum penyelidikan ini ialah untuk mengenal pasti amalan komunikasi kepemimpinan Tun Dr. Mahathir Mohamad dari perspektif kaum Cina di negeri Kedah.

Objektif khusus kajian adalah untuk mengenal pasti :
1. Amalan komunikasi kepemimpinan Tun Dr. Mahathir Mohamad dari segi keterbukaan dari perspektif kaum Cina di negeri Kedah.
2. Amalan komunikasi kepemimpinan Tun Dr. Mahathir Mohamad dari segi memberi sokongan dari perspektif kaum Cina di negeri Kedah.

## Kepentingan Kajian

Penyelidikan ini akan dapat mengetahui pola komunikasi kepimpinan seperti keterbukaan dan memberi sokongan yang diamalkan oleh Tun Dr. Mahathir Mohamad semasa menjadi Perdana Menteri Malaysia dari perspektif kaum Cina di negeri Kedah.

## AMALAN KOMUNIKASI KEPIMPINAN (KETERBUKAAN DAN MEMBERI SOKONGAN) TUN DR. MAHATHIR DARI PERSPEKTIF KAUM CINA DI NEGERI KEDAH

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**Abstrak**

Terdapat dua objektif utama dalam kajian ini, iaitu mengenal pasti amalan komunikasi kepimpinan Tun Dr. Mahathir dari segi keterbukaan dari perspektif kaum Cina di negeri Kedah. Keduanya, mengenal pasti amalan komunikasi kepimpinan Tun Dr. Mahathir dari segi memberi sokongan dari perspektif kaum Cina di negeri Kedah. Kajian ini telah dijalankan di setiap daerah di negeri Kedah, iaitu di daerah Kubang Pasu, Kota Setar, Kuala Muda dan Kulim. Data dalam kajian ini telah diperoleh daripada 400 responden, yang terdiri daripada kaum Cina pelbagai lapisan di setiap daerah di negeri Kedah. Bagi tujuan penganalisaan data dalam kajian ini, kaedah deskriptif telah digunakan. Kajian ini berbincang secara deskriptif frekuensi dan peratusan latar belakang responden. Manakala kaedah deskriptif berbentuk skor min dan sisihan piawai pula digunakan untuk berbincang tentang amalan komunikasi kepimpinan Tun Dr. Mahathir yang menjawab objektif kajian ini. Hasil kajian ini, iaitu dari segi keterbukaan didapati Tun Dr. Mahathir selalu memberi teguran yang berguna kepada kaum Cina di negeri Kedah. Selain itu, kaum Cina di negeri Kedah mendapati Tun Dr. Mahathir sering memberi sokongan kepada mereka, terutamanya keprihatinan beliau terhadap aduan yang diterima.

## PENGENALAN
### Latar belakang

Malaysia merupakan sebuah negara yang terdiri daripada masyarakat yang mempunyai kepelbagaian etnik, budaya dan agama. Kaum etnik utama adalah orang Melayu, Cina dan India. Di Malaysia, orang Melayu membentuk 63.2% manakala orang Cina membentuk 23.7% dan orang India pula membentuk 4.4% dan selebihnya 8.7% terdiri daripada bangsa-bangsa lain (Jabatan Perangkaan Malaysia, 2008). Pada tahun 2008, terdapat 7-7.5 juta orang Cina di Malaysia. Dengan populasi yang cukup signifikan, orang Cina Malaysia memainkan peranan yang cukup besar baik di bidang politik, ekonomi, sosial-budaya mahupun pendidikan.

Memimpin sebuah negara adalah seperti memimpin sebuah organisasi yang besar terutamanya dalam negara majmuk. Menurut Hakala (2008), kepimpinan merupakan proses mempengaruhi sekumpulan individu ke arah objektif dan visi sama yang diketuai oleh pemimpin. Pemimpin adalah seorang individu yang memberi arahan kepada sekumpulan individu yang bekerja, memperoleh komitmen daripada ahli ke arah matlamat dan memberi motivasi untuk mencapai matlamat organisasi (Appleby, 2008). Menurut Mahathir Mohamad (2008), seorang pemimpin mestilah dapat mengkomunikasikan visi secara jelas dan harus melaksanakan tugas secara bersama ke arah visi tersebut.

Pembangunan sebuah negara yang maju adalah berdasarkan kepada komunikasi kepimpinan antara pemimpin dan pengikutnya (Mahathir Mohamad, 2008). Malaysia adalah sebuah negara yang mengamalkan corak politik Sistem Demokrasi Berparlimen. Pentadbiran kerajaan Malaysia yang dipimpin oleh Perdana Menteri memerlukan sokongan dan kerjasama daripada rakyat pelbagai lapisan untuk mencapai matlamat membangunkan negara (Hasrul Sani Siregar, 2009). Oleh itu, pemimpin-pemimpin negara perlu memastikan hak yang seimbang dan adil diberikan bagi memastikan tidak ada marginalisasi di antara masyarakat ke atas keetnikan, budaya atau agama. Justeru, peranan komunikasi kepemimpinan perlu diamalkan untuk mendapatkan sokongan rakyat terutama daripada kaum-kaum lain.

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## Conclusion

According to goal research and result of discussion, there are conclusions in the following:

1. Data analysis result has value of $F_{calculate}$ is 47,199 (significant F= 0,000). Hence, **$F_{calculate}$ > $F_{table}$** (47,199>2,769) or Sig F < 5% (0,000<0, 05). It means routine education cost policy ($X_1$), incidental education cost policy ($X_2$), and direct education cost ($X_3$) are simultaneously significant toward public accessibility (Y).

2. From value of $t_{calculate}$ shows routine education cost policy ($X_1$) **is positively influenced toward** Public Accessibility (Y) if other free variables are fixed. Incidental education cost policy ($X_2$) **is positively significant influenced toward** public accessibility (Y) if other free variables are fixed. Direct education cost policy ($X_3$) is not positively significant influenced toward Public Accessibility (Y) if other free variables are fixed.

3. By implementation of education cost based on school policy will generate dilemma for parents who suffer of their children education cost. However, there are six schools have been implementing some policies: There is no cost for building charge to financial inability student. There is school cut price of monthly charge and practice in laboratory for students with financial inability. There is possibility to pay monthly charge because there is financial program from Government so called BOS. Free of monthly charge and practice in laboratory for students with high records. There is installment basis for building charge, which can be paid monthly.

## Suggestion

1. It is expected schools with its school committee will discuss the possibility to review students and their parents who are able in financial ability but they would pay low. It aims there will be equally opportunity and justice for all because there are several parents would pay more but their financial ability are low. Hence, the policy of education cost cannot treat equally for every parents of student candidate, but it should be approached by consideration of financial ability.

2. In order to enlarge public accessibility of SLTA education, there is a must of government contribution in education cost. The support should be aimed to students or schools come from low financial ability parents but they have ability to study, comparing students or schools come from enough financial ability parents. This policy will balance the financial matter in the school and directly helps students. Through this way, there will be another program to improve school quality, which can be conducted systematically.

3. Education fulfilling aspect is responsible of every party, family, community, and government. The case is not only concerned on fund needed, but it also needs to be caring of quality, treatments in school environment, such as curriculum improvement, and teacher quality.

variable ($X_3$) **is not positively influenced toward** public accessibility (Y) if other free variables are fixed.

The amount of contribution each variable is described in the following:

4.        **Table Free Variable Contribution Each Toward Bound Variable**

| Variable | Contribution (%) |
|---|---|
| Policy of routine education cost ($X_1$) | 69,47 |
| Policy of incidental education cost ($X_2$) | 53,45 |
| Policy of direct education cost ($X_3$) | 04,31 |

Data source: managed data

Since routine education, cost policy ($X_1$) is 69.47%, which is the highest contribution so variable of routine education cost policy ($X_1$) is the most influenced of dominancy on public access toward SLTA (Y).

The influence of education cost toward public accessibility in getting SLTA education can be illustrated in scheme in the following.

**Illustration of Education Cost Influence toward Public Accessibility Getting SLTA**



Note:

⟶ = Significantly influenced

┄┄► = Not significantly influenced
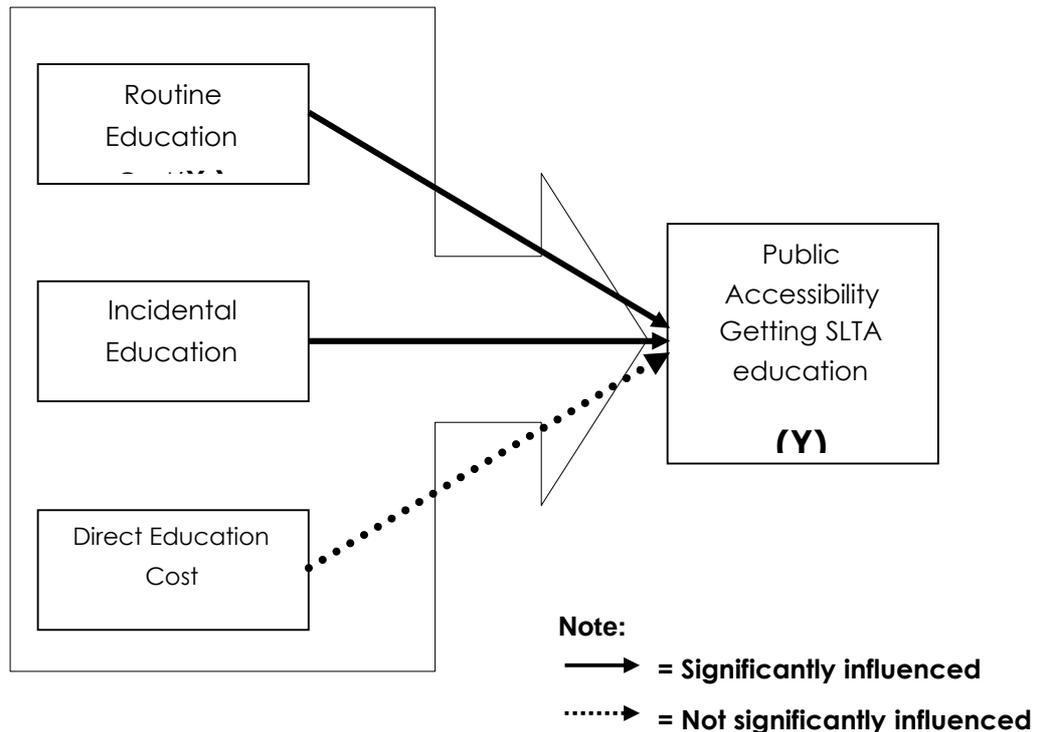
## DISCUSSION

In order to depict the aspects in this research, there needs measurement instrument, which is reliable and valid; hence, the conclusion of the research will not deviate from the real condition. If variables in this research are not having tested reliability and validity, so the conclusion of the research will not fully trust.

Reliability is an index indicates how far a measurement instrument can be relied on and trusted. Instrument can be reliable if it has coefficient of reliability of 0, 6 or more. According to variable calculating of routine education cost policy has alpha coefficient of 0.900, incidental education cost policy variable has alpha coefficient of 0.8865, direct education cost policy variable has alpha coefficient of 0.7596, and variable of public access to senior high school opportunity has alpha coefficient of 0.8388. Those mean that all question items from questionnaire is reliable.

Result of research instrument validity test shows that all items of question on variable of education cost policy is valid. Hence, 63 (sixty-three) items of question on variable of education cost policy can be utilized to analyze variable of public accessibility to gain SLTA education.

## Regression Test Result

### F test

According to Sudjana (1992), in order to know the influence free variable simultaneously toward bound variable, if F value $< F_{1-\square, (k, n-k-1)}$ or $p > 0, 05$ so $H_0$ is accepted.

### t Test

According to Sudjana (1992) in order to know the influence free variable partially toward bound variable, is used t test when t value $< t_{1-\square, (n-2)}$ or $p > 0, 05$ so $H_0$ is accepted.

## D I S C U S S I O N

From data analysis result, $F_{calculated}$ value shows 47,199 (significant of F= 0,000). Consequently, $F_{calculate} > F_{table}$ (47,199>2,769) or Sig F < 5% (0,000<0, 05). It means routine education cost policy variable $(X_1)$, incidental education cost policy $(X_2)$ and direct education cost policy $(X_3)$ are simultaneously significant toward public accessibility$(Y)$.

Whereas value of Adjusted R Square shows 0,701 or 70, 1%. It means public accessibility $(Y)$ is influenced of 70,1% by routine education cost policy $(X_1)$, incidental education cost policy $(X_2)$ and direct education cost policy $(X_3)$ where its remain of 28,9% is influenced by other variable out from three free variables researched.

From value of $t_{calculate}$ shows routine education cost policy $(X_1)$ has value of $t_{calculate}$ is 5,452 with significant of 0,000. Because of $t_{calculate} > t_{table}$ (5,452>2,003) or sig t < 5% (0,000<0, 05), subsequently routine education cost policy $(X_1)$ in partially is **positively significant influenced** toward public accessibility $(Y)$ if other free variables are fixed.

Incidental education cost policy variable $(X_2)$ has $t_{calculate}$ of 2,082 with significant of 0,042. Since $|t_{calculate}| > t_{table}$ (2,082>2,003) or sig t < 5% (0,042<0, 05), hence variable of incidental education cost policy $(X_2)$ in partially is **positively significant influenced** toward public access $(Y)$ if other free variables are fixed. Direct education cost policy variable $(X_3)$ has value of $t_{calculate}$ 0,503 with significant of 0,617. For the reason of $|t_{calculate}| < t_{table}$ (0,503<2,003) or sig t > 5% (0,617>0, 05), so in partially direct education cost policy

## Sample

Determination of samples in this research is based on school characteristic and socio-economics status of the schools. Samples taken represent schools, which are located in the center of Malang city and in outskirt of city with socio-economics status (SSE) in average are high, middle, and low. Criteria are used to identify school samples in each location are based especially on socio-economics status of its students. In this research, 30 school samples are taken in Malang city from category of high SSE, middle SSE, and low SSE.

From 30 samples of senior high schools (SLTA), there are respondents from their parents. According to research focus on the influence of education cost determining policy toward public access, thus respondents chosen are parents who have children would register to schools, which are samples.

## Sample Collection Technique

Sample collection technique in this research is purposive sample. It means samples are known as chosen samples, which have special characteristics, are suitable with research goal. In other words, those have certain characters, which are able to answer the problem of the research.

## Data Collection Method

Method of data collection is utilizing observation, questionnaire, and interview.

### 1. Observation

It is data collection method conducted by direct observing of certain diagnose while data direct checking to 60 SLTA in Malang municipal.

### 2. Questionnaire

It was spread questionnaires to respondents who are parents of student candidates. They are 63 questionnaires for 180 respondents.

### 3. Interview

It is direct asking question and answering with its personnel who know about the object researched. Result of interview in this research is only to complete the data, which cannot capture by questionnaires. Target of interview are headmaster, teachers, students, and parents.

## Data Analysis Method
### Data Analysis

It is the most important part in scientific method, because through data analysis can contribute useful meaning in research problem solving. Collected data are managed with this way:

In the beginning is editing before data managing, The questions of 63 in questionnaires are concerned about the influence of education cost policy towards public access to senior high schools. It is conducted by validity and reliability tests through assistance of SPSS for Windows version 13.00 software.

**Research Hypothesis**

According to conceptual framework, therefore it generates a model of research hypothesis as illustrated in picture 2.3.

**Picture 2.3**

**Model of Research Hypothesis**



**Note :**

⟶ = Partial Influence

------▸ = Simultaneous
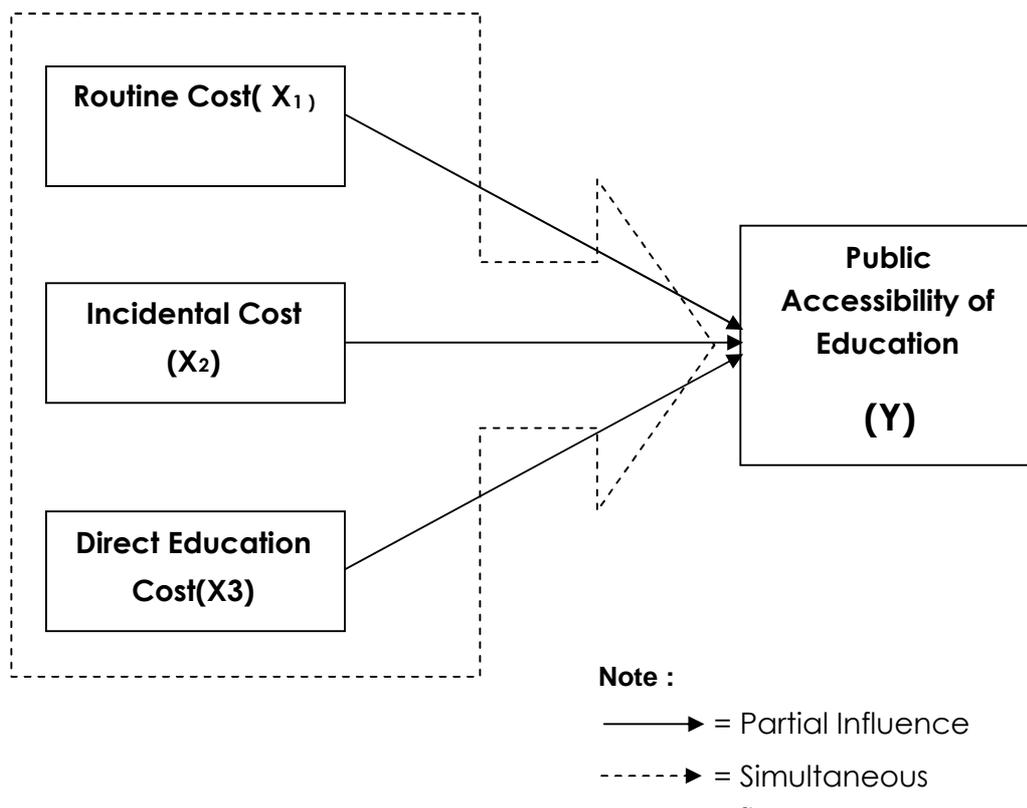
Referring to above hypothesis model, thus this hypothesis is defined and will be tested its trust through this research is: There is significantly influence between education cost policy (routine cost, incidental cost, and direct cost) toward public accessibility to get senior high school education.

**RESEARCH METHOD**

**Type of Research**

Survey technique is used by this research with correlation approach. Data is gained from questionnaires, which have been spread, to respondents as research samples.

**Population and Samples**

**Population**

Population in this research is entirely senior high school in Malang municipal, which totally are 80, consists of 48 general senior high schools (Sekolah Menengah Umum =SMU), 46 vocational high schools (Sekolah Menengah Kejuruan =SMK) and 13 Islamic high school (Madrasah Aliyah =MA).

**Note:**

$\longrightarrow$   =  Research on-going

$\cdots\cdots\cdots\blacktriangleright$   =  None of reseacrh (only as support)

Accessibility has various meanings.  According to Frenk (1992), accessibility is a synonym of availability, therefore between accessibility and availability cannot compare. For example, access toward opportunity to have education with availability if facilities in equally education.  Clain (2006) said that the relation between accessibility and education is very tight.  For many children with special needs, the environment and education system, which cannot be accessed, will mean never available for education.  It means there is a circle of on-going discrimination: children with limited income of parents will be out from education system.  Consequently, they will be illiterate and socially they will be out from literate, cannot be hired to work, and must live in poor condition.  They do not have support out of system.  This figure is frequently characterized by unequally in the society, less access toward education service, and this poverty has been put children in danger.  The less and unequally access of education system and all the consequences can be seen clearly in the area where lowest education service is there, for example, in the village.  The inability of community economically has been affected a huge impact toward enormous children to access education.

According to Achmady (1994), there are there aspects to reach chance of education:

1.   equality of opportunity
2.   accessibility
3.   equity of justice

Those by Ilham (2005) are described in the following: Equally, of opportunity means everybody has same chance/opportunity in education, as well as the law of UU No. 2/1989 about National Education System, without characterized by sex, but education for all.  Accessibility means everybody without any reason from whom he/she comes from has similar opportunity and access toward education.  In the context of this research, every citizen of Indonesia should have had opportunity or chance to reach senior high school, without any reason of condition about entrance cost.

**Picture**
**Research Concept Framework**
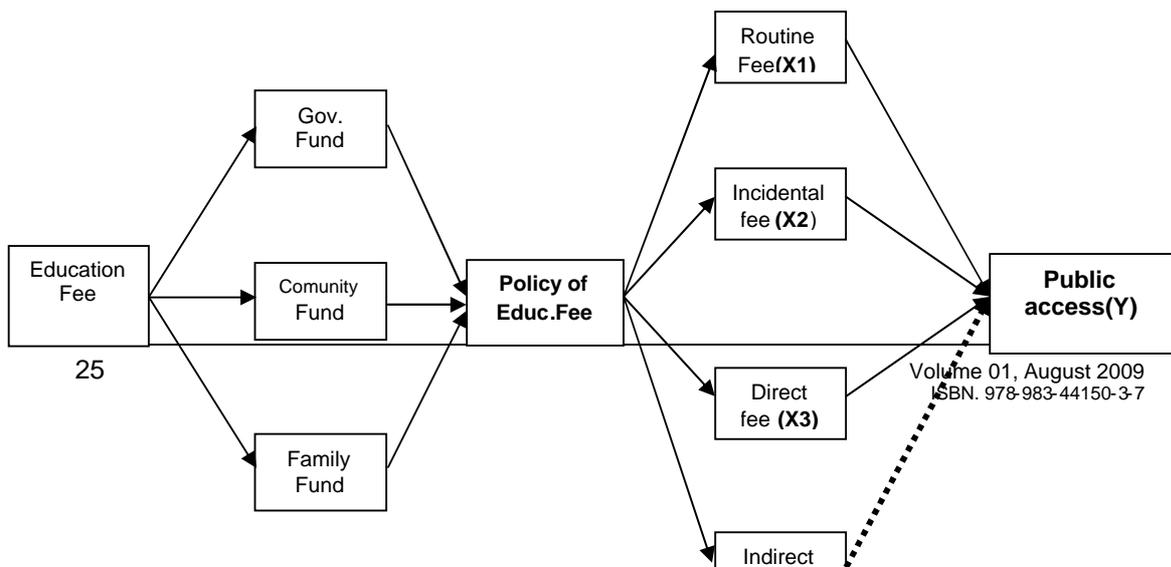
is less of support. In other words, poverty is the main restriction for somebody in getting his education rights. It is an irony that education is one of the ways to cut the poverty chains.

The target of education equally opportunity policy is community from all social and culture level. This research concerns at school policy in determining education cost, in order to make possible for everybody to access in education equally opportunity. There are two perspectives to discuss in the following: (1) perspective focuses on resources allocation, and (2) perspective focuses on institutional performance (Usman, 1993). First perspective, inability of poor society is a result of (or at least is related with) poverty syndrome which is inherent with its group. The focus of this perspective is allocation of human resources. It assumes that poor condition of an area, settlement, housing, environment sanitation, nutrition is influenced by the low of income, while it is not as attribute of poverty, but it is a determinant variable for community opportunity in getting education equally opportunity,

Second perspective, inability of community is supposed to be consequence from discriminative revenue system (advantage for rich people and disadvantage for the poor). The low of opportunity of the community who have low income on policy of senior high school student acceptance is consequently reason (Ilham, 2005).This research comes from second perspective, that institution performance is determinant variable to explain how far an institution will take a policy, generates an influence toward community opportunity to get senior high school experience.

The successful of development in education field, included one of its indicators, is how far equally and extension of education opportunity, especially in senior high school. Therefore, this research will focus on policy analysis of senior high school.

This policy analysis of senior high school means any conduct from school included determining education cost. The policy of senior high school equally opportunity concerns at the policy of senior high school in Malang municipal in determining entrance cost for new student. This research aims to show the influence of determining cost education toward public accessibility to get education opportunity, especially for the target. The influence of the policy will be related with a result education policy and what the consequences of the policy towards public. Thus, the concept of policy analysis consists of policy output and policy out come. Policy out put connotes as an effort to get opportunity of senior high school education.

### *Problem Identification*

According to above reasons and assumes, the problem in this research can determine in the following:

1. Is there any influence of cost education decision policy on senior high school toward public accessibility to get senior high school opportunity2005
2. What is the solution from senior high school to extend public accessibility2005

## REFERENCE REVIEW

## Public Policy Accessibility

According to table 1.1, it shows that APK and APM in Malang municipal have not any increase; moreover, APK and APM on SLTA level get decrease. APM on 2006/2007 from elementary (SD) is 98.84%, APM of SLTP is 73.78%, and APM of SLTA is 60.32%. From data above, it indicates that the higher education level is the decrease of community participation will be. In order to leverage APM and APK in senior high school (SLTA) level, it should have been implemented an obligation to study in that level. However, the solution to give obligation for 12 years of study is not able to answer the case of equally education or opportunity extension because there are two reasons to be handled: (Kasih in Ilham, 2005)

**First,** equally education or opportunity extension is not similar with equally participation because there should be two important cases: (1) willingness and (2) ability of participant candidate. Subsequently, even though the participation is open as large as possible, but it is not possible all ages of 14 – 16 years will be participants. It might be there is no willingness, or if they would, they are not having standard of ability to be participated in senior high school; (SLTA). However, opportunity extension is one of main conditions to generate participation, since the lack of opportunity makes many of student candidate who has willingness and ability, finally can not continue studying on senior high school ( SLTA)..

Second, the idea about opportunity extension has been discussed and supported, even though it does not continue to confer consistently and constantly thus it will solve the case pragmatically and completely.

By those cases above, experience shows policy taken was not properly. The community seems to be afraid and unhopefully to reform educational structure presently. Stakeholders have realized the idea of equally opportunity, but they don't have enough courage to make internal radical correction towards implemented policies, whereas policy has risk to be failed. In the study of public policy analysis, one of the studies is policy evaluation, for the reason that public policy has risk to be failed. Wahab (1990) duplicated opinion of Hogwood and Gunn (1986) that the reason of policy failure can be divided by two categories: (1) because of unimplemented, and (2) because of "unsuccessful" (implementation was not successful). Unimplemented of policy means the policy was not conducted as what has planned, while implementation was not successful if the policy has been conducted as planned but the external circumstances were not advantageous thus, it could not generate the influence or final expectation. Usually, the policy has risk to be failed is caused by several factors; some of them are bad execution, bad policy, and bad luck.

On this equally education policy analysis is concerned on policy of senior high school equally opportunity. In the law of UU No 20/2003 about Sisdiknas, it explained education conducted by empowering all components through role of management and education quality control. It means government conducts education and the community will complete complementary. In practice, this way is difficult to do. Some of government senior high schools, which have been supported by government for tools, equipments, and teachers, will get better for the beginning. Meanwhile, those built for charity, in certain period would get difficulty, especially for the fund. This generates the quality of study, teachers, students, will be diminished because they only load up inability students from poor family. As a result, operational cost such as teachers and facility development

is seriously urgent, because education institutions currently are not able to serve equally opportunity to all citizens at schooling ages to get education.

The case of equally opportunity in education has been strengthened by report of Balitbang Diknas in Indonesia - Educational Statistics in Brief (2005/2006), which shows insignificantly changes in national education development, has unsatisfied participation number at all levels. In 2006, rough participation number (Angka Partisipasi Kasar =APK) and Real Participation Number in level of elementary (SD/MI) and similar levels is 110, 8% and 94, 7%. Meanwhile APK at level of Junior High School (SMP/MTs) and level of Senior High School (SMA/SMK/MA/SMALB/Paket C) is 88.7% and **56.2%.** In the intervening time, school participation number (APS) or citizens percentage follows formal education for age group of 7-12 is 97, 4%, age group of 13-15 is 84, 1%, and age group of 16-18 is 53, 9%. In the meantime, dropout of elementary (SD/MI) is 846,600, Junior High School (SMP/MTs) is 174,400, and Senior High School (SMA/SMK/MA) is 178,600. In order to prevent dropout, government has provided fund for school operational (BOS), school special aid (BKS) and student special aid (BKM or scholarship). However, the amount of fund is not fully covering schools' need, especially schools in the city, and pioneered schools.

According to data above, absolutely it needs breakthroughs to overcome education solution, especially for the reason of senior high school age people of more than 178,600, which they don't be absorbed by formal and non-formal education. One of the solutions to look forward to globalization is developing learning approach toward future oriented. The approach will be used is equally opportunity of education for those ages.

Malang municipal is commonly named as education city but equally opportunity for education is still low. It indicates with the low of community participation number (APM) of Malang. Equally, opportunity of education is one of the hardest cases from Malang Education Bureau, which can reach at elementary (SD/MI) and junior high school (SLTP), while it is not able to reach senior high school level. It shows from micro indicator of education by number of APK and APM in the following.

TABLE 1.
MALANG MUNICIPAL INDICATOR MICRO
2006/2007 AND 2007/2008

| NO | DESCRIPTION | 2006/2007 | | | 2007/2008 | | |
|---|---|---|---|---|---|---|---|
| | | SD/MI | SLTP | SLTA | SD/MI | SLTP | SLTA |
| 1 | Original Participation Number | 101.8% | 70.38% | **61.23%** | 98.84% | 73.7% | **60.32%** |
| 2 | Rough Participation Number | 115.9% | 94.86% | **84.34%** | 116.4% | 95.1% | **83.04%** |
| 3 | Transition number | 0 | 101.1% | 120..% | 0 | 102.% | 131.5% |
| 4 | Drop-Out Number | 0.08% | 0.49% | 1.11% | 0.10% | 0.62% | 1.09% |
| 5 | Renewal Student Number | 0.09% | 0.60% | 0.48% | 2.77% | 0.80% | 1.43% |

Data Source: Diknas Kota Malang

## INTRODUCTION
### Background

Amongst many agendas of national development, one of them is education, which is evaluated as important as strategically Indonesian citizens should have thought it. If a country endeavors to make progress rapidly and reach success in its development, the priority of its development is education. The leader of its nation should be responsible toward national development which emphases in human resources development to be the subject of the development in any aspect of life and they should accept the benefit of that development.

In development of human resources, education holds a key role, as a base approach and an important part in national development. Therefore, it needs reformation which includes national education system reposition action in national development by increasing the acceleration of education opportunity equally policy which can be implemented in the field. Sudjana (2005:1) gave opinion, there are two main reasons to make reposition of national education development. **First**, it has been viewed for more than 35 years that education is only a part of social development. Since New Order era, national development has been implementing as amount of systems consists of ideology, politics, economy, socio-cultural, safety, and defense (ipoleksosbudhankam). Meanwhile, education is not put as a system, which has equally importance with other systems. Consequently, the attention of decision makers in the central and locally level is not concerned at education as well as attention at ipoleksosbudhankam.

**Second,** the consequence of that wrong view presently became visible. Indonesian human resources is seen low in quality comparing with other nations. Survey of UNDP shows, in 2003, Indonesian Human Development Index (HDI Indonesia), with indicator of life expected age in average, duration of education, and buying power, is in rank of 112 from 174 countries. This is two levels under Vietnam, which is in rank of 110. (Balitbang Diknas, 2004)

Based on two reasons above, it indicates Indonesia needs to accelerate the implementation of equally education opportunity policy. Government policy of equally opportunity, quality increasing, efficiency, and relevancy of education has been referring in conducting and developing of education. The law of Undang-undang No. 20 2003 about National Education System, in the statement: "National Education System must be able to guarantee equally education opportunity, quality increasing, relevancy, and efficiency on education management to face the challenges as well as demands of locally, nationally, globally life changes, so it needs education improvement with planned, directed, and sustainable programs.

This policy of education opportunity has been commitment in International Conference about Education for All in Jomtien, Thailand, 1990. In this conference, there has been defined the importance of togetherness action to fulfill all citizens' rights to get access of education at all levels and stages. Similar case in Dakar Conference in Senegal, 2000, there was commitment toward togetherness action to implement education for all (Pendidikan Network, 2005). This effort of equally opportunity education

# ANALYSIS OF POLICY INFLUENCE IN DETERMINING EDUCATION COST OF SENIOR HIGH SCHOOL TOWARD COMMUNITY ACCESSIBILITY TO GET SENIOR HIGH SCHOOL EDUCATION

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## ABSTRACT

This research aims to analyze the influence of education cost policy toward community accessibility to get private Senior High School (SLTA) education in Malang municipal. Hypothesis has been proposing is: (1) policy of routine education cost directly influences toward community accessibility to get private SLTA in Malang municipal (2) policy of incidental education cost directly influences toward community accessibility to get private SLTA. (3) Policy of education cost directly influences toward community accessibility to get private SLTA.

Research samples of this research are 180 parents of student candidate in 20 SLTAs of Malang municipal city East Java Indonesia. Obtaining sample method is using purposive sample. In order to test the relationship of formed model, its data has been analyzed through F test and T test utilizing software SPSS 13 for windows. The research result is expected will help the concerned party (Depdiknas, SLTA) in determining policy of effectively education cost so the accessibility to get SLTA for Malang community will increase.

Data analysis result shows Calculation is 47,199 (significant F= 0,000, which means simultaneously variable of routine education cost policy (X1), incidentally education cost policy (X2) and directly education cost policy (X3) is influenced significantly toward variable of community accessibility (Y).

From t calculation shows, variable routine education cost policy (X1) has t calculation of 5,452 (significant of 0,000), consequently variable routine education cost policy(X1) partially influences positively significant toward community accessibility variable (Y). Variable of incidentally education cost policy (X2) has t calculation of 2,082 (significant of 0,042), thus partially variable of incidentally education cost variable (X2) is influenced positive significantly toward variable of community accessibility (Y). Variable of direct education cost policy (X3) has t calculation of 0,503 (significant of 0,617), so partially variable of direct education cost policy (X3) is not influenced positively significant toward variable of community accessibility (Y).

*Keywords: Policy, education cost, and community access*

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Information Technology (IT) is a representation with widely meaning. Generally, information technology is a field resists about technology to generate information, managing, and keeping information, transferring into a from to another form, moving from a place to another place, or even though managing the information to be three sets or tools in knowledge management system : 1) facilitating knowledge spreading owned by organization, 2) developing knowledge keeper will be collected, kept, accessed, and taken back when it is needed and 3) assignment to put values on company's knowledge as company intelligence capital. The concept of knowledge sharing can be conducted if company gives opportunity to all members to recommend, criticize, give idea, or idea confronted by organization members with the goal to increase company's performance.

By doing combination of knowledge management practice supported by information technology, thus UKM can be very big asset for government in consequently it creates welfare of UKM because of country's growth.

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information technology aid. Alavi and Leidner (2001) in Muhammed (2006) also said, information technology supports various knowledge invention processes, keeping place, or taking back, transfer, application on the level of organization. Information technology can support this process in personal levels. Information technology in various types individual and organizations to collect, capture, and knowledge exchange, then it creates a new knowledge (Roberts, 2000; Lee and Choi, 2003; Leonard-Barton, 1995 in Muhammed, 2006). By several views of information technology as a tool to enable related process with explicit knowledge, it also helps in explicit and tacit knowledge development (Riggins and Rhee, 1999; Scott, 1998 in Muhammed, 2006). The impact of knowledge management practice supported by information technology make easier for small and medium enterprises to knowledge sharing in the organization, as well as keeping media or a system of specific designed to help performance increasing of small and medium enterprises. Consequently, the process of information accessing can be easily obtained. Then, UKM will be triggered to create their products, and it will produce unique product and characteristized one. It will attract certain customer segment as well as they require.

**Conclusion**

It is not refused that UKM has been growing very fast in the developing world, especially in Indonesia. As a result, UKM is a very serious attended by government to develop as main priority in order to exist thoughtful UKM and able to compete in globalization era presently. Knowledge management practice has been seen as a huge of resources for development of an organization thus it can be effective and efficient, and information technology is one of the tools in helping of processes related with explicit and tacit knowledge invention. Globalization situation nowadays demands companies to do changes in any field. Knowledge management in learning, intelligence capital, knowledge asset, intelligence, know-how, insight, or wisdom. The performance of a company will be different to another because there is different ability in creating Sustained Competitive Advantage (SCA); meanwhile its SCA has been formed from knowledge, learning, and innovation. Innovation depends on knowledge evolution, expresses that the better ability of company in managing and utilizing the knowledge, the more possibilities of a company to win business competition. A company owns ability to compete with its competitor; automatically it can be survived in the business competition. In line with speedy information technology acceleration, the concept of knowledge sharing will be facilitated and supported by available information technology. One of the main considerations is increasing of attention toward knowledge in the organizations and its speed information technology development. As well as knowledge importance and the more increasing of work force, computer has been continuously increasing its flexibility and ability, thus it is more saved and efficient in delegating routine works to computers. This effort is a beginning of last century to delegate physical jobs to the machines. Organizations or companies in accomplishing technology management with basis of knowledge management principle, as well as information or just know-how, where knowledge is a resource to determine company's competitive advantage, should confront market situation changes.

as well as information or know-how, where knowledge is a resource to determine company's competitive advantage.

Information Technology (IT) is a representation with widely meaning. Generally, information technology is a field resists about technology to generate information, managing, and keeping information, transferring into a from to another form, moving from a place to another place, or even though managing the information thus it is easier to be used by users ( Pangan Plus, Peranan IT Untuk Industri Pangan, www.panganplus.com, 2006)

Information technology can increase knowledge integration speed and its application by collecting or automatically organization routine activating, therefore it makes easier in accomplishing of employees' job. Consequently, in line with increased company's value, the company utilizes information technology, such as internet, for instance e-mail, and electronic bulletin board, intranets, database, electronic data management system, and knowledge management system to increase knowledge sharing among the members.

In several companies, all information and knowledge are codified and collected in database; hence, it is easy to be accessed by anyone in the company. Available knowledge in the company is tightly related with who builds it, and shares it, directly through contact person by person; subsequently information technology is a tool to help others in their knowledge communicating (Hensi, 2008).

There is no disagreement that one of main considerations to increase aspiration of knowledge management is because of progress in technology information and communication. Grover and Davenport (2001) in Muhammed (2006) concerns how involved computation technology in the business can generate aspiration to manage knowledge. This begins with possibilities of process on transaction levels in almost all jobs. This system collects in huge amount if data needed to be processed into a meaning, and therefore, it shows data processing system. Many messages are needed to be interpreted and applied by management for effective action and reports and collected information will be too much and should be managed by management information system. Private computer, easy use interfaces, and internet technology make it possible to organize easily and to capture what someone thus the knowledge can be easily accessed and shared with others has known. System is also made to stimulate one thinking and constructing a new knowledge.

Information technology is an integral part of all types of job, included knowledge management. Hensi (2008) explains, information technology is integration of different communicative tool and to being an important device for company to collaborate available knowledge management. No one can predict a successful of an organization if he/she can't hold communication device. Telecommunication, in line with its cheap competitive advantage value, easily accessed, and has ability in fast communication, has been an important part for any organization. Hensi (2008) also adds, information technology application then moves to be very important thing in knowledge sharing because time is money. Through information technology, there is ability to pass data on time accurately, comfortable, and secured. The cost of accomplishing it is also relatively cheap because there is no need to arrive in the location when data is needed to send. Another benefit is distance. It is not a restriction in data and information transferring to others in speedy by

Memon and Daniels (2007) have faced up the understanding of knowledge management; Jennex and Zyngier (2007), to express that knowledge management has knowledge sharing concept to all of company members. Knowledge sharing concept in the company is knowledge and experience sharing of every member in the company with aim to increase company's performance. Knowledge sharing concept in knowledge management is expressed on available system in its knowledge management. Johnston and Paladino (2007) said there are three sets or tools in the knowledge management: 1) facilitating knowledge spreading owned by organization 2) the developing of knowledge keeper, which is collected, kept, accessed, and taken back when it is needed, and 3) assignment to put values on company knowledge as company intelligence capital. The concept of knowledge sharing is only able to accomplish if company gives opportunity for all members in the company to recommend, criticize, and to offer idea, or to assign a problem confronted by organization members with the goal to reach company's performance

Type of knowledge in the company consists of: 1) explicit knowledge 2) tacit knowledge (Polanyi, 1967 and Nonaka & Takeuchi, 1995 in Jennex & Zyngier, 2007). Explicit knowledge is a knowledge directly stated by knowledge representative and it is usually known as structured knowledge, meanwhile tacit knowledge is knowledge still kept in human's mind can't directly be stated by knowledge representative or data and it is generally comprehended as unstructured knowledge.

Knowledge sharing among the organization members is occurred because of a mechanism in knowledge transferring to all organization members. Knowledge transfer in the company takes place when a member of the organization hands over knowledge to other members. Nonaka and Takeuchi (1995) in Jennex & Zyngier (2007) suggest four types of invention and knowledge transfer, in the following: 1) socialization 2) externalization 3) combination, and 4) internalization. Socialization is a process of knowledge sharing and constructing tacit knowledge such as technique skill and mental model, which can be acquired without using language but through observation, imitation, and practice. Externalization is a process in tacit knowledge explicating in clearly concept formation/explicit, taking words, analogical, conceptual, hypothesis, or model. Combination is a process in concept systemizing into a knowledge system with combination with a set of different explicit knowledge. Explicit knowledge is transferred through media, such as documents, meetings, e-mail, and or talks. Internalization is a process in changing explicit knowledge to tacit knowledge and it is tightly related with learning by practice.

## 6. Information Technology Role in Knowledge Management

In globalization era filling with competition and fast environment change, information technology is an important factor to reach success in line with many companies recently perform business transaction through information technology aid and without human intervention (for example, credit card payment by ATM). The thinking of Michael Polanyi (1966), Bruce Kogut dan Udo Zander (1992) in Tiara (2007) describes that market situation changes should be stood facing by organization or company in accomplishing technology management with basis of knowledge management principle,

of free meaning interaction. Signs and symbols generate meaning, will give a basis or relatively stable basis, and with the stability therefore the meaning processing effort and inter-personal communication is probably is able to do.

As what has been said by Vygotsky and Leont'ev (2005), the form of cognitive knowledge and socio-culture have been constantly interacted. Even though genetically it has different source, but both cannot be differed as limitation or meaning processing ability. Moreover, it can be said that cognitive is operated in the context of socio-culture.

## 4. Knowledge is a Product, Limitation, and Competition

In the organization, there are several perspectives about knowledge. First, knowledge can be seen as accumulation of resources make basis of ability. Through knowledge, there are some criteria make able to do. The accumulation of possibilities to do the action can be called as competition. Second, knowledge can be viewed as a structure makes limitation of activity, and make several activities to be effective. Third, knowledge can be perceived as product/result. As a product, knowledge can change available action limitation and aims toward development direction.

The important problem in resources accumulation is in its spreading. In the organization, knowledge resources show a real sight, for example: as a relationship with customers, core competition, the best practice accumulation, and anecdotes. Several forms of this knowledge capital has been sunk in the organizational structure (like logistic network, relationship with customers, and core process), whereas others are inherent with documents (patent, strategy document, customers' agreement, and product design). However, this product knowledge can be a resource if it is used as cognitive tool in the competency activity. In fact, most of knowledge cases are product, and it is supposed in line with using by someone as a resource. In the literatures of management knowledge, knowledge is focused on resource perspective (e.g. Seabee, 1997; Stewart, 1997; Edvinson & Malone, 1997; Brooking, 1996), but in the same time, its is considered as a product. As the result, design and document are supposed as valued form without considering activity makes it a real value.

Based on analyzing level, intelligence capital sharing is human capital and structure capital is a case in line with differentiation the knowledge components. It seems that human capital is a set of individual competition while structural capital is remain. Similar with this, Spender (1995) differed between individual knowledge and social knowledge. Generally, in several cases, this approach can be very useful, but individual competency is only on activity in the organizational system, while social knowledge is just in the integrated system between organization and activity system in its environment. In other words, a company could be possible to "own" human capital without sales activity.

Generally, knowledge structure based on activity and determined operational action, has not stated clearly. The using knowledge structure as background from picture movement projection of a meaning (meaning is supposed to be a thing). Following to Polaner's (1998; 1967), knowledge structure background can be called as tacit. For the time being, explicit knowledge refers to personal natural feeling form with its characteristics of clear and vocal, for example: concept, picture, and plan.

## 5. The Concept of Knowledge Sharing in Knowledge Management

of knowledge assets (knowledge economy, intelligence capital), human resources (human resources accountancy, skill management, creativity, innovation, job research development), knowledge based on competition (business strategy, organization design), and process development.  Focus in information process on organization level is organization communication (information flow, informal communication network, job flow automation, information sharing (collaboration system, company modeling, data representation, knowledge representation, and information processing (information system management, executive information system, decision supporting system, information selection, data picking).

### 3. Understanding and Four Forms of Basic Knowledge

Combination between processing of meaning and outlook system with idea about cognitive tool makes it possible to differ between self-reference with direct knowledge. According to Bergson (2005), natural knowledge is directly action; it is a conception from personal action without mediator, which is tool, or mean.  There is ability to enter the terms of habitual action or reflex situation in the class, which is not natural behavior, and the opinion of Polanyi (2005) can be used as a tool to understand the sign of natural mode.

In general, sign, it is allowed to say intelligent for a person who is able to do effective in static environment, but it can also extend the intelligence and change the knowledge structure.  Therefore, it has been frequently analyzing as a skill to "solve the problem"- something to be made when the environment confronts the challenges and new things needed.  Ceci (2005) and another expert (2005) gave opinion, it is impossible to differ the intelligence as a process with structural knowledge.  It is more exactly said if intellegence is an ability to generate a new knowledge.

If the knowledge is defined as a structure in guiding of meaning process, consequently there are criteria to differ between "more accurately" knowledge with "less accurately" knowledge.  Similar with explanation above, it is not accepted external or objective criteria.  Instead of, it should take an approach of epistemological pragmatic that: knowledge is more "correct" if it can guide toward effective action.

By using this definition, there is a difference between two types of knowledge from the knowledge and development angle, that is:  ontogeny knowledge has source in the development from an effort to recognize the content of something.  This type supposes experience is a basis of "learning" process to recognize something.  The opposite is phylogenetic knowledge, a source to recognize something comes from heritage structure.

Prototypical of phylogenetic is instinct/ natural feeling.  Natural knowledge links the interaction with the world as a result if co-ontogenesis history, which comes together, or an effort of structural flow to recognize the content and it is an object of action.  However, if the effort to recognize the content is to be acquainted with system unit has higher rank, thus heritage structure can be inherent/linked with a group.

Generally, meaning is fluid, and through sign or symbol, it is exist in the environment, even though it is not directly affected.  Using of Bergson's (2005), intelligence is a reference of fulfilled meaning of world, which is set up through actively processing effort.  Meanwhile, the sign of instinct refers to the environment as an object

objective and discrete, while information is data completed with relevancy and goal (data changes to be information when someone gives meaning about data). Davenport and Prusak (1998) in Jennex and Zyngier (2007) observes the knowledge as a development mix from experience, values, information, and deeply understanding from experts to provide a platform to evaluate and join information and new experience. Data, information, and knowledge in knowledge management concept are not standing alone and separated each other. Buckley and Carter (2000) in Muluk (2003) illustrates that data, information, and knowledge are a hierarchy in increasing the meaning, the depth, and the relevancy of action.

Knowledge has been signed by : 1) information, 2) capacity and 3), attitude, meanwhile the knowledge itself is a result of many factors such as experiences, skill, culture, character, personality, feeling, etc.(Beijerse, 2000). Information is needed for organization function and goal achievement, thus this information should be easy to be accessed in the organization and by all members of organization. The capacity of someone is also an important thing in making knowledge. Someone who has good capability if he/she thinks creatively, interprets, and conducts to make information from data and changes the information into useful information. This capability is call as core skills or core competencies. Third component of knowledge is attitude. It links with knowledge inline with generating people to think, interpret, and conduct. Someone's attitude in an organization is important approximating when we talk about entrepreneurship, which pushes to behave eagerly and tend to be innovated.

## 2. Knowledge Management

Knowledge Management can be generated when people inside in the organization would share knowledge, both same or cross leveling. Knowledge management has been defined differently. Tuomi (1999) defines knowledge management as learning, intelligence capital, knowledge asset, intelligence, know-how, insight, or wisdom. Memon faces up another understanding of knowledge management and Daniels (2007), that it is systematically methodology to collect, organize, and share knowledge. Jennex (2005) in Jennex and Zyngier (2007) defines knowledge management as knowledge taking comes from decision in the past to be applied to take decision at present with the goal to increase the performance of organization. Another meaning about knowledge management is an arrangement of activities performed by organization to identify, create, explain, and distribute the knowledge to reuse, re-known, re-learn in the organization (Wikipedia, 2009).

Knowledge management helps organizations to use their knowledge or what they know better, by implementing knowledge identification process, taking, keeping, searching, taking-back, process creating to make easier of knowledge movement and using the knowledge to make decision ( Jennex and Zyngier, 2007).

Tuomi (1999) understands that knowledge management goes through three concept of disciplines, consists of organizational intelligence, organizational development and organizational information processing. Organization intelligence focus consists of perception (competitive intelligence), comprehension (organization observation), memory (organization memory), and learning (organization learning, knowledge creating, specialist movement, and innovation). Focus in organization developing is management

knowledge sharing is only able to do when a company gives opportunity to all members to give out suggestion, critic, idea, or problem faced by organization members with the goal to increase company performance.

This concept has been researched by researchers to study factors of company members in knowledge sharing to other members.  This research has linkage about knowledge sharing, has been conducted by Kamdar *et al.* (2002), Lin and Lee (2004), and Sveiby (2007).  Research concept used by Kamdar *et al.* (2002) is testing motivation in knowledge sharing from organization members based on incentive given to them for knowledge sharing.  Result research carried out by Kamdar *et al.* (2002) is a) incentive is very effective on making available of employees to knowledge sharing related with job and recognition-based incentives are similarly effective with pay-based incentives, and  b) releasing on knowledge sharing depends on a friend to be knowledge sharing acceptor. Research performed by Lin and Lee (2004) using research model based on concept of theory of planned behavior (TPB) by Ajzen.  Result research of Lin and Lee (2004) shows, senior manager's behavior has positive influence in supporting of knowledge sharing.   Research accomplished by Sveiby (2007) is different  with two previous researches.  Sveiby (2007) has research concept in analyzing problems restraining to knowledge sharing.  Result research of  Sveiby (2007) shows that :  a) two main problems in restraining knowledge sharing is attitudes of supervisors and less of information development, b) according to employees, managers behave poor actions, inactive to push supporting company information, and managers have two faces, which never discuss as managerial attitudes in restraining knowledge, and c) study also said that less of information settlement and negative impact of knowledge on organization and making knowledge makers are indolent to share knowledge in their groups.

"Performance's problem is frequently restriction on small and medium enterprises to make progress.  Knowledge science and technology supports have been trusted to be able to help the increasing of performance.  The development of knowledge science and technology in twentieth century is getting faster for whatever will do.  On of the examples is using Information Technology (IT).  In this era of computation, TI application usage has been spreading to the entirely of human life.  Even though it has been realized that TI has been categorized as one of resources classified exclusively and identically with a hyper expensive sophistication." (Republika, www.ristek.go.id, 2002.).

By knowledge management practice supported by TI, there is expected to be one of the solutions to overcome the restrictions  of UKM's performance, thus UKM is not only can be survived, but they can be winner in the competition, even though they can shift away to be distinctive company owns much more higher level.

## Discussion
### 1.   Meaning of Data, Information, and Knowledge

There are several roots should be comprehended before  understanding knowledge management, that is knowing some characters in line with knowledge management, that are data, information, and kind of knowledge.  The aim to understand the character is keeping away an overlapping understanding among the data, information and knowledge, then finally it will make easier to understand knowledge management. Muluk (2003) gives data understanding as a group of facts about evidence, which is

the community behind industrial era has been marked by increasing of knowledge, complexity, and assault, which will force different demand in organizations to take decision, innovation, and information accusation and its spreading. Paradigm has been come up presently has been aimed as "knowledge economy", "economy network", "information era", and community based on knowledge" (Hult, 2003; Malone, 2002; Toffler, 1990; Nonaka and Teece, 2001; Prusak, 1997 in Muhammed, 2006). The company today has been checking over the knowledge as a key aspect in facing this paradigm.

Knowledge, beside as an important factor for a company to survive and to win the competition, is a knowledge owned by company. Carneiro (2000) said, company management realizes the importance of knowledge resources to develop organization. The currently knowledge has been admitted as one of assets of company due to certain value of knowledge for companies. Knowledge as an important factor for a company on account of competitive key from a company (Sveiby, 1997; Stewart, 1997; Davenport & Prusak, 1998; Drucker, 1993; Wurzburg, 1998; Kahin & Wilson, 1997, in Tuomi, 1999; Davies *et al.,* 2005; Zyngier *et al.* 2006, Maule, 2006, Lindsey, 2002, Jennex & Olfman, 2006 in Jennex & Zyngier, 2007; Johnston & Paladino, 2007). Johnston and Paladino (2007) said, performance of company is different each other as a result of differences of company capabilities to create Sustained Competitive Advantage (SCA), meanwhile SCA itself has been formed from knowledge, learning, and innovation. Innovation depends on evolution of knowledge (Carneiro, 2000). The opinion of Johnston and Paladino (2007) and Carneiro (2000) express, the better ability of company has in managing and using knowledge, the bigger opportunity of this company to win market competition. The company owns ability to compete with its competitor; it automatically can be survived in the middle of competition.

The knowledge beside as an important key in business competition, knowledge is an important factor for company to survive (Davenport *et al.* 1998; Goodman & Chinowsky, 1997; McKern, 1996; Black & Synan, 1997; Allee, 1996; Gronhaug & Nordhaug, 1992 in Martensson, 2000). From above statement, it means the situation is not justifiable only for big companies, but for small and medium enterprises. Another factor aims to regulate and use the intelligence asset more effectively due to increasingly employee turn-over toward disappearing of knowledge and the globalization will be demanded by people to cooperate or hold back and exchanging the knowledge across the continent and time (Davies *et al.,* 2005). The importance of knowledge role of company makes many companies have been trying to regulate and implement the knowledge they own through knowledge management.

One of the concepts in knowledge management is sharing of knowledge for all members of company. Knowledge sharing concept in company is sharing knowledge and experience, which is owned by every member of company with the goal of increasing the company performance. The concept of knowledge sharing in this knowledge management has been expressed in its knowledge management. Johnston and Paladino (2007) spoke, there are three sets or toolset in knowledge management system: 1) facilitating knowledge spreading owned by organization 2) developing knowledge keeper to be selected, accessed, and taken back when it is needed, and 3) assignment to put values on company knowledge as company intelligence capital. This concept of

Small and medium enterprises are frequently seen as small opportunity bringing benefit. However, in fact, big and successful companies are mostly begun from small enterprises. In effect, because of small capital, small and medium enterprises (UKM) have been survived in the economic crisis. The weakness of Rupiah conversion laid into country economy, but when big companies were bankrupted, UKM is effectively the best alternative for economic development.

Beside its ability to survive in economy crisis, UKM also gave big contribution toward regional income, labor absorption, and export activities. National economy collapse affected increasing unemployment, though UKM has proven in absorbing a huge workforce. It is dissimilar with large-scale companies in all sectors, included industry, service, and trading.

Economic crisis in real has been falling down national economy, especially large-scale companies in all sectors, included industry, service, and trading. The factual impact later is the increasing of significantly unemployment, where in 2003 according to BPS (Badan Pusat Statistik= Statistic Central Bureau) there was 11.4 millions of unemployment (11, 63% from workforce), with the growth of industrial sector only reached 3, 41%.

Small and Medium Enterprises (UKM) in fact has been able to show more thoughtful performance in facing crisis era. The contribution of this sector for national economy is significantly obtainable. In 2002, UKM has been stated 41, 3 million units or 99, 99% of the entirely economy activities, with absorbing of labor force of 68, 28 millions (88, 7% from all labor). Meanwhile until 2003, the amount was increasing until 2, 7% to be 42, 4 million units, with absorbing workforce of 79 millions or increased of 15, 7% comparing 2002 (BPS, 2003).

In consequence of globalization impact, it has not been suffered by multi national companies only, but also for domestic big corporation and UKM. There should be a real change radically and gradually if they want to be survived. There are evidences that business and its contexts have been changed and keep in changing significantly since the beginning of industrial era. The environment after industrial era has been viewed as a very different era with previous industry in many entities (Bell, 1973; Huber, 1984; Simon, 1973; Masuda, 1980; Kuhn, 1970; Toffler 1980; Naisbitt 1982; Doll dab Vonderembse, 1991). For example, Huber (1984) said that the community of industrial following would be characterized by more and increased of knowledge, complexity, and annoyance, and next it would be influenced toward organizations, included in decision-making, innovation, information technology, and distribution. The appearance of this paradigm is called 'knowledge economy', 'networked economy', 'information age', and 'knowledge-based society' (Hult, 2003; Malone, 2002; Toffler, 1990; Nonaka and Teece, 2001; Prusak, 1997 in Muhammed, 2006). 'Knowledge' has been an important aspect from paradigm, where organization has been viewed as the support of economy welfare through transformation.

Recently, development has been shown on faster changing in every life theme, in effect of globalization and rapidly information technology development. Globalization and speedy information technology development also have been changing business and industry direction. The environment after industrial era has been viewed as radically different from previous era in many aspects. Huber (1984) in Muhammed (2006) said,

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# THE ROLE OF KNOWLEDGE MANAGEMENT PRACTICE SUPPORTED BY INFORMATION TECHNOLOGY FOR SUSTAINABILITY OF SMALL AND MEDIUM ENTERPRISES (UKM) FACING GLOBALIZATION CHALLENGE

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## Abstract

Globalization development today in fact can change the business pattern of multinational or small and medium enterprises in any place of the entirely world; hence, every organization will be demanded to change the development in their organization.

The performance of a company will be different each other corresponds to difference ability in creating sustained competitive advantage (SCA), meanwhile its SCA is set up from knowledge, learning, and innovation. The innovation depends on the evolution of knowledge. The better ability of companies in managing and using knowledge they own, the more possibility they have to win in business competition. The companies have ability to compete with their competitors; consequently, the companies automatically will be survived in the business competition. Information technology is an integral part of all kinds of job, included information technology knowledge management is an integration of different communicative tool and being an important instrument for companies to collaborate knowledge management. The knowledge sharing with good management skill will produce useful information for life sustainability of companies, moreover if it is supported by enough technology information, and therefore company's performance will be better. Knowledge management practice with supporting by information technology is enable small and medium enterprises to develop as well and able to face nowadays of globalization situation, even more, they can take opportunity to abroad and certainly, they are expected to win the competition at present and in the future.

**Keywords:** *Knowledge Management, Information Technology, Globalization, Small and Medium Enterprises.*

## Introduction

Small and medium enterprises, symbolized as UKM is a denotation referred on small enterprises' type own assets maximally of Rp. 200.000.000, not included land and building to operate the enterprise (Wikipedia Indonesia, March 2006). Frequently, the available opportunity is not attended; even more just a small opportunity may keep a huge potency. Small opportunity can be a big success if it is managed as well with good managerial practice. Unfortunately, most of people have not taken chance of small opportunity for the reason of big one. In fact, we should realize the big comes from cumulative small united.

Small and medium enterprises have been proven to survive and develop in the middle of crisis attack during more than six years, its existence has been giving contribution toward PDB (Pendapatan Domestik Bruto = Gross Domestic Income) almost of 60 %, labor absorption of 88, 7% from all Indonesian working force and export contribution of small and medium enterprises in 1997 of 7, 5% (BPS, 2000 in Firdaussy, 2006).

oen helper to conduct this assignment during two weeks this assessment has been conducted.

## INCOMING ASSESSMENT

This assessment is one of assessment which have been held by ours in 12th National Vote in 2008, and last small votes in Permatang Pauh and Kuala Terengganu. Thus, next assessment may be conducted in reviewing the views and broadcasting media reports, and internet about the leadership of Datuk Seri Najib and other leaders besides reading media reports towards a political party. This way of continuously media towards leaders will give knowledge for investigators and readers who want to know the development than report perspective and media approach, especially main stream media towards Malaysia politics and their actors.

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## DISCUSSION RESULT

Conclusion of this assessment finds out that newspapers with Malay language and English have been given more coverings towards incoming Prime Minister, Datuk Seri Najib Tun Razak and Prime Minister, Datuk Seri Abdullah Ahmad Badawi. Nonetheless, Chinese newspaper has supported towards Prime Minister Abdullah Ahmad Badawi as a consequence of his being position, has not been put off the status although his statement of cut off has already given beyond big association of UMNO. Chinese newspaper also has supported Datuk Seri Hishamuddin Tun Hussien who has the status of Naib UMNO President in their reports. This is a proof that this young leader is able to have similar hundreds as many as incoming Prime Minister has gained.

This assessment realizes that Chinese newspaper has given balanced reports than spaces for opposed leader such as Setiausaha Agung DAP, Head of Ministers of Pinang island : Lim Guan Eng. Almost every day, the news of this leader has been exposed in Chinese newspaper as many as Sin Chew Jit Poh or China Press. Opposed leader, Datuk Seri Anwar Ibrahim also has acquired a place in Chinese newspaper but it has been smaller space than Lim Guan Eng. Other names such as Big Minister of Kelantan, Datuk Nik Abdul Aziz Nik Mat and past Prime Minister, Tun Dr Mahathir Mohamed also has obtained news in these both Chinese newspapers. The unique is, Chinese leaders of MCA, such as Datuk Ong Tee Keat and Datuk Seri Wee Ka Siong have attained a small space in Chinese newspapers, but in average they gained 3 until 7 columns per day.

English newspapers have had many reports of news about Prime Minister Abdullah Ahmad Badawi within period of 23 until 28 of March, 2009, that was towards Big Association of UMNO. At least, newspaper of NST and The Star in the beginning has supported Datuk Seri Najib Tun Razak in their news report from March 29 until April 4, 2009 outside of big association.

Nevertheless, Indian language newspapers, such as Malaysia Nanban and Tamil Nesan have consistently supported Prime Minister, Datuk Seri Abdullah Ahmad Badawi. The only thing, Malaysian Nanban has changed the pattern type of news when the period of March 29 until April 4, 2009, Datuk Seri Najib Tun Razak has been given widely expose as incoming 6$^{th}$ Prime Minister.

Entirely, newspapers of Malay language, English, and Indian language have assembled next to Barisan Nasional comparing Chinese newspaper which has been balanced on reports about Barisan Nasional and Pakatan Rakyat. Furthermore, the assessment shows direction of positive news about Barisan Nasioanl party which has been fulfilled spaces on those three newspapers. The distinctive only can be seen that Chinese newspaper gave more balanced news. This condition can be recognized clearly during this assessment and Chinese newspaper showed hundreds of news of negative reports about higher Barisan Nasional party.

## ASSESSMENT LIMITATION

The limitation of assessment is only on investigation helper who is able to translate the content, especially at Chinese and Indian language newspapers. This has been realized there has been more costs because the investigator must take more than

day, as China Press took note of 300,000 per day *(New Straits Times, December 6, 2007).*

Malay newspaper Nanban had sales of 10,000 and Tamil Nesan had 8,000 per day *(http:\\www.malaysiakini.com.my- 20 May 2008)*

Newspapers selection in different languages have been conducted for assessment permission of those eight newspapers in line with their worth to inform news report about incoming number one leader in the country, Barisan Nasional and Pakatan Rakyat parties. This assessment of those newspapers has been able to give different impact because those have readers with different nations, religions, and social structure which has been had gaps.

Because the period of this assessment is quiet long, so the assessor has been used systematic samples. Skolnick and McCoy (1984) stated that samples from media content systematic need to recognize for sure how the way of newspaper spreads political columns.

Assessor has been taken all assessment populations (Berita Harian and Utusan Malaysia; The Star and the New Straits Times; Sin Chew Jit Poh and China Press, Malaysia Nanban and Tamil Nesan) in period of time from March 22 until April 4, 2009 each day. The sum of the days is 14. Assessment substance is item which has been categorized as political columns. This assessment has been used content analysis in line with integrated category perform of problematic cases, goal, and aspect of assessment. The substance of assessment will be allocated in groups, corresponding to analysis goal.

Content analysis method need systematic and constantly coding. To achieve this, some steps have been conducted, included recording all columns in selected newspapers by focusing in politics matter. To confirm every coding which has certainty value, one test of certainty has been conducted. It is a technique to ensure the result of assessment which has been gained, will be reached by assessor who has been used the same of method and substance. In this assessment, assessor has been used method of **"equivalent forms"**. Two analyzers have helped assessor to analyze similar substances. The result of analyzing from analyzers has been statistically predicted to search the correlation between both coding. In this assessment, coding book has been provided to put guidance line before readers' letters will be coded.

Hence, assessment of printing media report has been made for leaders of the country, especially for Datuk Seri Najib Tun Razak, the method of hundreds frequency has been used of. This way may be conducted if the selected amount of report columns will be distributed to certain leaders and it has been created hundreds of prophecies. So, amount of hundreds which have been accepted for a leader, will represent the amount of reports which have been received in accordance to all assessed columns. This method is important to see the tendency printing media reports towards a leader of political party.

Then, report approach assessment towards political parties has been accomplished by solving problem of report if it is similar positive or negative towards Barisan Nasional and Pakatan Rakyat (BN+, BN-, PR+ or PR-) from all assessed columns. For balanced reports, and not to pretend at any political party, N (Neutral) label will be given. Investigators will determine and label every report. This assessment is important to define the tendency and printing media approach to leaders of that political party.

In accordance with that statement, this assessment is very important to perform a direction of new wave in relation between media and public, based on public journalism which has principle on public spirit orientation towards news report and public, while besides of public's view, there is no real consensus which has been completely correlated and solid conducts about public journalism (Corrigan, 1997a). And how the agreement which has been associated will be connected with how news report about politics and public's problem in general, needs adjustment for public journalism to fertilize public life.

## OBJECTIVITY OF ASSESSMENT

This assessment has been conducted to recognize the tendency of newspapers' headline news report in Malaysia towards incoming Prime Minister Datuk Seri Najib Tun Razak before he has been vowed to his position on April 4, 2009. This assessment to see the diversivity of news report in politics' columns on headline of newspapers which deliver into four languages : Malay language, English, Chinese, and Indian.

This is important because in pratice, to see how the pattern of news reports about incoming 8th Prime Minister by main newspapers are mostly printing media organizations which have been owned by political parties which have authoroties on Malaysia government.

Consequently, this objectivity of assessment is,

a. To recognize the pattern of printing media news towards Najib Tun Razak and political parties.

b. To see the tendency and the political approach of that printing media into newspapers' reports.

## ASSESSMENT METHODOLOGY

This assessment has been conducted about the pattern of news report on political columns towards Najib Tun Razak and political parties. The method which has been used by assessor is content analysis. This method has been chosen because it has been fit by predicting and analyzing the relationship among factors.

Samples of this assessment have been done towards printing Medias. The medias which have been selected are Berita Harian and Utusan Malaysia; The Star and The New Straits Times; Sin Chew Jit Poh and China Press, Malaysian Nanban and Tamil Nesan. The assessment only concerned at the moment in time of Big Vote UMNO which had been held on March 23 until 29, 2009 and before Datuk Seri Najib Tun Razak has been inaugurated and vowed as Prime Minister on April 4, 2009.

These eight newspapers are selected because those have influence in news report spreading. Audit Bureau Circulation reported during July 1, 2007 until December 31, 1008, Berita Harian has sales in average of 192,982 per day, whereas Utusan Malaysia has average of sales of 197,952. At the same time as, English daily newspaper collection of NSTP, such as New Straits Times (NST) reached circulations of 136,530 per day during 12 months and weekly edition, New Sunday Times gained 156,910 per day. The Star also noted circulation in average of 304,904 per day, while Sunday Star was 313,609. Sin Chew Jit Poh newspaper recorded the sale of 383,775 per

### Media, Leaders and Political Parties

Skjerdal (1993) also said that those have been widely used to protect relationship between mass media and political public in modern world.

Still, Social Responsibility Theory has been provided to run public journalism, but this theory needs new input to establish the relationship between media and public because of era and technology changing very fast.

McQuail and Denis (1987) emphasized the theory which connected news media attitude without target, to select the contents which characterized totally different and should be clearly described as answer action of supposed public's importance in public news about the world.

This statement is supported by Kovach and Rosenstiel (2001) who said news is a part of efforts to inform public about evidences, issues, and conditions of any place.

Batten (1990) also emphasized about the importance newspapers which concern on public's spirit and encouraging people in being motivated as newspaper's readers. In reverse, diminishing motivation will continuously go on if newspapers don't put attention towards a problem which public has been faced of. Motivation declining in society will impress newspaper's conduit endlessly.

Nevertheless, public journalism statement provided individual useful news; both are relevant for their life and increase the ability, also capability to take a part in public's importance (Merritt 1995a, 5; Charity 1995, 2).

Consequently, public journalism may be seen to make progress a symbiotic or constructively relationship amongst journalisms, which focused news report on the spot, has been recovered into news organization which encouraged people to think how to solve the problem about public's matters (*http://www.cjr.org/html/95-09-10-civic.html-Hoyt, 1995)*

There have been arguing between journalists and authors about public journalism, which only exposes not more than positive news and public relation for certain communities which have been needed value from public. Besides, they perceive media organizations should have been carried out by ordinary process and editorial.

Tomaselli and Louw (1991) explain, in democracy system, media should have been accomplished easiness to conduct social dialogue, not only belongs to a certain group which has absolute right to own single access to make message – in other words, it is an antithesis "from top to bottom" (and manipulation) of media system in democracy in liberal countries – west democracy and Marxist –Leninist Socialism.

Public journalism has been supposed as an answer of the reality which has been mentioned by scholars who have recognized the gap between media and public. According to that, public journalism and public life depend each other, as what has been stated by David Merritt (1995a, 4-5), one of principles of public journalism innovation said, "public life needs information and perspective that journalism may provide a useful public life, because without it so the journalism is needless. One assessment which has been conducted by Pew Research Center in USA for public journalism has produced one optimistic decision, not only about public journalism, but also a new role for news media, especially newspapers for relating public with democracy conducts.

relationship with UMNO which has newspapers of The New Straits Times and Berita Harian. Since Utusan Malaysia belongs to Utusan Melayu (M) Berhad which has close relationship with UMNO. Newspapers of The Star, China Press and Sin Chew Jit Poh which belong to Huaren Holdings, an association of Barisan Nasional component party, Tamil Nesan is owned by association of Tamil Nesan (M) Sdn Bhd and Malaysia Nanban belongs to association of Penerbitan Sahabat (M) Sdn Bhd and both

newspapers are related by MIC, which has been united with component of Barisan Nasional party (*www.malaysiakini.com.my*, May 20, 2009)

Besides, there are rules such as Domestic Security, Fraud, Printing and Publishing Acts, which have been controlling the freedom of media. Therefore, media also has been conducting separation of reports which will be published and spread. Media freedom obviously can be conducted through internet which have not been controlled as well as guaranteed by MSC Bill of Guarantees.  That's the reason this assessment to see how far newspapers' report of main stream have been reporting leadership of incoming Prime Minister Datuk Seri Najib Tun Razak when he was in Highest Association of UMNO and before he was vowed on April 4, 2009. This assessment also concerned on newspapers' report about Barisan Nasional (BN) and Pakatan Rakyat (PR) political parties.

**The role of News in Printing Media**

Kovach and Rosenstiel (2001) said, news is a part of efforts to inform public about evidences, issues, and conditions all places. More, media has responsibility to increase participations of citizens in common life and reinforce civic culture of community. It conveys "power encloses famous persons to public, brings them to political issues and other public problems and encourages them to notice the "system as themselves, not as a space for outsider or political professionals" (Rosen and Merritt 1994).

Rosen (1996) also impressed power as persuasively media, in defining press' benefit to confirm the right relationship as well as prosperous of public journalism and issues of media.  Merritt (1994) characterized journalism as "an intellectual journey" which has been showing the way of a journalist reports populace's life. It aims to attach target groups with populace's life by encouraging how the journalists think how to accompany as a source of news.

Rosen (1996) defines that news spreading normally has not been relevant anymore and journalism organization must have innovation to inform continuously to public and have not been fully depended on traditional journalism way, which has been covering issue and watchdog toward public issue, but giving opportunity and motivating public to participate themselves into media subject.

According to this issue, some professionals of news aspects have been trying to handle the gap which is enlarging between newspapers and leaders, especially some Medias perform commercial substances which cause sensationalist news (David Arant and Philip Meyer, 1998).

Rosen (1996) said that journalism is not only the way of journalist recovering public's goal, but also as the approach to improve public life and encouraging democracy.

This causes critical values show Four Media Theories - Authoritarian, Libertarian, Soviet Communist and Social Responsibility which have been introduced since 1956 and recently those have been outdated (Skjerdal, 1993).

# REPORT OF NEWS PRINTING MEDIA TOWARDS NAJIB TUN RAZAK AND POLITICAL PARTIES.

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## ABSTRACT

News media has been played an important role to expose a leader and political parties. The relationship between media and leaders with political parties in a nation comes up as a hill and its mount. They both depends each other to get, deliver, distribute, and spread its news. A media such as newspaper needs a leader and members of political parties to interact with them in whole aspects, included politics, economics, social and cultures. This assessment tries to observe newspapers in providing news report of Najib Tun Razak, who has been incoming Prime Minister and political parties in Malaysia. The main reason, newspapers which deliver in Malay language, English, Chinese, and Indian, has been collected for this assessment. Others are Berita Harian, Utusan Malaysia, The Star, The New Straits Times, Nanyang Siang Pau, China Press, Malaysia Nanban, and Tamil Nesan. The assessment only represents the moment in time of Vote of UMNO  ( March 23 – 29, 2009) and before Datuk Seri Najib Tun Razak had been inaugurated and vowed as Prime Minister on April 4, 2009. The collected columns are political ones. This assessment will be recognized as diversities of printing news media reports in some languages about incoming 6th Malaysian Prime Minister. The result of this assessment finds out Chinese newspapers deliver balanced report towards leaders and political parties.

## INTRODUCTION

Malaysia has been conducted democracy governance with parliamentary which has been carried out authorities' allocation as one important doctrine in democracy ways by breaking up the authorities of domestic affairs to there main branches: Government (Executive), Policies & Regulations (Legislative), and Judge. Executive authority or government evaluator based on regulation, while Legislative considered on policies and systems which have been made, and Judge to conduct the rules. Doctrine has been performed to avoid persecutions.  By authorities, sharing will strengthen leadership, freedom, and restriction prevention. Those may direct check and balance concept amongst authorities.

Nevertheless, the fourth authority in nation has been covered up mass media authority which has been played a role to keep up democracy of the country which has been conducted since independence achievement on August 31, 1957.  This fourth has been strengthened by mass media's role as powerful assessor or"Watchdog" in any action, has been made by government. Media will play a big role in government establishing of justice and impressive in order to serve the best to the people. In USA, the power of media is very big to increase and collapse leaders, even they are protected by Institutions from First Amendment, except cases of cheat and fraud. Moreover, according to Denton and Thorson (1994), one of new role for news media, especially newspaper, is to connect the public and its democracy conductions.

In Malaysia, media's role has a bit limitation in news spreading because of direct controlling from government and media association which has been had straight relationship with government political parties from ownership authority of those medias. From point of view of ownership authority, Media Prima Berhad has been had close