

## **THE IMPROVEMENT OF SERVICE QUALITY TOWARD SALES OF TICKETS AND MEMBERSHIP OF GARUDA INDONESIA AIRLINE FOR ENHANCING ASEAN ECONOMIC COMMUNITY**

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### **ABSTRAK**

In the new competition era of Asean Economics Community (ASEAN), transportation has become one of the most important services for supporting people's daily activities. Therefore, Garuda Indonesia as one of airline in Indonesia should be focus on service quality. In order to maximize the service performance, Garuda gives full of service by providing facilities such as lobby lounge and member cards (GarudaMiles). The aim of this research is to analyze the influence of service quality toward sales of ticket and membership of Garuda Indonesia. The analysis method that used in this research is Time Series Regression. Tangible, reliability, responsiveness, assurance and empathy are the independent variables of this research. While, dependent variables of this research are sales of ticket and membership. The population of this research is airplane in Indonesia and the sample of this research is Garuda Indonesia Airline. The result of this research shows that based on F test, all independent variables (tangible, reliability, responsiveness, assurance and empathy) have simultaneous influence on sales of ticket and all independent variables (tangible, reliability, responsiveness, assurance and empathy) also have simultaneous influence on membership. While, based on T test not all independent variables in this research influence sales of ticket of Garuda Indonesia partially. The independent variable that influences sales of ticket partially is tangible and independent variables that partially influence membership are tangible, responsiveness and empathy.

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**Keywords:** Membership, sales of ticket, service quality.

### **INTRODUCTION**

Globalization encourages business to be more competitive. A competitive situation pushes business managers to better design a strategy in order to survive in the competition. A company should be able to address customer's needs and desires to get the attention to make an innovation in order to satisfy the customer, for example, through providing good products.

The situation also applies in transportation sector. Transportation has become one of the most important services for supporting people's daily activities. There are many kinds of transportation that is available, namely, land transportation, marine transportation, and even air transportation. We have buses, taxis, trains and motorcycles for land transportation, ships for marine transportations and airplane for air transportation.

Airplane is often used to go around both domestic destination or go abroad. We often use airplane for traveling, business activities, vacation, or other reason, therefore airplane is play an



important role to supporting our activities. Nowadays airplane is not a luxury transportation anymore since there are many airlines offering tickets at the lower price so as to give an opportunity to all people from lower-class, middle-class and upper-class to use the airplane. Besides price, however, nowadays customer select the airplane based on the service that provided by airplane from pre-flight to post-flight service. Considered by that, many airlines both domestic airlines and foreign airlines in Indonesia trying to improve their services day by day in order to satisfy the customer.

The airline industry has evolved rapidly in recent decades. It was a luxurious form of travel early in the last century but has become one of the most common methods of travel today. Today, air travelers have more choice in the selection of their travel providers than was previously available. In a competitive market, the airlines must understand customer loyalty in order to keep their customers. Customer satisfaction is a major consideration as customers decide whether to stay loyal to their travel provider or defect (Reichheld, 2006). Customers select their travel providers based on how well the travel providers meet their service expectations (Parasuraman, et al., 1996). Consequently, in order to keep their customers, airlines must become increasingly sophisticated about understanding their customers' expectations in an effort to maintain the quality of service their passengers demand. To do so, airline management must understand the critical success factors of service quality. Service quality in business activities involves five dimensions namely tangibles include the physical facilities, equipment and personal appearance; reliability include the ability to perform the promised service dependably and accurately; responsiveness include willingness to help customers and provide service; assurance include knowledge and courtesy of employees and their ability to gain trust and confidence; and empathy include providing individualized attention to the customers. Zeithaml V., Leonard B., and Parasuraman A., (1988).

Therefore, PT. Garuda Indonesia as one of airline in Indonesia should be focus on service quality and customer satisfaction. Since, customer is one of important asset for the development of a company. Garuda Indonesia should be able to design a right strategy for their company in order to attract and retain the passenger to purchase the services. There an issue about cost competition among the airlines in Indonesia doesn't deterred Garuda Indonesia to stick to their identity as a full service carrier which is an airline that focuses on providing a wide range of pre-flight and



onboard services, including different service classes, and connecting flights, O'Connell and William, (2005).

Garuda Indonesia's improved performance in 2015 was also appreciated through various national and international achievements such as "The World Best Cabin Crew" and "Top Ten Airlines of 2015" from Skytrax. The various achievements also helped strengthen Garuda Indonesia's foundation in competing at an international level, particularly in the midst of fast-changing global economic conditions, an increasingly competitive industry environment, and shorter business cycle. (Garuda Indonesia Annual Report 2015).

Many company includes Garuda Indonesia has their goals which is get more profit. In the airlines, profit could be increase if sales of tickets increase as well. Garuda Indonesia could be get more profit if there many people decided to flight with them. In order to maximize the service performance, Garuda gives full of service by providing facilities such as lobby lounge and member cards (GarudaMiles), (Emirsyah Sattar, 2006).

GarudaMiles is a customer loyalty program in the form of a membership card of Garuda Indonesia, which is intended as a form of appreciation to loyal passengers. GarudaMiles is a refinement of Garuda Frequent Flyer (GFF) program which is existed previously, the program is designed to improve the quality of service by providing added value that is different from other airlines. One form of added value presented by Garuda Indonesia with GarudaMiles is the advantage and exclusive privilege for passengers, such as special check-in counters in airports, extra baggage quota, baggage handling priority, waiting-list priority for ticket reservation, and access to airport lounge of Garuda Indonesia, and great deals from Garuda Indonesia's partners worldwide. By the end of 2015, total members of GarudaMiles amounted to 1.55 million people or an increase of 38.00%. This membership card program is also one of strategy to get more profit. Since, if there are many people have GarudaMiles and get the advantages, sooner or later they will become Garuda's loyal customer which will in turn to the profitability.

Regarding the problems which have been formulated the objectives of this research are:

1. To find out if service quality influence sales of ticket of Garuda Indonesia Airline
2. To find out if service quality influence passenger membership of Garuda Indonesia Airline

### **Service Concept**



Service is an activity or series of activities of more or less intangible nature that normally, but not necessarily, take place in interaction between customer and service employees and physical resources or goods or systems of the service provider, which are provided as solutions to customer problems. Gronroos, C. (2006)

### **Quality Concept**

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. (Kotler and Keller, 2006).

### **Service Quality**

Traditionally, service quality has been conceptualized as the difference between customer expectations regarding a service to be received and perceptions of the service being received (Grönroos, 2000). Parasuraman et al. (1988) said that service quality is about what consumer makes an opinion of an overall firm's brilliance or superiority. Parasuraman et al. (1988) identified five dimension of service quality (reliability, responsiveness, assurance, empathy, and tangibles) that link specific service characteristics to consumers' expectation,

- Tangibles. Physical facilities, equipment and appearance of personnel.
- Reliability. Ability to perform the promised service dependably and accurately.
- Responsiveness. Willingness to help customers and provide prompt service.
- Assurance (including competence, courtesy, credibility and security). Knowledge and courtesy of employees and their ability to inspire trust and confidence.
- Empathy (including access, communication, understanding the customer). Caring and individualized attention that the firm provides to its customers.

### **Airline Ticket Sales**

Ticket is a travel document issued by a company that contains routes, dates, prices, passenger data is used for making a trip. According to Achamad Basah R (1999) ticket is a proof agreement on air transport services. According to Desky (2001) ticket can be divided into two types such as domestic ticket and international ticket. Domestic ticket is a ticket that someone used to a flight in domestic, while international ticket is a ticket that someone used to a flight



abroad. While according to Oka A. Yoeti (2001) ticket is a valuable form issued by an airline company.

### **Membership**

Membership card is one of loyalty program that should be applied by companies, (Kotler, 2009). There are many kinds of membership name in businesses, namely, Frequent Flyer program, Guest Frequent Program, Club card, Customer club, etc. Although each company has the distinction of mention the names of the customer loyalty program, fundamentally benefits offered the same. It is based on several studies conducted including: Bolton, Kannan & Bramlet (2000) found that customers who become members of the program tends to have emotional bond are stronger than those who are non- members, less pay attention to the performance of the company's competitors, members of the program a little less sensitive to the losses caused by financial factors.

## **RESEARCH METHOD**

### **Type of Research**

The types of this research are quantitative research. Aliaga and Gunderson (2002), quantitative research is explaining phenomena by collecting numerical data that are analyzed using mathematically based methods (unparticular statistic).

### **Population and Sample**

The population of this research is airplanes data in Indonesia. The purposive sampling will be applied in this research regarding to obtain information according to criteria of sample, those are:

- The data that gathered should have been audited in recent 10 years.
- Full service carrier
- The airline should have frequent flyer program
- Five star airline

### **Operational Definition and Measurement of Research Variables**

#### **Independent Variables (X)**

- X1: **Tangibles** include the appearance of and the suitability and cleanliness and safety of buildings, places and facilities. This indicator will be represented by the number of fleet and fleet age.



- X2: **Reliability** used to measure the consistency, accuracy and dependability of service. This indicator will be represented by the ratios of on time performance.
- X3: **Responsiveness** is used to measure the willingness of the employee to help the customer to solve the problem, ease to contact and their ability to provide services in a timely manner. This indicator will be represented by the customer feedback (complaint, compliment, suggest).
- X4: **Assurance** is used to measure employee of Garuda Indonesia about their competence, creditability, security and courtesy of service provide to customers. This indicator will be represented by the number of employee with education base.
- X5: **Empathy** is used to measure all staff members of Garuda Indonesia Airline in terms of caring, understanding and individualized attention services provided to the customers. This indicator will be represented by the customer satisfaction index.

#### **Dependent Variables (Y)**

- Y1: **Sales of Ticket** refers to the sales of ticket of Garuda Indonesia Airline. This variable will be represented by the number of passenger carried.
- Y2: **Membership** refers to frequent flyer program of Garuda Indonesia Airline. In Garuda Indonesia, the membership card is named GarudaMiles. This variable will be represented by the number of GarudaMiles members.

#### **Data Analysis Method**

##### **Time Series Regression**

If “time” is the unit of analysis we can still regress some dependent variable, Y, on one or more independent variables. Models used in a time series context can often be grouped into those sharing common features. The static model is:

$$Y_t = \beta_0 + \beta_1 X_{1t} + \beta_2 X_{2t} + \beta_3 X_{3t} + \beta_4 X_{4t} + \beta_5 X_{5t} + \varepsilon_t$$

Y1 = Sales of ticket

Y2 = Membership

$\beta_0$  = Intercept

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$  = The regression coefficient of each variable

$X_{1t}$  = Tangible (total fleet, fleet age)

$X_{2t}$  = Reliability

$X_{3t}$  = Responsiveness (complaint, compliment, suggestion)



$X_{4t}$  = Assurance

$X_{5t}$  = Empathy

$E_t$  = error term

### Classical Assumption Test

- Normality Test
- Multicollinearity
- Heteroscedasticity
- Autocorrelation

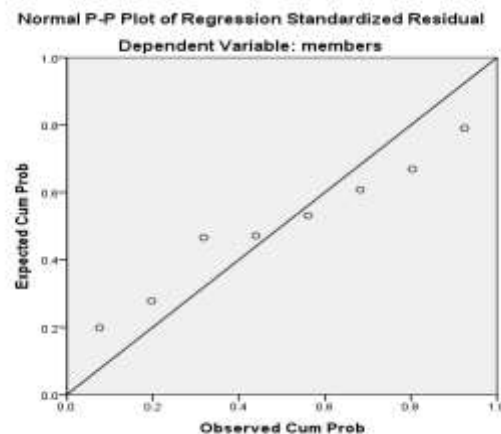
### Hypothesis Testing

- Simultant Regression Test (F Test)
- Partial Test (T Test)

## RESULT AND DISCUSSION

### Classical Assumption Test

#### Normality



**Figure 1.** Normality Result

The distributions of residual points are around the normal line presented in the figure 1. It shows that the dots are spreading near the diagonal line and follow the direction of the diagonal line. It happens because the points residual come from data with normal distribution. Therefore it can be concluded that the data is distributed normally.

#### Multicollinearity



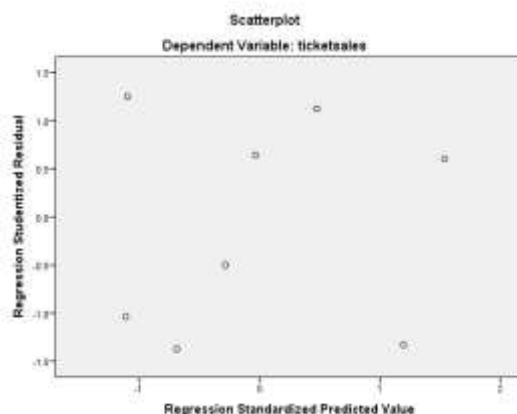
**Table 1.** Collinearity Statistics

Tolerance	VIF
.077	13.009
.371	2.696
.062	16.125
.045	22.076
.097	10.268

Source: Data Processed, 2016

Based on the table 1, there is no multicollinearity on the model regression.

**Heteroscedasticity**



**Figure 1.** Heteroscedasticity Test

Figures 1 above shows that the patterns of the dots are not forming certain pattern or waves and the dots are spreading above and below the zero point of Y-axis. So, there is no heteroscedasticity in this regression model.

**Autocorrelation**

**Table 2.** Durbin Watson Result

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.999 <sup>a</sup>	.997	.990	42224.08542	2.647

a. Predictors: (Constant), custsatisf, ontime, totalfleet, complaint, employees

b. Dependent Variable: members

Source: Data Processed, 2016

The table 2 shows that the value of Durbin Watson count is more than value of Durbin Watson table, and the value of Durbin Watson table is less than 4 minus value of Durbin Watson table. Therefore, there is no autocorrelation in this regression model.

**Simultant Regression Test (F Test)**





**Table 3. F Count**

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	503293428543611.560	5	1006586857087 22.310	43.127	.023 <sup>b</sup>
Residual	4667991327534.285	2	2333995663767. 143		
Total	507961419871145.900	7			

Source: Data Processed, 2016

The table 3 shows that the degree of freedom 1 (df1) is 5 and the degree of freedom 2 (df2) is 2; with the level of significance is 0.05.  $F_{count}$  is 146.249 and  $F_{table}$  is 19.30. Therefore,  $F_{count}$  (146.249) >  $F_{table}$  (19.30). Since  $F_{count}$  is more than  $F_{table}$ ,  $H_0$  is rejected and  $H_a$  is accepted. So it can be concluded that tangible, reliability, responsiveness, assurance, and empathy simultaneously influence membership.

**Table 4. T Count**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-118856992.281	82912823.613		-1.434	.288
totalfleet	115903.555	45165.663	.627	2.566	.124
ontime	442929.891	337395.746	.146	1.313	.320
complaint	85212.344	174923.419	.133	.487	.674
employees	1503.000	2393.380	.200	.628	.594
custsatisf	907513.462	904736.011	.218	1.003	.421

Source: Data Processed, 2016

Table 4, the partial influence for each independent variable will be explained as follows:

1. Tangible (X1) which was represented by total fleet toward Sales of Ticket (Y1)  
 Table 4.112 shows that the  $t_{count}$  for Tangible (X1) = 2.566 and since the level of significance is 5% (0.05) then the  $t_{table}$  is 2.131. The result is  $t_{count} = 2.566 > t_{table} = 2.131$ . Since the  $t_{count}$  is more than  $t_{table}$  then  $H_0$  is rejected and  $H_2$  is accepted. It means that variable tangible (X1) does significantly influence sales of ticket (Y1) partially.
2. Reliability (X2) which was represented by on time performance toward Sales of Ticket (Y1)  
 Table 4.112 shows that the  $t_{count}$  for Reliability (X2) = 1.313 and since the level of significance is 5% (0.05) then the  $t_{table}$  is 2.131. The result is  $t_{count} = 1.313 < t_{table} = 2.131$ . Since the  $t_{count}$  is less than  $t_{table}$  then  $H_0$  is accepted and  $H_3$  is rejected. It means that variable Reliability (X2) does not significantly influence sales of ticket (Y1) partially.
3. Responsiveness (X3) which was represented by complaint toward Sales of Ticket (Y1)



Table 4.112 shows that the  $t_{\text{count}}$  for Responsiveness (X3) = 0.487 and since the level of significance is 5% (0.05) then the  $t_{\text{table}}$  is 2.131. The result is  $t_{\text{count}} = 0.487 < t_{\text{table}} = 2.131$ . Since the  $t_{\text{count}}$  is less than  $t_{\text{table}}$  then  $H_0$  is accepted and  $H_4$  is rejected. It means that variable Responsiveness (X3) does not significantly influence Sales of Ticket (Y1) partially

4. Assurance (X4) which was represented by employees toward Sales of Ticket (Y1)

Table 4.112 shows that the  $t_{\text{count}}$  for Assurance (X4) = 0.628 and since the level of significance is 5% (0.05) then the  $t_{\text{table}}$  is 2.131. The result is  $t_{\text{count}} = 0.628 < t_{\text{table}} = 2.131$ . Since the  $t_{\text{count}}$  is less than  $t_{\text{table}}$  then  $H_0$  is accepted and  $H_5$  is rejected. It means that variable Assurance (X4) does not significantly influence Sales of Ticket (Y1) partially

5. Empathy (X5) which was represented by customer satisfaction toward Sales of Ticket (Y1)

Table 4.112 shows that the  $t_{\text{count}}$  for Empathy (X5) = 1.003 and since the level of significance is 5% (0.05) then the  $t_{\text{table}}$  is 2.131. The result is  $t_{\text{count}} = 1.003 < t_{\text{table}} = 2.131$ . Since the  $t_{\text{count}}$  is less than  $t_{\text{table}}$  then  $H_0$  is accepted and  $H_6$  is rejected. It means that variable Empathy (X5) does not significantly influence Sales of Ticket (Y1) partially.

The result shows that there is one independent variable (tangible) partially influence sales of ticket (Y1). While four others independent variables (reliability, responsiveness, assurance and empathy) does not partially influence sales of ticket (Y1). So, hypothesis 2 is accepted and hypothesis 3,4,5 and 6 are rejected.

## Discussion

This research aims to find out the influence of five elements of service quality (tangible, reliability, responsiveness, assurance and empathy) toward sales of ticket and membership in airline industry (case study Garuda Indonesia Airline) by using time series regression analysis. Below are discussion and explanation from the result of this research. The sample of this research is data by Garuda Indonesia Airline that have been audited in recent 10 years.

In this research, tangible was represented by total fleet and fleet age of Garuda Indonesia Airline. Based on the result from time series analysis, total fleet was significantly influence Sales of Ticket with the significant value such as 0.016, 0.011, 0.003, 0.049, 0.025, 0.001, 0.003, 0.000, 0.024 and 0.009. Total fleet was also significantly influence Membership with the significant value such as 0.022, 0.028, 0.016, 0.017, 0.003, 0.001, 0.000, 0.006 and 0.008. Based on the time series analysis, fleet age does not significantly influence toward both of dependent variable.



Based on the result, the first independent variable of this research which is tangible has significant influence toward Sales of Ticket and Membership. It can be seen from T test that proves this variable has significant influence toward Sales of Ticket and Membership partially. This variable is the first influencing variable in this research that influences Sales of Ticket and Membership

Safety is one of the most important things in transportation, especially air transportation. Providing more fleet with younger fleet age every year is one of policy that applied by the company with the aim to provide a safety flight for the customer. Since there are many accidents in air transportation caused the age of the fleets are too old to be operated. Providing more fleet with younger fleet age every year means Garuda Indonesia have new cabin interior every year, which is that can be one of the way to attract the passenger to have more flight in the future.

In this research, reliability was represented by on time performance by Garuda Indonesia. Based on the result from time series regression, the influence of reliability toward Sales of Ticket with significant value 0.005 and reliability has significantly influence Membership with the significant value 0.004. Based on the result from T test, reliability does not significantly influence Sales of Ticket and Membership partially.

On time is crucial thing in daily activities. Everyone wants everything to be perfect so that they should disciplined their self with some things, one of them is on time. The performance of on time in airline industry is one of assessment by the passenger that can impact on their behavior in the future. Based on the data that used in this research, on time performance of Garuda Indonesia is quite good. It can be seen by the percentage per year where the average is 83.76%.

### **Responsiveness**

In this research, responsiveness was represented by customer feedback that divided by three feedback, they are complaint, compliment and suggestion. Based on the result from time series analysis, this variable does not significantly influence Sales of Ticket and Membership. Based on the result from T test, responsiveness has significant influence toward Membership partially, but this variable does not significant influence toward Sales of Ticket.

Responsiveness is used to measure the willingness of the employees to help the customer to solve the problem. That's why in this research variable responsiveness was represented by customer feedback. The responsive attitude of the employees of Garuda Indonesia can be seen by the performance of employees in solving the problem and giving response toward the feedback



that given by the customer such as complaint, compliment and suggestion. Based on the data that used in this research, the complaint from the passenger toward Garuda Indonesia in 2006 is 67.80%, compliment is 16.10% and suggestion 16.10%. While in the last year of the data which is 2015, the complaint is become 15.00%, compliment is 68.00% and suggestion is 17.00%. It can be seen that the performance of employees in giving response and solving the problem is quite good since the compliment that given by the passenger is increased

In this research, assurance was represented by number of employees of Garuda Indonesia Airline. Based on the result from time series analysis, assurance was significantly influence Sales of Ticket with the significant value such as 0.023, 0.072, 0.021, 0.043, 0.003, 0.002, 0.001, 0.000, and 0.014. This variable also was significantly influence Membership with the significant value such as 0.035, 0.020, 0.043, 0.042 and 0.001. Based on the result from T test, assurance does not significantly influence Sales of Ticket and Membership partially.

Assurance is used to measure employee of Garuda Indonesia about their competence, credibility, security and courtesy of service provide to customer. Employees are the key of the successfulness of the company since employees are the human resources that handle almost all aspect in the company. Both employees that working in the sales office or in the aircraft as cabin crew, they have their own responsible in order to give the best performance in serving the passenger. From booking the ticket, serving in flight board, until the passengers are safety arrived in destination. So, employees are important stakeholder in a company.

In this research, empathy was represented by customer satisfaction index of Garuda Indonesia Airline. Based on the result from time series analysis, empathy does not significant influence Sales of Ticket and Membership. Based on the result from T test, empathy has significant influence toward Membership partially, but this variable does not significant influence toward Sales of Ticket.

Empathy is used to measure employees of Garuda Indonesia in term of caring, understanding and individualized attention services provided to the customers. Based on the data that used in this research, customer satisfaction index has average percentage about 83% and this is quite good. It can be say that if the customer satisfaction increase year by year, the sales of ticket and membership could be increase as well.

Sales of Ticket is the first dependent variable in this research. Sales of ticket was represented by number of passenger carried. Based on the result from F test, all independent variables (tangible,



reliability, responsiveness, assurance and empathy) simultaneously influence membership. There is only one independent variable that partially influence sales of ticket, that it tangible.

Membership is the second dependent variable of this research. Membership was represented by the number of GarudaMiles of Garuda Indonesia. GarudaMiles is frequent flyer program that owned by Garuda Indonesia Airline. Based on the result from F test, all independent variables (tangible, reliability, responsiveness, assurance and empathy) simultaneously influence membership. Unfortunately, there are not all the independent variable partially influence membership. The independent variables that partially influence membership are tangible, responsiveness, empathy.

### CONCLUSION AND RECOMMENDATION

Conclusions of this research are:

1. Based on F test, all independent variables (tangible, reliability, responsiveness, assurance and empathy) have simultaneous influence on sales of ticket of Garuda Indonesia airline because all independent variables have significant value less than 5% ( $< 0.05$ ) and  $F_{count}$  is larger than  $F_{table}$  ( $43.127 > 19.30$ ).
2. Based on F test, all independent variables (tangible, reliability, responsiveness, assurance and empathy) have simultaneous influence on membership of Garuda Indonesia airline because all independent variables have significant value less than 5% ( $< 0.05$ ) and  $F_{count}$  is larger than  $F_{table}$  ( $146.249 > 19.30$ ).
3. Based on T test, not all independent variables in this research influence sales of ticket of Garuda Indonesia partially. The independent variable that partially influence sales of ticket is tangible which have significant value less than 5% ( $< 0.05$ ) and the  $T_{count}$  of independent variable is larger than  $T_{table}$  ( $X1: 2.566 > 2.131$ ), While four other independent variable has  $T_{count}$  that less than  $T_{table}$  ( $X2: 1.313 < 2.131$ ), ( $X3: 2.131 > 2.131$ ), ( $X4: 0.628 < 2.131$ ), ( $X5: 1.003 > 2.131$ ).
4. Based on T test, not all independent variables in this research influence membership of Garuda Indonesia partially. The independent variables that partially influence membership are tangible, responsiveness, empathy, and three of them have significant value less than 5% ( $< 0.05$ ) and the  $T_{count}$  of each independent variable is larger than  $T_{table}$  ( $X1: 8.906 > 2.131$ ), ( $X3: 2.495 > 2.131$ ), ( $X5: 3.964 > 2.131$ ). While two other



independent variable has  $T_{\text{count}}$  that less than  $T_{\text{table}}$  ( $X_2: 1.909 < 2.131$ ), ( $X_4: -2.067 < 2.131$ ).

5. Based on time series regression result, not all independent variable in this research has significant influence on membership and sales of ticket. Independent variable that has significant value less than 5% ( $<0.05$ ) influence on membership are tangible, reliability and assurance. Independent variable that has significant value less than 5% ( $<0.05$ ) influence on sales of ticket are tangible, reliability and assurance.

Based on the conclusions the researcher recommends that:

1. Since Garuda Indonesia Airline already has a good on time performance , the researcher suggests that Garuda Indonesia should maintain the on time performance so that the passenger will give their trust to flight with Garuda Indonesia Airline
2. Garuda Indonesia Airline's employees should maintain and improve the performance in serving the passenger, so that the passenger will feel comfort when they have a flight with Garuda Indonesia Airline and it will impact on the passenger's satisfaction which is will impact also on the further behavior of passenger like re-purchasing the ticket or join with the membership program.

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## COMMUNITY MODEL IN COASTAL AREAS TO ERADICATE POVERTY IN SOUTH BOLAANG MONGONDOW AND EAST BOLAANG MONGONDOW, NORTH SULAWESI

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### ABSTRACT

Poverty is a social reality characterized by underdevelopment of many things associated by social, economic, cultural, political, educational and natural factors that directly influence the inability of society, thus becoming poor. Poverty reduction efforts carried out by the community empowerment approach through areas system agrotechno based without the waste products of fish, beef, biogas, crops, fish feed, organic fertilizer and marine protected areas (MPAs) in the coastal areas of the District Boltim and Bosel, North Sulawesi . The data used are primary data obtained from field survey with the help of a list of questions. The samples were 30 respondents. The analytical method used is quantitative descriptive method by using two-sample t test value pairs (paired sample t-test). The results showed that the empowerment of communities through the application area system agrotechno based without the waste products of fish, beef, biogas, crops, fish feed, organic fertilizer and marine protected areas (MPAs) in the coastal areas, there is a significant difference increase between family's income before and after implementation of the system agrotechno region.

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**Keywords:** Agrotechno region, empowerment of communities, farmers, fishermen

### INTRODUCTION

MEA is a form of economic integration of ASEAN in terms of a system of free trade among Asean countries. Indonesia and nine other ASEAN member countries have agreed agreement ASEAN Economic Community (AEC) or the ASEAN Economic Community (AEC).

Indonesia as one of the important members of ASEAN are very instrumental in the success of this program. However, if Indonesia has the readiness to implement this program and will not compete with other ASEAN community.

North Sulawesi has a considerable economic potential. Bodies of North Sulawesi and Islands region Sitaro, Tahuna, South Bolmong and Bitung has a lot of marine life that have high economic value. Fishermen can catch a variety of fish species in the region. Grouper, shrimp, crab, and pearls are some marine fisheries mainstay.

Community empowerment is an effort to improve the dignity of society which in the present conditions are not able to escape the trap of poverty and underdevelopment. In other words empowering people means giving ability and society's independence. Empowerment



process that emphasizes the process provide the ability for people to be empowered, encourage or motivate the individual to have the ability or the empowerment to make choices in life (Burhanuddin et al, 1993). In this case that empowerment must be aimed at groups or segments of society that are left behind. (Ismail *et al.*, 1994).

Community empowerment is nothing but the efforts to reduce poverty and underdevelopment. In turn strengthen society's position in the economic structure and power. To strengthen the position of society has been carried out continuously by the central government and the local governments. Therefore, one method that can be applied to land use and in accordance with the principles of sustainable management of coastal areas is the implementation of the system agrosilvopastura. Agrosilvopastura system is combining agriculture and forestry components at the same farm on the same management unit (Liao, 1991). In a similar system, we will implement a system of regional agrotechno based without waste (Biocyclofarming) in the coastal areas of the District Boltim and District Bolsel adopted from the system Agrotechno Park (ATP), which is one of the flagship programs of the Ministry of Research and Technology in recent years before it became the Ministry of Research, Technology and Higher Education. Thus, a system based agrotechno region without waste in coastal areas would be one method of community economic empowerment (Mansour, 1986). Another aim of the application of this system agrotechno expected that the public obtain space to determine the most appropriate option for the advancement of their own. According to this approach, any development efforts need to be aimed at creating an environment that enables people to enjoy a better life while expanding choices can be made by any member of the public (Schmittou, 1991).

Community empowerment is necessary to integrate a variety of wisdom and programs spread across various sectors and regions to keep watching capital challenge potential that exists in every person and every region. Setiadharna and Prijono (1994), empowering the poor to overcome the policy is implemented through three policy directions. Wisdom is not directed to the creation of conditions that warrant any poverty reduction. The wisdom directly aimed at the low income community group. A special policy that is intended to prepare the poor and the officials directly responsible for the smooth running of the program and at the same time stimulate and expand efforts to reduce poverty (Subani, 1982).



## RESEARCH METHODS

### Types of research

This study uses a quantitative approach techniques with comparative research, which will be compared between household income research object before and after application area system based agrotechno without waste.

### Objects and Population and Sample

The object of this research is the family in the coastal areas with the majority of the profession as a fisherman. In general the fishermen in question here refers to the people who are actively engaged in fishing effort in the sea water or animals or in open waters, such as the diffuser and towing trawl, the boat driver screen and handler. In general terms fishery explain eggs and the kids fish, sea cucumbers, corals and shrimps. All economic activities related to the field of fishing, fish farming, and the efforts of people on the coast associated with the sea or the term of fishermen. Fishermen are people who do the fishing activities in the sea or freshwater. According Kusnadi, in his "Fisherman: Adaptation and Social Network" and Muhammad Nur (2000) "Life Fishermen Sibolga In Historic Trails" describes the poverty of fishermen in the trajectory of a time gone by.

The population in this study is the total number of coastal communities and Boltim Bolsel and 30 families were taken as samples by using random sampling technique (Random Sampling Method).

### Research design:

In this study, 30 families were taken as samples where revenues each family will be analyzed in the two months before and after the application area system based agrotechno without waste. Data analysis technique used in this research was comparison technique two paired samples (paired sample t-test), to compare whether there are differences in the income of each family before and after the application area system based agrotechno without waste.

### Method of collecting data

Methods of data collection is done in the following way. Interviews were conducted to society (respondents) recipient of the assistance program. Questionnaire using tools in the form of questions addressed to the respondent. Documentation is done by taking the data that has been documented by the relevant agencies conducted by recording and copying. In accordance with



the formulation of the problem and research objectives, the analysis used in this research is qualitative descriptive analysis technique.

### DATA ANALYSIS AND INTERPRETATION

#### General Description of Respondents

As noted in the previous section, the sample of respondents in this research were 30 respondents can be described in the table following the tabulation of respondents description (Table 01):

**Table 01.** Respondent Description

Respondent	Previous Income	Recent Income	Gender	Occupation	Age	Business Facility	Education
1	1	4	1	1	3	2	2
	2	5					
2	2	4	1	1	2	2	2
	1	4					
3	1	4	2	1	3	3	1
	1	4					
4	2	4	1	1	4	4	2
	2	4					
5	2	3	1	1	3	3	3
	1	4					
6	2	5	2	1	3	4	2
	1	4					
7	2	4	2	2	3	3	2
	2	4					
8	3	4	2	1	3	2	2
	5	4					
9	3	4	2	1	3	2	2
	2	4					
10	1	3	2	1	2	2	2
	2	4					
11	2	3	2	1	1	1	2
	2	4					
12	2	3	2	1	2	2	2
	2	4					
13	3	5	2	1	2	3	3
	2	4					



Respondent	Previous Income	Recent Income	Gender	Occupation	Age	Business Facility	Education
14	1	4	1	1	3	2	2
	1	4					
15	1	4	1	1	5	2	3
	2	4					
16	3	4	2	1	2	2	2
	4	4					
17	5	5	1	1	3	2	2
	5	4					
18	4	3	2	1	2	3	2
	3	3					
19	2	4	2	1	4	2	2
	3	3					
20	4	3	2	1	5	3	2
	3	3					
21	2	3	2	2	5	2	2
	2	3					
22	2	1	2	1	5	2	1
	2	1					
23	2	3	2	1	1	2	2
	2	2					
24	2	3	2	1	4	3	2
	1	4					
25	2	5	1	1	3	2	2
	1	4					
26	2	3	2	2	3	2	1
	1	4					
27	2	5	1	1	3	2	1
	3	4					
28	2	3	2	3	3	2	1
	3	4					
29	2	3	2	3	2	2	2
	2	4					
30	2	1	2	3	3	1	2
	1	5					

Source: Processed Data, 2016

The table above shows the description of the respondents based ordinal data are grouped as follows:

**Revenue / Income (before/after):**



1. <Rp 1,000,000
2. Rp 1,000,000 - Rp 1,999,999
3. Rp 2,000,000 - Rp 2,999,999
4. Rp 3,000,000 - Rp 4,999,999
- 5.> Rp 5,000,000

**Sex / Gender:**

1. Male - Male
2. Women

**Occupation:**

1. Fishermen
2. Farmers
3. Other (Gatherer fishery products, shop, etc.)

**Age:**

1. 15-25 years
2. 26-35 years
3. 36-45 years
4. 46-55 years
- 5.> 55 years

**Business Facilities:**

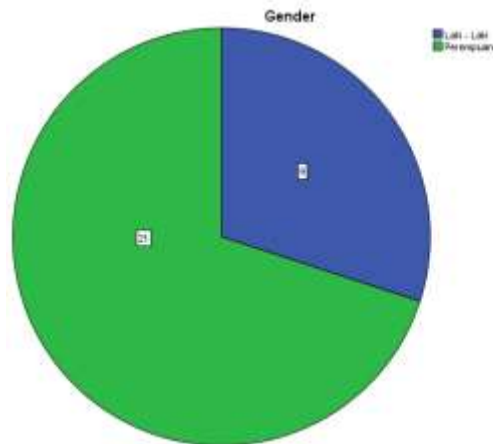
1. Carriage
2. Newsstand
3. None

**Education:**

1. SD / equivalent
2. SMP / equivalent
3. High School / equivalent
- 4.> S1

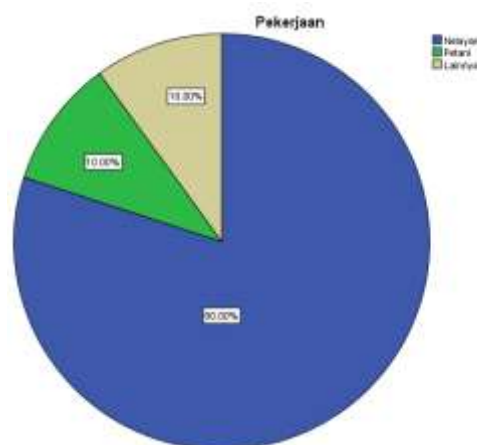


Frequency table above can be explained in several pie charts:



**Figure 01.** Respondents Characteristic Based on Gender

Pie chart above is the division of data on the characteristics of respondents by gender. It can be seen that the majority of respondents in this study were women with the number 21, while men only 9 people. The data can also be interpreted that the role of the increase in the economic life of coastal communities not dominated by men but women also participated in increasing household income as additional income which will ultimately improve the welfare and standard of living.

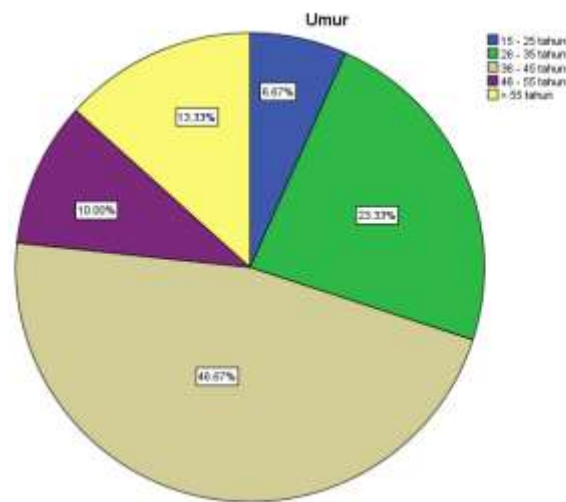


**Figure 02.** Respondents Characteristic Based on Occupation

From the picture above we can see the division in characteristics of respondents by type of work. The majority of respondents are fishermen with 80% of the total number of respondents or the equivalent of 24 people. With the majority of respondents are women, it can be seen that

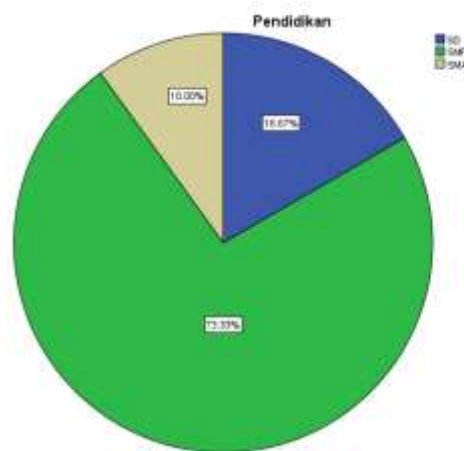


the fishing profession is not only occupied by men alone but work to catch fish is also occupied by women.



**Figure 03.** Respondents Characteristic Based on Age

The pie chart image above is a division of the characteristics of respondents by age. We can see that the range of minimum age is 15 Years until more than 55 Years. The majority of respondents in this research is fisherman with range age starts from 36 years old to 45 years old is an ideal age to be fishermen. Fishermen at the young age requires experience in catching fish, analyzing the condition, patience and many other factors that must be studied in catching fish. Instead, elderly fishermen is no longer effective in this work (Alim, 2007).



**Figure 04.** Respondents Characteristic Based on Education





Data division in characteristics of respondents above is the division of respondents by level of education. It can be seen above that the level of respondents' education is high school level as the highest although there is a choice of higher education from high school in the questionnaire. Respondents who have a high school education level is a minority respondent groups with the number of only 3 people. While the majority of respondents have primary education level equivalent to SD with the number of percentage of 73.33%. So it can be one of the obstacles underdevelopment of human resources quality in coastal areas is the lack of an educated workforce formally.

### Normality Test

**Table 02.** One-Sample Kolmogorov-Smirnov Test

		VAR00002	VAR00003
N		60	60
Normal Parameters <sup>a,b</sup>			
Mean		2.3333	4.5000
Std. Deviation		1.05230	.96551
Most Extreme Differences	Absolute	.274	.231
	Positive	.274	.231
	Negative	-.192	-.202
Kolmogorov-Smirnov Z		1.125	1.590
Asymp. Sig. (2-tailed)		.400	.330

Source: Processed Data SPSS 19, 2016

Table above is a table of test for normality using the Kolmogorov-Smirnov test with the following assumptions:

H0: normally distributed data

Ha: the data were not normally distributed

Based on the above table it can be seen that the Sig. (2-tailed) above 0.05 which indicates that H0 is accepted and Ha is rejected. This means that the data are normally distributed.

### Comparative analysis of average

**Table 03.** Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	VAR00002	2.3333	60	1.05230	.13585
	VAR00003	4.5000	60	.96551	.12465

Source: Processed Data SPSS 19, 2016

Based on the table above can be seen that the average family income before (Var00002) is 2.3333, which means that the average family income prior to the implementation of program-



based agrotechno area system without waste is 2.34 million rupiah. While the average family income after (Var00003) is 4.5000, which means that the average family income after the implementation of program-based agrotechno area system without waste increased to 4.5 million. Clearly visible difference in income differences are large enough that + 2.2 million. To test whether differences in income before and after implementation of program-based agrotechno area system without significant waste or not, it will be done t test average of two paired samples or paired sample t-test.

**Paired Sample t-test**

**Table 04.** Paired Sample t-test

Paired Differences			t	df	Sig. (2-tailed)
Mean	Std. Deviation	Std. Error Mean			
-2.16667	1.27780	.16496	-13.134	59	.000

Source: *Processed Data SPSS 19, 2016*

Table above is a sample table test two pairs (paired sample t-test) with the following assumptions:

H0: there is no significant difference between before and after.

Ha: there is a significant difference between before and after.

From the table above it can be seen that the difference ratio of the average income of families before and after the application program area system agrotechno based without waste is 2.16667 where the value of this comparison is negative, which means that the average family income after bigger 2.16667 compared to the average family income before the application program based agrotechno area system without waste. While tcount greater than ttable with sig. (2-tailed), which means that Ha is accepted, where there is a significant difference between family income prior to the implementation of program-based agrotechno area system without waste to the family income after the implementation of the program.

**RESULTS AND DISCUSSION**

Coastal areas produce a lot of oil. In the hilly and mountainous regions are rubber, clove and pepper. A mountainous region in the forest cover also produce wood. Rough terrain because



of the many steep slopes or steep mountains is the main challenge the development of agriculture and plantation sectors in North Sulawesi province, especially in the South Bolaangmongondow.

Then, if the positive impact of the Asean Economic Community

1. Production activities especially in the District of North Sulawesi South Bolaangmongondow be increased in quantity and quality.
2. Encouraging economic growth, equitable distribution of public revenue and economic stability in North Sulawesi in particular South Bolaangmongondow district.
3. Expanding the jobs and opportunities for working people.
4. The creation of a wider international market, the marketing of goods and services from North Sulawesi in particular South Bolaangmongondow District can expand into other ASEAN countries, ASEAN market share of some 625 million people could be targeted by employers especially in the District of North Sulawesi South Bolaangmongondow.
5. Encouraging the growth of SMEs in North Sulawesi in particular South Bolaangmongondow District, due to the cost of exports and imports cheaper.
6. Improved product quality, and creativity of entrepreneurs due to the tight competition and in order to compete with products from other countries.

Meanwhile, the negative impact of the Asean Economic Community for North Sulawesi in particular South Bolaangmongondow District are:

1. Product lokat become less attractive

Easily products from abroad to enter the North Sulawesi in particular South Bolaangmongondow District can lead local products in North Sulawesi regency especially South Bolaangmongondow less demand by the public if those products are not better quality than foreign products.

2. Local labor threatened to lose competitiveness

Easily overseas labor for entry into the country resulting in strong competition for finding a job, resulting in labor-power local unskilled become less competitive.

Viewed from the side of MSMEs (micro, small, and medium) as a business group that has the most number of large and dominant in the economy, the achievement of success MEA 2015 will also be influenced by the readiness of SMEs.

Based on the results of data analysis, it can be seen that there is a difference between household incomes prior to the implementation of the program implementation based agrotechno



area system without waste to the family income after the implementation of the program. It can be seen that household income level increases caused by the creation of the undertaking arising from the implementation of program-based agrotechno area system without waste. This happens due to the creation of business diversification in the application of this system (Ahmad *et al.*, 1991 and 1997).

Prior to the implementation of program-based agrotechno area system without waste, respondents in this case are the coastal areas of the local population, has only a basic income that is less than 2 million per month. However, since the implementation of program-based agrotechno area system without waste, then with the amount of diversification created by the adoption of the program, making the local community get extra or additional income from sideline resulting from the application programs based agrotechno area system without waste.

The results support the research conducted by Rahin *et al.*, (2004). In their research that takes the object once the sample population in Buton, Southeast Sulawesi, found that there is still a lack of knowledge and utilization of natural resources of coastal areas resulting public revenue relative small. In his research also found that the traditional farmer empowerment productive effort of 46 respondents, ie 36 respondents or 78.26% increased incomes for farm households and 21.74% have not been able to increase the income of farm households. Meanwhile, venture capital empowerment of fishermen have increased fishing activity and manage marine products with a success rate of 55% and 45% unsuccessful.

In this study, one of the program areas systems based agrotechno without waste is Karamba Marine Aquaculture cage (grouper & beronang). Mariculture cages has become a major tool for the local fishermen so that now they can increase revenue. The results are consistent with research conducted by Mansyur and Tonnek, 2003 on prospects for cultivation in floating net sea and river estuaries. In the study they found that the cultivation of milkfish in the sea and river estuaries KJA prospectively developed by considering aspects bio-techno, socioeconomic, cultural and legality, as well as the preservation of resources and the environment. The business development in an integrated and oriented agribusiness is one alternative resource management and utilization of coastal and marine areas in an effort to support the increase in the export of fisheries as well actualize the archipelago insight.



## CONCLUSION

Based on the results and discussion there can be a great influence between the application programs based agrotechno area system without waste to the increase in household income in which these programs can increase family income so evident in the results of the statistics that there are significant differences between before and after the implementation of the program.

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## **EMPLOYEE PERFORMANCE IMPROVEMENT TO ADDRESSING ASEAN ECONOMIC COMMUNITY. – CASE STUDY PLN MANADO**

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### **ABSTRACT**

Asean Economics Community (ASC) is the challenge and opportunities to expand the company. The welfare benefits given to outsourced workers include, among other things, the payment of monthly wages in accordance with the prevailing Regional/Provincial Minimum Wage, which covers basic wages, transportation costs, overtime pay, holiday bonuses (THR), Jamsostek contributions, work uniforms, and other rights in accordance with the stipulations of the regulations pertaining to manpower, and as stipulated and regulated in the work contract between the Company and the third party which received jobs from PLN. Based on the data analysis using a multiple regression Reward System and Job Stress influence on Employee Performance at PT. PLN (Persero) Wilayah SULUTTENGGGO Office Simultaneously.

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**Keyword** : ASC, employee performance, job stress, reward system.

### **INTRODUCTION**

In the international competition such as Asean Economic Community (ASC), Employee performance will bring progress for the company to be able to survive in a competitive business environment that is not stable. Therefore, efforts to improve the performance of employees is the most serious management challenges because of the success to achieve the goal and the survival of the company depends on the quality of the performance of human resources in it. PLN (Perusahaan Listrik Negara, State Electricity Company) is an Indonesian government-owned corporation which has a monopoly on electricity distribution in Indonesia. Number of employees at the end of December 2014 PLN as much 48068 people. The productivity of employees by 2014 reach 4132 MWh/employee and 1196 customers/employees. PLN seeks to improve the optimization of human resources management by taking into account the interest of the employee. PLN has issued Board of Directors Decree No 570.K/DIR/2010, which was renewed through Board of Directors Decree No 017.K/DIR/2011 and established the electricity safety committee. As a part of the implementation of quality human resources management policies and taking into account the interest of both parties fairly, to the extend of the company's ability, PLN applies the basic HRM policy are :



As stated in the Collective Work Agreement that was signed by employees and representatives of the company with the knowledge of the Workers Union, as a form of appreciation, PLN pays a salary to employees every month as compensation in accordance with their work and position. Salary is understood to consist of wages, fixed and non-fixed benefits and other benefits. Fixed benefits are understood to consist of position benefits, functional benefits or responsibility benefits. Non-fixed benefits comprise performance bonuses, food allowances, risk pay and shift-deferential pay.

### **Employee Performance**

Employee performance is the productivity or result of the employee while doing the job. Employee performance means employee productivity and output as a result of employee development (Sultana et al, 2012). Performance is a comparison of the work achieved by employees with a predetermined standard (Waridin, 2004). Employee performance means a performance comprises an event in which normally one group of people the performer or performers act in a particular way for another group of people (Chaudary and Sharma, 2012).

### **Employee Performance**

Performance is an organizational behavior that is directly related with the production of goods or delivery of services. Information about the organization's performance is a very important thing used to evaluate whether the performance by the organization so far has been in line with the objectives expected or not. But in reality many organizations it is less or even not rarely anyone has information about the performance in its organization. Performance as the results of job functions / activities of a person or groups within an organization that is influenced by various factors for achieve organizational goals within a specified time period (Tika, 2006).

### **Reward System**

Luthans (2000) stated that there are two types of reward system which are financial (extrinsic) and nonfinancial (intrinsic) reward and both can be utilized positively to enhance employee performance. Lotta (2006) agree that financial incentive are indeed effective in motivating employee and have significant effect on employee performance. Financial reward means pay for performance such as performance bonus, job promotion, commission, tips, and gifts. Non-financial reward is non-monetary or non-cash and it is a social recognition, praise and appreciation. Reward is a broad construct that has been said to represent anything that an





employee may value that an employer is willing to offer in exchange for his or her contributions (Chiang and Birtch, 2007).

### Job Stress

Job Stress is when an individual skill failed to coordinate with the job or the environment, French in Sanali et al (2013). In Job Rotation, instead of keeping one person in one position permanently, the positions will be granted to the people in rotation mode and after some while the people in different position will be changed with some other people. This rotation could be done according a time table and also could be done periodically or occasionally and in any specific case. Pouresmaeil and Baluchi (2013)

## RESEARCH METHOD

### Type of Research

The type of this research is causal type. This research uses the Quantitative method. Quantitative research seeks to quantify the data. This research conducted in PT PLN (Persero) Wilayah Suluttenggo Office. The time of research conduct from June to July.

### Population and Sample

The population of this research is the 173 employees at PT PLN (Persero) Wilayah Suluttenggo Office. The sample of this research is restricted to 100 respondents to fill the questionnaire.

### Operational Definition and Measurement of Research Variables

**Table 1.** Operational Definition and Measurement of Research Variables

No.	VARIABLE	DEFINITION	INDICATOR
1.	Reward System ( $X_1$ )	Reward is the giving by individual or organization to the worker at PLN Suluttenggo employee as the following job.	<ul style="list-style-type: none"> <li>• Bonuses</li> <li>• Promotion</li> <li>• Pension</li> <li>• Pay</li> <li>• Insurance</li> </ul>
2.	Job Stress ( $X_2$ )	Related stress is stress caused or made worse by work. It simply refers to when a person perceives the work environment in such a way that the reaction involves feelings of an inability to be solved	<ul style="list-style-type: none"> <li>• Organization</li> <li>• Individual</li> <li>• Environment</li> </ul>
3.	Employee Performance (Y)	Employee performance is a comparison of the real work of employees with labor standards	<ul style="list-style-type: none"> <li>• Quality</li> <li>• Quantity</li> <li>• Timeliness</li> </ul>





		set by the company. Some indicators to measure the extent to which employees achieve a performance individually according to Crimson ludwig (2005)	<ul style="list-style-type: none"> <li>• Effectiveness</li> <li>• Independence</li> <li>• Commitment to the organization</li> </ul>
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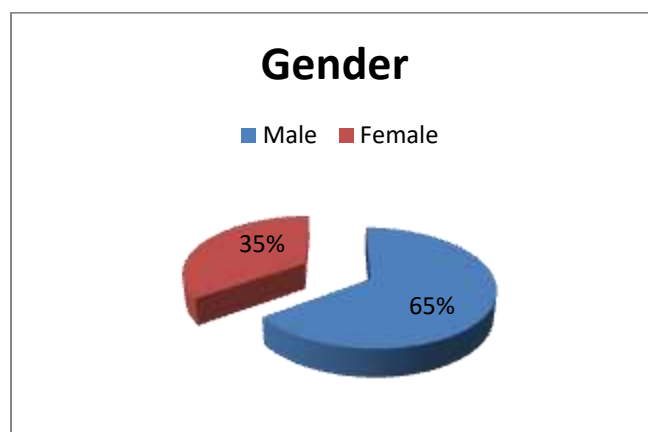
Table 1 measured using Likert scale as a widely used rating scale that requires the respondents to indicate a degree of agreement or disagreement with each of a series of statements about the stimulus objects.

### 3.7 Data Analysis Method

- Validity and Reliability Test
- Testing of Classical Assumptions
  - Multicollinearity
  - Heteroscedasticity
  - Normality
- Multiple Linear Regression Analysis
- Testing the Goodness of Fit: Coefficient of Correlation (R) and Coefficient of Determination (R<sup>2</sup>)
- Hypothesis Testing
  - F<sub>test</sub>
  - T<sub>test</sub>

## RESULT AND DISCUSSION

### Respondents Based on Gender



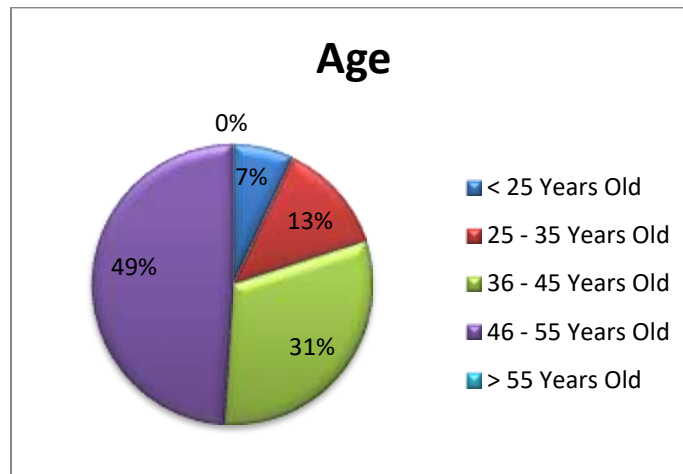
**Figure 1.** Respondent Based on Gender

In figure 1 show that most of respondents in this research are male respondents with 65% and the remaining is female with 35% respondent from the required sample.



### Respondents Based On Age

Based on age, the characteristics of respondents is divided in five categories as follows :

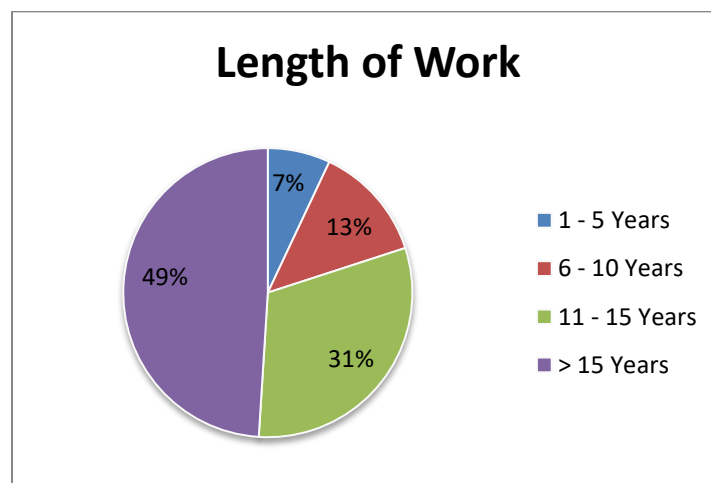


**Figure 2** Respondents Based On Age

In figure 2 show that most of respondent in this research are aged 46 - 55 years old with 49% (49 respondents), and followed by 36 – 45 years old with 31% (31 respondents), followed by 25 – 35 years old with 13% (13 respondents), followed by < 25 years old with 7% (7 respondents) from required sample.

### Respondents Based On Length Of Work

Based on length of work, the characteristics of respondents is divided in four categories as follows :



**Figure 3.** Respondents Based on Length of Work



Figure 3 show the most of respondents in this research are > 15 years with 49% from required sample and followed by respondents who are work there, 11-15 years with 31%, 6-10 years with 13%, and 1-5 years with 7%.

### Reliability Test and Validity Test

Based on data analysis of Alpha Cronbachis > 0.6, and all indicates research instrument indicators of variable are reliable. The validity of each variable is good. Table 4.2 show all the total value for each indicator, for Reward System, Job Stress and Employee Performance. It means all the indicators are valid. It means H<sub>1</sub> H<sub>2</sub> H<sub>3</sub> in this section be accepted.

### Multiple Linear Regression Analysis

**Table 2.** The Result Of Data Process

Model	Unstandardized Coefficients		Standardized Coefficients
	B	Std. Error	Beta
1 (Constant)	2.892	.387	
X1 - Reward System	.642	.072	.591
X2 - Job Stress	-.466	.074	-.415

Source : Data Processed, 2016

The result in table 2 can be expressed in regression equation as

$$Y = 2.892 + 0.642X_1 - 0.466X_2 + e$$

The Interpretation of the multiple linear regression equation above is as follows :

Constant value of 2.892 means that if independent variable in this research, reward system and job stress are equal to zero, then the employee performance is predicted to be 2.892 point. Coefficeient value of X1 (0.642) means that the variable reward system (X1) increases one scale or one unit, it will improve or increase employee performance (Y) by 0.642. Coefficeient value of X2 (-0.446) means that the variable job stress (X2) decrease one scale or one unit, it will decrease or reduce the employee performance (Y) by -0.446

### Goodness of Fit: Coefficient of Correlation (R) and Coefficient of Determination (R<sup>2</sup>)

**Tabel 3.** R and R<sup>2</sup>

#### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.763 <sup>a</sup>	.583	.574	.59467

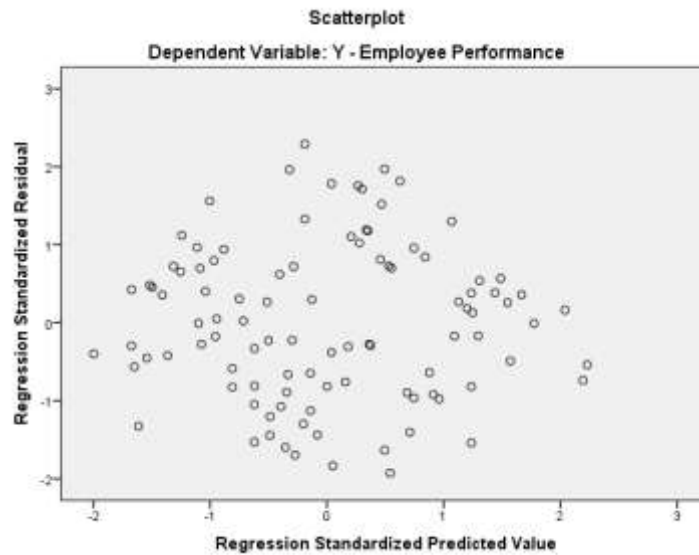
Table 3 above shows the coefficient of correlation (R) is 0.763 means the level of relationship between independent and dependent variable is considered as a substantial positive relationship. Reward System, Job Stress and Employee Performance as dependent variable have



a substantial positive relationship. The coefficient of determination is identified by  $R^2 = 0.583$  which is the figure of coefficient correlation  $(0.763)^2 = 0.583$ . R square is usually called the coefficient of determination which is 0.583 or 58,3% that means Employee Performance is able to be explained by Reward System and Job Stress. And the rest 41,7% are caused by the other factors.

### Test Of Classical Assumption

#### Heteroscedasticity Test



**Figure 4.** Result of Heteroscesdasticity

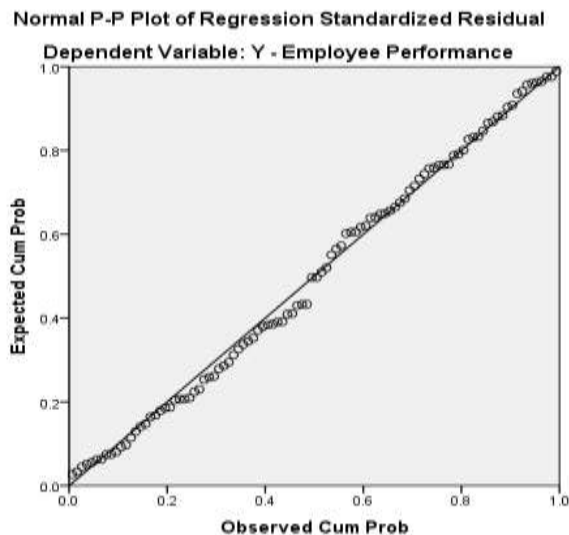
Based on figure 4, it can be seen that there is no established pattern. The graph describing the plot spread above and below the number 0 (zero) on the Y axis. This prove the the independent variable of Reward System and Job Stress are free of heteroscesdasticity. It means,  $H_1 H_2 H_3$  in this section be accepted that the reward system and job stress influence on employee performance in PT PLN Wilayah SULUTTENGGO Office

#### Multicollinearity

The value of VIF and tolerance is  $< 10$ . The result indicates that there is no symptom of multicollinearity because VIF value of reward system and job stress  $< 0.10$ . The assumption that, there is no multicollinearity or no connection between the independent variable is met (free of multicollinearity).

#### Normality





**Figure 5.** Normality Test

Figure 5 show the data represented by the dots are spreading near and follow the diagonal line. This proves that regression model of the effect of Employee Performance at PT PLN Wilayah SULUTTENGGO fulfills the condition of normality assumption.

**Hyphotesis Testing**

**Table 4.** F Test

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.938	2	23.969	67.779	.000 <sup>b</sup>
	Residual	34.303	97	.354		
	Total	82.241	99			

Based on the table 4, the level of significant of 0.05 ( $\alpha = 0.05$ ) and degree of freedom (df) = 2 found (F)  $67.779 \geq 3.09$  ( $F_{table}$ ). Since the  $F_{value}$  is greather than  $F_{table}$ , therefor  $H_0$  and  $H_a$  is accepted. It means that Reward System (X1) and Job Stress (X2) influence Employee Performance (Y) simultaneously. It means H1 in this section be accepted that the reward system and job stress influence on employee performance at PT PLN Wilayah SULUTTENGGO.

**Ttest**

The  $t_{value}$  for each independent variable. For reward system variable (X<sub>1</sub>),  $t_{count} = 8.947$  and  $t_{\alpha(0.05)} = 1.660$ . Then  $t_{count} > t_{\alpha}$ , which means  $H_0$  is rejected and  $H_a$  is accepted or X<sub>1</sub> has positive significant influence on employee performance.



For job stress variable ( $X_2$ ),  $t_{count} = -6.286$  and  $t_{\alpha(0.05)} = -1.660$ . Then  $t_{count} < t_{\alpha}$ , which means  $H_0$  is accepted and  $H_a$  is rejected or  $X_2$  has negative significant influence on employee performance.

### **Discussion**

Employee is a valuable assets for company or organization. The performance any company or organization is depends on the performance of their employees. Company needs to manage and develop their employee to increase their job performance. Many factors that can effect the performance of the employee, such a giving reward for what they have done, motivate them to get their job done. This research found the relationship between reward system and job stress on employee performance at PT PLN (Persero) Wilayah Suluttenggo Office. The influence of reward system and job stress on employee performance at PT PLN (Persero) Wilayah Suluttenggo Office simultaneously and partially are proven by the interpreting data analysis. The simultaneous test is used to determine the influence of Reward System ( $X_1$ ), Job Stress( $X_2$ ), on Employee Performance ( $Y$ ). Hypothesis test is carried out simultaneously by using F numbers 67.779 in table 4.6. testing is done by comparing the number of significant level of calculation result with significant level of 0.05 (5%).

The findings in this research show that Reward System partially has significant influence on Employee Performance. Most of respondents agreed that Reward System influence their performance. Many factors can affect the performance of employee, such as giving a reward. With giving a reward to the employee it will help the company to increase the performance of the employee. In management concept, rewards is the one key to motivate the employee to more active. This research support by Warsidi (2004) explained that rewards has positive influence significant effect on the employee performance. The rewards also contains a connection which is professional, where one of the main goals of employees working is get sufficient rewards to various needs, while their company is paying employees so that employees can do the job in accordance with the wishes and expectations of the company with the main purpose is being able to advance the course of company's business. Hasibuan (2002) said that the purpose of awarding compensation between others is for employee satisfaction of employees performance who will keep stability of employees itself, so it can press the number of the turnover. In addition, the employees will also be spared from the influence of labor unions and finally just concentrate on their job only. It can be seen that by giving rewards is more



feasible and acceptable to employees because it fits with the energy and ability, as well as appreciate the hard work of the employees, then the employees will further be professionals with work in a conscientious and do various efforts in order to achieve a better work so that performance can be increased.

According to the data in this research, performance of most respondent in this case the employee of PT PLN (Persero) Wilayah SULUTTENGGO Office are effected by Reward System. The company was appreciated their employees with gave their reward. With this reward system that given by PT PLN (Persero) Wilayah SULUTTENGGO Office believe it will help the employee to more effective to do their work and will increase their performance and get profitable for their company. With a giving reward, then the employee will feel satisfied over the reward obtained from the job. When employees feel satisfied with has been taken from company, then the employee will be exchanging with their time, capabilities, skills, to the company then they will work to the maximum, so it will work optimally in accordance with specified performance standards.

Job stress has negative significant influence on employee performance at PT PLN SULUTTENGGO. Stress give a bad impact for employees productivity. When the employee feel stress, they don't have a passion to achieve the company goals. The employees will become lazy and sometimes it can effect for their health, and it can make they cannot give their best performance for the company.

This reseach support a research by Imtiaz and Amad (2009), Hsieh (2004). which are stated that there is negative relationship between job strees on job performance. There are a lot of factors that cause the workplace stress like having so many things to do in a really short time or could be receiving in adequated feedback on performance and no recognition for a job well done. According to Ahmad (2009) the factors affecting stress were identified, personal issues, lack of administrator support, lack of acceptance for work done, low span over work environment, unprectictability in work environment and in adequate moneterly reward.

Work stress has negative significant influence on job performance at PT PLN (Persero) Wilayah SULUTTENGGO Office. Every work stress contains a variety of personalities that can sometimes creating a high potential stress. Stress expecienced by employee at PT PLN (Persero) Wilayah SULUTTENGGO Office sometimes from the office environment, like them give a lot of work and should be completed on time, required to work hard, the work is too much and



difficult to resolve, and always pursued deadline. The heavy work of PT PLN (Persero) Wilayah SULUTTENGGO Office indicated can improve the employee performance degradation also indicated by the large number of jobs that are not completed on time. Intimidation and pressure from leaders of fellow employees also indicated a decrease in the performance of the employee, the employee are stressed in work will not be able to achieve the target of the company. Pressure of work make employees not enjoy being in office. Bosses often give a reprimand to the employee who did not on time on completing the job. So that's why the employee feels stress. According to Wijaya (2012) on his research, that there is a negative influence of job stress on employee performance, that is the a major influence on the target and expectations.

However employees still have limit capabilities of albeit in their work must be professional. But the existence of such demand cause stress occurs for employee. Stress experienced by employee could result in decrease performance level of employees within the company itself. And if the employees performance decrease, it will be very influence for the company. And stress also come from individual, where the employees have a problem with their family and personal, that would be very negative impact, because the employees will not focus on their work and would be influence for the performance of the employee. And its all will impact to their company. When the employee stress increases, than their performance will be decrease and it will have a negative impact for the company.

## **CONCLUSION AND RECOMMENDATION**

### **Conclusion**

1. Reward System influence Employee Performance at PT PLN (Persero) Wilayah SULUTTENGGO Office Partially. Reward System has positive significant influence on Employee Performance.
2. Job Stress influence Employee Performance at PT PLN (Persero) Wilayah SULUTTENGGO Office Partially. Job Stress has negative significant influence on Employee Performance.
3. Reward System and Job Stress influence on Employee Performance at PT. PLN (Persero) Wilayah SULUTTENGGO Office Simultaneously.

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## ENFORCING THE LECTURER PERFORMANCE IN ASEAN ECONOMIC COMMUNITY ERA

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### Abstract

ASEAN Economic Community era enhance the development in every single sector in management practice. In education, lecturer are forced to develop their performance to address this challenge. To develop their performance need clear motivation and high satisfaction. The relationship between job satisfaction and motivation have influence on lecturer performance in Manado State University Tondano. This study aim to explain the simultaneous effect of job satisfaction and work motivation on lecturer performance at Manado State University Tondano. The population in this study were all lecturers at Manado State University Tondano totaling 120 respondents, consisting of 76 men and 44 women. By using a purposive sampling method the sample is 80 respondents. Using multiple regression as a data analysis tool, this study found that job satisfaction and motivation have a significant effect on the performance of lecturers at Manado State University Tondano.

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**Keyword:** Lecturers Performance, job satisfaction, motivation.

## 1. INTRODUCTION

### Background

Lecturers are valuable University assets that must be managed properly by the University in order to contribute optimal. One thing that should be a major concern of companies is the job satisfaction of their lecturers, because lecturers in their work they do not feel comfortable, less appreciated, can't develop all the potential they have, then automatically the lecturers are unable to focus and concentrate fully on the job. Lecturer satisfaction by Hariadja (2002: 291) it can be seen that "the work does not only about the job, but also related to other aspects such as interaction with co-workers, bosses, following the rules - the rules and particular work environment is often inadequate or lacking preferred. "

Job satisfaction is essentially an individual thing, each individual has a different level of job satisfaction - different in accordance with the wishes and the value system espoused Handoko (2000: 192). The more aspects of the work in accordance with the wishes and the value system espoused individual, the higher the level of satisfaction obtained. Vice versa, the more aspects of the job that is not in accordance with the wishes and the value system espoused individual, the lower the level of satisfaction obtained. Job satisfaction is an emotional state that is a delight with how workers view their job. Job satisfaction reflects one's feelings toward his



work can be seen from the attitude of lecturers towards work and everything else in the work environment.

Giving a boost in a form of motivation is necessary to improve the morale of lecturers so as to achieve the outcomes desired by management. The relationship between motivation, morale and optimal results in the sense of having a linear shape with the provision of a good motivation to work, then the morale of lecturers will be increased and the work will be optimized in accordance with the performance standards set. Morale as a form of motivation can be seen among others from the level of lecturer attendance, responsibility for working time has been set Mangkunagara (2005: 101) argues that there are two techniques to motivate lecturer, namely: (1) Mechanical fulfillment of the needs of lecturers, meaning that the fulfillment of the fundamental underlying lecturer work behavior. (2) Techniques of persuasive communication are one of the techniques to motivate lecturers to do the work by affecting all lecturers extra logical. This technique is defined by the term "AIDDAS" which are Attention, Interest, Desire, Decision, Action, and Satisfaction.

The problem of motivation in the University should serve as a serious concern in Human Resources Management. Modern enterprises today must make lecturers as assets and not just as a mere means of production. For that companies need to create a conducive environment that can make lecturers feel comfortable, unmet needs, so expect their motivation is also maintained to jointly achieve the vision and mission of the University. The conditions conducive to a wide - range, depending on the characteristics of the University respectively. But in general such facilities can be provided, adequate welfare level, a clear career path, opportunities for self-actualization, comfort and safety at work, old age guarantee and others.

Job satisfaction and motivation will be studied because of the benefits, both for lecturers and for the University, lecturers researched the causes and sources of job satisfaction, as well as efforts to improve lecturer job satisfaction. As for companies, research carried out for the achievement of corporate objectives. Besides that, it will examine whether the motivation is also an effect on lecturer performance.

### **Human Resource Management**

Human resource management leads to policies and actions that are needed someone (the manager) to organize or carry out aspects of human resources in a management task. Thus, human resource management is management that focuses its attention to the human factor of





production with all their activities to achieve University goals. Human resource is an investment that plays an important role for the University. In the absence of human resources, other factors of production cannot be run with the maximum to achieve University goals. The element of HRM is human. Human resource management also involves the design and implementation planning, lecturer, lecturer development, career management, performance evaluation, compensation of lecturers and labor relations are good. Human resource management involves all the decisions and management practices directly affect human resources.

### **Job satisfaction**

Job satisfaction is a form of people's feelings toward his work, work situation and relations with colleagues. Thus job satisfaction is something important to be owned by an lecturer, where they can interact with their work environment so that work can be carried out properly and in accordance with University objectives. According to Handoko (2000: 193) "Job satisfaction is an emotional state that is pleasant or unpleasant how the lecturers view their job. Job satisfaction reflects one's feelings toward his work.

### **Motivation**

Robin and Judge (2008: 222), defines motivation as a process that explains the intensity, direction and persistence of an individual to achieve his goal. From these definitions can be observed that the motivation to become a very important part of the underlying individual or a person performing a task or achieve a particular goal desired.

## **RESEARCH METHODS**

### **Location and Object Research**

Location of the study to be studied is Manado State University in the city of Tondano, while the object to be studied is to analyze the influence of job satisfaction and work motivation on lecturer performance at Manado State University Tondano.

### **Data Collection Methods**

#### **Library Research**

That is by studying the book - a book, a variety of literature, articles, and written materials that have a relationship to the issues discussed.

#### **Research Fields**



Namely to directly examine the object under study by interviewing the parties involved with the issue at hand and providing questionnaires to lecturers.

### **Data Analysis**

This research is quantitative, the data obtained from the respondents through the questionnaire then tabulated using statistical analysis using SPSS. The data collected will be analyzed in several stages, the first validity and reliability test of research instrument, the classical assumption, and the final multiple linear regression analysis.

## **RESULT AND DISCUSSION**

### **Characteristics of Respondents**

#### **Characteristics of Respondents by Age**

Based on the results (table 1) of this research is that, lecturers at most performers are those who are in the age range 26-35 years as many as 21 people with a percentage rate of 42%, followed by ages 20-25 years as many as 17 people with a percentage rate of 34%, then age > 46 years as many as 10 people at a percentage rate of 20%, then the age of 36-45 years with a rate of as much as 2 percentage 4%. Where the number of lecturers can be seen in the following table:

**Table 1.** Number of lecturers according to ages

No	Age	Total	Percentage (%)
1	20 - 25	17	34
2	26 – 35	21	42
3	36 – 45	2	4
4	>46	10	20
	<b>Total</b>	<b>50</b>	<b>100</b>

*Source: custom primary data*

#### **Characteristics of Respondents by Gender**

Based on gender (table 2), lecturers are divided into two: male and female. From the results of questionnaires distributed was found that male lecturers are more dominant than women. From the data processing can be seen that the lecturers were male sex as many as 28 people with a level of 56% and the percentage of female lecturers 22 people with a percentage rate of 44%. The number of lecturers can be seen in the following table:

**Table 2.** Number of lecturers based on Gender

No	Gender	Total	Percentage (%)
1	Male	28	56
2	Female	22	44
	<b>Total</b>	<b>50</b>	<b>100</b>

*Source: custom primary data*



### Characteristics of Respondents Based Work Period

Grouping of lecturers based on years of Working Period (Table 3) the following results: the lecturer who has the most tenure 1 -10 years as many as 37 people at a percentage rate of 74%, lecturers with terms of 11-20 years as many as 6 people with a percentage rate of 12%, lecturers with terms working 21-30 years are as much as four people with a percentage rate of 8%, then the lecturer with tenure > 30 years as many as three people with a percentage rate of 6%. The data can be seen in the following table:

**Table 3.** Number of lecturers based on Work Period

No	Work Period	Total	Percentage (%)
1	1 – 10 years	37	74
2	11 – 20 years	6	12
3	21 – 30 years	4	8
4	>30 years	3	6
	<b>Total</b>	<b>50</b>	<b>100</b>

Source : custom primary data

### Characteristics of Respondents by Salary

Grouping of lecturers by salary (table 4) gives the following results: the lecturer with a salary <USD 1 million were 3 people with a percentage rate of 6%, then the lecturer with a salary of \$ 1 million - Rp 5 million were 42 people with the highest percentage of 84%, then the lecturer with a salary of Rp 6 million - USD 10 million as many as five people at a percentage rate of 10%, while no lecturers who have a salary range between Rp 11 million - Rp 15 million, Rp 16-20 million and > 21 million. The data can be seen in the following table:

**Table 4.** Number of lecturers based on salary

No	Salary	Total	Percentage (%)
1	<Rp. 1 million	3	6
2	Rp. 1 million - Rp. 5 million	42	84
3	Rp. 6 million – Rp.10 million	5	10
4	Rp. 11 million – Rp. 15 million	0	0
5	Rp. 16 juta - Rp. 20 million	0	0
6	>Rp. 21 million	0	0
	<b>Total</b>	<b>50</b>	<b>100</b>

Source : custom primary data

Based on the characteristics of the respondents can be concluded that lecturers who have performed at Manado State University Tondano quite varied so as to represent the population of lecturers to determine the effect of job satisfaction and work motivation on lecturer performance



at Manado State University Tondano. Based on the data obtained can be concluded that lecturers who respond to the questionnaire questions about the effect of job satisfaction and work motivation on lecturer performance the most is who has a salary of \$ 1 million - Rp 5 million were 42 people with a percentage rate of 84%, with tenure most 1-10 years as many as 37 people with a percentage rate 74%, have a high school education - D3 as many as 26 people with a percentage rate of 52% followed by S1 as many as 24 people with a percentage rate of 48%, the age at range 26-35 years as many 21 people with a percentage of 42% and has a male gender with a percentage of 56% or a total of 28 people.

### Test Validity and Test Reliability

Based on the data analysis, value of pearson correlation and alva conbranch show the value above 0.3 and 0.6, indicate that the instruments of this research (indicators) are valid and reliable.

### Discussion of Results of Multiple Linear Regression Analysis

**Table 5.** Summary of Empirical Test

Independent Variable	Coefficient Regression	Constanta
Job Satisfaction (X1)	0.094	8.161
Work Motivation (X2)	0.116	

Source: custom primary data

From the data on the table 5 can be created as a multiple linear regression in following equation:

$$Y = a + b_1x_1 + b_2x_2$$

$$Y = 8.161 + 0.94 x_1 + 0.116 x_2$$

From the equation it can be concluded that:

- Constants of 8161 states that if there is job satisfaction (x1), and Motivation (x2), the performance of lecturers at Manado State University Tondano amounted -8161.
- The regression coefficient of job satisfaction (x1) of 0094 states that any additions (as a positive sign) 1 point job satisfaction will improve the performance of lecturers at Manado State University Tondano for 0094 on the assumption of work motivation (x2) remain.
- The regression coefficient of work motivation (x2) of 0116 states that any additions (as a positive sign) 1 point work motivation will improve the performance of lecturers at Manado State University for 0116 by the notion a stable of job satisfaction (x1). In this study turned out to work motivation (X2) which is the most dominant variable / influence on the performance of lecturers at Manado State University, Tondano, further influenced by job



satisfaction (X1), in which to determine which are the most dominant sorted to the smallest visible from the regression coefficient value of each variable.

So the regression coefficient that is positive (+) indicates the direction a unidirectional relationship, whereas if the regression coefficient is negative (-) indicate the direction inverse relationship between the independent variable (X) to the dependent variable (Y).

## Hypothesis Testing

### Partial Test with T- Test

**Table 6.** Partial Hypothesis test with T-test

Independent Variable	T-Hitung	Probability	Explanation
Job satisfaction (X1)	3.452	0.001	Significant
Work motivation (X2)	5.632	0.000	Significant
<b>T table = 2.052</b>			

Source: custom primary data

Tabel 6 shows the t-test. By using t-test, t values obtained arithmetic variable X1 Job Satisfaction for 3,452 while t table at the level of 95% (significance 5% or 0.05) and degrees of freedom (df) =  $Nk-1 = 50-2-1 = 47$  where N = number of samples, and k = number of independent variables thus amounted to 2,052 T count = 3452 > T table = 2,052 and a significance value of 0.001 (sig <0.05). Based on the above analysis concluded that job satisfaction have a significant effect on the performance of lecturers at Manado State University Tondano so that the null hypothesis (Ho) is rejected and Ha accepted, so that this hypothesis has been tested empirically. While to obtained t count X2 work motivation at 5,632 while t table amounted to 2,052 thus count = 5,632 > T table = 2,052 and a significance value of 0.000 (sig <0.05). Based on the above analysis concluded that motivation significantly influence lecturer performance at Manado State University Tondano so that the null hypothesis (Ho) is rejected and Ha accepted, so that this hypothesis has been tested empirically.

### Simultaneous Test With F-Test (Anova)

**Table 7.** Hypothesis Testing Results For Simultaneous Test with F-Test

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	23.161	2	11.580	26.118	.000 <sup>a</sup>
	Residual	20.839	47	.443		
	Total	44.000	49			

Source: Custom primary data



Simultaneous significance test / together (statistical test F) on table 7, yields calculated F value of 26 118. At degrees of freedom 1 (DF1) = number of variables - 1 = 3-1 = 2, and the degrees of freedom 2 (DF2) = nk-1 = 50-2-1 = 47, where n = number of samples, k = number of independent variables, the value of f tables at the level of 0.05 is 3,354 thus count = 26 118  $F > F$  table = 3,354 with a significance level of 0.000. because the probability of significance is much smaller than sig <0.05, the regression model can be used to predict the performance of lecturers at Manado State University Tondano or it can be said that job satisfaction (x1), and motivation (x2) jointly affect the performance of lecturers at Manado State University Tondano.

**Coefficient Determination Test (R Square)**

**Table 8.** Testing Results For  
 Test Coefficient of Determination (R Square)

<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>
.726 <sup>a</sup>	.526	.506

Source: custom primary data

Correlation means the relationship, as well as correlation analysis is an analysis that used to see the relationship between the two variables. Nugroho (2005), correlation does not distinguish between types of variables (no dependent and independent variable). The correlation value can be grouped into Nugroho, (2005) as follows: 0.41 s / d closeness strong correlation of 0.70, 0.71 s / d very strong 0.90 and 0.91 s / d 0.99 is very strong once and if 1 means perfect, the research found that the relationship between job satisfaction and motivation to work with lecturers performance in Manado State University Tondano is very strong for (r = 0.726). The coefficient of determination or R square figure amounted to 0,526. Nugroho (2005), stating for linear regression should use R square that has been adapted or written Adjusted R square, as adjusted for the number of independent variables used, whereby if the independent variable 1 (one) then use the R-square, and if it has exceeded 1 ( a ) using the adjusted R-square. Adjusted R square is equal to 0506 this means that 50.6% of the variation of the dependent variable performance of lecturers at Manado State University Tondano which can be explained by the independent variables job satisfaction and motivation while the rest of 0.494 or 49.4% (1- 0.506 or 100% - 50.6%) is explained by variables other than the existing variable. But the value of the other variable is small in the amount of 49.4%. Rated R Square the range of 0 to 1, with a record number R square gets smaller, the weaker the relationship between the two variables (and vice versa).



## **Conclusion and Recommendation**

### **Conclusion**

Based on the description and explanation that has been raised in the previous chapters, it can be concluded as follows:

1. Partially job satisfaction and motivation have a significant effect into the performance of lecturers at Manado State University Tondano.
2. Simultaneously, job satisfaction and motivation have a significant effect on the performance of lecturers at Manado State University Tondano.
3. Variable job satisfaction and work motivation regression coefficient is positive (+) indicates a unidirectional relationship, in other words job satisfaction work and work motivation will improve the performance of lecturers at Manado State University Tondano.
4. The correlation / relationship between job satisfaction and work motivation with the performance of lecturers of Manado State University Tondano is very strong.

### **Recommendation**

To achieve the goals of Manado State University Tondano on the performance of its lecturers are some suggestions to be conveyed as follows:

1. It is suggested to the University to always provide opportunities in the form of a salary increase, to facilitate the lecturers to strengthen the relationship of co-workers, create a work environment that is relatively more comfortable for lecturers, develop the skills and capabilities to its lecturers so that lecturers improve their performance and profitable for the University.
2. It is recommended to the University to always pay attention to the attendance of lecturers, improve the delivery of training, maintaining good welfare, conduct periodic motivation, and provide greater opportunities for promotion to lecturers so that lecturers improve their performance and profitable for the University.
3. To study in the future should expand the variable and variable measurement research so as to further improve the performance of lecturers at Manado State University Tondano.
4. It is expected that further research could examine more deeply about the job satisfaction and motivation in this research influence the performance of lecturers at Manado State



University Tondano in order to obtain a more complete picture again so hopefully the results will come more perfect than this study.

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## **THE EFFECTIVENESS OF EMPLOYEES PERFORMANCE LEADERSHIP STYLE, WORK MOTIVATION AND DISCIPLINE ON CV. VIO CATERING**

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### **Abstract**

Performance of employees of CV. Vio Catering can also be measured through completion duties effectively and efficiently and perform its role and function and that all related linearly and positively related to the success of a company. Focus of this study is to analyze the influence of leadership style, work motivation and disciplines on employee performance in CV. Vio Catering, simultaneously and partially. Population of this research is all 54 employees of CV. Vio Catering. Sampling method used is saturated sampling method. Using a multiple regression as a analysis tool, this research found that there is a significant influence of leadership style, work motivation and disciplines on employee performance in CV. Vio Catering, simultaneously and partially. So based on this findings, is recommended that CV. Vio Catering needs to improve the employee performance by focusing an increasing in leadership style, work motivation and disciplines as factors to determine the increasing in employee performance.

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**Keyword:** Disciplines, employee performance, leadership style, work motivation.

### **INTRODUCTION**

#### **Research Background**

Human resources is a central figure in the organization and company. Order management activity goes well, the company must have employees who are knowledgeable and highly skilled as well as efforts to optimally manage the company so that improved employee performance. According to Budi Setiyawan and Waridin (2006 ) is the result of the employee 's performance or employee performance that are assessed in terms of quality and quantity based labor standards specified by the organization. Good performance is the performance optimal, ie the appropriate performance standards organization and support achievement of organizational goals. Good organization is an organization that seeks improve its human resources, because it is a key factor for improving the performance of employees.

Improved performance of employees will bring progress for the company to can survive in a competitive business environment that is unstable. Therefore attempts to improve the performance of employees are challenges. The most serious management for success to achieve



the goals and survival of the company depends on the quality of the performance of resource human beings in it.

CV. Vio Catering began in 2010, manufacture CV Rejeki came from a catering business small crisscross the procurement of eating and drinking in government agencies, originated from there in make BUSINESS LICENSE cv source rjeki but cv has been expanded yang previously only as a provider of meal and have now been working on the procurement of goods and services, as well as construction in areas that are bernagai Bolaang Mongondow highway, but the main priorritas cv is still good in the supply of eating and drinking

High employee performance in CV. Vio Catering is expected by the charter company. The more employees that have high performance, productivity company as a whole will be increased so that the company will be able to survive in the global competition. The employee CV. Vio Catering is required to complete the tasks and responsibilities effectively and efficiently. Success can be measured by the satisfaction of employees consumers, reduced number of complaints and the achievement of optimal targets. Performance of employees of CV. Vio Catering can also be measured through completion duties effectively and efsien and perform its role and function and that all related linearly and positively related to the success of a company.

There are negative factors that can degrade the performance of the employees, including is decreasing the desire of employees to achieve performance, the lack of timeliness of completion of the work so that less follow the rules, influences from the environment, a co-worker who also declined spirit and the absence of an example to be used as a reference in achieving good performance. All of that is because the decline in the performance of employees in the works. Factors that can be used to improve performance including the Leadership style , motivation and discipline.

### **Research Problem**

Based on these problems then formulated a research question as follows:

Is there any significant influence of leadership style, motivation and discipline on employee performance, simultaneously and partially?

### **Research Objective**

The intent of this research is to obtain a deep and provide empirical evidence about the influence of leadership style , motivation and disciplinary work on employee performance.



Based on the background and the formulation of the problem, this research conducted with the aim to analyze the significant influence of leadership style, motivation and discipline on employee performance, simultaneously and partially.

## **LITERATURE REVIEW**

### **Employee performance**

Performance is an organizational behavior that is directly related with the production of goods or delivery of services. Information about the organization 's performance is a very important thing used to evaluate whether process performance by the organization for this is in line with the objectives expected or not. However, in reality many organizations are less or even not uncommon anyone has information about the performance in the organization. Performance as the results of job functions / activities of a person or groups within an organization that is influenced by various factors to achieve organizational goals within a specified time period ( Tika , 2006 ). whereas by Rival and Basri (2005 ) performance is the willingness of a person or group people to do activities and perfected in accordance with the Responsibility with the results as expected .

### **Leadership Style**

Leadership styles is the ability to direct , influence , encourage and control others or subordinates to be able to do something on his consciousness and voluntary work in achieving a goal certain.

### **Motivation**

Motivation is activities that lead to, distribute, maintain and encourage behavior man. Leaders need to understand people behave in a certain order to influence in the work in accordance with the wishes of the organization.

### **Work Discipline**

Work discipline is an attitude, behavior, and act in accordance with the rules well written and unwritten, and if violated would be no sanctions for the offense.

## **RESEARCH METHODS**

### **Type of Research**

This research is a causal type of research where to investigated the influence of independent variable on dependent variable.



### **Population and Sample**

This research will be conducted at CV. Vio Catering in Kecamatan Pineleng, will be start from June until its finish. The population of this research is all employees in the company of CV. Vio Catering totaling 54 employees. Sampling techniques for the studied is the entirety of the existing population or referred to census (Saturated sampling technique). Given a population of only 54 employees, it is feasible to taken overall to be sampled without having to take samples in certain amount. Thus, the samples of this study were all employees of each part of the unit in CV. Vio Catering.

### **Data Collection Method**

- Questionnaire

The questionnaire is a method of data collection is done by giving questions to the respondents to guide questionnaire . The questionnaire in this study using an open question and closed .

- Literature Review

Literature study is a method of data collection is done by read books , literature , journals, references relating to this study and previous research relating to research on going.

### **Operational Definition of Variables**

Operational definitions used in this study then described be the empirical indicators include:

1. Employee performance

Employee performance is a comparison of the results of the real work of employees with labor standards set by the company. Some indicators for measure the extent to which employees achieve a performance on an individual basis according to the (Bernadin, 1993 in Crimson Sitanggang, 2005) are as follows:

- 1) Quality: The degree to which the results of the activities carried out near-perfect in the sense that the ideal way to adjust some of the appearance of activity or meet expected goals of an activity.
- 2) Quantity: The number generated in terms of number of units, number of cycles activities are completed.
- 3) Timeliness: The level of an activity is completed at the earliest time desirable from the perspective of coordination with the output and maximize the time available for other activities.



- 4) Effectiveness: The level of utilization of human resources, organizational maximized with the intent to raise profit margins or reduce disadvantages of each unit in the use of resources.
- 5) Independence: The degree to which an employee can perform the function it works without the guidance of a supervisor for help or ask for participation of supervisors to avoid adverse outcomes.
- 6) Organizational Commitment: The degree to which employees have work commitments the organization and responsibilities of the organization's employees.

## 2. Leadership style

Leadership style is a way of harnessing the power of the leader available to lead the employees. Likret, (1961) in Handoko, (2003) suggests two basic categories of this style, employee orientation and task orientation, construct a model of the four levels of management effectiveness.

- 1) System 1, the manager makes all decisions related to work and govern the subordinates to execute. Standards and methods implementation is also rigidly determined by the manager.
- 2) System 2, the manager still specify the commands, but give subordinates freedom to provide comments to the commandments. The Subordinates are also given the flexibility to implement various their duties within the limits and procedures that have been set.
- 3) System 3, managers set goals and give commandments command after these things discussed with subordinates. Subordinates can make their own decisions about how to execution of tasks. Award more used to motivate subordinates rather than the threat of punishment.
- 4) System 4, goals are set and decisions made by the working group. When managers are formally make decisions, they do after considering the suggestions and opinions of of the group members. To motivate subordinates, managers do not just use the awards economical but also try give to subordinates feeling needed and important.

## 3. Motivation

Motivation is a factor that affects the spirit and excitement employees to participate actively in the work process. The theory of motivation The most famous is the hierarchy of needs Abraham Maslow disclosed. The hypothesis says that in man dwells within all five levels of needs (Maslow, in Robbins, 2006), which is an indicator that is:

- 1) Physiological: among others, hunger, thirst, protection (clothing and housing), sex, and other physical needs.



- 2) Security: among others, safety and protection against physical loss and emotional.
  - 3) Social: includes compassion, a sense of belonging, was well received, and friendship.
  - 4) Awards: include factors such as self-esteem self-respect, autonomy, and achievement; as well as the respect of external factors such as status, recognition, and attention.
  - 5) Self-actualization: the urge to be someone / something appropriate ambition which includes growth, achievement potential, and fulfillment self.
4. Work discipline

Discipline is an ideal state in supporting the implementation of the tasks in accordance rules in order to support the optimization of work. The indicators of the Work discipline is (Waridin 2006 in Mohammad, 2005):

- 1) Quality of work discipline: includes dating and go home on time, use of time for execution of tasks and capabilities develop self-potential based on positive motivation.
- 2) Quantity of work: includes volume output and contribution.
- 3) Compensation is required: includes advice, referrals or repair.
- 4) Location workplace or residence.
- 5) Conservation: includes respect for the rule with courage to always do the prevention of acts contrary with the rules.

## **Data Analysis Method**

### **Validity and Reliability**

#### **Classical Assumption Test**

1. Test Multicollinearity
2. Test Heteroskidastity
3. Test Normality

### **Regression Analysis**

#### **Analysis The coefficient correlation and determination**

#### **Hypothesis Test:**

- 1) Simultaneous Significance Test (Test Statistic F) In this study, the F test is used to determine the level of significations and the influence of the independent variables simultaneously (simultaneous) against dependent variable (Ghozali, 2005).
- 2) T test was used to test the significance of the relationship between variables X and Y , whether the variables X1 , X2 , and X3 ( Leadership style , motivation and discipline



) really affect the variable Y ( employee performance ) separately or Partial ( Ghozali , 2005) .

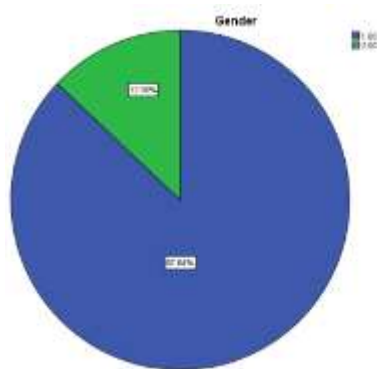
## Data Analysis and Discussion

### Company Short History

CV. Vio Catering began in 2010, manufacture CV Rejeki came from a catering business small crisscross the procurement of eating and drinking in government agencies, originated from there in make BUSINESS LICENSE cv source rjeki but cv has been expanded yang previously only as a provider of meal and have now been working on the procurement of goods and services, as well as construction in areas that are bernagai Bolaang Mongondow highway, but the main priorritas cv is still good in the supply of eating and drinking

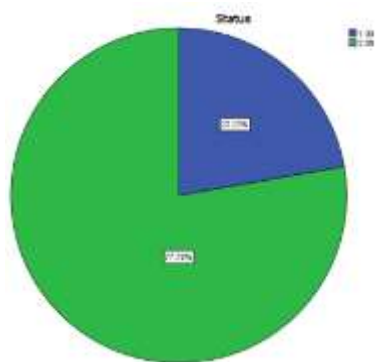
### Data Analysis

#### Employee Characteristic



Based on the figure 1, female is the majority of the employee in CV. Vio Catering with 87.04% from the total of 54 employee, while male only 12.96% from the total employee. CV. Vio Catering mostly operated in service of catering and laundry where required female as the employee while male is only a helper.

Figure 1. Employee Characteristic Based on Gender

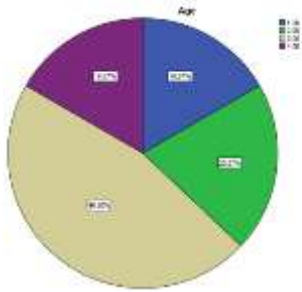


The figure 2 shows the marital status of the employee. Most of the employee are married with 77.78% from the total of employee, while single employee only 22.22%.

Figure 4.2 Employee Characteristic Based on Martial Status







The figure 3 shows the frequency of Respondent's Age. Majority of respondents are from 31 years old until 45 years old which is 54.00%. The lowest frequency of age is  $\geq 46$  years old.

**Figure 3.** Employee Characteristic Based on Age

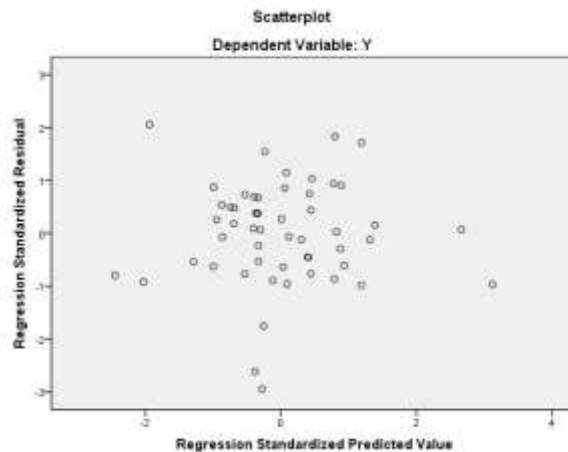
### Validity and Reliability Test

Based on data statistic the indicator of Leadership style ( $X_1$ ), Motivation ( $X_2$ ) and Work discipline ( $X_3$ ) also Employee performance(Y) have person correlation above 0.3 and alva crobach above 0.6, which mean that all indicator are valid and reliable

### Classic Assumption

#### - Heteroskedasticity Test

**Figure 4.** Heterocedasticity Test



Source: SPSS Data Analysis, 2016

Based on the figure 4 it can be seen that there is no established pattern, in other words the graph describing the plot spread above and below the number 0 (zero) on the Y-axis. This proves that the independent variable of Leadership style ( $X_1$ ), Motivation ( $X_2$ ) and Work discipline ( $X_3$ ) on Purchase Intention (Y) are free of Heteroscesdasticity.

#### - Multicolinearity Test



**Table 1.** Multicollinearity Test Table

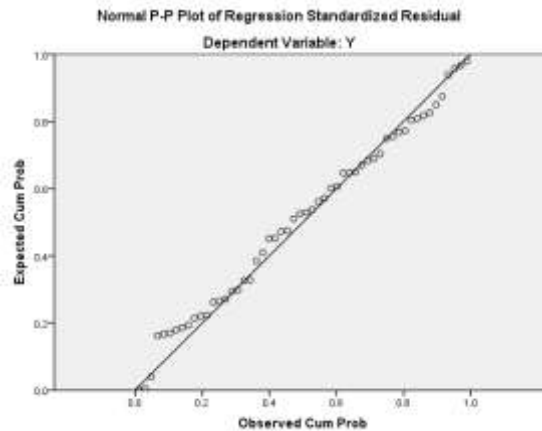
Variable	VIF
Leadership style ( $X_1$ )	1.037
Motivation ( $X_2$ )	1.530
Work discipline ( $X_3$ )	1.573

Source: SPSS Processing Data, 2016

Table 1 shows the calculation of Multicollinearity. Moreover, it can be known through the VIF and tolerance, whereby if the value of VIF and tolerance to be around the number  $< 10$  then the regression model above are free from multicollinearity. Based on the results in the table above can be seen by SPSS output does not occur because the symptoms of multicollinearity VIF value of Leadership style ( $X_1$ ), Motivation ( $X_2$ ) and Work discipline ( $X_3$ ) are below  $< 10$ , this means that there is no connection between the independent variables. Thus, multicollinearity assumptions are met (free of multicollinearity).

**- Normality Test**

**Figure 5.** Normality Test



Source: SPSS Data Analysis, 2016

From the figure 5 it can be seen that the points spread and spread around the diagonal line in the direction diagonal lines. This proves that the model Regression of The Influence of Leadership style ( $X_1$ ), Motivation ( $X_2$ ) and Work discipline ( $X_3$ ) on Employee performance (Y) in test normality assumption was met.

**Influence Analysis (Beta Analysis)**



**Table 2.** Unstandardized Coefficient Beta

Variable	B
Constant	4.135
Leadership style (X <sub>1</sub> )	2.574
Motivation (X <sub>2</sub> )	1.195
Work discipline (X <sub>3</sub> )	2.390

Source: SPSS Data Analysis, 2016

From the analysis, obtained by table 2 about linear regression equation as follows

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

$Y = 4.135 + 2.574 X_1 + 1.195 X_2 + 2.390 X_3 + e$  From the multiple linear regression equation above, it can inform the interpretation as follows:

- Constant value of **4.135** means that if the variables in this research of Leadership style (X<sub>1</sub>), Motivation (X<sub>2</sub>) and Work discipline (X<sub>3</sub>) simultaneously increased by one scale or one unit will increase the Employee performance(Y) at **4.135** point.
- Coefficient value of **2.574** means that if the variables in this research of Leadership style (X<sub>1</sub>) increased by one scale or one unit, it will improve and increase Employee performance(Y) at **2.574**.
- Coefficient value of **1.195** means that if the variables in this research of Motivation (X<sub>2</sub>) increased by one scale or one unit, it will improve and increase Employee performance(Y) at **1.195**.
- Coefficient value of **2.390** means that if the variables in this research of Work discipline (X<sub>3</sub>) increased by one scale or one unit, it will improve and increase Employee performance(Y) at **2.390**.

**Coefficient Correlation (r) and Determination (r<sup>2</sup>)**

The correlation coefficient is used to measure the Leadership style (X<sub>1</sub>), Motivation (X<sub>2</sub>) and Work discipline (X<sub>3</sub>) on Employee performance(Y). The correlation coefficient values can be seen in the table below:

**Table 3** Coefficient Correlation (r) and (r<sup>2</sup>) table

r	r <sup>2</sup>
.830 <sup>a</sup>	.688

Source: SPSS Data Analysis, 2016



Based on the table 3 about analysis of correlation ( $r$ ) is equal to 0.830 indicating that the Correlation of Leadership style ( $X_1$ ), Motivation ( $X_2$ ) and Work discipline ( $X_3$ ) on Employee performance ( $Y$ ) has a strong relationship.

To determine the contribution of the independent variable on dependent variable can be seen from the determinant of the coefficient ( $r^2$ ) on the table above. Based on the table above  $r^2$  value shows of 0.688 in this study may imply that the contribution of independent variables in this research which are Leadership style ( $X_1$ ), Motivation ( $X_2$ ) and Work discipline ( $X_3$ ) on Employee performance ( $Y$ ) of 68.8 % while the remaining 31.2% is affected by other variables not examined in this study.

### Simultaneously Test

**Table 4.** Simultaneously Test Table (F – test)

F	Sig.
6.596	.020 <sup>a</sup>

Source: SPSS Data Analysis, 2016

Table 4 is shows the value of 6.596 of  $F_{\text{Count}}$  significant 0.020. Because the  $\text{sig} < 0.05$  means the confidence of this prediction is above 95% and the probability of this prediction error is below 5% which is 0.000. Therefore  $H_0$  is rejected and accepting  $H_a$ . Thus, the formulation of the hypothesis that The Influence of Leadership style ( $X_1$ ), Motivation ( $X_2$ ) and Work discipline ( $X_3$ ) Simultaneously on Employee performance( $Y$ ), is accepted.

### Partially Test

**Table 5.** Partial Test Analysis (t-test)

Model	t	Sig.
Leadership style ( $X_1$ )	2.988	.009
Motivation ( $X_2$ )	2.057	.045
Work discipline ( $X_3$ )	2.802	.008

Source: SPSS Data Analysis, 2016

Based on the calculations in the table 5, the interpretation as follows:

- $t_{\text{count}}$  for Leadership style ( $X_1$ ) 2.988 greater than the value of 1.984  $t_{\text{table}}$  means Leadership style ( $X_1$ ) has significant influence partially on Employee performance( $Y$ ). The sig. value at 0.009 means that prediction of Leadership style ( $X_1$ ) influence on Employee performance( $Y$ ) doing errors is 0.9 %, thus the confidence of this prediction is above 95%. Therefore,  $H_a$  received.



- $t_{count}$  for Motivation ( $X_2$ ) 2.057 greater than the value of 1.984  $t_{table}$  means Motivation ( $X_2$ ) has significant influence partially on Employee performance (Y). The sig. value at 0.008 means that prediction of Motivation ( $X_2$ ) influence on Employee performance (Y) doing errors is 4.5 %, thus the confidence of this prediction is above 95%. Therefore,  $H_a$  received.
- $t_{count}$  for Work discipline ( $X_3$ ) 2.802 greater than the value of 1.984  $t_{table}$  means Work discipline ( $X_3$ ) has significant influence partially on Employee performance (Y). The sig. value at 0.008 means that prediction of Purchase Intention ( $X_3$ ) influence on Employee performance (Y) doing errors is 0.8 %, thus the confidence of this prediction is above 95%. Therefore,  $H_a$  received.

### **Discussion**

Based on statistical analysis can be seen clearly that the partial (individual) all independent variables affect the dependent variable. The impact that the three independent variables are positive means higher leadership style, motivation and discipline of work, the resulting higher the employee's performance is generated. These results are consistent with the hypothesis put forward. The results of this study are also consistent with the results of previous studies.

Partially Leadership style has a significant influence on employee performance. Basically employee has a benefits to generates a partial influence on employee performance by copying a leadership style as their example. Leadership style is suitable if the purpose of the company has been communicated and subordinates have received. A leader must apply the style leadership to manage subordinates, as a leader will be very affect the success of the organization in achieving its objectives (Waridin and Bambang Guritno, 2005). The company uses the awards or prizes and order as a tool to motivate employees. Leader hear ideas of the subordinates before making a decision. Appropriate leadership style will cause a person's motivation to excel. Success or failure of employees in job performance may be affected by his superior leadership style (Hardini, 2001 in Suranta, 2002). Suranta (2002) and Tampubolon (2007) have examined influence of leadership style on performance, stating that the style leadership has a significant influence on employee performance.

Motivation drive employee of CV. Vio Catering to increase their performance, because based on the data analysis above shows the partial influence of motivation has a significant effect



on employee performance. Motivation as a process stems from the strength in terms of physiological and psychological or needs resulting in behavior or encouragement aimed at a goal or incentives ( Moekijat , 2001 in Judge , 2006). Some researchers have tested the relationship between motivation and performance of employees, among others, Suharto and Cahyono (2005 ), Judge (2006 ). Influence motivation to work on the performance shows the results the same that the relationship between motivation and performance of employees shows positive and significant relationship.

The increasing of the employee performance in CV. Vio Catering can not be separated from a discipline committed by the employee. One condition that discipline can be grown in work environment is, the division of labor which completely down to employees or officers at the bottom, so that everyone knows to be aware of what duties, how to do it, when the job starts and finishes, such as what the work required, and to whom accountable for results work it (Budi Setiyawan and Waridin, 2006). For that discipline should be fostered develop to grow also order and evisiensi. Without discipline well, do not expect to be able to be realized their figurehead or employees Ideal as expected by the public and companies. According to Budi Setiyawan and Waridin (2006), and Arita (2005) discipline employee work of performance factors. Research results show that the discipline of work has positive influence on the performance of the employee.

Simultaneously, Leadership style, motivation and discipline have a significant influence on employee performance in CV. Vio Catering. This research also supported a research conducted by Suharto and Budi Cahyono (2005) with the title research " Influence of Organizational Culture, Leadership and Motivation work to the performance of human resources in Parliament secretariat Java Middle " with proportional sampling sampling techniques , the results of research there is a positive and significant influence organizational culture , leadership and motivated individual able to work together on employee performance.

The same finding also argue by Budi Purnomo Setiyawan and Waridin (2006 ) in their research about " The Effect of Employee Discipline and Culture Organization for Performance in Hospital Physician Radiology Division Kariadi Semarang " by census sampling techniques with the results of the study are significantly influence employee discipline and organizational culture together positively influence on employee performance.



## CONCLUSION AND RECOMMENDATION

### Conclusion

From the data analysis about the data analysis and discussion, this research concludes findings as follows:

1. There is an significant influence of Brand Image, Motivation and Work discipline simultaneously on Employee Performance in CV. Vio Catering.
2. There is an significant influence of Leadership Style partially on Employee Performance in CV. Vio Catering.
3. There is no significant influence of Motivation partially on Employee Performance in CV. Vio Catering.
4. There is an significant influence of Work discipline partially on Employee Performance in CV. Vio Catering.

### Suggestion

1. In managerial role in CV. Vio Catering, should care about the Brand Image, Motivation and Perceived Quality. The company should focus on that factor because of the results of the analysis can be seen that there is a positive and significant effect between those variables on the company's product's Employee Performance.
2. For the next researcher recommended for the next researcher to analyze the factors or distribution channels outside of the researchers include in our model.

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## **KEMANDIRIAN PEREMPUAN PEDAGANG KULINER WUJUD KESETARAAN GENDER MENGHADAPI MEA**

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### **ABSTRAK**

Peran perempuan sangat dominan dalam usaha kuliner tradisional di pantai Malalayang 2 (destinasi wisata kuliner tradisional sabua bulu), sebagai sarana bagi perempuan menyalurkan kemampuan-kemampuan kodratnya. Hanya saja Pemerintah kota Manado belum punya program pemberdayaan, yakni melatih perempuan agar memiliki kemampuan, pengetahuan serta ketrampilan tentang rupa-rupa kuliner nasional juga internasional.

Sebagai destinasi wisata lokasi ini masih berhadapan dengan beberapa masalah serius;pembangunan lapak jualan kurang memperhatikan aspek higienis, keamanan dan keamanan serta aspek ekonomis (tidak ada toilet umum,posisi lapak saling berdempet-dempetan,letak lapak sangat dekat dengan jalan raya, sangat rawan kecelakaan,kurang tempat parkir). Selain itu, pembagian lapak-lapak ini kurang memperhatikan minat dan bakat berdagang,dilakukan secara acak bahkan hanya berdasarkan selera kedekatan dengan penguasa.

Tujuan tulisan ini hendak mengajak Kelurahan Malalayang Dua/Pemkot Manado serta semua pihak terkait agar segera membenahi destinasi wisata ini dengan memperhatikan keyamanan,higienis, memperjelas aturan pengelolah,serta membantu perempuan mau mengembangkan potensi dirinya sehingga menjadi lebih produktif menghadapi persaingan MEA.

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**Kata Kunci:** Kemandirian dan kesetaraan gender,MEA,perempuan pedagang kuliner

### **PENDAHULUAN**

Pantai Malalayang dan Kalasey merupakan salah satu destinasi pariwisata di kota Manado sejak tahun 1980-an. Pantai ini selalu dipadati pengunjung,menjadi incaran wisatawan lokal,warga masyarakat kota Manado dan sekitarnya. Warga memanfaatkan sebagai tempat mandi dan berenang pada hari libur nasional dan pada hari minggu. Letak pantai ini sangat dekat dengan pusat kota Manado, sekitar 30 menit menggunakan mobil,terletak di jalur trans Sulawesi,sangat dekat dengan stasiun luar kota, sehingga sepanjang dua puluh empat jam selalu ramai.

Para perempuan (ibu-ibu dan anak-anak) menjajankan makanan tradisional terutama jagung (milu) rebus dan pisang goreng (kukis pisang) dengan cara menjinjing dan langsung menemui pengunjung. Beberapa dari pedagang melengkapi usaha dengan penyewaan ban mobil sebagai pelampung serta menyediakan air bersih untuk bilas usai mandi air laut. Sejak itu,



sepanjang pesisir pantai berubah warna berjejalan aneka warna – warni tarpal yang dipakai oleh pedagang “asongan” turut menghiasi pantai ini. Tarpal-tarpal ini tidak hanya ada pada hari libur atau hari minggu saja, melainkan setiap hari. Maka selanjutnya semua pedagang pasti mengejar keuntungan yang lebih besar sehingga mendorong bertumbuh subur semakin banyak bangunan-bangunan darurat dengan atap tarpal. Kalau sebelumnya, tenda biru hanya dipasang pada hari-hari libur saja, lama kelamaan tenda biru berubah fungsi menjadi tempat mencari nafkah sekaligus tempat hunian.

Abrasi sangat mengancam keselamatan jalan trans Sulawesi di pantai Malalayang dan pantai Kalasey. Pada tahun 2010 pemerintah lintas Kementrian mencanangkan program penyelamatan pantai dengan melakukan pembuatan talut pemecah ombak. Program ini berlangsung selama dua tahun, dari tahun 2010 hingga 2012.

Pada tahun 2012 seiring dengan penggunaan lapak sebagai usaha kuliner, pemetintah kota Manado menggelontorkan slogan Ekowisata dan merupakan salah satu jargon andalan yang dijual oleh pemerintah kota Manado hingga (2015). Namun kalau mau jujur, tujuan utama wisatawan ke Manado masih ke Bunaken. Padahal propinsi Sulut memiliki destinasi pariwisata sangat banyak, sangat cantik dan sangat unik. Tetapi masih sepi dari kunjungan wisatawan. Petanyaan refleksi; “Apa yang salah dengan pariwisata Manado dan Sulut? Bagaimana dengan promosi dan iklim sosial masyarakat? Bagaimana peran pakar dan analis kepariwisataan?”

Kita tentunya tidak ingin menghabiskan waktu hanya untuk debat kusir. Hanya saja diingatkan bahwa hampir semua negara mengandalkan pariwisata sebagai salah satu sumber mengais devisa. Ada banyak dolar yang berkeliaran di luar Manado yang bersumber dari wisatawan. Seandainya dolar-dolar itu bisa mengalir di kota Manado, semua pelaku bisnis pasti sangat senang. Hotel-hotel pasti penuh dengan wisatawan sehingga owner dan karyawan hotel selalu tersenyum, sopir-sopir taksi sibuk hilir mudik mengantar dan menjemput tamu serta “mungkin saja para pelacur tidak kesepian order.” Semua pebisnis tidak berteriak minta pemerintah mencabut aturan bahwa semua kegiatan instansi pemerintah tidak boleh menggunakan hotel.

Gertakan Kemenpan ini menguak mentalitas pengusaha sejatinya, “sangat menyedihkan.” “Mengapa demikian?” Hampir semua usaha jasa ‘merengek-rengok seperti anak kecil, masih belum mandiri, masih sangat bergantung pada pemerintah.’ Mudah-mudahan mereka rajin banyar



pajak,tidak mengabaikan hak-hak pekerja,serta tidak hanya mengumpulkan kekayaan untuk diri sendiri.

Pariwisata butuh strategi pemasaran, butuh program-program memesonakan wisatawan tentunya membutuhkan kemampuan managerial yang hebat,cerdas dan kreatif, artinya ada seorang atau sekelompok orang tidak hanya memiliki standar akademik tertentu saja tetapi harus memiliki kemampuan “naluriyah.”

- 1) kemampuan mengawinkann semua potensi bidang akademik dalam melakukan kajian–kajian dan analisis secara komprehensif secara cermat dan teliti sesuai multi kompleks bidang ilmu,
- 2) kualitas kreativitas dalam hal mampu mengambil keputusan pada waktu dan kesempatan yang tepat,serta menguntungkan,
- 3) kualitas manajerial adalah keberanian menyatukan (sinergisitas) dan mengendalikan semua kekuatan pro kontra, persepsi,asumsi dan potensi.

Oleh karena itu, kualifikasi seorang pemimpin dikatakan hebat bukan ditentukan oleh rumusan Visi dan Misi yang banyak dan berat,karena ada kecendrungan tidak efektif. Maka,dalam penyusunan visi dan misi harus sampai pada tatanan operasional atau aplikatif dengan syarat mudah dimengerti,mudah dilaksanakan, mudah diukur,mudah beradaptasi dengan perubahan (*fleksibility*). Kalau pun hanya satu visi dengan misi, tetapi jelas dalam tatatanan aplikatif adalah lebih baik, dari pada banyak tetapi hanya jadi pajangan dinding ruangan. Biar hanya satu program tetapi memiliki tingkatan pencapaian,asas kemanfaatan bisa dirasakan oleh semua sektor industri jasa serta semua masyarakat.

### **Masalah**

Geliat pariwisata semakin terasa dengan kehadiran pelancong dari negeri Tiongkok. Minat perempuan kota Manado mau mengembangkan usaha kuliner tradisional sangat tinggi, hanya saja belum ditunjang dengan sarana,fasilitas,modal, ketrampilan,pengetahuan memadai. Pemerintah dengan alasan menyerap PAD lebih memiliki pengusaha dengan modal besar menguasai lokasi strategis ketimbang perempuan saha kuliner tradisional, dan bekelas, seperti; mall,super maket, hotel bahkan setiap ruas jalan strtegis untuk menjual kuliner.

### **Tujuan**



Tulisan ini hendak mengajak dan mendorong Pemkot Manado mau bersinergi dengan semua komponen masyarakat (pengusaha, akademisi) melatih perempuan cerdas berkuliner dengan harapan kuliner tradisional menjadi ujung tombak pengembangan destinasi wisata.

### **Pendekatan (Metode Penelitian)**

Tulisan ini mengacu pada hasil penelitian Wisata Kuliner Tradisional Sabuah Bulu di Pantai Malalayang Kelurahan Malalayang Dua kota Manado. Dengan pendekatan deskriptif Kualitatif terutama mengedepankan Studi Kasus (wawancara, diskusi) dengan semua stakeholders selaku informan. Penentuan Sumber informan mengacu pada Muhamad Idrus (2007:119), pemilihan subyek penelitian atau informan menggunakan *criterion-based selection* (Muhadjir,1993) yang didasarkan pada asumsi bahwa subyek tersebut sebagai aktor dalam tema penelitian yang diajukan. Selain itu dalam menentukan informan dapat menggunakan model *Snow Ball Sampling*.

Instrumen utama dalam tradisi penelitian kualitatif adalah peneliti sendiri dengan menggunakan alat bantu berupa catatan, tape recorder, foto dan peta. Moleong (2002:9) menjelaskan bahwa “orang (peneliti) sebagai instrumen memiliki senjata yang secara luwes dapat digunakannya”. Pendapat yang sama juga disampaikan oleh Merriam (dalam Creswell 1994:145) “peneliti kualitatif merupakan instrumen pokok untuk pengumpulan dan analisa data.

Pengumpulan data menggunakan observasi dan wawancara mendalam (*indep interview*) dan dokumentasi. Hal ini sejalan dengan pendapat Koentjaraningrat (1994:130) yang juga membagi teknik pengumpulan data menjadi tiga bagian yakni “pengumpulan data dilakukan melalui observasi, wawancara dan dokumentasi. Dokumen yang diteliti berbagai macam, tidak hanya dokumen resmi” (Soehartono (2002:70)

Analisis data mengacu pada Nasution (1988:126) adalah “proses menyusun data dalam arti menggolongkannya dalam pola, tema atau kategori agar dapat ditafsirkan”. Juga Suprayogo dan Tabroni, (2001:191) dengan melakukan penelaahan, pengelompokan, sistematisasi, penafsiran, dan verifikasi data agar sebuah fenomena memiliki nilai sosial, akademis, dan ilmiah. Oleh karena itu kegiatan analisis data dilakukan dengan cara membaca data yang telah diolah (Wasito,1997:89).

### **PEMBAHASAN**

Bahasan tentang perempuan dan kesetaraan gender atau perempuan berwisata kuliner selalu menjadi topik yang menarik untuk disimak. Berdasarkan hasil penelitian tentang perempuan dan



pariwista (Studi kasus Destinasi Wisata Kuliner Tradisional Sabua Bulu) di Kelurahan Malalayang 2 Manado, menyimpulkan ada dua fenomena yang sangat menarik, dibahas dalam tulisan ini.

### **Perempuan berkuliner sebagai bentuk implementasi kesetaraan gender**

Sebagai perempuan pelaku usaha kuliner tradisional sadar diri masih banyak kekurangan, dalam hal; ketrampilan mengolah masakan kuliner, mental sebagai wirausahawan. Selama ini para perempuan pedagang usaha kuliner hanya berjalan secara alami, hanya mengandalkan naluri masing-masing, dengan modal sangat terbatas. Sentuhan pemerintah kota Manado selama ini kurang maksimal, bahkan yang lebih banyak yakni kata-kata ancaman ketimbang dorongan serta tindakan nyata untuk memajukan usaha ini. Kondisi seperti ini membuat suasana hati para pedagang merasa tidak nyaman, tidak ada kepastian. Oleh karena itu, semua perempuan pedagang tidak peduli adanya MEA. Karena saat ini saja sudah tidak berdaya, jadi tidak ada manfaatnya memikirkan sesuatu yang belum pasti.

Sudah sering para pejabat dan orang-orang pintar di daerah ini berkali-kali mengatakan pemenang dalam semua persaingan adalah mereka yang memiliki kemampuan dan ketrampilan handal. Faktanya hanya jual kecap saja, tanpa tindakan nyata. Akibatnya, sebagian perempuan pedagang putus asa, meninggalkan lapak-lapak jualan, bahkan sebagiannya dengan rupa-rupa alasan telah menyewakan lapaknya.

Tidaklah berlebihan kalau pada tulisan ini kami mengatakan bahwa perempuan berkuliner dengan berbagai romantika suka dan duka, secara sederhana dimaknai sebagai sebuah proses kesetaraan dan keadilan gender. Melalui kegiatan-kegiatan produktif baik secara langsung maupun bersama dengan anggota keluarga lain. Tetapi yang terpenting adalah perempuan bisa memerankan dirinya, mengeksplorasi kemampuan-kemampuan kodratnya demi dirinya sendiri juga demi keluarganya. Hal ini merupakan bagian dari penegasan hak-hak asasi manusia yang menjadi pembahasan khusus dalam forum-forum internasional sejak tahun 1980-an. Perhatian dunia semakin meningkat terhadap kesetaraan gender sebagai bagian penting dalam mencapai kesejahteraan dan keberhasilan pembangunan. Gender dalam konteks ini diintegrasikan kedalam pendekatan kesejahteraan universal yang menjadi bagian dari perangkat hukum dan kesepakatan internasional di bawah PBB. Adapun kesetaraan dan keadilan gender diterapkan melalui strategi *Gender Mainstreaming* atau Pengarusutamaan Gender (PUG) yang merupakan pematangan dari



strategi *Gender and Development*.<sup>1</sup>

Harus diakui bahwa selama ini pendekatan pembangunan terutama di negara-negara sedang berkembang belum secara khusus mempertimbangkan manfaat pembangunan secara adil terhadap perempuan dan laki-laki sehingga turut memberi kontribusi terhadap timbulnya ketidaksetaraan dan ketidakadilan gender. Kesenjangan gender (*Gender gap*), akan berdampak pada permasalahan gender (*gender issues*) dalam pembangunan ditandai dengan:

- 1) Kesenjangan bidang pendidikan, baik pada akses dan partisipasi, terutama pada tingkatan perguruan tinggi, dan masih adanya gender stereotype dalam pilihan jurusan akibat pemberian peran dikotomis (seksis) terhadap keduanya. Dengan demikian semakin kecil jumlah partisipasi perempuan, dan pengelompokan bidang studi yang ditekuni keduanya atas dasar jenis kelamin.
- 2) Masih rendahnya peluang bagi perempuan untuk bekerja dan berusaha, akses dan peran di bidang ekonomi, teknologi informasi, pasar, kredit dan modal kerja. Meskipun sebagai perempuan telah banyak berperan pada sektor ekonomi, tetapi masih dianggap sebagai pencari nafkah tambahan yang berakibat penghargaan terhadap mereka masih tidak setara dengan laki-laki.
- 3) Kedehatan reproduksi bagi perempuan di Indonesia masih perlu memperoleh perhatian khusus. Angka kematian ibu melahirkan masih tinggi, belum terpenuhinya gizi bagi ibu dan anak serta kelangsungan hidup anak, penggunaan alat kontrasepsi aman dan sebagainya.
- 4) Belum terwujudnya keseimbangan partisipasi perempuan dalam pengambilan keputusan publik sehingga kebutuhan gender praktis maupun kebutuhan gender strategis masih belum terpenuhi. Minimnya peran perempuan pada sektor pemerintahan baik sebagai legislator maupun posisi-posisi strategis pada tingkat eksekutif, TNI, POLRI dan instansi penegak hukum seperti kejaksaan dan pengadilan disebabkan hambatan-hambatan kultural maupun struktural.<sup>2</sup>

Beijing *Platform for Action* (BPFA) pada Konverensi PBB untuk Perempuan keempat, tahun 1995 menjadi titik awal dari upaya konkret mengarusutamaan gender dalam kebijakan

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<sup>1</sup> Gender and Development (GAD) merupakan respons dari kegagalan pelaksanaan strategi Women in Development yang memfokuskan gerakannya pada perempuan sebagai realitas biologis. GAD memfokuskan gerakannya pada hubungan gender dalam kehidupan social.

<sup>2</sup> Tim, Penyusun, Panduan Pelaksanaan Inpres Nomor 9 Tahun 2000 tentang Pengarusutamaan Gender dalam Pembangunan Nasional (Edisi II), Jakarta Kementerian Pemberdayaan Perempuan, 2002:1-2.



pembangunan dengan sarasannya adalah kebijakan pemerintah. PUG diintegrasikan dalam siklus pembangunan yang meliputi perencanaan dan penganggaran, pelaksanaan dengan memasukkan kesetaraan gender dalam penyusunan program dan monitoring evaluasi kegiatan. Sasaran tembaknya adalah kebijakan (Negara), aksi (masyarakat), serta institusi (Negara dan masyarakat).<sup>3</sup> Dengan demikian PUG secara umum diterapkan pada institusi pemerintah, organisasi, kelompok masyarakat, hingga keluarga.

Bagaimana memahami kondisi faktual perlakuan terhadap kesetaraan gender serta solusi-solusinya? Gender dalam perspektif teori konstruksi sosial sebagaimana yang dikembangkan oleh Berger dan Luckman,<sup>4</sup> konstruksi sosial berangkat dari metode analisis fenomenologis, yakni metode deskriptif yang berdasarkan pada empirik – merupakan dialektika antara pendekatan gaya Weber dan Durkheim. Berger dan Luckmann memodifikasikan dalam suatu perseptif dialektik yang diambil dari Marx dan pemberian tekanan pada konstitusi kenyataan sosial melalui makna-makna subyektif yang diambil dari Weber.

Menurut teori konstruksi fungsional dengan paradigma fakta sosial lebih memenangkan peran struktur sosial dalam mempengaruhi perilaku manusia. Di bagian lain teori tindakan yang berparadigma definisi sosial memenangkan individu sebagai aktor yang menentukan struktur tindakan dengan mengabaikan struktur sosial yang berada di luar dirinya. Sedangkan menurut Schulltz bahwa dunia sosial memiliki sesuatu yang tersubjektif yang penuh dengan makna (*meaningfull*). Melalui metode analisis fenomenaologis dalam kehidupan sehari-hari yang disebut dengan pengalaman subyektif, maka obyek yang berbeda-beda menampilkan diri dalam kesadaran sebagai unsur yang membentuk sebuah lingkungan yang berbeda-beda pula.<sup>5</sup>

Menurut teori konstruksi sosial bahwa masyarakat merupakan produk manusia dan manusia merupakan produk masyarakatnya. Keduanya menggambarkan sifat dialekti inern dari fenomena masyarakat. Berger menggabungkan berbagai perspektif dari ragam aliran teori sosiologi yang mempertimbangkan aspek-aspek lain menjadi konstruksi teoritis yang mampu tampil, menjawab persoalan pluralistik, dinamis dan kompleks.

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<sup>3</sup> Muhajir M. Darwin, Negara dan Perempuan Reorientasi Kebijakan Publik (Yogyakarta: Media Wacana, 2005)

<sup>4</sup> Peter Berger dan Thomas Luckman, Tafsir Sosial atas Kenyataan Risalah tentang Sosiologi Pengetahuan, terj. Hasan basri (Jakarta, LP3ES, 1990:24.

<sup>5</sup> Berger memiliki sikap berbeda dengan Sosiolog lain dalam menyikapi keragaman aliran dalam sosiologi. Berger mencari solusi atas pertentangan paradigma dan mencari titik temu gagasan Marx, Durkheim dan Weber pada aspek historisitas. Perpaduan ini digunakan Berger memasukkan makna (Schutz) yang menghasilkan watak ganda masyarakat, masyarakat sebagai kenyataan subyektif (Weber) dan masyarakat sebagai kenyataan obyektif (Durkheim), yang berdialektika (Marx).





Berger mengemukakan bahwa proses dialektik fundamental dari masyarakat terdiri dari tiga momentum, yaitu:<sup>6</sup> Pertama, eksternalisasi; Kedua, obyektivitas; Ketiga, internalisasi. Ketiga proses dialektik tersebut dikuatkan oleh legitimasi yang berdimensi kognitif dan normatif yang disebut dengan kenyataan sosial.

1) Eksternalisasi

Eksternalisasi<sup>7</sup> adalah suatu pencurahan kedirian manusia secara terus menerus ke dalam dunia, dalam aktifitas fisik maupun mentalnya. Dalam proses eksternalisasi terjadi interaksi antara manusia dengan lingkungannya bersifat terbuka. Eksternalisasi dipengaruhi oleh *stock of knowledge* (cadangan pengetahuan) yang dimilikinya. Cadangan sosial pengetahuan adalah akumulasi dari *common sense knowledge* (pengetahuan akal sehat). *Common sense* adalah pengetahuan yang dimiliki individu bersama individu-individu lainnya dalam kegiatan rutin yang normal dan secara otomatis terjadi dalam kehidupan sehari-hari. Proses untuk menjadi manusia sejak dilahirkan hingga dewasa berlangsung tidak hanya dalam hubungan timbal balik dengan lingkungannya. Tetapi juga dengan tatanan budaya dan sosial yang spesifik, melalui perantaraan orang-orang yang berpengaruh dalam hidupnya.

Menurut Berger dan Luckman bahwa manusia membangun dunia yang dihasilkan oleh dirinya, dia juga membangun dirinya sendiri dalam interaksi sosialnya yang melahirkan kebudayaan. Kebudayaan terdiri dari totalitas produk manusia material maupun non material misalnya institusi, alat, simbol, bahasa dan sebagainya yang bersifat tidak stabil, tergantung pula ruang dan waktu.<sup>8</sup>

2) Obyektivasi

Obyektivasi adalah produk – produk aktivitas manusia baik fisik maupun mental, merupakan realitas yang berhadapan dengan para produsernya, karena antara manusia dengan produk aktifitasnya merupakan dua entitas yang terbuka. Manusia membangun dunia institusional obyektif melalui aktivitas yang membutuhkan cara tidak hanya sekedar penjelasan proses legitimasi, tentang asal usul pengertian prana sosial dan proses pembentukannya dan mengaitkan sistem makna yang melekat pada lembaga-lembaga atau praktik institusional dan konsensus di bawah ideologi. Di antara keragaman

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<sup>6</sup> Peter L. Berger, *Langit suci Agama Sebagai Realitas Sosial*, terj. Hartono (Jakarta: LP3ES, 1994: 4-5)

<sup>7</sup> Berger dan Luckman, *Tafsir Sosial atas Kenyataan*, 34

<sup>8</sup> *Ibid*, 8-9



kenyataan, akan tampil satu kenyataan *par excellence* yang disebut dengan kenyataan hidup sehari-hari. Upaya masyarakat untuk melembagakan pandangan atau pengetahuan mereka tentang masyarakat dalam aktivitasnya sehari-hari tersebut akhirnya mencapai generalitas yang paling tinggi, di mana dibangun suatu dunia arti simbolik yang universal yang disebut dengan pandangan hidup atau ideologi.

### 3) Internalisasi

Internalisasi merupakan peresapan kembali realitas obyektif tersebut oleh manusia, dan mentransformasikan lagi dari struktur-struktur dunia obyektif kepada struktur-struktur kesadaran subyektif. Menurut Berger dan Luckmann.<sup>9</sup> Proses internalisasi merupakan salah satu momentum dari proses dialektik yang lebih besar yang juga termasuk momentum – momentum eksternalisasi dan obyektivasi. Individu tidak diciptakan sebagai suatu dunia yang pasif, namun dibentuk dalam waktu dialog yang lama. Individu tidak sekedar menyerap dunia sosial baik dalam lembaga-lembaga, peran-peran dan identitas-identitas secara pasif, tetapi secara pro aktif diambalnya. Dengan demikian individu secara terus menerus menjawab dunia yang membentuknya dan karenanya terus memelihara dunia sebagai realitas.

Melalui proses internalisasi, seseorang mampu untuk memahami dirinya, pengalaman masa lalunya dan yang diketahuinya secara obyektif mengenai dirinya dan orang lain. Pengalaman yang berkelanjutan diintegrasikan dalam tatanan kehidupan yang dimodifikasi sehingga makna-makna yang dipahami dapat diproyeksikan kepada masa depan secara obyektif dalam struktur kelembagaan maupun secara subyektif sebagai kesadaran individu.

Anthony Giddens membangun teori strukturasi berawal dari kegelisahan akademiknya terhadap para pemikir sebelumnya yang cenderung menggunakan interpretasi naturalis dalam teori sosial yang berangkat dari filsafat positivis yang berdampak pada reduksionalis dan esensialis dalam pengembangan teori sosial. Menurut paradigma positivis memandang bahwa masyarakat sebagai ekspresi prinsip identitas dan perkembangan yang melandasi masyarakat. Aktor direduksi sebagai produksi kekuatan sosial yang *impersonal* dan *determinatif*.<sup>10</sup> Menurut Giddens pendekatan ini menggunakan teori tindakan (*theory of action*) yang tereduksi sebab lebih mengutamakan masyarakat daripada pelaku.

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<sup>9</sup> Peter L. Berger, Langit Suci, 22-24

<sup>10</sup> Peter Beilharz, Teori-teori Sosial Observasi Kritis terhadap para Filosof Terkemuka, Terj. Sigit Jatmiko (Yogyakarta: Pustaka Pelajar, 2005: 192)



Berdasarkan pengalaman gagalnya pemikiran tradisional dalam mengkonsepsikan hakikat struktur dan tindakan serta hubungan timbal balik keduanya, Giddens menyimpulkan bahwa perlu adanya rekonstruksi dalam teori sosial yaitu sosialologi imperative, fungsionalisme dan strukturalisme. Namun, ketika teori tersebut menurutnya tidak untuk di tinggalkan, tetapi untuk mencari solusi terhadap kekurangan dari ketiganya. Giddens menamakan upaya ini dengan istilah “rekonseptualisme”<sup>11</sup> atas tindakan, struktur, sistem untuk diintegrasikan menjadi sebuah teori baru.

Giddens juga menegaskan bahwa kehidupan sosial manusia bisa dipahami berdasarkan relasi-relasi di antara individu-individu yang bergerak, dan membedakan satu konteks dari konteks yang lain. Konteks-konteks membentuk latar (*setting*) bagi tindakan, dimana kualitas-kualitas agen secara rutin dibentuk berdasarkan arah pengorientasian apa yang mereka kerjakan dan apa yang mereka katakan satu sama lain.<sup>12</sup>

### **Kemandirian Sumber Daya Perempuan pedagang menghadapi era persaingan MEA**

Persaingan MEA sudah tak terhidarkan lagi, tidak ada waktu untuk berkeluh kesah, saling menunjuk batang hidup sebagai pihak yang harus bertanggungjawab. Kita sudah tidak punya waktu untuk debat kusir, karena saat ini semua orang harus bekerja, bekerja dan bekerja, menekuni apa yang sudah di depan mata sambil maksimalkan semua potensi dan daya sehingga bisa menjadi pemenang dalam era persaingan MEA ini.

Tuntutan zaman mengharuskan setiap usahawan tak terkecuali kuliner tradisional untuk mengembangkan kemampuan diri, mengembangkan setiap masakan sehingga beraroma kuliner internasional. Fakta olahan masakan kuliner di pantai Malalayang dari sisi kualitas dan kuantitas menu yang disajikan masih sangat sederhana. Dari sisi kualitas olahan masakan kurang memperhatikan aspek higienis, sebaliknya, dari sisi kuantitas menu, hanya sebatas pisang goreng, jagung rebus, tino tuan, mie ceplok, nasi campur, serta minuman air kelapa muda dan rupa-rupa minuman industri.

Lemahnya kemandirian para pedagang perempuan di pantai Malalayang 2 Manado tak terpisahkan dengan kondisi riil nasib perempuan Indonesia. Kementerian Pemberdayaan dan

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<sup>11</sup> Ibid, 193

<sup>12</sup> Anthony Giddens dan Jonathan Turner, *Social Theory Today*, Terj. Yudi Santoso (Yogyakarta: Pustaka Pelajar, 2008: 367)



Perlindungan Perempuan menyebutkan bahwa sebanyak 60 % pelaku UKM di Indonesia adalah perempuan. *HDI (Human Development Index)* menunjukkan bahwa SDM Indonesia menempati peringkat ke 6 dibawah Negara-negara Asean lainnya, seperti Malaysia, Thailand, Brunei, Philipina, dan Singapore. Sementara itu, dari data *Asian Productivity Organization (APO)* mencatat, dari setiap 1.000 tenaga kerja Indonesia pada tahun 2012, hanya ada sekitar 4,3% tenaga kerja yang terampil. Jumlah itu kalah jauh dibandingkan dengan Filipina yang mencapai 8,3%, Malaysia 32,6%, dan Singapura 34,7%.

Berdasarkan pengertian tentang kemandirian dan proses sosialisasi kemandirian maka paling sedikit dapat diidentifikasi tiga sumber yang dapat merangsang berkembangnya kemandirian perempuan Indonesia:<sup>13</sup> (1) sebagai konsekuensi dibesarkan dalam kondisi social-ekonomi keluarga yang serba kekurangan 2. Sebagai manifestasi tradisi dan sistem sosial yang mendorong kemandirian perempuan sebagai anggota masyarakat, 3. Sebagai konsekuensi dari latar belakang pendidikannya dan pengalamannya.

Melalui proses mengamati apa yang dilakukan perempuan lain dilingkungannya, ia juga mengamati apa yang menjadi konsekuensi dari perilaku tersebut. Atas dasar pengamatannya ia melakukan hal-hal yang oleh lingkungan ditentukan baginya karena ia anak perempuan. Pengertian tentang peran seksualnya sebagai perempuan biasanya masih ditambah dengan mendengarkan nasehat atau ceritera rakyat tentang apa artinya menjadi perempuan. Sehingga secara lambat tetapi nyata ia, sebagai anak perempuan, mulai mengembangkan pengetahuan tentang identitas seksualnya. Ia juga belajar tentang perbedaan antara perempuan dan laki-laki, termasuk stereotipe yang berlaku di lingkungannya tentang apa yang pantas dilakukan perempuan atau laki-laki (feminitas dan maskilinitas).

Sumber lain yang memacu kemandirian perempuan ialah tradisi dan sistem sosial beberapa suku. Menurut Manderson L (editor 1983 menulis bahwa perempuan Aceh, Sumatera barat dan Batak selalu mempunyai peranan penting dalam kehidupan ekonomi. Peranan ini berkaitan erat dengan adanya tradisi dalam suku-suku tersebut mengenai anggota keluarga lelaki yang meninggalkan keluarga untuk mencari pengalaman dan mencari kerja. Kepergian seorang ayah sebagai kepala keluarga (migrasi ke kota) untuk jangka waktu tertentu tidak dianggap janggal. Karena ada anggapan bahwa selama ayah absen dari lingkungan keluarga, maka perempuan

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<sup>13</sup> Saporinah Sadli, *Kemandirian Perempuan dalam Kemandirian Perempuan Indonesia* Kelompok Studi wanita Pusat Penelitian Universitas Brawijaya Malang, 1991:34,36



sebagai istri dan ibu mengambil alih tanggungjawab di lingkungan rumah tangga maupun komunitasnya.

Kemandirian karena pendidikan dan pengalaman. Pendidikan sebagai suatu proses selain memberi pengalaman untuk mengembangkan akal budi seseorang, juga memberikan pengalaman untuk dapat secara mandiri menerapkan pengetahuan dan keahlian yang diperoleh. Kemandirian pendidikan dapat meningkatkan kualitas peran sumber daya manusia (*human resources*) dan sumber daya alam (*natural resources*) sangat penting dalam pembangunan suatu bangsa.<sup>14</sup> Pengembangan sumber daya manusia (*human resources development*) secara makro, adalah suatu proses peningkatan kualitas atau kemampuan manusia dalam rangka mencapai suatu tujuan pembangunan bangsa. Proses peningkatan di sini mencakup perencanaan, pembangunan, dan pengelolaan sumber daya manusia (*human investment*).

Beberapa ahli di bawah ini mengemukakan definisi pemberdayaan dilihat dari tujuan, proses dan cara-cara pemberdayaan:<sup>15</sup> (1) Pemberdayaan bertujuan untuk meningkatkan kekuasaan orang-orang yang lemah atau tidak beruntung (Ife, 1955). (2) Pemberdayaan adalah sebuah proses dengan mana orang menjadi cukup kuat untuk berpartisipasi dalam, berbagai pengontrolan atas, dan mempengaruhi terhadap, kejadian-kejadian serta lembaga-lembaga yang mempengaruhi kehidupannya. Pemberdayaan menekankan bahwa orang memperoleh ketrampilan, dan kekuasaan yang cukup untuk mempengaruhi kehidupannya dan kehidupan orang lain yang menjadi perhatiannya (Parsons, 1994).

Pemberdayaan memuat dua pengertian kunci, yakni kekuasaan dan kelompok lemah. Kekuasaan di sini diartikan bukan hanya menyangkut kekuasaan politik dalam arti sempit, melainkan kekuasaan atau penguasaan klien atas:<sup>16</sup> (1) Pilihan-pilihan personal dan kesempatan-kesempatan hidup kemampuan dalam membuat keputusan-keputusan mengenai gaya hidup, tempat tinggal, pekerjaan. (2) Pendefinisian keutuhan: kemampuan menentukan kebutuhan selaras dengan aspirasi dan keinginannya. (3) Ide atau gagasan: kemampuan mengekspresikan dan menyumbangkan gagasan dalam suatu forum atau diskusi secara bebas dan tanpa tekanan. (4) Lembaga-lembaga: kemampuan menjangkau, menggunakan, mempengaruhi pranata - pranata

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<sup>14</sup> S. Notoatmodjo (2003: 2 – 13). *Pengembangan Sumberdaya Manusia*. Rineka Cipta. Jakarta.

<sup>15</sup> Suharto, Edi, 1997: 210-224. *Pembangunan, Kebijakan Sosial dan Pekerja Sosial: Spektrum Pemikiran*. Bandung. Lembaga Studi Pembangunan Sekolah Tinggi Kesejahteraan Sosial.

<sup>16</sup> Ife, Jim. 1995: 61-64. *Community Development: Community Base Alternatives in an Age of Globalisation* second Edition. Australia: Person Education Australia Pty. Ltd.



masyarakat, seperti lembaga kesejahteraan sosial, pendidikan, kesehatan. (5) Sumber-sumber: kemampuan memobilisasi sumber-sumber formal, informal dan kemasyarakatan. (6) Aktivitas ekonomi: kemampuan memanfaatkan dan mengelola mekanisme produksi, distribusi, dan pertukaran barang serta jasa. (7) Reproduksi: kemampuan dalam kaitannya dengan proses kelahiran, perawatan anak, pendidikan dan sosialisasi.

Memberdayakan adalah upaya untuk meningkatkan harkat dan mertabat lapisan masyarakat yang keterbelakang.<sup>17</sup> Dengan kata lain, memperdayakan adalah memampukan dan memandirikan masyarakat. Dalam kerangka pemikiran itu, upaya memperdayakan masyarakat haruslah dilakukan dengan: “Menciptakan suasana atau iklim yang memungkinkan potensi masyarakat berkembang. Upaya itu harus diikuti dengan memperkuat potensi atau daya yang dimiliki oleh masyarakat. Beriringan dengan penguatan pranata - pranata budaya yang sudah ada sebagai pengimbang kehadiran budaya import / asing. Demokratisasi dan partisipasi aktif masyarakat berperan dalam pembangunan masyarakat (masyarakat aktif).

Pemberdayaan juga merupakan proses melindungi dan membangun rasa berkeadilan. Tahap-tahap pemberdayaan yang harus dilalui, di antaranya.<sup>18</sup> (1) Membantu masyarakat dalam menemukan masalahnya. (2) Melakukan analisis (kajian) terhadap masalah tersebut secara mandiri (partisipatif). (3) Menentukan skala prioritas masalah. (4) Mencari penyelesaian masalah yang sedang dihadapi. (5) Melaksanakan tindakan nyata untuk menyelesaikan masalah yang sedang dihadapi. (6) Mengevaluasi seluruh rangkaian dan proses pemberdayaan itu untuk dinilai sejauhmana keberhasilan dan kegagalan.

### **KESIMPULAN DAN SARAN**

Pemerintah kota Manado lebih serius menata destinasi wisata kuliner tradisional sabua bulu ini sehingga layak menyandang predikat destinasi wisata andalan di kota Manado. Keberadaan destinasi wisata Malalayang 2 ini selanjutnya tergantung dari pemerintah.

Menurut masyarakat pedagang, sebaiknya destinasi wisata ini tetap seperti saat ini, hanya saja perlu penataan kembali semua lapak agar memiliki tempat parkir serta menyediakan MCK yang cukup agar bisa menjaring lebih banyak wisatawan lokal juga manca Negara. Demikian

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<sup>17</sup> Kartasasmitha, 1997: 11-12. *Pemberdayaan Masyarakat. Konsep Pembangunan yang Berakar pada Masyarakat*. Jakarta: Badan Perencanaan Pembangunan Nasional

<sup>18</sup> Azis, 2005: 135. *Pendekatan Sosial. Kultur dalam Pemberdayaan Masyarakat*. Yogyakarta. Pustaka Pesantren.



halnya niat untuk mengembangkan usaha ini ke depan, guna menjawab tantangan MEA sepenuhnya diserahkan pada anak-anak. Kami yakin anak-anak lebih mengerti serta mengetahui cara-cara yang paling tepat menghadapi persaingan MEA.

Adapun saran, pemerintah kota Manado hendaknya sungguh-sungguh membantu perempuan pedagang kuliner sabuah bulu di pantai Malalayng 2 ini memiliki memiliki pengetahuan dan kemampuan yang cukup, seperti; memiliki kepercayaan diri, mampu menyampaikan aspirasi, mempunyai mata pencaharian, berpartisipasi dalam kegiatan sosial, dan mandiri dalam melaksanakan tugas-tugas kehidupannya.

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