

## **ADDRESSING AEC 2016 BY ANALYZING THE SERVICE QUALITY OF SILOAM HOSPITAL MANADO USING IMPORTANCE AND PERFORMANCE ANALYSIS (IPA)**

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### **ABSTRACT**

Entering the Asean Economic Community (AEC), competition in all sectors, including the health care industry, increasingly tight. Therefore, the hospital needs to improve the quality and competence of human resources to face the era of openness. The role of the hospital is very big also need to be kept synergy between public and private hospitals owned by the government even needs to be improved. MEA is important moment for the entire hospital either private or government synergy. Synergies that by taking part in the National Health Insurance program (JKN) managed BPJS. Especially targeted in 2019, Indonesia will achieve universal health coverage, or universal health insurance, in which the entire people of Indonesia covered with JKN. In the face of MEA private hospitals began to increase the competence of human resources, ranging from doctors, nurses, and midwives. Improving the competence of this is done through ongoing training. The objective which this thesis intends to achieve is to analyze the service quality of Siloam Hospital Manado by using Importance Performance Analysis (IPA). The sample taken is using simple random sampling of 100 people who experience the service of Siloam Hospital Manado.

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**Keyword:** Asc, servqual, ipa

### **INTRODUCTION**

Hospital plays an important role in preventing disease and providing rehabilitation service to people. These activities have been and essential part of Hospital's function until now. However, in the world today there are lots of hospitals which perform their activities differently to the consumers (people who are ill and need their service), and the level of their service or performance are various. Some of them perform with lower quality of service and others could function with superior quality of service or performance.

Entering the Asean Economic Community (AEC), competition in all sectors, including the health care industry, increasingly tight. Therefore, the hospital needs to improve the quality and competence of human resources to face the era of openness. The role of the hospital is very big also need to be kept synergy between public and private hospitals owned by the government even needs to be improved. MEA is important moment for the entire hospital either private or government synergy. Synergies that by taking part in the National Health Insurance program (JKN) managed BPJS. Especially targeted in 2019, Indonesia will achieve universal health



coverage, or universal health insurance, in which the entire people of Indonesia covered with JKN. In the face of MEA private hospitals began to increase the competence of human resources, ranging from doctors, nurses, and midwives. Improving the competence of this is done through ongoing training.

Siloam Hospital operates the largest private hospital network in Indonesia. Beginning business in 1996 and growing to 4 hospitals by 2010, the hospital now manages and operates 20 hospitals in various areas. Siloam is a subsidiary of PT. Lippo Karawaci Tbk (“LPKR”). Indonesia’s leading and largest listed company property by total assets and revenues, anchored by a large land bank and solid recurring income. LPKR’s business comprises residential/township, retail malls, hospitals, hotels and asset management. Siloam is listed on the Indonesian Stock Exchange under the ticker name “SILO” and the market capital of SILO is about Rp. 18.0 trillion or USD 1.54 billion as of September 19, 2014. By December 2015, Siloam Hospitals had a bed-capacity of 4.800, with 2.100 doctors, of which about 1.700 are specialists, and more than 8.200 nurses, allied health technicians and support staff providing care for almost 2 million patients. The Hospital’s dedication within the Indonesian healthcare industry is acknowledged locally and internationally (Siloam Hospital, 2016).

North Sulawesi is a province of Indonesia. The province’s capital and largest city with a high population is Manado. Manado currently own many hospitals, but only 3 private general hospital in Manado such as Siloam Hospital, Pancaran Kasih Hospital, and Advent Hospital. These 3 hospitals have good services, but to handle the critical illness with the availability of adequate tools is Siloam Hospital. Siloam Hospital present to lead and reach out, also serve all society, and create a critical health service accessibility to international quality expertise. Owing to its prime location in the Central Business District of Manado, Siloam Hospitals Manado has become the health-care destination for the entire workforce of companies as well as tourists and civilians in Manado, with an estimated population of 400.000 (Siloam Hospital, 2016). The hospital is fully equipped with the 24-hour Emergency Department, 177 beds including 10 ICU and HCU beds; 4 NICU beds; 4 Labor and Delivery Suites; 3 Operating Theatres, Diagnostic Services, Radiology Services such as 1.5T MRI; Cath Lab; 256 Slice CT Scan; Digital X-Ray; Mammography (Breast Imaging); Ultrasound Scan, Laboratory Services, and 26 Specialties. Siloam Hospital Manado also provide 109 doctors and various package of medical consultation (Siloam Hospital, 2016).



Nowadays, many critics and suggestions for Siloam Hospital Manado especially about health-care services. According to the consumer, there are insufficient medical services and slow response for the consumer who use health insurance services (sergapnews, 2013; rmol, 2015). Therefore, the Siloam Hospitals will continue its focus on ensuring patient satisfaction and expanding the reach of the network. The objective which this thesis intends to achieve is to analyze the service quality of Siloam Hospital Manado by using Importance Performance Analysis (IPA).

### **Marketing**

According to (Kotler *et al*; 2009), “Marketing is all about the entity goods, services, experiences, events, people, places, properties, organizations, information and ideas”. According to Kotler (2009), there are two types of definitions of marketing, which is a social and managerial. Social definition game show marketing role in society, which can aim as: “Marketing is a social process in which individuals and groups obtain what they need and want through creating, offering, and freely exchanging products and services of value with others”.

### **Service**

The service is an important part, especially in the field of education. The importance of education service aims to balance the impact of technological advances. Services according to Kotler (2009) are : “Any act or performance that one party can offer to another, which is essentially intangible and does not result in any ownership”. According to Kotler (2003), quoted by Mohammad and Alhamdani (2011): “Services like any behavior or action based on the contact between the two parties: the provider and the recipient, and the essence of a reciprocal process is intangible”. The services as a whole set of properties and characteristics of services aimed at satisfying the clients and meet their needs.

### **Service Quality**

According to Kotler and Keller (2006), Quality is the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs. We can say that the seller has delivered quality whenever the seller’s product or service meets or exceeds the customer’s expectation. According to Parasuraman (1988), quoted by Mohammad and Alhamdani (2011), that in order to determine that service quality standards or dimensions can be seen from the following criteria:



1. **Tangible:** This includes physical facilities, equipment, and the physical appearance of on employee.
2. **Reliability:** This refers to the ability to provide the exact required service according to given specifications and condition.
3. **Responsiveness:** The inclination and willingness of the employee to serve customers quickly and properly.
4. **Assurance:** Feeling of trust and confidence in dealing with the organization. This reflects the workers' knowledge and experience and their ability to build self-confidence in the customers themselves.
5. **Empathy:** Understanding the customers' personal needs, taking care them individually and showing them all sorts of sympathy and affection, looking at them as close friends and distinguished clients.

### **Customer Satisfaction**

Zeithaml and Bitner (2000) define "Satisfaction as the customer's evaluation of a product and service in terms of whether that product or service has met their needs and expectation. Failure to meet need and expectation is assumed to result in dissatisfaction with service or product. Customer satisfaction is also an evaluative judgment related to the level of consumer expectation rather than to actual product performance. Satisfaction is a function of the discrepancy or contrast between obtained and expected outcomes. If expectations are high and performance falls below one's expectation, dissatisfaction arises. If, on the other hand, actual performance meets or exceeds expectations, the consumer is delightfully pleased".

### **Service Quality in The Health-Care Industry**

According to Suki *et al* (2011), "In the health-care industry, different hospitals provide the same type of services but, they do not provide the same quality of services". Grönroos (1984) write that, "The quality of services, both technical and functional is a key ingredient in the success of the service organizations". According to Lam (1997), "Whilst technical quality in the health-care setting is defined mainly on the basis of the technical correctness of the clinical diagnoses and procedures or the conformity to professional regulations, functional quality pertains to the way in which the health-care service is delivered to the patient" (Venkatesh and Balaji, 2012; Mortazavi *et al*, 2009); .



## RESEARCH METHODOLOGY

This research is descriptive study with a quantitative approach. The place of this research is conducted in Manado. The research started from August to September 2016.

### Population and Sample

The population in this research are the consumers/patients of Siloam Hospital Manado. The sample taken is using simple random sampling of 100 people who experience the service of Siloam Hospital Manado.

### Definition of Research Variables

**Table 1.** Operational Definition and Indicators of Variables

Variable	Sub-Variable	Definitions	Indicators
SERVQUAL	Tangible	Representing the service physically.	<ul style="list-style-type: none"> <li>• Hospital Equipment</li> <li>• Building Condition</li> <li>• Room and Facilities Availability</li> <li>• Employees Appearance</li> </ul>
	Reliability	Delivering promised service dependably and accurately.	<ul style="list-style-type: none"> <li>• Reliable and Appropriate Service</li> <li>• Administration Process</li> <li>• Ability to Provide Service</li> <li>• Reasonableness of Costs</li> </ul>
	Responsiveness	Being willing to help customer and provide prompt service.	<ul style="list-style-type: none"> <li>• Willingness to Assist Customers</li> <li>• Ability to Resolve Consumer or Patient Problems</li> <li>• Service Meets Consumer or Patient Expectations</li> <li>• Serve Rapidity</li> </ul>
	Assurance	Employee knowledge and courtesy and the ability of the firm and its employee to inspire trust and confidence.	<ul style="list-style-type: none"> <li>• Trustworthiness of Employees</li> <li>• Consumers or Patients Safety</li> <li>• Security Guarantees of Environment</li> <li>• Professionalism of Employees</li> </ul>
	Empathy	Ease of doing relationships, good communication personalized attention, and understanding of customer needs.	<ul style="list-style-type: none"> <li>• Understanding Special Needs of Consumers or Patients</li> <li>• Personalized Attention from Employees</li> <li>• Ease Communication</li> <li>• Same Service to Patients or Visitors</li> </ul>

Source: Data Processed, 2016

Tabel 1 above use Likert scale to measure the variables of this research.

### Data Analysis Method

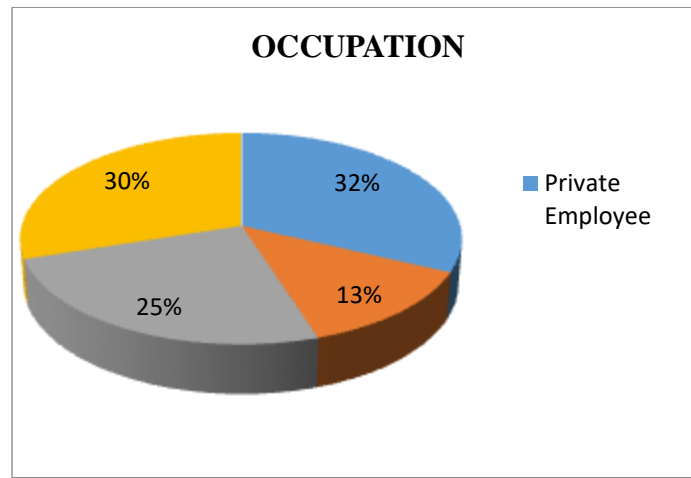


- Validity Test
- Reliability Test
- Importance Performance Analysis (IPA)

## RESULT AND DISCUSSION

### Characteristics of Respondents

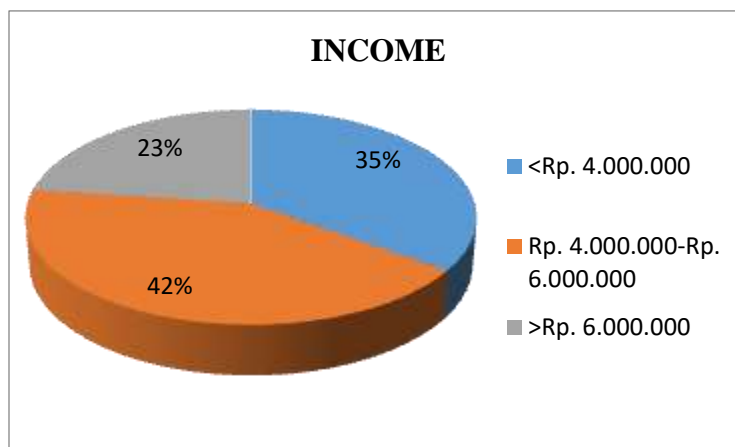
#### Occupation



**Figure 1.** Classification of Respondent Based on Occupation

The characteristic of respondents based on occupation clearly shown in Figure 4.1. The respondents are divided into four classes. Private Employee has the highest percentage (32%), followed by Others (30%), Entrepreneur (25%), and Civil Servant (13%).

#### Income



**Figure 2.** Classification of Respondent Based on Income



The characteristic of respondents based on income clearly shown in Figure 4.2. Most of respondents have income 4-6 millions (42%), followed by respondents that have income <4 million (35%), and >6 million (23%).

### Reliability and Validity Test

**Table 2. Reliability Statistics**

Cronbach's Alpha	N of items
.937	40

*Source: SPSS Output, 2016*

Table 2 shows that Alpha Cronbach is 0.937, which is above the acceptance limit of 0.6. Therefore, the research instrument is reliable. Total attributes are 20, however each attribute consists of 2 questions resulting number of items of 40. By comparing correlation index in Pearson Product Moment with significance level of 5% it can be seen whether research instruments are valid or not. If probability of correlation is less than 0.05 (5%) then the research instrument is considered valid.

**Table 3. Correlations**

		Average Importance	Average Performance	Average Importance Performance
Average Importance	Pearson Correlation	1	.429**	.702**
	Sig. (2-tailed)		.000	.000
	N	100	100	100
Average Performance	Pearson Correlation	.429**	1	.767**
	Sig. (2-tailed)	.000		.000
	N	100	100	100
Average Importance Performance	Pearson Correlation	.702**	.767**	1
	Sig. (2-tailed)	.000	.000	
	N	100	100	100

*Source: SPSS Output, 2016*

Table 3 shows that the correlation index is higher than 0.3 and below the significance level of 5%. Therefore, the data is considered valid.

### Importance and Performance Analysis of Service Quality

**Table 4. Attributes, Importance Mean, Performance Mean, Quadrant**

Service Quality Attributes	Importance Mean (Y)	Performance Mean (X)	Quadrant
Hospital Equipment	4.16	3.48	III
Building Condition	4.39	3.98	II
Room and Facilities Availability	4.42	3.80	I
Employees Appearance	4.34	3.70	I
Reliable and Appropriate Service	4.31	3.78	I
Administration Process	4.12	3.71	III



Service Quality Attributes	Importance Mean (Y)	Performance Mean (X)	Quadrant
Ability to Provide Service	4.24	3.74	III
Reasonableness of Costs	4.19	3.67	III
Willingness to Assist Customers	4.16	3.77	III
Ability to Resolve Customer or Patient Problems	4.13	3.70	III
Service Meets Customer or Patient Expectations	4.23	3.75	III
Serve Rapidity	3.97	3.57	III
Trustworthiness of Employees	4.25	3.96	II
Patients or Visitors Safety	4.32	4.00	II
Security Guarantees of Environment	4.39	3.85	II
Professionalism of Employees	4.35	3.99	II
Understanding Special Needs of Customers or Patients	4.17	3.81	IV
Personalized Attention from Employees	4.25	3.80	-
Ease Communication	4.26	4.01	II
Same Service to Patients or Visitors	4.27	3.85	II
AVERAGE	4.25	3.80	

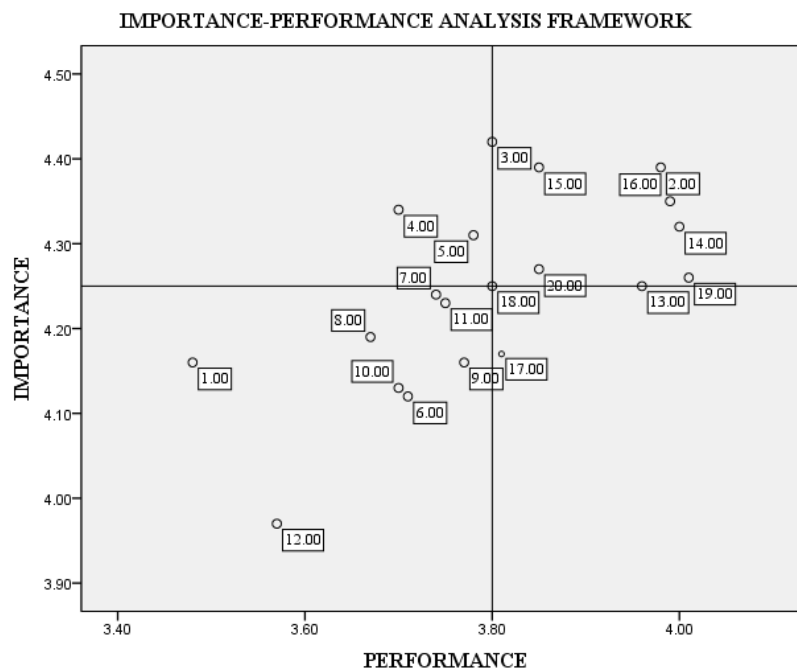
Source: Data Processed, 2016

Table 4 shows that the importance of Room and Facilities Availability have the highest mean ( $y=4.42$ ) followed by Building Condition ( $y=4.39$ ), Security Guarantees of Environment ( $y=4.39$ ), Professionalism of Employees ( $y=4.35$ ), Employees Appearance ( $y=4.34$ ), Patients or Visitors Safety ( $y=4.32$ ), Reliable and Appropriate Service ( $y=4.31$ ), Same Service to Patients or Visitors ( $y=4.27$ ), Ease Communication ( $y=4.26$ ), Trustworthiness of Employees ( $y=4.25$ ), Personalized Attention from Employees ( $y=4.25$ ), Ability to Provide Service ( $y=4.24$ ), Service Meets Customer or Patient Expectations ( $y=4.23$ ), Reasonableness of Costs ( $y=4.19$ ), Understanding Special Needs of Customers or Patients ( $y=4.17$ ), Hospital Equipment ( $y=4.16$ ), Willingness to Assist Customers ( $y=4.16$ ), Ability to Resolve Customer or Patient Problems ( $y=4.13$ ), Administration Process ( $y=4.12$ ) and Serve Rapidity have the lowest mean of importance ( $y=3.97$ ). Meanwhile, the performance of Ease Communication have the highest mean ( $x=4.01$ ) followed by Patients or Visitors Safety ( $x=4.00$ ), Professionalism of Employees ( $x=3.99$ ), Building Condition ( $x=3.98$ ), Trustworthiness of Employees ( $x=3.96$ ), Security Guarantees of Environment ( $x=3.85$ ), Same Service to Patients or Visitors ( $x=3.85$ ), Understanding Special Needs of Customers or Patients ( $x=3.81$ ), Room and Facilities Availability ( $x=3.80$ ), Personalized Attention from Employees ( $x=3.80$ ), Reliable and Appropriate Service ( $x=3.78$ ), Willingness to Assist Customers ( $x=3.77$ ), Service Meets





Customer or Patient Expectations ( $x=3.75$ ), Ability to Provide Service ( $x=3.74$ ), Administration Process ( $x=3.71$ ), Employees Appearance ( $x=3.70$ ), Ability to Resolve Customer or Patient Problems ( $x=3.70$ ), Reasonableness of Costs ( $x=3.67$ ), Serve Rapidity ( $x=3.57$ ) and Hospital Equipment ( $x=3.48$ ). As the result, Room and Facilities Availability is in the highest value for importance. On the other hand, Ease Communication is in the highest value for performance. It means the room and facilities availability was considered important toward customers and the ease communication evaluated affordable from the perception of the customers of Siloam Hospital Manado. After getting the point of in the quadrant division axis where,  $x=3.80$  and  $y=4.25$ , the next step is to plot the point ( $x$  and  $y$ ) of each attribute into Cartesians graph as shown in Figure 4.3.



**Figure 3.** Data Plotting of Service Quality Attributes

Description:

- |   |   |
|---|---|
| 1-Hospital Equipment                      | Serve Rapidity-12                                       |
| 2-Building Condition                      | Trustworthiness of Employees-13                         |
| 3-Room and Facilities Availability        | Patients or Visitors Safety-14                          |
| 4-Employees Appearance                    | Security Guarantees of Environment-15                   |
| 5-Reliable and Appropriate Service        | Professionalism of Employees-16                         |
| 6-Administration Process                  | Understanding Special Needs of Customers or Patients-17 |
| 7-Ability to Provide Service              | Personalized Attention from Employees-18                |
| 8-Reasonableness of Costs                 |   |
| 9-Willingness to Assist Customers         |   |
| 10-Ability to Resolve Customer or Patient |   |



Problems

Service Meets Customer or Patient  
Expectations-11

Ease Communication-19

Same Service to Patients or Visitors-  
20

Figure 3 shows that employees appearance, reliable and appropriate service, room and facilities availability are located in quadrant I. It means employees appearance, reliable and appropriate service, room and facilities availability attributes were perceived to be very important to customers of Siloam Hospital, but the performance levels are fairly low. This suggests that improvement efforts should be concentrated here.

Building condition, trustworthiness of employees, patients or visitors safety, security guarantees of environment, professionalism of employees, ease communication and same service to patients or visitors are located in quadrant II. That seven attributes were perceived to be very important to customers and at the same time, Siloam Hospital have a high level of performance in performing those attributes. In other words, Siloam Hospital is perceived to be very good in their building condition, trustworthiness of employees, patients or visitors safety, security guarantees of environment, professionalism of employees, ease communication and same service to patients or visitors. As all the aspects in this attributes are necessary for customers, the message here is to keep up the good work.

Hospital equipment, administration process, ability to provide service, reasonableness of costs, willingness to assist customers, ability to resolve customer or patient problems, service meets customer or patient expectations and serve rapidity are located in quadrant III. That eight attributes were assessed as low priority. It means that those attributes are not really important to the customers and at the same time, those attributes have low performance level. Therefore, Siloam Hospital should not be overly concerned, since the attributes were not perceived to be very important.

Understanding special needs of customers or patients is located in quadrant IV. In this quadrant, the attributes are not really important to customers, but the performance of Siloam Hospital is relatively high. The customers of Siloam Hospital satisfied with the performance of employee, but Siloam Hospital should consider present efforts on the attributes of this quadrant as being unnecessary to customers.

## **Discussion**

This research attempts to answer the problem statements as has been expounded earlier in this thesis. Hence, this research has identified twenty attributes of service quality at Siloam



Hospital, namely: “Hospital Equipment”, “Building Condition”, “Room and Facilities Availability”, “Employees Appearance”, “Reliable and Appropriate Service”, “Administration Process”, “Ability to Provide Service”, “Reasonableness of Costs”, “Willingness to Assist Customers”, “Ability to Resolve Customer or Patient Problems”, “Service Meets Customer or Patient Expectations”, “Serve Rapidity”, “Trustworthiness of Employees”, “Patients or Visitors Safety”, “Security Guarantees of Environment”, “Professionalism of Employees”, “Understanding Special Needs of Customers or Patients”, “Personalized Attention from Employees”, “Ease Communication”, and “Same Service to Patients or Visitors”. Researcher has considered all sources of theories, books, journal and some other supporting sources in constructing the whole research. Questionnaire was used to collect data and Likert scale was used to score data. The data then were analyzed with Importance-Performance Analysis method. This method is useful to know the importance and performance of service quality at Siloam Hospital.

The result shows that Room and Facilities Availability is very important to customers compared with others attributes. It then followed by Building Condition, Security Guarantees of Environment, Professionalism of Employees, Employees Appearance, Patients or Visitors Safety, Reliable and Appropriate Service, Same Service to Patients or Visitors, Ease Communication, Trustworthiness of Employees and Personalized Attention from Employees are relatively important to customers. After that, Ability to Provide Service, Service Meets Customer or Patient Expectations, Reasonableness of Costs, Understanding Special Needs of Customers or Patients, Hospital Equipment, Willingness to Assist Customers, Ability to Resolve Customer or Patient Problems, Administration Process are below the average level of importance for customers. Finally, Serve Rapidity which is on the lowest level of importance for customers of Siloam Hospital based on the data plotting. While in terms of performance, Ease Communication in the highest performance level followed by Patients or Visitors Safety, Professionalism of Employees, Building Condition, Trustworthiness of Employees, Security Guarantees of Environment, Same Service to Patients or Visitors, Understanding Special Needs of Customers or Patients, Room and Facilities Availability, Personalized Attention from Employees are above the average level of performance. After that, Reliable and Appropriate Service, Willingness to Assist Customers, Service Meets Customer or Patient Expectations, Ability to Provide Service, Administration Process, Employees Appearance, Ability to Resolve Customer or Patient



Problems, Reasonableness of Costs, Serve Rapidity are below the average level of performance and the last Hospital Equipment is the lowest level of performance in Siloam Hospital Customer's point of view. And for personalized attention from employees, this attribute has no relation with any quadrant.

Based on the recap data from questionnaires and the importance-performance analysis, Service Quality Attributes are able to be analyzed. As for Tangibles, the most important to customer is the room and facilities availability. Room and Facilities Availability and Employees Appearance are located in quadrant I, it is very important but have fairly low level of performance. Customer perceived that room and facilities availability does not good. However, it is important for customer to have good services. It is the followed by Employees Appearance and Hospital Equipment. Building Condition is located in quadrant II, it is important and the performance is relatively high. Customers feel the good atmosphere inside the building. And for Hospital Equipment is located in quadrant III, it means the importance and performance level are low. Customer perceived that hospital equipment is not important to them. Hospital equipment is considered not important for customer and Siloam Hospital also does not give their good equipment to provide best services.

As the Reliability, Reliable and Appropriate Service is located in quadrant I, it is important but have fairly low level of performance. Customer perceived that the reliable and appropriate service in Siloam Hospital does not perform well. However, it is important for customer to get service as fast as possible. Furthermore, Administration Process, Ability to Provide Service and Reasonableness of Costs are located in quadrant III, it means the importance and performance level are low. Customer perceived that administration process, ability to provide service and reasonableness of costs are not important to them.

As for Responsiveness, Willingness to Assist Customers, Ability to Resolve Customer or Patient Problems, Service Meets Customer or Patient Expectations and Serve Rapidity are located in quadrant III, these elements are not too important and have low performance for customer of Siloam Hospital. Consumer perceived the willingness to assist customers, ability to resolve customer or patient problems, service meets customer or patient expectations and serve rapidity are not important for them. The perceived the important thing for them is the service of hospital. Siloam Hospital does not perform well either in willingness to assist customers, ability



to resolve customer or patient problems, service meets customer or patient expectations and serve rapidly, but they do not need to be worry because it is not so important for the customer.

Meanwhile, for Assurance, every element is located in quadrant II, which means it is important and the performance is relatively high. Trustworthiness of Employees is important and has high performance for customer of Siloam Hospital. The customers considered it important and the employee perform well in getting customer's trust to serve them. Patient or Visitors Safety is very important and have high performance for customer of Siloam Hospital. The customers feel comfort when they are in hospital. Security Guarantees of Environment is very important and have high performance for customer of Siloam Hospital. The customers feel secure when they are in hospital. It is important for customer and Siloam Hospital to do well in performing their service. Professionalism of Employees is also important and has high performance for customer of Siloam Hospital. It is considered important to customer because if the service provided by the professional employee, customer does not need to be worried about the quality of hospital.

For Empathy, Understanding Special Needs of Customers or Patients is located in quadrant IV, it is considered not important but have high performance for customer of Siloam Hospital. Siloam Hospital performs well in understanding special needs of customers or patients, but customer thought it is not important for them. For, Personalized Attention from Employees, this attribute has no relation with any quadrant. This attribute is balanced. And for Ease Communication and Same Service to Patients or Visitors are located in quadrant II, it is important and the performance level is relatively high. It is very important to customer and Siloam Hospital performs well in providing the service.

## CONCLUSION

The Importance-Performance Analysis is used to compare them according to customer perspective towards their level of importance and performance. The conclusions drawn from this research are as follows:

1. According to customers of Siloam Hospital, room and facilities availability, employees appearance, reliable and appropriate service are very important but the performance level is in below average. It means Siloam Hospital needs to pay attention to these elements.



2. According to customer of Siloam Hospital, building condition, trustworthiness of employees, patients or visitors safety, security guarantees of environment, professionalism of employees, ease communication, and same service to patients or visitors are important. These elements are also in the high level of performance. It means they have already performed well in delivering these elements.
3. According to customer of Siloam Hospital, hospital equipment, administration process, ability to provide service, reasonableness of costs, willingness to assist customers, ability to resolve customer or patient problems, service meets customer or patient expectations and serve rapidly are the lowest compared to others, because they have low importance and low performance. It means that these elements are not important to customer and the performance of Siloam Hospital is below average.
4. According to customer of Siloam Hospital, understanding special needs of customers or patients is not so important, however the performance of employee is relatively high. It means that understanding special needs of customers or patients is unnecessary for customer. However, the employee performs well in delivering this element.

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## **EVALUATING THE SERVICE QUALITY OF COFFEE SHOP IN MANADO USING IMPORTANCE AND PERFORMANCE (IPA) ANALYSIS. (CASE STUDY: EXCELSCO COFFEE)**

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### **ABSTRACT**

Integrated of the service is determined by several sector. Addressing Asean Economic Community (ASC), increasing in service quality is the most high priority. coffee become a lifestyle there are many coffee shop that open in market, busy lifestyle also be the reason why some of society choose coffee shop to become the place that they can relax or gathering with friends. This also happen in Indonesia, where coffee shops are growing continiusly and rapidly, start from the traditional one until the modern one. The population in this research are the customer of Excelso coffee Manado Town Square. The sample of this research will be 100 customers of Excelso coffee Manado Town Square.

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**Keyword** : ASC, Servqual, IPA

### **INTRODUCTION**

Coffee has become the most popular drink around the world. A good quality of coffee bean will make a good taste as well. There are two varieties of coffee trees that are known in general, first one is Robusta coffee (*Coffea canephora*) and the second one is Arabica coffee (*Coffea arabica*). History records that the discovery of coffee as a drink nutritious and energy was first discovered by the people of Ethiopia about 3000 years (1000 BC) ago (Jason, 2008). As a time passed by coffee become a lifestyle. Currently there are many kind of coffee such as; Black coffee, Espresso, latte, cappuccino, Frappé, Instant coffee, and many more. there also the fifth best and most delicious coffee in the World such as Tanzania Peaberry Coffee, Hawaii Kona Coffee, Java Arabica Coffee, Sumatra Lintong Coffee, and Sulawesi Toraja Coffee. Based on National Geographic (2013), Indonesian coffee is currently ranked the world's third largest in terms of production with the contribution of 657,000 tonnes per year after Brasil and Vietnam.

After coffee become a lifestyle there are many coffee shop that open in market, busy lifestyle also be the reason why some of society choose coffee shop to become the place that they can relax or





gathering with friends. This also happen in Indonesia, where coffee shops are growing continuously and rapidly, start from the traditional one until the modern one. The traditional one regularly placed in Traditional Market, very vintage, have no wi-fi, no air conditioning, and no sofa's also do not have a lot of variants of coffee. While the modern one regularly placed in Mall, nice atmosphere, comfort sofas, free Wi-Fi, air conditioning, first class treatment and high quality coffee. As a time passed by foreign Franchise coffee shop also start to open in Indonesia such as; Starbucks Coffee, The Coffee Bean and Tea Leaf, Old Town White Coffee, Dunkin Donuts, Krispy Kreme, Caffe bene, McCafe, ect. Most of foreign franchise coffee shop was famous in society but also there are national franchise coffee shop that exist and able to compete with foreign franchise such as; Excelso coffee and J.Co Donuts & Coffee.

Excelso coffee was opened its first store in Plaza Indonesia, September 1991. Now Excelso has arroud 126 outlets, spread over more than 30 cities in Indonesia. Excelso is a subsidiary of Kapal Api Global wich is the biggest coffee bean producer in Indonesia since 1927 (Excelso, 2016). As a time passed by Excelso coffee opened in Manado, many citizen of North Sulawesi come and visit also buy the coffee product from excelso, excelso also known as one of famous national franchise brand coffee. Brand coffee shop usually introduced their own store as another place to enjoy coffee and meet friends (Plog, 2005). Excelso coffee offer service that can make consumer fell satisfied like enjoying coffee with nice atmosphere, comfort sofas, free Wi-Fi, air conditioning, high quality coffee also they have friendly waiters.

All company around the world are moving rapidly and concern their service quality into the society, service quality should got an attention and also got to be improved to make sure the society feel satisfied with the service that company has given to them so the company's goals in service factor can be achieved. Company should pay attention to service quality in order to create a long term relationship and make a win-win solution. So, both can get benefit from each other. Many business organizations, however, underestimate the importance of customer satisfaction and quality services while focusing on the quality of products. There is no way an organization can boost its productivity without attaining equilibrium between quality services and quality products (Estepon, 2014).

The atmosphere that company present is important. It would generate the comfortable feeling of a consumer. They may be getting their drinks to go but they will still enjoy what you offer. Convenience and fast service is a must. (Lewis, 2016). It can be a good deal even the price are higher than other coffee shops but some people are willing to pay higher price. Now coffee shops become an attractive place to hangout. The only thing that make one brand more famous than other is better service quality and it could leading to customer satisfaction and also customer loyalty. Brand of companies are already well known, quality of service and distinctive coffee taste, making for competitive advatage. research carried by Tuet



al (2012). On today's competitive coffee industry, efforts to investigate and reduce the difference between coffee shops' and customers' various and fussy wants are urgent (jin &Ryu, 2015).

### **Marketing**

According to Kotler (2002) defines **marketing** as “the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services.”

### **Service Quality**

According to Lewis & Booms in Tjiptono & Chandra (2005), service quality as a measure of how well a given level of service capable accordance with customer expectations. Based on the above opinion can be concluded that there is a major factor affecting the quality of service : the service expected and perceived service. If the services are perceived fit with the expected services, the service quality will be perceived good or positive. If the services were perceived to exceed the expected services, the quality of service perceived as ideal quality. Vice versa if the services are perceived worse than the expected services, the service quality perceived negative or bad. Then whether or not the quality of service depends on the ability of service providers to meet customer expectations consistently.

### **Customer Satisfaction**

Customer satisfaction is conceptualized as specific transaction that is based on the customer experience in meeting specific service, and customer satisfaction is an accumulation in the overall evaluation of the service experience (Cronin and Taylor, 1992).

## **RESEARCH METHODOLOGY**

### **Type of Research**

In conducting this research, the researcher is using the descriptive study with a quantitative approach. Descriptive in this study means that the researcher tries to describe and explain about the service quality of Excelso coffee Manado using Importance Performance Analysis (IPA). This study is conducted in Manado and the time of research is for about three months (July until September) 2016.

### **Population and Sample**



The population in this research are the customer of Excelso coffee Manado Town Square. The sample of this research will be 100 customers of Excelso coffee Manado Town Square.

### Operational Definition and Measurement Variable

Service quality as a measure of how well a given level of service capable accordance with customer expectations. Based on the above opinion can be concluded that there is a major factor affecting the quality of service : the service expected and perceived service.

### Data Analysis Method

- Validity Testing
- Reliability Testing
- Important Performance Analysis

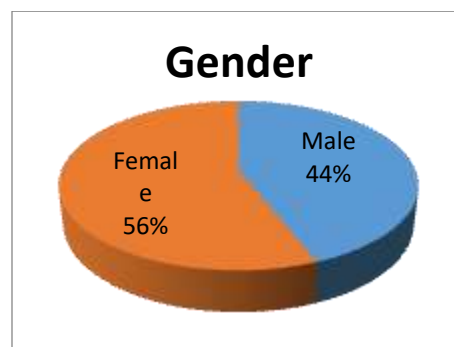


**Figure 1.** Importance-performance analysis Model.

Figure 1 is IPA has always been considered very simple and intuitive, over the years several different approaches to inferring priorities and measuring importance have emerged in the literature (Bacon, 2003; Fuchs, Weiermair, 2003).

## RESULT AND DISCUSSION

### Gender

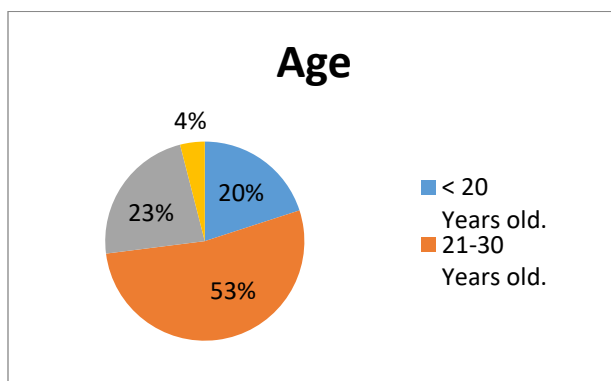


**Figure 2.** Classification of Respondent Based on Gender



This characteristic of respondents based on gender is shown in Figure 2. As we can see Figure 5.1 shows that 56% of the respondents are female and the rest 44% are male. This classification shows that the numbers of female customers is higher than male, the level of coffee consumption in Excelso are dominated by female population. Based on the classification above, it shows that the percentage of woman is more based on consumer visit experience of excelso cafe. It concludes that females are more to go to excelso rather than males.

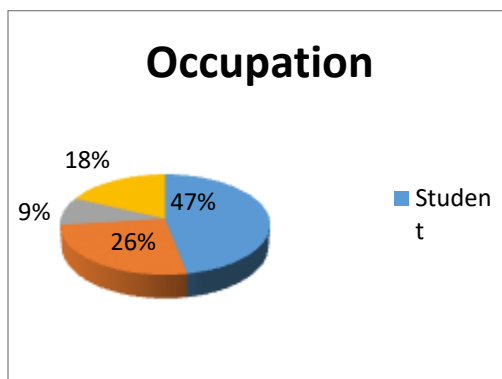
### Age



**Figure 3.** Classification of Respondent Based on Age

Respondents are divided into some Group based on age. They are classified into five classes as shown in Figure 3. The highest percentage of respondents is age group between 21-30 years old with the percentage of 53%, come after that by age between 31-40 years old (23%), also followed by <20 years old (20%) and the last by >40 years old (4%). The highest level of coffee consumption in coffee shop goes to the year 21-30 which means the productive age. in this productive age, most of them decided to spend their time in coffee shop, either just treat themselves and have a cup of coffee or gathering with friends, and the lowest come to >40 years old.

### Occupation



**Figure 4.** Classification of Respondent Based on Occupation



The characteristic of respondents based on Occupation is shown in Figure 4. This classification is divided into four different job. The highest percentage of respondents from student (47%), followed by private employee (26%) and the lowest percentage from civil servant (9%).

### Validity and Reliability Test

By comparing correlation index in Pearson Product Moment with significance level of 5%, it can be seen a research instrument is valid or not. If probability of correlation is less than 0.05 (5%) then the research instrument is stated as valid. Correlation index is greater than 0.3 and below the significance level of 5% therefore, the data is considered as valid. If the data is not valid, researcher have to consider more to the data tabulation and needs to find out what caused the data is not valid, and needs to recover it very soon. The valid data allowed the researcher to continue the research to the next step which are the Importance and Performance method.

### Importance Performance Analysis of Service Quality

All company around the world are moving rapidly and concern their service quality into the society, service quality must be an attention and also have to be improved to make sure the society feel satisfied with the service that company has given to them because people nowadays trying to compare one company or business to another and try to find out the best one. Now coffee shops become an attractive place to hangout so coffee shop need to give the best service quality so the customer will feel satisfied. Excelso coffee is one of coffee shop in Manado which able to provide the good service quality.

The result of analysis in this chapter will attempt to answer the problem contained in this research. There are five attributes on measuring the level of importance and performance analysis which are Facilities, Providing Menu, Fast Response, Experience and Hospitality. The result demonstrated the five attributes of Agent Competencies in four quadrants.

**Table 1.** Service Quality Attribute

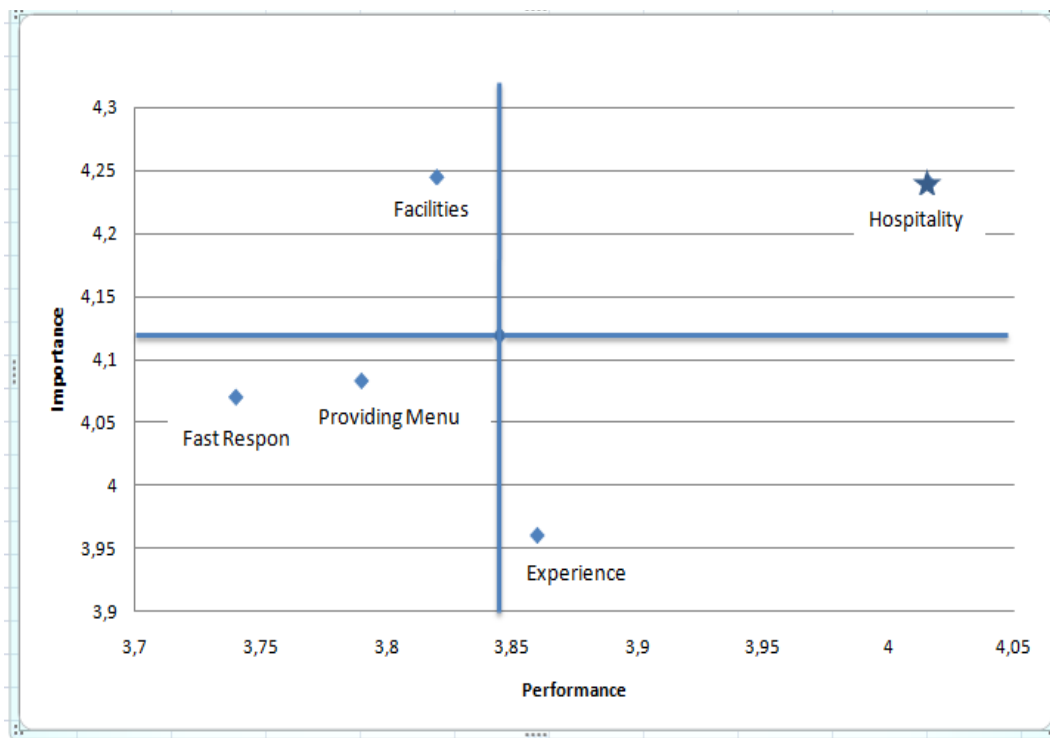
Service Quality Attributes	Importance Mean	Performance Mean	Quadrant
Facilities	4,245	3,82	I
Providing Menu	4,083	3,79	III
Fast respons	4,07	3,74	III
Experience	3,96	3,86	IV
Hospitality	4,24	4,016	II
<b>Average</b>	<b>4,119</b>	<b>3,845</b>	

Source: Data Processed, 2016



Table 1 shows that the importance of Facilities had the highest mean which is ( $y = 4,245$ ) come after that Hospitality ( $y = 4,24$ ) followed by Providing Menu ( $y = 4,083$ ) Fast Respons ( $y = 4,07$ ) and the lowest is Expirience ( $y = 3,96$ ). Meanwhile the Hospitality had the highest mean ( $x = 4,016$ ) followed by Experience ( $x = 3,86$ ) Facilities ( $x = 3,82$ ) Providing Menu ( $x = 3,79$ ) and the lowest is Fast Respons ( $x = 3,74$ ). As the Result Facilities had the highest value in Importance and Hospitality in Performance which means Facilities consider the importance toward the consumer and the Hospitality evaluated good from the perception of consumer in Excelso Coffee Manado Town Square.

After getting the point of the quadrant division axis in  $\bar{y} = 4,119$  and  $x = 3,845$ , the next step is to plot the point ( $x$  and  $\bar{y}$ ) of each attributes into cartesians graph as shown in Figure 5



**Figure 5.** Data Plotting of Service Quality Attributes in Quadrant

Figure 5 shows that Facilities attributes is located in quadrant I (Concentrate Here) it means that Facilities attributes are perceived to be important to consumer in Excelso Coffee Manado Town Square but the performance level are fairly low.

Facilities is very important because it can make the consumer feel comfortable with the service in Excelso Coffee Manado Town Square, facilities also can make a good atmosphere, all the activities inside the Excelso will run smoothly without any complaint. But the performance of facilities in Excelso is fairly



low this means that all the expectations of consumer are not fulfill with what they see and what they feel. All the suggestion that can make improvements should be concentrated here.

Hospitality is located in quadrant II (Keep Up the good Work). Which means that Hospitality are perceived to be very important to consumer, in the other words, Excelso was percieved as satisfactory in the aspect of Assurance and Emphaty. As we know that Hospitality is an important issues in the service implementation in every business, a good and satisfied hospitality will lead a consumer become a customer and it will lead also to customer loyalty, the process of delivery service in Excelso will run smoothly and nicely. So the message here is to keep up the good work.

The first attribute that located in quadrant III (Low Priority) is Providing Menu. It is assessed as low priority which means the attribute is not really important for the consumer and at the same time also has the low performance level, this happen because the Menu is not available or out of stock that is why they has a low performance level.

The second attributte that located in quadrant III is Fast Respons, this attribute is assessed as a low priority, as we know fast response play an important role in service quality, people would not wait too long for just a cup of coffee even they have many time to spend in Excelso. It could happen because the waiter and waitress just sit and wasting the time so they are not work as fast as they can.

The last is Experience that belongs to quadrant IV (Possible Overkill) this contains attributes of low importance, but where performance is relatively high. The importance low because consumer think that the experience is not really matter, the matter is the taste of food and coffee and it would make the consumer come back to Excelso and they Enjoy the Coffee and the food.

## **Discussion**

This research attempt to answer the problem statements as has been expounded earlier in this thesis, and again will be mention as follow:

- 1 What is the importance of Service Quality in Excelso Manado Town Square using Importance Performance Analysis?
- 2 What is the performance of Service Quality in Excelso Manado Town Square using Importance Performance Analysis?

This research has identified five attributes of Agent Competencies, namely: Facilities, Providing Menu, Fast Respons, Experience and Hospitality. Researcher has considered all variables/factors which are theories, books, journal and some other supporting sources in constructing whole research. Questionnaire is used to collect data and Likert scale is used to score data. The data then tabulated and analyzed with



Importance and Performance Analysis Method. This method is useful to see the importance and performance of Service Quality in Excelso Coffee Manado Town Square, all attribute contribution to answer the research questions: What is the importance and performance of Service Quality in Excelso Coffee Manado Town Square?

Therefore the result shows that among all attribute Hospitality is very important to consumer compare to others indicators. Then followed by Facilities which is relatively important to consumer, afterwards Providing Menu and Fast Respons and the last one Experience has the low level of important in customers mind based on the data plotting. While in terms of performance, Hospitality has a high level of performance compared to the other attributes. Then followed by Facilities in the second place for the level of performance, afterwards Providing Menu and Fast Respons and the last is Experience based on Excelso Manado Town Square consumer.

Based on all the data recapitulation which are gathered by questionnaires, Hospitality has the highest Rank in terms of Importance and Performance, scored by consumer of Excelso Coffee Manado Town Square. It is a sign that this attribute has affected most of the customers in a good way and they are satisfied with this attributes means that the service quality was going well. This attribute is perceived to be very important to customers compared with other attributes and at the same time Excelso could manage the performance level so it means the consumer feel satisfied and all the expectation were worth with reality. After Hospitality, Facilities is considered relatively high in Importance level but the performance level is low in customer's mind according to the data plotting. It means customers expect more from this attributes while the outcome of Excelso Coffee Manado Town Square's performance is not as expected by the customers. Excelso should consider to this attribute, evaluate what it is need in order to increase the performance and to make consumer satisfied.

Followed by Providing Menu and Fast Respons these two attributes have a low level of important to the consumer and at the same time also have a low level of performance. The worker do not need to prioritize or give too much attention to this attribute since this attributes is not really important to the customers but still need an attention, and also did not have much effect towards customer's satisfaction. And the last one is Experience, this attribute has a low importance, but where performance is relatively high. In this case the service quality that Excelso give to the customers was good. This attribute is not really important to the customers but they keep doing the best that is why the Experience has a high performance.

This information is obtained based on the data recapitulation gathered from questionnaires which are distributed to 100 customers of Excelso Coffee Manado Town Square. In conclusion, Excelso Coffee





Manado Town Square should pay more attention on the Service quality attributes. They should consider which attribute/s need to be develop or which attribute/s need to keep the performance to the customers so the customers will satisfied with the service. The reason why the researcher putting so much attention on the competencies of service quality in Coffee Shop is because now days there are so many competitors that still come up everyday with new innovation and offer a better service also a fancy interior design as well, as we know that service quality of business has become the benchmark to against one another. Unfortunately the reality that happen is many local coffee shops do not survive because the service that they over to customers was bad and that also can be caused by the employees.

Facilities, Providing Menu, Fast Respons, Experience, and Hospitality are whole packages of competencies that are considered as the most important attributes that influencing the satisfaction of the customers and the service quality of Excelso Coffee Manado Town Square. Based on the previous research, the researcher decided to concern into these five attributes because it contains crucial part that often becomes the action that customer's expected from the service quality in Excelso Coffee Manado Town Square. Facilities is one of the key for successes and satisfying the customers also show the customers that they offer a good service quality. Providing Menu also important because if they did not provide a good quality of menu the customers will not feel satiesfied and go to another coffee shop. Fast Response is the key to make customers feel happy, because they would not wait too long for just a cup of coffee. Experience become a point also to make customers believe that they has a lot of good experience of handling the service quality, handling food and baverage especially coffee. And the last one Hospitality. Hospitality has the big power to win customers heart, it has the key to make a good service quality, customers actually set a high expectation in this attribute. These five attributes are the key of the success of service quality in Excelso Coffee Manado Town Square.

Since these five indicators are considered to be very important to Excelso Coffee Manado Town Square to meet the good service quality, Excelso are now concerned to identify what is needed to make a change in order to make a progress in developing of the action in these attributes to make better result in service quality performance in order to meet the customer's satisfaction.

By letting the performance of service quality without concerning about what is importance to the customers and what is the performance of Excelso, Excelso will sooner or later lose their customers slow but sure because of the unsatisfied customers to the service quality that Excelso offer to them. Excelso now is going to be bigger and bigger as we know thay already has 126 stores around Indonesia, and 2 stores in Manado. The researcher concerns about the service quality and determine what is the importance and the performance of the service quality that hopefully will help the company in progressing their performance. The result of this research is shown that all these five attributes are important to meet the



customers satisfactions but some of them are needed to develop as fast as they can , some also need to be concerned because the attention given is not good enough.

### CONCLUSIONS AND RECOMMENDATION

This research identified five elements of service quality attributes which are; Facilities, Providing Menu, Fast Respons, Experience, and Hospitality. The Importance Performance Analysis is used to compare them according to customers perspective towards their level of importance and performance.

The conclusion from this research are as follows:

1. Facilities is very important and has low performance for customers in Excelso coffee Manado Town Square. Facilities is importance to make customer comfortable when they come and enjoy the coffee in Excelso but what they see that the performance of facilities is low, some of the facilities not work well such as wifi and it makes the customers are not satisfied.
2. Providing Menu has a low importance and low performance which means the attribute is not really important for the customers and at the same time also has the low performance level.
3. Fast Response are assessed as a low priority, as we know fast response play an important role in service quality but the customer of Excelso see that Fast respons is not really matter that is why the importance and performance are low.
4. Experience has low importance, but where performance is relatively high. The importance low because consumers think that experience is not really matter but Excelso do it well.
5. Hospitality plays important role in service quality, hospitality also has an important issue in every business, here hospitality has a high importance also high performace. Which means that Hospitality is perceived to be very important to customers and the implementation was good and make customers feel satisfied with the service in Excelso Manado Town Square.

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## PEMBERDAYAAN UMKM SITARO MENGHADAPI PASAR BEBAS ASEAN

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### ABSTRAK

Pasar bebas ASEAN yang akan efektif diberlakukan pada tahun 2015 merupakan titik rawan perjuangan UMKM dan ekonomi kerakyatan. Berbagai kemudahan perdagangan antar negara seperti pembebasan bea impor dan kemudahan birokrasi akan mendorong meningkatnya impor komoditas ke negara-negara ASEAN. Kewirausahaan diketahui memiliki pengaruh positif terhadap aktivitas ekonomi suatu masyarakat. Dengan meningkatnya aktivitas ekonomi, maka kesempatan kerja dapat diciptakan atau diperluas. Penelitian ini dilakukan untuk mengetahui bagaimana pengaruh kewirausahaan terhadap kesempatan kerja di Kabupaten Sitaro dengan menggunakan model regresi berganda. Dalam pengambilan sampel digunakan metode *purposive sampling* dengan responden sebanyak 67 kepala keluarga dan/atau ibu rumah tangga. Berdasarkan hasil regresi linier berganda ditemukan bahwa kewirausahaan mempunyai pengaruh yang signifikan baik secara simultan dan parsial terhadap kesempatan kerja.

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**Kata kunci:** Kesempatan Kerja, kewirausahaan, MEA

### PENDAHULUAN

Setiap negara di Asean yang memiliki kepentingan dan tujuan yang sama, perlu menciptakan sebuah wadah atau badan dimana mereka saling berusaha untuk mewujudkan tujuan tersebut. Kesempatan kerja adalah kebutuhan nyata dalam setiap perekonomian. Kurangnya kesempatan kerja menjadi penyebab utama pengangguran di setiap negara. Pengangguran menyebabkan kemiskinan dan penderitaan karena kekurangan makanan dan gizi, kebodohan, dan berbagai macam keterbelakangan.

Ada berbagai faktor yang berpengaruh terhadap kesempatan kerja, baik internal maupun eksternal. Salah satu faktor internal suatu perekonomian adalah kewirausahaan. Dengan kewirausahaan seseorang atau suatu rumah tangga mampu meningkatkan aktivitas ekonominya. Dengan peningkatan aktivitas ekonomi, maka suatu rumah tangga memerlukan tambahan tenaga kerja. Dengan demikian, maka kewirausahaan meningkatkan kemampuan pelaku ekonomi untuk memperluas kesempatan kerja.



Walaupun secara teoritik diketahui adanya pengaruh positif kewirausahaan terhadap kesempatan kerja, tetapi perlu dilakukan kajian empirik untuk mendapatkan konfirmasi tentang hal itu. Penelitian ini dilakukan untuk mengetahui pengaruh kewirausahaan terhadap kesempatan kerja di Kabupaten Sitaro Tenggara.

### **Kesempatan Kerja**

Kesempatan kerja adalah ketersediaan lapangan kerja untuk menampung angkatan kerja. Kesempatan kerja adalah indikator penting suatu perekonomian. Kesempatan kerja yang luas dan terbuka menurunkan jumlah orang yang menganggur, meningkatkan produktivitas penduduk, dan meningkatkan produksi serta pendapatan nasional. Kesempatan kerja atau permintaan kerja merupakan permintaan turunan (*derived demand*) dari permintaan terhadap produk barang dan jasa (Situmorang, 2005:1).

### **Kewirausahaan**

Kewirausahaan, sebagai sebuah faktor produksi, berpengaruh positif terhadap hasil produksi atau pendapatan. Semakin tinggi tingkat kewirausahaan, semakin tinggi pula produksi. Menurut Miller (2010:29), kewirausahaan adalah komponen sumberdaya manusia yang melaksanakan fungsi peningkatan modal, mengorganisasikan, mengelola dan merakit faktor-faktor produksi lainnya, membuat keputusan-keputusan dasar tentang bisnis, dan mengambil risiko. Wirausahawan (*kewirausahaan*) mengorganisasikan, mengelola, dan menghadapi risiko suatu usaha, menangkap ide-ide baru atau suatu produk baru dan mengubahnya menjadi suatu bisnis yang sukses (Case et al, 2009:78).

Pendapatan rumah tangga adalah nilai uang dari produksi rumah tangga dalam suatu periode, misalnya satu tahun. Produksi yang meningkat menggambarkan adanya aktivitas produksi yang berkembang, yang berarti adanya peningkatan jam kerja atau jumlah orang yang bekerja. Dengan demikian berarti bahwa kewirausahaan meningkatkan kesempatan kerja.

## **METODE PENELITIAN**

### **Data dan Sampel**

Dalam penelitian ini akan dikumpulkan data primer dari rumah tangga di Kabupaten Sitaro Tenggara. Jumlah responden dalam penelitian ini adalah 80 rumah tangga responden, yang disaring menjadi 67 sampel



Pemilihan desa dilakukan dengan memperhatikan perimbangan antara desa di pusat kecamatan dan desa yang tidak berada di pusat kecamatan. Pemilihan rumah tangga sampel dilakukan secara *purposive*, yaitu keluarga dengan tingkat pendidikan kepala keluarga dan / atau ibu rumah tangga minimal tingkat SMP. Keluarga sampel terdiri dari pengusaha, pegawai negeri, dan petani/nelayan.

### **Metode Analisis**

Analisis data akan dilakukan dengan metode deskriptif dan metode regresi. Dengan metode deskriptif, data ditunjukkan dalam bentuk tabel dan/atau grafik dengan menampilkan data persentase. Data pada tabel akan ditampilkan untuk memberikan gambaran umum tentang kewirausahaan dan kesempatan kerja. Dengan metode regresi, akan diregres kesempatan kerja (KK), sebagai variabel tergantung, dengan tiga variabel bebas yang merepresentasikan kewirausahaan, meliputi variabel-variabel Komitmen & Ketekunan (KK), Inisiatif & Tindakan (IT), dan Kemampuan Adaptasi (KA).

Kesempatan kerja adalah jumlah orang yang dipekerjakan dalam satu tahun oleh setiap rumah tangga sampel untuk melaksanakan berbagai macam pekerjaan, baik pekerjaan tukang, pekerjaan di bidang pertanian, peternakan, perkebunan, dan lain-lain.

### **Analisa Regresi Linier Berganda**

Analisis yang digunakan dalam penelitian ini adalah analisis regresi berganda. Analisis regresi linear berganda adalah suatu metode statistik yang digunakan untuk mengetahui pengaruh dua atau lebih variabel bebas terhadap variabel tidak bebas.

Berikut adalah persamaan regresi linier berganda dalam penelitian ini:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

dimana:

a = Intercept atau konstanta (nilai Y bila X=0)

b<sub>1</sub>, b<sub>2</sub>, b<sub>3</sub> = Koefisien regresi, mengukur besarnya pengaruh X<sub>1</sub>, X<sub>2</sub>, dan X<sub>3</sub> terhadap Y

X<sub>1</sub> = Komitmen dan Ketekunan

X<sub>2</sub> = Inisiatif dan Tindakan

X<sub>3</sub> = Kemampuan Adaptasi

Y = Kesempatan Kerja

e = Faktor Pengganggu



### **Analisa Korelasi dan Determinasi**

Untuk mengetahui keeratan hubungan variable-variabelbebas, yakni Komitmen & Ketekunan (KK), Inisiatif & Tindakan (IT), dan Kemampuan Adaptasi (KA)denganvariable Kesempatan Kerja maka kita dapat mengukur nilai koefisien korelasi (R) dengan cara menarik akar dari koefisien determinasi berganda ( $R^2$ ) yaitu atau sebagai berikut:

$$R = \sqrt{R^2}$$

Untuk mengukur tingkat ketepatan atau kecocokan dari regresi berganda, yaitu dengan persentase sumbangan variabel Komitmen & Ketekunan (KK), Inisiatif & Tindakan (IT), dan Kemampuan Adaptasi (KA) terhadap Kesempatan Kerja variasi naik-turunnya secara serempak digunakan rumus koefisien determinasi berganda ( $R^2$ ) yaitu sebagai berikut.

$$R^2 = \frac{\beta_1 \sum X_1 y + \beta_2 \sum X_2 y}{\sum X^2}$$

### **Uji Secara Simultan**

Pengujian terhadap parameter pendugaan simultan atau secara bersama-sama guna mengetahui ada tidaknya pengaruh variabel-variabel bebas ini terhadap variabel tidak bebas, dapat dilakukan uji F (F tes kriteria), yaitu:

$$F = \frac{\beta_1 \sum X_1 y + \beta_2 \sum X_2 y / K - 1}{Se^2}$$

### **Uji Secara Parsial**

Pengujian terhadap para meter pendugaan secara parsial (secara sendiri-sendiri) untuk mengetahui ada tidaknya pengaruh variabel-variabel bebas terhadap variabel tidak bebas secara individual, maka digunakan uji t yang dapat dirumuskan sebagai berikut:

$$(1 + x)^n = \frac{\beta_1}{Se\beta_1}$$

### **Uji Asumsi Klasik**

Uji asumsi klasik meliputi uji normalitas, heteroskedasitas, multikolinieritas, dan otokorelasi. Karena data penelitian ini adalah data kerat silang (*crosssectional data*), maka uji otokorelasi tidak diperlukan.





## HASIL PENELITIAN DAN PEMBAHASAN

### Tes Validitas

Seluruh indikator Komitmen dan Ketekunanyang selanjutnya disebut  $X_1$ , Inisiatif dan Tindakanyang selanjutnya disebut  $X_2$  dan KemampuanAdaptasiyang selanjutnya disebut  $X_3$ , dikatakan valid karena memiliki nilai korelasi di atas 0,3.

### Tes Reliabilitas

Hasil perhitungan menunjukkan nilai Cronbach's Alpha yang lebih besar dari 0,60 berarti instrumen penelitian dikatakan **reliable**.

### Uji Heteroskedastisitas

Berdasarkan diatas dapat dilihat bahwa tidak ada pola yang terbentuk, dengan kata lain grafik menggambarkan plot menyebar diatas dan dibawah angka 0 (nol) pada sumbu Y. Ini membuktikan bahwa variabel bebas yaitu  $X_1$ ,  $X_2$  dan  $X_3$  terbebas dari Heteroskedastisitas.

### Uji Multikolinearitas

Berdasarkan hasil dalam tabel output SPSS dapat dilihat tidak terjadi gejala multikolinieritas karena nilai VIF  $X_1$ ,  $X_2$  dan  $X_3$  berada disekitar angka <10, hal ini berarti tidak terjadi hubungan diantara variabel-variabel independen. dengan demikian, asumsi multikolinearitas terpenuhi (bebas dari multikolinearitas).

### Uji Normalitas

Berdasarkan hasil SPSS dapat dilihat bahwa titik-titik menyebar disekitar garis diagonal dan penyebarannya mengikuti arah garis diagonal. Hal ini membuktikan bahwa model pengaruh  $X_1$ ,  $X_2$  dan  $X_3$  terhadap Y dalam uji asumsi normalitas telah terpenuhi.

### Analisis Regresi Berganda

**Tabel 1.** Hasil Analisis Regresi Berganda

Variable	B
1 (Constant)	66.789
$X_1$	1.824
$X_2$	1.418
$X_3$	.853

Sumber: Data Olahan SPSS 19 Tahun 2016

Hasil analisis pada Tabel diatas (Tabel 1.) dapat dinyatakan dalam bentuk persamaan regresi linier berganda sebagai berikut :



$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 66.789 + 1,824 X_1 + 1,418 X_2 + 0,853 X_3 + e$$

Beberapa hasil penting dapat dijelaskan dari persamaan regresi linier berganda ini:

- Nilai Koefisien sebesar 1,824 artinya jika variabel yang diteliti dalam hal ini  $X_1$  bertambah sebesar satu skala atau satu satuan maka akan meningkatkan  $Y$  sebesar 1,824.
- Nilai Koefisien sebesar 1,418 artinya jika variabel yang diteliti dalam hal ini  $X_2$  bertambah sebesar satu skala atau satu satuan maka akan meningkatkan  $Y$  sebesar 1,418.
- Nilai Koefisien sebesar 0,853 artinya jika variabel yang diteliti dalam hal ini  $X_3$  bertambah sebesar satu skala atau satu satuan maka akan meningkatkan  $Y$  sebesar 0,853.

### **Koefisien Korelasi (R)**

Hasil analisa korelasi menghasilkan nilai  $R = 0,702$ . Angka  $R$  sebesar 0,72 menunjukkan bahwa hubungan  $X_1$ ,  $X_2$  dan  $X_3$  dengan  $Y$  cukup kuat.

### **Koefisien Determinansi ( $r^2$ )**

Nilai  $R^2$  adalah sebesar 0,692 yang dapat diartikan bahwa besarnya kontribusi variable  $X_1$ ,  $X_2$  dan  $X_3$  terhadap variasi  $Y$  sebesar 69,2%. Maksudnya adalah bahwa 62,9 persen variasi  $Y$  dijelaskan oleh variasi  $X_1$ ,  $X_2$ , dan  $X_3$ ; sisanya sebesar 30,8% dipengaruhi atau dijelaskan oleh variable lain yang tidak termasuk dalam model penelitian ini.

### **Pengujian Hipotesis**

#### **Pengujian Hipotesis Secara Simultan (Uji F)**

Nilai  $F_{hitung}$  sebesar 20.364 menghasilkan angka signifikansi  $0,000 < 0,05$ . Berarti  $H_0$  ditolak dan  $H_a$  diterima. Dengan demikian hipotesis yang menyatakan bahwa  $X_1$ ,  $X_2$  dan  $X_3$  secara simultan berpengaruh terhadap  $Y$ , diterima dan hipotesis yang menyatakan bahwa  $X_1$ ,  $X_2$  dan  $X_3$  secara simultan tidak berpengaruh terhadap  $Y$ , ditolak.

#### **Pengujian Hipotesis Secara Parsial (Uji t)**

- Nilai  $t_{hitung}$  untuk variabel  $X_1 = 2,167$  lebih besar dari nilai  $t_{tabel}$  sebesar 2,000 artinya variabel  $X_1$  secara parsial berpengaruh signifikan terhadap  $Y$ ; berarti  $H_a$  diterima.



- Nilai  $t_{hitung}$  untuk variabel  $X_2 = 2,027$  lebih besar dari nilai  $t_{tabel}$  sebesar 2,000 artinya variabel  $X_2$  secara parsial berpengaruh signifikan terhadap  $Y$ ; berarti  $H_a$  diterima.
- Nilai  $t_{hitung}$  untuk variabel  $X_3 = 1,108$  lebih kecil dari nilai  $t_{tabel}$  sebesar 2,000 artinya variabel  $X_3$  secara parsial tidak berpengaruh signifikan terhadap  $Y$ ; berarti  $H_a$  ditolak.

### **Pembahasan**

Topik kewirausahaan menjadi perhatian para pengambil keputusan di berbagai daerah di Indonesia. Di Kabupaten Sitiro Tenggara, kewirausahaan dipandang sebagai suatu kegiatan yang mempunyai potensi menciptakan dan meningkatkan pertumbuhan lapangan kerja. Oleh karena itu kewirausahaan perlu diberi perhatian dan dikembangkan (Manado Post, 2016).

Di Indonesia, kewirausahaan menjadi sangat penting karena keterbatasan pemerintah menyediakan lapangan kerja untuk masyarakatnya. Anggaran pemerintah untuk membuka lapangan kerja baru sangat terbatas padahal angkatan kerja terus bertambah sejalan dengan pertumbuhan penduduk. Pertumbuhan angkatan kerja memberi tekanan terhadap ketersediaan lapangan kerja. Jika pemerintah daerah tidak mampu menyediakan lapangan kerja maka akan terjadi tingkat pengangguran yang tinggi. Pemerintah Kabupaten Sitiro Tenggara sadar jika kewirausahaan berkembang maka tingkat pengangguran dapat ditekan menjadi lebih kecil.

Keterkaitan antara turunnya tingkat pengangguran dengan kewirausahaan sudah diamati para ahli sejak lama. Tingkat pengangguran suatu daerah mempunyai korelasi negatif dengan perkembangan kewirausahaan di daerah tersebut. Daerah yang mempunyai tingkat pengangguran rendah mempunyai tingkat kewirausahaan yang tinggi. Hasil penelitian ini sejalan dengan penelitian yang dilakukan oleh Tjiptoherijanto, et al. (1982:145). Mereka mendapati bahwa jika individu menganggur dan prospek masuk lapangan kerja sulit maka mereka cenderung membangun usaha sendiri. Hal ini berarti kewirausahaan suatu daerah dapat berkembang karena seseorang tidak ingin menjadi penganggur.

Secara teoritik, kewirausahaan berpengaruh positif terhadap kesempatan kerja atau berpengaruh negatif terhadap pengangguran. Dengan semangat kewirausahaan yang tinggi, seseorang akan melakukan berbagai upaya atau aktivitas untuk mencapai tujuan yang tinggi dan menantang. Tingkat kesejahteraan yang tinggi melalui pendapatan yang tinggi dapat menjadi tujuan yang ingin dicapai. Tingkat pendapatan yang tinggi menantang seseorang dengan spirit kewirausahaan untuk bekerja keras dan cerdas. Memulai sebuah bisnis atau mengembangkan usaha adalah salah satu wujud dari kerja keras dan cerdas untuk mencapai tujuan.



Bagi masyarakat di wilayah perdesaan, seperti masyarakat di Kabupaten Sitiro Tenggara, upaya mencapai tujuan berupa pendapatan yang makin tinggi dapat dicapai melalui pengembangan berbagai seperti usaha-usaha pertanian, peternakan, perikanan darat, perbengkelan, kuliner, dan transportasi. Ada banyak kemungkinan usaha yang dapat dibangun dan dikembangkan untuk mewujudkan tujuan berupa pendapatan yang meningkat atau pendapatan yang tinggi.

Mengembangkan usaha seperti tersebut di atas tentu memerlukan tenaga kerja yang jumlahnya tergantung dari besar atau luas serta cakupan usaha. Semakin besar usaha itu, semakin banyak pekerjaan yang hendak dilakukan, semakin banyak pula tenaga kerja yang dibutuhkan. Artinya, semakin besar suatu kegiatan atau usaha, semakin besar atau semakin banyak kesempatan kerja yang diciptakan. Mengusahakan pertanian jagung atau padi dengan luas yang lebih besar memerlukan pekerja lebih banyak untuk menggarap lahan pertanian sampai panen. Panen yang besar tentu tidak hanya untuk dikonsumsi sendiri, tetapi juga untuk dijual. Dengan demikian, usaha tani yang semakin luas akan mendorong tumbuhnya usaha perdagangan hasil-hasil pertanian, menumbuhkan usaha jasa transportasi, dan lain-lain. Kewirausahaan menciptakan dan mendorong peningkatan kesempatan kerja melalui berbagai usaha.

Dalam penelitian ini, kewirausahaan direpresentasikan oleh variable-variabel Komitmen dan Ketekunan, Inisiatif dan Tindakan, serta Kemampuan Adaptasi. Komitmen dan ketekunan adalah kualitas sumberdaya manusia atau secara lebih spesifik menyatakan kualitas kewirausahaan yang merupakan perpaduan antara dua kekuatan penting. Menurut Kamus Besar Bahasa Indonesia, komitmen adalah perjanjian (keterikatan) untuk melakukan sesuatu. Perjanjian itu bisa dilakukan dengan pihak lain, tetapi juga dengan diri sendiri. Dalam pembahasan ini, komitmen lebih bermakna perjanjian atau kontrak dengan diri sendiri karena yang ingin dicapai adalah tujuan pribadi. Orang yang memiliki komitmen mengikatkan dirinya sendiri pada janji itu; artinya dia secara sadar mau melakukan sesuatu untuk mencapai tujuan. Komitmen merupakan suatu kekuatan untuk mewujudkan impian atau tujuan. Jika komitmen pribadi dipadukan dengan ketekunan, maka peluang keberhasilan mencapai tujuan semakin besar. Dengan komitmen dan ketekunan maka usaha untuk mencapai tujuan yang tinggi dapat dicapai dengan melibatkan orang lain atau menciptakan kesempatan kerja.

Inisiatif dan tindakan adalah kualitas kewirausahaan yang adalah perpaduan dua kekuatan penting lainnya. Inisiatif atau prakarsa adalah kualitas seseorang berupa kemampuan atau



kesiapan untuk memulai suatu tindakan (Dictionary.Com). Dalam Free Dictionary ([www.freedictionary.com](http://www.freedictionary.com)) arti inisiatif adalah *the power or ability to begin or to follow through energetically with a plan or task*. Orang yang berinisiatif biasanya adalah orang yang kreatif dan produktif; orang kreatif memadukan kekuatan berpikir dan bertindak untuk mencapai suatu tujuan. Jadi inisiatif adalah kualitas pribadi yang sangat penting untuk mewujudkan suatu tujuan. Inisiatif dan tindakan dapat menjamin bahwa keinginan untuk mencapai suatu tingkat kehidupan yang lebih tinggi, yang dalam ilmu ekonomi berarti mencapai tingkat kesejahteraan lebih tinggi ditunjukkan oleh tingkat pendapatan yang lebih tinggi, dapat menjadi kenyataan.

Kemampuan adaptasi memungkinkan seseorang untuk menghadapi keadaan yang berubah. Krisis ekonomi atau pun politik dapat menimbulkan berbagai kesulitan, tetapi kemampuan beradaptasi dapat meminimalkan dampak negative bagi seseorang. Upaya seseorang untuk mencapai suatu tujuan dapat diganggu dan bahkan dibuyarkan oleh suatu perubahan yang tiba-tiba karena sebuah krisis. Orang yang memiliki kemampuan adaptasi tentu juga akan merasakan dampaknya, tetapi dengan kemampuannya untuk menerima keadaan sambil berupaya menyesuaikan diri dan usahanya dengan keadaan yang berubah drastis itu, maka tujuannya tetap dapat dicapai. Kemampuan adaptasi malahan dapat menyebabkan seseorang mendapatkan manfaat dari suatu perubahan, dapat mencapai kinerja lebih tinggi karena dapat menangkap peluang baru yang muncul akibat perubahan itu. Dengan demikian, kesempatan kerja yang telah tercipta, bukan saja tidak terganggu tetapi malahan dapat meningkat sebagai hasil dari kualitas kewirausahaan berupa kemampuan adaptasi.

Hasil uji hipotesis menunjukkan bahwa ketiga variable yang merepresentasikan kewirausahaan, secara bersama-sama berpengaruh signifikan terhadap kesempatan kerja. Secara parsial, dua variabel bebas, yaitu Komitmen dan Ketekunan dan Inisiatif dan Tindakan berpengaruh positif dan signifikan

Hasil uji hipotesis ini menunjukkan bahwa ekspektasi teoritik terpenuhi. Artinya, hasil studi empirik ini memberi konfirmasi atau mendukung teori yang menyatakan bahwa kewirausahaan berpengaruh positif terhadap kesempatan kerja; bahwa orang dengan kemampuan atau kualitas kewirausahaan mampu melakukan berbagai kegiatan yang menciptakan kesempatan kerja.

Dalam penelitian ini, responden terdiri dari pengusaha kecil, petani/nelayan, dan pegawai negeri. Hasil ini menyatakan bahwa setiap orang atau rumah tangga yang memiliki kualitas



kewirausahaan memiliki kemampuan untuk menciptakan kesempatan kerja, walaupun tidak memiliki sebuah perusahaan. Dengan kualitas kewirausahaan yang baik, seseorang atau sebuah rumah tangga dapat meningkatkan aktivitas ekonominya untuk meningkatkan produksi dan kesejahteraannya. Melalui upaya untuk meningkatkan produksi itulah kebutuhan tenaga kerja meningkat dan itu berarti kesempatan kerja diciptakan.

## KESIMPULAN DAN SARAN

### Kesimpulan

Dari hasil analisis dan pembahasan pada bab sebelumnya dapat dirumuskan beberapa kesimpulan.

1. *Pertama*, variabel bebas kewirausahaan yang direpresentasikan oleh komitmen dan ketekunan, inisiatif dan tindakan, serta kemampuan adaptasi secara bersama-sama memiliki pengaruh positif dan signifikan terhadap variabel tergantung kesempatan kerja di Kabupaten Sitiro.
2. *Kedua*, dua variabel bebas, komitmen dan ketekunan serta inisiatif dan tindakan, secara parsial berpengaruh positif dan signifikan terhadap kesempatan kerja.
3. *Ketiga*, variabel kemampuan adaptasi secara parsial berpengaruh positif tetapi tidak signifikan terhadap variabel kesempatan kerja.

### Saran

Berdasarkan kesimpulan di atas, maka dapat dikemukakan saran-saran berikut.

1. *Pertama*, pemerintah Kabupaten Sitiro Tenggara perlu mendorong pengembangan kewirausahaan agar dapat meningkatkan kesempatan kerja di daerah ini.
2. *Kedua*, pengembangan kewirausahaan dapat dilakukan melalui pengembangan kurikulum di sekolah-sekolah serta pengembangan kegiatan ekstra kurikuler yang menumbuhkan pengetahuan, pengalaman, serta semangat kewirausahaan bagi murid sekolah.
3. *Ketiga*, pemerintah daerah perlu juga mendorong pengembangan pelatihan kewirausahaan, terutama bagi generasi muda.

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## THE MANADO STATE UNIVERSITY LECTURER PERFORMANCE AND CAPABILITY TO ADDRESS MEA

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### Abstract

The quality of Indonesian human resources is produced through the implementation high education quality. As an educational spearhead of high education quality creation lies in the performance of teachers and lecturers. In the Faculty of Economics, Manado State University as an object of research, there are several thing affected the lecturers performance such as the job promotion, working conditions and compensation. This study aims is to determine, to test and to analyze the effect of job promotion, working conditions and compensation on lecturer performance in Faculty of Economics, Manado State University. The sampling technique in this study is using judgment sampling method. By using multiple regressions as a data analysis tool, it is found simultaneously, job promotion, working conditions and compensation have significant effect on lecturer performance, but partially, only working conditions and compensation have significant effect while the promotion has no significant effect on the lecturers' performance. Based on these results it is suggested to the leadership of the Faculty to continue to maintain and even improve working conditions and compensation system to lecturers to improve their performance.

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**Keywords:** Compensation, job promotion, lecturer performance, working conditions,

## INTRODUCTION

### Research Background

Indonesia has entered the era of the ASEAN Economic Community (AEC) in which free competition would be a challenge and an opportunity for economic development. ASEAN is the third largest economic power after Japan and China, which consists of 10 countries, namely Indonesia, Malaysia, Philippines, Singapore, Thailand, Brunei Darussalam, Vietnam, Laos, Myanmar, and Cambodia. The formation of the ASEAN Economic Community (AEC) began with the agreement of the leaders in the ASEAN Summit (KTT) in December 1997 in Kuala Lumpur, Malaysia. At the next summit which took place in Bali in October 2003, ASEAN leaders declared the establishment of the AEC in 2016. The objective of the MEA is good, which is to unite the economies in the ASEAN region with four main pillars: (1) as a single market and production base regions; (2) as an area of high competitiveness; (3) as a region with equitable economic development; and (4) as an integrated region in the world economy. For Indonesia, the





MEA could be a golden opportunity for the more advanced and powerful, considering our country has a gross domestic product (GDP) of US \$ 878 billion, or 38.67% of the total GDP of ASEAN countries. Not only that, with the number of population about 250 million people, Indonesia is the largest market of ASEAN. This reinforces the country as the largest economy in ASEAN.

Ready or not Indonesia must compete in the international competition in MEA. It demands the attention of all sectors especially the education sector that occupy the forefront of Indonesian human resources development efforts. Enforcement of MEAs be the right moment to make improvements in the education sector Indonesia to be able to produce human resources that have high competitiveness reliable and quality, since this sector will be one of the elements that determine the economic impact that will come out of the implementation of this program. Therefore, to compete in the MEA, education should be able to prepare the human resources (HR) is a skilled, sensitive and critical in facing the challenges and changes that will occur in the education world. MEA challenges in education that will face, among others, the proliferation of foreign educational institutions, educational standards and orientation of the increasingly pro-market, as well as the labor market is flooded with foreign workers. Setting up a competitive human resources is not an easy job that can be done instantly. However, if education in Indonesia is able to provide students with adequate knowledge and skills, the Indonesian education graduates will have the confidence and motivation to develop themselves optimally, so as to compete globally. However, the world of education in Indonesia still has many hurdles associated with the quality of education among others, limited access to education, the number of teachers who have not been evenly distributed, as well as the quality of teachers and lecturers itself is insufficient.

In the construction of the National Long-term is relying on the creativity and productivity of human resources both in management development, management of government and community management, development of quality human resource capabilities in addition to an embodiment of the implementation of the Act of 1945 and the implementation of Pancasila, is also a demand that grows along with the development of increasingly rapid development. One of the mandates of the Constitution of the Republic of Indonesia Year 1945 is then further regulated in Law Number 20 Year 2003 on National Education System, which has the vision of the educational system as a social institution that is strong and authoritative to empower all citizens



of Indonesia. Indonesian human quality is generated through the implementation of quality education. (Law No. 14 of 2005). Professor or educator a duty as stated in Law No. 20 Year 2003 on National Education System Article 39 paragraph 2. For that the perceived need to conduct research on the performance of lecturers as spearhead the success of national education. Thus, Lecturer performance issues are important, because in the achievement of organizational objectives determined by the performance of lecturers.

In a more specialized organization of the Faculty of Economics, State University of Manado as an object of research, there are something that they can affect the performance of lecturers including the promotion, working conditions and compensation. Some of these factors are expected to be major problems in their influence on performance Lecturer at the Faculty of Economics, University of Manado.

The lecturer in performing their duties regardless of the motivation not to be career and rank. In the activities of the lecture at the Faculty of Economics of UNIMA, the lecturer is viewed will improve their performance due to functional and structural become their additional duties. Structural positions often lead lecturers to improve their performance to be material for the leadership assessment for placement in a higher position again.

Not only on promotion or promotion, working conditions as well as one of the factors for Lecturers in improving performance. In this study working conditions is seen as a set of conditions or circumstances in the work of an institution that becomes a work of the lecturers who work in that environment. What is meant here is the good working conditions that is comfortable and supportive workers to be able to run the activities very well, covering everything in the environment Lecturers that can affect the performance and safety and job security, temperature, humidity, ventilation, lighting, cleanliness and other (Stewart and Stewart, 1983). Working conditions associated with the scheduling of work, duration of work in a day and within a day or night for people to work. Therefore, working conditions consist of factors such as physical condition, psychological condition, and while the conditions of the working environment, must be taken to ensure that workers can feel comfortable in the work so as to improve labor productivity (Newstrom, 1996: 469). Faculty of Economics is part of Manado State University, located in the district of Minahasa, Tondano which is an area of the District is still beautiful and yet filled with the noise and bustle of the city. In terms of psychological conditions it can also be an obstacle for the lecturer to improve its performance because the



distance to the work place quite far away from home for most of the lecturers who are domiciled in the City and County of Manado.

Furthermore, the improvement of faculty performance, compensation is also seen as important and has a strategic role. The expectations of the lecturers is that they get more attention from the government about the benefits they will get according to the performance and workload obtained as a lecturer. If it has been achieved, the performance of lecturers by itself will increasingly be felt and its impact. Compensation system as a very important factor in realizing the best job performance. In other words, the provision of adequate and fair compensation is an important factor in creating a productive and quality employment (effectively and efficiently) for workers in the field of each work. Compensation received by each lecturer in touch with rank and a conducive working field can create a harmonious relationship and cooperation among all members of the organization. With the remuneration to the employees of the center and not the faculty felt can cause jealousy between lecturers and employees where the lecturers are required to make a performance report at each end of the semester, the number of teaching loads often in excess of 16 credits per semester and not only that, the professors often required to do Tridarma college professors often time consuming even on a holiday or weekend is a time for professors to gather with family. Functional benefits are low and lecturer certification system should wait quotas are often deemed less effective and can cause decreased performance of the lecturer. This happens because the lecturers are no longer focused on personal development but often other businesses outside the campus that they are time-consuming. Compensation is deemed important in order to create an organizational environment that is conducive, in particular the employment relationship between the employee with each other in the relationship between leaders and subordinates, directed the establishment of cooperation matching, besides the relationship between students and professors is also very important so as to prevent the rise gratuities between Students and lecturers where the good relations it is the duty of a lecturer will be done well.

From a series of background and problems that we can see above, the research on " The influence of job promotion, working conditions and compensation on lecturer performance in Faculty of Economics, Manado State University " very interesting to study. Based on the above background, the purpose of this research is to analyze the influence of job promotion, working



conditions and compensation on lecturer performance in Faculty of Economics, Manado State University, simultaneously and partially.

### **Human Resources Management**

Dessler (2008: 5) human resource management policies and practices are decisive aspects of "human" or human resources management positions including recruiting, filter, member awards and judgments. It can be said that the management of human resources within the organization in order to produce optimal productivity / maximum in achieving something objectives or goals. An optimal attainment levels will be achieved if the management or the management can provide a sense of security and satisfaction to its employees.

### **Job Promotion**

Basically promotion is one part of a program implemented by the placement of a university. Definition of promotion according to Hasibuan (2006: 108) is a transfer promotions that increase the authority and Responsibility of employees to a higher position in an organization so that the rights, status, and their earnings will be even greater.

According to Edwin B. Fkippo:

*“A promotion involves a change from one job to another job that is better in terms status and responbility. Ordinary the change to the higher job his accompanied by increased pay and privileges, but not always”.*

Conclusions from the above definition, promotion is the transfer from one position to a higher position, authority and greater responsibility, status and income of increasingly steeper. With indicators of performance, experience and responsibility Nitisemito Alex S. (2002: 112-113). Experience, with more expected to experience higher ability, the idea that more and so on. While the performance, in general, every company always include the conditions for achieving it works and can be seen from the records of achievement that has been done. For responsibilities, sometimes often a company needed a responsibility that is quite large, so the issue of responsibility is a major requirement for promotion.

### **Working Condition**

According to Stewart and Stewart (1983: 53) as a series of working conditions is a condition or state of the working environment of a faculty that becomes a work of the lecturers who work in that environment. What is meant is that good working conditions are comfortable and supportive workers to be able to carry out its activities properly. Includes everything in the



environment that can affect the performance of lecturers, as well as the safety and security of employment, the temperature, humidity, ventilation, lighting, cleanliness and others.

According Newstrom (1996: 469) working conditions associated with the scheduling of work, duration of work in a day and within a day or night for people to work. Therefore, working conditions consist of factors such as physical condition, psychological condition, and while the conditions of the working environment, must be considered to bear on the lecturer can feel comfortable in the work so as to increase productivity.

### **Lecturer Performance**

Robbin (2003) in Thoyib (2005: 10) argues that the other terms of the performance is human output that can be measured on productivity, absenteeism, turnover, citizenship, and satisfaction. The same thing according to Baron and Greenberg (1990) in Thoyib (2005: 10) suggests that the performance of the individual is also called job performance, work outcomes, task performance. Dessler (2000: 87) argues that the actual performance of the lecturer is a Lecturer achievement compared with the expected achievement of the lecturer. Based on some opinions about the performance can be concluded that the notion of performance-containing substance achievement of the work by someone. Thus that the performance is a reflection of the results achieved by a person or group of people. Individual performance with the performance of institutions or the performance of the Faculty there is a close relationship. In other words, when the performance of Lecturer (individual performance) either it's likely performance of the Faculty (corporate performance) is also good.

## **RESEARCH METHODOLOGY**

**Type of research** Based on the method used, this research is a quantitative research.

**Place and time of research** Place of this research at the Faculty of Economics, University of Manado between June - September 2016.

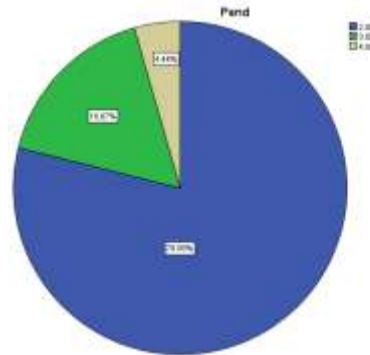
**Population and Sample** The population in this study is a lecturer at the Faculty of Economics, University of Manado. Samples taken from a population that is 50 respondents.

**Data Analysis Method** The analytical method used in this research is to test the validity and reliability of data, test the classical assumption of multicollinearity test, test linearity and test heterocedastisity, multiple regression analysis, test correlation and determination and hypothesis testing using the F test and t test.



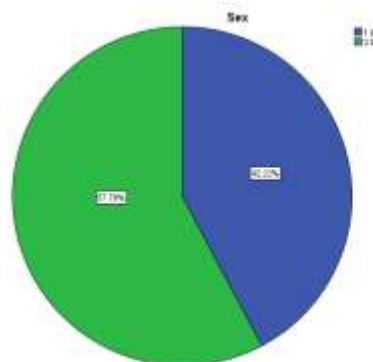
## RESULT AND DISCUSSION

### Responden Characteristic



**Figure 1.** Characteristic Respondent Based on Education

From the Figure 1 above it can be seen that the majority of respondents have a Master or equivalent level of education by the number of percentage as much as 78.89% while the number of 21:11% is a lecturer with a doctorate and 4:44% are professors.



**Figure 2.** Characteristic Respondent Based on Gender

Based on the Figure 2 above pie chart can be seen that the majority of respondents were women with the percentage amount of 57.75%, more 15:56% of the total percentage of male professors are just as much 42.22%.

### Validity and Reliability Test

**Table 1.** Validity Test

Variabel Indikator	Pearson Correlation
X <sub>1,1</sub>	.514
X <sub>1,2</sub>	.712
X <sub>1,3</sub>	.612
X <sub>1,4</sub>	.444
X <sub>2,1</sub>	.606
X <sub>2,2</sub>	.651



Variabel Indicator	Pearson Correlation
X <sub>2,3</sub>	.499
X <sub>2,4</sub>	.640
X <sub>2,5</sub>	.709
X <sub>2,6</sub>	.707
X <sub>2,7</sub>	.695
X <sub>2,8</sub>	.389
X <sub>2,9</sub>	.320
X <sub>2,10</sub>	.683
X <sub>2,11</sub>	.709
X <sub>2,12</sub>	.288
X <sub>2,13</sub>	.670
X <sub>2,14</sub>	.709
X <sub>2,15</sub>	.646
X <sub>2,16</sub>	.625
X <sub>2,17</sub>	.310
X <sub>3,1</sub>	.294
X <sub>3,2</sub>	.435
X <sub>3,3</sub>	.531
X <sub>3,4</sub>	.549
X <sub>3,5</sub>	.503
X <sub>3,6</sub>	.424
Y <sub>.1</sub>	.806
Y <sub>.2</sub>	.551
Y <sub>.3</sub>	.345
Y <sub>.4</sub>	.246
Y <sub>.5</sub>	.254
Y <sub>.6</sub>	.823
Y <sub>.7</sub>	.808
Y <sub>.8</sub>	.604

Source: SPSS output, 2016

In the table 1, we see that all indicators of Job Promotions (X<sub>1</sub>), Working Conditions (X<sub>2</sub>) and Compensation (X<sub>3</sub>) on the Lecturer Performance (Y) is said to be valid because it has a correlation value above 0.3.

**Table 2.** Reliability Test

Variable	Alva Cronbach's
X <sub>1</sub>	0.800
X <sub>2</sub>	0.852



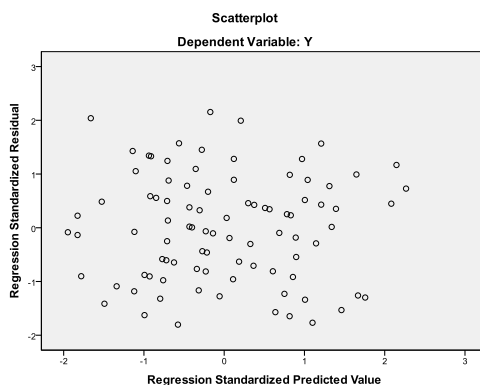
X <sub>3</sub>	0.724
Y	0.696

Source: SPSS output, 2016

From the Table 2 it can be seen that the Cronbach's Alpha value is greater than 0.6 then the entire variable in this study can be said to be reliable.

### Classical Assumption

#### Heteroskedastisity Test



**Figure 3.** Heteroskedastisitas Test

Based on the Figur 3 above can be seen that there is no pattern is formed, in other words a graph depicting plots spread. This proves that the independent variable on the dependent variable freed from Heteroskedastisitas.

#### Uji Multikolinearitas

**Tabel 3.** Uji Multikolienaritas

Variable	VIF
X <sub>1</sub>	3.997
X <sub>2</sub>	4.168
X <sub>3</sub>	1.102

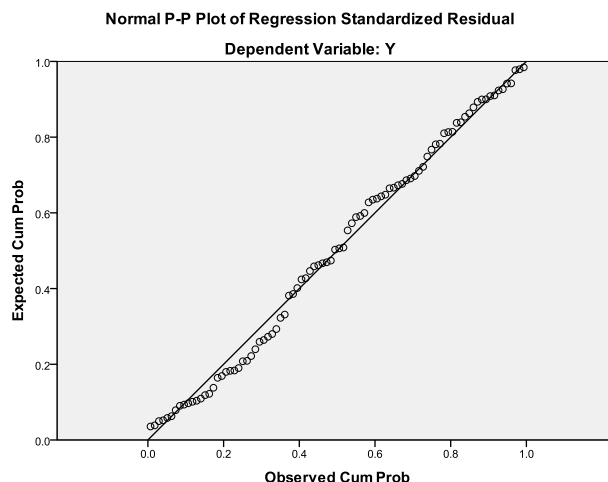
Source: SPSS output, 2016

From the Table 3 can be seen no symptoms multikolinearitas because VIF were around numbers <10, this means that there is connection between the X<sub>1</sub>, X<sub>2</sub> and X<sub>3</sub> to Y. thus, assuming multikolinearitas met (free from multicollinearity).

#### Normality Test







**Figure 4.** Normalitas Test

From the Figure 4 above it can be seen that the points spread around a diagonal line and spread following the direction of the diagonal line. This proves that Influence  $X_1$ ,  $X_2$  and  $X_3$  on  $Y$  has met the test of the normality assumption has been fulfilled.

**Multiple Regression Analysis**

**Table 4.** Multiple Regression Analysis

Variable	Unstandardized Coefficients		t-test	Sig.
	B	Std. Error		
(Constant)	2.817	.313		
$X_1$	-.211	.119	-1.781	.079
$X_2$	.283	.123	2.306	.024
$X_3$	.163	.069	2.385	.019
R	.968 <sup>a</sup>		$R^2$	.857
F-test	5.357			.002 <sup>a</sup>

Source: SPSS output, 2016

Based on the analysis of correlation ( $r$ ) in the amount of 0.968 indicating that the relationship Influence of  $X_1$ ,  $X_2$  and  $X_3$  on  $Y$  has a strong relationship (Table 4).

To determine the contribution Influence variables  $X_1$ ,  $X_2$  and  $X_3$  on  $Y$  can be seen that from the determinant coefficient ( $R^2$ ) in the 0.857 table.  $R^2$  values in this study can be interpreted that the contribution of variable Effect of  $X_1$ ,  $X_2$  and  $X_3$  Against  $Y$  by 85.7% while the remaining 14.3% is influenced by other variables not examined in this study.

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

$$Y = 2,817 - 0,211 X_1 + 0,283 X_2 + 0,163 X_3 + e$$

From the multiple linear regression equation above, it can be informed that:



Calculate the F value of 5.357 0.002 significant. Because Calculate the F value is greater than the value  $F_{table}$  and  $sig > 0.05$  mean  $H_0$  rejected  $H_a$  accepted. Thus the formulation of the hypothesis that  $X_1$ ,  $X_2$  and  $X_3$  simultaneously significant effect on Y unacceptable and reject the hypothesis that  $X_1$ ,  $X_2$  and  $X_3$  simultaneously no significant effect on Y.

- Constant value of 2.817 means that if the variables examined in this case  $X_1$ ,  $X_2$  and  $X_3$  constant or equal to 0, then Y will increase by 2,817, assuming other factors being equal (*ceteris paribus*).
- Coefficient of  $X_1$  to Y for - 0,211 which means that if  $X_1$  increased by one scale or one unit of the respondents, it will reduce the variable Y for 0,211 assuming other factors being equal (*ceteris paribus*). The value of t for the Variable  $X_1$  to Y is smaller than the value that is equal to -1.781  $t_{tabel}$  with a value of 0.05 means  $\alpha \leq X_1$  variable has no significant effect on Y, it means  $H_a$  rejected.
- The value of the regression coefficient of 0.283  $X_2$  to Y which means that if  $X_2$  increased by one scale or one unit of the respondents, it will increase the variable Y at 0.283 assuming other factors being equal (*ceteris paribus*). The value for the variable  $X_2$  t value on Y is greater than the value that is equal to 2.306  $t_{tabel}$  amounting to the value of  $\alpha \leq 0.05$  means variable variable  $X_2$  significant effect on Y, it means  $H_a$  accepted.
- The value of the regression coefficient of 0.163  $X_3$  to Y which means that if  $X_3$  is increased by one scale or one unit of the respondents, it will increase the variable Y at 0.163 assuming other factors being equal (*ceteris paribus*). Value of the variable  $X_3$  t value on Y is greater than the value that is equal to  $t_{tabel}$  of 2,385 with a value of 0.05 means  $\alpha \leq X_3$  Variable variables significantly influence Y, it means  $H_a$  accepted.

Interpretation of the result above it can be seen that in this case the independent variable  $X_1$ ,  $X_2$  and  $X_3$  effect on the dependent variable Y.

### **Discussion**

Job promotion, working conditions and compensation simultaneously significant effect on the performance of a lecturer at the Faculty of Economics, University of Manado. This is evident from the value of F larger than F table with a confidence level of more than 95%. So it can be said that when the addition of variables simultaneously on a promotion, working conditions and compensation will increase performance variables lecturer at the Faculty of Economics, University of Manado. Promotion, working conditions and compensation is a



variable that affects the performance of the lecturers, as the faculty considers that the availability of working conditions and compensation are well accompanied with a good leveling position will greatly affect the performance of the lecturers at the Faculty of Economics, University of Manado.

It is also supported by the results of testing the correlation coefficient and the coefficient of determination which found that job promotion, working conditions and compensation have a strong influence on the performance lecturer at the Faculty of Economics, University of Manado, the percentage of influence promotion, working conditions and compensation for the performance of the lecturer is amounted to 85.7%, while other factors affecting the performance of the lecturer is only a small relative that is equal to 14.3%, which was not examined in this study. This is in line with research conducted by Keke Arita 2005 on the performance of teachers in Christian SMP BPK Penabur Jakarta.

Partially promotion does not significantly affect the performance of lecturers with t value smaller than the value t table and confidence levels are still relatively low at under 95%. Promotion at the Faculty of Economics, University of Manado can be divided into two parts, namely, rank hierarchy functional and structural positions. Functional hierarchy of rank positions assumed by the lecturer at the Faculty of Economics, University of Manado not overly affect their performance because the system hierarchy refers to the promotion of civil servants leveling system that is based on assessment of credit rate. So this is less a trigger for professors to improve its performance. While opinions on the structural promotion is always based on the trust factor against the leadership of subordinates, so it is not always absolute structural position because of performance achieved by the lecturers. These findings are consistent with research conducted by Tukimin, 2014 saying that work performance is not always a major factor in the promotion, so that direct promotion has no significant effect on the performance of lecturers, even in the data analysis results indicates that the result of the amount of regression promotion effect on the performance of lecturers have a negative influence. Thus, it can be said that the higher the rank of the functional and structural lecturer performance decreases, but this result was not significant.

Slightly different from promotion, partially working conditions have a significant influence on the performance of lecturers. This is evidenced by tcount greater than t table with a confidence level greater than 95%. This is because the lecturers assume that working conditions



both in terms of working conditions, physical and non-physical greatly affect their performance. Physical working conditions such as cool air circulation due to the geographical conditions of the Faculty of Economics, University of Manado which is a highland area which causes circulation, humidity and air temperature were both professors make love to work so as to improve their performance. In addition, the ambient conditions such as cleanliness, free of odor, quality of facilities such as chairs and tables and space to make the teachers more comfortable working so as to improve their performance. Faculty of Economics, which is located a little away from the crowd makes this Faculty noise free from motor vehicles bustle that can interfere with the work of the lecturers.

Be reviewed from non-physical working conditions such as relationships with superiors and co-workers were good also creates a healthy work environment that can trigger a lecturer performance. Other matters relating to working conditions as well as the appropriate workload is one indicator of the assessment of non-physical conditions that affect the performance of lecturers. In performing its duties, the lecturers are educated personnel who deal directly with students who have diverse characteristics and properties that make the lecturers at the Faculty of Economics, University of Manado never get bored with their jobs, unlike when they face daily monotonous and repetitive.

In partial compensation has a significant influence on the performance of a lecturer at the Faculty of Economics, University of Manado. It can be seen from the value of the t test, where t value greater than t table with a confidence level that exceeds 95%. Significant influence on the performance faculty compensation because the faculty was pleased with the compensation given by the leadership of the faculty and the university. Gap between employees who received remuneration as compared with the lecturers at the forefront of higher education who received only the lecturers' certification is groundless. Through descriptive analysis can be seen that the tendency of the lecturers answered on average in grades 4 which illustrates that the lecturers satisfied / agree with the compensation given by the leadership. Although a far distance workplace, did not dampen the performance of the lecturers at the Faculty of Economics, University of Manado because it is supported by the compensation that is high enough so that their welfare level of surplus slightly higher when compared to similar occupations jobs in North Sulawesi. This is because the lecturers at the Faculty of Economics, University of Manado, in addition to getting the lecturers' certification they also receive funding to carry out the task



Tridarma them evenly, and almost all the lecturers have the same opportunity to the funding together to develop their creativity through research and / or dedication funded by the University.

These findings are consistent with research conducted by Keke Arita in 2005 in his research that produced that labor compensation greatly affect the performance of teachers in Christian SMP BPK Penabur Jakarta. Even labor compensation is dominant factors that affect the performance of teachers.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the results of data processing and the discussion in chapter IV, this study can conclude several things:

1. Simultaneously job promotion, working conditions and compensation have significant influence on the performance lecturer Faculty of Economics, University of Manado.
2. Job promotions has a significant influence on the performance of a lecturer at the Faculty of Economics, University of Manado.
3. Working conditions have a significant influence on the performance of a lecturer at the Faculty of Economics, University of Manado.
4. Compensation has a significant influence on the performance of a lecturer at the Faculty of Economics, University of Manado

### Recommendation

1. For the leadership of the Faculty of Economics, University of Manado should still continue to pay attention to even continue to be developed on a promotion, working conditions and compensation, because these three variables has a significant influence on the performance of lecturers.
2. For further research would be able to increase the number of objects in research studies so that the population can be expanded and will eventually result in more accurate data.

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## **KINERJA GURU DI SMP KECAMATAN TENGA KABUPATEN MINAHASA SELATAN DAN PERSAINGAN DI ERA MASYARAKAT EKONOMI ASEAN**

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### **Abstrak**

Mulai Desember 2015, Indonesia akan bergabung dalam era kompetisi bernama Masyarakat Ekonomi ASEAN (MEA). Ada beragam tanggapan mengenai kesiapan para guru di Indonesia untuk menghadapi era kompetisi yang bakal berlangsung ketat di antara masyarakat negara-negara ASEAN. Kinerja Guru sangatlah berpengaruh terhadap pendidikan Indonesia sehingga lewat peningkatan kinerja guru akan berdampak pada kompetisi di era Mea. Gaya kepemimpinan dan lingkungan kerja adalah salah satu faktor penggerak peningkatan kinerja Guru. Tujuan dari penelitian ini adalah menganalisis pengaruh Gaya Kepemimpinan dan lingkungan kerja terhadap kinerja guru di SMP Kecamatan Tenga, Kabupaten Minahasa Selatan. Populasi dalam penelitian ini adalah semua guru pada satuan kerja di SMP Kecamatan Tenga Kabupaten Minahasa Selatan, yang berjumlah 40 orang dengan teknik pengambilan sampel jenuh. Berdasarkan analisa data dengan menggunakan regresi linier berganda ditemukan bahwa Gaya Kepemimpinan dan lingkungan kerja berpengaruh signifikan terhadap kinerja guru di SMP Kecamatan Tenga, Kabupaten Minahasa Selatan.

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**Keyword** : Gaya kepemimpinan, kinerja guru, lingkungan kerja, MEA

### **PENDAHULUAN**

Januari 2016, Indonesia bergabung dalam era kompetisi bernama Masyarakat Ekonomi ASEAN (MEA). Ada beragam tanggapan mengenai kesiapan para guru di Indonesia untuk menghadapi era kompetisi yang bakal berlangsung ketat di antara masyarakat negara-negara ASEAN. Pengamat pendidikan Darmaningtyas mengaku pesimistis para guru di Indonesia mampu bersaing dengan guru-guru di negara-negara Asia Tenggara lainnya. Guru Indonesia belum banyak yang mampu menguasai bahasa asing, seperti bahasa Thailand, Laos, Vietnam, dan Filipina sehingga untuk bersaing di negara tersebut akan sulit. Kekhawatiran yang sama juga diungkapkan dewan pembina Federasi Serikat Guru Indonesia (FSGI), Doni Koesoema. Pada era MEA. Pekerjaan guru di sektor pendidikan akan banyak terpengaruh karena masih rendahnya kualitas guru di Indonesia.

Guru-guru di Indonesia masih lemah dalam penguasaan materi sehingga tidak akan mampu mencerdaskan siswa jika seorang guru sendiri tidak mampu menguasai materi yang





diajarkan. Saat ini, menurutnya, kualitas tenaga kerja Indonesia hampir 75 persen masih lulusan SMP dan hampir 60 persen masih lulusan SD. Hal ini akan membuat pekerja Indonesia kalah bersaing dengan negara-negara ASEAN lainnya. Rendahnya kualitas guru merupakan tanggung jawab semua pihak. Pendidikan lebih penting dibanding sektor lainnya karena pendidikan inilah yang akan melahirkan anak-anak yang mampu bersaing di masa depan.

Direktur Jenderal Guru dan Tenaga Kependidikan (Dirjen GTK) Kementerian Pendidikan dan Kebudayaan (Kemendikbud) Sumarna Surapranata berpendapat, guru memang harus profesional. Dengan cara seperti itu, mereka bisa memiliki posisi tawar, yakni bisa bekerja di manapun. Untuk bisa menjadi guru profesional, kata dia, seorang guru harus berkualitas, berkompeten, dan bersertifikasi sesuai dengan peraturan perundang-undangan. Agar bisa bersaing di era MEA, rakyat Indonesia termasuk siswa juga harus memiliki daya saing kuat, berkarakter, dan beriman. Agar bisa menciptakan siswa dengan tiga karakter itu, Anies menyatakan, para gurunya pun harus memiliki tiga hal itu.

Kualitas manusia yang dibutuhkan oleh bangsa Indonesia pada masa yang akan datang adalah yang mampu menghadapi persaingan yang semakin ketat dengan bangsa lain di dunia. Kualitas manusia Indonesia tersebut dihasilkan melalui penyelenggaraan pendidikan yang bermutu. (UU No 14 Tahun 2005) Pada era reformasi yang sedang berkembang dan akan terus berlangsung dengan tuntutan perubahan yang mendasar terhadap aspek – aspek ekonomi, politik dan hukum , hal ini, ini akan berdampak pada tekanan dan pengawasan masyarakat secara langsung pada penyelenggaraan pemerintahan, maka peran Sumber Daya Manusia masa kini menjadi penentu bagi keberhasilan sebuah aktifitas yang dilakukan dalam suatu lembaga organisasi , baik instansi pemerintah, Badan Usaha Milik Negara maupun Perusahaan - perusahaan swasta. Untuk itu sangat diperlukan pemeliharaan dan pengembangan Sumber Daya Manusia sebagai salah satu aset. Visi tersebut dapat diartikan bahwa pimpinan yang berhasil pada masa akan datang adalah pemimpin yang cepat tanggap, terbuka, profesional dan mempunyai visi human oriented serta mengelolanya secara efektif dan mempunyai prespektif jauh kedepan.

Agar Sumber Daya Manusia dalam suatu organisasi dapat bekerja dengan efisien dan efektif, maka kepemimpinan memegang peranan yang sangat penting untuk dapat mempengaruhi dan menggerakkan bawahannya guna mencapai tujuan organisasi secara efektif dan efisien. Keberhasilan maupun kegagalan suatu organisasi ditentukan oleh kualitas kepemimpinan





yang dimiliki orang – orang yang disertai tugas memimpin organisasi. Jadi dapat disepakati bahwa faktor kepemimpinan sangat menentukan keberhasilan suatu organisasi

Efektifitas kepemimpinan bukan saja ditentukan oleh seorang pemimpin, akan tetapi justru merupakan hasil kerja sama antara pemimpin dan bawahannya atau dengan orang yang dipimpinnya. Pemimpin tidak dapat berbuat banyak tanpa partisipasi dari orang – orang yang dipimpinnya, sebaiknya orang – orang yang dipimpin tidak akan efektif menjalankan tugas dan kewajiban tanpa adanya pengendalian, pengarahan dan kerjasama dengan pemimpin, karena semakin aktif orang-orang yang dipimpin akan semakin dinamis kehidupan suatu organisasi.

Kedudukan susunan organisasi, tugas dan fungsi Pemerintah dengan berlakunya Otonomi Daerah berdasarkan undang-undang Nomor 32 Tahun 2004 dalam arti sebagai perangkat Pemerintah pusat berubah menjadi perangkat daerah Kabupaten Minahasa Selatan.

Perubahan paradigma kedudukan Kepala sekolah tersebut di atas diatur pada Perda No. 15 tahun 2008 tentang Susunan Organisasi dan Tata kerja Kepala sekolah, dan Peraturan Bupati Minahasa Selatan Nomor 69 tahun 2008 tentang Organisasi Tata kerja (OTK) sebagai berikut :

- Merupakan Perangkat Daerah yang mempunyai wilayah tertentu dan dipimpin oleh Kepala sekolah.
- Kepala sekolah sebagaimana dimaksud ayat (1) berkedudukan sebagai koordinator penyelenggaraan Pemerintahan di wilayah kerjanya berada di bawah dan bertanggung jawab kepada Bupati melalui Sekretaris Daerah Kabupaten Minahasa Selatan

Fenomena yang ada dilapangan menggambarkan setiap ada pergantian Pimpinan di sekolah selalu ada perubahan dalam kinerja guru. periode pimpinan si 'a' prestasi kinerja guru sangat baik sekali dan pimpinan si 'b' prestasi kinerja guru menurun. ini disebabkan gaya kepemimpinan yang diterapkan pimpinan satu dengan yang lain berbeda sehingga kinerja guru di SMP Kecamatan Tenga Minahasa Selatan tidak stabil dan sangat bervariasi. Hal ini masih ditemukan adanya guru yang memerlukan pengawasan, pengarahan dan bimbingan oleh seorang pimpinan, guru cenderung kurang atau tidak aktif bekerja sehingga masih adanya keikutsertaan seorang pemimpin walaupun pada dasarnya mereka memiliki kemampuan untuk menyelesaikan pekerjaan yang dibebankan sehingga mengakibatkan hasil pekerjaan kurang maksimal dan laporan administrasi tidak tepat waktu. Hal ini menuntut gaya kepemimpinan seorang pemimpin



untuk mengaktualkan model kepemimpinan secara tepat sesuai dengan tingkat kematangan guru.

### **Gaya Kepemimpinan**

Gaya kepemimpinan adalah pola perilaku yang diperlihatkan seorang pemimpin pada saat memimpin pada saat mempengaruhi aktivitas orang lain baik sebagai individu maupun kelompok.

### **Lingkungan Kerja**

Lingkungan kerja merupakan segala sesuatu yang ada disekitar karyawan pada saat bekerja, baik yang berbentuk fisik ataupun non fisik, langsung atau tidak langsung, yang dapat mempengaruhi dirinya dan pekerjaannya saat bekerja.

### **Kinerja**

Kinerja seorang bawahan pada dasarnya adalah merupakan hasil kerja seorang guru selama periode tertentu. dibandingkan dengan beberapa kemungkinan, misalnya standart, target atau sasaran atau kriteria yang telah ditentukan terlebih dahulu dan telah disepakati bersama. Tinggi rendahnya kinerja seorang guru merupakan suatu ukuran terhadap efisien dan efektifitas suatu organisasi dalam mencapai tujuan yang telah ditetapkan. Oleh karena itu peningkatan kinerja guru-guru dapat dimanfaatkan sebagai saran untuk mencapai tujuan organisasi. Namun demikian dalam kenyataan ini tidaklah muda, sebab banyak faktor yang mempengaruhi tinggi rendahnya kinerja seseorang.

## **METODE PENELITIAN**

### **Rancangan Penelitian**

Rancangan penelitian ini menggunakan pendekatan eksplanatori dengan survei yang menjelaskan Pengaruh Gaya Kepemimpinan dan Lingkungan kerja terhadap Kinerja Guru di SMP Kecamatan Tenga Kabupaten Minahasa Selatan

### **Variabel Penelitian**

**Tabel 1.** Definisi Operasional Variabel, Indikator dan Cara Pengukuran

<b>Variabel</b>	<b>Indikator</b>	<b>Item Pernyataan</b>	<b>Pengukuran</b>
Gaya	Gaya Instruktif	1. Penetapan penetapan tujuan	Skala likert



Variabel	Indikator	Item Pernyataan	Pengukuran
Kepemimpinan (X 1)		2.Pengarahan 3.Batasan peranan pada bawahan 4.Pengawasan Pekerjaan 5.Inisiatif pemecahan Masalah	
	Gaya Konsultatif	6.Dukungan Moril bawahan 7.Petunjuk pada bawahan 8.Tanggapan atas persoalan yang dihadapi guru 9.Kesempatan berkonsultasi pada bawahan 10.Kesempatan memberikan saran	Skala likert
	Gaya Partisipatif	11.Bimbingan pada bawahan 12.Kebersamaan dalam penyelesaian tugas. 13.Menerima pendapat bawahan 14.Tanggung jawab	Skala likert
	Gaya Delekatif	15.Delegasi kewenangan pada staf 16.Memberi tanggungjawab yang besar pada staf 17.Pengawasan 18.Sering melibatkan bawahan untuk mendiskusikan pekerjaan 19.Kontrol atas tugas-tugas	Skala likert
Lingkungan Kerja (X 2)	Fisik	20.Sarana Pembelajaran 21.Prasarana	Skala likert
	Non Fisik	22.Hubungan sesama rekan kerja	Skala likert
Kinerja Guru (Y)	Kualitas hasil Kerja	23.Dalam menyelesaikan pekerjaan hasil pekerjaan berorientasi prosedur kerja. 24.Hasil pekerjaan dapat diterima dan disetujui oleh pimpinan	Skala likert
	Kwantitas hasil kerja	25.Hasil pekerjaan sesuai dengan standar yang ditetapkan 26.Penyelesaian atau beban kerja dapat diselesaikan sesuai dengan yang ditetapkan	Skala likert
	Ketepatan Waktu	27.Penyelesaian tugas tepat waktu 28.Penyelesaian pekerjaan hari ini diselesaikan hari itu juga	Skala likert

#### F. Instrumen Penelitian

1. Uji validitas
2. Uji Reliabilitas

#### G. Populasi dan Sampel

Populasi dalam penelitian ini adalah semua guru pada satuan kerja di SMP Kecamatan Tenga Kabupaten Minahasa Selatan, yang berjumlah 40 orang untuk memperjelas rincian populasi maka dapat dilihat pada tabel 2:

**Tabel 2.** Gambaran Perincian Sekolah



No	Nama Sekolah	Perincian Guru
1	SMP Negeri 1 Tenga di Tenga	23
2	SMP Negeri 6 Tenga, di Teep	17
<b>J u m l a h</b>		<b>40</b>

Sumber : Data diolah, 2015

Oleh karena dalam penelitian ini dilakukan sensus maka seluruh populasi dijadikan sampel untuk diteliti.

### **Teknik Analisis Data**

1. Analisis Deskriptif
2. Uji Asumsi Klasik
3. Uji Model Regresi
4. Pengujian Hipotesis

Gaya kepemimpinan dan lingkungan kerja mempunyai pengaruh positif dan signifikan terhadap kinerja guru di SMP Kecamatan Tenga Kabupaten Minahasa Selatan secara simultan (F-test) dan parsial (t-test)

## **HASIL PENELITIAN DAN PEMBAHASAN**

### **Tes Validitas dan Reabilitas**

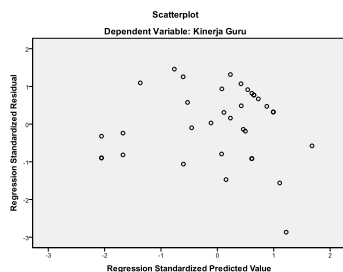
Berdasarkan hasil olah data tampak bahwa seluruh indikator ( $X_1$  dan  $X_2$ ) dikatakan valid dan reliabel

### **Uji Asumsi Klasik**

#### **Uji Heteroskedastisitas**

Model regresi yang baik adalah tidak terjadi heteroskedastisitas. dasar pengambilan keputusan suatu model regresi dikatakan tidak terjadi heteroskedastisitas adalah jika tidak ada pola yang jelas, serta titik menyebar diatas dan dibawah angka 0 (nol) pada sumbu Y maka tidak terjadi heteroskedastisitas. Gambar 4.1. akan menjelaskan hasil uji Heteroskedastisitas sebagai berikut :





**Gambar 1.** Uji Heterokedastisitas

Berdasarkan diatas dapat dilihat bahwa tidak ada pola yang terbentuk, dengan kata lain grafik menggambarkan plot menyebar diatas dan dibawah angka 0 (nol) pada sumbu Y. Ini membuktikan bahwa variabel bebas yaitu Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) terbebas dari Heteroskesdastisitas.

### Uji Multikolinearitas

Tujuan dilakukannya uji asumsi multikolinearitas adalah untuk menguji apakah pada model regresi terdapat korelasi antar variabel independen yaitu Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ). Suatu model regresi yang baik seharusnya bebas dari masalah multikolinearitas dan tidak terdapat korelasi antar variabel independen.

**Tabel 3.** Multikolienariti

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Gaya Kepemimpinan	.720	1.389
Lingkungan Kerja	.720	1.389

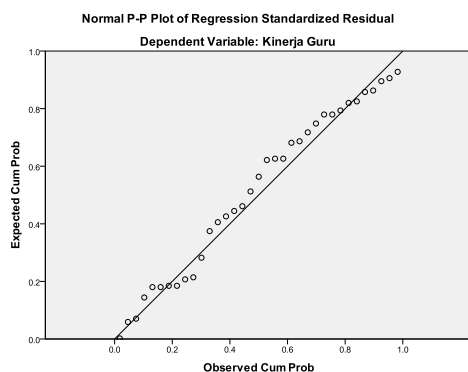
Sumber: Data Olahan SPSS 19 Tahun 2016

Selain itu dapat diketahui melalui besar VIF dan tolerance (Tabel 3), dimana jika nilai VIF dan tolerance berada di sekitar angka  $< 10$  maka model regresi bebas multikolinearitas dalam penelitian ini tidak terjadi hubungan diantara variabel-variabel independen yaitu Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ). Dengan demikian, asumsi multikolinearitas terpenuhi (bebas dari multikolinearitas). Berdasarkan hasil dalam tabel output SPSS diatas dapat dilihat tidak terjadi gejala multikolinieritas karena nilai VIF Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) berada disekitar angka  $< 10$  atau mempunyai nilai sebesar 1,389, hal ini berarti tidak terjadi hubungan diantara variabel-variabel independen. dengan demikian, asumsi multikolinearitas terpenuhi (bebas dari multikolinearitas).

### Uji Normalitas



Uji asumsi normalitas adalah untuk menguji apakah dalam model regresi, variabel independen Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) dan dependen Kinerja Guru ( $Y$ ) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan mempunyai distribusi normal atau tidak. Model regresi yang baik adalah apabila distribusi data normal atau mendekati normal, jika data menyebar di sekitar garis diagonal dan mengikuti arah garis diagonal, maka memuhi asumsi normalitas.



**Gambar 3.** Uji Normalitas

Dari gambar diatas dapat dilihat bahwa titik-titik menyebar disekitar garis diagonal dan penyebarannya mengikuti arah garis diagonal. Hal ini membuktikan bahwa model Pengaruh Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) Terhadap Kinerja Guru ( $Y$ ) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan dalam uji asumsi normalitas telah terpenuhi.

**Analisis Regresi Berganda**

Dalam perhitungan regresi berganda antara Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) sebagai variabel bebas dan Kinerja Guru ( $Y$ ) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan sebagai variabel tak bebas, dengan menggunakan bantuan paket program komputer Berdasarkan hasil bantuan *software Program SPSS Version 19.0*, Dari hasil pengolahan data pada lampiran adalah sebagai berikut :

**Tabel 4.** Hasil Analisis Regresi Berganda

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.394	.733		-.537	.595
Gaya Kepemimpinan	.820	.195	.523	4.209	.000
Lingkungan Kerja	.300	.095	.392	3.159	.003

Sumber: Data Olahan SPSS 19 Tahun 2016

Dari hasil analisis, diperoleh persamaan regresi linier berganda sebagai berikut :



$$Y = \alpha + b_1X_1 + b_2X_2 + e$$

$$Y = -0,394 + 0,820 X_1 + 0,300 X_2 + e$$

Dari persamaan regresi linier berganda di atas, dapat menginformasikan bahwa :

- Nilai konstant sebesar -0,394 artinya jika variabel yang diteliti dalam hal ini Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) secara bersama - sama bertambah sebesar satu skala atau satu satuan maka akan meningkatkan Terhadap Kinerja Guru ( $Y$ ) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan sebesar -0,394.
- Nilai Koefisien sebesar 0,820 artinya jika variabel yang diteliti dalam hal ini Gaya Kepemimpinan ( $X_1$ ) bertambah sebesar satu skala atau satu satuan maka akan meningkatkan Kinerja Guru ( $Y$ ) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan sebesar 0,820.
- Nilai Koefisien sebesar 0,300 artinya jika variabel yang diteliti dalam hal ini Lingkungan Kerja ( $X_2$ ) bertambah sebesar satu skala atau satu satuan maka akan meningkatkan Kinerja Guru ( $Y$ ) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan sebesar 0,300.

#### Koefisien Korelasi ( $r$ )

Koefisien korelasi digunakan untuk mengukur besarnya Pengaruh Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) Terhadap Kinerja Guru ( $Y$ ) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan. Nilai Koefisien korelasi dapat dilihat dalam Tabel 5 dibawah ini :

**Tabel 5.** Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.803 <sup>a</sup>	.645	.622	.28843	2.215

a. Predictors: (Constant), Lingkungan Kerja, Gaya Kepemimpinan

b. Dependent Variable: Kinerja Guru

Sumber: Data Olahan SPSS 19 Tahun 2016

Berdasarkan hasil analisa korelasi ( $r$ ) yaitu sebesar 0,803 hal ini menunjukkan bahwa hubungan Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) Terhadap Kinerja Guru ( $Y$ ) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan mempunyai hubungan yang kuat.

#### Koefisien Determinansi ( $r^2$ )

Untuk mengetahui besarnya kontribusi variabel Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) Terhadap Kinerja Guru ( $Y$ ) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan dapat dilihat yaitu dari koefisien determinannya ( $r^2$ ) dalam tabel diatas. Nilai  $r^2$  pada penelitian ini sebesar 0,645 dapat diartikan bahwa besarnya kontribusi variable Gaya



Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) Terhadap Kinerja Guru (Y) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan sebesar 64,5% sedangkan sisanya sebesar 35,5% dipengaruhi oleh variable lain yang tidak diteliti dalam penelitian ini.

#### Pengujian Hipotesis Secara Simultan (Uji F)

Pengujian hipotesis secara simultan dilakukan untuk mengetahui pengaruh Pengaruh Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) Terhadap Kinerja Guru (Y) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan maka dilakukan uji hipotesis secara simultan dengan menggunakan angka F pada tabel dibawah ini.

Pengujian dilakukan dengan cara membandingkan angka taraf signifikan hasil perhitungan dengan taraf signifikan 0,05 (5%) dengan kriteria sebagai berikut :

- Jika  $F_{hitung}(\text{sig}) \geq 0,05$  maka  $H_0$  diterima dan  $H_a$  di tolak
- Jika  $F_{hitung}(\text{sig}) < 0,05$  maka  $H_0$  ditolak dan  $H_a$  di terima

**Tabel 6.** Pengujian Hipotesis Secara Simultan (Uji F)

ANOVA <sup>b</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.827	2	2.413	29.011	.000 <sup>a</sup>
	Residual	2.662	32	.083		
	Total	7.489	34			

a. Predictors: (Constant), Lingkungan Kerja, Gaya Kepemimpinan

b. Dependent Variable: Kinerja Guru

Sumber: Data Olahan SPSS 19 Tahun 2016

Nilai  $F_{hitung}$  sebesar 29.011 yang signifikan 0,005. Karena  $\text{sig} < 0.05$  ini berarti  $H_0$  ditolak  $H_a$  diterima. Dengan demikian rumusan hipotesis yang menyatakan bahwa Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) Secara Simultan Berpengaruh Terhadap Kinerja Guru (Y) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan, diterima dan menolak rumusan hipotesis yang menyatakan bahwa Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) Secara Simultan Tidak Berpengaruh Terhadap Kinerja Guru (Y) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan.

#### Pengujian Hipotesis Secara Parsial (Uji t)

Uji parsial digunakan untuk menguji pengaruh masing-masing variabel bebas yaitu Gaya Kepemimpinan ( $X_1$ ) dan Lingkungan Kerja ( $X_2$ ) Secara Parsial Berpengaruh Terhadap Kinerja Guru (Y) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan dengan cara melakukan perbandingan antara nilai-nilai  $t_{hitung}$  dengan nilai  $t_{tabel}$  pada  $\alpha = 0.05$  atau membandingkan probabilitas pada taraf nyata 95% dari koefisien parsial (r) sehingga dapat diketahui pengaruh





variabel bebas secara individu . dengan menggunakan kriteria uji hipotesis dengan uji t sebagai berikut:

- $t_{hitung} \leq t_{tabel}$  (0,05), maka  $H_0$  diterima sehingga  $H_a$  ditolak.
- $t_{hitung} > t_{tabel}$  (0,05), maka  $H_0$  ditolak sehingga  $H_a$  diterima.

Adapun hasil pengujian hipotesis secara parsial dapat dilihat dalam Tabel dibawah ini:

**Tabel 7. Hasil Uji Hipotesis Secara Parsial**

Model	Standardized Coefficients	t	Sig.
	Beta		
1 (Constant)		-.537	.595
Gaya Kepemimpinan	.523	4.209	.000
Lingkungan Kerja	.392	3.159	.003

Sumber: Data Olahan SPSS 19 Tahun 2016

Berdasarkan hasil perhitungan dalam tabel diatas diperoleh :

- Nilai  $t_{hitung}$  untuk variabel Gaya Kepemimpinan ( $X_1$ ) 4,209 lebih besar dari nilai  $t_{tabel}$  sebesar 2,042 artinya variabel Gaya Kepemimpinan ( $X_1$ ) Secara Parsial berpengaruh terhadap Kinerja Guru (Y) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan ini berarti  $H_a$  diterima.
- Nilai  $t_{hitung}$  untuk variabel Lingkungan Kerja ( $X_2$ ) 3,159 lebih besar dari nilai  $t_{tabel}$  sebesar 2,042 artinya variabel Lingkungan Kerja ( $X_2$ ) Secara Parsial berpengaruh terhadap Kinerja Guru (Y) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan ini berarti  $H_a$  diterima.

### Pembahasan

Gaya Kepemimpinan mempunyai rata-rata minimum sebesar 3,84 dengan nilai rata-rata maksimum sebesar 4,95 dengan nilai rata-rata sebesar 4,95. Hal ini berarti responden menjawab setiap indicator pertanyaan mengenai Gaya Kepemimpinan dengan skor yang melebihi nilai tengah yaitu nilai 3 (Normal). Kebanyakan responden cenderung menjawab pertanyaan tentang Gaya Kepemimpinan dengan nilai yang tinggi.

Hal yang samapun terjadi dengan Variabel Lingkungan Kerja dengan nilai rata-rata 4,34 yang melebihi nilai 3 (normal). Hal ini mengidentifikasikan bahwa responden cenderung mempunyai nilai dukungan positif atau lebih setuju dengan pendapat mengenai Lingkungan Kerja yang diwakili oleh beberapa indikator yang dituangkan dalam pertanyaan-pertanyaan kuesioner untuk mengukur nilai dari Lingkungan Kerja itu sendiri.



Nilai kinerja Guru pun mengalami hal yang sama yaitu nilai rata-rata diatas nilai 3 (Normal) dengan pengertian bahwa responden cenderung menjawab pertanyaan indikator mengenai Kinerja Guru dengan pernyataan setuju.

Berdasarkan hasil penelitian diatas didapati bahwa secara simultan atau bersama-sama dan Secara Parsial atau masing – masing, Gaya Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Guru di SMP Kecamatan Tenga Kabupaten Minahasa Selatan. Ini terbukti dengan Nilai  $F_{hitung}$  lebih besar dari  $F_{tabel}$  dengan nilai signifikansi yang melebihi 95% dan tingkat kemungkinan perhitungan model ini melakukan kesalahan  $< 0.05$ . Begitupun secara parsial nilai  $t_{hitung} > t_{tabel}$  dengan nilai signifikansi yang melebihi 95% dan tingkat kemungkinan perhitungan model ini melakukan kesalahan  $< 0.05$ .

Hal ini berbeda dengan dengan penelitian yang dilakukan oleh Sri Suryani (1997:124) yang dalam penelitiannya mengenai pengaruh Gaya kepemimpinan terhadap prestasi kerja yang bertujuan untuk menjelaskan pengaruh kematangan karyawan, gaya kepemimpinan terhadap prestasi kerja, kematangan karyawan terhadap prestasi kerja. Dari hasil analisa dilakukannya dengan menggunakan uji F serta uji T, didapati bahwa kematangan karyawan tidak berpengaruh terhadap gaya kepemimpinan.

Berbeda dengan hasil penelitian oleh Suryani, hasil pengolahan data dalam penelitian ini sejalan dengan penelitian yang dilakukan oleh Sudarmojo ( 2000 : 112 ) dalam penelitiannya tentang pengaruh Gaya kepemimpinan terhadap motivasi dan kinerja Polisi Lalu Lintas diJajaran Polwil Kediri, menemukan bahwa terdapat hubungan dan pengaruh yang signifikan antara variabel-variabel kepemimpinan yang berorientasi pada tugas dan hubungan secara bersama-sama terhadap variabel motivasi kerja dengan koefisien korelasi berganda ( R ) sebesar = 0,638 temuan lain dalam penelitiannya menunjukkan pula bahwa terdapat hubungan dan pengaruh yang signifikan antara variabel motivasi kerja ( Z ) terhadap kinerja dengan  $r = 0,664$  dan koefisienregresi (b) = 1,715.

Begitupun dengan penelitian yang dilakukan oleh Djumaidi, (2006) berjudul “Pengaruh Kondisi Kerja dan Kepuasan Kerja terhadap Kinerja Guru Lembaga Pendidikan Non Formal di Jawa Timur”. Penelitian Djumaidi bertujuan untuk mengkaji kondisi kerja dan kepuasan kerja terhadap kinerja pada Guru lembaga pendidikan non formal di Jawa Timur. Teknik analisis data yang dipergunakan di penelitiannya adalah *Structural Equation Model* (SEM) yang merupakan kumpulan teknik statistik yang memiliki kemampuan menguji suatu rangkaian hubungan yang



kompleks. *Software* yang digunakan adalah AMOS 4.01, dan dibantu dengan *software* SPSS 13 untuk keperluan tabulasi data. Pengambilan data dilakukan dengan menggunakan teknik pengumpulan sampel dengan *purposive sampling*, yang diambil secara acak pada tahap-tahap tertentu, namun didasarkan pada kriteria yang telah ditetapkan. Populasi penelitian adalah Guru pendidikan nonformal yang ada di Jawa Timur. Penelitian Djumaidi melibatkan 150 orang responden, melalui pengumpulan data yang berasal dari kuesioner responden dan wawancara. Hasil temuan membuktikan kondisi kerja berhubungan dengan kepuasan kerja dan kinerja guru, dan kondisi kerja yang berhubungan dengan kepuasan kerja dan motivasi kerja. Hasil ini menunjukkan adanya 2 (dua) buah variabel tujuan di dalam model konseptual yang baru, masing-masing yaitu motivasi kerja dan kinerja Guru yang memiliki sebuah variabel perantara yang sama yaitu kepuasan kerja guru

Dalam penelitian ini selain mengemukakan tentang Pengaruh Gaya Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Guru di SMP Kecamatan Tenga Kabupaten Minahasa Selatan dengan menggunakan SPSS untuk pengujian Hipotesis, penelitian ini juga mengemukakan variabel dominan yang mempengaruhi Kinerja Guru di SMP Kecamatan Tenga Kabupaten Minahasa Selatan. Berdasarkan hasil multiple regresi didapati, variabel yang mempunyai pengaruh dominan Terhadap Kinerja Guru di SMP Kecamatan Tenga Kabupaten Minahasa Selatan adalah Variabel Gaya Kepemimpinan.

## KESIMPULAN DAN SARAN

### Kesimpulan

Dari hasil pengolahan data dan pembahasan dalam penelitian ini dapat ditarik kesimpulan berupa:

1. Gaya Kepemimpinan dan Lingkungan Kerja Terhadap Kinerja Guru (Y) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan mempunyai hubungan yang kuat.
2. Gaya Kepemimpinan dan Lingkungan Kerja Secara Parsial dan Simultan berpengaruh Terhadap Kinerja Guru di SMP Kecamatan Tenga Kabupaten Minahasa Selatan.
3. Variabel dominan yang mempengaruhi Terhadap Kinerja Guru di SMP Kecamatan Tenga Kabupaten Minahasa Selatan adalah Variabel Gaya Kepemimpinan.

### Saran



1. Dalam peran manajerial pada SMP Kecamatan Tenga Kabupaten Minahasa Selatan perlu melihat tentang Gaya Kepemimpinan dan Lingkungan Kerja yang pada akhirnya akan mempengaruhi mempengaruhi Kinerja Guru (Y) di SMP Kecamatan Tenga Kabupaten Minahasa Selatan.
2. Untuk peneliti selanjutnya mungkin perlu ditambahkan variabel yang lain ataupun menambah variable pemoderasi atau *intervening* untuk membuat penelitian ini menjadi lebih akurat dengan tingkat pendekatan yang berbeda – beda sehingga dapat membantu dalam proses penelitian selanjutnya.

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