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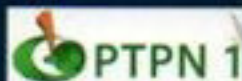


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## KATA SAMBUTAN REKTOR

AssalamualaikumWr.Wbr

Forum Manajemen Indonesia ke 6 (FMI 6) dengan kegiatan seminar dan *call for paper* yang diselenggarakan oleh Departemen Manajemen Fakultas Ekonomi dan Bisnis Universitas Sumatera Utara di Medan ini, sangat saya apresiasi karena mempunyai tujuan untuk meningkatkan pengetahuan dan wawasan khususnya pada bidang *entrepreneurial management* yang dapat digunakan untuk menghadapipersaingan akibat dampak globalisasi terutama dengan adanya Masyarakat Ekonomi ASEAN.

Untuk memenangkan persaingan ini diperlukan implikasi bagi sebuah perusahaan seperti konsep-konsep manajemen, ketrampilan, pola pikir dengan fleksibilitas yang tinggi, inovasi dan responsif serta pengetahuan kewirausahaan di berbagai lapisan manajemen. Kreatifitas dan inovasi dikembangkan untuk dapat mengembangkan produk baru, yang unik dan mempunyai nilai tambah (*value added*) bagi perusahaan ataupun organisasi.

Selain tu, transformasi bisnis yang semakin cepat dan terus menerus berkembang membutuhkan manajemen yang dinamis meliputi keseluruhan aspek manajemen bagi perusahaan ataupun organisasi. Aspek tersebut diantaranya meliputi bidang manajemen pemasaran, manajemen sumber daya manusia, manajemen keuangan dan kewirausahaan.

Saya berharap dengan adanya kegiatan ini dapat memberikan perubahan dan paradigma khususnya bagi para akademisi, praktisi, pengusaha, mahasiswa dan masyarakat luas sehingga dapat menciptakan visi, misi maupun strategi dalam menghadapi perubahan lingkungan bisnis di masa yang akan datang.

Terima kasih terhadap para peserta yang telah hadir dan mengikuti acara FMI 6 yang diselenggarakan di Medan ini. Semoga para peserta mempunyai kesan yang baik terhadap acara ini.

Wassalam,  
Rektor Universitas Sumatera Utara

Prof. Dr. Dr. Syahril Pasaribu, DTM&H, M.Sc. (CTM), Sp.A(K)

## KATA SAMBUTAN DEKAN

Assalamualaikum Wr, Wb

Forum Manajemen Indonesia berinisiatif secara berkala bertemu dan berdiskusi demi saling menyamakan visi dalam rangka pengembangan ilmu manajemen melalui Forum Manajemen Indonesia (FMI). Kegiatan Forum Manajemen Indonesia ke 6 pada tahun ini diselenggarakan oleh Departemen Manajemen Fakultas Ekonomi dan Bisnis Universitas Sumatera Utara di Medan dengan acara seminar nasional dan *call for paper* yang bertemakan *entrepreneurial management*.

*Entrepreneurial management* sebagai praktek tentang kreativitas dengan memanfaatkan efisiensi dan efektivitas dalam mengelola sebuah organisasi. Manajer terlibat secara langsung di dalam dinamika yang sangat kompleks antara ilmu manajemen dengan strategi bisnis. Istilah *entrepreneurial management* telah diperluas mencakup konsep kewirausahaan sebagai pola pikir sebagai inisiatif kewirausahaan dalam bentuk kewirausahaan sosial, kewirausahaan politik atau kewirausahaan pengetahuan.

Saya berharap dengan berlangsungnya acara ini dapat memberikan kontribusi yang positif dalam perkembangan konsep dan praktek *entrepreneurial management* khususnya bagi pelaku bisnis Indonesia. Akhir kata, terima kasih kepada para peserta telah hadir dan mensukseskan acara Forum Manajemen Indonesia di Medan ini.

Wassalam,

Dekan Fakultas Ekonomi dan Bisnis Universitas Sumatera Utara

## KATA SAMBUTAN

Assalamualaikum wr, wb

Forum Manajemen Indonesia ke 6 yang dilaksanakan di Medan ini merupakan kegiatan yang diikuti peserta yang berasal dari akademisi Fakultas Ekonomi seluruh Indonesia. Adapun tema dalam kegiatan ini adalah *entrepreneurial management*. Tujuan dari tema ini adalah sebagai kontribusi dalam pengembangan *entrepreneurial management* yang menggabungkan seluruh konsep manajemen dan kewirausahaan dalam pengembangan dan peningkatan jumlah pelaku bisnis, peningkatan kualitas pelayanan dan produk yang dihasilkan serta strategi pemasaran dalam menghadapi persaingan global yang semakin ketat khususnya dalam menghadapi MEA (Masyarakat Ekonomi Asean) tahun 2015.

Persaingan bisnis merupakan sesuatu yang tidak mungkin dihindari dalam kegiatan manajemen baik yang melibatkan pelaku UMKM dan pelaku bisnis skala besar. Untuk itu diperlukan konsep-konsep manajemen yang dapat menjawab tantangan dari pelaku bisnis domestik maupun Internasional. Konsep-konsep ini harus merupakan konsep yang lahir dari penelitian yang baru dan berkualitas dari para akademisi yang dapat diterapkan kepada pelaku bisnis tersebut.

Kami dari panitia FMI 6 sangat mengharapkan kepada para peserta untuk dapat berperan aktif dalam memberikan ide-ide, konsep-konsep baru dan pengalaman untuk dapat secara bersama-sama memberikan kontribusi dalam mewujudkan transformasi, strategi dan inovasi bagi kemajuan ilmu manajemen di Indonesia.

Acara Seminar Nasional dan Call For Paper ini diikuti oleh berbagai Universitas yang ada di Indonesia dengan jumlah Paper 268 Paper. Yang terdiri dari:

- Manajemen Strategi : 13 Paper
- Manajemen Kewirausahaan : 50 Paper
- Manajemen Operasi : 16 Paper
- Manajemen SDM : 51 Paper
- Manajemen Umum : 16 Paper
- Manajemen Pemasaran : 60 paper
- Manajemen Keuangan : 62 Paper

Wassalam.

Ketua Panitia,  
Dr. Isfenti Sadalia, SE., ME



## DAFTAR ISI

|                               |      |
|-------------------------------|------|
| DAFTAR NAMA PENGURUS FMI..... | iii  |
| KATA SAMBUTAN REKTOR.....     | iv   |
| KATA SAMBUTAN DEKAN.....      | v    |
| KATA SAMBUTAN.....            | vi   |
| DAFTAR ISI.....               | vii  |
| JADWAL ACARA FMI 6 MEDAN..... | xxix |
| JADWAL ACARA PER SESI.....    | xxx  |

### **MANAJEMEN KEUANGAN**

|  |    |
|--|----|
| <b>BIAS INVESTOR PADA PERDAGANGAN INDEKS</b><br>Abdur Rafik.....   | 3  |
| <b>HUBUNGAN AGENSI DAN KINERJA PADA PERUSAHAAN KELUARGA: STUDI PADA PERUSAHAAN KECIL DAN MENENGAH DI YOGYAKARTA</b><br>Agus Harjito, Arif Singapurwoko.....  | 4  |
| <b>ANALISIS <i>OVERREACTION</i>, <i>FIRM SIZE</i> DAN <i>LIKUIDITAS</i> SAHAM PADA SAHAM SYARIAH DAN NONSYARIAH DI BURSA EFEK INDONESIA</b><br>Agus Riyanto, Zaenal Arifin.....                                | 5  |
| <b>PENGARUH RASIO KEUANGAN TERHADAP PERTUMBUHAN LABA DI MASA YANG AKAN DATANG</b><br>Ait Novatiani, Rosyani Muthya.....  | 6  |
| <b>PENGARUH PERGERAKAN NILAI TUKAR RUPIAH TERHADAP VOLUME PERDAGANGAN SAHAM DAN <i>RETURN</i> SAHAM PADA SEKTOR ANEKA INDUSTRI YANG TERDAFTAR PADA BEI TAHUN 2008-2012</b><br>Andina Pradanti, Nurfauziah..... | 7  |
| <b>ANALISIS RISIKO PORTOFOLIO OPTIMAL SAHAM BLUE CHIP MENGGUNAKAN PENDEKATAN VALUE AT RISK</b><br>Ari Christianti.....   | 8  |
| <b>ANALISIS KINERJA LEMBAGA KEUANGAN MIKRO DI INDONESIA DENGAN VARIABEL FINANCIAL SUSTAINABILITY, OUTREACH DAN WELFARE IMPACT</b><br>Arif Singapurwoko.....  | 9  |
| <b>PENGARUH KONDISI KEUANGAN PERUSAHAAN TERHADAP MANIPULASI AKTIVITAS RIIL</b><br>Amellya Christiantidan, I Putu Sugiarta Sanjaya.....   | 10 |
| <b>PERKEMBANGAN <i>BEHAVIORAL FINANCE</i> DI INDONESIA DAN MANCANEGERA</b><br>Benny Budiawan Tjandrasa.....  | 11 |

|   |    |
|---|----|
| <b>STRUKTUR KEUANGAN DAN KINERJA ANTAR GENERASI PERUSAHAAN KELUARGA DI INDONESIA</b><br>Baziedy Aditya Darmawan, Dwiprptono Agus Harjito.....   | 12 |
| <b>PENGARUH RASIO SPESIFIK PERBANKAN TERHADAP KINERJA KEUANGAN BANK GO PUBLIC DI BEI</b><br>Cytraningrum Denry Susanty, Sutrisno.....   | 13 |
| <b>KETEPATAN ESTIMASI LABA, TARGET HARGA DAN REKOMENDASI SAHAM DALAM ANALYST REPORT</b><br>C. Erna Susilawati .....   | 14 |
| <b>MODEL MARKOWITZ UNTUK PEMBENTUKAN PORTFOLIO OPTIMAL DI BURSA EFEK INDONESIA</b><br>Dihin Septyanto, Bob Kertopati .....  | 15 |
| <b>PENGARUH PENERAPAN GOOD CORPORATE GOVERNANCE TERHADAP KINERJA KEUANGAN PERUSAHAAN MANUFAKTUR (Studi pada Perusahaan yang Terdaftar di BEI)</b><br>Eria Orizayanti, Nurfauziah.....   | 16 |
| <b>PENGARUH UKURAN PERUSAHAAN, PERTUMBUHAN PERUSAHAAN, NON-DEBT TAX SHIELD, LABA PERUSAHAAN, FIXED ASSET, RISIKO BISNIS DAN LIQUIDITY TERHADAP LEVERAGE PADAPT ASTRA INTERNATIONAL TBK DAN ANAK PERUSAHAANNYA DI BURSA EFEK INDONESIA</b><br>Evanti Anggraini , Tita Deitiana ..... | 17 |
| <b>THE AGGREGATE BIAS OF THE DISPOSITION EFFECT</b><br>Edo Sri Harsanto .....   | 18 |
| <b>ANALISIS EFISIENSI PERBANKAN ISLAM DI ASIA TENGGARA</b><br>Faaza Fakhrunnas, Zaenal Arifin .....   | 19 |
| <b>DETERMINAN KECURANGAN LAPORAN KEUANGAN DAN KORUPSI MANAJEMEN</b><br>Fitri Ismiyanti, Chyntia .....   | 20 |
| <b>PENGARUH KONSENTRASI KEPEMILIKAN DAN KOMITE AUDIT TERHADAP MANAJEMEN LABA SERTA DAMPAKNYA TERHADAP KUALITAS LABA PADA PERUSAHAAN MANUFAKTUR YANG TERDAFTAR DI BEI PERIODE 2012 SAMPAI 2013</b><br>Fransisca Hanita R, Ryani Dhyan Parashakti.....                                | 21 |
| <b>FACTORS FROM UNDERWRITER THAT INFLUENCE INITIAL RETURN OF THE COMPANIES DOING INITIAL PUBLIC OFFERINGS IN INDONESIA STOCK EXCHANGE IN THE PERIOD OF 2004-2011</b><br>Ferry Sugianto, Liliana Inggrit Wijaya .....  | 22 |
| <b>PENGARUH ASET, MODAL SENDIRI, MODAL ASING, JUMLAH PEGAWAI DAN JUMLAH ANGGOTA TERHADAP PENDAPATAN USAHA KOPERASI SEKTOR UNGGULAN DI ACEH UTARA</b><br>Ghazali Syamni, Nazir <sup>2</sup> , Musliadi .....   | 23 |
| <b>HUBUNGAN ANTARA KUALITAS KELEMBAGAAN, INVESTASI ASING LANGSUNG, KEBEBASAN PASAR, DAN KEWIRAUSAHAAN: STUDI PERBANDINGAN DI ASIA TENGGARA</b><br>H. Sugeng Hariadi .....   | 24 |

|  |    |
|--|----|
| <b>GENDER, STRUKTUR MODAL, DAN KEPUTUSAN KEUANGAN USAHA MIKRO, KECIL, DAN MENENGAH DI INDONESIA</b><br>Herlina Yoka Roida.....   | 25 |
| <b>ANALISIS PENERBITAN OBLIGASI DAERAH UNTUK PEMBIAYAAN INFRASTRUKTUR DAERAH</b><br><i>(ANALYSIS OF MUNICIPAL BOND ISSUANCE TO FINANCING LOCAL INFRASTRUCTURE)</i><br>H.M. Hasbi Zaidi.....  | 26 |
| <b>ANALISIS DETERMINAN KEPUTUSAN PEMBAYARAN DIVIDEN STUDI PADA PERUSAHAAN YANG <i>GO PUBLIC</i> DI BURSA EFEK INDONESIA</b><br>Heni Kusumawati, Shita Lusi Wardhani.....   | 27 |
| <b>PERSPEKTIF MANAJER INDUSTRI KEUANGAN SYARIAH DI JEMBER TENTANG PENERAPAN BISNIS SYARIAH</b><br>Hari Sukarno, Dessy Novitasari Laras Asih.....   | 28 |
| <b>ISLAMIC FINANCE MANAGEMENT: A PLATINUM OPPORTUNITY FOR YOUNG ENTREPRENEURS</b><br>Ike Pumamasari, Maryam Nadir .....  | 29 |
| <b>PENGARUH FAKTOR FUNDAMENTAL DAN TEKNIKAL TERHADAP HARGA SAHAM PERTAMBANGAN DI BURSA EFEK INDONESIA</b><br>Intan Yuniasih, Sri Mulyati.....  | 30 |
| <b>STRUKTUR MODAL PERUSAHAAN MULTINASIONAL DAN PERUSAHAAN DOMESTIK SERTA FAKTOR PENENTU:PERBANDINGAN DI NEGARA MAJU DAN NEGARA BERKEMBANG</b><br>I Made Sudana, Anita Handayani.....   | 31 |
| <b>THEORETICAL BASES OF THE DISPOSITION EFFECT ONINVESTOR BEHAVIOR: REVIEW OF THEORIESAND SURVEY OF LITERATURE</b><br>I Made Surya Negara Sudirman .....   | 32 |
| <b>FAKTOR-FAKTOR YANG MEMPENGARUHI <i>LOAN CONTRACT</i> PADA PINJAMAN KORPORASI DI KAWASAN ASIA-PASIFIK PERIODE 2006-2010</b><br>Jemmy Gunawan, Deddy Marciano, Liliana Inggrit Wijaya.....  | 33 |
| <b>BANK PERFORMANCE AND ECONOMIC GROWTH: IMPLENTATION OF GRANGER PANEL CAUSALITY</b><br>Khairunnisa .....  | 34 |
| <b>PENGARUH INDIKATOR MAKROEKONOMI TERHADAP INDEKS HARGA SAHAM PERBANKAN</b><br>Liesa Aprilia Crestin, Hedwigis Esti Riwayati.....   | 35 |
| <b>ANALISIS FAKTOR MAKRO EKONOMI DAN FAKTOR KINERJA KEUANGAN SEBAGAI PEMBENTUK MODEL PREDIKSI KEBANGKRUTAN PERUSAHAAN (STUDI PADA PERUSAHAAN TERCATAT DI BEI PADA PAPAN PENGEMBANG DENGAN SEKTOR PERDAGANGAN, JASA DAN INVESTASI) PERIODE 2009-2012</b><br>M. Sienly Veronica..... | 36 |

|   |    |
|---|----|
| <b>CUSTOMER-FOCUSED STRATEGY DAN RISIKO TOTALBANK UMUM DEvisa NASIONAL INDONESIA</b><br>Mudjilah Rahayu .....   | 37 |
| <b>PENGARUH INTELLECTUAL CAPITAL TERHADAP NILAI PASAR DAN KINERJA PERUSAHAAN KELUARGA YANG TERDAFTAR DI BURSA EFEK INDONESIA</b><br>Mohamad Maulana, Sri Mulyati.....   | 38 |
| <b>HISTORICAL EFFICIENCY OF BANKS IN INDONESIA AT THE PERIOD OF 1992-2012</b><br>Muhamad Nadratuzzaman Hosen, Muhammad Faza Firdaus.....  | 39 |
| <b>PENINGKATAN KINERJA KEUANGAN DAN KINERJA PASAR: <i>RESOURCE BASED THEORY APPROACH</i></b><br>Mutamimah, Ichva Dhian Fatmariza .....  | 40 |
| <b>PERUBAHAN HARGA MINYAK MENTAH DUNIA DAN PENDAPATAN SAHAM PERUSAHAAN PADA SUB SEKTOR OTOMOTIF</b><br>Muhammad Madyan, Harmoni Filantropi.....   | 41 |
| <b>KINERJA PORTOFOLIO SYARIAH DAN PORTOFOLIO NON SYARIAH DI INDONESIA</b><br>Nanny Veronica Djohan, Werner R. Murhadi, Endang Ernawati .....  | 42 |
| <b>TINGKAT <i>LITERACY</i> KEUANGAN MAHASISWA PERGURUAN TINGGI DI KOTA MEDAN</b><br>Nisrul Irawati, Syamsul Bahri TRB, Beby Kendida Hasibuan .....  | 43 |
| <b>PENGUJIAN DAMPAK MANAJEMEN TEKNOLOGI INFORMASI TERHADAP KINERJA KEUANGAN DAN NILAI BISNIS</b><br><b>(Studi Kasus pada PT. Bank BPR X di Bandung)</b><br>Nanang Sasongko .....  | 44 |
| <b>CORPORATE GOVERNANCE DAN PERATAAN LABA</b><br>Puput Tri Komalasari, Nur Mia Al'maidah .....  | 45 |
| <b>PERILAKU PENGAMBILAN RISIKO DAN STRUKTUR KEPEMILIKAN PADA INDUSTRI PERBANKAN DI INDONESIA</b><br>Rahmat Heru Setianto .....  | 46 |
| <b>FENOMENA REAKSI BERLEBIHAN ATAU <i>OVERREACTION</i> PADA TRANSAKSI SAHAM DI ASIA TENGGARA</b><br>RShanti DarsihOttemoesoe, Mariana IngMalelak.....   | 47 |
| <b>PENGARUH RETURN ON ASSET, RETURN ON EQUITY, NET PROFIT MARGIN, DEBT TO ASSET RATIO, DEBT TO EQUITY RATIO DAN DIVIDEND PAYOUT RATIO PADA HARGA SAHAM PERUSAHAAN-PERUSAHAAN TERBUKA YANG TERDAFTAR PADA INDEKS SYARIAH DI BEI 2009-2012</b><br>Rosemarie Sutjiati Njotoprajitno..... | 48 |
| <b>FUNDAMENTAL EFFECT TO CAPITAL STRUCTURE ON THE FIRMS LISTED INDONESIA STOCK EXCHANGE YEARS 2009-2012</b><br>Ramli, Agus Zainul Arifin.....   | 49 |
| <b>PENGARUH EKSPEKTASI KONSUMEN TERHADAP INDEKS HARGA SAHAM GABUNGAN DI BURSA EFEK INDONESIA</b><br>Sumarsono .....   | 50 |

|  |    |
|--|----|
| <b>DETERMINAN-DETERMINAN MANAJEMEN LABA PADA PENAWARAN SAHAM PERDANA<br/>(KASUS PADA PERUSAHAAN SEKTOR ANEKA INDUSTRI)</b><br>Sheila Regina Prihandini, Tatang Ary Gumanti, Elok Sri Utani.....  | 51 |
| <b>PENGARUH FAKTOR MAKRO EKONOMI, INDEKS BURSA GLOBAL, DAN KEPEMILIKAN SAHAM ASING TERHADAP PERGERAKAN HARGA SAHAM DI BURSA EFEK INDONESIA</b><br>Siti Wardani Bakri Katti, Zaenal Arifin .....  | 52 |
| <b>PERBANKAN SYARIAH: ANTARA IDEALISME DAN OPORTUNISME</b><br><b>Studi Kasus pada Perbankan Syariah di Indonesi</b><br>Sutrisno.....   | 53 |
| <b>RETURN SAHAM SEKTOR ASURANSI BERDASARKAN USIA PERUSAHAAN (AGE)</b><br>Sugiyanto, Dihin Septyanto, Yanti Safitry .....   | 54 |
| <b>PENGUNAAN METODE PENGANGGARAN MODAL DALAM MENGAMBIL KEPUTUSAN KELAYAKAN BISNIS MAKANAN</b><br>Surya Setyawan .....  | 55 |
| <b>PENGARUH KOMITMEN MANAJEMEN TERHADAP IMPLEMENTASI SUPPLY CHAIN MANAGEMENT UNTUK MENINGKATKAN KINERJA KEUANGAN PERUSAHAAN MANUFAKTUR JAWA TIMUR DARI PERSEPSI PARA MANAGER KEUANGAN</b><br>Sautma Ronni Basana.....                      | 56 |
| <b>ANALISIS KINERJA SAHAM PERUSAHAAN-PERUSAHAAN YANG MELAKUKAN INITIAL PUBLIC OFFERING (IPO)</b><br>Suskim Riantani, Reva Yuliani .....  | 57 |
| <b>PENGARUH <i>PORTFOLIO TURNOVER</i>, <i>ASET</i>, <i>EXPENSE RATIO</i>, <i>KAS</i> DAN <i>SUBSCRIPTION FEE</i> TERHADAP KINERJA REKSA DANA SAHAM DI INDONESIA Th 2009 – 2012</b><br>Tuti Suharti, Irene Rini Demi Pangestuti.....        | 58 |
| <b>PENGARUH <i>BID ASK SPREAD</i> DAN UKURAN PERUSAHAAN TERHADAP <i>HOLDING PERIOD</i></b><br>Umi Murtini.....   | 59 |
| <b>MODEL PENGUKURAN REFLEKTIF UNTUK MENGUKUR PERILAKU OVERCONFIDENCE INVESTOR DI PASAR MODA</b><br>Wisudanto.....  | 60 |
| <b>CORPORATE GOVERNANCE AND FIRM PERFORMANCE OF LISTED FIRMS IN INDONESIAN SHARIA STOCK INDEX</b><br>Wahyu Trinarningsih, Purwanto .....   | 61 |
| <b>EVALUASI KINERJA PENDEKATAN <i>PROFITABILITY INDEX</i> DAN <i>NET PRESENT VALUE</i> SERTA PEMANFAATAN <i>DOMINANT MATRIX</i> UNTUK MENENTUKAN SEJUMLAH PROYEK INDEPENDEN DALAM <i>CAPITAL RATIONING</i></b><br>Yohanes Supriyanto ..... | 62 |
| <b>PERAN DINAMIKA LINGKUNGAN SEBAGAI MODERASI PENGARUH LIKUIDITAS DAN <i>RISK BASED CAPITAL</i> TERHADAP KINERJA KEUANGAN PERUSAHAAN ASURANSI UMUM DI INDONESIA</b><br>Yuliani.....  | 63 |

|   |    |
|---|----|
| <b>ANALISIS PERBANDINGAN KINERJA REKSADANA SAHAM YANG DIKELOLAPERUSAHAAN INVESTASI LOKAL DAN ASING DI INDONESIA</b><br>Zaida Rizqi Zainul, Isfenti Sadalia, Khaira Amalia Fachrudin ..... | 64 |
|---|----|

## **MANAJEMEN UMUM**

|  |    |
|--|----|
| <b>PELUANG BISNIS, ETIKA BISNIS, DAN PERLINDUNGAN HUKUMNYA DEMI TERCIPTANYA <i>POLITE BUSINESS ENVIRONMENT</i></b><br>Aris Armuninggar.....                      | 67 |
| <b>KEGIATAN KNOWLEDGE SHARING DI UNIVERSITAS TELKOM BANDUNG</b><br>Anita Silvianita.....   | 68 |
| <b>PENGEMBANGAN KOPERASI KOTA BANDUNG MELALUI PEMETAANPELAKU USAHA KOPERASI DAN USAHA UNGGULANNYA</b><br>Asep Mulyana, Wa Ode Zusnita Muizu .....                | 69 |
| <b>PERSEPSI MAHASISWA TERHADAP PELAKSANAAN MATA KULIAH KEWIRAUSAHAAN DI UNIVERSITAS CIPUTRA</b><br>Charly Hongdiyanto .....                                      | 70 |
| <b>MEKANISMEKONTROLDANEKSPROPRIASIPADA PERUSAHAAN DI INDONESIA</b><br>Christian Herdinata.....   | 71 |
| <b>TELKOM UNIVERSITY STUDENTS PREFERENCES IN CHOOSING INTERNET ACCESS</b><br>Dini Turipanam Alamanda, Vanya Chairiyah Fitri .....                                | 72 |
| <b>ADVANCING TEACHING AND LEARNING ENTREPRENEURSHIP AT UNIVERSITY LEVEL</b><br>Leonardi Lucky Kurniawan.....   | 73 |
| <b>PENGUNAAN ANALISIS BILOT PADA PEMETAANPERGURUAN TINGGI SWASTA DI KOTA PALEMBANG</b><br>Muji Gunarto, Muhammad Amirudin Syarif.....                            | 74 |
| <b>OPTIMALISASI PENYALURAN ZAKAT PROFESI DI KOTA BANDUNG (Studi Kasus Penarikan Zakat Profesi di Pemkot Bandung Jawa Barat)</b><br>Nurdin.....                   | 75 |
| <b>ANALISIS PENGGUNAAN SISTEM INFORMASI ONLINE BERDASARKAN EUCS PADA MAHASISWA FAKULTAS EKONOMI DAN BISNIS UNIVERSITAS SUMATERA UTARA</b><br>Nisrul Irawati..... | 76 |
| <b>FDI IN TOURISM SECTOR AND ECONOMIC GROWTH IN SUMATERA UTARA</b><br>Parhimpunan Simatupang, Abdul Razak Chik.....  | 77 |
| <b>PENGARUH KOMITMEN ORGANISASI TERHADAP KUALITAS SISTEM INFORMASI (SURVEI PADA PERBANKAN DI BANDUNG)</b><br>Rapina.....   | 78 |
| <b>MENKAKJI RELEVANSI SERTIFIKASI PROFESI BIDANG MANAJEMEN BISNIS DI ERA MASYARAKAT EKONOMI ASEAN</b><br>Roos Kities Andadari .....                              | 79 |

|   |    |
|---|----|
| <b>MANAGING FASHION FESTIVAL AS A CREATIVE EVENT TO DEVELOP POTENTIAL DESTINATION IN EAST JAVA</b><br>Saskia Hudyana, Daniel Haryono, Nila K. Hidayat .....   | 80 |
| <b>PENGARUH STRUKTUR ORGANISASI DAN PENGENDALIAN INTERNAL TERHADAP KESUKSESAN PENERAPAN SISTEM INFORMASI AKUNTANSI</b><br>Yenni Carolina .....  | 81 |
| <b>MANAJEMEN OPERASI</b>  |    |
| <b>PELAKSANAAN <i>KNOWLEDGE MANAGEMENT</i> DI SERIKAT PEKERJA (STUDI KASUS PADA FSPSI DI SURABAYA)</b><br>Ahmad Rizki Sridadi .....   | 85 |
| <b>PENGARUH <i>TECHNOLOGY READINESS</i> KARYAWAN TERHADAP KEINGINAN UNTUK MENGGUNAKAN SISTEM INFORMASI TERINTEGRASI PADA SEKTOR PELAYANAN KESEHATAN</b><br>Amak Mohamad Yaqoub, Irfan Prasetya .....  | 86 |
| <b>PERAN <i>INFORMATION SHARING</i> DALAM KEUNGGULAN BERSAING; STUDI PADA TEORI <i>RESOURCE BASED VIEW</i> (RBV)</b><br>Baling Kustriyono .....   | 87 |
| <b>RANCANGAN SISTEM PENGUKURAN KINERJA UKM DENGAN METODE <i>BALANCED SCORECARD</i> DAN PEMBOBOTAN PRIORITAS KINERJA DENGAN <i>ANALYTICAL HIERARCHY PROCESS</i> PADA CV. SANJAYA PUTRA LESTARI</b><br>Febriana Wurjaningrum, Afid Kusmawan .....   | 88 |
| <b>MEMBANGUN MODEL IMPLEMENTASI STRATEGI BAGI SEBUAH ORGANISASI MELALUI KONFIGURASI TIPE-TIPE IDEAL DARI ELEMEN-ELEMEN 7-S MCKINSEY</b><br>Hermawanto .....   | 89 |
| <b>MODEL MANAJEMEN PERSEDIAAN, AKTUAL VERSUS TEORY</b><br>Haryadi Sarjono .....   | 90 |
| <b>PENGARUH <i>SUPPLY CHAIN STRATEGY</i> TERHADAP <i>FIRM PERFORMANCE</i> DENGAN <i>SUPPLY CHAIN FLEXIBILITY</i> DAN <i>COMPETITIVE ADVANTAGE</i> SEBAGAI VARIABEL <i>INTERVENING</i> PADA INDUSTRI KECIL DAN MENENGAH KONVEKSI (STUDI PADA SENTRA KONVEKSI KABUPATEN LAMONGAN DI DESA TRITUNGGAL KECAMATAN BABAT KABUPATEN LAMONGAN)</b><br>Indro Kiromo, One Anidyawati ..... | 91 |
| <b>ANALISIS <i>DEFECT PRODUCT</i> MELALUI <i>THE BASIC SEVEN TOOLS OF QUALITY</i> DAN METODE <i>FMEA</i> UNTUK PERBAIKAN KUALITAS PRODUK KAPSUL LUNAK VITAMIN A 200 000 IU PADA PT. KIMIA FARMA TBK. PLANT WATUDAKON</b><br>Indrianawati Usman, Retha Tsani .....   | 92 |
| <b>PENGEMBANGAN MODEL KONTRIBUSI NETWORK GOVENANCE DALAM <i>VALUE CHAIN</i> UNTUK MENINGKATKAN KEUNGGULAN BERSAING USAHA PERIKANAN TANGKAP (SURVEI PADA NELAYAN PERIKANAN TANGKAP DI KABUPATEN INDRAMAYU)</b><br>Imas Soemaryani , Ernie Tisnawati , Deki Fermansyah .....  | 93 |



|  |    |
|--|----|
| <b>KOSEP MODELING DALAM STRATEGI PERENCANAAN WAREHOUSE</b><br>Puspandam Katias, Marso .....  | 94 |
| <b>IDENTIFIKASI UKURAN UKURAN PERSPEKTIF <i>BALANCED SCORECARD</i> BANK DAERA</b><br>Sitti Raha Agoes Salim, Khaira Amalia Fachrudin, Yulinda .....  | 95 |
| <b>ANALISIS IMPLEMENTASI <i>TOTAL PRODUCTIVE MAINTENANCE (TPM)</i></b><br><b>PADA <i>MATERIAL HANDLING EQUIPMENT (MHE)</i> DENGAN MENGGUNAKAN <i>ANALYTIC</i></b><br><b><i>NETWORK PROCESS (ANP)</i> DAN <i>SCORING MODELS</i> DI <i>SYNCHRONIZE DISPATCHING</i></b><br><b><i>FACILITY (SDF)</i> DHL EXEL SUPPLYCHAIN SURABAYA</b><br>Tuwanku Aria Auliandri, Gebie Yoga Efrizal Rizkitama ..... | 96 |
| <b>ANALISIS KINERJA DENGAN PENDEKATAN <i>BALANCE SCORECARD</i> UNTUK MENILAI</b><br><b>RUMAH SAKIT BADAN LAYANAN UMUM</b><br>Titik Sulistiyarningsih, Habiburrochman .....   | 97 |
| <b>EVALUASI PRODUKSI BATIK DAN ALTERNATIF PERBAIKANNYA DENGAN</b><br><b>MENGGUNAKAN METODE <i>GREEN QUALITY FUNCTION DEPLOYMENT II / GQFD-II</i>.</b><br><b>STUDI PADA UKM BATIK</b><br>Yetty Dwi Lestari, Siswo Rahayu .....  | 98 |
| <b>DAMPAK KOMITMEN MANAJEMEN TERHADAP INTEGRASI PROSES MELALUI</b><br><b>BENEFIT ERP GUNA MENINGKATKAN KINERJA PERUSAHAAN MANUFAKTUR JAWA</b><br><b>TIMUR</b><br>Zeplin Jiwa Husada .....  | 99 |

## **MANAJEMEN STRATEGI**

|  |     |
|--|-----|
| <b>KECOCOKAN STRATEGI DENGAN BUDAYA: DAMPAKNYA PADA KINERJA</b><br><b>PERUSAHAAN</b><br><b>(STUDI EMPIRIS PADA JARINGAN APOTEK PT. KIMIA FARMA)</b><br>Achmad Sobirin, Bambang Tutuko .....  | 103 |
| <b>KONDISI STRATEGI KERJASAMA DAN STRATEGI BERSAING PERGURUAN TINGGI</b><br><b>(Studi di PTS Kopertis Wilayah III)</b><br>Dyah Budiastuti .....  | 104 |
| <b>ANALISIS HUBUNGAN <i>VISION AND MISSION STATEMENT</i> DENGAN PERINGKAT</b><br><b>PERUSAHAAN VERSI FORBES GLOBAL PADA PERUSAHAAN PERBANKAN YANG <i>GO</i></b><br><b><i>PUBLIC</i></b><br>Friska Sipayung .....   | 105 |
| <b>STRATEGI PENINGKATAN NILAI TAMBAH DAN PENDAPATAN NELAYAN TANGKAP</b><br><b>BERBASIS TEPUNG IKAN UNTUK MERAHAI POTENSI PASAR PAKAN TERNAK UNGGAS</b><br><b>SEBAGAI UPAYA MENGURANGI KETERGANTUNGAN IMPOR TEPUNG IKAN</b><br><b>DI INDONESIA</b><br><b>(Survey di Sentra Produksi Kabupaten Tojo Una-Una Sulawesi Tengah)</b><br>Hilda Monoarfa, Chalil <sup>2</sup> , Edhi Taqwa ..... | 106 |
| <b>ANALISA PERANCANGAN ULANG (REDESAIN) MODEL OPERASIONALISASI</b><br><b>PROGRAM BANTUAN OPERASIONAL SEKOLAH DALAM MENINGKATKAN</b><br><b>EFEKTIVITAS PENYELENGGARAAN PENDIDIKAN DAN MEMENUHI HARAPAN</b><br><b>MASYARAKAT</b><br>Hesti Maheswari, Luna Haningsih .....  | 107 |

|   |     |
|---|-----|
| <b>PENGARUH LINGKUNGAN EKSTERNAL DAN ORIENTASI STRATEGI TERHADAP KINERJA PERUSAHAAN (STUDI KASUS PADA IKM BATIK TULIS DI PANTURA JAWA TENGAH)</b><br>Idris.....   | 108 |
| <b>ANALISIS KINERJA MODAL SOSIAL DAN MODAL INTELEKTUAL MAHASISWA WIRAUUSAHA DI KOTA MEDAN</b><br>IsfentiSadalia, Nisrul Irawati, Linda Tri Murni Maas.....  | 109 |
| <b>CLUSTERANALYSIS OF BANKING IN INDONESIA:AN INITIAL STUDY</b><br>Lina Anatan.....   | 110 |
| <b>STRATEGI EFISIENSI BEBAN <i>RUNNING REPAIR</i> (STUDI KASUS: PT. PELNI – TANJUNG PRIOK)</b><br>Nina Nurhasanah, Asmar Joni.....  | 111 |
| <b><i>INTEGRATED AGRIBUSINESS DEVELOPMENT STRATEGY BASED ON COCOA AND IMPROMENT OF PRODUCT VALUE-ADDED IN THE DISTRICT OF PARIGI MOUTONG, CENTRAL SULAWESI</i></b><br>Rosida P. Adam.....   | 112 |
| <b>SUPPLY CHAIN MANAGEMENT (SCM) DI PERGURUAN TINGGI: UPAYA MENINGKATKAN KEHANDALAN DAYA SAING BANGSA</b><br>Ratna Wididastuti.....   | 113 |
| <b>KEUNGGULAN KOMPETITIF INDUSTRI KECIL ROTAN</b><br>Ritha.F.Dalimunthe, Setri Hiyanti Siregar. Fivi Rahmatus Sofiyah.....  | 114 |
| <b>MODEL PENGEMBANGAN SUPPLY CHAIN MANAGEMENT (SCM) SEBAGAI SOLUSI MENGATASI KELANGKAAN PRODUK HOLTIKULTURA (SURVEY PADA PELAKU USAHA PRODUK HOLTIKULTURA DI PROVINSI JAWA BARAT)</b><br>Umi Kaltum, Imas Soemaryani, Wa Ode Zusnita..... | 115 |
| <b>MANAJEMEN KEWIRAUSAHAAN</b>  |     |
| <b>PENGARUH KECERDASAN ADVERSITAS DAN KEMATANGAN KARIR TERHADAP INTENSI BERWIRAUUSAHA PADA MAHASISWA FAKULTAS EKONOMI UNIVERSITAS TARUMANAGARA</b><br>Andi Wijaya, Richard Andrew.....  | 119 |
| <b>PERAN PERBANKAN DAN PERGURUAN TINGGI DALAM PENGEMBANGAN USAHA MIKRO DI SUMATERA UTARA (STUDI PADA KELOMPOK USAHA SS1 BANK SUMUT)</b><br>Ade Indah Sari, Kiki Farida Farine.....  | 120 |
| <b>IDENTIFIKASI PERMASALAHAN YANG DIHADAPI UMKM (USAHA MIKRO, KECIL DAN MENENGAH) DI PROPINSI JAWA TIMUR</b><br>Aang Afandi.....  | 121 |

|   |     |
|---|-----|
| <b>PENGARUH PENDIDIKAN KEWIRAUSAHAAN TERHADAP MINAT BERWIRAUSAHA DIMODERASI OLEH FAKTOR KECERDASAN EMOSI PADA MAHASISWA FAKULTAS BISNIS UKDW</b>            |     |
| Ambar Kusuma Astuti, Agustini Dyah Respati.....   | 122 |
| <b>THE IMPACT OF ENTREPRENEURIAL EDUCATION ON THE STUDENT'S ENTREPRENEURIAL CHARACTERISTICS</b>   |     |
| Anik Kusmintarti.....   | 123 |
| <b>THE IMPACT OF ZACH'S STAR SUCCESS TO SUCCESS OF BUSINESS (CASE STUDY: CREATIVE INDUSTRIES IN BANDUNG)</b>  |     |
| Anny Nurbasari.....   | 124 |
| <b>PERANAN KEPEMIMPINAN TRANSFORMASIONAL DAN ORIENTASI KEWIRAUSAHAAN TERHADAP INOVASI PRODUK DAN KINERJA INOVASI (Studi pada UKM Batik di Jawa Tengah)</b>  |     |
| Amie Kusumawardhani, Wahyu Dwi Septianti.....   | 125 |
| <b>PERAN JENIS KELAMIN PADA MINAT BERWIRAUSAHA MAHASISWA</b>  |     |
| Andhy Setyawan, Joseph L. Eko Nugroho.....  | 126 |
| <b>KAJIAN LITERATUR:</b>  |     |
| <b>MODEL PEMBERDAYAAN PEREMPUAN USIA PRODUKTIF DALAM PENGEMBANGAN USAHA MIKRO KECIL DAN MENENGAH DI INDONESIA</b>   |     |
| Asni Harianti.....  | 127 |
| <b>PERAN KEWIRAUSAHAAN DALAM MANAJEMEN KOTA UNTUK MENINGKATKAN SUSTAINABILITAS KOTA</b>   |     |
| Boedi Hartadi Kuslina.....  | 128 |
| <b>STUDI DAN ANALISIS KETERHUBUNGAN KAPABILITAS INOVASI DAN KINERJA INOVASI (STUDI KASUS: UKM ALAS KAKI DI KOTA SURABAYA)</b>                               |     |
| Benny Lianto, Esti Dwi Rinawiyanti, Dina Yuindra.....   | 129 |
| <b>MEMBANGUN PRODUK PREMIUM PADA START-UP BUSINESS: STUDI KASUS PRODUK PREMIUM DALAM ENTREPRENEURIAL PROJECT MAHASISWA UNIVERSITAS CIPUTRA</b>              |     |
| Carolina Novi Mustikarini.....  | 130 |
| <b>PENGEMBANGAN POLA KEMITRAAN RITEL SKALA KECIL UNTUK MENINGKATKAN KINERJA PEMASARAN DAN DAYA TAHAN USAHA (Studi Pada Ritel Perdagangan di Jawa Timur)</b> |     |
| Christina Whidya Utami, Denny Bernardus.....  | 131 |
| <b>BUSINESS MODEL CANVAS SEBAGAI ALAT UNTUK PERANCANGAN DAN EVALUASI MODEL BISNIS</b>   |     |
| Cliff Kohardinata.....  | 132 |
| <b>IMPLEMENTASI KONSEP KEWIRAUSAHAAN SOSIAL SEBAGAI MODEL PEMBELAJARAN DI PERGURUAN TINGGI</b>  |     |
| Dedi Rianto Rahadi, Zainal.....   | 133 |

|  |     |
|--|-----|
| <b>EKSPLORASI KARAKTER <i>ENTREPRENEURIAL MARKETER</i> PEMILIK USAHA KECIL<br/>MENGENGGAH (UKM)</b><br>Damelina B. Tambunan.....   | 134 |
| <b>INTENSI KEWIRAUSAHAAN MAHASISWA<br/>(PERBANDINGAN ANTARA FAKULTAS EKONOMI, FAKULTAS TEKNIK DAN<br/>FAKULTAS HUKUM PUN VETERAN JAKARTA)</b><br>Diana Triwardhani, Nobelson .....   | 135 |
| <b>MODEL PEMBELAJARAN <i>ENTERPRENEURSHIP</i> DI PERGURUAN TINGGI</b><br>Endang Ruswanti, Ken Martina, Arief Suwandi .....   | 136 |
| <b>KEYAKINAN DIRI MAHASISWA DALAM BERWIRAUSAHA</b><br>Elsye Tandellin.....   | 137 |
| <b>MAPPING OF MICRO AND SMALL MEDIUM ENTERPRISES PARTNERS<br/>OF PT. TELEKOMUNIKASI INDONESIA, TBK IN GREATER BANDUNG AREA</b><br>Ernie Tisnawati Sule, Budi Harsanto, Mokhammad Anwar, Wardhana, Sunu Widiyanto, Dika Jatnika ..... | 138 |
| <b>PERANAN ORIENTASI BUDAYA INDIVIDU TERHADAP NIAT<br/>BERWIRAUSAHA MAHASISWA FAKULTAS EKONOMI UNIVERSITAS TANJUNGPURA</b><br>Endang Dhamayantie .....   | 139 |
| <b>EFISIENSI DAN INOVASI SYARAT BAGI UMKM BATIK UNTUK BERSAING<br/>MENGHADAPI ASEAN ECONOMIC COMMUNITY 2015<br/>(Analisis di Kabupaten Semarang, Jawa Tengah, Indonesia)</b><br>Edy Dwi Kurniati .....                               | 140 |
| <b>STUDI DESKRIPTIF NIAT PENGUSAHA PEREMPUAN DI SURABAYA UNTUK<br/>BERWIRAUSAHA</b><br>Fitri Novika Widjaja.....   | 141 |
| <b>STUDENT ENTREPRENEURSHIP, PROSPECT OR PROBLEMS?</b><br>Fernando Mulia, Vincentia Wahyu Widajatun.....   | 142 |
| <b>ENTREPRENEURIAL INTENTION ON FACULTY ECONOMICS AND BUSINESS<br/>STUDENTS, UNIVERSITY OF SUMATERA UTARA</b><br>Frida Ramadini, Inggrita Gusti Sari Nasution.....   | 143 |
| <b>MATA KULIAH KEWIRAUSAHAAN BAGI MULTIDISIPLIN ILMU</b><br>Hanny Tjandra.....   | 144 |
| <b>PENGARUH KARAKTERISTIK WIRAUSAHAWAN DAN LINGKUNGAN INTERNAL<br/>TERHADAP KEMANDIRIAN USAHA</b><br>Ita Rifiani Permatasari.....  | 145 |
| <b>PENGARUH PENGETAHUAN KEWIRAUSAHAAN PADA MINAT MAHASISWA UNTUK<br/>BERWIRAUSAHA</b><br>Joseph L. Eko Nugroho, Andhy Setyawan.....  | 146 |
| <b>ENHANCING COMPETITIVENESS IN BUSINESS THROUGH ENTREPRENEURIAL<br/>MANAGEMENT EDUCATION AS A STRATEGY IN FACING REGIONAL OPPORTUNITIES<br/>AND CHALLENGES</b><br>John Tampil Purba .....   | 147 |

|   |     |
|---|-----|
| <b>ANALISIS FAKTOR-FAKTOR YANG MEMPENGARUHI POLA PIKIR BERWIRSAUSAHA (STUDI KASUS MAHASISWA UNIVERSITAS SUMATERA UTARA)</b><br>Marhaini, Ritha. F. Dalimunthe, Inneke Qarnariah .....   | 148 |
| <b>KAPABILITAS KEWIRSAUSAHAAN DAN KEMAMPUAN DINAMIS PERUSAHAAN: PEMBELAJARAN ORGANISASIONAL SEBAGAI VARIABEL PEMEDIASI</b><br>Maria Pampa Kumalaningrum, Rahmat Purbandono .....  | 149 |
| <b>KAJIAN LITERATUR:<br/>MODEL PERENCANAAN KEUANGAN KELUARGA DALAM MENGEMBANGKAN BISNIS KELUARGA</b><br>Martalena, Asni Harianti .....  | 150 |
| <b>MODEL PEMBERDAYAAN MASYARAKAT MELALUI PELATIHAN UMKM BERJENJANG SEBAGAI PENGAPLIKASIAN <i>ENTREPRENEURIAL MANAGEMENT</i></b><br>Noviaty Kresna Darmasetiawan .....   | 151 |
| <b>ANALISIS INTENSI KEWIRSAUSAHAAN<br/>STUDI PERBANDINGAN ANTARA LULUSAN PERGURUAN TINGGI DAN LULUSAN SEKOLAH MENENGAH TINGKAT ATAS</b><br>Nuning Kristiani .....   | 152 |
| <b>PERAN MEDIA JEJARING SOSIAL INSTAGRAM PADA <i>TECHNOPRENEURSHIP</i></b><br>Prita Ayu Kusumawardhany, Juliani Dyah Trisnawati .....   | 153 |
| <b>EKSPLOITASI STRATEGI MERANCANG USAHA MELALUI KONSEP KEWIRSAUSAHAAN, PENDIDIKAN MOTIVASI, IMAJINASI, INTUISI SERTA TANGGUNG JAWAB SOSIAL MENUJU WIRSAUSAHA SUKSES</b><br>Purnamie Titisari .....  | 154 |
| <b>LOCAL GOVERNMENT'S ENTREPRENEURSHIP AND SMALL MEDIUM ENTERPRISE ADVANCEMENT</b><br>Rizal Hari Magnadi .....  | 155 |
| <b>PENGEMBANGAN KEWIRSAUSAHAAN DI INDONESIA BERBASIS <i>TRIPLE HELIX</i>: PENDEKATAN KONSEPTUAL</b><br>Rudy Badrudin, Shita Lusi Wardhani .....   | 156 |
| <b>PERANAN MODERASI <i>FIRM SIZE</i> ANTARA INOVASI DAN KINERJA KEUANGAN PADA USAHA KECIL DAN MENENGAH DI KOTA MALANG</b><br>Sidik Ismanu .....   | 157 |
| <b>MODEL DAN STRATEGI PEMBERDAYAAN EKONOMI MASYARAKAT BERBASIS KEWIRSAUSAHAAN PADA KAWASAN TAMBANG NIKEL SECARA SINERGIS MELALUI OPTIMALISASI PEMANFAATAN <i>CORPORATE SOCIAL RESPONSIBILITY (CSR)</i> DI KORIDOR IV SULAWESI</b><br>Saharuddin, Husnah, Husen Muh. Saleh ..... | 158 |
| <b>PERAN INDIVIDUAL COMPETENCE SEBAGAI MEDIATING VARIABLE DALAM HUBUNGAN CUSTOMER-KNOWLEDGE CREATION CAPABILITY DENGAN KINERJA HUBUNGAN ANTAR BAGIAN STUDI PADA KARYAWAN SETINGKAT SUPERVISOR PABRIK GULA JATIROTO</b><br>Sri Wahjuni Astuti, Yosef Antonius .....              | 159 |

|  |     |
|--|-----|
| <b>PENGEMBANGAN MODEL DAYA SAING INDUSTRI KREATIF BATIK GEDOG DI JAWA TIMUR</b><br>Sri Wahyu Lelly Hana Setyanti.....  | 160 |
| <b>PERMASALAHAN KEWIRAUSAHAAN PELAKU USAHA KECIL. BIDANG KERAJINAN DI KOTA CIMAH</b><br>Sri Hastuti, Asep Kurniawan.....   | 161 |
| <b>THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY (CSR) FOR THE DEVELOPMENT OF ENTREPRENEURIAL ATTITUDES AND THE MICRO &amp; SMALL BUSINESS ENTREPRENEURS INCOME IN PEKANBAR</b><br>Sri Indarti, Yulia Efni.....  | 162 |
| <b>MENUNBUH KEMBANGKAN INTENSI KEWIRAUSAHAANMAHASISWA MELALUI MODEL PEMBELAJARANKONTEKSTUAL</b><br>Tapi Rondang Ni Bulan, Pitono.....  | 163 |
| <b>ENTREPRENEURS OF DISABLED PEOPLE MANAGEMENT</b><br>Wendra Hartono.....  | 164 |
| <b>PENGELOLAAN PROGRAM PEMBERDAYAANBAGI WANITA WIRAUSAHA</b><br>Yunia Afiatin.....   | 165 |
| <b>STANDARISASI USAHA MIKRO DAN KECIL (UMK)</b><br>Yuyus Suryana Sudarma, Wardhana. Budi Harsanto, Mokhammad Anwar.....  | 166 |
| <b>LIM ORGANISASI SEBAGAI VARIABEL MEDIASI ANTARA KEPEMIMPINAN TRANSFORMASIONAL, <i>SELF LEADERSHIP</i> TERHADAP <i>INTRAPRENEURSHIP</i> (STUDI KASUS PADA PERBANKAN SYARIAH MEDAN)</b><br>Yasmin Chairunisa Muchtar, Inneke Qamariah, Marhayanie..... | 167 |
| <b>KEWIRAUSAHAAN MANDIRI PEREMPUAN BERBASIS KEARIFAN LOKAL DAN FILOSOFI HINDU DI BALI</b><br>Made Wahyu Adhiputra.....   | 168 |

#### **MANAJEMEN SUMBER DAYA MANUSIA**

|   |     |
|---|-----|
| <b>THE EFFECT OF THE COMPENSATION SYSTEM TOWARDS EMPLOYEE MOTIVATION LEVEL IN THE HUMAN RESOURCES DEPARTMENT AT THE PLN WEST JAVA AND BANTEN DISTRIBUTION OFFICE</b><br>Andre Harjana Damanik, Arif Partono Prasetio, Bachruddin Saleh Luturlean..... | 171 |
| <b>PENGARUH BUDAYA PERUSAHAAN TERHADAP KINERJA KARYAWAN DI MIROTA BATIK YOGYAKARTA</b><br>Alka Febriansyah, Trias Setiawati.....  | 172 |
| <b>EFFECTS OF PSYCHOLOGICAL CLIMATE ON JOB INVOLVEMENT WITH AFFECTIVE COMMITMENT AS A VARIABLE MEDIATION ON EMPLOYEES IN EARLY CHILDHOOD EDUCATION (PAUD)SUKOHARJO, CENTRAL JAVA</b><br>Andriyastuti Suratman.....                                    | 173 |

|   |     |
|---|-----|
| <b>PENGARUH PERCEIVED ORGANIZATIONAL SUPPORT OF CREATIVITY DAN CREATIVE SELF EFFICACY TERHADAP KREATIVITAS DENGAN KEPUASAN KERJA SEBAGAI VARIABEL INTERVENING PADA SMILE ISLAND ADVERTISING DI SURABAYA</b><br>Anis Eliyana, Tri Siwi Agustina..... | 174 |
| <b>PENGARUH <i>HUMAN CAPITAL DIMENSION</i> PADA <i>NEW VENTURE PERFORMANCE</i> (STUDI PADA MAHASISWA PELAKSANA PROGRAM MAHASISWA WIRAUUSAHA UNAIR)</b><br>Arif Firmansyah .....   | 175 |
| <b>THE CONSTRUCT OF JOB SATISFACTION MEASUREMENT: MULTIPLE vs. SINGLE ITEM FACETS<br/>(A CASE STUDY OF ECONOMICS &amp; BUSINESS LECTURERS' JOB SATISFICATION)</b><br>Arif Hartono .....   | 176 |
| <b>STRES KERJA: PENYEBAB, DAMPAK, DAN CARA MENGATASINYA PADA LEVEL INDIVIDUAL MAUPUN ORGANISASIONAL</b><br>Agung Hasbul Wathon, Arif Hartono .....  | 177 |
| <b>BUDAYA ORGANISASI SEBAGAI PEMEDIASI PENGARUH KEPEMIMPINAN TRANSFORMASIONAL DAN TRANSAKSIONAL TERHADAP KINERJA KARYAWAN (Studi Kasus pada PT. Bank Muamalat Indonesia Tbk)</b><br>Anik Herminingsih, Yody Alimangkutana.....                      | 178 |
| <b>CSR DI PERUSAHAAN INDONESIA DAN DAMPAK TERHADAP MASYARAKAT</b><br>Christine Dwi Karya Susilawati.....  | 179 |
| <b>PERILAKU <i>MACHIAVELLIAN</i> TERHADAP KEPUASAN KERJA, KEPUTUSAN ETIS DAN IDEOLOGI ETIKA PADA AKUNTAN</b><br>Candra Sinuraya, Febiyanti Jesica.....  | 180 |
| <b>THE ROLE OF PSYCHOLOGICAL CONTRACT AND ORGANIZATIONAL SUPORT ONORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR:STUDY OF YOUNG ENTREPRENEUR IN MANAGEMENT PRACTICES</b><br>Christantius Dwiatmadja, Ade Irma Anggraeni .....    | 181 |
| <b>PERAN MEDIASI <i>MOTIVATION</i> DAN <i>JOB SATISFACTION</i> PADA HUBUNGAN PENGARUH <i>CORPORATE SOCIAL RESPONSIBILITY INVOLVEMENT</i> TERHADAP <i>ORGANIZATIONAL IDENTIFICATION</i></b><br>Dwi Ratmawati, Siti Sulasmi .....                     | 182 |
| <b>PENGARUH KOMITMEN ORGANISASI DAN KOMITMEN PROFESIONAL TERHADAP KEPUASAN KERJA<br/>(Studi Kasus Pada Perusahaan AJB Bumiputera Kantor Pusat)</b><br>Devi Septiani, Tri Prihatini EKP.....   | 183 |
| <b>PENGARUH KECERDASAN EMOSIONAL DAN KOMITMEN ORGANISASIONAL TERHADAP PERILAKU KEWARGAAN ORGANISASIONAL PEGAWAIDINAS PERTANIANDAN KELAUTAN PEMERINTAHKOTA MEDAN</b><br>Elisabet Siahaan, Fitra Syahdika Miraza.....                                 | 184 |



|  |     |
|--|-----|
| <b>MODEL KESUKSESAN KARIR PARA DISTRIBUTOR PADA PERUSAHAAN <i>MULTI LEVEL MARKETING</i> (MLM) DENGAN MEMBANGUN KOMPETENSI DAN KOMITMEN KEWIRAUSAHAAN YANG DIMODERASI OLEH MOTIVASI KEWIRAUSAHAAN</b><br>Elisabet Siahaan, Prihatin Lumbanraja, Yasmin Chairunisa Muchtar ..... | 185 |
| <b>MANAJEMEN IMPRESI DALAM KONTEKS BUDAYA JARAK KEKUASAAN DAN KOLEKTIVITAS TINGGI DI INDONESIA: IMPLEMENTASI DAN IMPLIKASINYA</b><br>Fenika Wulani .....   | 186 |
| <b>PENGEMBANGAN SISTEM EVALUASI JABATAN METODE SISTEM POIN KOMPETENSI SEBAGAI DASAR PENGELOLAAN REMUNERASI DAN SISTEM KARIR DI PERGURUAN TINGGI</b><br>Harry Widyanoro, Tjahjani Prawitowati .....   | 187 |
| <b>EFIKASI DAN DETERMINASI DIRI PELAKU PROGRAM DIET OCD: METODE ANALISIS ISI PADA MEDIA SOSIAL</b><br>Ida Bagus Gedde Adi Permana, Tri Siwi Agustina .....   | 188 |
| <b>KEMAMPUAN MANUVER INOVASI LAYANAN DALAM MENINGKATKAN KINERJA TENAGA PENJUALAN</b><br>Jasanta Peranginangin .....  | 189 |
| <b>ANALISIS KOMPETENSI PENGRAJIN SEPATU SEBAGAI DAYA SAING DALAM RANGKA MENGHADAPIMASYARAKAT EKONOMI ASEAN (MEA) (Kajian Pada Sentra Sepatu Cibaduyut Jawa Barat)</b><br>Joeliaty .....  | 190 |
| <b>PENGARUH <i>PERCEIVED SUPPORT</i>, <i>FEAR OF FAILURE</i> DAN <i>SELF-EFFICACY</i> TERHADAP NIAT BERWIRAUSAHA PADA MAHASISWA SI MANAJEMEN FEB UNIVERSITAS AIRLANGGA</b><br>Jovi Sulistiawan.....  | 191 |
| <b>MODEL GAYA PENGAMBILAN KEPUTUSAN, KETERAMPILAN DAN KARAKTERISTIK PEKERJAAN YANG MEMPENGARUHI KEPUASAN KERJA KARYAWAN (Studi Kasus pada Pengusaha Kecil Bidang Konstruksi di Kota Palu)</b><br>Lina Mahardiana .....   | 192 |
| <b>REGENERASI DAN TRANSFER NILAI BUDAYA ORGANISASI PADA PERUSAHAAN KELUARGA (STUDI KASUS KUALITATIF PADA CV. MUBAROKFOOD CIPTA DELICIA, KUDUS)</b><br>Mafas Andar Moyan, Suhartini.....  | 193 |
| <b>PENGARUH KEPUASAN KERJA DAN MOTIVASI BERPRESTASITERHADAP KOMITMEN KERJA PEGAWAI DENGANKEPEMIMPINAN SEBAGAI VARIABEL MODERATING DI SUMATERA UTARA</b><br>M. Safii Murad Daulay.....  | 194 |
| <b>PEKERJAAN SEBAGAI PANGGILAN TERHADAP <i>WORK ENGAGEMENT</i> YANG DIMODERASI OLEH KEBERMAKNAAN DAN IDENTITAS PEKERJAAN</b><br>Meily Margaretha, Sin Nio Rita.....  | 195 |
| <b>USULAN PENINGKATAN KEPUASAN SISWA KELAS XII DI RUMAH BELAJAR 'X'</b><br>Maya Indriyani Samosir, Christina Wirawan.....  | 196 |

|   |     |
|---|-----|
| <b>PENGARUH STATUS KARYAWAN TERHADAP EFEKTIVITAS KERJA<br/>DENGAN KOMITMEN KERJA SEBAGAI VARIABEL INTERVENING</b><br>Nurfalimsa Piu, Suhartini .....  | 197 |
| <b>DESAIN PENILAIAN KINERJAPADA USAHA KECIL MENENGAH</b><br>Nuri Herachwati,Windijarto, Galuh Wirasmara Dewi .....  | 198 |
| <b><i>EMOTIONAL INTELLIGENCE</i> DAN <i>CULTURAL INTELLIGENCE</i> PENGARUHNYA<br/>TERHADAP <i>INNOVATIVE WORK BEHAVIOUR</i> DAN KINERJA KARYAWAN</b><br>Nurullaily Kartika.....   | 199 |
| <b>PENGARUH BUDAYA ORGANISASI DAN MOTIVASI TERHADAP KINERJA KARYAWAN<br/>DI PT BANK MANDIRI Tbk (Persero)CABANG PRIORITAS GEDUNG SAMPOERNA<br/>SURABAYA</b><br>Nurtjahja Moegni, Noverita Panggabean .....  | 200 |
| <b>THE MEDIATING ROLE OF MENTAL MODEL ON THE RELATIONSHIP BETWEEN<br/>INTERACTIVE PERFORMANCE MEASUREMENT SYSTEMS ON EMPLOYEE<br/>PERFORMANCE</b><br>Nova Mardiana .....  | 201 |
| <b>PENGARUH STRES KERJA TERHADAP KETIDAKPUASAN KERJA KARYAWAN<br/>BERDASARKAN GENDER PADA GARUDA PLAZA HOTEL MEDAN</b><br>Parwinder Kaur, Yeni Absah.....   | 202 |
| <b>PERAN KARAKTERISTIK PEKERJAAN SEBAGAI VARIABEL MEDIASI ANTARA<br/>DUKUNGAN KELUARGA DENGAN KEPUASAN KARIER WANITA PADA LEVEL<br/>MANAJER MENENGAH</b><br>Praptini Yulianti,Suhermawan .....  | 203 |
| <b>ANALYSIS OF VARIABLES AFFECTING TO FINAL GRADES HEALTH AND SAFETY<br/>WORK TRAINING</b><br>(Case Study: Health and Safety Work Training By PT. IKS)<br>Rorim Panday.....   | 204 |
| <b>PENGARUHIKLIM ORGANISASI TERHADAP KEINGINAN KELUAR (<i>TURNOVER<br/>INTENTION</i>) PEGAWAI DENGAN MEDIASI KEPUASAN KERJA DAN KOMITMEN<br/>ORGANISASIONAL</b><br>(Studi Kasus Pada Kantor Wilayah DJP Kalimantan Barat)<br>Rizky Fauzan dan Katno ..... | 205 |
| <b>PENGARUH LINGKUNGAN KERJA FISIK TERHADAP KEPUASAN KERJA PEGAWAI<br/>NEGERI SIPIL SELURUH KECAMATANDI KOTA CIMAH</b><br>R.M. Juddy Prabowo, Sri Hastuti.....  | 206 |
| <b>ANALISIS PENGARUH REPUTASI DAN BUDAYA ORGANISASI UNTUK<br/>MENINGKATKAN KINERJA ORGANISASI MELALUI STRATEGI KOMPETENSI<br/>PERGURUAN TINGGI SWASTA (PTS) DI KOTA MEDAN</b><br>Saskia, TeguhSetiawan, Alda Kartika .....                                | 207 |
| <b>THE EFFECT OF COMPETENCE, EDUCATION AND TRAINING, TEACHING<br/>EXPERIENCE TO LECTURER PERFORMANCE IN BATAM</b><br>Sri Langgeng Ratnasari .....   | 208 |

|  |     |
|--|-----|
| <b>SUKSESI BISNIS BATIK DI KOTA PEKALONGAN</b><br><b>(Studi Kualitatif Tiga Industri Batik Skala Kecil-Menengah)</b><br>Susminingsih, Imam Kanafi.....   | 209 |
| <b>PENGARUH BUDAYA TOLERANSI KEKUASAAN TERHADAP PERSEPSI KARIR</b><br><b>BIROKRATIK DAN PROFESIONAL</b><br><b>(Studi Empirik pada Profesi Perawat RS. Islam Sultan Agung Semarang)</b><br>Sri Rahayuningsih, Tristiana Rijanti, Kis Indiraningrum.....                 | 210 |
| <b>PENGARUH IKLIM ORGANISASI TERHADAP MOTIVASI DAN PRESTASI BELAJAR</b><br><b>MAHASISWA POLITEKNIK NSC SURABAYA</b><br>Siti Mahmudah.....  | 211 |
| <b>IMPLIKASI PRAKTEK-PRAKTEK MANAJEMEN SUMBER DAYA MANUSIA</b><br><b>TERHADAP KOMPETENSI, MOTIVASI DAN KINERJA DOSEN PERGURUAN</b><br><b>TINGGI NEGERI DI SULAWESI SELATAN</b><br>Siti Haerani, Idayanti, Wardhani Hakim, Haeriah Hakim.....                           | 212 |
| <b>PRAKTIK MANAJEMEN SUMBERDAYA MANUSIA BERBASIS REGULASI</b><br><b>DAN KOMPETISI</b><br><b>(STUDI KASUS PADA PERUSAHAAN UNGGUL X DI JAWA TENGAH)</b><br>Trias Setiawati.....  | 213 |
| <b>ADVERSITY QUOTIENT : BERBEDAKAH ANTARA MAHASISWA PRIA DAN WANITA?</b><br>Tri Siwi Agustina .....  | 214 |
| <b>VARIABEL ANTESEDEN KOMITMEN ORGANISASI</b><br><b>DAN KINERJA PERAWAT</b><br><b>STUDI PADA BEBERAPA RUMAH SAKIT DI SAMARINDA</b><br>Tetra Hidayati.....  | 215 |
| <b>MODEL PENGEMBANGAN PROGRAM CORPORATE SOCIAL RESPONSIBILITY (CSR)</b><br><b>MELALUI PEMBERDAYAAN MODAL INTELEKTUAL DALAM UPAYA PENINGKATAN</b><br><b>PEMERATAAN PENDIDIKAN (SURVEY DI KOTA BANDUNG)</b><br>Wa Ode Zusnita, Ernie Tisnawati, Layyinaturobbaniyah..... | 216 |
| <b>PENGARUH PROFESIONALISME DAN STRES KERJA TERHADAP KEPUASAN KERJA</b><br><b>KARYAWAN</b><br><b>(Studi Pada Rumah Sakit PT. Perkebunan Nusantara III Sei Dadap)</b><br>Yosevine Gilbert Silalahi, Ismi Darmastuti.....  | 217 |
| <b>REKOMENDASI DESAIN OPERASI PELAYANAN PUBLIK MELALUI EVALUASI</b><br><b>PEMENUHAN HARAPAN MASYARAKAT DAN PENGUKURAN KINERJA</b><br><b>(MEMBIDIK PELAYANAN PUBLIK NEGARA CHINA)</b><br>Yuli Harwani, Hesti Maheswari.....   | 218 |
| <b>PENGARUH LINGKUNGAN TERHADAP PRESTASI BELAJAR MAHASISWA MELALUI</b><br><b>KARAKTER MAHASISWA BIDIK MISI PADA UNIVERSITAS SUMATERA UTARA</b><br>Yulinda, Lisa Marlina.....   | 219 |

## MANAJEMEN PEMASARAN

|   |     |
|---|-----|
| <b>INDONESIA DALAM PENGEMBANGAN INOVASI PRODUK DAN KREATIVITAS BERPENGARUH TERHADAP DIFERENSIASI PRODUK MELALUI KERAJINAN TANGAN YANG MENDULANG KESUKSESAN</b><br>(Penelitian Rajutan DOWA, di Godean, Desa Sidomoyo, DI. Yogyakarta)<br>Adjeng Mariana Febrianti.....  | 223 |
| <b>PREDIKTOR INTENSITAS PERILAKU KONSUMEN DALAM <i>ELECTRONIC SHOPPING</i> MELALUI SOSIAL MEDIA ONLINE</b><br>Anas Hidayat.....   | 224 |
| <b>MENGUKUR TINGKAT KEPUASAN PELANGGAN PADA USAHA JASA PENDIDIKAN DAN PELATIHAN LUAR RUANG</b><br>Andi Iswoyo, Didik Daryanto.....  | 225 |
| <b>PENGARUH IKLAN DAN CITRA MEREK TERHADAP KEPUTUSAN PEMBELIAN SABUN MUKA BIORE</b><br>Ari Anggarani Winandi Prasetyoning Tyas.....   | 226 |
| <b>DAMPAK PROMOSI MELALUI MEDIA SOSIAL TERHADAP PENGEMBANGAN USAHA PADA PELAKU UMKM BINAAN PERTAMINA WILAYAH I MEDAN</b><br>Ami Dilham, Fivi Rahmatus Sofiyah, Marhayanie.....  | 227 |
| <b>SIKAP KONSUMEN TERHADAP <i>ACCOUNT OFFICER</i> SERTADAMPAKNYA TERHADAP KEPUTUSAN PEMBELIAN PRODUKPERBANKAN DI BANDARLAMPUNG</b><br>Aida Sari.....  | 228 |
| <b>ANALISIS PENGARUH MANFAAT-MANFAAT RELASIONAL TERHADAP KUALITAS RELASIONAL DAN KONSEKUENSINYA PADA KOMUNIKASI <i>WORD OF MOUTH POSITIVE (Positive WOM)</i> DAN LOYALITAS</b><br>(STUDI EMPIRIS PADA NASABAH PINJAMAN DI BPR “AS” SEMARANG)<br>Alimuddin Rizal R, Teguh H Prayitno, Endang Cahyaningsih, RA.Marlien..... | 229 |
| <b>PENILAIAN LAYANAN YANG BERKEADILAN PADA SEKTOR PUBLIK</b><br>Albari.....   | 230 |
| <b>PENERAPAN STRATEGI EXPERIENTIAL MARKETING UNTUK MENINGKATKAN MINAT BERKUNJUNG KE ISTANA MAIMUN MEDAN</b><br>Beby Karina, Endang Sulistya Rini, Magdalena LL Sibarani.....  | 231 |
| <b>ANALISIS KETERGANTUNGAN KONSUMEN PADA SMARTPHONE DAN DAMPAKNYA TERHADAP PERILAKU PEMBELIAN</b><br>Budi Astuti, Felga Yulandri.....   | 232 |
| <b>EFEKTIFITAS ORIENTASI ORGANISASI DALAM MENDORONG DAN DIDORONG PASAR TERHADAP PROSES PEMBELAJARAN DAN INOVATIFITAS SUPPLIER GRUP ASTRA</b><br>Badri Munir Sukoco, Sri Gunawan.....  | 233 |
| <b>PENGARUH ATRIBUT TOKOTERHADAP KEPUASAN PELANGGAN DAN LOYALITAS PELANGGAN MINIMARKET DI SURABAYA</b><br>Basuki Rachmat, Trisa Indrawati, Harry Widyanoro.....   | 234 |

|   |     |
|---|-----|
| <b>HOW DOES THE LIFE STYLE INFLUENCE THE CONSUMER PREFERENCE IN CHOISING THE FOREIGN PRODUCT OR THE LOCAL PRODUCT</b><br>Budhi Haryanto, Awang Febrianto .....  | 235 |
| <b>PENGARUHKUALITAS LAYANAN, KEPUASAAN, DAN SWITCHING COST TERHADAP LOYALITAS PELANGGAN</b><br>Citra Oktadina, Albari .....   | 236 |
| <b>THE IMPACT OF TRUST AND SATISFACTION ON CUSTOMER LOYALTYON ISLAMIC BANKS IN MAKASSAR</b><br>Dian Anggraece Sigit Parawansa .....   | 237 |
| <b>PERSEPSI TAMU AKAN KEPENTINGAN ATRIBUT HOTEL SAVOY HOMANN BIDADARA</b><br>Dewi Pancawati Novalita, Endah Fitriyani .....   | 238 |
| <b>ANALISIS DAN USULAN STRATEGI PEMASARAN BERDASARKANFAKTOR-FAKTORYANGBERPENGARUHTERHADAPLOYALITAS PELANGGAN DAN PERSAINGAN (STUDI KASUS: PRODUK TELKOM FLEXI TRENDY DI BANDUNG)</b><br>Decky Andala Yudha, Elty Sarvia ..... | 239 |
| <b>PENGARUH KOMUNIKASI WOM NEGATIF SECARA ONLINE PADAPENOLAKAN PEMBELIAN ULANG</b><br>Dien Mardhiyah.....   | 240 |
| <b>PENGARUH ORIENTASI WIRAUSAHA, KREATIVITAS PROGRAM PEMASARAN DAN DINAMIKA LINGKUNGAN TERHADAP KINERJA PEMASARAN (STUDI PADA INDUSTRI TAIS DI DILI TIMOR-LESTE)</b><br>Dyah Sawitri, Andarwati. Ipolito Soares.....          | 241 |
| <b>PENGARUH CITY BRANDING TERHADAP KEPUTUSANBERKUNJUNG KE KOTA SEMARANG</b><br>Euis Soliha, H.Hasan Abdul Rozak, R. Basiyo,Ujianto Purwanto.....  | 242 |
| <b>PENGARUH STRUKTUR PASAR DAN PERILAKU PASAR TERHADAP KINERJA PASAR BIJI KAKAO DI KABUPATEN ACEH UTARA</b><br>Erni Junaida.....  | 243 |
| <b>STRENGTHEN THE BRAND EQUITY OF PRIVATE COLLEGE (PTS) THROUGH MANAGING WORD OF MOUTH AND VIRAL MARKETING</b><br>Farida, Herry Agung Prabowo .....   | 244 |
| <b>BELAJAR PEMASARAN DARI GURU PEMASARAN: IBLIS</b><br>Gancar Candra Premananto .....   | 245 |
| <b>PENINGKATAN REPUTASI PARTAI POLITIK MELALUI PENGEMBANGAN MODEL POLITICAL MARKETING (SURVEY PADA PEMILIH MAHASISWA UPI PADA PEMILU 2014)</b><br>Heny Hendrayati, Vanessa Gaffar .....                                       | 246 |
| <b>ANALISIS PENGARUH KEPRIBADIAN MEREK CHARLES &amp; KEITH TERHADAP KEPRIBADIAN DIRI KONSUMEN DI JAKARTA (Studi Kasus Di Mall Pondok Indah, Jakarta Selatan)</b><br>I'in Endang Mardiani, Christine Lucia Dengah .....        | 247 |

|  |     |
|--|-----|
| <b>KAJIAN LITERATUR CUSTOMER RELATIONSHIP MANAGEMENT:<br/>MODEL PENGEMBANGAN IKATAN EMOSIONAL PELANGGAN MELALUI CUSTOMER<br/>CONTACT CENTER DI INDUSTRI PENDIDIKAN</b>                           |     |
| Ika Gunawan, Nonie Magdalena .....   | 248 |
| <b>PENGARUH <i>OUTCOME QUALITY</i>, <i>INTERACTION QUALITY</i>, DAN <i>PEER TO PEER QUALITY</i><br/>TERHADAP LOYALITAS PELANGGAN MELALUI KEPUASAN PELANGGAN RAWAT<br/>JALAN DI RS X SURABAYA</b> |     |
| Kurniawan Budiono, Dudi Anandya .....  | 249 |
| <b>PENGARUH EWOM TERHADAP KEPUTUSAN PEMBELIAN KONSUMEN MELALUI <i>E-<br/>COMMERCE (BISNIS ONLINE)</i></b>  |     |
| Kezia Kurniawati.....  | 250 |
| <b>ANALISIS KEPUASAN KONSUMEN TERHADAP KUALITAS PELAYANAN<br/>PENERBANGAN YANG MENIMBULKAN <i>WORD OF MOUTH</i> PENUMPANG PADA<br/>MASKAPAI PENERBANGAN LION AIR</b>                             |     |
| Murwanto Sigit, Denata Enggar Wibowo .....   | 251 |
| <b>THE INFLUENCE COUNTRY OF ORIGIN TOWARD BRAND EQUITY</b>   |     |
| Muchsin Muthohar, Eka Sharfina. S .....  | 252 |
| <b>ANALISIS INDEKS KEPUASAN PELANGGAN JASA LAYANAN BANDARA SOEKARNO<br/>HATTA – JAKARTA DALAM RANGKA <i>OPEN SKY POLICY</i> 2015</b>   |     |
| Mohamad Rizan .....  | 253 |
| <b><i>CUSTOMER-BASED BRAND EQUITY</i> DESTINASI WISATA KOTA BATU</b>   |     |
| Masmira Kurniawati.....  | 254 |
| <b>PENGARUH MEDIA MASSA TERHADAP NIAT KONSUMEN MEMBELI PRODUK<br/>BERLABEL HALAL</b>   |     |
| Muniaty Aisyah.....  | 255 |
| <b>ANALISIS PENGARUH <i>BRAND IMAGE</i> (CITRA MEREK) TERHADAP LOYALITAS<br/>PENGGUNA HANDPHONE MEREK SAMSUNG<br/>(STUDI KASUS PADA MAHASISWA UNIVERSITAS ESA UNGGUL FAKULTAS EKONOMI)</b>       |     |
| Nina Nurhasanah, Ari Anggarani WPT, Yossa Thio Rinaldi.....  | 256 |
| <b>PEMODELAN KEPUASAN DAN MINAT BERPERILAKU PASIEN RAWAT INAP<br/>PUSKESMAS BERBASIS <i>SERVICE DELIVERY SYSTEM</i>: IMPLIKASINYA TERHADAP<br/>KEBIJAKAN</b>                                     |     |
| Nugroho Mardi Wibowo, Yuyun Widiastuti, Dwi Lesno Panglipursari .....  | 257 |
| <b>PERBANDINGAN BAURAN ECERAN ANTARA ALFAMART DENGAN SBMART</b>  |     |
| Nina Maharani.....   | 258 |
| <b>KAJIAN LITERATUR:<br/>MODEL KUALITAS HUBUNGAN B2B SEBAGAI DASAR PENGEMBANGAN MARKETING<br/>C2C DI BISNIS ONLINE</b>   |     |
| Nonie Magdalena .....  | 259 |

|   |     |
|---|-----|
| <b>PENGARUH FAKTOR-FAKTOR ANTESEDEN E-CUSTOMER SATISFACTION, E-CUSTOMER TRUST DAN COMPULSIVE BUYING PADA PEMBENTUKKAN E-CUSTOMER LOYALTY</b><br>Petra Surya Mega Wijaya, Ety Istriani .....   | 260 |
| <b>FAKTOR-FAKTOR YANG MEMPENGARUHI SIKAP KONSUMEN TERHADAP WEBSITE JASA</b><br>Retno Wulandari .....  | 261 |
| <b>ANALISIS PENGARUH PENGALAMAN PEMASARAN DAN CITRA MEREK TERHADAP KEPERCAYAAN MEREK DAN DAMPAKNYA TERHADAP LOYALITAS KONSUMEN (Studi kasus: Dapur Cokelat Cabang Greenville)</b><br>Ria Rivisa, Lia Amalia .....   | 262 |
| <b>KOMPARASI PROGRAM CORPORATE SOCIAL RESPONSIBILITY (CSR) TERHADAP KESEJAHTERAAN SOSIAL-EKONOMI MASYARAKAT PADA PERUSAHAAN TAMBANG BAUKSIT DI KALIMANTAN BARAT</b><br>Ramadania, Nurul Bariyah, Rosyadi .....  | 263 |
| <b>LITERATURE REVIEW OF SPORT EVENT IMPACT ON DEVELOPMENT OF TOURISM</b><br>Ratni Prima Lita .....  | 264 |
| <b>MEDIASI SIKAP PENONTON FILM TERHADAP INTENSI MENONTON FILM NASIONAL: KAJIAN <i>MOVIE VIEWING</i>, <i>ETHNOSENTRISME</i> DAN <i>CULTURAL PROXIMITY</i> SEBAGAI VARIABEL ANTESENDEN</b><br>Rina Astini .....   | 265 |
| <b>INFLUENCES OF PRODUCT, PRICE, AND LOCATION ON CUSTOMER SATISFACTION RABBANI IN LANGSA, ACEH</b><br>Suri Amilia, Endang Sulistya Rini, dan Arlina Nurbaity Lubis .....  | 266 |
| <b>ANALISIS PENGARUH KINERJA LAYANAN <i>THIRD PARTY LOGISTICS</i> TERHADAP KINERJA PERUSAHAAN DALAM USAHA MIKRO KECIL MENENGAH YANG BERBASIS <i>E-COMMERCE BUSSINESS</i></b><br>Siti Nursyamsiah, M.Rifkiyani .....   | 267 |
| <b>COMPARATIVE ANALYSIS OF PURCHASE DECISION CCTV CAMERA ON SECURITY EXPERT AND UD. KARUNIA IN TERMS OF PRICE, QUALITY PRODUCTS, QUALITY SERVICES, PROMOTION TO IMPROVE THE ENTREPRENEURIAL MANAGEMENT AND COMPANY'S COMPETITIVE ADVANTAGE (A CASE STUDY OF ENTREPRENEURIAL PROJECT CLASS IN CIPUTRA UNIVERSITY)</b><br>Sonata Christian, Antonio Gunawan ..... | 268 |
| <b>NEGARA ASAL MEREK (<i>COUNTRY OF ORIGIN</i>) DAN HUBUNGANNYA DENGAN PERSEPSI KUALITAS SERTA KEPERCAYAAN PADA MEREK PRODUK SEPATU OLAH RAGA</b><br>Soni Harsono .....   | 269 |
| <b>EFEK PERSUASI METAFORA DAN TAMPILAN VISUAL/VERBAL IKLAN POLITIK DI TWITTER: PERBANDINGAN ANTARA PEMILIH PEMULA DAN PEMILIH ULANG</b><br>Sony Kusumasondjaja .....  | 270 |



|   |     |
|---|-----|
| <b>ANALISIS VALUE CONSCIOUSNESS, CONSPICUOUS CONSUMPTION TERHADAP WILLINGNESS TO BUY PRODUK COUNTERFEIT DENGAN ABILITY TO PAY SEBAGAI VARIABEL MODERATOR</b><br>Sri Hartini, Nurtjahja Moegni.....  | 271 |
| <b>PERAN INDIVIDUAL COMPETENCE SEBAGAI MEDIATING VARIABLE DALAM HUBUNGAN CUSTOMER-KNOWLEDGE CREATION CAPABILITY DENGAN KINERJA HUBUNGAN ANTAR BAGIAN</b><br><b>STUDI PADA KARYAWAN SETINGKAT SUPERVISOR PABRIK GULA JATIROTO</b><br>Sri Wahjuni Astuti, Yosef Antonius..... | 272 |
| <b>PROMOTIONAL USE IN THE CONTEXT FOR SHOPPING PRODUCTS WITH LOW INVOLVEMENT MEDIATED BY BRAND AWARENESS AND PERCEIVED VALUE</b><br>Soemarjati Tjokroamidjojo, Anastasia Riani Suprpti.....   | 273 |
| <b>HUBUNGAN ATRIBUT PRODUK DAN CITRA MEREK DENGAN LOYALITAS PELANGGAN SMARTPHONE MEREK BLACKBERRY (Survei pada Mahasiswa Angkatan 2012 Jurusan Manajemen Fakultas Ekonomi Universitas Jenderal Achmad Yani)</b><br>Siti Herawati.....                                       | 274 |
| <b>ANTESEDEN PERILAKU GREEN BUYING KAUM MUDA</b><br>Tanti Handriana.....  | 275 |
| <b>PENGARUH STRATEGI Bauran Pemasaran dan Citra Merek Terhadap Kepuasan Konsumen Sabun Sunlight Cair di Kabupaten Aceh Tamiang</b><br>Tengku Putri Lindung Bulan, Endang Sulistyia Rini.....  | 276 |
| <b>THE INFLUENCE OF MARKETING MIX TO PURCHASE DECISION OF SAMSUNG MOBILE PRODUCT AND THE IMPACT ON CUSTOMER SATISFACTION</b><br>Triesti Candrawati.....   | 277 |
| <b>PEMBENTUK WORD OF MOUTH PADA PENUMPANG PENERBANGAN LOW COST CARRIER DI INDONESIA</b><br>Yasinta Soelasih.....  | 278 |
| <b>PENENTU EKUITAS MEREK PADA MOBIL MEREK MERCEDES-BENZ: STUDI KASUS DI SURABAYA</b><br>Y. Lilik Rudianto.....  | 279 |
| <b>IMPLEMENTASI TEKNOLOGI INFORMASI ENTERPRISE RESOURCE PLANNING (ERP) STUDI PADA PERUSAHAAN KEMASAN</b><br>Eko Purwanto, Prasetyohadi, Firman Dwilaksono Rahardianto.....  | 280 |
| <b>LOYALITAS MELALUI PENDEKATAN DETERMINAN EKSPERIMENTAL MARKETING DAN PENGARUHNYA TERHADAP WORD OF MOUTH (Studi Pada Hotel Berbintang di Samarinda)</b><br>Rahmawati.....  | 281 |

## JADWAL ACARA FMI 6 MEDAN

| Hari/Tgl           | Waktu  | Kegiatan                                  | Pelaksanaan  |
|--------------------|--|---|--|
| Rabu, 12 Nov 2014  | 07.30-08.30                                    | Registrasi                                | Hotel Aston  |
|                    | 08.30- 08.35                                   | Pembukaan                                 | Tari Persembahan                                   |
|                    | 08.35 - 08.40                                  | Doa                                       | Dr. Zema   |
|                    | 08.40 - 08.50                                  | Laporan Ketua Panitia                     | Dr. Isfenti Sadalia, SE, ME                        |
|                    | 08.50 - 09.00                                  | Sambutan Ketua FMI Pusat                  | Sri Gunawan  |
|                    | 09.00- 09.10                                   | Kata Sambutan dan Pembukaan               | T. Erry Nuradi                                     |
|                    | 09.10 – 09.20                                  | Sambutan sekaligus Pembukaan Seminar      | Rektor USU   |
|                    | 09.20- 09.40                                   | <i>Key Note Speaker</i>                   | Ketua KPU  |
|                    | 09.40 - 10.00                                  | <i>Key Note Speaker</i>                   | Mentri Keuangan RI                                 |
|                    | 10.00 – 10.10                                  | Pemberian Cendera Mata                    |  |
|                    | 10.10 -10.15                                   | <i>Coffee Break</i>                       |  |
|                    | 10.15 – 12.00                                  | Seminar <i>Entrepreneurial Management</i> | Eddy Rizlianto<br>A. Herlianto<br>Soritaon Siregar |
|                    | 12.00 – 13.00                                  | Ishoma                                    |  |
|                    | 13.00 – 14.00                                  | Call for paper Sesi I                     | Ruang 1 s/d 13                                     |
|                    | 14.00 – 15.00                                  | Call for paper Sesi II                    | Ruang 1 s/d 13                                     |
|                    | 15.00 – 16.00                                  | Call for paper Sesi III                   | Ruang 1 s/d 13                                     |
|                    | 16.00– 17.00                                   | Call for paper Sesi IV                    | Ruang 1 s/d 13                                     |
| 17.00– 19.30       | Istirahat                                      | Ruang 1 s/d 13                            |  |
| 19.30– 21.30       | Gala Dinner, Pemberian best paper, dan Hiburan | Ball Room Hotel Aston                     |  |
| Kamis, 13 Nov 2014 | 07.30  | Tour Menuju Danau Toba                    | Titik Kumpul di Hotel Aston                        |
| Sabtu, 15 Nov 2014 | 14.00  | Tiba di Medan                             | Titik Kumpul di Hotel Aston                        |

## JADWAL ACARA PER SESI

| Ruang 4 Sesi 1                        |                   |   |                               |   |
|---------------------------------------|-------------------|---|-------------------------------|---|
| moderator: Dr. Elisabeth Siahaan, MEc |                   |   |                               |   |
| jam 13.00-14.00                       |                   |   |                               |   |
| No                                    | Kontrak Nama      | Judul   | Kosentrasi                    | Universitas   |
| 1                                     | Alka Febriansyah  | Pengaruh Budaya Perusahaan Terhadap Kinerja Karyawan di Mirota Batik Yogyakarta   | Manajemen Sumber Daya Manusia | Universitas Islam Indonesia, Fakultas Ekonomi       |
| 2                                     | Nuri Herachwati   | Desain Penilaian Kinerja Pada Usaha Kecil Menengah  | Manajemen Sumber Daya Manusia | Universitas Airlangga, Fakultas Ekonomi dan Bisnis. |
| 3                                     | Harry Widyanoro   | PENGEMBANGAN SISTEM EVALUASI JABATAN METODE SISTEM POIN KOMPETENSI SEBAGAI DASAR PENGELOLAAN REMUNERASI DAN SISTEM KARIR DI PERGURUAN TINGGI  | Manajemen Sumber Daya Manusia | STIE Perbanas Surabaya                              |
| 4                                     | Mafas Andar Moyan | Regeneration And Transfer Of The Value Of Organization Cultural Of Family Business (The Case In Qualitative CV. Mubarakfood Cipta Delicia, Kudus)   | Manajemen Sumber Daya Manusia | Universitas Islam Indonesia, Fakultas Ekonomi       |
| 5                                     | Anis Eliyana      | Pengaruh Perceived Organizational Support of Creativity dan Creative Self Efficacy terhadap Kreativitas dengan Kepuasan Kerja sebagai Variabel Intervening pada Smile Island Advertisng di Surabaya | Manajemen Sumber Daya Manusia | Universitas Airlangga, Fakultas Ekonomi dan Bisnis. |

| Ruang 4 sesi 2                        |                            |  |                               |   |
|---------------------------------------|----------------------------|--|-------------------------------|---|
| moderator: Dr. Elisabeth Siahaan, Mec |                            |  |                               |   |
| jam 14.00-15.00                       |                            |  |                               |   |
| No                                    | Kontrak Nama               | Judul  | Kosentrasi                    | Universitas   |
| 1                                     | Nurfalimsa Piu             | PENGARUH STATUS KARYAWAN TERHADAP EFEKTIVITAS KERJA DENGAN KOMITMEN KERJA SEBAGAI VARIABEL INTERVENING                 | Manajemen Sumber Daya Manusia | Universitas Islam Indonesia, Fakultas Ekonomi       |
| 2                                     | Nurullaily Kartika         | Emotional Intelligence dan Cultural Intelligence Pengaruhnya Terhadap Innovative Work Behaviour dan Kinerja Perusahaan | Manajemen Sumber Daya Manusia | Universitas Airlangga, Fakultas Ekonomi dan Bisnis. |
| 3                                     | Agung Hasbul Wathon        | Stres Kerja: Penyebab, Dampak, Dan Cara Mengatasinya Pada Level Individual Maupun Organisasional                       | Manajemen Sumber Daya Manusia | Universitas Islam Indonesia, Fakultas Ekonomi       |
| 4                                     | Ida Bagus Gede Adi Permana | Efikasi dan Determinasi Diri Pelaku Program Diet OCD: Metode Analisis Isi Pada Media Sosial                            | Manajemen Sumber Daya Manusia | Universitas Airlangga, Fakultas Ekonomi dan Bisnis. |
| 5                                     | Arif Firmansyah            | ENTREPRENEURIAL BEHAVIOR PADA SEKTOR PUBLIK PRA AEC 2015 : MODEL, DAMPAK DAN IMPLIKASINYA                              | manajemen Sumber Daya Manusia | Universitas Airlangga, Fakultas Ekonomi dan Bisnis. |

| Ruang 4 sesi 3                          |                           |  |                               |   |
|---|---------------------------|--|-------------------------------|---|
| moderator: Dra . Komariah Pandia , M.Si |                           |  |                               |   |
| jam 15.00-16.00                         |                           |  |                               |   |
| No                                      | Kontrak Nama              | Judul  | Kosentrasi                    | Universitas   |
| 1                                       | Trias Setiawati           | Praktek Manajemen Sumber Daya Manusia Berbasis Regulasi Dan Kompetensi Studi Kasus Pada Perusahaan Unggul X Di Jawa Tengah                 | Manajemen Sumber Daya Manusia | Universitas Islam Indonesia. Fakultas Ekonomi       |
| 2                                       | Yosevine Gilbert Silalahi | Pengaruh Profesionalisme Dan Stres Kerja Terhadap Kepuasan Kerja Karyawan (Studi Pada Rumah Sakit PT. Perkebunan Nusantara III Sei. Dadap) | Manajemen Sumber Daya Manusia | Universitas Diponegoro. Fakultas Ekonomi Dan Bisnis |
| 3                                       | Tri Siwi Agustina         | ADVERSITY QUOTIENT : BERBEDAKAH ANTARA MAHASISWA PRIA DAN MAHASISWA WANITA ?   | Manajemen Sumber Daya Manusia | Universitas Airlangga, Fakultas Ekonomi dan Bisnis. |
| 4                                       | Jovi Sulistawan           | Pengaruh Perceived Support, Fear of Failure dan Attitude terhadap Niat Berwirausaha Pada Mahasiswa S1 Manajemen FEB Universitas Airlangga  | Manajemen Sumber Daya Manusia | Universitas Airlangga. Fakultas Ekonomi dan Bisnis. |
| 5                                       | Maya Indriani Samosir     | USULAN PENINGKATAN KEPUASAN SISWA KELAS XII DI RUMAH BELAJAR 'X'   | Manajemen Sumber Daya Manusia | Universitas Kristen Maranatha                       |

| Ruang 4 sesi 4                          |                                |   |                               |   |
|---|--------------------------------|---|-------------------------------|---|
| moderator: Dra . Komariah Pandia , M.Si |                                |   |                               |   |
| jam 16.00-17.00                         |                                |   |                               |   |
| No                                      | Kontrak Nama                   | Judul   | Kosentrasi                    | Universitas   |
| 1                                       | Praptini Yulianti              | PERAN KARAKTERISTIK PEKERJAAN SEBAGAI VARIABEL MEDIASI ANTARA DUKUNGAN KELUARGA DENGAN KEPUASAN KARIER WANITA PADA LEVEL MANAJER MENENGAH   | manajemen Sumber Daya Manusia | Universitas Airlangga, Fakultas Ekonomi dan Bisnis.     |
| 2                                       | Arif Firmansyah                | PENGARUH HUMAN CAPITAL DIMENSION PADA NEW VENTURE PERFORMANCE (STUDI PADA MAHASISWA PELAKSANA PMW UNAIR)  | manajemen Sumber Daya Manusia | Universitas Airlangga, Fakultas Ekonomi dan Bisnis.     |
| 3                                       | Christine Dwi Karya Susilawati | CSR Di Perusahaan Indonesia Dan Dampak Terhadap Masyarakat  | manajemen Sumber Daya Manusia | Universitas Kristen Maranatha                           |
| 4                                       | Elisabeth Siahaan              | Model Kesuksesan Karir Para Distributor Pada Perusahaan Multi Level Marketing (MLM) Dengan Membangun Kompetensi Dan Komitmen Kewirausahaan Yang Di Moderisasi Oleh Motivasi Kewirausahaan         | Manajemen Sumber Daya Manusia | Universitas Sumatera Utara, Fakultas Ekonomi Dan Bisnis |
| 5                                       | Rizky Fauzan                   | Pengaruh Iklim Organisasi Terhadap Keinginan Keluar (Turnover Intention) Pegawai Dengan Mediasi Kepuasan Kerja Dan Komitmen Organisasional (Studi Kasus Pada Kantor Wilayah DJP Kalimantan Barat) | manajemen Sumber Daya Manusia | Universitas Tanjungpura Pontianak                       |

| Ruang 5 Sesi 1                   |                 |   |                               |  |
|----------------------------------|-----------------|---|-------------------------------|--|
| moderator: Dra. Lucy Anna , M.Si |                 |   |                               |  |
| jam 13.00-14.00                  |                 |   |                               |  |
| No                               | Kontrak Nama    | Judul   | Kosentrasi                    | Universitas  |
| 1                                | Yulinda Muchtar | Pengaruh Lingkungan Terhadap Prestasi Belajar Mahasiswa Melalui Karakter Mahasiswa Bidik Misi Pada Universitas Sumatera Utara                               | manajemen Sumber Daya Manusia | Universitas Sumatera Utara, Fakultas Ekonom Dan Bisnis |
| 2                                | Tetra Hidayati  | Variabel Anteseden Komitmen Organisasi Dan Kinerja Karyawan   | manajemen Sumber Daya Manusia | Universitas Mulawarman                                 |
| 3                                | Rorim Panday    | Analysis Of Variables Affecting To Final Grades Health And Safety Work Training (Case Study: Health And Safety Work Training By PT. IKS)                    | manajemen Sumber Daya Manusia | Universitas Pakuan, Bogor                              |
| 4                                | Dwi Ratunawati  | Peran Mediasi Motivation dan Job Satisfaction Pada Hubungan Pengaruh Corporate Social Responsibility Involvement terhadap Organizational Identification     | manajemen Sumber Daya Manusia | Universitas Airlangga, Fakultas Ekonomi dan Bisnis.    |
| 5                                | Waode Yuznita   | Program Corporate Social Responsibility (CSR) Melalui Pemberdayaan Modal Intelektual Dalam Upaya Peningkatan Pemerataan Pendidikan (Survei Di Kota Bandung) | manajemen Sumber Daya Manusia | Universitas Padjajaran                                 |

| Ruang 5 Sesi 2                   |                       |   |                               |   |
|----------------------------------|-----------------------|---|-------------------------------|---|
| moderator: Dra. Lucy Anna , M.Si |                       |   |                               |   |
| jam 14.00-15.00                  |                       |   |                               |   |
| No                               | Kontrak Nama          | Judul   | Kosentrasi                    | Universitas                                   |
| 1                                | Susminingsih          | SUKSESI BISNIS BATIK DI KOTA PEKALONGAN(Studi Kualitatif Tiga Industri Batik Skala Kecil-Menengah)  | Manajemen Sumber Daya Manusia | Dosen Prodi Ekonomi Syari'ahSTAIN Pekalongan  |
| 2                                | Fenika Wulani         | MANAJEMEN IMPRESI DALAM KONTEKS BUDAYA JARAK KEKUASAAN dan KOLEKTIVITAS TINGGI DI INDONESIA-IMPLEMENTASI DAN IMPLIKASINYA   | Manajemen Sumber Daya Manusia | FALKUTAS BISNIS UNIKA WIDYA MANDALA Surabaya  |
| 3                                | Siti Haerani          | IMPLIKASI PRAKTEK-PRAKTEK MANAJEMEN SUMBERDAYA MANUSIA TERHADAP KOMPETENSI, MOTIVASI DAN KINERJA DOSEN DALAM PELAKSANAAN TRI DHARMA PERGURUAN TINGGI DI SULAWESI SELATAN        | Manajemen Sumber Daya Manusia | Universitas Hasanuddin Makassar               |
| 4                                | Jasanta Peranginangin | KEMAMPUAN MANUVER INOVASI LAYANAN DALAM MENINGKATKAN KINERJA TENAGA PENJUALAN   | Manajemen Sumber Daya Manusia | Universitas Diponegoro Semarang               |
| 5                                | Andriyastuti Suratman | Effects of Psychological Climate On Job Involvement With Affective Commitment As A Variable Mediation On Employees In Early Childhood Education (PAUD), Sukoharjo, Central Java | Manajemen Sumber Daya Manusia | Universitas Islam Indonesia, Fakultas Ekonomi |

| Ruang 5 sesi 3                 |                          |   |                               |  |
|--------------------------------|--------------------------|---|-------------------------------|--|
| moderator: Dra. Yulinda , M.Si |                          |   |                               |  |
| jam 15.00-16.00                |                          |   |                               |  |
| No                             | Kontrak Nama             | Judul   | Kosentrasi                    | Universitas  |
| 1                              | Yuli Harwani             | Rekomendasi Desain Operasi Pelayanan Publik Melalui Evaluasi Pemenuhan Harapan Masyarakat Dan Pengukuran Kinerja (Membidik Pelayanan Publik Negara China)       | Manajemen Sumber Daya Manusia | Universitas Mercu Buana                                  |
| 2                              | Arif Hartono             | Konstruk Pengukuran Kepuasan Kerja: Multiple Vs Single Item Facets (Studi Kasus Kepuasan Kerja Dosen Fakultas Ekonomi)  | Manajemen Sumber Daya Manusia | Universitas Islam Indonesia, Fakultas Ekonomi            |
| 3                              | Anik Herminingsih        | Organizational Culture As A Mediator Of Transformational And Transactional Leadership Effects On Employee Performance   | Manajemen Sumber Daya Manusia | Universitas Mercu Buana                                  |
| 4                              | Elisabet Siahaan         | Pengaruh Kecerdasan Emosional dan Komitmen Organisasional terhadap Perilaku Kewargaan Organisasional Pegawai Dinas Pertanian dan Kelautan Pemerintah Kota Medan | Manajemen Sumber Daya Manusia | Universitas Sumatera Utara, Fakultas Ekonotni dan Bisnis |
| 5                              | Christiantius Dwiatmadja | The Role Of Psychological Contract On Employee Commitment And Organizational Citizenship Behavior: Study Of Young Entrepreneur In Management Action             | Manajemen Sumber Daya Manusia | Universitas Kristen Satya Wacana                         |

| Ruang 5 sesi 4                        |                  |   |                               |   |
|---------------------------------------|------------------|---|-------------------------------|---|
| moderator: Drs. Liasta Ginting , M.Si |                  |   |                               |   |
| jam 16.00-17.00                       |                  |   |                               |   |
| No                                    | Kontak Nama      | Judul   | Konsentrasi                   | Universitas   |
| 1                                     | Candra Sinuraya  | Pengaruh Machiavellian Terhadap Kepuasan Kerja, Keputusan Etis Dan Ideologi Etika Pada Akuntan  | Manajemeo Sumber Daya Manusia | Universitas Kristen Maranatha                       |
| 2                                     | Nova Mardiana    | Pengaruh Sistem Pengukuran Kinerja Interaktif Terhadap Kinerja Karyawan: Mental Model Sebagai Faktor Mediasi  | Manajemen Sumber Daya Manusia | Universitas Lampung                                 |
| 3                                     | Lina Mahardiana  | Model Gaya Pengambilan Keputusan, Keterampilan Dan Karakteristik Pekerjaan Yang Mempengaruhi Kepuasan Kerja karyawan (Studi Kasus Pada Pengusaha Kecil Bidang Konstruksi Di Kota palu | Manajemen Sumber Daya Manusia | Falkutas Ekonomi Tadulako pau                       |
| 4                                     | Meily Margaretha | Pekerjaan Sebagai Panggilan Terhadap Work Engagement Yang Dimoderasi Oleh Kebermaknaan Dan Identitas Pekerjaan  | Manajemen Sumber Daya Manusia | Universitas Kristen Maranatha                       |
| 5                                     | NURTJAHJA MOEGNI | PENGARUH BUDAYA ORGANISASI DAN MOTIVASI TERHADAP KINERJA KARYAWAN DI PT. BANK MANDIRI TBK (PERSERO) CABANG PRIORITAS GEDUNG SAMPOERNA SURABAYA  | Manajemen Sumber Daya Manusia | Universitas Airlangga, Fakultas Ekonomi dan Bisnis. |

| Ruang 6 Sesi 1                          |                        |   |                               |   |
|---|------------------------|---|-------------------------------|---|
| moderator: Dollie Dalimunthe , SE, M.Si |                        |   |                               |   |
| jam 13.00-14.00                         |                        |   |                               |   |
| No                                      | Kontak Nama            | Judul   | Konsentrasi                   | Universitas   |
| 1                                       | R.M Juddy Prabowo      | Pengaruh Lingkungan Kerja Fisik Terhadap Kepuasan Kerja Pegawai Negeri Sipil Seluruh Kecamatan Di Kota Cimahi   | Manajemen Sumber Daya Manusia | Universitas Jendral Achmad Yani                         |
| 2                                       | Sri Rahayuningsih      | Pengaruh Budaya Toleransi Kekuasaan Terhadap Persepsi Karir Birokratik Dan Profesional (Studi Empirik Pada Profesi Perawat R.S Islam Sultan Agung Semarang) | Manajemen Sumber Daya Manusia | Unisbank Semarang                                       |
| 3                                       | Siti Mahmudah          | Pengaruh Iklim Organisasi Terhadap Motivasi Dan Prestasi Belajar Mahasiswa Politeknik NSC Surabaya  | Manajemen Sumber Daya Manusia | Politeknik NSC Surabaya                                 |
| 4                                       | Parwinder Kaur         | The Influence Of Work Stress Against Employee Dissatisfaction Based On Gender At Garuda Plaza Hotel Medan   | Manajemen Sumber Daya Manusia | Universitas Sumatera Utara, Fakultas Ekonomi Dan Bisnis |
| 5                                       | Sri Langgeng Ratnasari | THE EFFECT OF COMPETENCE, EDUCATION AND TRAINING, TEACHING EXPERIENCE TO LECTURER PERFORMANCE IN BATAM  | Manajemen Sumber Daya Manusia | Universitas Batam                                       |

| Ruang 6 Sesi 2                          |                       |  |                               |   |
|---|-----------------------|--|-------------------------------|---|
| moderator: Dollie Dalimunthe , SE, M.Si |                       |  |                               |   |
| jam 14.00-15.00                         |                       |  |                               |   |
| No                                      | Kontak Nama           | Judul  | Konsentrasi                   | Universitas   |
| 1                                       | Andre Harjana Damani  | The Effect of the Compensation System Towards Employee Motivation Level in the Human Resources Department at the PLN West Java and Banten Distribution Office  | Manajemen Sumber Daya Manusia | Business and Economic Schools TELKOM University                     |
| 2                                       | Saskia                | Analisis Pengaruh Reputasi dan Budaya Organisasi untuk Meningkatkan Kinerja Organisasi Melalui Strategi Kompetensi Perguruan Tinggi Swasta (PTS) di Kota Medan   | Manajemen Sumber Daya Manusia | STIE Harapan Medan  |
| 3                                       | JOELIATY              | Analysis Faktor Kompetensi Pengurus Koperasi Sebagai Daya Saing Dalam Menghadapi Masyarakat Ekonomi Asean (Kajian Pada Sentra Sepatu Cibaduyut Bandung Jawa Barat)   | Manajemen Sumber Daya Manusia | Tenaga Pendidik Fakultas Ekonomi Dan Bisnis Universitas Padjadjaran |
| 4                                       | Devi Septiani         | PENGARUH KOMITMEN ORGANISASI DAN KOMITMEN PROFESIONAL TERHADAP KEPUASAN KERJA (Studi Kasus Pada Perusahaan AJB BUMIPUTERA Kantor Pusat)  | Manajemen Sumber Daya Manusia | Perbanas Institute Jakarta  |
| 5                                       | M. Safii Murad Daalay | Pengaruh Kepuasan Kerja Dan Motivasi Berprestasi Terhadap Komitmen Kerja Pegawai Dengan Kepemimpinan Sebagai Variabel Moderating Di Sumatera Utara   | Manajemen Sumber Daya Manusia | Universitas Sumatera Utara, Fakultas Ekonomi Dan Bisnis             |
| 6                                       | Reniaty               | Strategi Pengembangan Sumber Daya Manusia Melalui Penguatan Modal Manusia, Modal Struktural, Dan Modal Relasional Untuk Meningkatkan Keunggulan Bersaing Daerah (Survei Di Propinsi Kepulauan Bangka Belitung) | Manajemen Sumber Daya Manusia | Universitas Bangka Belitung   |



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*Manajemen Keuangan*

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## **BIAS INVESTOR PADA PERDAGANGAN INDEKS**

**Abdur Rafik**

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### **Abstrak**

One of basic tenets in behavioral finance is the existence of investor biases in the market. Of the ways that can be used to track investor biases in the market is through comovement phenomenon. While traditional finance assumes that comovement can exist due to fundamental relationship among assets, behavioral finance contends that comovement can exist due to noise relationship. This study aims to test comovement in the context of index rebalancing in Indonesia using the model proposed by Barberis, Shleifer, and Wurgler (2005). In contrast to those in developed countries, the results can not solidly prove that comovement phenomenon around index rebalancing also appears in Indonesia. Comovement is identified in LQ45. The patterns are sensitive among various index categories. The identified pattern seems support behavioral-based comovement instead of traditional-based comovement. The behavioral-based comovement can be explained by habitat and category view from Barberis et al. (2005).

**Kata Kunci:** comovement, habitat view, category view, behavioral finance, index rebalancing, unsynchronous trading.

## **HUBUNGAN AGENSI DAN KINERJA PADA PERUSAHAAN KELUARGA: STUDI PADA PERUSAHAAN KECIL DAN MENENGAH DI YOGYAKARTA**

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### **Abstract**

Penelitian ini bertujuan untuk mengkaji tata kelola perusahaan mengenai hubungan variabel-variabel mekanisme pengawasan masalah agensi dengan kinerja pada perusahaan kecil dan menengah yang biasanya berupa perusahaan keluarga di Yogyakarta. Variabel pengawasan (pengurang) masalah agensi yang digunakan yaitu kebijakan hutang, kepemilikan insider dan kebijakan dividen, sedangkan kinerja perusahaan diproksi dengan nilai Tobin's Q. Sampel penelitian sebanyak 20 perusahaan keluarga di Yogyakarta yang meliputi perusahaan perdagangan, perhotelan dan manufaktur. Analisis yang digunakan adalah regresi berganda untuk mengkaji hubungan kepemilikan insider, kebijakan hutang dan pembayaran dividen terhadap kinerja perusahaan yang diukur dengan nilai Tobin's Q. Hasil penelitian menunjukkan bahwa secara simultan, kebijakan hutang, kepemilikan insider dan kebijakan dividen berpengaruh signifikan terhadap kinerja perusahaan. Demikian juga, secara parsial kepemilikan manajerial, kebijakan hutang dan kebijakan dividen memiliki pengaruh positif dan signifikan terhadap kinerja perusahaan.

**Kata kunci: tata kelola, hubungan agensi, kinerja**

**ANALISIS OVERREACTION, FIRM SIZE DAN LIKUIDITAS SAHAM  
PADA SAHAM SYARIAH DAN NONSYARIAH DI BURSA EFEK  
INDONESIA**

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**Abstract**

*Capital markets are not always efficient. The phenomenon that is contrary to the concept of efficient capital markets such as overreaction are found in a number of capital markets of developed countries. This study test the overreaction phenomenon in Indonesia Stock Exchange (IDX) by including variables firm size and stock liquidity. This study also analyzes the phenomenon of overreaction on Islamic stock and compared with the non-Islamic stocks. Overreaction size in this study is that when there is a change in the extreme prices (more than 5%) in one and two-day trading. The sample used is the stock in the period 2010-2012. The results showed that there was overreaction on Islamic stocks that experienced loser and non-Islamic stocks experienced winners. Liquidity factor has a significant effect on the occurrence of either overreaction in the islamic stock and non-Islamic stock. While firm size only influencing the occurrence of overreaction on Islamic stock and does not affect the occurrence of overreaction in non-Islamic stock.*

**Keywords:** *overreaction, firm size, stock liquidity, islamic stocks, non-Islamic stocks*

## **PENGARUH RASIO KEUANGAN TERHADAP PERTUMBUHAN LABA DI MASA YANG AKAN DATANG**

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### **Abstrak**

Laporan keuangan yang telah dianalisis dapat bermanfaat bagi kinerja keuangan di masa yang akan datang dan salah satunya untuk melihat pertumbuhan laba suatu perusahaan. Teknik analisis laporan keuangan yang digunakan dalam penelitian ini adalah analisis rasio keuangan. Analisis rasio keuangan dilakukan dengan cara membandingkan angka-angka yang ada dalam laporan keuangan atau antar laporan keuangan. Tujuan penelitian ini adalah mengetahui pengaruh rasio keuangan terhadap pertumbuhan laba di masa yang akan datang pada perusahaan sektor property dan real estate yang terdaftar di Bursa Efek Indonesia (BEI) periode 2010-2012. Rasio keuangan yang digunakan sebanyak enam rasio yaitu quick ratio, inventory turnover, total asset turnover, debt ratio, gross profit margin, return on equity. Metode penelitian yang digunakan adalah penelitian asosiatif yang bersifat kausal. Populasi yang digunakan dalam penelitian ini adalah semua perusahaan sektor property dan real estate yang terdaftar di Bursa Efek Indonesia periode 2010-2012 yaitu sebanyak 45 perusahaan. Teknik penarikan sampel yang digunakan adalah purposive sampling, adapun jumlah sampel dalam penelitian ini sebanyak 19 perusahaan. dan diuji menggunakan analisis regresi berganda, uji t dan uji F. Berdasarkan hasil penelitian menunjukkan bahwa rasio keuangan memiliki pengaruh signifikan terhadap pertumbuhan laba dilihat dari  $F_{hitung}$  sebesar 2,448 lebih besar dari  $F_{tabel}$  sebesar 2,289 dengan tingkat signifikansi ( $0,03 < 0,05$ ), yang berarti  $H_0$  ditolak dan  $H_a$  diterima.

**Kata Kunci:** rasio keuangan, pertumbuhan laba

**PENGARUH PERGERAKAN NILAI TUKAR RUPIAH TERHADAP  
VOLUME PERDAGANGAN SAHAM DAN RETURN SAHAM PADA  
SEKTOR ANEKA INDUSTRI YANG TERDAFTAR PADA BEI  
TAHUN 2008-2012**

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**Abstract**

*This research, entitled "Effect of Movement Against Rupiah Exchange Trading Volume Activity and Stock Return in Miscellaneous Industry Sectors Registered in IDX in 2008-2012" which has purpose to determine the effect of exchange rate movements against the rupiah trading volume activity and stock returns that can be used to decision-making in enterprise. This research, used a sample of 34 companies of miscellaneous industry sectors. This observation period in 2008-2012. The data that used is secondary data consisting of selling rate, buying rate, listed shares, trading volume shares and stock price. Researchers by used a simple linear regression analysis using the t-test that assisted with SPSS 17. The results showed that exchange rate movements give negative effect on trading volume activity and stock returns. It means, when the exchange rate rises (rupiah fall of USD), so that both trading volume activity and stock returns will decrease and when the exchange rate falls (rupiah rise of USD), then both trading volume activity and stock returns will increase.*

**Keywords:** *Exchange Rate Rupiah-U.S.Dollar, Trading Volume Activity, Return of Shares (Stock Price).*

## **ANALISIS RISIKO PORTOFOLIO OPTIMAL SAHAM BLUE CHIP MENGUNAKAN PENDEKATAN VALUE AT RISK**

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### ***Abstract***

*Portfolio investment is a one of strategic to mitigate risk than invest in one aset. Using return data from 8 blue chips stocks in January 2012-December 2013, this research is determine the best risk-return trade-off and measuring VaR model from optimum portfolio. This research is also test the validity of VaR model. The result shows, the composition weighted for the optimal portofolio is AALI 7,69%, ASII 11,97%, PGAS 12,20%, SMGR 5,08%, and UNVR 63,06%. It mean, by invest 1 billion in optimum portfolio with 0.02% standard deviation and 2,39 level of confidence, gives its maximum risk at 479,842.71. The backtest shows that the VaR model with its level of confidence is acceptable and can be used as a measure of the risk.*

**Keywords: Risk, Return, Markowitz, VaR (Value at Risk)**

## **ANALISIS KINERJA LEMBAGA KEUANGAN MIKRO DI INDONESIA DENGAN VARIABEL FINANCIAL SUSTAINABILITY, OUTREACH DAN WELFARE IMPACT**

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### **Abstrak**

Penelitian ini menguji secara empiris, pengaruh tipe kepemilikan pada kinerja lembaga keuangan mikro dengan menggunakan model "The Triangle of Microfinance". Jadi, tujuan penelitian ini adalah melihat bagaimana kinerja lembaga-lembaga keuangan mikro bila dilihat dari tipe kepemilikan. Penelitian ini menggunakan tiga kelompok sampel dari tiga populasi, yaitu lembaga-lembaga keuangan mikro dengan kepemilikan pemerintah, lembaga keuangan bukan bank, dan pihak swasta bukan lembaga keuangan. Setiap populasi akan diambil sampel sebanyak 30 lembaga keuangan mikro dan diuji disparitas kinerjanya antar sampel. Lokasi pengambilan sampel adalah di Indonesia dan terutama di Yogyakarta dan Jawa Tengah. Penelitian ini sangat menarik untuk dilakukan karena belum ditemukan penelitian yang serupa di Indonesia. Penilaian kinerja lembaga keuangan mikro tidak sama dengan institusi lainnya karena keunikan-keunikan yang dimiliki oleh lembaga keuangan mikro. Oleh sebab itu, penilaian kinerja paling tepat adalah menggunakan model The Triangle of Microfinance. Model ini memperkenalkan kinerja lembaga keuangan mikro yang diukur oleh tiga variabel pengukuran, di antaranya outreach, financial sustainability, dan welfare impact. Variabel dependen pada penelitian ini adalah ketiga variabel tersebut sedangkan variabel independen pada penelitian ini menjadi factor (group) yaitu tipe kepemilikan. Penelitian ini akan menguji secara terpisah dan satu per satu antara variabel dependen dengan factor, sehingga alat analisis yang tepat untuk pengujian hipotesis adalah menggunakan uji Analysis of Variance (ANOVA). Sebelum dilakukau pengujian hipotesis, terlebih dahulu melakukan uji normalitas data dengan uji Kolmogorov-Smirnov untuk menentukan apakah data terdistribusi normal atau tidak.

**Kata Kunci: Microfinance Institutions, Outreach, dan Welfare Impact.**



## **PENGARUH KONDISI KEUANGAN PERUSAHAAN TERHADAP MANIPULASI AKTIVITAS RIIL**

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### ***Abstract***

*The objective of this research is to investigate whether company financial condition effected real activities manipulation in Indonesia manufacturing companies. The financial condition of the company is one of the incentives that influence the company's decision to engage in real activities manipulation. This research uses multiple regression model to test the hypothesis that financial condition influence on real activities manipulation. Samples in this study consists of manufacturing companies that were listed at Indonesia Stock Exchange during 2008 to 2012. There are 331 year companies during five years. The result of empirical test indicates that company's financial condition negatively influences real activities manipulation. Whereas, firm size negatively influences real activities manipulation.*

***Keywords: company financial condition, real activities manipulation, firm size, leverage.***

## **PERKEMBANGAN *BEHAVIORAL FINANCE* DI INDONESIA DAN MANCANEGARA**

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### ***Abstract***

*Making the right decision is the main aspect in business and entrepreneurship. In the same condition, different decision makers can make different decisions because they have different behaviors. Dominick Salvatore classifies behavior among risk-averse and risk takers. Such behavior is at the root of the development of behavioral finance. Although behavioral finance had just received international recognition in 2002, the influence of behavioral finance in many countries and particularly in Indonesia has occurred many years ago. Cutting the value of money (sterilization) from the 1940s to the 1960s, the economic and financial crisis of 1997-1998, and the reason to liquidate the Bank Century in 2008 became examples of the influence of behavioral finance in Indonesia. Research on behavioral finance in foreign countries shows some relationships between age, income, and financial knowledge with the behavior of investors and decision makers. Behavioral finance in the future will be growing to the direction of neuroeconomics which studied neural roles in economic decision making.*

***Keywords: behavioral finance, risk taker, risk seekers, sterilization, decision making***

## STRUKTUR KEUANGAN DAN KINERJA ANTAR GENERASI PERUSAHAAN KELUARGA DI INDONESIA

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### **Abstract**

*Family business are the backbone of many economies around the world and also in Indonesia. However, there is a myth in the family business which states that first generation builds a business, the second generation just enjoying the success of first generation, and the third generation destroys the business. This study investigates the differences between first, second, and third generation in managing the family firms as reflected by their financial structure and performance. All family business that listed on the Indonesia Stock Exchange (IDX) were used as sample. There are 51 family business then classified as first, second, and third generation of family business. We used One-Way ANOVA to test the differences of short-term debt, long-term debt, retained earnings, family ownership, and performance (ROA) between first, second, and third generation of family business. The results of this study revealed that there are significant differences in the short-term debt, long-term debt, retained earnings, and performance among family firms that managed by the first, second, and third generation. However, there's no significant differences were found in family ownership between family firms managed by the first, second, and third generation. The differences of short-term debt and long-term debt forming pattern that tends to decrease. While the differences of retained earnings, family ownership, and performance forming pattern that is likely to increase. Based on this finding, the myth above is rejected. This finding is consistent with the pecking order theory and agency cost in the firm's life stage.*

**Keywords : Financial Structure, Performance, Family Business, Generations.**

## **PENGARUH RASIO SPESIFIK PERBANKAN TERHADAP KINERJA KEUANGAN BANK GO PUBLIC DI BEI**

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### *Abstract*

*The purpose of this study was to examine the effect of specific ratios of banks on the financial performance of banking. Financial performance is proxied by return on equity (ROE), while the ratios of specific banking capital are measured by adequacy ratio (CAR), net interest margin (NIM), loan to deposit ratio (LDR), non-performing loan (NPL) and the ratio of operating expenses to operating income (BOPO). Population in this study are all banking companies listed on the Indonesia Stock Exchange (ISX), with a sample of 10 commercial banks go public. Analysis tool used is multiple regression. The results showed CAR, NIM, LDR, and ROA significantly affect the financial performance of banks. While the NPL does not have a significant influence on the banking performance.*

**Key words:** *return on equity, capital adequacy ratio, loan-to-deposit ratio, non-performing loans*

**KETEPATAN ESTIMASI LABA,  
TARGET HARGA DAN REKOMENDASI SAHAM  
DALAM ANALYST REPORT**

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***Abstract***

*The purposes of this research are to investigate the accuracy of earning estimate, price target and stock recommendation in analyst report. Security analysts is the market participants who have the ability to gather and analyze information about the company. Investors use the information obtained from security analysts, may reduce the risk of fluctuations in price and get a greater benefit than other investors who do not have the same information. The value of analyst report will be depending on the accuracy of information. Analysts provide stock recommendation, earnings estimate and price target for investors in the company focus report. The problem is securities analysts are not optimal in information processing, thus generating stock recommendations, earnings estimates and price targets are not accurate. This study uses data from securities analyst reports in the company's focus. The study period was 2008-2010. The analysis carried out on the stock recommendations, earnings estimates and target price. The test shows that only sell recommendation and price target content the accuracy of information. Sell recommendation is made possible because of a bad signal about the company, so the recommendation given by analysts to sell only if the information possessed really shows that the performance of the stock in the future will decline. Information in the form of price targets is also accurate information, as evidenced by the achievement of the targeted price within the last 12 months.*

***Keywords : analyst report, earning estimate, price target, stock recommendation***

## **MODEL MARKOWITZ UNTUK PEMBENTUKAN PORTFOLIO OPTIMAL DI BURSA EFEK INDONESIA**

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### **Abstrak**

Tujuan akhir penelitian adalah untuk menentukan model portfolio saham yang optimal dan efisien. Pencapaian model portfolio tersebut sebagai hasil dari penilaian saham dengan menggunakan model Markowitz yang dapat dipakai oleh investor ataupun pengguna lainnya dalam melakukan investasi secara sehat. Metode pengukuran portofolio saham dapat dipermudah dengan menggunakan suatu proksi yaitu saham-saham LQ-45 pada Bursa Efek Indonesia yang merupakan 45 saham terlikuid (kapitalisasi pasar yang tinggi), memiliki frekuensi perdagangan tinggi, memiliki prospek pertumbuhan serta kondisi keuangan yang cukup baik, tidak fluktuatif dan secara obyektif telah diseleksi oleh BEI dan merupakan saham yang aman dimiliki karena fundamental kinerja saham tersebut bagus, sehingga dari sisi resiko kelompok saham LQ 45 memiliki resiko terendah dibandingkan saham-saham lain. Penelitian ini dilakukan dengan menggunakan saham-saham yang masuk kedalam Indeks LQ45 periode 2009 hingga 2013. Hasil penelitian menunjukkan bahwa dengan menggunakan perhitungan model Markowitz didapat 7 saham terpilih dari 14 saham yang dibentuk dari diversifikasi portfolio. Hasil pembentukan portofolio optimal tersebut adalah saham-saham BBKA (Bank BCA), BBNI (Bank BNI), BMRI (Bank BRI), INDF (PT. Indofood Sukses Makmur), ITMG (PT. Indo Tambangraya Megah), SMGR (Semen Indonesia), dan UNTR (PT. United Tractors). Pembentukan portfolio optimal untuk komposisi proporsi dana menggunakan model optimum dengan menggunakan aplikasi Solver yang ada didalam program Microsoft Excel. Temuan penelitian adalah 7 saham terpilih mempunyai kombinasi proporsi dana yang efisien, dimana proporsi dana yang optimal terdapat pada kombinasi portfolio diantara saham-saham dalam kombinasi tersebut.

**Kata Kunci : return, risk, portfolio efisien, portfolio optimal**

## **PENGARUH PENERAPAN GOOD CORPORATE GOVERNANCE TERHADAP KINERJA KEUANGAN PERUSAHAAN MANUFAKTUR (Studi pada Perusahaan yang Terdaftar di BEI)**

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### **Abstrak**

Penelitian ini bertujuan untuk mengetahui pengaruh penerapan Good Corporate Governance terhadap kinerja keuangan perusahaan manufaktur pada periode 2007-2011. Kinerja keuangan diukur dengan return on assets (ROA), return on equity (ROE) dan Tobin's Q. Data yang digunakan dalam penelitian ini diperoleh dari Laporan Keuangan yang terdaftar di BEI pada tahun 2007 hingga 2011. Pengambilan sampel menggunakan teknik purposive sampling yaitu pemilihan sampel dengan kriteria tertentu, sehingga didapat sampel dalam penelitian ini sebanyak 29 perusahaan. Objek penelitian pada perusahaan manufaktur yang menerapkan GCG dan masuk dalam Corporate Governance Perception Indeks (CGPI) hasil survey The Indonesian Institute of Corporate Governance (IICG). Teknik analisis yang digunakan untuk melihat pengaruh penerapan Good Corporate Governance terhadap kinerja keuangan perusahaan manufaktur adalah Metode analisis regresi linier. Hasil penelitian menunjukkan bahwa terdapat hubungan positif antara good corporate governance dengan return on investment, return on equity, dan tobin's Q. Hal ini menunjukkan bahwa implementasi good corporate governance berpengaruh terhadap kinerja operasional.

**Kata kunci : Good Corporate Governance, IICG, ROE, ROI, Tobin's q**

**PENGARUH UKURAN PERUSAHAAN, PERTUMBUHAN PERUSAHAAN, *NON-DEBT TAX SHIELD*, LABA PERUSAHAAN, *FIXED ASSET*, *RISIKO BISNIS* DAN *LIQUIDITY* TERHADAP *LEVERAGE* PADAPT ASTRA INTERNATIONAL TBK DAN ANAK PERUSAHAANNYA DI BURSA EFEK INDONESIA**

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**Abstract**

*The purpose of this research is to test and analyze the effect of firm size, growth, non-debt tax shield, profitability, fixed asset, business risk, and liquidity to leverage on Astra Internasional Holding Company and its subsidiary company. Astra Internasional Holding company is big company that is control on another company and more than one (subsidiary company). The rule is on holding company can the effect to income and lose, and the knows as pyramiding. If the higher of leverage, than the higher risk on the company. Trade-off is between Risk and Return that became most important on the holding company make a decision. In this case that relationship with effect of firm size, growth, non-debt tax shield, profitability, fixed asset, business risk and liquidity to leverage that relationship with trade off theory and pecking order theory. Effect of Firm size, growth, non debt tax shield, profitability, fixed asset, business risk, and liquidity to leverage were used to developed theoretical framework to address six test hypothesis. Secondary data from Indonesian Capital Market Directory was use to test hypothesis effect of firm size, growth, non-debt tax shield, profitability, fixed asset, business risk, and liquidity on leverage. PT Astra International and subsidiaries that has been listing on Indonesia Stock Exchange for period 2003-2011 were examined. Five companies met the criteria and were analyzed using descriptive statistics and multiple regressions with fixed effect model for panel data were performed to test the hypotheses. The empirical evidences from this study shows that firm size and liquidity are affecting leverage. Growth, non-debt tax shield, profitability, fixed asset, and business risk are not affecting leverage. Altogether, there is an effect of all independent variables simultaneously to leverage.*

**Keywords:** *Leverage, Firm Size, Growth, Non-Debt Tax Shield, Profitability, Fixed Asset, Business Risk, Liquidity*



## THE AGGREGATE BIAS OF THE DISPOSITION EFFECT

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### **Abstrak**

*The disposition effect means as Holding Losers to Long and Holding Winners to Short. This disposition effects' behavior is motivated by loss-aversion. This is proofed in the prospect theory by Daniel Kahneman and Amos Tversky (1797) that investor tends to be risk-averse in the domain of loss but risk-seeking in the domain of gain. Almost all of previous research about the disposition effect which was documented said that this behavioral bias of the disposition effect is happen among investors both young, old, men, women and amateur or professional. Nevertheless, are the dispositions effects of individual investors can be seen at aggregate market level? This research is designed to investigate IPO trading volume to looking for whether the disposition effect can be seen at aggregate market level. In IPO, almost all of investors have the same offer price relatively. The samples of this research are 189 firms which have already done the IPO activity on period 2000 – 2010. The method of this research is statistical analysis by regression analysis divided by two steps. First, the model of normal turnover (with 7 independent variables) of each firms are regressed separately. Second, OLS pooled regression will be done with the residual of the first step regression as dependent variable. Three (3) dummy variables are added in this second step regression. The subsamples of this research are 80 firms; 12 losers firm and 68 winners firm. The result shows that the disposition effect behavior can be seen at aggregate market level. Trading volume is lower when the stock traded below vs. above the offer price. Almost of all of t-values are negative when stock traded below the offer price and turn to positive once when stock traded above the offer price. For losers, shares' turnover also increases significantly once when stock crosses the offer price from below for the first time. For winners, it does not strong enough to support the disposition effect. Trading volume does not increase when the stock close to the offer price from above for the first time. Trading volume is increase when stock crosses level 1.15 and 1.20 of offer price.*

**Keyword: IPO, Trading Volume, Loss aversion, Disposition effect, Aggregate bias**

## ANALISIS EFISIENSI PERBANKAN ISLAM DI ASIA TENGGARA

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### *Abstract*

*Islamic Banking in Southeast Asia is growing very rapidly. This is because majority of the people in Southeast Asia are Muslim and the performance of Islamic banking in Southeast Asia is quite good. Therefore, it is important to know the extent to which the efficiency of Islamic banking in Southeast Asia. Efficiency is measured by comparing output and input performed by Islamic Banking in Southeast Asia. In this study the total Inputs are total deposits and operational cost, and the output are the total financing and earningsassets. Input and output in this case acts as the independent variable. The dependent variable is the total cost. This study used a sample of 28 Islamic Banking in Southeast Asia in 2009-2012. In this research, we use the Stochastic Frontier Approach (SFA) as the measurements of Efficiency. Regression test results indicate that the independent variables have a significant effect on the dependent variable, with the level of explanation of 92.4%. Thus, all input and output variables can be used to calculate the SFA. SFA calculation results showed that the average efficiency level of Islamic Banking in Malaysia amounted to 94.04%, in Brunei Darussalam was 88.59%, and in Indonesia at 88.35%. Independent sample t-test showed that the differences in the efficiency of Islamic banking in Indonesia and Malaysia are significant. The same results occur when the comparison between the level of efficiency of Islamic banking in Indonesia and in Southeast Asia. It can be concluded that the level of efficiency of Islamic banking in Indonesia is lower than the level of efficiency of Islamic banking in Southeast Asia.*

**Keywords:** *Islamic Bank, Bank's Efficiency, total cost, total deposit, operating cost, total financing, earning assets*

## **DETERMINAN KECURANGAN LAPORAN KEUANGAN DAN KORUPSI MANAJEMEN**

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### **Abstrak**

Penelitian ini bertujuan untuk menguji faktor-faktor yang dapat mempengaruhi kecurangan laporan keuangan (fraud) yang dapat mendorong munculnya korupsi yang dilakukan oleh manajemen selaku pengelola perusahaan. Penelitian menggunakan bank sebagai sampel penelitian karena industri perbankan merupakan industri yang teregulasi sangat ketat yang selalu harus melaporkan laporan keuangannya dan harus bertanggung jawab kepada Bank Indonesia, akan tetapi masih sering muncul adanya kecurangan laporan keuangan tersebut. Mekanisme corporate governance yang baik diindikasikan mampu untuk menghalangi faktor eksternal pemicu kecurangan laporan keuangan ini, sehingga penelitian ini akan berfokus untuk pengujian faktor-faktor yang dapat mempengaruhi kecurangan laporan keuangan yang mengarah kepada korupsi manajemen. Data yang digunakan dalam penelitian ini adalah data laporan keuangan dengan didukung dengan data yang diperoleh melalui penyebaran kuesioner untuk variabel penerapan corporate governance. Variabel corporate governance indeks yang akan diuji dalam penelitian ini adalah lama jabatan direktur keuangan, jumlah rapat komisaris, tipe auditor, kepemilikan manajerial, komisaris independen dan penerapan corporate governance.

**Kata Kunci : fraud, korupsi manajemen, corporate governance indeks**

**PENGARUH KONSENTRASI KEPEMILIKAN DAN KOMITE AUDIT  
TERHADAP MANAJEMEN LABA SERTA DAMPAKNYA TERHADAP  
KUALITAS LABA PADA PERUSAHAAN MANUFAKTUR  
YANG TERDAFTAR DI BEI PERIODE 2012 SAMPAI 2013**

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**Abstrak**

Laporan keuangan menjadi alat utama bagi perusahaan untuk menyampaikan informasi keuangan mengenai pertanggung jawaban pihak manajemen. Informasi laba merupakan salah satu hal yang paling direspon oleh investor karena memberikan gambaran mengenai kinerja perusahaan. Informasi laba sebagai bagian dari laporan keuangan, telah sering menjadi target rekayasa melalui tindakan oportunistis manajemen dengan cara memilih kebijakan akuntansi tertentu, sehingga laba perusahaan dapat diatur, dinaikkan atau diturunkan sesuai dengan keinginannya untuk memaksimalkan kepuasannya (manajemen laba). Penelitian ini mencoba untuk menjelaskan fenomena dari kualitas pelaporan keuangan, terutama respon laba yang ditentukan oleh faktor-faktor manajemen laba, konsentrasi kepemilikan dan komite audit. Faktor yang diteliti sebagai variabel bebas adalah konsentrasi kepemilikan dan komite audit; manajemen laba merupakan laba intervening, sedangkan kualitas laba merupakan variabel terikat metode analisis penelitian ini menggunakan Analisis Regresi Hirarkis untuk meneliti hubungan sebab akibat antara variabel eksogen dan endogen. Hasil penelitian menunjukkan bahwa : (1) secara simultan pengaruh konsentrasi kepemilikan dan komite audit terhadap manajemen laba, (2) secara simultan pengaruh konsentrasi kepemilikan dan komite audit terhadap manajemen laba, (3) secara parsial pengaruh manajemen laba terhadap kualitas audit terhadap kualitas laba.

**Kata Kunci : Manajemen laba, konsentrasi kepemilikan, dan komite Audit**

**FACTORS FROM UNDERWRITER THAT INFLUENCE INITIAL  
RETURN OF THE COMPANIES DOING INITIAL PUBLIC OFFERINGS  
IN INDONESIA STOCK EXCHANGE  
IN THE PERIOD OF 2004-2011**

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**Abstract**

*The objective of this study is to examine whether the underwriter's factors affect the initial return of the companies that were going to do Initial Public Offerings (IPO). This study uses the quantitative approach using Ordinary Least Squares (OLS) method to examine whether the underwriter's factors affect the initial return. The samples of this study are companies which are doing the IPO in Indonesia Stock Exchange in the period of 2004- 2011. This study finds that the underwriter's factors have significant effect for the companies which do IPO, such as prestige, number of syndicate, experience, and oversubscription. But other independent variables like reputation, total assets, age, and price revision have no significant impact to initial return. The paper provides useful information for emitens how to choose good underwriters to avoid underpricing which causes wealth transfer to investors, the underwriters with good prestige, big syndicates, a lot of experiences, and less of doing oversubscription are recommended.*

**Keywords:** *stock, initial return, underwriter, emiten, Initial Public Offerings.*

**PENGARUH ASET, MODAL SENDIRI, MODAL ASING, JUMLAH  
PEGAWAI DAN JUMLAH ANGGOTA TERHADAP PENDAPATAN  
USAHA KOPERASI SEKTOR UNGGULAN DI ACEH UTARA**

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**Abstrak**

Penelitian ini bertujuan untuk menguji pengaruh aset, modal sendiri, modal asing, jumlah anggota dan jumlah pengurus terhadap pendapatan koperasi perkebunan, pertanian dan perikanan di Aceh Utara. Data yang digunakan dalam penelitian ini adalah koperasi-koperasi yang menjadi sector unggulan tahun 2010-2012. Pemilihan data pada waktu tersebut karena hanya pada jangka waktu tersebut yang memiliki data laporan keuangan yang diperlukan. Metode analisis data dalam penelitian ini menggunakan analisis regresi berganda yang diolah dengan bantuan SPSS. Hasil penelitian menunjukkan bahwa aset, modal sendiri, modal asing, jumlah anggota dan jumlah pengurus terhadap pendapatan koperasi sektor unggulan di Aceh Utara. Namun, pengujian parsial menunjukkan asset dan jumlah anggota tidak mempengaruhi pendapatan koperasi sektor unggulan di Aceh Utara.

**Kata kunci: aset, modal, anggota, pengurus, koperasi**

## **HUBUNGAN ANTARA KUALITAS KELEMBAGAAN, INVESTASI ASING LANGSUNG, KEBEBASAN PASAR, DAN KEWIRAUSAHAAN: STUDI PERBANDINGAN DI ASIA TENGGARA**

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### *Abstract*

*Entrepreneurship is one of the important factors in improving a country's competitiveness index. Studies on the relationship between entrepreneurship (business creation) and macro factors that influenced are still not widely applied. The purpose of this study is to measure how the institutional quality, foreign direct investment, and economic freedom, interact to encourage entrepreneurship. This study uses the data of five Southeast Asian countries for the period 2004-2012. Data sourced from The World Bank Entrepreneurship Snapshots. Linear model constructed was estimated by ordinary least squares method. Study findings indicate that there is variation in the growth of entrepreneurship with different challenges for each country. Institutional quality becomes a significant factor in influencing the growth of entrepreneurship in the five countries which are the object of study. FDI also has a positive effect on entrepreneurship in most countries of the object of study. Finally, the freedom of the market has little effect on the increase in business creation.*

**Kata Kunci:** kewirausahaan, kualitas kelembagaan, FDI, kebebasan pasar

## **GENDER, STRUKTUR MODAL, DAN KEPUTUSAN KEUANGAN USAHA MIKRO, KECIL, DAN MENENGAH DI INDONESIA**

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### ***Abstract***

*This research briefly draws financial decision of small medium enterprises (SMEs) in related with gender, firm characteristics, credit market characteristic and ownership characteristics. Creating value is essential for every single company, included SMEs. Financial decisions becomes a way to create value, either by raising ownership or propose loans to financial institutions such as banking. Using 2013 data, logistic regression is employed taking into account the impact of gender, firm characteristics, credit market characteristic and ownership characteristics to financial decision made by SMEs. The results provide robust evidence for the impact of firm characteristics and ownership characteristic to credit policy of SMEs to banking loan. However, gender and credit market characteristics do not influence the financial decision, respectively.*

***Keywords:*** *financial decision, gender, firm characteristics, credit market characteristic, ownership characteristics*



**ANALISIS PENERBITAN OBLIGASI DAERAH UNTUK PEMBIAYAAN  
INFRASTRUKTUR DAERAH  
(ANALYSIS OF MUNICIPAL BOND ISSUANCE TO FINANCING LOCAL  
INFRASTRUCTURE)**

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**Abstrak**

Penelitian ini bertujuan untuk mengkaji apakah obligasi daerah dapat diterbitkan untuk pembiayaan infrastruktur daerah, dan apakah faktor-faktor yang menjadi pertimbangan dalam penerbitan obligasi daerah. Penelitian menggunakan data sekunder dari literatur-literatur dan dokumen-dokumen yang berkenaan dengan keuangan daerah. Analisis data dilakukan secara analisis deskriptif. Hasil penelitian mendeskripsikan bahwa  $\frac{3}{4}$  sumber penerimaan daerah sangat tergantung pada dana perimbangan, sedangkan sisanya bersumber dari pendapatan asli daerah dan penerimaan pembiayaan. Daerah-daerah di Indonesia sebagian besar belum memiliki infrastruktur yang memadai, sementara anggaran negara dan daerah kurang mencukupi untuk membiayai pembangunan infrastruktur. Penerbitan obligasi daerah menjadi alternatif untuk pembiayaan infrastruktur daerah. Secara hukum maupun pertimbangan kepentingan publik, penerbitan obligasi daerah sudah dapat dilakukan tetapi hal itu tidak mudah diterbitkan, oleh karena ada banyak faktor harus dikaji dan dibenahi untuk memenuhinya. Faktor yang harus dipertimbangkan bagi penerbitan obligasi daerah selain faktor keuangan adalah faktor administrasi dan politik serta sumber daya daerah. Dalam Faktor keuangan, pertimbangan adalah kemampuan keuangan pemerintah daerah dan kemampuan keuangan infrastruktur yang akan didanai. Sedangkan faktor administrasi dan politik, penerbitan obligasi daerah harus melibatkan peran serta masyarakat melalui persetujuan dewan perwakilan daerah dan persetujuan menteri keuangan atas pertimbangan menteri dalam negeri. Pada Faktor sumber daya daerah yakni penentuan infrastruktur prioritas untuk didanai melalui obligasi.

**Kata Kunci:** Keuangan Daerah, Pembiayaan, Obligasi Daerah, Infrastruktur

**ANALISIS DETERMINAN KEPUTUSAN PEMBAYARAN DIVIDEN  
STUDI PADA PERUSAHAAN YANG GO PUBLIC  
DI BURSA EFEK INDONESIA**

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***Abstract***

*This research aims to empirically examine the determinant factors that influence dividend payout decisions. The samples were manufacturing companies listed in Indonesia Stock Exchange that pay dividends and have positive earnings in the period 2005 to 2011. There were 62 manufacturing companies that meet these criteria with number of processed data as much as 434 firm year. Data were analyzed using multiple regression. The results showed that there is a negative effect of firm size on dividend payments. Empirical evidence shows that profitability, investment, leverage, managerial ownership, and free cash flow do not significantly influence the dividend payout.*

***Keyword: dividend payout decisions, size, leverage, profitability, managerial ownership, investment opportunity set and free cash flow***

## **PERSPEKTIF MANAJER INDUSTRI KEUANGAN SYARIAH DI JEMBER TENTANG PENERAPAN BISNIS SYARIAH**

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### **Abstrak**

Banyak pihak mengatakan bahwa lembaga keuangan syariah yang ada saat ini masih belum sepenuhnya menjalankan bisnisnya sesuai dengan prinsip syariah dan kaidah Islam. Prinsip syariah merupakan aturan, pedoman, ajaran Islam, dan ketentuan Allah yang bersumber dari Al-Qur'an, sunnah, dan hadist yang mengatur tingkah laku dan perbuatan manusia terkait dengan aktivitas ekonomi yang dilakukan. Penelitian ini bertujuan merekonstruksi pemahaman bisnis syariah para manajer lembaga keuangan syariah di Jember. Apakah mereka telah menjalankan prinsip syariah dengan benar. Jenis penelitian ini merupakan penelitian kualitatif deskriptif. Penelitian ini menggunakan metode eksploratori untuk menggali informasi dan dilakukan dengan teknik wawancara terhadap manajer lembaga keuangan syariah di Jember mengenai pemahaman prinsip bisnis syariah. Dari sejumlah informan di lembaga keuangan syariah dapat disimpulkan bahwa para manajer di lembaga keuangan syariah telah memahami konsep bisnis syariah. Hal ini diketahui bahwa produk-produk yang dijalankan telah sesuai dengan visi dan misi perusahaan serta kaidah Islam.

**Kata kunci:** pasar keuangan, prinsip syariah, kualitatif, informan.

## **ISLAMIC FINANCE MANAGEMENT: A PLATINUM OPPORTUNITY FOR YOUNG ENTREPRENEURS**

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### **Abstract**

*Islamic banking transactions and finance have been growing in the last decade in response to increasing demand. Indonesian Government is very supportive for development of the Islamic banking to ensure that Indonesian will become the center of the Islamic Banking and Finance. There are many opportunities for career growth and investment within the industry and many young entrepreneurs are tapping into the lucrative sector and finding ways to create wealth in a shariah compliant manner. It can often be difficult for entrepreneurs to find the best avenues for investment and business creation within the Islamic finance and banking industry. There are few specialized management for young entrepreneurs which are run at various Islamic financial institutions around the world. Islamic finance is making unprecedented and rapid growth in the competitive financial world and Islamic financial entrepreneurs can further help to provide a sound platform for profit and investments. The Islamic banking and finance industry have a number of openings for advancements within various sectors of the industry including sukuk, Islamic bonds and takaful in addition to more unique opportunities within the investments sector and Islamic microfinance.*

**Keywords:** *Islamic Finance, Islamic banking, Investment management, Entrepreneurs, Shariah compliancy*

## **PENGARUH FAKTOR FUNDAMENTAL DAN TEKNIKAL TERHADAP HARGA SAHAM PERTAMBANGAN DI BURSA EFEK INDONESIA**

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### **Abstrak**

Penelitian ini bertujuan untuk meneliti bagaimana pengaruh faktor fundamental dan teknikal terhadap harga saham perusahaan pertambangan di Bursa Efek Indonesia periode tahun 2009 – 2012 secara simultan dan parsial. Faktor fundamental diukur dengan Price Earning Ratio (PER), Return On Asset (ROA), Debt Ratio (DR), Current Ratio (CR), Earning Per Share (EPS), Tingkat Suku Bunga (TSB), dan Tingkat Inflasi (TI) sedangkan faktor teknikal diukur dengan Volume Perdagangan Saham (VPS) dan Nilai Transaksi Saham (NTS). Sampel yang digunakan dalam penelitian ini terdiri dari 8 perusahaan pertambangan menerbitkan laporan keuangan secara lengkap selama periode pengamatan. Analisis data menggunakan analisis regresi berganda dan uji hipotesis dilakukan dengan uji pengaruh simultan (uji F) dan uji pengaruh individual (uji t). Hasil penelitian menunjukkan bahwa secara simultan seluruh variabel berpengaruh terhadap harga saham perusahaan pertambangan di Bursa Efek Indonesia. Secara parsial Earning Per Share, Current Ratio, Tingkat Suku Bunga, dan Nilai Transaksi Saham berpengaruh signifikan terhadap harga saham perusahaan pertambangan sedangkan Price Earning Ratio, Return On Asset, Debt Ratio, dan Tingkat Inflasi tidak berpengaruh signifikan terhadap harga saham perusahaan pertambangan.

**Kata kunci : Faktor Fundamental, Faktor Teknikal, dan Harga Saham.**

**STRUKTUR MODAL PERUSAHAAN MULTINASIONAL DAN  
PERUSAHAAN DOMESTIK SERTA FAKTOR PENENTU:  
PERBANDINGAN DI NEGARA MAJU DAN NEGARA BERKEMBANG**

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***Abstract***

*This research aims to obtain empirical evidence of differences in capital structure of multinational and domestic companies in developed and developing countries and the effect of firm's characteristics and country's characteristic on capital structure. The technique used in this study is the t test the average difference two independent sample groups and to estimate the effect firms and country characteristics use panel data regression analysis. The samples are 147 companies. 80 domestic companies and 67 multinational companies with research period 2009-2011. The results showed that there were differences between the capital structure of multinational and domestic companies in the developed countries, and the capital structure of multinational companies between developed countries and developing countries. Firm's characteristic that determine the capital structure difference is tangibility, inflation, and GDP.*

***Keywords: Capital Structure, Domestic and Multinational Company, Firm's and country's characteristics.***

## **THEORETICAL BASES OF THE DISPOSITION EFFECT ON INVESTOR BEHAVIOR: REVIEW OF THEORIES AND SURVEY OF LITERATURE**

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### ***Abstract***

*The purpose of this paper is to describe the basic theoretical and conceptual foundations that can be used to explain the behavior of disposition effect investors in making investment decisions. A description of the basic theoretical and conceptual foundations is expected to broaden and deepen our understanding of the phenomena associated with the disposition effect. Shefrin and Statman (1985) wrote a seminal paper that describes the basic theoretical and conceptual foundation that can be used to explain the disposition effect, prospect theory, mental accounting, regret theory, and self-control. Lehenkari (2012) added two other theoretical bases to explain the disposition effect, namely, belief in mean reversion and escalation of commitment. Each of the basic theoretical and conceptual foundation is deeply outlined in this paper directly by reviewing each seminal paper related. Each seminal paper, among others, are Kahneman and Tversky (1979) propose the prospect theory, Thaler (1980) describes the mental accounting, Loomes dan Sugden (1982) describes the regret theory, Odean (1998) describes the belief in mean reversion and Staw (1976) describes the escalation of commitment. Besides the description of myriad theories underlying the behavior of disposition effect, this paper also includes a literature survey of various empirical results of studies against the phenomenon of disposition effect. The literature survey is expected to enrich our understanding regarding with the disposition effect phenomenon.*

**Keywords:** *Disposition effect, Prospect Theory, Regret Theory*

**FAKTOR-FAKTOR YANG MEMPENGARUHI *LOAN CONTRACT*  
PADA PINJAMAN KORPORASI DI KAWASAN  
ASIA-PASIFIK PERIODE 2006-2010**

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***Abstrack***

*This study aims to find out and analyze the interdependencies of 3 main variables of loan contract. This 3 main variables are: collateral, maturity, and loan spread. This research applied on Asia Pasific corporate in 2006-2010. This study used square regression analysis with Eviews software version 4.1. This research used 6 models to describe the interdependencies of collateral, maturity, and loan spread to determine the loan contract. This study used secondary data in dealscan database which have 548 samples of Asia Pacific corporate in 2006-2010. This study show an interdependencies of collateral, maturity, and loan spread. This research reveals that the main variable which affect to the loan contract consideration is started from collateral.*

***Keywords: loan contract, collateral, maturity, loan spread.***



## **BANK PERFORMANCE AND ECONOMIC GROWTH: IMPLEMENTATION OF GRANGER PANEL CAUSALITY**

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### ***Abstrack***

*In regional banking, cooperation are needed to enhance competition in order to face economic uncertainties. This paper provides empirical evidence on the causality relations between bank performance and economic growth in a panel including 4 (four) countries in South East Asia which is Indonesia, Malaysia, Thailand and Philippine from 2008 through to 2013. Bank performance is represented by Return on Asset, while for economic growth using Gross Domestic Product as the proxy measured by Data Envelopment Analysis. Using Granger Panel Causality, I found that economic growth has a positive causality from bank performance. Using the opposite causality, I also conclude that bank performance positively contributes to economic growth.*

**Keywords:** *Return on Assets, Growth Domestic Product, Granger Panel Causality, South East Asia Countries*

## **PENGARUH INDIKATOR MAKROEKONOMI TERHADAP INDEKS HARGA SAHAM PERBANKAN**

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### **Abstrak**

Penelitian ini bertujuan untuk menganalisis pengaruh variabel makro ekonomi yang terdiri dari nilai tukar rupiah terhadap dollar Amerika, tingkat inflasi, suku bunga SBI (BI rate), dan jumlah uang beredar (M2) terhadap indeks harga saham perbankan pada saham LQ45 baik secara parsial maupun simultan. Data yang digunakan berupa data sekunder periode 2008-2013 yang bersumber dari Badan Pusat Statistik dan Statistik Ekonomi Keuangan Indonesia. Pengujian hipotesis dilakukan dengan menggunakan model regresi linier berganda serta menggunakan uji t dan uji F. Hasil penelitian menunjukkan bahwa secara parsial nilai tukar rupiah terhadap dollar Amerika dan tingkat inflasi berpengaruh negatif signifikan terhadap indeks harga saham perbankan. Sedangkan suku bunga SBI (BI rate) dan jumlah uang beredar (M2) berpengaruh positif signifikan terhadap indeks harga saham perbankan. Secara simultan seluruh variabel makro ekonomi yang digunakan dalam penelitian ini berpengaruh signifikan terhadap indeks harga saham perbankan dengan koefisien determinasi sebesar 35,3 persen.

**Kata kunci:** Nilai tukar rupiah, Inflasi, Suku Bunga SBI (BI rate), Jumlah uang beredar (M2), dan Indeks Harga Saham Perbankan.

**ANALISIS FAKTOR MAKRO EKONOMI DAN FAKTOR KINERJA KEUANGAN SEBAGAI PEMBENTUK MODEL PREDIKSI KEBANGKRUTAN PERUSAHAAN (STUDI PADA PERUSAHAAN TERCATAT DI BEI PADA PAPAN PENGEMBANG DENGAN SEKTOR PERDAGANGAN, JASA DAN INVESTASI) PERIODE 2009-2012**

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**Abstract**

*Nowadays the company with small and medium capitalization is experiencing growth particularly in trade and services sector, beside that the small and medium capitalization companies are more resilient in an economic crisis than the companies with big capitalization, where it can be seen that in the financial crisis many big capitalization companies went bankrupt than the small and medium capitalization companies. Thus, in order to avoid bankruptcy, the company with small and medium capitalization need to know the macroeconomic factors and financial performance factors that impact the company bankruptcy. To perform this study, the researcher took sample using a sampling technique that is non-probabilistic sampling especially purposive sampling to obtain a sample of 54 companies listed on the Indonesia Stock Exchange in board development especial at trade, services and investment sector with the study period of 2009 – 2012. Data used in this study are financial ratios to measure financial performance and inflation, interest rates, exchange rates and the amount of GDP to measure the macroeconomic factors. Data analysis method used is logistic regression with a significant level  $\alpha$  of 5%. The result by testing the hypothesis is the only financial performance factors that measure by financial ratios such as current ratio (CR), quick ratio (QR), total asset turnover (TATO), inventory turnover and receivables turnover to give effect to the company bankruptcy with the bankruptcy prediction models is:  $\text{Log } Y = -1,443 + 2,674\text{CR} - 2,480\text{QR} + 0,961\text{Inventory Turnover} - 1,352\text{TATO} - 0,590\text{Receivable Turnover}$  and the accuracy of predictions by the model is 85.6%. Based on the result it can be concluded that the small and medium capitalization company in trade, services and investment sector needs to pay more attention at financial performance, especially the current ratio (CR), quick ratio (QR), total asset turnover (TATO), inventory turnover and receivables turnover to avoid bankruptcy.*

**Keywords:** *small and medium capitalization company, financial performance factors and macroeconomic factors.*

## CUSTOMER-FOCUSED STRATEGY DAN RISIKO TOTAL BANK UMUM DEvisa NASIONAL INDONESIA

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### **Abstract**

*Along with the financial liberalization, the banking sector grew rapidly with the entry of foreign ownership in Indonesian banks. The origin of the foreign parties from different countries from both the developed countries and from developing countries. This will affect the operation of the banking strategy. Research of Pasiouras and Vivas (2008) stated that the banking of the developed countries emphasize on fee-based income activities. This is due to the primary source of funding comes from corporate and capital markets. The other side, the companies that exist in developing countries emphasizes sources of financing from banks. This condition causes the banks in developed countries are trying to develop services that generate revenue (fee-based activities). Included in the fee-based activities are off-balance sheet activities that generate non-interest income. So that the performance appraisal in the banking developed countries, the components of non-interest income largely determines its performance. Indonesia predicted as developed countries which will be achieved by 2030 in accordance with the predictions of the McKinsey Global Institute in September 2012. Economic conditions will certainly affect the strategy of the bank to determine whether the operational direction of the traditional emphasis on activity as an intermediary financial institution. Banks that emphasizes on loan driven strategy is characterized by the amount of the loan on the bank's assets and the bank performance with more emphasis on net interest margins, while the banks have on deposit driven strategy characterized by low losses due to uncollectible loans and increasing non-interest income growth (Koch, 2006). The strategy chosen will affect the bank's risk faced by the bank as it is stated by Koch (2006) that strategic risk is the risk of bank fundamentals. Based on that interesting to study the effect of customer focused strategy against the bank total risk on commercial bank in Indonesia in the year 2004 to 2013. The strategy differentiated, deposits-driven strategy as measured by the amount of third party funds against total assets and loans driven strategy is measured by the amount of outstanding loans to total assets. While the total risk measured by standard deviation of return on assets. The analysis technique used is multiple linear regression, where the total risk as the dependent variable and the strategy as an independent variable. The research results show that the strategy of the bank is able to be an explanatory variable risk for 97%. The bank loans and deposits driven strategy have significant effect on the bank total risk, where loan-driven strategy led to changes 0,248 of total risk and deposits-driven strategy 0.246.*

**Keywords:** *liberalization, loan driven strategy, deposits driven strategy, total risk*

## **PENGARUH INTELLECTUAL CAPITAL TERHADAP NILAI PASAR DAN KINERJA PERUSAHAAN KELUARGA YANG TERDAFTAR DI BURSA EFEK INDONESIA**

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### **Abstrak**

Penelitian ini bertujuan untuk menguji pengaruh Intellectual Capital terhadap Nilai Pasar dan Kinerja Perusahaan Keluarga yang terdaftar di Bursa Efek Indonesia periode 2008 – 2012. Intellectual Capital diukur dengan tiga komponennya yaitu Capital Employed (VACA), Human Capital (VAHU), dan Structural Capital (STVA), Metode perhitungan menggunakan model Pulic yaitu Value Added Intellectual Coefficients (VAIC). Nilai Pasar diukur dengan Market to Book Value Ratio (MtBV), Kinerja Perusahaan diukur dengan Return On Assets (ROA) dan Return On Equity (ROE). Sampel yang digunakan sebanyak 46 perusahaan keluarga yang terdaftar di Bursa Efek Indonesia pada tahun 2008-2012. Analisis data menggunakan analisis regresi berganda dan uji hipotesis dilakukan dengan uji pengaruh simultan (uji F) dan uji pengaruh individual (uji t). Hasil penelitian menunjukkan bahwa secara simultan dan secara parsial intellectual capital hanya berpengaruh signifikan terhadap kinerja perusahaan dan tidak berpengaruh signifikan terhadap nilai pasar.

**Kata Kunci : Intellectual Capital, Market to Book Value, Return On Assets dan Return On Equity**

## **HISTORICAL EFFICIENCY OF BANKS IN INDONESIA AT THE PERIOD OF 1992-2012**

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### ***Abstract***

*This study aims to quantify the level of efficiency of conventional banks in Indonesia during the period 1992-2012 by measuring the level of efficiency in using a non-parametric method of Data Envelopment Analysis (DEA). The objective of research carried out on ten of conventional banks with the largest amount of assets each year. The research data is the type of secondary data which is obtained from published reports of Bank Indonesia. The results in this study show a real picture of the road map the conventional banking industry in Indonesia over a span of two decades and certainly describes the state of the Indonesian economy. The highest level of efficiency occurred is in the year of 1993 and the lowest level of efficiency is in 1998. The subsequent discussion will be illustrated on the relationship the level of efficiency with variables of macroeconomics.*

**Keywords:** *Efficiency, Conventional Banks, Data Envelopment Analysis (DEA) and Variables of Macroeconomics*

## **PENINGKATAN KINERJA KEUANGAN DAN KINERJA PASAR: RESOURCE BASED THEORY APPROACH**

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### ***Abstract***

*his study aims to test the Resources -Based Theory to analyze the effect of intellectual capital and fixed assets to financial performance and market performance. The entire study population banks that went public in the Indonesia Stock Exchange 2008-2012. The sampling technique used purposive sampling based on certain considerations, acquired 28 companies in the period 2008-2012, thus total are 140 observations. Statistical analysis used is multiple regression analysis. Having escaped the classical assumption test, the results showed that intellectual capital has a positive and significant impact on the financial performance or the performance of the market, while the fixed assets has no significant effect on the financial performance and market performance, and financial performance has no influence on market performance. Overall, the empirical findings of this study support the Resource -Based Theory because only intellectual capital has a significant positive effect on the financial performance and market performance of the banks go public in Indonesia Stock Exchange .*

**Keywords :** *resource-based theory, the intellectual capital, fixed assets, financial and market performance*

## **PERUBAHAN HARGA MINYAK MENTAH DUNIA DAN PENDAPATAN SAHAM PERUSAHAAN PADA SUB SEKTOR OTOMOTIF**

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### **Abstrak**

Penelitian ini ingin melihat sensitivitas dampak perubahan harga minyak dunia terhadap return saham perusahaan pada industri otomotif. Data yang digunakan dalam penelitian adalah data time series harian dengan periode tahun 2010 hingga 2012. Berdasarkan besar koefisien dalam uji korelasi Pearson, jenis minyak mentah dunia Brent dipilih digunakan dalam penelitian. Penelitian ini menggunakan model analisis regresi linier berganda. Hasil penelitian menyimpulkan bahwa perubahan harga minyak dunia berpengaruh negatif terhadap return saham perusahaan pada industri otomotif.

**Kata kunci:** Stock returns, Crude oil, Automotive, Regression



## KINERJA PORTOFOLIO SYARIAHDAN PORTOFOLIO NON SYARIAHDI INDONESIA

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### *Abstract*

*This study aims to investigate performance of sharia portfolio and non sharia portfolio in Indonesia at 2012. Sharia portfolio is collections that consist of stocks that are believed correspond to religious values or not contrary to religious values. While sin stock portfolio is a stocks collection of companies that worked in activity that is considered immoral or unethical. The investigations using a quantitative approach. This study uses the company listed in Indonesia Stock Exchange. Sharia portfolio in this study is made up of stocks that are continuously in 2008 and 2012 are listed in the Jakarta Islamic Index. While the non sharia portfolio is made up of stocks that are continuously in LQ-45 from February 2008 to February 2012 and never included in the Jakarta Islamic Index for 2008 to 2012. Optimal portfolio is formed using a single index model. Then the performance calculation is done using the Sharpe, Treynor, and Jensen ratio. Result from this study found that optimal sharia portfolio has a higher value of Treynor and Jensen ratio. On the other hand, optimal non sharia portfolio has a higher value of Sharpe ratio.*

**Keyword:** *optimal portfolio, single index model, sharia.*

## TINGKAT *LITERACY* KEUANGAN MAHASISWA PERGURUAN TINGGI DI KOTA MEDAN

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### *Abstract*

*Memasuki jenjang perguruan tinggi dimulailah fase kehidupan dewasa bagi seseorang, dan hal itu diikuti dengan tanggung jawab yang semakin besar. Pada kondisi yang seperti ini maka sudah sewajarnya jika seorang mahasiswa memiliki literacy keuangan yang baik. Hal ini akan berkaitan dengan bagaimana mereka dapat mengelola keuangannya dengan lebih baik dimasa yang akan datang. Tujuan dari penelitian ini adalah untuk dapat menemukan dan mengklasifikasikan tingkat literacy keuangan para mahasiswa perguruan tinggi negeri di Kota Medan. Penelitian ini menggunakan pendekatan penelitian dan pengembangan. Metode yang digunakan adalah desriptif – eksploratif untuk mengidentifikasi berbagai gejala dan akar permasalahan yang terjadi dalam membentuk model. Populasi pada penelitian ini adalah seluruh mahasiswa angkatan 2013 – 2014 di perguruan tinggi negeri yang ada di kota Medan, dengan jumlah sebanyak 21.630. Dengan menggunakan rumus Slovin dan tingkat kelonggaran 10% maka sampel dalam penelitian ini menjadi 100 orang. Hasil penelitian ini menyatakan bahwasannya tingkat literacy keuangan mahasiswa dapat diklasifikasikan kedalam tiga (3) kategori yaitu rendah, sedang, dan tinggi. Mayoritas mahasiswa dengan literasi tinggi adalah mahasiswa Universitas Negeri Medan.*

**Kata Kunci : literacy dan keuangan**

**PENGUJIAN DAMPAK MANAJEMEN TEKNOLOGI INFORMASI  
TERHADAP KINERJA KEUANGAN DAN NILAI BISNIS  
(Studi Kasus pada PT. Bank BPRX di Bandung)**

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**Abstrak**

Penggunaan Teknologi Informasi di perusahaan dapat mempercepat transaksi, menyebabkan akurasi, menghemat pengeluaran biaya dan menyebabkan efektivitas dan efisiensi bisnis, yang akhirnya berdampak terhadap kinerja Keuangan dan Nilai bisnis perusahaan. Kegiatan perusahaan Perbankan merupakan entitas yang memerlukan tingkat akurasi yang tinggi dalam pengelolaan kegiatan keuangan mereka. Akhirnya berdampak terhadap nilai bisnis. Kinerja keuangan merupakan ukuran kinerja perusahaan dari aspek keuangan yang penting untuk mengetahui aktivitas perusahaan, Nilai bisnis merupakan lanjutan dari kinerja keuangan. Makalah ini hasil penelitian ini menguji dampak penggunaan teknologi informasi terhadap kinerja keuangan dan nilai bisnis. Namun, konsep manajemen teknologi informasi juga memiliki sisi yang perlu diwaspadai yakni dalam hal keamanan, akurasi data, efektif dan efisiensi pengelolaan keuangan pada PT Bank BPRX berupaya untuk melakukan pengelolaan terhadap data milik pelanggan dengan meningkatkan upaya pemanfaatan teknologi informasi pada sistem informasi yang dikelolanya. Upaya penerapan manajemen teknologi informasi yang telah dilakukan perlu diuji efektivitas dan efisiensi. Mekanisme pengujian sistem kontrol keamanan dapat menggunakan framework COBIT (Control Objectives base related Information Technology) yang menyediakan standard pengujian terhadap manajemen teknologi informasi, terdapat 4 faktor, yakni faktor perencanaan dan pengembangan, faktor pengembangan dan implementasi, faktor dukungan dan perolehan serta faktor pemantauan dan evaluasi, COBIT menentukan status dari penerapan manajemen teknologi informasi yang dilakukan terhadap suatu sistem informasi dengan 5 alternatif tingkat kedewasaan (level of maturity) dalam menerapkan manajemen teknologi informasi suatu sistem. Dengan menggunakan metode deskriptif kuantitatif, yang menilai dan melakukan pengamatan langsung terhadap objek penilaian, Proses wawancara (interview), dan Pengujian (test), proses menguji beberapa objek penilaian dalam kondisi tertentu untuk membandingkan kondisi aktual dengan perilaku yang diharapkan. Berdasarkan rekapitulasi hasil pengujian terhadap manajemen teknologi informasi perusahaan yang dibangun dan dikelola oleh PT Bank X memiliki status manage tetapi masih banyak parameter kontrol keuangan yang perlu diperbaiki atau ditingkatkan sehingga menghasilkan nilai bisnis yang lebih baik.

**Kata kunci :Manajemen Teknologi Informasi, Kinerja Keuangan, Nilai Bisnis, COBIT**

## **CORPORATE GOVERNANCE DAN PERATAAN LABA**

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### **Abstrak**

Laporan keuangan seringkali digunakan sebagai sarana untuk menilai kinerja perusahaan. Kualitas laporan keuangan akan menjadi faktor yang menentukan kualitas pengambilan keputusan investasi. Informasi laba seringkali digunakan oleh investor untuk mengambil keputusan investasi. Penelitian ini bertujuan untuk meneliti pengaruh corporate governance terhadap perataan laba. Mekanisme corporate governance yang digunakan dalam penelitian ini meliputi kepemilikan manajerial, kepemilikan institusional, proporsi dewan komisaris independen, dan kualitas auditor. Sampel dari penelitian ini adalah 65 perusahaan dari sektor industri manufaktur yang terdaftar di Bursa Efek Indonesia pada periode 2008-2011. Perataan laba diukur dengan menggunakan indeks perataan laba. Hasil penelitian ini menemukan bahwa proporsi dewan komisaris independen berpengaruh negatif terhadap perataan laba. Penelitian ini gagal menemukan pengaruh dari kepemilikan manajerial, kepemilikan institusional, dan kualitas auditor terhadap perataan laba.

**Keywords : corporate governance, income smoothing, independent board, institutional ownership, managerial ownership, quality of auditors.**

## **PERILAKU PENGAMBILAN RISIKO DAN STRUKTUR KEPEMILIKAN PADA INDUSTRI PERBANKAN DI INDONESIA**

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### **Abstrak**

Penelitian ini menganalisis faktor yang mempengaruhi pengambilan risiko pada industri perbankan di Indonesia. Sampel yang digunakan dalam penelitian ini adalah bank umum nasional antara periode 2009 sampai dengan 2013. Untuk melihat pengaruh variabel independen terhadap risiko, studi ini menggunakan analisis regresi data panel model fixed effect. Hasil analisis menunjukkan bahwa return on asset dan tingkat pertumbuhan kredit berpengaruh dalam meningkatkan risiko bank, sedangkan loan to asset ratio berpengaruh negatif terhadap tingkat risiko perbankan. Sedangkan jenis kepemilikan baik itu kepemilikan pemerintah maupun kepemilikan asing tidak memberikan pengaruh yang berbeda dalam pengambilan risiko perbankan di Indonesia. Hasil penelitian ini memiliki implikasi penting bagi otoritas perbankan di Indonesia dalam upaya meningkatkan stabilitas perbankan khususnya yang bersifat microprudential.

**Kata kunci:** struktur kepemilikan, risiko bank, kredit

## FENOMENA REAKSI BERLEBIHAN ATAU *OVERREACTION* PADA TRANSAKSI SAHAM DI ASIA TENGGARA

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### Abstrak

Tujuan utama dari penelitian ini adalah untuk mengidentifikasi fenomena reaksi berlebihan atau fenomena *overreaction* yang ditandai dengan pembalikan harga. Penelitian kami mengikutsertakan faktor market timing untuk mengamati apakah respon dari investor berbeda sehubungan dengan siklus ekonomi. Penelitian ini mengasumsikan bahwa kecenderungan *overreaction* akan terjadi selama kondisi ekonomi buruk atau situasi *bearish*. Data yang digunakan dalam penelitian ini meliputi Negara-negara Asia Tenggara seperti Indonesia, Malaysia, Thailand dan Filipina yang mana keempat Negara tersebut pernah mengalami krisis moneter pada tahun 1997. Penelitian ini menggunakan dua portofolio yang diseleksi dengan menggunakan Cumulative Abnormal Return (CAR). Portofolio yang mengalami peningkatan ekstrem dengan nilai CAR tertinggi disebut Winner dan sebaliknya disebut Loser. Kedua portofolio ini akan dievaluasi pergerakannya selama masa pengujian. Kesimpulan penelitian ini adalah seluruh portofolio Winner dan Loser di setiap bursa saham di tiap negara berbeda secara signifikan baik dalam kondisi *Bearish* maupun *Bullish*. Hal ini mengartikan bahwa respon investor yang berlebihan mendorong pergerakan harga yang signifikan turun atau naik.

**Kata Kunci :** Reaksi berlebihan, Pembalikan harga, Winner dan Loser, *Bullish* dan *Bearish*

**PENGARUH RETURN ON ASSET, RETURN ON EQUITY, NET PROFIT MARGIN, DEBT TO ASSET RATIO, DEBT TO EQUITY RATIO DAN DIVIDEND PAYOUT RATIO PADA HARGA SAHAM PERUSAHAAN-PERUSAHAAN TERBUKA YANG TERDAFTAR PADA INDEKS SYARIAH DI BEI 2009-2012**

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***Abstract***

*Stock price reflect a company value. This means any increase and decrease of stock price directly affect shareholders that invest in those companies. The importance of stock price movement and factors that cause them became important attention to either shareholders or future potential investors. This research tries to determine the factors that will affect stock price. This research tries to examine the effect of Return on Asset (ROA), Return on Equity (ROE), Net Profit Margin (NPM), Debt to Asset Ratio (DAR), and Debt to Equity Ratio (DER) and Dividend Payout Ratio (DPR) to stock price. The companies selected are public companies that are always enlisted in Daftar Efek Syariah (DES) from 2009-2012 periods and always distributed their dividend from 2009-2012 periods. This research also tries to determine the method of the financial ratios examined in giving its effect to stock price. This is a quantitative research that used statistical method path analysis to find the answers of the problems. The purpose is to find out which independent variables is the most usefull in predicting the stock price of the companies examined.*

***Keywords: Dividend, stock price, financial ratios, public companies***

## **FUNDAMENTAL EFFECT TO CAPITAL STRUCTURE ON THE FIRMS LISTED INDONESIA STOCK EXCHANGE YEARS 2009-2012**

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### ***Abstract***

*Main purpose of this study was to determine whether the variables are considered to affect the company's capital structure by a variety of literature and previous research, is able to explain the company's capital structure policy in the property & realestate sector enterprises. In addition this study also aims to determine where the greatest variable in explaining variations in leverage (capital structure). The variables analyzed in this study is the asset structure, profitability, firm size, and sales growth. The property & realestate sector enterprises are listed on the Stock Exchange became the study sample, where the period of observations were made from 2009 to 2012. The samples taken using a purposive sampling method. Multiple linear regression model by pooling the data used in this study as a method of analysis of research. The results showed that the firm size and sales growth has a positive and significant influence on capital structure, while profitability has a negative and significant influence on capital structure. Meanwhile, the asset structure does not significantly influence capital structure. The four independent variables simultaneously significant effect on capital structure.*

***Keywords: Capital Structure, Panel Data Regression***



## **PENGARUH EKSPEKTASI KONSUMEN TERHADAP INDEKS HARGA SAHAM GABUNGAN DI BURSA EFEK INDONESIA**

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### ***Abstract***

*Stock prices reflect the intrinsic value of the stock at the present time to the future expectations of projected cash inflows of investors in the form of dividends to be received. Projected dividends received depends on the projection of the profit earned by the company. To determine future projections needed information. One information about future conditions is the consumer's expectation of business activity, employment and income. Because consumers are also investors, the consumer expectations may reflect future conditions that will affect the stock price and in combination will affect the movement of Composite Stock Price Index (CSPI). This study aims to investigate the influence of consumers' expectations on Indonesia Stock Exchange Composite Index movement. The hypothesis is consumer expectations variables individually and jointly significant effect on CSPI movement. Proxy variable is the consumer expectations of consumer expectations six months of business activity, employment and income. The study used survey data monthly consumer the assurance made by Bank Indonesia from August 2002 to July 2014 and the data monthly Indonesia Stock Exchange Composite Index after adjusted. Data sourced from Yahoo Finance website and Bank Indonesia. Testing the hypothesis put multiple regression. Results of testing hypotheses find empirical evidence that the variable expectations of business activities and the availability of employment does not significantly affect the CSPI movement, variable income expectations significantly affect the CSPI movement and variable expectations of business activity, employment and income are jointly significant effect on CSPI movement.*

***Keywords: Consumer expectations, Composite Stock Price Index (CSPI)***

**DETERMINAN-DETERMINAN MANAJEMEN LABA PADA  
PENAWARAN SAHAM PERDANA  
(KASUS PADA PERUSAHAAN SEKTOR ANEKA INDUSTRI)**

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**Abstract**

*This study analyzes the effect of operating cash flow, earnings changes, leverage, and the intended use of the IPO proceeds on earnings management of companies in various industry sector making initial public offerings (IPOs) in Indonesian stock exchange. The samples of this study were selected using purposive sampling method in which there were 15 out of 33 companies in the period 1990-2012. The data used are secondary data from a variety of industry sectors. The company's prospectuses are obtained from the database of the Faculty of Economics, University of Jember, Indonesian Capital Market Directory (ICMD), and other sources. The dependent variable in this study is earnings management measured using the ratio of Discretionary Accruals developed by Friedlan (1994). Independent variables consist of operating cash flow, earnings changes, the intended use of IPO proceeds measured as dummy variables, and leverage ratio measured as debt to equity ratio. The results showed that only operating cash flow has significant negative effect on earnings management. The change of earnings, leverage, and the intended use of IPO funds do not affect significantly the company's earnings management in various industry sector.*

**Keywords:** *earnings management, operating cash flows, changes in earnings, leverage*

## **PENGARUH FAKTOR MAKRO EKONOMI, INDEKS BURSA GLOBAL, DAN KEPEMILIKAN SAHAM ASING TERHADAP PERGERAKAN HARGA SAHAM DI BURSA EFEK INDONESIA**

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### **Abstract**

*Stock investors are very concerned with the ups and downs of the stock index, because the value of its stock portfolio is generally dependent on the ups and downs of this index. Many factors affect the stock price movements, and analyze these factors are very important in stock investment. This study aims to analyze the effect of macroeconomic variables (currency exchange rates and world oil prices), the regional and global capital markets performance, represented by the Hang Seng Index (HSI), the Straits Times Index (STI), and the Dow Jones Industrial Average (DJIA), as well as the share of foreign ownership toward the stock price movement in Indonesia Stock Exchange (IDX) that reflected in Composite Price Index (IHSG). This study uses monthly data from January 2008 to June 2012. The results of this research showed that only the currency exchange rate and the Straits Times Index which have a significant effect on IHSG. While world oil prices, the Hang Seng Index (HSI), the Dow Jones Industrial Average (DJIA), and the share of foreign ownership has no significant effect on JCI. Overall, the six independent variables can explain 76% of the change in IHSG.*

**Keyword:** *foreign exchange rate, international oil price, Dow Jones Industrial Average, Hang Seng Index, Strait Times Index, foreign investor ownership, Composite Price Index*

**PERBANKAN SYARIAH:  
ANTARA IDEALISME DAN OPORTUNISME  
Studi Kasus pada Perbankan Syariah di Indonesia**

**Sutrisno**

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*Abstract*

*There are two motives establishment of Islamic banks in Indonesia, first established with the aim to develop the Islamic financial institutions (idealistic group). Second, Islamic banks founded because there is profitable business opportunities (opportunistic group). The purpose of this study was to examine whether there are differences in performance between the idealistic Islamic banking group with opportunistic group. Variables in this study are financing, banking risk and profitability of Islamic banking. The population in this study were all Islamic banks in Indonesia that divided into idealist group and opportunist group. The results showed that financing by the opportunist group dominated by financing based on profit margin concept or trade concept, while the financing portion of idealist group provides the financing base on profit sharing concept. There is a significant difference in operating risk (BOPO) between the idealist with the opportunists. Likewise, the risk capital (CAR) and risk financing (NPF) there are significant differences, while the liquidity risk (FDR) there is no significant difference. From the aspect of profitability, there is a significant difference between idealists group with the opportunists to ROE, but profitability that measured by ROA.*

**Keywords:** *idealists group, opportunists group, profit sharing, trade concept, the banking risk*

## RETURN SAHAM SEKTOR ASURANSI BERDASARKAN USIA PERUSAHAAN (AGE)

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### Abstrak

Penelitian ini secara umum bertujuan untuk mengetahui pengaruh CR, ROA, DER, age, ownership, dan size terhadap return saham sektor asuransi sehingga diperoleh suatu model yang dinilai mampu memprediksi return saham sektor asuransi. Pengumpulan data menggunakan metode purposive sampling dengan sampel data sebanyak 8 data dari 12 perusahaan asuransi yang terdaftar di Bursa Efek Indonesia berturut-turut selama tahun 2005 sampai dengan tahun 2011. Langkah uji statistik data dengan menggunakan Eviews 7.1 diawali dengan penentuan dan pengujian jenis data panel, dilanjutkan dengan analisa deskriptif data dan uji normalitas data. Kemudian dilakukan analisis regresi baik secara parsial maupun simultan. Hasil penelitian menunjukkan bahwa CR, ROA, DER, age, ownership, dan size secara bersama-sama mempengaruhi return saham sektor asuransi. Secara parsial, diketahui bahwa CR dan DER tidak positif dan tidak signifikan mempengaruhi return saham, ROA dan size positif tetapi tidak signifikan mempengaruhi return saham. Age secara positif dan signifikan mempengaruhi return saham sekaligus merupakan faktor yang paling dominan berpengaruh terhadap return saham. Model data panel yang terpilih dalam pengujian ini adalah fixed effect (GLS). Dengan demikian uji asumsi untuk autokorelasi, multikolinearitas dan heteroskedastisitas tidak perlu dilakukan lagi.

**Kata kunci:** asuransi, data panel, fixed effect, random effect, GLS, rasio keuangan, usia perusahaan, kepemilikan, ukuran perusahaan

## **PENGGUNAAN METODE PENGANGGARAN MODAL DALAM MENGAMBIL KEPUTUSAN KELAYAKAN BISNIS MAKANAN**

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### ***Abstract***

*It is common for business students in understanding what is capital budgeting; include the usage, methods, and business implications. However, are business practices apply capital budgeting for their business feasibility decision? This study is not analyzing feasibility of one's business; on the other hand, describes whether business players use capital budgeting for their feasibility decision or maybe just run their business without comprehends their business feasibility. I conduct a survey by interviewing 30 practices who run small food business. Sadly, most of them do not recognize capital budgeting theory; for their background are not graduated from business school. Nevertheless, they do not realize if they apply capital budgeting and other financial theories in simple technique.*

***Keywords:*** Capital budgeting, feasibility decision, small business, food business.

## **PENGARUH KOMITMEN MANAJEMEN TERHADAP IMPLEMENTASI SUPPLY CHAIN MANAGEMENT UNTUK MENINGKATKAN KINERJA KEUANGAN PERUSAHAAN MANUFAKTUR JAWA TIMUR DARI PERSEPSI PARA MANAGER KEUANGAN**

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### **Abstrak**

Supply chain sebagai suatu proses yang memberi nilai tambah bagi perusahaan dengan adanya jaringan antara organisasi satu dengan yang lainnya mulai dari pemasok sampai dengan pelanggan. Implementasi Supply chain merupakan tanggung jawab manajemen puncak perusahaan untuk mengatur dan menata pemasok dan permintaan yang dimulai dari pengadaan bahan baku dan part, manufaktur dan perakitan perusahaan, pergerakan persediaan pada gudang, serta didistribusikan sampai dengan pelanggan. Implementasi SCM pada perusahaan dilaksanakan dengan adanya integrasi proses pada perusahaan, adanya relasi pelanggan dan perencanaan bisnis pada perusahaan untuk meningkatkan kinerja perusahaan. Penentuan sampel sebanyak 90 perusahaan yang akan diberikan kuisisioner dengan metode purposive sampling yakni menentukan perusahaan-perusahaan mana yang akan dijadikan sampel. Pertimbangan pemilihan sampel perusahaan disesuaikan dengan proporsi populasi semua jenis atau kriteria manufaktur dan didapatkan 87 kuisisioner yang dapat diolah lebih lanjut. Menguji hipotesis penelitian ini digunakan Partial Least Square (PLS) untuk mengetahui kesesuaian model melalui berbagai kriteria goodness-of-fit. Berdasarkan hasil olah data dengan menggunakan PLS didapatkan bahwa komitmen manajemen berpengaruh terhadap perencanaan bisnis dan tidak berdampak secara langsung terhadap integrasi proses dan relasi pelanggan. Sedangkan pengaturan bisnis pada perusahaan berpengaruh terhadap integrasi proses dan relasi pelanggan. Dan pengaruh pengaturan bisnis, integrasi proses dan relasi pelanggan berdampak terhadap kinerja perusahaan manufaktur

**Kata Kunci: Komitmen Manajemen, Pengaturan Bisnis, Integrasi Proses, Relasi Pelanggan dan Kinerja Perusahaan**

## **ANALISIS KINERJA SAHAM PERUSAHAAN-PERUSAHAAN YANG MELAKUKAN *INITIAL PUBLIC OFFERING* (IPO)**

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### ***Abstract***

*Measurement of the performance of stock in the companies that make an Initial Public Offering (IPO) is one of the activities for linking the interests of the company in obtaining funding expansion purposes with the interests of investors in acquiring a high value of stock returns. This research investigated to analyze performance of the stock through the measurement of initial returns, abnormal returns, outperformed or underperformed of stock returns in the short-term (3 months) and in the long-term (24 months), and to test of significance differences of the stock performance in the short-term with the long-term. The purposive sampling method is used to obtain the sample and there are 21 companies that conducted to make an Initial Public Offering (IPO) on the Indonesia Stock Exchange (BEI) in the period of 2010. The research method are descriptive and comparative analysis using historical data. Statistical test using a one sample t-test and paired sample t-test. The results showed that the company stock had underpricing that investors obtain positive initial returns, the short-term abnormal returns tend to decrease, while the abnormal returns in the long-term is fluctuate. Performance of stock had outperformed in the short-term and in the long-term. The results also showed that performance of stock in the companies that do an IPO in 2010 in both of the short-term and in the long-term are significantly different. There was no significant difference performance of stock in the short-term with in the long-term in the Indonesian IPOs during the period.*

**Keywords:** *Initial Public Offering, initial return, abnormal return, short-term stock return, long-term stock return, outperformed, underperformed, performance of stock*



**PENGARUH *PORTFOLIO TURNOVER*, *ASET*, *EXPENSE RATIO*, *KAS*  
*DAN SUBSCRIPTION FEE* TERHADAP KINERJA REKSA DANA  
SAHAMDI INDONESIA Th 2009 – 2012**

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***Abstract***

*Equity mutual fund is one of investment alternative which is suitable for beginner investor and lower middle investor that have small amount of fund for investing in stock. Equity mutual fund performance becomes important reference in choosing equity mutual fund, so it is important to do some study about factors that influence equity mutual fund performance measured with Sharpe ratio. Return of equity mutual fund in Indonesia from year 2008 – 2012 is not always bigger than return of stock market. There is also gap about influence of portfolio turnover, asset, expense ratio, cash and subscription fee toward performance of equity mutual fund. This research has objective to analyze the influence of portfolio turnover, asset, expense ratio, cash and subscription fee toward equity mutual fund performance in indonesia 2009 -2012. The amount of equity mutual funds that listed in OJK until 2012 are 92, and the amount that fulfill criteria as sample are 42 equity mutual funds. Analyze of the the influence of portfolio turnover, asset, expense ratio, cash and subscription fee toward equity mutual fund performance in indonesia 2009 -2012 is using Ordinary Least Square (OLS) method. The result of this research shows that bigger subscription fee makes bigger performance of mutual fund. When percentage of cash amount owned is getting bigger, then performance of equity mutual fund will increase, but when expense ratio is getting bigger, then performance of equity mutual fund will decrease. Asset and portfolio turnover do not have any influence toward mutual fund performance.*

***Keyword : portfolio turnover, asset, expense ratio, cash, subscription fee, Sharpe ratio***

## **PENGARUH *BID ASK SPREAD* DAN UKURAN PERUSAHAAN TERHADAP *HOLDING PERIOD***

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### ***Abstract***

*Stock price at The Indonesian Stock Exchange is now have been fluctuating. Derived from the situation, investors make a transaction based on the prediction of stock price changes. They will hold their stocks if the price prediction is raised and release the stocks if the price prediction is moved down. The time the investors hold their stocks is called holding period. Stocks with large spread resulted in large expected return, hence investors tend to hold their stocks, resulted on long holding period. The bigger the firm size usually will result on an enormous return, hence the investors are preferred to hold their stocks and lengthened holding period. The study is aimed to examine the effect of bid-ask spread and firm size on holding period. Bid-ask spread is measured by the mean of daily bid-ask spread for each stock, moreover firm size is measured by firm's market value. The holding period is measured by dividing the number of existing stocks with the daily amount of stock transaction. Firm's market value which is the measurement for size is grouped into large market value, denoted by 1, and small market value, denoted by 0. Multiple regression analysis with independent dummy variable and ratios is applied to examine the hypotheses. The result shows that bid-ask spread and market value demonstrate the positive effect on holding period. The larger the price range between bid and ask is resulted on the tendency of longer holding period. Furthermore, investors have a tendency to hold the stock of big size firm longer compared to the small one.*

***Keywords: market value, holding period, spread***

## **MODEL PENGUKURAN REFLEKTIF UNTUK MENGUKUR PERILAKU OVERCONFIDENCE INVESTOR DI PASARMODAL**

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### **Abstract**

*Overconfidence is tendency for investor to overestimate their knowledge, abilities, and the precision of their information, or to be overly sanguine of the future and their ability to control it. Investors Capital Market who behave overconfidence, will miscalibration or over precision in predicting stock prices. It makes an investor transactions too often, do not have a rational basis in the stock trading transactions, and high risk-taking. In some financial literature explain the overconfidence behavior as a dynamic behavior, so overconfidence is less precise measurements when using a static model measurements. Over Confidence is a psychological aspect of qualitative means not having real existence. The existence and structure of overconfidence identified based on the theoretical construct that is measured its manifestation. Overconfidence is unobservable, then for measurement using confirmatory factor reflective approach. Trading activity such as bid frequency, bid volume, and offer frequency, offer volume as indicators reflective of investor overconfidence behavior in capital market. This article give alternative to measure overconfidence related to dynamic trading activity.*

**Keywords:** *overconfidence, unobservable, and reflective approach Investors Capital Market who behave*

## **CORPORATE GOVERNANCE AND FIRM PERFORMANCE OF LISTED FIRMS IN INDONESIAN SHARIA STOCK INDEX**

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### ***Abstract***

*The need for effective corporate governance is evidenced and reactionary governance reforms have been instigated to prevent such events happening again to protect the interest of investors in developing countries like Indonesia. The aim of this study is to examine the relationship between corporate governance and firm performance of listed firms on Indonesian Sharia Stock Index (ISSI) in Indonesia. Data were collected from 130 firms in the financial year 2011-2013 and multiple regression analysis were used to examine whether the existing corporate governance mechanisms influence the firm performance of listed firms on Indonesian Sharia Stock Index (ISSI) in Indonesia. The result of this research shows that board of directors, independent commissioners, and audit committee have a positive influence on firm performance. Meanwhile, board of commissioners has a negative influence on firm performance. Firm size measured by total asset was used as the control variable in this study.*

***Keywords: Corporate Governance, Firm Performance, ISSI***

**EVALUASI KINERJA PENDEKATAN *PROFITABILITY INDEX* DAN  
*NET PRESENT VALUE* SERTA PEMANFAATAN *DOMINANT MATRIX*  
UNTUK MENENTUKAN SEJUMLAH PROYEK INDEPENDEN DALAM  
*CAPITAL RATIONING***

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***Abstract***

*The true way to determine some projects that can maximize the value of a firm under capital rationing is to make all possible combination of the projects. The firm should choose a best combination of projects subject to available budget that can increase the highest value, i.e. net present value, which is the difference between the discounted cash inflows and cash outflow(s). Although the method is right, a firm that has some projects will deal with hundreds, thousands, or even millions of possible combinations, which can be calculated by  $2^n$ , where  $n$  is the number of projects. Thus, an efficient method should be developed to find some project proposals, which can increase objectively the value of a firm. The method utilizes the feasible range and the dominant matrix to determine the optimum solution and to minimize the computational efforts under capital rationing. In this study, eight cases are tested using a presented algorithm. The results show that the method used in this study saves much time in dealing with the data set. It means that the method is efficient to minimize the computational efforts. On the other hand, after comparing with two other methods commonly used, i.e. profitability index and net present value, all of optimum solution set of eight cases tested by the algorithm show that the method always displays a consistent result: the first rank and the highest net present value.*

***Keywords: capital rationing; feasible range; dominant matrix; 0/1-knapsack problem.***

## **PERAN DINAMIKA LINGKUNGAN SEBAGAI MODERASI PENGARUH LIKUIDITAS DAN *RISK BASED CAPITAL* TERHADAP KINERJA KEUANGAN PERUSAHAAN ASURANSI UMUM DI INDONESIA**

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### ***Abstract***

*The minimum capital adequacy of insurance companies ended this year. Capital is the key factor for the insurance company to expand its business base so as to face competition. Insurance companies are required to have a minimum capital of IDR 100 billion and readiness to face the open market in the era of the ASEAN Economic Community (AEC). The purpose of this study is to obtain empirical evidence about the effect of liquidity and risk-based capital on the financial performance and analyze the role of environment dynamics as a moderating influence on liquidity and risk-based capital on financial performance. The problems of this research are: 1) Is liquidity a significant effect on the financial performance?; 2) Is the risk-based capital a significant effect on the financial performance?; 3) Is environment dynamic as a moderating effect on the financial performance, 4) Is environment dynamic as a moderating effect on the risk-based capital on financial performance?. The population is all the general insurance companies in Indonesia many as 76 insurance companies based Infobank Magazine July 2014. Sampling technique was purposive, selected 57 general insurance. Research period was from 2012 to 2013. The unit of analysis used data pooling as much as 114 observations. Methods of data analysis using path analysis. The findings of the study are 1) liquidity have a significant positive effect on financial performance of general insurance, 2) risk based capital have a significant positive effect on financial performance of general insurance, 3) environment dynamic is a pure moderating effect of liquidity on financial performance of general insurance and 4) environment dynamic is a pure moderating effect risk-based capital on financial performance.*

**Keywords:** *Liquidity, Risk-Based Capital, Environment Dynamic, Financial Performance.*

## ANALISIS PERBANDINGAN KINERJA REKSADANA SAHAM YANG DIKELOLA PERUSAHAAN INVESTASI LOKAL DAN ASING DI INDONESIA

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### **Abstrak**

*Mutual fund is one of investment instruments which is developing in Indonesian capital market. It consists of some types; one of them is stock mutual fund which a kind of mutual fund that yields high level of repayment with high risk. Some mutual funds which are managed by local and foreign companies begin to emerge so that investors have to select the best mutual fund. The objective of this research was to find out the difference in the performance of stock mutual fund managed by domestic and foreign investment companies in Indonesia in the period of January, 2010-December, 2013. Besides that, its objective was to find out the correlation of market timing and stock selection with Sharpe ratio, Treynor ratio, and Jensen's Alpha. The samples of the research were 45 stock mutual funds which consisted of 27 stock mutual funds managed domestic investment companies and 18 stock mutual fund managed by foreign investment companies. The data were analyzed by using comparison test with two ways ANOVA and independent sample t-test, followed by correlation test with Pearson Product Moment. The result of the research, using two ways ANOVA showed that, simultaneously, the performance of stock mutual fund managed by domestic and foreign investment companies was not significantly different from that which used Sharpe ratio, Treynor ratio, and Jensen's Alpha at the significance level ( $\alpha$ ) of 5%. The comparison test with independent sample t-test showed that the performance of stock mutual fund managed by domestic and foreign companies was not significantly different from that which used Sharpe ratio, Treynor ratio, Jensen's alpha and market timing or stock selection in each significant level ( $\alpha$ ) of 5%. The result of correlation test showed that there was significant correlation between stock selection and Treynor ratio and between stock selection and Jensen's alpha at the significance level ( $\alpha$ ) 5%. Therefore, the variable of stock selection needs to be considered by investment companies managed by domestic or foreign companies because both of them have the same performance.*

**Keywords:** Sharpe ratio, Treynor ratio, Jensen's Alpha, market timing, stock selection

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*Manajemen Umum*

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**PELUANG BISNIS, ETIKA BISNIS, DAN PERLINDUNGAN  
HUKUMNYA DEMI TERCIPTANYA *POLITE BUSINESS  
ENVIRONMENT***

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**Abstrak**

Wirausaha, sekarang ini menjelma menjadi ladang subur yang menjanjikan bagi masyarakat. Persaingan yang luar biasa ketat menyebabkan peran menjadi pegawai mulai menjadi sesuatu yang tak mudah diraih. Sedangkan yang mampu memenangkan persaingan itu pasti hanyalah yang memiliki kualitas luar biasa. Kualitas semacam itu, tentu saja tidak banyak yang memiliki, sehingga bagi yang tidak mampu memenangkan pertarungan itu harus memiliki strategi baru. Menjadi wirausaha adalah alternatif yang sangat menarik pada era sekarang ini. Namun menjadi wirausaha pasti memerlukan keuletan yang tinggi, terutama dalam menemukan peluang bisnis dan mengoptimisasikannya. Dalam berbisnis, tentu saja tidak hanya tentang menangkap sebuah peluang dan memanfaatkannya, namun yang sering dilupakan adalah tetap memperhatikan etika bisnis dan juga regulasi yang mengaturnya. Jika ketiga hal tersebut tidak terintegrasi dan terkolaborasi dengan baik maka tidak tercipta bisnis yang beretika (*Polite Business Environment*).

**Kata Kunci: Peluang Bisnis, Etika bisnis, Perlindungan hukum (regulasi), Polite Business Environment**

## **KEGIATAN KNOWLEDGE SHARING DI UNIVERSITAS TELKOM BANDUNG**

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### **Abstrak**

Knowledge sharing merupakan aktivitas dimana seluruh anggota di dalam suatu organisasi saling berbagi pengetahuan dan informasi. Melalui knowledge sharing, setiap anggota organisasi dapat meningkatkan pengetahuan dan kualitas organisasi itu sendiri. Kegiatan melakukan knowledge sharing merupakan kegiatan penting yang harus dilakukan oleh setiap organisasi, termasuk organisasi pendidikan tinggi. Sehubungan dengan tujuan dari Universitas Telkom yang ingin menjadi universitas kelas dunia, maka penelitian ini bertujuan untuk mengetahui perilaku dan keinginan dari setiap dosen dari setiap fakultas untuk berbagi pengetahuan dan informasi. Sebelum Agustus 2013, Universitas Telkom merupakan empat institusi yang berdiri masing - masing di bawah naungan Yayasan Telkom. Keempat institusi tersebut adalah Institut Teknologi Telkom (ITT), Institut Manajemen Telkom (IMT), Politeknik Telkom (Poltek Telkom) dan Sekolah Tinggi Ilmu Seni Telkom (STISI Telkom). Sejak berubah menjadi universitas keempat institusi tadi menjadi fakultas, bahkan saat ini berkembang menjadi tujuh fakultas yaitu Fakultas Teknik Elektro (FTE), Fakultas Teknologi Industri (FTI), Fakultas Informatika (FIF), Fakultas Ekonomi dan Bisnis (FEB), Fakultas Komunikasi dan Bisnis (FKB), Fakultas Industri Kreatif (FIK) dan Fakultas Ilmu Terapan (FIT). Masing – masing fakultas memiliki budayanya sendiri – sendiri yang sudah terbiasa melaksanakan kegiatannya dengan caranya sendiri. Hasil dari penelitian ini adalah masing – masing fakultas sudah melaksanakan kegiatan knowledge sharing, namun masih harus ditingkatkan.

**Kata Kunci: Knowledge Sharing, Universitas Telkom**

## **PENGEMBANGAN KOPERASI KOTA BANDUNG MELALUI PEMETAANPELAKU USAHA KOPERASI DAN USAHA UNGGULANNYA**

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### **Abstrak**

Krisis yang terjadi di Indonesia pada 1997, dilanjutkan dengan krisis ekonomi dunia pada tahun 2008 serta krisis Eropa di Yunani pada tahun 2012, Usaha besar satu persatu gulung tikar karena bahan baku impor meningkat secara drastis, biaya cicilan utang meningkat sebagai akibat dari nilai tukar rupiah terhadap dolar yang menurun. Diluar dugaan, ternyata UKM dan koperasi di Indonesia yang dianggap kecil justru dapat menghadapi keadaan krisis ini. UKM dan Koperasi malah mampu eksis dan berperan sebagai jangkar ekonomi di Indonesia. Tujuan dari penelitian ini mengidentifikasi posisi koperasi berdasarkan daya tarik pasar dan sumber daya dan profil Inventarisasi andalan bisnis koperasi didasarkan pada komitmen dan kompetensi bisnis koperasi dalam menjalankan usaha koperasi Penelitian ini menggunakan analisis deskriptif, dengan menggunakan dua (2) pendekatan, (1) literatur study ; dan (2) Survey (wawancara, diskusi kelompok dan observasi). Data survei dilakukan di 75 koperasi dan Satuan Kerja Pemerintah Daerah di Kota Bandung Penelitian ini menyimpulkan Koperasi di Kota Bandung dalam posisi pertumbuhan, yang membedakan koperasi kota Bandung dengan koperasi di kota-kota lain adalah: 1) padat karya; 2) keterampilan tradisional sederhana.; 3) Produk Budaya; 4) Struktur modal berasal dari ekuitas dan pinjaman dari sumber informal; 5) Cepat dan respon yang fleksibel; 6) Kreatif dan Inovatif

**Kata Kunci : koperasi, usaha unggulan**

## **PERSEPSI MAHASISWA TERHADAP PELAKSANAAN MATA KULIAH KEWIRAUSAHAAN DI UNIVERSITAS CIPUTRA**

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### **Abstract**

*Unemployment is still and has been a major problem in Indonesia. Ironically, numbers of unemployment not only came from uneducated workforce. College graduates whom definitely educated workforce also contributed in the level of unemployment. It means, assumption that education supposed to help and benefit the graduates to have a proper job is no longer true, due to the limited job offers. Dealing with this reality, the mentality in becoming a job seeker of college graduates should change into a job creator. Education institution can a part of this new paradigm by giving its students adequate knowledge and experience to be a job erator. Being a newcomer, Ciputra University that established in 2006 by Indonesian entrepreneur Dr. Ir. Ciputra, chairman of Ciputra Group already known as an entrepreneurial university. Ciputra University focuses all the academic activities to develop entrepreneurial spirits. By doing this, Ciputra University requires its graduates to possess knowledge and skills in understanding real business practice from entrepreneurial point of view. The primary purpose of the study was to reveal the perception of students enrolled in International Business Management department at Ciputra University regarding their experiences with the entrepreneurial program. The qualitative approach was employed in this study and the data were collected using in-depth interview with four students who voluntarily become the respondents. They all agreed that skills, knowledge and practice in becoming an entrepreneur are very important to prepare them entering the real marketplace and Ciputra University provides this experience satisfactorily within its entrepreneurial program.*

**Keywords:** *unemployment, entrepreneur, entrepreneurial spirits*

## MEKANISME KONTROL DAN EKSPROPRIASI PADA PERUSAHAAN DI INDONESIA

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### **Abstract**

*This study examines the leverage as a control mechanism against expropriation through tunneling at utilization assets. This study uses panel data with a sample of 136 companies in Indonesia in the period from 2001 to 2012 and was done by using regression estimation. The results prove that the leverage has a nonlinear effect on asset utilization. Leverage at a low level will cause the expropriation through tunneling is done by institutional owners but at higher levels it can be used as a leverage control mechanisms. This study implies that the mechanism of control of the assets can be made through leveraged utilization. This study proves and provides solutions for expropriation through tunneling that occurred in Indonesia. This study also contributes to the agency theory testing model that uses non-linear testing.*

**Keywords:** *leverage, asset utilization, expropriation, tunneling, control mechanisms.*

## TELKOM UNIVERSITY STUDENTS PREFERENCES IN CHOOSING INTERNET ACCESS

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### *Abstract*

*Educational institution, student, faculty, and employee get many benefits of accessing information over the internet. One of the leading educational institution in Indonesia that utilize the internet access is Telkom University (Tel-U) Bandung. The utility of e-education such as expanding network partners either within or outside the country, as well as cost reduction. As Internet access providers are popping up due to the increasing of demand for internet access, the internet providers offer a wide variety of their products include service that offers high speed connections or bandwidth services to the Internet (broadband). The purposes of this study are to determine consumer preferences and to determine the most dominant attribute selected in choosing internet access by Tel-U students. This research is a descriptive study with a traditional conjoint analysis that uses a rating scale as the scale of the instrument. The questionnaire distributed to 150 Tel-U students using proportionate random sampling method and the attributes tested consist of internet access network, internet access instrument, cost, time of access and service packs. The results of this study based on importance scores indicate that Tel-U students sequentially consider that internet access network as the highest preference followed by internet access instrument, time to access the internet, the cost of accessing the internet and service packs to access the internet. And the ideal profile for Tel-U students is using SIMCARD for internet access network, TAB to access the internet, morning time to access the internet, costs Rp 10,000 - Rp 150,000 per month to access the Internet and using unlimited package.*

**Keywords :** *Preference, Internet Access, Traditional Conjoint, Telkom University Students*

## **ADVANCING TEACHING AND LEARNING ENTREPRENEURSHIP AT UNIVERSITY LEVEL**

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### ***Abstract***

*The last few years have witnessed a greater number of colleges and universities in Indonesia – both business and non business schools - offering Entrepreneurship Course. Little attention, however, has been paid to the effectiveness of the courses offered so far. It is assumed that one of the key components missing in teaching entrepreneurship is to direct students towards learning culture which will result in making them enthused to have a stronger entrepreneurship intention and start new business ventures. This paper is based on a quantitative and qualitative research which the writer has been carrying out at Politeknik Ubaya in order to study to what extent the Entrepreneurship course offered has impact on the entrepreneurial intention of the students at Politeknik Ubaya. The subjects are non business students who, despite their being potential originators of ideas, often lack business knowledge to develop their concepts and better information to support entrepreneurial behavior. Analysis of quantitative data is done through instrument and hypothesis tests whereas qualitative data analysis through thematic analysis and data tabulation. Based on the findings of the study, the paper suggests several implications for a more effective entrepreneurship course/ program, practice and future research.*

**Keywords :** *Entrepreneurship course, entrepreneurial intention, entrepreneurial behaviour*

## PENGGUNAAN ANALISIS BILOT PADA PEMETAAN PERGURUAN TINGGI SWASTA DI KOTA PALEMBANG

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### **Abstract**

*Choosing a college is not as easy as selecting the product, because the decision must consider the future value. Nevertheless, there are similarities prospective students in choosing a college, especially Private College (PTS), which is in the form a set of preferences through some process then will choose based on the level of interest. There are several factors that can influence the preferences of students choose courses at the college, including the cost of education, academic quality, facilities, location, reputation and social life. For that we need a strategy that is appropriate to the position of each PTS compared to its competitors. One step that can be used to start viewing position PTS is through mapping. The results of this mapping can be used as consideration in making improvements to increase the number of students in the years to come. Biplot analysis conducted on secondary data reports PDPT (Higher Education Data Base) of Kopertis II Palembang. Biplot analysis results show that the adjacent positions showed a similarity to each PTS. PTS to form the University and Polytechnic divided into three groups. PTS with High School forms can be grouped into 8 groups. PTS to form the Academy can be classified into six groups with the characteristics and attributes of each.*

**Keywords:** *mapping, positioning, biplot analysis*



**OPTIMALISASI PENYALURAN ZAKAT PROFESI  
DI KOTA BANDUNG  
(Studi Kasus Penarikan Zakat Profesi di Pemkot Bandung Jawa Barat)**

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**Abstrak**

Zakat merupakan kewajiban bagi umat Islam setelah shalat, ibadah ini pada umumnya ada dua syarat, (1) nishab (2) haul. Setiap pekerjaan yang mendatangkan hasil (uang) baginya ada zakatnya, termasuk Pegawai Negeri Sipil, sebagai profesi yang dijalani setiap hari. Bagi amilin yang mengelola dituntut optimalisasi penyaluran zakat yang terkumpul kepada yang berhak menerimanya sebagaimana diisyaratkan dalam Qur'an (Q.S. 9 : 60), ketimpangan dan ketidakprofesionalan menjadi masalah dalam pembagian.

**Kata Kunci : Nishab, haul, profesi, optimalisasi**

**ANALISIS PENGGUNAAN SISTEM INFORMASI ONLINE  
BERDASARKAN EUCS PADA MAHASISWA FAKULTAS EKONOMI  
DAN BISNIS UNIVERSITAS SUMATERA UTARA**

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**Abstrak**

*Tujuan penelitian ini adalah untuk mengukur variabel EUCS yang terdiri dari Content, Accuracy, Format, Ease of Use, dan Timeliness terhadap Satisfaction (kepuasan) penggunaan sistem KRS online di kalangan mahasiswa Fakultas Ekonomi dan Bisnis USU. EUCS telah mendapat perhatian yang lebih meningkat didalam literatur Sistem Informasi Manajemen pada saat ini. Model EUCS dikembangkan oleh Doll dan Torkzadeh (1988) untuk mengukur kepuasan pengguna (end-users). Pada konteks EUCS, seseorang dapat mengukur kepuasan pengguna terhadap suatu sistem (perilaku terhadap objek) atau kepuasan dengan penggunaan suatu sistem (tingkah laku terhadap perilaku). Penelitian dilakukan dengan menggunakan serangkaian kuesioner kepada 92 responden. Hasil penelitian memperlihatkan bahwa faktor Content, Accuracy, Format, ease of Use dan Timeliness secara bersama-sama memiliki pengaruh yang positif terhadap kepuasan pengguna. Sementara variabel Content, Accuracy, Ease of Use dan Timeline secara parsial memiliki pengaruh significant terhadap kepuasan pengguna, namun variabel Format memiliki pengaruh tidak significant terhadap kepuasan pengguna. Oleh karena itu hasil penelitian ini mendukung model Doll dan Torkzadeh (1988)*

## **FDI IN TOURISM SECTOR ANDECONOMIC GROWTH IN SUMATERA UTARA**

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### *Abstract*

*Globalization and neo liberal policies such as liberalization and privatization have generated a significant growth for FDI and considered an important source for capital and foreign currency, capable of spurring economic growth in developing countries. One sector that received particular attention, due to its significant contributions towards economic development, especially in Indonesia, is tourism. Tourism investments in Indonesia are mainly focused on the development of fully-integrated resort sites that help to boost the construction of tourist facilities such as hotels and the development of the surrounding environment through social and cultural aspects. The total contribution of travel and tourism to her GDP was IDR736.3 billion or 8.9% of GDP in 2012. Foreign direct tourism investments grew by 210% between 2011 and 2012, or at an annual compound average growth rate of 38% between 2006 and 2012. While the implications are at national level, not much could be gathered on the local perspectives. This paper intends to explore the implication of FDI in tourism sector towards economic growth in one of tourism attraction provinces in Indonesia – Sumatera Utara. Specifically, which economic factors contributed towards FDI inflows and their impacts on economic growth in Sumatera Utara.*

**Keywords:** *Economic growth, FDI, tourist attraction, tourism*

## **PENGARUH KOMITMEN ORGANISASI TERHADAP KUALITAS SISTEM INFORMASI (SURVEI PADA PERBANKAN DI BANDUNG)**

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### ***Abstract***

*The purpose of this research is to analyze and learn the effect of organisational commitment on information system quality. This research uses survey method with description verification approach, conducted on operational staff bank in Bandung as the unit of analysis, which constitute of 77 respondents. The type of data is primary data collected by a questionnaire research instruments, and then statistically tested using simple regression. The results of this study indicate that the information system has not been efficient and integrated harmoniously. Information system has not been qualified because organisational commitment does not fully ensure the implementation of the system. So, this research has shown that there were interrelationship correlation between organizational commitment and information system quality and the test results showed that organisational commitment were significantly effect on information system quality.*

***Kata Kunci: organisational commitment, information system quality and bank in bandung***

## **MENGAJI RELEVANSI SERTIFIKASI PROFESI BIDANG MANAJEMEN BISNIS DI ERA MASYARAKAT EKONOMI ASEAN**

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### **Abstrak**

Rencana pemberlakuan kesepakatan Masyarakat Ekonomi ASEAN (MEA) tahun 2015 memunculkan kekhawatiran bahwa Indonesia akan menjadi pihak yang dirugikan mengingat daya saing Sumber Daya Manusia (SDM) yang relatif lebih rendah dari negara ASEAN lain terutama dibandingkan 5 negara ASEAN utama (yaitu Philipina, Thailand, Malaysia, Brunei apalagi Singapore). Data index pembangunan manusia menunjukkan bahwa Indonesia berada pada urutan ke enam atau paling bawah dari negara ASEAN utama, walaupun lebih tinggi dari negara CLMV (Kamboja, Laos, Myanmar dan Vietnam). Hasil penelitian "Persepsi pelaku pendidikan di universitas terhadap pemberlakuan Masyarakat Ekonomi ASEAN" (Andadari dan Rupidara, 2013), memperkuat kekhawatiran ini dimana para pelaku pendidikan di universitas baik mahasiswa, dosen maupun pejabat struktural tidak terlalu optimis dengan kualitas SDM calon tenaga kerja Indonesia. Selain rendahnya kualitas SDM Indonesia, kekhawatiran lain adalah ketidak siapannya infrastruktur pendidikan di Indonesia. Seperti diketahui menjadi konsekuensi bagi industri untuk dapat memenuhi kompetensi SDM yang dapat diterima oleh pasar global. Pemenuhan tenaga kerja yang berkualitas dibuktikan dengan sertifikat kompetensi profesi. Dengan globalisasi, industri akan dituntut memenuhi tuntutan SDM internasional. Konsekuensinya mereka harus mematuhi aturan yang disepakati internasional terutama pada kompetensi SDM di bidangnya. Seperti diketahui, sangat banyak tenaga kerja Indonesia yang tidak memiliki sertifikasi profesi sehingga punya kemungkinan tersisih apabila industri yang ada mensyaratkannya. Artinya meskipun perusahaan itu milik orang Indonesia terpaksa akan mengambil tenaga kerja asing yang lebih siap dengan kepemilikan sertifikasi profesi. Penelitian ini bertujuan untuk memperoleh gambaran tuntutan sertifikasi profesi bidang Bisnis Manajemen di Indonesia. Selain menggambarkan peta sertifikasi profesi dalam bidang Bisnis Manajemen di Indonesia yang ada juga membahas bagaimana program studi Manajemen merespon tuntutan ini. Penelitian ini merupakan kajian teori mengumpulkan data dari penelitian sebelumnya.

**Kata kunci:** masyarakat ekonomi ASEAN, daya saing tenaga kerja, sertifikasi profesi

## **MANAGING FASHION FESTIVAL AS A CREATIVE EVENT TO DEVELOP POTENTIAL DESTINATION IN EAST JAVA**

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### ***Abstract***

*This study is focusing on managing creative event to attract visitor(s) to come to Jember – East Java, where the city itself has no culture that Jember people were proud of before and do not have potential sources to develop its city as potential destination. Fashion Carnival was initiated by involving local people to make the event more attractive. The purpose of the research are to observe the mindset of people who lives in Jember toward the changes in Jember city from a “Santri” city to become an attractive city by organizing Fashion Festival as a creative event. It is also to develop its strategy in promoting the creative event in Jember. The research methodology are qualitative and quantitative and the data collections use primary and secondary data. The result of the research found out that the public response regarding the creative event in Jember, remote area is high. It is necessary for Jember to educate and socialize the creative event better to gain full support by the local people. It is also necessary to increase their art skill to improve the quality of the event as a further strategy to boost up Jember as a potential destination in East Java.*

***Keywords: Creative Event, local people, potential destination***

## **PENGARUH STRUKTUR ORGANISASI DAN PENGENDALIAN INTERNAL TERHADAP KESUKSESAN PENERAPAN SISTEM INFORMASI AKUNTANSI**

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### ***Abstrak***

*The accounting information system is in every organizations. Its existence is to provide information. That information would help user to make the usefull decision for their business continuity. The quality information only generated through the implementation of quality accounting information system. This paper aims to explain, not to test empirically the influence of organizational structure, internal control on accounting information system quality, in order to develop a theoretical framework as a basis for the hypothesis.*

***Keywords: Organizational Structure, Internal Control and Accounting Information Systems***

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*Manajemen Operasi*

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**PELAKSANAAN *KNOWLEDGE MANAGEMENT*  
DI SERIKAT PEKERJA  
(STUDI KASUS PADA FSPSI DI SURABAYA)**

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**Abstrak**

Kajian ini bertujuan mengungkap pelaksanaan pengelolaan pengetahuan (*knowledge management*) oleh serikat pekerja ketika melakukan fungsi-fungsi utamanya yakni perlindungan, pembelaan, dan penyampaian aspirasi para pekerja. Untuk itu dalam melakukan kajian ini digunakan metode kualitatif eksploratori dengan pendekatan studi kasus yang mana pengumpulan data dijalankan melalui dokumentasi dan wawancara pada Federasi Kimia, Energi, Pertambangan Serikat Pekerja Seluruh Indonesia (F KEP SPSI) di Surabaya. Kajian ini relatif baru dalam menggali penggunaan konsep *knowledge management* dalam praktik serikat pekerja di Indonesia. Kajian ini juga mampu menemukan cara kerja mengenai bagaimana pengetahuan berupa informasi, data, dan keterangan diperoleh, dikelola dan dimanfaatkan oleh para pemimpin dan anggota serikat pekerja. Lebih jauh, penerapan konsep *knowledge management* dipandang penting bagi serikat pekerja dalam upayanya mencapai serikat pekerja yang efektif.

**Kata Kunci:** *knowledge management*, serikat pekerja, SPSI

## **PENGARUH *TECHNOLOGY READINESS* KARYAWAN TERHADAP KEINGINAN UNTUK MENGGUNAKAN SISTEM INFORMASI TERINTEGRASI PADA SEKTOR PELAYANAN KESEHATAN**

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### **Abstrak**

Pelayanan kesehatan merupakan sektor industri yang melibatkan banyak pemangku kepentingan. Agar mampu menciptakan nilai yang optimal, kolaborasi antar pihak menjadi kunci bagi industri jasa yang padat modal dan padat karya ini. Oleh karena itu jasa pelayanan kesehatan membutuhkan sistem informasi manajemen untuk menghubungkan berbagai pihak terkait. Keberhasilan penerapan sebuah sistem informasi manajemen dipengaruhi oleh banyak faktor, salah satunya adalah kesiapan para pengguna. Penelitian kuantitatif ini bertujuan untuk mengetahui pengaruh kesiapan teknologi para personil dalam pelayanan kesehatan terhadap keinginan untuk menggunakan sistem informasi terintegrasi. Dimensi-dimensi dalam *technology readiness* (*optimism*, *innovativeness*, *discomfort* dan *insecurity*) diuji pengaruhnya secara empiris terhadap keinginan menggunakan sistem informasi terintegrasi. Terdapat dua hipotesis dengan hubungan positif (*optimism* dan *innovativeness*) dan dua hipotesis dengan hubungan negatif (*discomfort* dan *insecurity*). Sampel dalam penelitian ini adalah 31 karyawan dari empat Pusat Pelayanan Kesehatan (Puskesmas) di Surabaya yang dipilih secara acak, menggunakan metode *cluster random sampling*. Analisis *Structural Equation Modeling* (SEM) berbasis varian atau *Partial Least Square* dengan program *smartPLS 2.0* menunjukkan tiga dari empat hipotesis diterima. Satu hipotesis ditolak, yaitu ketidaknyamanan pengguna (*discomfort*) ternyata terbukti berpengaruh positif signifikan terhadap variabel keinginan untuk menggunakan teknologi informasi. Diskusi dan pembahasan atas temuan ini, serta saran penelitian lebih lanjut, juga dibahas dalam artikel ilmiah ini.

**Kata Kunci : *Technology Readiness*, Sistem Informasi Pelayanan Kesehatan, *Optimism*, *Innovativeness*, *Insecurity*, *Discomfort***

## **PERAN *INFORMATION SHARING* DALAM KEUNGGULAN BERSAING; STUDI PADA TEORI *RESOURCE BASED VIEW* (RBV)**

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### **Abstrak**

Sumber daya informasi merupakan faktor utama di dalam menciptakan keunggulan bersaing pada organisasi bisnis. Studi ini bertujuan untuk mengkaji tentang peran Information Sharing (IS) pada organisasi melalui kajian pada teori Resource Based View. Studi ini dilakukan dengan mengkaji beberapa penelitian yang telah dilakukan dan terkait dengan teori Resource Based View terhadap information sharing, serta untuk menguraikan pemikiran dalam sumber daya dan teori berbasis penyebaran informasi menjadi suatu alat dalam mencapai keunggulan berkompetisi. Didasarkan pada hubungan teori secara eksplisit, sehingga kita dapat mengetahui bagaimana pengelolaan informasi yang baik secara teori, apa saja elemen yang terkandung didalam informasi, dan bagaimana keunggulan kompetitif didapatkan melalui pengembangan dan eksploitasi informasi.

**Kata kunci:** Information Sharing, Resource Based View, KeunggulanBersaing

**RANCANGAN SISTEM PENGUKURAN KINERJA UKM DENGAN  
METODE *BALANCED SCORECARD* DAN PEMBOBOTAN PRIORITAS  
KINERJA DENGAN *ANALYTICAL HIERARCHY PROCESS*  
PADA CV. SANJAYA PUTRA LESTARI**

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**Abstrak**

Sistem pengukuran kinerja adalah tindakan pengukuran yang sistematis yang dilakukan terhadap berbagai aktivitas dalam rantai nilai yang ada pada perusahaan. Pada semua jenis usaha, termasuk Usaha Kecil dan Menengah (UKM), pengukuran kinerja diperlukan untuk mengetahui kesesuaian hasil kinerja terhadap rencana yang telah ditentukan sebelumnya, dan untuk mengetahui ada atau tidaknya penyimpangan selama pelaksanaan pekerjaan. Hasil dari pengukuran tersebut nantinya digunakan oleh perusahaan untuk secara terus-menerus meningkatkan kinerjanya, sehingga mampu bersaing dengan perusahaan lain yang menjadi kompetitornya. Dalam pengukuran kinerja, diperlukan suatu standar yang tepat sebagai tolok ukur perusahaan dalam mencapai tujuannya, salah satunya adalah dengan metode *Balanced Scorecard*. Hal ini dikarenakan *Balanced Scorecard* mengukur kinerja perusahaan dari aspek keuangan dan non keuangan, juga dari sisi internal maupun eksternal perusahaan. Selain itu, untuk mengetahui prioritas kinerja dari sasaran strategis perusahaan, diperlukan suatu alat pembobotan prioritas kinerja. Dalam hal ini, *Analytical Hierarchy Process* (AHP) adalah prosedur sistematis untuk mempresentasikan elemen-elemen dari berbagai macam masalah ke dalam bagian-bagian kecil yang berbentuk hirarki. Pada umumnya, hingga saat ini di Indonesia masih banyak perusahaan berskala kecil dan menengah (UKM) menjalankan bisnisnya tanpa memiliki visi, misi, dan strategi manajemen yang jelas. Bahkan tidak sedikit dari perusahaan-perusahaan tersebut tidak pernah melakukan penilaian terhadap kinerja bisnisnya. Kondisi tersebut juga dialami oleh CV. Sanjaya Putra Lestari, salah satu UKM yang terletak di Kabupaten Sidoarjo yang bergerak di bidang industri pengolahan kayu. UKM ini belum pernah merefleksikan visinya ke dalam sasaran-sasaran strategis, baik itu dari perspektif keuangan, konsumen, proses bisnis internal, maupun pembelajaran dan pertumbuhan, secara terintegrasi dengan baik. Hasil penelitian menunjukkan bahwa rancangan pengukuran kinerja dengan metode *Balanced Scorecard* menghasilkan 23 Key Performance Indicators (KPI) dari 15 leg indicator. Sedangkan pembobotan prioritas kinerjanya adalah peningkatan pendapatan perusahaan, peningkatan profit perusahaan dan juga peningkatan efektifitas biaya dengan bobot nilai yang sama, kepuasan konsumen, tingkat produktivitas karyawan, jumlah produk cacat, jumlah keluhan konsumen dan jumlah perbaikan keluhan memiliki bobot yang sama, kepuasan karyawan dan jumlah pelatihan karyawan juga memiliki bobot yang sama, jumlah konsumen yang kembali dalam setahun, kesesuaian jumlah alat produksi yang dibutuhkan dan juga kesesuaian jumlah unit komputer yang dibutuhkan memiliki bobot sama, ketepatan waktu menyelesaikan pesanan, jumlah pemeliharaan alat produksi dan juga jumlah pemeliharaan bahan baku, jumlah ketersediaan alat pengaman kerja, jumlah konsumen baru dalam setahun, dan KPI yang menempati posisi dua terakhir masing-masing ditempati oleh ketepatan waktu distribusi produk dan jumlah kerusakan bahan baku dari supplier.

**Kata Kunci:** Usaha Kecil dan Menengah, Pengukuran Kinerja, *Balanced Scorecard*, Key Performance Indicators, *Analytical Hierarchy Process*

## **MEMBANGUN MODEL IMPLEMENTASI STRATEGI BAGI SEBUAH ORGANISASI MELALUI KONFIGURASI TIPE-TIPE IDEAL DARI ELEMEN-ELEMEN 7-S MCKINSEY**

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### **Abstrak**

Pengimplementasian strategi secara sukses bukanlah hal mudah; semakin radikal tingkat perubahan lingkungan yang terjadi akan semakin sulit dalam melakukan pengimplementasiannya. Implementasi strategi atau eksekusi strategi, yang kini telah mendapat perhatian yang lebih besar, merupakan proses menerjemahkan strategi yang terpilih kedalam rencana-rencana tindakan dan aktivitas yang dilakukan oleh organisasi yang akan mengendalikan arah dan prioritas yang telah ditetapkan oleh strategi dan memungkinkan organisasi untuk mencapai dapat tujuan-tujuan strategisnya. Pada awalnya, implementasi atau eksekusi strategi sering kurang mendapatkan perhatian yang cukup, dan hasilnya sering tidak bisa diramalkan. Artikel ini mengusulkan sebuah model pengimplementasian strategi berbasis sistem dan pendekatan sintesis dalam sebuah organisasi, baik manufacturing maupun jasa, yang diharapkan mampu menyajikan input-process-output dari implementasi strategi secara efektif dan/atau efisien. Dari model yang diusulkan, yang menjadi input nya adalah tipe lingkungan, strategi hasil formulasi, dan elemen-elemen S lainnya dari McKinsey yang akan diselaraskan dengan strategi, yang merupakan prosesnya adalah proses implementasi berupa konfigurasi tipe ideal dari beberapa elemen S dari McKinsey dengan pemeran pusatnya adalah kepemimpinan (gaya manajemen). sedangkan yang merupakan output nya adalah kinerja organisasi jasa yang tinggi (sukses). Model berikutnya adalah model implementasi konfiguratif berbasis ekuifinalitas dari variable-variabel keorganisasian yang menghasilkan kesuksesan keorganisasian. Dari konfigurasi dengan menggunakan pendekatan sintesis diusulkan empat proposisi berdasarkan tipe lingkungan organisasi, yaitu lingkungan yang tenang, lingkungan yang variatif, lingkungan yang berbadai setempat, dan lingkungan yang turbulen. Proposisi 1: Apabila lingkungan bersifat tenang, perusahaan yang mengimplementasikan strategi reactor, struktur organisasi sederhana, sistem yang berbasis event, gaya kepemimpinan keperilakuan, dan berada pada budaya cooperation akan mencapai kesuksesan keorganisasian. Proposisi 2: Apabila lingkungan bersifat variatif, perusahaan yang mengimplementasikan strategi defender, struktur organisasi fungsional, sistem yang berbasis data, gaya kepemimpinan direktif, dan berada pada budaya produktivitas akan mencapai kesuksesan keorganisasian. Proposisi 3: Apabila lingkungan bersifat berbadai setempat, perusahaan yang mengimplementasikan strategi prospector, struktur organisasi divisional, sistem yang berbasis manusia, gaya kepemimpinan konseptual, dan berada pada budaya kreativitas akan mencapai kesuksesan keorganisasian. Proposisi 4: Apabila lingkungan bersifat turbulen, perusahaan yang mengimplementasikan strategi analyzer, struktur organisasi matriks, sistem yang berbasis event, gaya kepemimpinan analytical, dan berada pada budaya kualitas akan mencapai kesuksesan keorganisasian

**Kata Kunci:** Konfigurasi tipe ideal, model berbasis sistem, elemen S McKinsey.

## **MODEL MANAJEMEN PERSEDIAAN, AKTUAL VERSUS TEORY**

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### **Abstrak**

PT. Rajalu. adalah sebuah perusahaan swasta yang bergerak dalam bidang peleburan aluminium dan berlokasi di kota Surabaya, Indonesia. Bahan baku yang dipakai adalah scrap aluminium, yang didapatkan dari pembelian import dan lokal. Untuk mendapatkan bahan baku tersebut sekarang ini relatif sulit, mengingat persaingan antar perusahaan sejenis sudah semakin meningkat, oleh karena itu perusahaan memerlukan perhitungan yang cermat terhadap persediaan bahan baku tersebut. Tujuan penelitian ini adalah untuk membandingkan hitungan persediaan menurut kebijakan perusahaan dibandingkan dengan perhitungan menurut pendekatan teori, antara lain metode EOQ (Economic Order Quantity), EOI Economic Order Interval (EOI), Min-Max (Minimum-Maximum Inventory), P model dan Q model, mana yang paling optimal, apakah perhitungan menurut kebijakan perusahaan atau perhitungan secara teori.

**Kata kunci:** perhitungan kebijakan perusahaan, Economic Order Quantity, Economic Order Interval, Minimum-Maximum Inventory, perhitungan secara teori.

**PENGARUH SUPPLY CHAIN STRATEGY TERHADAP FIRM PERFORMANCE DENGAN SUPPLY CHAIN FLEXIBILITY DAN COMPETITIVE ADVANTAGE SEBAGAI VARIABEL INTERVENING PADA INDUSTRI KECIL DAN MENENGAH KONVEKSI (STUDI PADA SENTRA KONVEKSI KABUPATEN LAMONGAN DI DESA TRITUNGGAL KECAMATAN BABAT KABUPATEN LAMONGAN)**

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**Abstrak**

*This study aims to investigate how supply chain strategy affects firm performance. Supply chain flexibility and competitive advantage act as mediating/intervening variable for the relation between supply chain strategy and firm performance. Six hypotheses were developed and tested toward 50 small medium enterprises (SMEs) of garment industry in garment center of Lamongan regency, East Java-Indonesia. The relationship between variables in this research was analyzed using Partial Least Square (PLS). This research found that supply chain strategy has positive effect on supply chain flexibility with *t*-statistics 8,576882 and supply chain flexibility has positive effect of 5,565373 on firm performance. Supply chain flexibility also has positive effect on competitive advantage and competitive advantage has positive effect on firm performance with *t*-statistics value 2,442795 and 2,637269. This research also found that supply chain strategy has no effect on competitive advantage and has negative effect on firm performance. This is shown by the value of *t*-statistics of the effect of supply chain strategy on competitive advantage 0,927379 and the effect of supply chain strategy on firm performance -1,764647. Overall, the result shows that small medium enterprises can improve their performance if they have appropriate strategies and supported by flexibilities in their supply chain. Research limitations, implications, and future research directions are provided in the last part of this paper.*

**Keywords:** *supply chain strategy, supply chain flexibility, competitive advantage, firm performance, small-medium enterprises*

**ANALISIS DEFECT PRODUCT MELALUI THE BASIC SEVEN TOOLS OF QUALITY DAN METODE FMEA UNTUK PERBAIKAN KUALITAS PRODUK KAPSUL LUNAK VITAMIN A 200 000 IU PADA PT. KIMIA FARMA TBK. PLANT WATUDAKON**

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**Abstract**

*Quality have an important role in todays tight competition. The good quality will improve the company's performance in satisfying customer and also to fulfill customers expectations. PT. Kimia Farma Tbk. Plant Watudakon is a pharmaceutical company in Indonesia which is produce Vitamin A 200.000 IU. Defective product are often found specially in the shape of capsule is not perfect. Therefore, the company needs to improve the quality of their products in order to minimize the number of defective products and reduce production errors and increased efficiency of production costs. The purpose of this research was to identify the factors that influence the occurrence of defects in soft shell capsule Vitamin A 200.000 IU by using analysis the basic seven tools of quality and provide recommendations by using FMEA method. The result showed that the number of defects in the shells of Vitamin A 200.000 that occurring during the year 2010 as many as 46.000 capsules and the biggest cause of defective comes from the category of machine. FMEA method is use to identify the risk level of each cause for each category through RPN value. The result identified that the highest risk value of each type of defects is the workings of a washing pam with RPN value of 280 (dented) and mould that can not be cut perfectly with RPN value of 168 (sprawl) and 105 (leak). Further analysis of this research proposed improvements in order to reduce the causes of defects with the highest risk by adding a special operator, change the design, or buying a new machine (washing pam) and increasing the frequency of inspections, or replace the cutter (mould).*

**Keywords: Defect, The Basic Seven Tools of Quality, FMEA**



**PENGEMBANGAN MODEL KONTRIBUSI NETWORK GOVERNANCE  
DALAM *VALUE CHAIN* UNTUK MENINGKATKAN KEUNGGULAN  
BERSAING USAHA PERIKANAN TANGKAP  
(SURVEI PADA NELAYAN PERIKANAN TANGKAP  
DI KABUPATEN INDRAMAYU)**

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**Abstrak**

Dengan luas lautan mencapai dan panjang pantai 81.000 km, Indonesia memiliki potensi ekonomi laut setara dengan 12.000 trilyun rupiah. Pulau Jawa dan Bali merupakan penghasil perikanan tangkap terbesar di Indonesia, dan Jawa Barat menduduki urutan ke dua terbesar produksi perikanan tangkap di Pulau Jawa, dan di Prov Jawa Barat itu sendiri, Kabupaten Indramayu memiliki potensi ikan laut tangkapan terbesar dan jumlah nelayan terbanyak. Dengan potensi produksi terbesar ini, seharusnya Kabupaten Indramayu mampu meningkatkan kesejahteraan para nelayannya, tetapi dikarenakan sistem rantai penjualan hasil tangkapan nelayan kurang berpihak pada nelayan, maka para nelayan di Kabupaten Indramayu belum memiliki keunggulan bersaing dalam menjalankan aktivitas usaha perikanan tangkapnya. Penelitian ini bertujuan untuk menganalisis implementasi network governance pada ekosistem, saat panen, saat proses produksi dan produk sampai pada tangan konsumen. Dengan demikian yang menjadi unit analisis dalam penelitian ini adalah para nelayan, pedagang besar (pengumpul), pedagang eceran dan lembaga-lembaga lain terkait dengan network governance) di Kabupaten Indramayu. Metode yang digunakan adalah explanatory survey dan Focus group discussion. Penelitian ini menghasilkan sebuah pengembangan model kontribusi network governance dalam value chain untuk meningkatkan keunggulan bersaing usaha perikanan tangkap di Kabupaten Indramayu.

**Kata Kunci:** Network governance, Value chain, Ekosistem

## KONSEP MODELING DALAM STRATEGI PERENCANAAN WAREHOUSE

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### *Abstract*

*Current paradigm of supply chain management is growing rapidly, both in the application of business practices, as well as a critical study by academicians. Warehouse as a critical facility in the supply chain management, requires better management, so for that, the issue of planning and warehouse design becomes important, which one tool, namely: modeling of choice to ensure the warehouse and supply chain management in a broader sense to be more effective and efficient. This analysis aims to define the concept of modeling in warehouse management applications, both at the strategic level and operational level in a comprehensive manner, so as to provide a conceptual reference for future research and contribute to project planning in the field of warehouse management. Formulation of the problem in this analysis is 1). how the action plan from the planning and design of warehouse modeling. And 2). how the classification of modeling planning and warehouse design. The findings of this study with a modeling project, assign a classification model for warehouse management, especially in the planning and design aspects are: strategic planning model.*

**Keywords:** *supply chain, modeling, warehouse management, distribution center.*

## **IDENTIFIKASI UKURAN UKURAN PERSPEKTIF BALANCED SCORECARD BANK DAERAH**

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### **Abstrak**

Balanced Scorecard digunakan untuk pengukuran kinerja berdasarkan perspektif pembelajaran dan pertumbuhan, proses, pelanggan, dan keuangan. Bank daerah juga memerlukan ukuran ukuran yang harus dicapai untuk mewujudkan visinya. Penelitian ini melakukan identifikasi ukuran ukuran perpektif Balanced Scorecard perbankan melalui kajian teori, pilar Bank Regional Champion yang dikembangkan Asosiasi Bank Pembangunan Daerah (ASBANDA), laporan keuangan Bank Daerah, wawancara mendalam dengan pimpinan Bank Sumut, dan penyebaran kuesioner kepada karyawan dan nasabahnya. Hasilnya adalah sebuah rancangan Balanced Scorecard yang terukur bagi bank daerah. Ukuran perpektif pembelajaran dan pertumbuhan meliputi jumlah program induksi, pelatihan, sosialisasi, bentuk motivasi, respon bank, tindak lanjut terhadap saran, tindak lanjut terhadap kebutuhan pelanggan. Ukuran perpektif proses meliputi perluasan jaringan pelayanan, proses inovasi bank, proses operasi bank, jumlah Bank Perkreditan Rakyat (BPR) yang dibina, dan jenis serta jumlah informasi dari pusat informasi kepada BPR. Ukuran perspektif pelanggan meliputi pemahaman produk kepada masyarakat, akses layanan keuangan kepada masyarakat, pertumbuhan jumlah nasabah baru, upaya mempertahankan pelanggan, keuntungan yang diperoleh nasabah bank, repositioning terhadap corporate image bank daerah, dan peran dalam Apex bank. Ukuran perspektif keuangan meliputi modal inti, Return on Assets, biaya operasional terhadap pendapatan operasional, Net Interest Margin, Non Performing Loan, Loan to Deposit Ratio, pertumbuhan dana pihak ketiga, pertumbuhan penyaluran kredit, dan porsi kredit konsumtif berbanding kredit produktif. Ukuran ukuran Balanced Scorecard ini dapat diperkenalkan kepada Bank Daerah lainnya sebagai acuan.

**Kata kunci : Balanced Scorecard, Bank Regional Champion, dan bank daerah.**

**ANALISIS IMPLEMENTASITOTAL PRODUCTIVE MAINTENANCE (TPM) PADAMATERIAL HANDLING EQUIPMENT(MHE) DENGAN MENGGUNAKAN ANALYTIC NETWORK PROCESS (ANP) DAN SCORING MODELS DI SYNCHRONIZE DISPATCHING FACILITY (SDF) DHL EXEL SUPPLY CHAIN SURABAYA**

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**Abstrak**

*DHL is one of the world-class logistics group from Deutsche Post. In 2005, one division DHL in Indonesia, Supply Chain Division, joined with PT. Exel Indonesia and became DHL Exel Supply Chain (DESC). One of functions from Supply Chain Division of DHL is warehousing. DESC warehouse in Surabaya handling all Unilever products. Total Productive Maintenance (TPM) is a world-class maintenance program that introduced by Nakajima in 1989. Unilever is one of companies that implement this program. In 2012, DESC Surabaya implement TPM because they are one of Unilever Third-Party Logistics (3PL). Material Handling Equipment (MHE) is one of the tools to do business processes in the warehouse DESC. Conditions of MHE is certainly must be maintained and controlled for achieve optimal performance by way of maintenance. This study aimed to evaluate the implementation of TPM in Surabaya DESC warehouse with six parameters, productivity, quality, cost, delivery, safety & hygiene and morale. This study used a qualitative approach, using Analytic Network Process (ANP) to determine the weight of each cluster and linkages relationships among the criteria. Scoring Models use to determine the assessment of each criterion. Total score obtained is the result of multiplying the weight of ANP and value of assessment Scoring Models.*

**Keywords :** *Total Productive Maintenance (TPM), Material Handling Equipment (MHE), Analytic Network Process (ANP), Scoring Models, Distribution Center (DC)*

## **ANALISIS KINERJA DENGAN PENDEKATAN *BALANCE SCORECARD* UNTUK MENILAI RUMAH SAKIT BADAN LAYANAN UMUM**

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### ***Abstrak***

*Performance assessment approach using the Balance scorecard perceived to be the basis of a more thorough assessment. Moreover, for an institution that does not emphasis on profits but there are other aspects which are also very important to put forward. The purpose of this study was to investigate the performance of public hospitals using hospital cases in Jombang who has become the fully public service agency (BLUD). The results obtained that the performance results using the balanced scorecard approach in Jombang district general hospitals is considered quite good. In the sense that by not judging solely from the financial side, then the other three criteria receive the same portion to be assessed. The results of these assessments can show what should be done so that the hospital management can be better again. The results of evaluation using four criteria in the assessment shows that the balanced scorecard: Jombang district hospitals need to increase the number of employees and physicians are trained to improve their professionalism so that patients are satisfied and loyal and will able to improve hospital revenue. Hospitals should expand cooperation with third parties or with funding to support the hospital that had become a public service agency (BLU). Minimum service standards need to be evaluated to strengthen the implementation of the BSC performance assessment.*

**Keywords:** *Balanced Scorecard, strategy execution, publicservice agency (BLU), minimum service standards, tariffs.*

## **EVALUASI PRODUKSI BATIK DAN ALTERNATIF PERBAIKANNYA DENGAN MENGGUNAKAN METODE *GREEN QUALITY FUNCTION DEPLOYMENT II / GQFD-II*. STUDI PADA UKM BATIK**

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### **Abstrak**

Batik adalah salah satu warisan budaya Indonesia yang sudah diakui di mata dunia. Seiring dengan tren permintaan dunia yang kini mengarah pada produk yang ramah lingkungan, maka diperlukan pula proses produksi batik yang bersih dengan penerapan efisiensi dan ramah lingkungan (*eco-efficiency*). Pada penelitian ini dilakukan studi untuk mengevaluasi konsep produksi batik dengan menggunakan metode *Green QFD-II*. Metode ini tidak hanya mempertimbangkan aspek kualitas tetapi juga memperhatikan aspek lingkungan dan biaya ke dalam matriks-matriksnya. Ketiga aspek tersebut masing-masing dijabarkan dalam *Quality House*, *Green House*, dan *Cost House*. *Quality House* dibuat untuk mengetahui atribut-atribut kain batik apa yang diinginkan oleh konsumen, serta tindakan apa yang harus diprioritaskan oleh pihak produsen batik untuk memenuhi keinginan konsumen tersebut. Berdasarkan hasil pembuatan *Quality House* dapat diketahui bahwa atribut kain batik yang dapat memenuhi kebutuhan dan keinginan konsumen adalah: kain batik yang memiliki modifikasi corak, modifikasi bahan (sutera, serat nanas, dll), motif batik mengikuti perkembangan tren/mode, warna tidak mudah luntur, batik memiliki corak khas, serta proses produksi yang ramah lingkungan. *Green House* dibuat untuk mengetahui limbah yang terjadi selama proses produksi batik beserta dampaknya terhadap lingkungan, kemudian dapat diketahui poin-poin yang mengakibatkan dampak lingkungan terbesar sehingga perlu untuk ditangani. Berdasarkan hasil pembuatan *Green House*, diketahui bahwa limbah yang perlu mendapatkan penanganan adalah dari limbah cair yang mengandung kadar BOD, COD, dan pH yang tinggi. *Cost House* dibuat untuk mengetahui biaya-biaya yang terjadi selama proses produksi batik, dan kemungkinan biaya-biaya tersebut untuk dikurangi, beserta dampak negatif yang mungkin ditimbulkan dari pengurangan biaya tersebut. Pada *Green QFD-II* ini digunakan matriks *Concept Comparison House (CCH)* yang mampu mengintegrasikan aspek kualitas, lingkungan, dan biaya. Hasil dari penelitian ini didapatkan bahwa “batik with recycling” (usulan) memiliki alternatif konsep terbaik karena memenuhi kriteria Q.E.C (*Quality, Environment, Cost*), terbukti dari “batik with recycling” memiliki tingkat *satisfaction* lebih tinggi (814) daripada “batik dasar” (590), total *environment impact* lebih kecil, dan biaya produksi yang lebih ekonomis (Rp 2.803.050) daripada “batik dasar” (Rp 2.858.250).

**Kata Kunci:** Batik, *Green QFD-II*, *eco-efficiency*, LCA, LCC

## **DAMPAK KOMITMEN MANAJEMEN TERHADAP INTEGRASI PROSES MELALUI BENEFIT ERP GUNA MENINGKATKAN KINERJA PERUSAHAAN MANUFAKTUR JAWA TIMUR**

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### **Abstrak**

Teknologi informasi telah berkembang dengan cepat dan memberikan keuntungan baik bagi perusahaan-perusahaan yang menerapkannya dan mengimplementasikan dengan sistem produksinya. Banyak perusahaan manufaktur telah mengintegrasikan sistem proses produksinya dengan menggunakan teknologi informasi guna mengurangi persediaan, mengurangi idle time yang disebabkan adanya ketidaksinkronan komunikasi antar departemen dan meningkatkan kepuasan konsumen dengan memberikan pengiriman produk yang tepat waktu. Teknologi informasi yang diimplementasikan perusahaan saat ini di Jawa Timur menggunakan teknologi ERP yang merupakan suatu teknologi informasi yang dapat mengintegrasikan seluruh departemen pada perusahaan manufaktur dengan menggunakan satu data base. Penggunaan ERP dengan baik oleh pebisnis guna meningkatkan kinerja perusahaan. Benefit ERP bagi perusahaan didapatkan dengan adanya operasional perusahaan berdasarkan penggunaan ERP maka tercipta keteraturan bisnis perusahaan yang akan berdampak pada strategi bisnis perusahaan. Benefit ERP berdampak pada integrasi proses pada perusahaan yang akan berdampak pada kinerja perusahaan. Penyebaran kuisioner yang dilakukan terhadap perusahaan manufaktur yang berada di Surabaya, Sidoarjo, Mojokerto, Pasuruan dan lain-lain. Penyebaran data kuisioner dan kunjungan ke perusahaan sebanyak 90 perusahaan dan diterima kuisioner sebanyak 90 kuisioner dan terdapat 3 kuisioner yang tidak diisi dengan lengkap, sehingga pada proses pemilahan kuisioner maka didapatkan 87 kuisioner yang dapat diolah lebih lanjut dengan respon rate sebesar 96,6 %. Menguji hipotesis penelitian ini guna menghasilkan suatu model yang layak (fit), maka analisis yang digunakan adalah Partial Least Square (PLS) dengan proses perhitungan dibantu program aplikasi software Smart PLS. Komitmen manajemen berpengaruh terhadap operasional ERP, pengaturan sistem bisnis ERP dan strategi bisnis ERP, sedangkan operasional ERP yang diterapkan tidak memberi dampak pada integrasi proses perusahaan. Pengaturan sistem bisnis ERP dan strategi bisnis perusahaan berdampak pada integrasi proses. Terakhir Integrasi proses perusahaan berpengaruh terhadap peningkatan kinerja bisnis perusahaan.

**Kata Kunci: Komitmen Manajemen, Benefit ERP, Operasional Proses ERP, Pengaturan Sistem Bisnis, Strategi Bisnis, Integrasi Proses, dan Kinerja Perusahaan**

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*Manajemen Strategi*

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**KECOCOKAN STRATEGI DENGAN BUDAYA:  
DAMPAKNYA PADA KINERJA PERUSAHAAN  
(STUDI EMPIRIS PADA JARINGAN APOTEK PT. KIMIA FARMA)**

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**Abstrak**

Studi ini menguji tingkat kecocokan terbaik (best fitness) antara implementasi strategi dan budaya perusahaan serta implikasinya terhadap kinerja perusahaan. Kajian dilakukan dengan menggunakan data yang diperoleh dari PT. Kimia Farma Apotek. Sebanyak 114 manajer operasional Apotek Kimia Farma yang berlokasi di Pulau Jawa terlibat dalam penelitian ini sebagai responden. Data penelitian yang diperoleh melalui kuisioner dianalisis menggunakan metode analisis deskriptif data dengan program SPSS versi 20, dan analisis Structural Equation Modeling (SEM) dengan program statistik AMOS versi 7. Hasil penelitian menunjukkan bahwa implementasi strategi berpengaruh positif terhadap kinerja Apotek Kimia Farma. Budaya organisasi dengan tipe adhocracy culture dan clan culture berpengaruh positif terhadap kinerja Apotek Kimia Farma, sedangkan hierarchy culture dan clan culture berpengaruh positif terhadap implementasi strategi. Kecocokan antara implementasi strategi dan clan culture memiliki nilai pengaruh yang lebih besar pada Apotek Kimia Farma untuk menghasilkan kinerja yang lebih baik, daripada adhocracy culture, hierarchy culture dan market culture. Meski penelitian ini tidak bisa membuktikan semua hipotesis yang diajukan, sisi positif dari penelitian ini adalah, secara praktis, perlunya memberi perhatian terhadap pengembangan budaya oleh manajer menengah mengingat kedudukan mereka yang sangat sentral dalam mengimplementasikan strategi. Hal ini bisa diartikan bahwa implementasi strategi tanpa diikuti oleh pembangunan budaya yang cocok hanya akan menghasilkan kinerja jangka pendek yang tidak berkelanjutan.

**Kata kunci:** best fit; implementasi strategi; budaya perusahaan; kinerja

## **KONDISI STRATEGI KERJASAMA DAN STRATEGI BERSAING PERGURUAN TINGGI (Studi di PTS Kopertis Wilayah III)**

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### **Abstrak**

Globalisasi merupakan salah satu kekuatan paling signifikan untuk perubahan bisnis yang tidak hanya berdampak pada bidang ekonomi melainkan juga berdampak pada bidang pendidikan khususnya pendidikan tinggi dan perguruan tinggi sebagai penyelenggara pendidikan tinggi. Dalam konteks pendidikan tinggi, globalisasi berarti beroperasinya perguruan tinggi, dosen, dan peneliti asing ke suatu negara tanpa dapat dicegah atau dihindari. Akibatnya, perguruan tinggi menghadapi tantangan dan persaingan yang ketat dan memerlukan strategi bersaing yang unggul dan strategi kerjasama yang strategik agar perguruan tinggi mampu menghasilkan kinerja yang lebih baik. Penelitian ini bertujuan untuk mengetahui kondisi strategi bersaing dan strategi kerjasama perguruan tinggi yang dianalisa secara deskriptif statistik. Hasil penelitian menunjukkan bahwa strategi bersaing yang digunakan perguruan tinggi yang meliputi strategi biaya rendah, strategi diferensiasi, strategi fokus serta strategi kecepatan dan perubahan belum mampu bersaing dengan unggul, sedangkan strategi kerjasama yang dilakukan perguruan tinggi dengan berbagai stakeholder belum mampu dimanfaatkan secara optimal dalam menunjang kegiatan tri dharma perguruan tinggi.

**Kata Kunci : Strategi Kerjasama, Strategi Bersaing**

## **ANALISIS HUBUNGAN *VISION AND MISSION STATEMENT* DENGAN PERINGKAT PERUSAHAAN VERSI FORBES GLOBAL PADA PERUSAHAAN PERBANKAN YANG *GO PUBLIC***

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### **Abstrak**

Penelitian ini dilakukan untuk melihat apakah ada hubungan/keterkaitan antara vision and mission statement perusahaan dengan peringkat yang diperoleh perusahaan perbankan yang masuk dalam sepuluh perusahaan terbesar Indonesia versi Forbes Global. Perusahaan perbankan terpilih adalah perusahaan perbankan yang masuk dalam 10 perusahaan terbesar versi Forbes Global yaitu PT BRI, Mandiri, BCA, BNI dan Danamon Indonesia. Masalah dalam penelitian ini adalah bagaimanakah pernyataan visi dan misi perusahaan perbankan ditinjau dari lima kriteria visi dan sembilan komponen misi yang baik? Adakah hubungan/keterkaitan antara pernyataan visi dan misi perusahaan perbankan dengan peringkat yang diperoleh berdasarkan Forbes Global? Data yang dibutuhkan untuk menganalisis permasalahan di dalam penelitian ini adalah data sekunder dan dikumpulkan dengan studi dokumentasi. Data yang telah dikumpulkan kemudian ditabulasi, diberi bobot, skor dan nilai. Setiap komponen Visi dan Misi diberi bobot 0 sampai dengan 1 dan skor diberi 1 sampai dengan 7. Kemudian dihitung Nilai Tertimbang, yaitu bobot dikali dengan skor. Untuk mengetahui ada tidaknya hubungan antara vision and mission statement perusahaan perbankan dengan dengan peringkat menurut versi Forbes Global, digunakan Analisis Korelasi Rank Spearman ( $R_s$ ) dengan bantuan Software SPSS versi 19.0 for windows. Angka Nilai Tertimbang BRI, Mandiri, BCA, BNI dan Danamon ( 5,5 ; 4,95 ; 4,7 ; 5,15 dan 5,1)  $\geq 4$ . Ini menunjukkan bahwa BRI, Mandiri, BCA, BNI dan Danamon diatas rata-rata dalam memenuhi kriteria dan komponen visi misi yang baik. Adapun peringkat terhadap pemenuhan kriteria dan komponen visi misi yang baik adalah: 1). BRI, 2). BNI, 3). Danamon, 4). Mandiri dan peringkat 5) BCA. Berdasarkan hasil analisis korelasi menggunakan Spearman dan Kendall Tau-b, diketahui bahwa ada korelasi positif yang lemah antara visi dan misi dengan peringkat perusahaan. Akan tetapi korelasi tidak cukup signifikan untuk menggambarkan hubungan antara visi misi dengan peringkat perusahaan. Hal ini ditunjukkan oleh angka korelasi 0,200 dan angka probabilitas 0,624 dan 0,747.

**Kata Kunci:** Visi, Misi dan Peringkat

**STRATEGI PENINGKATAN NILAI TAMBAH DAN PENDAPATAN  
NELAYAN TANGKAP BERBASIS TEPUNG IKAN UNTUK MERAHAIH  
POTENSI PASAR PAKAN TERNAK UNGGAS SEBAGAI UPAYA  
MENGURANGI KETERGANTUNGAN IMPOR TEPUNG IKAN  
DI INDONESIA**

**(Survey di Sentra Produksi Kabupaten Tojo Una-Una Sulawesi Tengah)**

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**Abstract**

*The purpose of this study in short-term is to formulate fishermen's revenue-value added strategy in fish flour productions to reach potential poultry food market to reduce dependence on imported fish flour in Indonesia. The long-term goal of the study refers to the MP3EI is to implement value-added enhancements strategy for fishermen through programs and activities to meet the demand of the market to increase the income and welfare of fishermen in TojoUna-Una, Central Sulawesi of Indonesia. The sample is limited to fishermen who have fishing gear bouts and motor boats. The location of this study is in the Ampara City District ( Dondo village and Labuan village), Tojo District (Uekuli village and Tayawa village), and Una-Una District (Wakai village, TanjungPude, Una-Una village). The method used are descriptive and SWOT analysis. The results indicate that the successfulness of fishermen's revenue value-added strategy through fish flour productions to reach poultry food potential market is influenced by some steps: 1) to increase production through the improvement of fishing gear; (2) to build solid fishing cooperatives and marketing institutions (TPI); (3) to enhance access to capital through banking institutions; (4) to develop marine and fisheries-based entrepreneurship; (5) to provide a comprehensive, focused, and well-managed mentoring program; and (6) to monitor and evaluate the development and sustainability of the program.*

**Keywords:** *value-added products, fishermen's revenue, potential market for poultry food, imported fish flour dependence*

**ANALISA PERANCANGAN ULANG (REDESAIN)  
MODELOPERASIONALISASI PROGRAM BANTUAN  
OPERASIONAL SEKOLAH DALAM MENINGKATKAN EFEKTIVITAS  
PENYELENGGARAAN PENDIDIKAN DAN MEMENUHI HARAPAN  
MASYARAKAT**

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**Abstract**

*This study aims to establish a model operationalization BOS program, through the analysis of Quality Function Deployment. This study was based on the presence of a variety of complaints that come from the communities to the BOS program that they can not benefit from the one hand, and the other side the Government felt that the implementation of BOS has reached three rights are the right time, the right amount, and on target. Public dissatisfaction conditions to the program evidenced by the high dropout rates. The extent to which the BOS program helps students in education funding, in turn raises a big question mark because of government policies and rhetoric seem apparent. Because it was the children of farmers, laborers, street vendors, low class servants, janitors still do not get the ease and lightness in education. Free school which echoed the Government would make society under increasingly sad to hear that. The first results of this study is the expectation of the people to the BOS program, namely: most of BOS funds can be used to offset the cost of student transportation, schools have adequate science laboratories and maximum usage, quality textbooks provided by the school, BOS program can ease the burden of school, students can discuss with the teacher outside of school hours, and School Committee oversees use of the funds. From this analysis known gap formed between community expectations with the level of BOS concept is still very high, both western and central regions Indonesia. Researchers feel that there is no proper policy of the Government to secure the nation's ideals in improving quality through Learning Program 9 years. Therefore, we need strategies to be more comprehensive to narrow the gap between idealism with the realities on the ground, so that education becomes more obvious problems 'roots' and more 'effective and efficient' ways to overcome. Redesigns recommended are monitoring and evaluation, increase teacher motivation, integrated management system, operational guidelines for use of the funds, supervision attached, and additional facilities. To accomplish these results it is necessary to continue the research terms, that is for two eastern Indonesia: Maluku and Papua.*

**Keywords:** *recommendation of operationalization model BOS program, quality function Deployment*

**PENGARUH LINGKUNGAN EKSTERNAL DAN ORIENTASI  
STRATEGI TERHADAP KINERJA PERUSAHAAN  
(STUDI KASUS PADA IKM BATIK TULIS DI PANTURA  
JAWA TENGAH)**

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**Abstract**

*Alignment between strategies with external environment determines the viability and performance of the company. Batik SMEs in the Northern Coast of Central Java have performance and good potential, but yet, these efforts does not applying good strategy; moreover lack of obesevation to its surrounding environment. In addition, SMEs North Coast Batik in Central Java are also vulnerable to the impact of economic crisis, because SMEs were less able to adapt to external environmental conditions. This study examines the effect of external environment on performance of the companies and the influence of strategic orientation on firm performance. This study aims to identify and analyze the influence of external environment and the corporate strategy orientation on firm performance in SMEs Batik in Pantura Central Java. Samples were craftsman Pantura Batik in Central Java. As result, the sector external environment (competitors, suppliers, customers and government) had significant influence on performance of the company, included business continuity and development of its batik. Furthermore, strategic orientation (innovativeness, proactiveness, and risk-taking) in the batik business had strong influence on the development of their company's performance in each period. The batik craftsman in Northern Coast of Central Java have strong will to innovate, strong motivation to create different batik products, modify old products into new products to attract customers and prevent losses.*

**Keywords:** *external environment, strategic orientation and firm performance.*

## **ANALISIS KINERJA MODAL SOSIAL DAN MODAL INTELEKTUAL MAHASISWA WIRAUSAHA DI KOTA MEDAN**

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### **Abstrak**

Penelitian ini bertujuan untuk menganalisis kinerja *social capital* dan *intellectual capital* dalam meningkatkan kinerja mahasiswa wirausaha. Penelitian ini merupakan penelitian survey dengan tipe eksplanatori. Sampel yang digunakan dalam penelitian ini adalah 153 mahasiswa wirausaha di Kota Medan. Hasil penelitian menunjukkan kinerja dalam berwirausaha dapat tercipta melalui *human capital*, *customer capital* dan *structured capital* dan *social capital*.

**Kata kunci:** modal sosial, modal intelektual, mahasiswa wirausaha.

## **CLUSTER ANALYSIS OF BANKING IN INDONESIA: AN INITIAL STUDY**

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### ***Abstract***

*Global competition characterized by changing customer and technological requirement. To cope with this instability conditions, organizations need to focus on cost and quality advantage. To become more responsive to customer and market needs, it requires more than speed, also a high level maneuverability that has come to be the term agility. This research was conducted to investigate characteristic differences of competitive capabilities, competitive priorities, and non-financial business performance between agile and non-agile banks in Indonesia. Data was collected through mailed questionnaire to 250 bank's head office and branch office. Thirty seven questionnaires are returned yielding response rate 14.8 %. Result show that there are two clusters include agile and non-agile groups in Indonesian Banking which has significantly different in competitive capabilities, competitive priorities, and non-financial business performance*

***Keywords: Agility strategy, competitive capabilities, competitive priorities, and non-financial business performance***



## **STRATEGI EFISIENSI BEBAN *RUNNING REPAIR* (STUDI KASUS: PT. PELNI – TANJUNG PRIOK)**

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### ***Abstract***

*Maintenance is an important factor to be able to ensure consistency in the cruise ship. Ship maintenance can be defined as a business or activity conducted on the ship to prevent damage and to develop better condition. But the high cost of repairs (running repair) affects the revenue generated by PT. PELNI itself, in addition to it because the older the age of the ship, the high cost of running the repair can't be separated from the less controlled submissions made to the branch vessel. Effort to reduce the cost (efficiency). Efficiency will only be done with or without compromising the safety of shipping and the ship's mission.*

**Keyword:** PT. PELNI, *Ship maintenance, Running Repair, Efficiency*

## **INTEGRATED AGRIBUSINESS DEVELOPMENT STRATEGY BASED ON COCOA AND IMPROVEMENT OF PRODUCT VALUE-ADDED IN THE DISTRICT OF PARIGI MOUTONG, CENTRAL SULAWESI**

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### **Abstract**

*The short-term aim of this research is to provide an integrated system of agribusiness development strategy based on cocoa and product value-added in the District of Parigi Moutong, Central Sulawesi. The long-term aim is to produce an integrated system of agribusiness based on clusters which have the ability to improve the product value-added by developing agro-industries in the Subdistricts which have the potential resources. The methods employed to achieve these aims would be: 1) SWOT analysis of the integrated system of agribusiness development based on cocoa and an improvement of product value-added; 2) Cluster Analysis to identify agribusiness clusters for developing an integrated system of agribusiness. According to the SWOT analysis of Focus Group Discussion (FGD), the result confirms that the seven sampled Subdistricts descriptively have the strength and dominant opportunity in the subsystems of agribusiness and postharvest/marketing. However, the subsystem of agribusiness has disadvantages that farmers are not able to overcome pests and diseases, and as a result the cocoa production decreases by 50 percent, the quality of products is very low, and farmers have not done any fermentation because the price of fermented products and non-fermented products is similar. In addition, lack of participation of the plantation extension institutions in providing skills and knowledge to the farmers. Moreover, the capacity building of farmer associations is insufficient. It can be seen there is no cocoa co-operatives that exist from the seven sampled Subdistricts, even though there have been farmer groups and joint farmer groups. The cluster analysis (Internal Factor Analysis/IFAS and External Factor Analysis/EFAS) shows that from the seven sampled subdistrict, only three subdistricts (Lambunu, Balinggi, and Toribulu), will be developed to provide export market segment and domestic cacao industry. While the other four subdistricts (Parigi Selatan, Anpihabo, Kasinbar, and Sausu) can be prepared for development of domestic market. Based on theoretical and empirical study, the integrated system of agribusiness development strategy based on cocoa and product value-added in the District of Parigi Moutong, Central Sulawesi can use 6 T Model as internal factors namely: appropriate land, appropriate type, appropriate time, appropriate size, appropriate quantity and quality, and appropriate human resources. Besides, this integrated system is also supported by external factors called 3 D namely: market support, regulation support, and institutional support.*

**Keywords:** *development strategy, integrated agribusiness system, product value-added.*

## **SUPPLY CHAIN MANAGEMENT (SCM) DI PERGURUAN TINGGI: UPAYA MENINGKATKAN KEHANDALAN DAYA SAING BANGSA**

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### ***Abstract***

*Supply Chain Management (SCM) is an activity that refers to a relationship between the business actors, in order to obtain operation sources and to distribute them to consumer in a complex network. The objective of SCM is to maximize the overall result, one of them is improvement of creativity in college graduates. Integrity of SCM in the college education activity will improve the outcome. It is expected to generate excellent creativity and innovation abilities. The objection of this paper is to give conceptual explanation in Supply Chain Management in term of education activity, especially in college.*

***Keywords: Supply Chain Management, education service, college***

## KEUNGGULAN KOMPETITIF INDUSTRI KECIL ROTAN

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### Abstrak

Tujuan penelitian ini untuk melihat keunggulan kompetitif yang dilihat dari sisi Sumber Daya Manusia yang terdapat pada UKM rotan dalam membangun daya saing. Penelitian ini juga membahas tentang proses membangun sebuah organisasi yang kompetitif agar dapat menciptakan daya saing. Penelitian ini merupakan penelitian studi kasus yang menggambarkan Sumber Daya Manusia pada usaha kecil rotan di kota Medan, populasi dalam penelitian adalah UKM rotan yang memproduksi produk kerajinan rotan, yang berada di sentra rotan di jalan Gatot subroto, Sample dalam penelitian ini diambil dengan tehnik Purposive sampling minimal sudah beroperasi selama lima tahun dalam bidang usaha kerajinan rotan. teknik analisis melalui Internal Factor Evaluation (IFE) dengan membuat daftar faktor-faktor penting dari lingkungan internal baik kekuatan maupun kelemahan sebagai upaya menyesuaikan kapasitas skill terhadap daya saing. Menentukan nilai tertimbang yaitu perkalian antara bobot dengan rating. Hasil IFE matrik menunjukkan nilai tertimbang hanya sebesar 1,8 yaitu lebih kecil dari 2,5 (rata-rata tertimbang) yang memberi arti bahwa posisi internal dari UKM rotan cukup lemah, implementasi dari strategi pengembangan SDM pada UKM rotan yang berdasarkan kompetensi harus difokuskan pada pendidikan dan pelatihan serta motivasi sesuai dengan arah dan gerak perubahan lingkungan eksternal yang mempengaruhi UKM rotan sehingga dapat menyesuaikan diri dengan perubahan kebutuhan bisnis. Sebuah konsep menantang tentang peran para profesional SDM dalam melihat fokus dan aktivitasnya untuk menjadikan sebuah organisasi yang kompetitif. Konsepnya menyoroti mengenai dua hal, fokus dan aktivitas. Rentang fokus dibagi ke dalam fokus masa depan/strategik dan fokus harian/profesional, sedang aktivitas yang dibangun oleh profesional SDM direntangkan dari pengelolaan proses dan pengelolaan manusia.

**Kata Kunci :** Keunggulan Kompetitif, Sumber Daya Manusia, Daya Saing

**MODEL PENGEMBANGAN SUPPLY CHAIN MANAGEMENT (SCM)  
SEBAGAI SOLUSI MENGATASI KELANGKAAN  
PRODUK HORTIKULTURA  
(SURVEY PADA PELAKU USAHA PRODUK HORTIKULTURA  
DI PROVINSI JAWA BARAT)**

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**Abstract**

*Agriculture horticulture products in West Java has been happening with problem of scarcity. Due to the scarcity problem is not limited to just a matter of demand and supply but distribution process, planting schedules products, seeds are used also took part in the emergence of this scarcity problem. This study aims to (1) map the factors that cause the scarcity of horticulture products and (2) analyze the model of supply chain management (supply chain management : SCM). The research method used in this study is a descriptive analysis method. The data collection process itself is performed by in-depth interviews with informants. Informants in this study were farmers, collector farmers, and traders in the market. This study concentrated on commodities, namely red pepper and red onion with consideration of (1) the commodity most often experienced shortages, (2) the commodity has the highest level of demand compared to other commodities. For the study area, selected for the Bandung regency red chilli products to products and Cirebon onion. The research method used is the method of in-depth interviews. From the in-depth interview, the main problem is about transportation, the less precise information delivery, distribution of products to the market, weather, and the number of illegal levies burdensome farmers. Then refer to the reality of the above, it is necessary to develop a model of SCM product development horticulture can accommodate the interests of all parties as a solution to the common problem of scarcity.*

**Keywords:** *Supply chain management, horticulture*

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*Manajemen  
Kewirausahaan*

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**PENGARUH KECERDASAN ADVERSITAS DAN  
KEMATANGAN KARIR TERHADAP INTENSI BERWIRAUSAHA  
PADA MAHASISWA FAKULTAS EKONOMI  
UNIVERSITAS TARUMANAGARA**

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***Abstract***

*Nowadays, business world, especially small medium enterprises in Indonesia, needs many new and fresh entrepreneurs. Indonesia needs it to build a new working field so in the future the number of unemployment decreased. To make this happen, there are many ways, and one of that ways is doing a research about the entrepreneur intention. This is the main reason why researchers testing the influence of adversity intelligence and career maturity to entrepreneur intention by using regression method. The research in Economic Faculty of Tarumanagara University itself concluded that adversity intelligence and career maturity affect 58.3% entrepreneur intention by using 95% confidence level.*

***Keywords: Adversity Intelligence, Career Maturity, Entrepreneur Intention***

**PERAN PERBANKAN DAN PERGURUAN TINGGI  
DALAM PENGEMBANGAN USAHA MIKRO DI SUMATERA UTARA  
(STUDI PADA KELOMPOK USAHA SS1 BANK SUMUT)**

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**Abstrak**

Mengingat peran dari usaha mikro yang cukup besar dalam perekonomian Indonesia, maka dirasa perlu untuk melakukan kegiatan pengembangannya, dan pada saat ini banyak pihak yang turut serta dalam kegiatan pengembangan usaha mikro tersebut, antara lain pihak perbankan yang terkait dengan perkuatan permodalan usaha mikro, perguruan tinggi dengan kegiatan pengabdian kepada inasyarakat melibatkan para dosen terkait pengayaan pengetahuan dan wawasan pengusaha mikro berhubungan dengan bidang pengembangan yang ada, kegiatan inkubasi dan lain-lain. Makalah ini bertujuan untuk mengetahui hal apa saja yang telah dilakukan pihak perbankan (Bank Sumut) dengan perguruan tinggi (STIE Harapan) dalam kegiatan pengembangan usaha mikro di Sumatera Utara. Makalah ini ditulis berdasarkan penelitian multi years yang telah dilakukan sebelumnya. Jenis penelitian yang dilakukan adalah penelitian kualitatif dengan objek penelitian usaha mikro yang tergabung dalam kelompok SS1 binaan Bank Sumut. Tehnik penarikan sampel yang digunakan adalah purposive sampling, tehnik analisa data deskriptif. Pembahasan difokuskan kepada empat bidang pengembangan, yaitu bidang pengembangan produksi dan pengolahan, bidang pengembangan pemasaran, bidang pengembangan SDM dan bidang pengembangan desain dan teknologi. Hasil yang diperoleh. Bank Sumut hanya melakukan kegiatan perkuatan permodalan lewat kredit SS1-nya, perhatian hanya difokuskan kepada kegiatan pengembalian pinjaman, sedangkan pengusah mikro membutuhkan pengembangan dibidang lainnya, sedangkan STIE Harapan, telah melakukan berbagai kegiatan pegayaan pengetahuan dan wawasan pengusaha mikro diberbagai bidang, tetapi pembinaan dan pengembangan yang dilakukan tidak berkelanjutan.

**Kata Kunci : Perbankan, Perguruan Tinggi, Pengembangan Usaha Mikro**



## **IDENTIFIKASI PERMASALAHAN YANG DIHADAPI UMKM (USAHA MIKRO, KECIL DAN MENENGAH) DI PROPINSI JAWA TIMUR**

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### **Abstrak**

Pengembangan UMKM menjadi salah satu alternatif untuk meningkatkan ekonomi masyarakat. Hal ini juga untuk mendorong aktivitas ekonomi pada kalangan masyarakat pada umumnya, artinya aktivitas ekonomi tidak hanya ditopang oleh usaha menengah besar saja, tapi tumbuh dari kalangan masyarakat luas yang tengah mengembangkan UMKM menjadi usaha mikro dan kecil yang tangguh yang mampu bersaing di pasar dan ikut memenuhi kebutuhan masyarakat pada umumnya. Tujuan kajian ini adalah: 1) identifikasi permasalahan – permasalahan inti yang dihadapi oleh UMKM 2) menganalisis permasalahan berdasarkan pada cluster wilayah dan kelompok usaha yang dijalankan; 3) merumuskan kebijakan implementatif atas permasalahan – permasalahan yang dihadapi, sehingga menjadi bahan masukan bagi Stakeholder untuk pengembangan UMKM di masa yang akan datang. Metode kajian yang digunakan adalah pendekatan deskriptif eksploratif dengan identifikasi masalah – masalah yang dihadapi yang dilanjutkan dengan analisis tabulasi masalah umkm, yang digunakan untuk analisis berdasarkan pada cluster dan menguji kebutuhan – kebutuhan serta permasalahan berdasarkan criteria pengelompokan tertentu. adapun data yang digunakan adalah data primer yang diperoleh dari hasil pendampingan pada UMKM yang ada di wilayah Bakorwil I - Madiun dan Bakorwil II – Bojonegoro hasil pendampingan semester pertama tahun 2014. Hasil kajian yang dilakukan ini diharapkan mampu sebagai bahan masukan bagi stakeholder untuk pengembangan kebijakan – kebijakan lanjutan yang nantinya dapat sebagai bahan pertimbangan untuk membuat kebijakan bagi peningkatan kapasitas UMKM.

**Kata Kunci:** UMKM, permasalahan UMKM, kebijakan.

## **PENGARUH PENDIDIKAN KEWIRAUSAHAAN TERHADAP MINAT BERWIRAUSAHA DIMODERASI OLEH FAKTOR KECERDASAN EMOSI PADA MAHASISWA FAKULTAS BISNIS UKDW**

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### **Abstract**

*Entrepreneurship course is a compulsory course in Faculty of Business Duta Wacana University, both Accounting Department and Management Department. Lecture approach is also elaborated from semester to semester. At the beginning of offering this course, lectures was conducted by face-to-face approach in class given by lecturer and business practitioners. The main goal of entrepreneurship course is to equip students with knowledge about entrepreneurship. Entrepreneurial knowledge was further supplemented with entrepreneurial practice. It means that entrepreneurial education consist of two approach which are class of entrepreneurship theory and entrepreneurial practice. Having finished of entrepreneurial practice, the students give a feedback for further development, because entrepreneurship was believed to be one important factor for the economic growth of a country. Expert of economic growth, Schumpeter stated that factors that determine a country's economic growth is the number of entrepreneur who is able to innovate. This is in line with the statement of McClelland quoted by Ciputra in entrepreneurship lecture material, that in order for a country into a prosperous nation will require at least 2% of the population who are entrepreneurs or self-employment. On the other hand, Chandra (2001) states that entrepreneurs need to develop emotional intelligence so that entrepreneurs will be able to see the business opportunities, and capture something that is not captured by others. Therefore, entrepreneurial behavior should require optimal emotional intelligence. This study was conducted with students who already passed from Entrepreneurial Course as respondents. The research examine the effect of Entrepreneurship education on entrepreneurial intention with emotional intelligence as a moderating variable. Entrepreneurship education will be seen from the two instruments, namely Teaching Entrepreneurship Theory and Practice of entrepreneurship. The analytical method used is Moderated Regression Analysis (MRA). The research findings indicated that emotional intelligence variable did not influenced statistically on the relationship between entrepreneurial education and entrepreneurial intention of the students.*

**Keywords:** *Entrepreneurship education, Entrepreneurship Theory Teaching, Practice Entrepreneurship, entrepreneurial intentions, Emotional intelligence*

## **THE IMPACT OF ENTREPRENEURIAL EDUCATION ON THE STUDENT'S ENTREPRENEURIAL CHARACTERISTICS**

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### ***Abstract***

*The tendency of college graduates as job seekers rather than as the job creators, and the limited employment opportunities cause educated unemployment. The government attempt to develop a positive mindset for students about entrepreneurship as a career option. Student Entrepreneur Program is part of the strategy in higher education to facilitate students who have an interest in entrepreneurship. Therefore, the relationship of entrepreneurial education and entrepreneurial characteristics need to be examined. This study aims to analyze the impact of entrepreneurial education on the entrepreneurial characteristics. The population of this research are students of semester one to the last semester of State Polytechnic of Malang and Brawijaya University who have learned an entrepreneurial education. Judgment sampling is used to choose the sample. The data collection was done through questionnaires. The number of data processed are 206. The collected data were analyzed by using analytic descriptive statistics and regression analysis. The results shows that entrepreneurial education has a significant influence on entrepreneurial characteristics. The entrepreneurial education in the form of entrepreneurship training and involvement in the business training could improve the student's entrepreneurial characteristics.*

**Keywords:** *entrepreneurial education and entrepreneurial characteristics*

## THE IMPACT OF ZACH'S STAR SUCCESS TO SUCCESS OF BUSINESS (CASE STUDY: CREATIVE INDUSTRIES IN BANDUNG)

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### *Abstract*

*Policy and implementation of decentralization and regional autonomy in Indonesia since 2001 providing both opportunities and encourage local authorities and stakeholders perform a variety of other innovations, especially in conducting the preparation of local development planning with emphasis on the utilization of the potential and resources of the area are globally oriented. One of the potential areas that can be developed at the Bandung West Java, especially in terms of exploiting the potential of local power and assets that can represent the character of the city is based on entrepreneurial creative industries. Developed countries began to realize that at this time they could not rely on the rule in industrial anymore, but they must rely more on creative human resources, so that later in the 1990s began a new era of intensifying economic information and creativity, which is popularly called the Creative Economy driven by industrial sector called the Creative Industries. The purpose of the study is to determine how much influence the entrepreneurial factors to the success of the creative industries businesses in the city of Bandung and the variables that are most dominant influence on the success of the entrepreneurial creative industries in the city. The method used is the method of the survey, conducted in the descriptive analysis and verification. This study uses primary data and secondary data. Methods of data collection on a non-probability sampling with purposive sampling technique. Hypothesis testing using multiple linear regression analysis. The amount of influence Zach's Star Of Success to the successful operations of 69.5% and the remaining 30.5% is influenced by other variable factors outside Zach's Star Of Success, and entrepreneurial factors most dominant influence on the success of the entrepreneurial creative industries in the city is knowledge.*

**Keywords:** *Knowledge, Network, Energy, Commitment, Passion and success of the business.*

**PERANAN KEPEMIMPINAN TRANSFORMASIONAL DAN ORIENTASI  
KEWIRAUSAHAAN TERHADAP INOVASI PRODUK  
DAN KINERJA INOVASI  
(Studi pada UKM Batik di Jawa Tengah)**

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**Abstrak**

*In Small and Medium Enterprises (SMEs), leadership style and entrepreneurial behaviour have a strong impact in the innovativeness and firm performance. This research aims to analyze the effect of transformational leadership and entrepreneurial orientation in product innovation and innovation performance of SMEs in the batik industry in Central Java. Data were collected using questionnaires from owners/managers of SMEs in the batik industry in Central Java. Interviews were also conducted with some respondents to explore their behavior relevant with the topic being studied. Data from questionnaires were analyzed using Structural Equation Modelling (SEM). Data from interviews were used to provide more information in explaining the findings from SEM. Findings of the study confirmed that transformational leadership as well as entrepreneurial orientation positively affects product innovation and innovation performance. The use of interview allows this study to expand the previous knowledge and existing literature of leadership as well as entrepreneurial orientation and their relationship with product innovation and innovation performance. This study provides recommendations for policy makers as well as SMEs batik in order to develop the batik industry particularly in Central Java.*

**Keywords:** *SMEs, transformational leadership, entrepreneurial orientation, product innovation, innovation performance.*

## PERAN JENIS KELAMIN PADA MINAT BERWIRSAUSAHA MAHASISWA

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### *Abstract*

*By integrating the Theory of the Entrepreneurial Event (TEE) and Theory of Planned Behavior (TPB), this study aims to examine the moderating role of gender on the entrepreneurial intention model. The data were obtained by involving 154 active undergraduate students as respondents. The results from Structural Equation Modeling (SEM) analysis approach showed that gender moderate the direct effect of entrepreneurial knowledge on entrepreneurial intention significantly. The positive effect of entrepreneurial subjective norm on entrepreneurial intention is stronger and significant in female respondents than males. Furthermore, the effect of the perceived feasibility on entrepreneurial intention is not moderated by gender.*

**Keywords:** *gender, entrepreneurial intention, entrepreneurial knowledge, entrepreneurial subjective norm, perceived feasibility*

**KAJIAN LITERATUR:  
MODEL PEMBERDAYAAN PEREMPUAN USIA PRODUKTIF DALAM  
PENGEMBANGAN USAHA MIKRO KECIL DAN MENENGAH DI  
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***Abstract***

*Most of Micro Small and Medium Enterprises (MSME) in Indonesia strongly support the Indonesian Economy. The role of managers in MSME is very important, so managers should have an entrepreneurial spirit in developing it. One of managers should be developed is housewives who have productive age. Women especially housewives have potential in the management of the family finance. This potential encourages women to play an active role in family finance recovery by doing various productive activities. One of the productive activities is entrepreneurship because of the way can manage the balance between family life and generate income. However, problems that occur in Indonesia, especially in rural areas are mostly housewives only manage a family life without generating income. Therefore, the active role of women not only as housewife but need to have competence in the development of MSME. Empowerment of women through women's organizations in each region should be pursued so that women can increase their role and function in the development of MSME. Thus, this article aims to develop a model of empowerment of housewives who have productive age in order to develop the MSME. So, increasing the Indonesian Economy. This article is expected to provide insight for housewives that as a female entrepreneur can increase abilities dan skills to be an independent women and having professionalism.*

**Keywords:** *MSME, Housewife, Women Empowerment, Family Finance*

## **PERAN KEWIRAUSAHAAN DALAM MANAJEMEN KOTA UNTUK MENINGKATKAN SUSTAINABILITAS KOTA**

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### ***Abstract***

*City as a place for a population stay permanently in a long run has its complexity. City's dimensions is complex because of human and population complexity, those are economic, social, art and culture, politics, natural resources and environment management, and others. City's function in economic development for its citizen and countries is an important part, such as economic development in cities in South American becoming advantage for America Latin people and countries (McKinsey, 2011). Hence, citizen has not just needs economic development because economic development frequently suffers other dimensions of people and cities. For example, urban life could cost social dimension for some people; economic development could cost natural resources and climate. World Business Council for Sustainability Development (WBCSD, 2010) states an important thing for sustainability is how a place can sustain good living condition for life. A good city has to make its citizen live nicely and happily. City management is being an important key to increase city sustainability. Actors in city management are city government, business people/entrepreneurs and citizen, those three will affect city sustainability since those actors have their own motives for their city. To have a better and sustainable city, those actors should have entrepreneurial spirit which will help them to explore opportunities for better values for their cities. This essay is a literature review that discusses entrepreneurship role in actors in city management process to increase city sustainability. Government as policy maker and regulator, business people/entrepreneurs as economic actors, and citizen as market but also as subject in city development should working together in managing processes. Entrepreneurship as attitude, motivation lead those actors to set same vision for their city and entrepreneurship as innovation will help them to go beyond the vision to make a new values for more sustainable city.*

***Keywords: Entrepreneurship, City sustainability, City management***



**STUDI DAN ANALISIS KETERHUBUNGAN  
KAPABILITAS INOVASI DAN KINERJA INOVASI  
(STUDI KASUS: UKM ALAS KAKI DI KOTA SURABAYA)**

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**Abstrak**

Tulisan ini memaparkan hasil studi tentang keterhubungan kapabilitas inovasi (Innovation Capability) dan kinerja UKM terkait aktivitas inovasi (kinerja inovasi) dengan memperhatikan karakteristik perusahaan di Usaha Kecil dan Menengah (UKM) alas kaki Surabaya. Kapabilitas inovasi UKM diukur menggunakan konsep Technological Innovation Capabilities (TIC) dengan 7 (tujuh) dimensi kapabilitas, yakni: kapabilitas belajar (learning capability), kapabilitas R&D (R&D capability), kapabilitas manufaktur (manufacturing capability), kapabilitas pemasaran (marketing capability), kapabilitas alokasi sumberdaya (resources allocation capability), kapabilitas organisasi (organizing capability), dan kapabilitas perencanaan strategis (strategic planning capability), sedangkan kinerja UKM terkait aktivitas inovasi diukur menggunakan konsep Technological Innovation Performance (TIP) dengan 4(empat) dimensi kinerja, yakni: kinerja penjualan (sales performance), kinerja inovasi (innovation performance), kinerja produk (product performance), dan kinerja pertumbuhan penjualan (sales growth performance). Karakteristik perusahaan digambarkan melalui 3 (tiga) variabel utama, yakni: skala usaha, usia perusahaan, dan jenis produk. Penelitian ini dilakukan terhadap 50 UKM alas kaki di Surabaya, khususnya pada daerah kecamatan Tambaksari, kecamatan Kenjeran dan kecamatan Bulak. Proses pengumpulan data dilakukan dengan wawancara dan penyebaran kuisioner kepada pemilik dan pengelola UKM. Metode sampling yang digunakan adalah non probability-purposive sampling dengan populasi yang digunakan adalah UKM alas kaki di kota Surabaya. Teknik analisis data yang digunakan adalah structural equation modeling (SEM) berbasis pada Component atau Variance-PLSyang dioperasikan melalui program SmartPLS versi 2.0 Hasil penelitian menunjukkan bahwa skala usaha (mikro, kecil, dan menengah) dan jenis produk yang dihasilkan tidak mempengaruhi kapabilitas inovasi dan kinerja inovasi, tetapi usia operasi UKM secara signifikan mempengaruhi kapabilitas inovasi dan kinerja inovasi UKM alas kaki. Hasil analisis SEM menunjukkan bahwa marketing capability memiliki keterhubungan dengan innovation performance, organization capability memiliki keterhubungan dengan sales growth dan sales performance, R&D capability memiliki keterhubungan dengan innovation performance dan product performance. Sedangkan kapabilitas belajar (learning capability), kapabilitas manufaktur (manufacturing capability), dan kapabilitas alokasi sumberdaya (resources allocation capability) tidak memiliki keterhubungan terhadap kinerja inovasi,

**Kata kunci: kapabilitas inovasi, kinerja inovasi, UKM alas kaki**

**MEMBANGUN PRODUK PREMIUM PADA START-UP BUSINESS:  
STUDI KASUS PRODUK PREMIUM DALAM ENTREPRENEURIAL  
PROJECT MAHASISWA UNIVERSITAS CIPUTRA**

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**Abstract**

*Premium product is a product that usually can only be enjoyed only by certain people. It is related to the price of premium products tend to be expensive. Generally, consumers who are able to buy and consume the premium products are the middle and upper class society. The premium products usually easier distributed by companies that already have a brand of the product or a company that already has a good positioning of product. However, it is now possible for start-up business to create premium product and be able to compete with larger companies with the Increasing growth of entrepreneurial based education and the development of science. Ciputra University as one of the entrepreneurial based education institutions is able to encourage the students to create his own business through entrepreneurial education project. Nearly 90 percent of their businesses are new business and can be called start-up businesses. This study aims to explore how the premium product can be built upon start-up business. Through qualitative methods with in-depth interview techniques, this study will explore and collect the information about premium product that has been developed through the course of entrepreneurial projects. The subjects in this research are group of students who produce premium products and has run their businesses for at least 1 year. The result of this study shows that premium product can be created and built by start-up business by applying several strategies to introduce and educate the product to the market. Practical implication of this research is that the start-up businesses can identify important factors that affect the marketing effectiveness of a premium product and implement appropriate marketing strategy to build its product positioning*

**Keywords: Start-Up Business, Premium Product, Entrepreneurship**

**PENGEMBANGAN POLA KEMITRAANN RITEL SKALA KECIL  
UNTUK MENINGKATKAN KINERJA PEMASARAN DAN  
DAYA TAHAN USAHA  
(Studi Pada Ritel Perdagangan di Jawa Timur)**

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***Abstract***

*Retail business competition in Indonesia is complex to support the traditional retail durability efforts in indonesia. So, it's necessary to develop the partnership pattern that is oriented in entrepreneurship and business ethics for the small business player to build the marketing performance and the durability in the retail busines. This research is a qualitative deskriptive research, that using the focus group discusion and interview with retailer respondent in the east java. The result of this research are 1) the exploration result for the retail partnership pattern in East Java small market scale this time is running on the exclusive mutual pattern 2) Market performance and sustainability of retail of small scale market in East Java is showing the suustainability aspect, with the income average per month/day is always increase. From The aspect of quantity and goods completeness, the total of good is increase from the quantity and variance. 3) Creating a pattern of partnership-based on the entrepreneurship oriented and business ethics will be done by several ways: taking advantage of the existance of cooperative/association on creating relation with the supplier, gaining solidarity one another and aware the importance of unity between retailer to build the pattern that balanc. especially on determining the bargaining set position against the modern retail. Intensive giving the information to the retailer about the awareness of retail management based on entrepreneurship and business ethics.*

***Keywords :* Entrepreneurship Orientation, Business Ethics, Marketing Performance and Sustainability Retail Business**

## **BUSINESS MODEL CANVAS SEBAGAI ALAT UNTUK PERANCANGAN DAN EVALUASI MODEL BISNIS**

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### ***Abstract***

*The good company should has a business that fulfills four main criteria: unique, relevant to the needs of the market, profitable and sustainable. Commonly, beginner entrepreneurs have difficulty to find and plan business ideas (business model) to fulfill that the four main criteria. For entrepreneurs who run the business, sometimes have the problem to face the rapid changes of business circumstances that threat sustainable of the company, therefore it is necessary to make changes or evaluate business models regularly to fulfill that the three main criteria of business. Business model canvas is a simple and comprehensive tool to help beginner entrepreneurs and entrepreneurs who run the business to plan (create) business idea and evaluate the business model to face competition and rapid change in business.*

***Keywords: business idea, business model, evaluation, business model canvas***

## **IMPLEMENTASI KONSEP KEWIRAUSAHAAN SOSIAL SEBAGAI MODEL PEMBELAJARAN DI PERGURUAN TINGGI**

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### **Abstrak**

Pengangguran dan kemiskinan bagian dari masalah sosial di Indonesia. Social Entrepreneurship salah satu solusi yang ideal melalui kegiatan pendidikan yang terarah dan berkesinambungan. Kegiatan tersebut diharapkan dapat menekan angka pengangguran dan kemiskinan. Penerapan Social Entrepreneur dapat mengetahui permasalahan sosial dan memberdayakan entrepreneurship untuk melakukan perubahan sosial, terutama pada bidang kesejahteraan, kesehatan dan pendidikan. Social Entrepreneurship dapat memberikan perubahan iklim sosial ekonomi yang berpihak pada rakyat dan memberikan peluang baru bagi masyarakat secara umum. Perumusan masalah adalah bagaimana mengimplementasikan konsep kewirausahaan sosial sebagai model pembelajaran di perguruan tinggi ?. Desain penelitian adalah multiple case study. Metode pengumpulan data menggunakan pendekatan kombinasi (triangulation) yang meliputi: survey, observasi, field study, focus group discussion, PRA (Participatory rural appraisal) dan action research. Hasil penelitian menunjukkan implementasi kewirausahaan sosial dapat dilaksanakan dengan melibatkan semua unsur akademika meliputi dosen, mahasiswa dan pihak rektorat dan diwujudkan dalam bentuk lembaga. Lembaga tersebut diberi nama Pusat Pengembangan Bisnis Dan Kewirausahaan Sosial (P2BKS). P2BKS akan menjadi lembaga yang akan mengkoordinasikan kegiatan usaha mahasiswa melalui perencanaan bisnis yang unggul. Saran bagi perguruan tinggi untuk melakukan pendampingan bagi mahasiswa yang memiliki usaha yang potensial dan memberikan kontribusi bagi masyarakat sekitar.

**Kata Kunci:** Kewirausahaan Sosial, Pengusaha Sosial

## **EKSPLORASI KARAKTER *ENTREPRENEURIAL MARKETER* PEMILIK USAHA KECIL MENENGAH (UKM)**

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### **Abstrak**

Penelitian ini bertujuan untuk mengetahui karakter entrepreneurial marketing dari pemilik usaha kecil menengah. Karakter yang entrepreneurial diduga sebagai faktor yang berpengaruh bagi kinerja usaha kecil menengah. Lima informan pemilik usaha kecil menengah yang ada di kota Surabaya di wawancarai secara mendalam untuk mendapatkan apakah kelima informan tersebut memiliki karakter yang entrepreneurial secara khusus dibidang marketing (entrepreneurial marketing). Kelima informan adalah pemilik usaha yang bergerak dibidang makanan pada kategori usaha kecil. Hasil dari penelitian ini menunjukkan bahwa kelima informan memiliki delapan karakter entrepreneurial marketer yaitu digerakkan peluang; menciptakan sesuatu; berinteraksi secara berkesinambungan dengan pasar yang disasar; mengkombinasikan tujuan pribadi dan organisasi; memperhatikan fleksibilitas dan beradaptasi; menggunakan jejaring secara aktif; mengambil resiko yang tertimbang dan yang terakhir adalah memiliki etika.

**Kata Kunci: Karakter, Entrepreneurial marketer, kinerja, usaha kecil menengah (UKM)**

**INTENSI KEWIRAUSAHAAN MAHASISWA  
(PERBANDINGAN ANTARA FAKULTAS EKONOMI, FAKULTAS  
TEKNIK DAN FAKULTAS HUKUM UPN VETERAN JAKARTA)**

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***Abstract***

*The purpose of this study was to determine the entrepreneurial intentions of students of the Faculty of Economics at UPN Veteran Jakarta Engineering student, his primary goal was to compare the effects of most academic subjects and different atmosphere. The research was conducted using a survey of each of the male students as many as 150 people by questionnaire as data collectors. And purposive sampling as a sampling method. The results showed that learning about entrepreneurship courses, need for achievement, self-efficacy, educational background, and social networks have a significant effect on entrepreneurial intentions on being a student of the Faculty of Economics at the Faculty of engineering only self-efficacy, and social networks as well as background education significantly influence entrepreneurial intentions.*

***Keywords: entrepreneurship intentions, need for achievement, self-efficacy, social networking***

## **MODEL PEMBELAJARAN ENTREPRENEURSHIP DI PERGURUAN TINGGI**

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### **Abstrak**

Belum banyak mahasiswa lulusan perguruan tinggi yang memiliki jiwa kewirausahaan, kondisi tersebut didukung oleh kenyataan bahwa sebagian besar lulusan universitas lebih mengutamakan sebagai pencari kerja dari pada menciptakan lapangan kerjanya adalah masalah penelitian. Tujuan pertama, mengevaluasi materi pembelajaran kewirausahaan. Kedua menyempurnakan model pembelajaran kewirausahaan di universitas sebagai dasar keterampilan mahasiswa menjadi mandiri berwirausaha. Sebenarnya belum terdapat model pembelajaran kewirausahaan universal untuk pengajaran kewirausahaan. Teknik pembelajaran tergantung pada tujuan, isi dan kendala pengajaran pada institusional. Kebanyakan program pendidikan kewirausahaan menyajikan tujuan yang belum sempurna, mata kuliah tidak dilengkapi dengan praktek wirausaha. Melalui identifikasi berbagai tujuan model pendidikan kewirausahaan, mungkin memiliki pemahaman yang lebih mendalam tentang kebutuhan pendidikan serta pilihan yang lebih inovatif mengenai kriteria evaluasi dan pengajaran. Metode untuk pelaksanaan dengan survey dengan purpose sampling yakni mahasiswa yang sudah mendapatkan mata kuliah kewirausahaan, alat analisa yang digunakan Regresi dengan menggunakan SPSS. Hasil analisa menunjukkan bahwa responden sejumlah 164 terdiri dari wanita 113 orang dan laki-laki 51 orang, sedangkan umur antara 19 sampai 44 tahun. Hipotesis penelitian adalah diduga terdapat pengaruh positif signifikan model pembelajaran entrepreneurship yang dilengkapi dengan pelatihan keterampilan gunting rambut. Hasil analisa menunjukkan bahwa hipotesis diterima bahwa mereka menyukai belajar kewirausahaan melalui model pertama tatap muka dikelas, pelatihan gunting rambut dan bimbingan membuat proyek. Model kedua tatap muka dikelas, pelatihan gunting rambut dan menciptakan usaha baru. Model ketiga tatap muka di kelas, studi kasus dan kunjungan ilmiah. Model keempat tatap muka dikelas, seminar dan dosen tamu entrepreneurship. Hasil tersebut disimpulkan bahwa pilihan mahasiswa dominan pada tatap muka, pelatihan industri potong rambut, bimbingan proyek. Maka disimpulkan bahwa hipotesis yang diajukan diterima, untuk itu disarankan kepada perguruan tinggi agar selain kuliah tatap muka, ditambahkan pelatihan industry gunting rambut dan bimbingan membuat proyek.

**Kata kunci : model pembelajaran, entrepreneurship**



## **KEYAKINAN DIRI MAHASISAWA DALAM BERWIRSAUSAHA**

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### ***Abstract***

*This research aim is to describe the mapping of entrepreneurship student's self efficacy which only identified a single construct with three elements, namely magnitude, strength and generality. Primary data sources and conviniencesampling technique are used to collect data with the total of 110 respondents. This focus of this research is about describing entrepreneurship student's self efficacy based on several characteristic biographies such as gender, origin, faculty, income levels, etc. This research will give a huge benefit to other researcher to discover more about entrepreneurship student's self efficacy using this research result, and also help the universities to develop their curriculum to encourage and develop undergraduate student's self efficacy to do the business. The type of this research is descriptive, gained from respondents with entrepreneurship students in Surabaya. The results show that each student has difference self efficacy both in those three elements and characteristic biography.*

**Keywords:** *Entrepreneurship students, self efficacy*

## **MAPPING OF MICRO AND SMALL MEDIUM ENTERPRISES PARTNERS OF PT. TELEKOMUNIKASI INDONESIA, TBK IN GREATER BANDUNG AREA**

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### *Abstract*

*The role of micro and small medium enterprises (MSEs) in Indonesia, in terms of quantity, labour absorption and contribution to GDP, is unquestionable. As one of state-owned company in Indonesia, PT. Telekomunikasi Indonesia, Tbk (Telkom) have an obligation to fostering MSEs. The purpose of this study are to determine the map of MSEs, find the training needs, and to find high potential MSEs to be developed in the future. This research is conducted in the context of partners of Telkom in greater Bandung area. The method used are descriptive statistics. TNA (training needs analysis) and spatial mapping using geographical information system. The data used is combination between primary and secondary data. This study are expected to provide guidance so Telkom can shift from sporadic treatment towards more focused and structured treatment.*

**Keywords: micro and small enterprises, mapping, training needs analysis, geographical information system**

**PERANAN ORIENTASI BUDAYA INDIVIDU  
TERHADAP NIAT BERWIRAUSAHA MAHASISWA  
FAKULTAS EKONOMI UNIVERSITAS TANJUNGPURA**

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**Abstract**

*This study extends the theory of planned behavior of Ajzen by adding personal cultural orientation in an effort to foster the entrepreneurial spirit by attitudes, subjective norms, and perceived behavioral control as a mediator. The values of a strong culture, which held intensively and widely will give individuals sense and is believed to influence the norms, attitudes and beliefs in shaping intentions to behave. The purpose of this study was to analyze the influence of the personal cultural orientation directly or indirectly through attitudes, subjective norm, and perceived behavioral control towards entrepreneurship intentions. The study was conducted at the Faculty of Economics University of Tanjungpura students who have taken courses on entrepreneurship. The total sample of 100 respondents was determined using purposive sampling method. Data was analyzed using Structural Equation Modeling with Partial Least Square (PLS). The results showed that the personal cultural orientation has significant positive effect on attitudes, subjective norms, and perceived behavior control but has no significant effect on entrepreneurial intentions. Attitudes to entrepreneurship, subjective norms, and perceived behavioral control has significant positive effect on entrepreneurial intentions. Thus, attitudes, subjective norms, and perceptions behavioral control as a mediator in the relationship between the personal cultural orientation and entrepreneurial intentions.*

**Keyword:** *personal cultural orientation, attitudes, subjective norms, perceived behavioral control, entrepreneurial intentions*

**EFISIENSI DAN INOVASI SYARAT BAGI UMKM BATIK UNTUK  
BERSAING MENGHADAPI ASEAN ECONOMIC COMMUNITY 2015  
(Analisis di Kabupaten Semarang, Jawa Tengah, Indonesia)**

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**Abstrak**

*In the face of the Asean Economic Community in 2015, Micro Small and Medium Enterprises (SMEs) in the batik industry may not rely solely on the ability of production oriented tradition as a source of local uniqueness, subsidies and government assistance, but must have the economies of scale efficiency, quality resources competent in the field, independent and has a strong brand. in the market. In the face of the ASEAN free market, entrepreneurs in the batik industry factors have an important role to improve efficiency and revenue in achieving competitive advantage. This study analyzed the role of entrepreneurship in the production function and the effect on revenues batik industry. The study was conducted by distributing questionnaires to 100 SMEs in the Solo Batik Center, Pekalongan Batik Center and Lasem Batik Center. Sampling was done by purposive sampling. Data analysis was performed using deterministic frontier statistics and regression. The results found the variable costs of labor, materials and overhead costs have a significant influence on the value of production and sale of batik SMEs, but the efficiency of the price and economical efficiency is still low, it indicates that the benefit is not worth the cost incurred. In addition, the results of this research also found a positive relationship between entrepreneurial role in supporting efficiency. The role of entrepreneurship in product innovation, marketing innovation and business alliances have a positive impact on sales value of batik. The role of entrepreneurship in marketing innovation has the highest elasticity of the production and sale of batik, then followed by the role of entrepreneurs in new product innovation, especially in the price efficiency and economical efficiency.*

**Keywords: entrepreneurship, production function, income**

## **STUDI DESKRIPTIF NIAT PENGUSAHA PEREMPUAN DI SURABAYA UNTUK BERWIRSAUSAHA**

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### ***Abstract***

*Women have a significant role to the growth of the national economy, this is because the percentage of women who manage the micro, small and medium enterprises (UMKM) are larger than males. The amount is to create jobs and address poverty. Women entrepreneurs has also proved able to manage your finances well, it can be seen from the level of bad debts or non-performing loan (NPL) is quite low. UMKM Surabaya now absorbs more than 20 thousand people around to serve their employees predominantly housewives and today the women have been able to absorb tens surrounding labor. The purpose of this study is to describe the intentions of women in Surabaya in entrepreneurship through three variables: attitudes towards entrepreneurship behavior, subjective norms, and perceived behavioral control. Data were obtained through questionnaires randomly to women entrepreneurs in Surabaya. Processing data using the theory of planned behavior shows that the better attitude and subjective norm is believed to entrepreneurial behavior and the greater the perceived behavioral control, the stronger the intention of women entrepreneurs in Surabaya for entrepreneurship.*

**Keyword:***attitude, subjective norm, behavioral control, entrepreneurial intentions*

## STUDENT ENTREPRENEURSHIP, PROSPECT OR PROBLEMS?

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### **Abstrak**

*People without any college education who start a business have a greater chance of failing than people with one or more years of college education (Lussier & Halabi, 2008). Lussier & Halabi research at Chile conclude that study experience at higher education institution is significant for their success when they starting up business. Parahyangan Catholic University (also known as UNPAR) is one the oldest private university in Indonesia. UNPAR established in 1955, and its first Faculty is Economics. Many of its Economics Faculty alumni even its students became entrepreneur, but did study at Economics faculty help them when they started up their business? This research purposes is to identify kind of business owned by students of Parahyangan Catholic University Faculty of Economics, identify problems when they started they own business and identify problems when they running the business. The Research method used in this research is descriptive Study. Descriptive Study is undertaken in order to ascertain and be able to describe the characteristic of the variables of interest in a situation (Sekaran and Bougie, 2010). More specific interview is used to gather data from students who already started their business during their study.*

**Keyword: Entrepreneurship, Entrepreneur, Student Entrepreneurship, Entrepreneurial Competencies**

## ENTREPRENEURIAL INTENTION ON FACULTY ECONOMICS AND BUSINESS STUDENTS, UNIVERSITY OF SUMATERA UTARA

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### **Abstract**

*University through the entrepreneurship education program may act as one of the acceleration factor for the country's entrepreneurship development. University is responsible to educate and develop entrepreneurial skills for the university students. Moreover it gives the motivation to be courageously to choose entrepreneur as the career. Entrepreneurial education can influence the growth and the development of entrepreneurial mindset, characteristics and behavior. Therefore, the purpose of this research is to analyze the influence self efficacy, attitudes and environmental factors on entrepreneurial intention of Faculty Economics and Business students, University of Sumatera Utara. Data is collected by questionnaires, with 85 samples. Sampling technique for this study is probability sampling, simple random sampling method. Data is analyzed by using multiple linear regression analysis. Results shows that simultaneously self efficacy, attitudes and environmental factors affect entrepreneurial intention. Partially, self efficacy, attitudes and environmental factors have positive effect and significant to entrepreneurial intention.*

**Keywords:** *Self Efficacy, Attitudes, Environmental Factors, Entrepreneurial Intention*

## MATA KULIAH KEWIRAUSAHAAN BAGI MULTIDISIPLIN ILMU

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### **Abstrak**

*Kewirausahaan menjadi salah satu penopang pertumbuhan perekonomian Indonesia, kehadiran wirausaha menjadi salah satu alternatif dalam pengentasan kemiskinan dan mengurangi angka pengangguran. Dahlan Iskan mengatakan bahwa untuk menjadi sebuah negara maju, diperlukan pengusaha sebanyak 2% dari total jumlah penduduk. Oleh karena itu, tidak heran jika pemerintah Indonesia berusaha untuk mendorong pertumbuhan kewirausahaan. Hasil survei yang dihelat Badan Pusat Statistik (BPS) pada Bulan Februari 2014 menginformasikan bahwa jumlah wirausahawan mencapai 44,20 juta orang dari 118,17 juta orang penduduk Indonesia yang bekerja. Jumlah ini mengalami peningkatan dari data yang diambil pada Bulan Februari 2013 yang saat itu hanya berjumlah 44,01 juta orang. Kewirausahaan yang didefinisikan sebagai sikap mental dan jiwa yang selalu aktif, kreatif, berdaya, bercrepta, berkarsa dan bersahaja dalam berusaha dalam rangka meningkatkan pendapatan dalam kegiatan usahanya atau kiprahnya. Seseorang yang memiliki jiwa dan sikap wirausaha selalu tidak puas dengan apa yang telah dicapainya. Mata kuliah kewirausahaan tidak hanya menjadi milik Fakultas Ekonomi, lebih dari itu mata kuliah kewirausahaan seharusnya diberikan di seluruh multidisiplin ilmu. Bertolak dari materi kewirausahaan yang mendidik peserta untuk menjadi pribadi yang survive dalam kondisi apapun, maka mata kuliah kewirausahaan penting untuk dibagikan di berbagai multidisiplin ilmu untuk dapat memberdayakan generasi muda sejak dini menjadi pengusaha.*

**Kata kunci:** kewirausahaan, perekonomian, multidisiplin ilmu



## **PENGARUH KARAKTERISTIK WIRAUSAHAWAN DAN LINGKUNGAN INTERNAL TERHADAP KEMANDIRIAN USAHA**

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### ***Abstrak***

*Small industry has a huge potential to accelerate the distribution of economic growth and improve the welfare of the community, but there are still many problems faced. Thus research needs to be done to increase the independence of business in small industries, because of its success in improving the ability of small industrial business means strengthen the business community's economy. The purpose of this research was to examine how much influence the characteristics of entrepreneurs and the internal environment to the independence of business, partially and simultaneously; also to examine the variables that most affect to the independence of business effort. The research population as many as 30 small household industries assisted by Polytechnic of Malang. All members of the research population to be sampled, so that the technique used is the census. This research used a multiple linear regression analysis, using the *t* test and *F* test to test the research hypothesis. The results showed the influence of entrepreneurial characteristics and internal environment, either partially or simultaneously on independence of business and the greatest influence on independence of business is the entrepreneurial characteristics. It can be concluded that builds entrepreneurial characteristics, is very important, but also the internal environment should not be given to accelerate the independence of business effort.*

**Keywords:** *Characteristics of Entrepreneurs, Internal Environment and Independence of Business.*

## **PENGARUH PENGETAHUAN KEWIRAUSAHAAN PADA MINAT MAHASISWA UNTUK BERWIRAUSAHA**

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### ***Abstract***

*The main purpose the study was to investigate the influence of entrepreneurship education on the entrepreneurial intentions of the university students to start a new venture using Liñán model (2004). The methodological approach involved analysis of the questionnaires design that designed Linan et al., (2011). The self administered questionnaires distributed to undergraduate students that studying in Bussiness School at Universitas Surabaya. A structural equation modelling used to test the entrepreneurial intentions. The main results reveal most of the university students consider entrepreneurship knowledge to the formation of perceived feasibility significantly. Then the perceived feasibility influence significantly the entrepreneurial inetions.*

***Keywords : entrepreneurship knowledge, entrepreneurial intentions, perceived feasibility, Liñán model***

## **ENHANCING COMPETITIVENESS IN BUSINESS THROUGH ENTREPRENEURIAL MANAGEMENT EDUCATION AS A STRATEGY IN FACING REGIONAL OPPORTUNITIES AND CHALLENGES**

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### **Abstract**

*Interconnected of the world through information and communication making a hyperdynamics conditions, most of everything easy to access if we want to know about the informations of themselves. Companies; such as telecommunications, banks, insurances, heavy industries, minings and other business have to adapt to this current situations. The explosion global of information and telecommunication technologies (ICT) forced government officials, organizations' leaders, businessmen and entrepreneurs to become dynamic and innovative in order to sustain and develop their organizations. The hypercompetitiveness among companies, services, industries, businessess, also education instituions already happened over regional and the world. While this competitions happened, the organizations and institutions need good people to handle and to run their organizations. In this situation the government must be present to support the nation to be ready in facing the opportunities and challenges. This is the chance of higher institutions over the nation wide of Indonesia to open the entrepreneurship education in enhancing the entrepreneurial management education in facing the regional opportunities and challenges. Higher education institutions are becoming pioneer in running entrepreneurial management education which adopt knowledge and skills of entrepreneurs according to the empirical and the dynamics of the business context, so the nation can be as main players among the regional perspectives. This paper attemps to discuss competitive readiness of Indonesia for the next coming year 2015 by proposing the strategy with entrepreneurial management education context. The author used secondary data which selected carefully from the available ones both in the internet and other sources. The data collected and analyzed with qualitative and quantative method. The SWOT approach also considered in the analysis for giving clear findings and discussions.*

**Keywords:** *competitiveness, entrepreneurial management education, strategy*

## **ANALISIS FAKTOR-FAKTOR YANG MEMPENGARUHI POLA PIKIR BERWIRAUSAHA (STUDI KASUS MAHASISWA UNIVERSITAS SUMATERA UTARA)**

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### **Abstrak**

Tujuan Penelitian ini adalah untuk menganalisis faktor-faktor yang mempengaruhi pola pikir berwirausaha pada mahasiswa Universitas Sumatera Utara. Metode Penelitian yang digunakan adalah analisis deskriptif dan analisis kuantitatif dengan menggunakan metode Ordinary Least Square (OLS) dengan pengujian regresi linier berganda dengan jumlah sampel 170 responden dan dilakukan uji validitas dan reliabilitas untuk menentukan butir kuesioner penelitian yang digunakan. Metode pengambilan sampel dengan menggunakan teknik purposive sampling. Hasil penelitian ini membuktikan bahwa secara simultan variabel efektivitas, variabel kemampuan beradaptasi secara kognitif dan variabel pembelajaran dari kegagalan bisnis berpengaruh positif dan signifikan terhadap pola pikir berwirausaha pada mahasiswa Universitas Sumatera Utara. Secara parsial variabel efektivitas dan variabel pembelajaran dari kegagalan bisnis berpengaruh positif dan signifikan terhadap pola pikir berwirausaha pada mahasiswa Universitas Sumatera Utara. Sedangkan variabel kemampuan beradaptasi secara kognitif tidak berpengaruh signifikan terhadap pola pikir berwirausaha pada mahasiswa Universitas Sumatera Utara. Nilai adjusted R-Square sebesar 0,359 atau 35,9%.

**Kata Kunci : Efektivitas, adaptasi kognitif, kegagalan bisnis**

## KAPABILITAS KEWIRAUSAHAAN DAN KEMAMPUAN DINAMIS PERUSAHAAN: PEMBELAJARAN ORGANISASIONAL SEBAGAI VARIABEL PEMEDIASI

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### *Abstract*

*Dynamic capabilities are regarded as a strategic premise to creating, maintaining and upgrading sustainable competitiveness. Considering organizational learning as a mediator variable, this study tests the relationship between entrepreneurial orientation and dynamic capabilities, and identifies paths to develop dynamic capabilities and the components of these capabilities. More specifically, the factor analysis method was employed to verify that dynamic capabilities are comprised of four dimensions, i.e. environmental sensing capabilities, change and renewal capabilities, technological and organizational flexibility capabilities. It was found that entrepreneurial orientation has a significantly positive effect on organizational learning, while organizational learning has significantly positive effect on dynamic capabilities. The research used UMKM in Yogya and Solo as research sample. These findings indicate that companies can build dynamic capabilities through different levels of organizational learning in the context of innovative and proactive atmosphere.*

**Keywords:** *entrepreneurial orientation, organizational learning, dynamic capabilities, UMKM, Structural Equation Modeling.*

**KAJIAN LITERATUR:  
MODEL PERENCANAAN KEUANGAN KELUARGA DALAM  
MENGEMBANGKAN BISNIS KELUARGA**

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***Abstract***

*The family business is the basis of the growth of big business. Through proper management of family business, the viability of the business will survive more than two generations. The family business will help family finance if its produces long term benefit. But, most of family who have not be able to build a family business. Building a family business can not be achieved if the family does not have capital, especially financial capital. All family members need to plan family finance as capital will be used to build a business. This article provide an insight to family members, how to prepare financial to build a family business. With good financial planning, then each family in Indonesia can build the family business. Ultimately, the growthof the family business affect the well-being of families and communities in Indonesia.*

**Keywords:** *Family Business, Family Financial Planning*

## **MODEL PEMBERDAYAAN MASYARAKAT MELALUI PELATIHAN UMKM BERJENJANG SEBAGAI PENGAPLIKASIAN ENTREPRENEURIAL MANAGEMENT**

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### **Abstract**

*The three ways of building the City of Surabaya are as followed, those are: (1) Pro-Growth, (2) Pro-Job, and Pro-Poor that becomes the main direction to combat poverty in the City of Surabaya. The limited jobs and the need to raise the dignity of the poor forces the government of Surabaya to create a model for people empowerment. This model for people empowerment is done in the form of entrepreneurial management across SKPD and as high as possible to push the poor of Surabaya to start having the spirit of entrepreneurship which will continue growing and successfully create SMEs that are tough and independent. The goal of this research is to know how the model and practise of people empowerment through tiered SME training. The object of this research is the government of Surabaya and the SKPDs that plan and manage to produce entrepreneurs in the form of SMEs. SKPD in which are BAPPEMAS, and KB, Dinas Tenaga Kerja, Kantor Ketahanan Pangan, Dinas Koperasi & UMKM, Dinas Kesehatan, Dinas Perdagangan & Perindustrian, Dinas Koperasi & UMKM, and also Dinas Kesehatan. The variations of data are primary as well as secondary. Primary data are obtained from either in depth interviews or focus group discussions, meanwhile secondary data are obtained from document analyses. The research results suggest that there is a model of tiered SME training for empower the people of Surabaya. To ensure that the tiered SME training to be effective, cooperation across SKPD is needed in entrepreneurial management, where Bappeko roles as the coordinator to implement the said training model.*

**Keywords:** *People empowerment, tiered SME training, entrepreneurial management*

## ANALISIS INTENSI KEWIRAUSAHAAN STUDI PERBANDINGAN ANTARA LULUSAN PERGURUAN TINGGI DAN LULUSAN SEKOLAH MENENGAH TINGKAT ATAS

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### **Abstrak**

*In Indonesia the growth of the entrepreneur is quite promising, it reflected from the number of new entrepreneurs in Indonesia. The Indonesia statistic agency shows that an increasing number of new entrepreneurs into 44, 2 million people in February 2014 from the previous amount of 42.41 million people in August 2013. Educational institutions such as senior high schools and colleges have an important role to prepare human resource professionals and qualified. Graduates of these institutions will hopefully contribute in moving the nation's economy that leads to economic independence. It is therefore necessary resources are not only ready to compete looking for a job, but also ready to create jobs as an entrepreneur. The purpose this study is to find factors that influence entrepreneurial intentions of senior high school graduates and college graduates. In addition, this study also compared the entrepreneurial intentions between both levels are graduates. Educational conditions that occurred today is between students in senior high schools and colleges they are each getting a lesson of entrepreneurship. The difference between the entrepreneurial lessons high school and college is on the methods and levels of learning. Therefore, it is very possible that educational outcomes will affect graduates intention to become an entrepreneur. Theory of Planned Behavior (Ajzen, 1991) explains that human action is influenced by three kinds of considerations, namely: attitude toward the behavior, subjective norms, and perceived behavioral control. Therefore, the independent variables used are the need for achievement, self-efficacy, internal locus of control and environmental readiness. Furthermore, four independent variables were tested using regression analysis to determine the effects on entrepreneurial intentions. The techniques of sample collection are a purposive sampling method. Criteria samples used in this study were respondents who are in the last semester or a maximum of one year graduated from the senior high school level and college level. While the methods used to collect data was a questionnaire survey method using Questionnaire. Questionnaires were successfully collected totaled 200 respondents with the following demographic characteristics: male (32.5%) and women (67.5%), parents working as entrepreneurs (41.5%), not entrepreneurs (58.5%), and high school graduates (50%) and college graduates (50%). The regression test results showed that the entrepreneurial intentions of graduates in senior high school influenced by the need for achievement, self-efficacy, and readiness of the environment. While entrepreneurial intentions of college graduates are influenced by internal locus of control, self-efficacy, and readiness of the environment. Another test using one-way ANOVA showed that there was an average difference of entrepreneurial intentions among gender (male and female) and parents work (entrepreneurs and non-entrepreneurs). The final result showed that no difference on the average of entrepreneurial intentions between high school graduates and college graduates.*

**Keywords:** *Entrepreneurship, Entrepreneurial Intention, Theory of Planned Behavior*



## **PERAN MEDIA JEJARING SOSIAL INSTAGRAM PADA *TECHNOPRENEURSHIP***

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### ***Abstract***

*This research looks at the perceived ease of use and usefulness of social media by students in Surabaya and the views of students about the complexities of social networking media technology. Business students at a university were surveyed using measures of ease of use, perceived benefits and intensity of use for Social Networking Media such Instagram accordance with The Technology Acceptance Model. The survey was conducted on 118 students at the University of Surabaya and Analyze using Structural Equation Modeling (SEM) through Lisrel program. Contributions made to the field of entrepreneurship research that is able to see the use of technology through social networking website and its influence by using social networking media. It also reflects the influence of perceived ease of use and how it can develop perceived of use and sosial networking media intensity. This research concluded that higher perceived ease of use led to higher perceived usefulness and ultimately greater intensity of use of the social networking media. Most of the students surveyed considered that Instagram is easy to use. This will assist in determining how this technology can be used more effectively in business applications.*

**Keywords:** *Technology Acceptance Model, Perceived Ease of Use, Peceived Usefulness, Social Networking Media Use*

## **EKSPLOITASI STRATEGI MERANCANG USAHA MELALUI KONSEP KEWIRAUSAHAAN, PENDIDIKAN MOTIVASI, IMAJINASI, INTUISI SERTA TANGGUNG JAWAB SOSIAL MENUJU WIRAUSAHA SUKSES**

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### **Abstrak**

Perilaku seseorang dalam aktivitas kewirausahaan ditentukan oleh tinggi rendahnya motivasi mereka dalam mencari peluang. Dimana peluang seorang wirausahawan dapat didefinisikan sebagai situasi dimana produk, bahan baku dan metode organisasi baru dapat diintroduksi. Peluang kewirausahaan dalam suatu industri dapat berbeda, karena masing-masing mengharapkan nilai ekonomis yang berbeda. Shanc dan Venkantaramn (2000) mengingatkan pentingnya nilai tambah ekonomi (economic value added) yang dihasilkan oleh suatu peluang pada riset-riset yang berorientasi pada motivasi kewirausahaan. Riset mereka menemukan adanya pengaruh pada perilaku wirausaha, dan wirausaha dapat membuat keputusan yang berbeda pada peluang yang sama karena perbedaan mereka dalam menginterpretasikan peluang tersebut. Sehingga untuk menuju wirausaha yang sukses dibutuhkan eksploitasi strategi merancang usaha melalui konsep kewirausahaan, pendidikan motivasi, imajinasi, intuisi serta tanggung jawab sosial .

**Kata Kunci:** kewirausahaan, motivasi, imajinasi, intuisi , tanggung jawab sosial.

## **LOCAL GOVERMENT'S ENTREPRENEURSHIP AND SMALL MEDIUM ENTERPRISE ADVANCEMENT**

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### ***Abstract***

*Some researchers found that the growing numbers of small medium enterprise in Indonesia drives by the rising numbers of middle class with its unique market segments (Taufik, 2012), numerous local champion (Yuswohady, 2012) and the advanced of information technologi and internet (Kasali, 2010). Entrepreneurship have several dimension and some of it are a critical thinking and the sense of urgency to change (Tilaar, 2012). The context of the reasearch is about the leadership and entrepreneurship level of the local leader using sampel in Tembarak region in Temanggung district Central Java. An entrepreneurship, management and sociology use as teoritical perspectives. The research using ethnografic qualitative model through a series of interview. The results found that there is a strong connection about entrepreneurship level of local leader with the advancement of Small Medium Enterprise (SME) in the area. The SME ability to growth really depend on the relationship between them with its local leader(s). Colaboration works was necessary as the local government have an asset that can be use to empower the SME capacity especially to growing up their business.*

***Keywords : Leadership, Entrepreneurship, Small Medium Enterprise, Local Government***

## **PENGEMBANGAN KEWIRAUSAHAAN DI INDONESIA BERBASIS TRIPLE HELIX: PENDEKATAN KONSEPTUAL**

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### ***Abstract***

*The unemployment in Indonesia from college graduates students are relatively high, one of the reason because they have relatively low entrepreneurship skill level. The condition occurs because the majority of graduate students tend to be job seekers rather than job creators. This is due to the learning system in various universities that has focused on how to prepare the students to graduate soon and get a job, instead of preparing graduate students to become jobs creator. This conceptual study aims to analyze the development of Triple Helix-based entrepreneurship which involving universities, companies, and governments and analyze the effect to decrease the unemployment of graduate students. The results of this study indicate that the conceptual development of entrepreneurship in Indonesia can be done by taking the perspective of the relationship and the commitment of three parties such as academician, businessmen, and government in a symbiotic mutualistic relationship between the three of them. Therefore the entrepreneurship development strategy for graduate students in Indonesia can be done through the internal and external of entrepreneurship education in universities and should be supported from the existence of community development.*

***Keywords: entrepreneurship, triple helix, community development***

**PERANAN MODERASI *FIRM SIZE* ANTARA INOVASI DAN KINERJA  
KEUANGAN PADA USAHA KECIL DAN MENENGAH DI KOTA  
MALANG**

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***Abstract***

*Innovation becomes a very important thing done by the company because innovation has become one of the key drivers in achieving a competitive advantage. Small and Medium Enterprises (SMEs) play a central and strategic role in the development of populist economy and absorption of employment are quite large. The purpose of the study to investigate the effect of product innovation, process innovation and administrative innovation on the financial performance of companies and the role of firm size as a moderating variable to the influence of these innovations to the company's financial performance. The study tries to answer questions about how the practice of innovation that involving firm size as a moderating variable between innovation and financial performance on SMEs. Data was collected by distributing questionnaires to the owners/manager of SMEs that produce creative products located in Malang city East Java. Data analysis using regression and to test the hypotheses using structural equation modeling and the model was tested with Partial Least Squares (PLS) which uses software WarpPLS 4.0. The findings show that product innovation, process innovation and administrative innovation positively related to financial performance and the role of firm size as a moderating variable strengthen the influence of these innovations on the financial performance.*

***Keyword: product innovation, process innovation, administration innovation, firm size and financial performance.***

**MODEL DAN STRATEGI PEMBERDAYAAN EKONOMI  
MASYARAKAT BERBASIS KEWIRAUSAHAAN PADA KAWASAN  
TAMBANG NIKEL SECARA SINERGIS MELALUI OPTIMALISASI  
PEMANFAATAN CORPORATE SOCIAL RESPONSIBILITY (CSR)  
DI KORIDOR IV SULAWESI**

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**Abstract**

*Short term objective of this research is to formulate model and strategy for community economics empowerment based on synergy entrepreneurship at nickel mining area through corporate social responsibility utilization in corridor IV Sulawesi. Long term objective of this research is to implement program and activity based on model and strategy for community economics empowerment at the basis of entrepreneurship that suitable and match to need and want of the community through corporate social responsibility optimization and utilization in corridor IV Sulawesi. Therefore, at the end, the community in mining area have capability and economic independency as well as sustainable economic and social during and after operation of mining company (post-mining operation). Analysis method employed in this research is descriptive analysis using qualitative and quantitative approach. In addition, SWOT analysis has been used as a basis for formulating model and strategy. The results show that descriptively, capability of empowerment, want and intention of community in nickel mining area based on socio economics in term of development and community economics empowerment at the basis of high skill of entrepreneurship. The empowerment is supported by commitment of stakeholders (company, government, and community) in nickel mining area which has been implemented through utilization of program optimization of corporate social responsibility that has been described in vision, mission and budget allocation of CSR company and synergic with government program. Based on SWOT analysis, model and strategy for community economics empowerment in nickel mining area has been implemented synergic through corporate social responsibility utilization in corridor IV Sulawesi. The proposed strategies consist of S-O, W-O and S-T. It means that business players are suggested to consider their strengths to catch up opportunity. Therefore, those strengths might minimize threats and weaknesses by improving skill and capability of facilitator, aware to the environment, entrepreneurship and management training, persuasive and welfare approaches.*

**Keywords: CommunityEconomicsEmpowerment, Entrepreneurship, CSR.**

**PERAN INDIVIDUAL COMPETENCE SEBAGAI MEDIATING  
VARIABLE DALAM HUBUNGAN CUSTOMER-KNOWLEDGE  
CREATION CAPABILITY DENGAN KINERJA HUBUNGAN ANTAR  
BAGIAN STUDI PADA KARYAWAN SETINGKAT SUPERVISOR  
PABRIK GULA JATIROTO**

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**Abstrak**

Kinerja organisasi dicapai melalui kinerja hubungan antar bagian yang berkualitas. Dengan menggunakan pendekatan pemasaran internal, penelitian ini dilakukan. Kinerja organisasi yang berkualitas salah satunya dibangun dari kinerja hubungan antar bagian yang berkualitas pula. Untuk itu diperlukan suatu pemahaman dari sudut pandang pemasaran, bahwa setiap karyawan yang bekerja dalam rantai nilai usaha (value-chain), akan melayani “pelanggan internal” masing-masing. Pengetahuan tentang pelanggan internal sangat penting artinya sebagai dasar untuk memberikan “kualitas produk, layanan, komunikasi dan koordinasi” yang tepat, agar proses lebih lanjut pada rantai nilai usaha mampu menghasilkan kinerja berkualitas pula pada akhirnya. Tujuan utama penelitian ini adalah untuk mendapatkan jawaban, apakah diperlukan keberadaan variabel kompetensi individual karyawan sebagai variabel yang mengantarai hubungan sebab akibat antara kemampuan karyawan menciptakan pengetahuan tentang pelanggan internal dengan kinerja hubungan antar bagian. Untuk mendapatkan jawaban atas pertanyaan tersebut penelitian ini terlebih dahulu menghipotesiskan 3 hubungan kausal yang dibentuk oleh variabel: Kemampuan menciptakan pengetahuan tentang pelanggan, kompetensi individual dan kinerja hubungan antar bagian. Data cross-section yang dikumpulkan melalui survey pada sejumlah supervisor pabrik gula Jatiroto, masa giling 2014. Dengan menggunakan teknis analisis jalur yang diolah menggunakan program AMOS 19.0, tiga hipotesis penelitian dinyatakan terbukti signifikan. Sedangkan jawaban untuk pertanyaan keempat, kompetensi individual signifikan memediasi pengaruh dari kemampuan menciptakan pengetahuan pelanggan terhadap kinerja hubungan antar bagian. Kesimpulan yang diperoleh adalah bahwa kemampuan menciptakan pengetahuan tentang pelanggan internal berpengaruh kuat dan signifikan untuk meningkatkan kompetensi individual. Sedangkan kehadiran kompetensi individual semata, signifikan, tetapi tidak cukup kuat untuk mempengaruhi peningkatan kinerja hubungan antar bagian dalam organisasi.

**Kata Kunci:** Internal Marketing, Customer-Knowledge Creation Capability, Individual Competence, dan Kinerja Hubungan Antar Bagian

## **PENGEMBANGAN MODEL DAYA SAING INDUSTRI KREATIF BATIK GEDOG DI JAWA TIMUR**

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### ***Abstract***

*Batik industry which is part of the textile industry in Indonesia, which has a huge potential. But in this era of globalization faced many challenges especially the problem of improving competitiveness. The challenge of economic empowerment of the people especially the SMEs is to improve the competitive advantage of SMEs in order to increase its market share, as well as diversify and differentiate their products in the domestic market and abroad. This study aims to develop a model of competitive advantage for SMEs, especially in the creative industries batik gedog in East Java. Competitiveness is a comprehensive concept. The three dimensions are included in the concept of competitiveness is a potential dimension, the process dimension, and the dimension of performance. Hypotheses associated with the model can be developed. Originality of this study is to provide a basis for the development of the competitiveness of SMEs batik models gedog useful for business owners, governments, and stakeholders in order to develop SMEs.*

**Keywords :** *SMEs, Creative Industry Batik, Competitiveness.*



## PERMASALAHAN KEWIRAUSAHAAN PELAKU USAHA KECIL BIDANG KERAJINAN DI KOTA CIMAH

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### *Abstract*

*The issue of small business entrepreneurship research in the field of handicrafts Cimahi aims to find out the problems faced by small businesses in the field of handicrafts Cimahi and the City for the development of both entrepreneurial and Kadis UMKM Kota Cimahi. This study is a descriptive analysis using categorization to analyze the perceptions of the respondents to find out the problems that low-income areas with a sample of 41 craft artisans using techniques and interviews with the Kadis UMKM Cimahi and Dekranasda to find out the problems faced by the government. The results showed that (1) the problems of craftsmen (small businesses) in Cimahi, covers the sub variables of confidence and leadership. Confidence in the category craftsmen low, meaning less able to control themselves and to control emotions craftsmen can start and finish the job properly. Next to enter the leadership variable low subcategories craftsmen means less ability to generate alternative solutions to problems quickly. The sub-variables task and results-oriented, risk taking and originality in the category of high. (2) the problems faced by the government Cimahi including the presence of craftsmen often not coordinated with the government, not the exhibition actively facilitated by the government or other agencies, did not perform grouping featured artisans and not superior, though not in the product offender data collection and artist groups and create a database that has not yet made a mapping for the direction and concentration, craft excellence Cimahi only has the advantage of 10%, handicraft products and ideas easily imitated, craftsmen still spoiled to the government, as well as craft products exhibitions (regional, national and international) influence not significant, but as a displayer Dekranasda in Cimahi, the difficulty of getting support for artisans banking capital.*

**Keyword : Entrepreneurship, Craftsman, Government**

**THE ROLE OF CORPORATE SOCIAL RESPONSIBILITY (CSR) FOR  
THE DEVELOPMENT OF ENTREPRENEURIAL ATTITUDES AND THE  
MICRO & SMALL BUSINESS ENTREPRENEURS INCOME  
IN PEKANBARU**

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**Abstract**

*This study aims to know the role of corporate social responsibility of State Owned Enterprises (SOEs) through Partnership and Development Nurturing Program (PKBL) for the development of entrepreneurial attitudes and income of micro and small entrepreneurs in Pekanbaru, income differences before and after obtaining the Partnership and Development Nurturing Program (PKBL) grant, as well as differences in entrepreneurial attitudes before and after obtaining PKBL grant. The study uses primer and secondary data, primary data related to the response of micro and small entrepreneurs to the development of entrepreneurial attitudes, income of sales, and expenses both before and after obtaining Partnership and Development Nurturing Program (PKBL) grant, while secondary income data derived from corporate data as well as the relevant authorities. The sample used in this study were 95 respondents including entrepreneurs of small and micro businesses in the city of Pekanbaru that received PKBL grant in 2013 selected by purposive sampling. Analysis of the data used is descriptive and quantitative analysis with difference test using SPSS. The results showed that there were an increase both descriptively in entrepreneurial attitudes, the income of micro and small entrepreneurs after obtaining a grant of PKBL, but statistically in terms of attitude only dimension of planning, and leadership demonstrated significant differences before and after obtainign PKBL grant, while the other dimension such as : self confidence, risk taking, orientation towards duty, honesty showed no significant result. While income were shown by the sales turnover and the costs differ significantly before and after obtaining PKBL grant.*

**Keywords :** *Corporate Sosial Responsibility (CSR), entrepreneurial attitudes, entrepreneurs income*

## **MENUMBUH KEMBANGKAN INTENSI KEWIRAUSAHAAN MAHASISWA MELALUI MODEL PEMBELAJARAN KONTEKSTUAL**

**Tapi Rondang Ni Bulan<sup>1</sup>, Pitono<sup>2</sup>**

Dosen STIE Harapan Medan

### **Abstrak**

Penelitian ini dilandasi pemikiran bahwa pada saat ini pemerintah sedang giatnya mendorong masyarakat untuk berwirausaha. Salah satu upaya tersebut adalah dengan memasukan kewirausahaan pada kurikulum di seluruh Program Studi pada Perguruan Tinggi dan di tingkat SMK. Permasalahannya adalah model pembelajaran pemodelan yang bagaimana yang bisa meningkatkan intensi kewirausahaan yang tinggi khususnya pada tingkat mahasiswa? Sejalan dengan itu maka Penelitian ini bertujuan penganalisaan Model Pembelajaran Kontekstual melalui sebuah modul dan rencana pembelajaran kewirausahaan. Penelitian menggunakan pendekatan kualitatif. Jenis penelitian ini adalah penelitian tindakan kelas (classroom action research) yaitu penelitian yang dilakukan oleh dosen berkerja sama dengan peneliti (atau dilakukan oleh dosen sendiri yang juga bertindak sebagai peneliti) di kelas dengan penekanan pada penyempurnaan atau peningkatan proses dan praktis pembelajaran. Penelitian dilakukan di berbagai perguruan tinggi baik swasta maupun negeri yang berdomisili di Kota Medan dan sekitarnya. Secara lebih khusus, perguruan tinggi negeri yang terlibat adalah Universitas Negeri Medan (UNIMED) dan Institut Agama Islam Negeri (IAIN) Sumatera Utara, sedangkan perguruan tinggi swasta meliputi Universitas Islam Sumatera Utara (UISU), Universitas Dharma Agung (UDA), dan Universitas Panca Budi (UNPAB). Berdasarkan hasil penelitian tindakan kelas serta evaluasi dan analisis yang dilakukan pembelajaran kewirausahaan dengan model pendekatan kontekstual dapat meningkatkan intensi yang tinggi bagi mahasiswa untuk menjadi seorang wirausahawan yang tangguh dan berkualitas, selain itu model pendekatan kontekstual dapat meningkatkan ketercapaian target indikator yang telah ditentukan sebelumnya, serta teknis penerapan model pendekatan kontekstual melahirkan kesiapan-kesiapan diri baik pada dosen pengampu maupun mahasiswa, masing-masing pihak yang terlibat sama-sama saling menyiapkan diri sebelum berdiskusi baik kelompok maupun kelas.

**Kata Kunci : Model Pembelajaran Kontekstual, Intensi Kewirausahaan**

## ENTREPRENEURS OF DISABLED PEOPLE MANAGEMENT

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### **Abstract**

*Everyone has the same rights to get proper jobs to fulfill his/her basic needs, including disabled people. Nevertheless, in the reality, there are not a lot of workplaces or jobs that can be provided to them, hence they feel their life is worthless. Besides government policy, there should be society environment, family members and his/her own individu to take a substantial part in order to develop their mental to become good entrepreneurs. The main issue of this research is how can disabled people compete and thrive in Entrepreneur's World in Indonesia? Therefore, there are 3 aims of this research, such as To find out what kind of strategies needed by disabled people when they have to thrive in employment environment, To find out what kind of factors that can support them to be good entrepreneurs, and To analyze the ability of disabled people who can take parts into workplace and compete with other normal people. Method of this research is using Qualitative research. The results showed that there are some internal and external supported factors are needed in order to build mental and characteristic of disabled people to do and being as entrepreneur. In addition, some proper type of jobs that can be suitable for generating disabled people to participate business in Indonesia.*

**Keywords :** *Entrepreneurs, Disabled people management, proper jobs.*

## **PENGELOLAAN PROGRAM PEMBERDAYAANBAGI WANITA WIRAUSAHA**

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### **Abstract**

*Indonesian population composition between men and women are almost equal, and the very rapid development of SMEs is to provide an equal opportunity also for women to become entrepreneurs. With the GKN (National Entrepreneurship Movement) in 2011 and 2014 with bringing the "Spirit of Women Entrepreneurship" which was launched by the President, it is clear that great attention has been given to the Indonesian women's entrepreneurship. However, the cultural background, social, educational, and other factors, the odds of women entrepreneurship becomes a challenge which need to be maintained by all elements. Therefore, policies are needed to empower women to be able to create challenges into business opportunities. This paper is a study of literature from various sources. This paper aims to provide an overview of the factors which encourage women to be entrepreneurs and evaluating forms of empowerment programs to women by the government and other elements, in increasing participation of women in entrepreneurship. The result of the discussion is there are several reasons why women entrepreneur, variety of factors ranging from self development to economic reasons, which is wanting to help the family finances, these reasons have shown a high motivation which deserves recognition and attention from all elements. Both the government and other institutions have been providing programs which give convenience to provide business opportunities to all elements including women. Program is started from the mentoring to strengthen. Access from capital to marketing. However, in practice there are still some shortcomings which need to be managed in order to provide goodness and benefit for all elements.*

**Keyword: entrepreneurship, motivation**

## STANDARISASI USAHA MIKRO DAN KECIL (UMK)

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### Abstrak

Minimnya standarisasi usaha merupakan salah satu faktor kurang dapat bersaingnya Usaha Mikro dan Kecil (UMK) khususnya pada pasar terbuka yang sangat kompetitif. Tujuan dari studi ini adalah untuk memberikan panduan dalam menilai UMK khususnya yang akan diterapkan terlebih dahulu sebagai pilot project pada mitra binaan UMK PT Telkom. Metode yang dipergunakan dalam kajian ini adalah melalui studi literature on desk study dan juga pengolahan data serta informasi melalui Focus Group Discussion (FGD) dalam memperoleh beberapa informasi yang relevan. Kajian ini diharapkan dapat menjadi panduan khususnya bagi PT Telkom dan perusahaan-perusahaan lain yang memiliki mitra binaan sebagai salah satu upaya dalam pembinaan UMK.

**Kata Kunci:** Usaha Mikro dan Kecil, Standarisasi, Penilaian

**LIM ORGANISASI SEBAGAI VARIABEL MEDIASI ANTARA  
KEPEMIMPINAN TRANSFORMASIONAL, *SELF LEADERSHIP*  
TERHADAP *INTRAPRENEURSHIP* (STUDI KASUS PADA  
PERBANKAN SYARIAH MEDAN)**

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***Abstract***

*This study investigates the relationship of transformational leadership and self leadership on intrapreneurship which is mediated by organizational climate at Syariah Banking in Medan. Samples in this study are back office staffs at middle-up management from all departments. Data was collected using self administered questionnaires that were distributed through direct meeting and email. Then, data analyzed using Path Analysis and Sobel Test. The study found that organizational climate mediates the relationship between transformational leadership and intrapreneurship. The study also found organizational climate mediates the relationship between self leadership and intrapreneurship.*

***Keywords: transformational leadership, selfleadership, syariah banking, intrapreneurship, organizational climate***

## **KEWIRAUSAHAAN MANDIRI PEREMPUAN BERBASIS KEARIFAN LOKAL DAN FILOSOFI HINDU DI BALI**

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### *Abstract*

*The topic focus on human resource development by education and entrepreneur training based on potentation and local wisdom in pushing the gender equele and empowerment of women according the third aspec of MDGs. The aim of this research are : (1) to identify the necessary and local potention which use indenpenden effort for woman in Bali Province in acceleration of economic development. (2) To make design enterpreneur training model for woman based on local wisdom and can be use as acceleration of economic development in Bali Province. This result showed that 1) Many effort based on local potential spreadheaded by woman, can be developed in the area of economic acceleration. 2) Indigenous woment have Bali in entrepreneurship that "'bani meli bani ngadep". This sentencemeans "brave darebuysell". Based on Hinduism philosophy: Tri Hita Karana (Three Holy Deeds) which focusing on the balance of good relation between human and God, among human, and human with their surrounding or environment.*

**Keywords: Enterpreneur, Gender and Local Wisdom.**



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*Manajemen Sumber  
Daya Manusia*

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**THE EFFECT OF THE COMPENSATION SYSTEM TOWARDS  
EMPLOYEE MOTIVATION LEVEL IN THE HUMAN RESOURCES  
DEPARTMENT AT THE PLN WEST JAVA AND BANTEN  
DISTRIBUTION OFFICE**

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**Abstract**

*One of the most interesting function in human resources and often become the research topic is compensation system and its effect toward the motivation. Even so not all good compensation implementation will directly affect the motivation. That is why the organization always urge to seek the better way and program to keep their employee's motivation. Motivation is important in work environment because of motivation here the employee could perform better. Especially when the employee had their internal motivator. Nevertheless employee still and always be need the external motivator. One of the factors which strongly could motivate the employee is the compensation that company provide. This research will analyzed the relation between the compensation system and the motivation level of the employee at the PLN West Java and Banten. We used 27 responden which represent total employee in the Human Resources Department. The basic for selecting such respondent was that one of us had previous close relation with the entire human resources employee. We hope this closeness will benefit our quantitative analysis which is the main base of the research with the depth interview result. Simple regression and descriptive analysis used in this research to examine and measure the relation between compensation and motivation. The result show that there positively significant effect from the compensation system towards the employee motivation level. This also showed and strengthen the viewpoint that compensation is still become major external motivator factor. That is why it still need great concern from the management of the organization which intent to build their employee motivation level.*

**Keywords: compensation system, motivation, human resources functions**

## **PENGARUH BUDAYA PERUSAHAAN TERHADAP KINERJA KARYAWAN DI MIROTA BATIK YOGYAKARTA**

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### ***Abstract***

*This title of this research is the impact of organizational culture towards employee performance in Mirota Batik Yogyakarta. These research goals are to understand the impact of organizational culture that consist of risk, attention to detail, result orientation, people orientation, team orientation, aggressively and commitment towards employee performance partially and simultaneously. It is also to understand the factor of organizational factors that dominant impact employee performance in Mirota Batik Yogyakarta. The population of this research is the employee of Mirota Batik Yogyakarta that located in Malioboro Street that is 204 employees. The research sample is 70 people that be collected using convenience sampling. Analysis method of this research is linier multiple regression and using t and F examination. This research found that organizational culture that consists of risk, attention to detail, result orientation, people orientation, team orientation, and aggressively and commitment impact significantly towards employee performance partially and simultaneously. The organizational culture impacts the employee performance is very strong that is 92,4 percent. Among the organizational culture factors that is people orientation that has dominant impacts towards employee performance in Mirota Batik Yogyakarta.*

**Keywords: Organizational culture, employee performance, Mirota Batik Yogyakarta.**

**EFFECTS OF PSYCHOLOGICAL CLIMATE ON JOB INVOLVEMENT  
WITH AFFECTIVE COMMITMENT AS A VARIABLE MEDIATION  
ON EMPLOYEES IN EARLY CHILDHOOD EDUCATION  
(PAUD)SUKOHARJO, CENTRAL JAVA**

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**Abstract**

*This study replicated previous research to examine the effect of psychological climate and affective commitment to the emergence of job involvement. Initial conjecture that the presence of a pleasant working conditions and in accordance with the desire to bring personal commitment and desire to participate more actively in the work environment. Data were obtained from 133 employees who work in early childhood education institutions in sub-district Sukoharjo and Mojolaban, Sukoharjo regency, Central Java. To test the hypothesis first tested the validity and reliability then performed a feasibility test (goodness-of-fit) and test hypotheses by SEM with AMOS 8.1 software. It will become an interesting research subject on the condition that the employees on the one hand the professionalism required in the work, also need a good working environment. Employees in the field are also faced with a nominal compensation, compared the work to be carried out and found the daily requirement gap or difference can determine the behavior of employees in providing services and in the institution.*

**Keyword: climate psychology, affective commitment, job involvement, early childhood, PAUD**

**PENGARUH PERCEIVED ORGANIZATIONAL SUPPORT OF  
CREATIVITY DAN CREATIVE SELF EFFICACY TERHADAP  
KREATIVITAS DENGAN KEPUASAN KERJA SEBAGAI VARIABEL  
INTERVENING PADA SMILE ISLAND ADVERTISING DI SURABAYA**

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**Abstrak**

Pada kondisi bisnis saat ini, dimana loading pekerjaan semakin tinggi dengan ketersediaan waktu kerja yang relatif tetap, kreativitas menjadi salah satu faktor penting bagi karyawan dalam menyelesaikan pekerjaannya tepat waktu. Studi ini mengkaji variabel antecedent dari kreativitas karyawan yaitu kepuasan kerja sebagai variabel intervening dengan perceived organizational support of creativity dan creative self-efficacy sebagai variabel eksogen. Partial Least Square digunakan sebagai teknik analisis data dengan sumber data seluruh karyawan Smile Island Advertising di Surabaya. Hasil analisis menunjukkan perceived organizational support of creativity, creative self-efficacy dan kepuasan kerja berpengaruh positif dan signifikan terhadap kreativitas karyawan, namun kepuasan kerja bersifat partially mediated terhadap kreatif self-efficacy.

**Kata Kunci: Kreativitas dengan Kepuasan Kerja**

**PENGARUH *HUMAN CAPITAL DIMENSION* PADA *NEW VENTURE PERFORMANCE* (STUDI PADA MAHASISWA PELAKSANA PROGRAM MAHASISWA WIRUSAHA UNAIR)**

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**Abstrak**

Setiap perusahaan mulai dari level mikro hingga besar membutuhkan sumber daya manusia yang berperan penting sebagai aset atau human capital untuk meningkatkan keberhasilan roda usaha. Oleh karena SDM mengandung intellectual resources yang bisa senantiasa menjaga keberlangsungan usaha melalui berbagai kreasi dan inovasi yang dijalankan. Paper ini bertujuan untuk mengetahui signifikansi dimensi human capital terdiri dari entrepreneurial competence, motivation, dan creativity berpengaruh terhadap kinerja new venture yang dijalankan oleh mahasiswa pelaksana Program Mahasiswa Wirausaha di Universitas Airlangga. Dengan pendekatan penelitian kuantitatif, pendapat responden diuji dengan instrument CFA dan RLB. Hasil yang diperoleh menunjukkan adanya pengaruh signifikan dari dimensi human capital pada kinerja new venture mahasiswa.

**Kata Kunci :** Human Capital Dimension, New Venture Performance, Program Mahasiswa Wirausaha

**THE CONSTRUCT OF JOB SATISFACTION MEASUREMENT:  
MULTIPLE vs. SINGLE ITEM FACETS  
(A CASE STUDY OF ECONOMICS & BUSINESS LECTURERS'  
JOB SATISFICATION)**

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**Abstrak**

Mengukur kepuasan kerja karyawan bukanlah persoalan yang sederhana. Hal ini disebabkan karena kepuasan kerja merupakan konstruk yang unik yang dalam batasan tertentu dapat dipersepsikan bersifat sangat individual. Studi ini mencoba untuk mengkonstruksi alat pengukur kepuasan kerja, khususnya dosen, yang kredibel sehingga mampu mengukur tingkat kepuasan kerja yang sebenarnya. Metode yang dipakai dalam studi ini didahului dengan pendekatan kualitatif yang kemudian dilanjutkan dengan pendekatan kuantitatif untuk memverifikasi hasil dari studi kualitatif (mix method). Dua puluh dosen Fakultas Ekonomi dari beberapa perguruan tinggi berpartisipasi dalam studi ini. Pada fase studi kualitatif dihasilkan 10 variabel yang terdiri dari 109 item sebagai penentu kepuasan kerja dosen. Hasil studi kualitatif ini kemudian diverifikasi lebih lanjut melalui studi kuantitatif yang kemudian menghasilkan konstruk akhir berupa 10 variabel penentu kepuasan kerja yang diperinci lebih lanjut dalam 97 item. Studi ini juga menemukan bahwa konstruk single item dipandang cukup kredibel juga sebagai predictor kepuasan kerja secara keseluruhan. Lebih lanjut, studi ini merekomendasikan bahwa dengan mengkombinasikan Multiple dan Single Item Facets yang digunakan secara bersama-sama akan mampu memberikan gambaran yang lebih konkrit tentang tingkat kepuasan kerja yang dirasakan oleh karyawan.

**Kata Kunci:** kepuasan kerja, multiple items, single item, dosen, mix method.

## **STRES KERJA: PENYEBAB, DAMPAK, DAN CARA MENGATASINYA PADA LEVEL INDIVIDUAL MAUPUN ORGANISASIONAL**

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### **Abstrak**

Stres kerja merupakan fenomena yang unik dalam manajemen. Ketika suatu pekerjaan relatif tidak ada tekanan maka cenderung akan menyebabkan seseorang bekerja terlalu santai dan kehilangan semangat untuk berprestasi lebih. Akan tetapi, bila tekanan ini terlalu berlebihan maka pekerja menjadi 'overload' yang kemudian juga berdampak pada rendahnya prestasi kerja. Dalam situasi seperti ini peran individu pekerja yang bersangkutan maupun manajemen sangatlah sentral untuk mampu mengelola stres di tempat kerja pada level yang proporsional sehingga kinerja karyawan yang optimal tetap bisa dijaga. Studi ini mencoba untuk menguak penyebab, dampak dan cara mengatasi stres yang dialami oleh guru Taman Kanak-kanak (TK) di salah satu yayasan pendidikan yang terkenal di Yogyakarta. Dipilihnya profesi guru TK dalam studi ini dikarenakan profesi ini sangat potensial menimbulkan stres disebabkan obyek pekerjaan mereka adalah anak-anak dibawah umur yang perilakunya masih sangat susah ditebak dan dinalar secara rasional. Metode penelitian yang dipakai dalam studi ini adalah metode kualitatif dimana pengumpulan data diperoleh dengan cara melakukan in-dept interview terhadap guru maupun manajemen sekolah. Data diolah dengan menggunakan tiga tahap analisis sebagaimana direkomendasikan Miles & Huberman (1994), yaitu data reduction, data display, and conclusion/verification. Studi ini berhasil menemukan bahwa stres yang berlebihan yang dialami oleh para guru terutama disebabkan oleh beban kerja yang berlebih dari manajemen, perilaku anak, ditambah penyebab-penyebab yang sifatnya off-the-job. Dampak yang muncul dari stres yang berlebihan tersebut adalah kelelahan fisik maupun psikis yang berlebihan yang kemudian berdampak lebih jauh pada kinerja mereka. Sementara itu, dalam mengatasinya bisa dilakukan baik oleh individu guru yang bersangkutan maupun dari pihak manajemen melalui berbagai macam kebijakan yang mampu mensinkronkan beban kerja serta mereduksi penyebab dan dampak pada level tertentu yang optimal.

**Kata Kunci :** stres kerja, penyebab stres, dampak stres, cara mengatasi stres, kualitatif.



**BUDAYA ORGANISASI SEBAGAI PEMEDIASI PENGARUH  
KEPEMIMPINAN TRANSFORMASIONAL DAN TRANSAKSIONAL  
TERHADAP KINERJA KARYAWAN  
(Studi Kasus pada PT. Bank Muamalat Indonesia Tbk)**

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***Abstract***

*PT. Bank Muamalat Indonesia Tbk. is the first Islamic bank in Indonesia, but the growth still needs to be improved. Growth requires the participation of employees through their performance. The research aimed to analyze the influence of transformational and transactional leadership on employee performance with organizational culture as an intervening variable. As many of 100 staff officers at the headquarters of Bank Muamalat Indonesia were involved as respondents, the questionnaires were carried out by self-rating. Data were analyzed with structural equation modeling using SPSS version 20 package. The results showed that transformational leadership and transactional leadership had significant and positive effect on organizational culture, and further the organizational culture had significant and positive effect on employee performance. Transformational leadership directly had positive effect on employee performance but not significant, whereas transactional leadership directly had negative effect on employee performance but not significant. Thus the organizational culture fully mediates the effect of transformational leadership and transactional leadership on employee performance.*

***Keywords: direct effect, indirect effect, structural equation model.***

## **CSR DI PERUSAHAAN INDONESIA DAN DAMPAK TERHADAP MASYARAKAT**

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### *Abstract*

*Indonesia establishes mandatory for companies doing CSR (Corporate Social Responsibility). CSR conducted diverse company with the aim to fulfill the obligation to comply with government regulations but also to increase sales with regard to marketing. But other than that several major companies other than for the purpose of marketing and imaging also provide value and service to its employees and the public through educational activities with the establishment of schools, health activities with the provision of free health services and the establishment of hospitals, spiritual activities with the establishment of houses of worship and processing resources residing in the surrounding communities. CSR is more popular in Indonesia that have a direct impact on improving the image in the form of CSR that is exposed to the public in the form of print media (newspapers) and visual (television and internet). CSR is developing in Indonesia also leads to the form of donations to the orphans, and support for funding entrepreneurship, with entrepreneurial competitions with prizes of capital costs. So it can be concluded the Company increased adoption of CSR, because the cost of CSR can be used to support imaging and marketing of products. And the cost of CSR can also reduce the amount of taxes imposed, if the disclosure is made complete and detailed of the companies that give value-added directly to the public. Society becomes the beneficiary here with increased CSR program, is expected to improve the welfare of the people in terms of education, health and spirituality and psychological well.*

**Keywords:** *CSR, society, Indonesia*

## **PERILAKU *MACHIAVELLIAN* TERHADAP KEPUASAN KERJA, KEPUTUSAN ETIS DAN IDEOLOGI ETIKA PADA AKUNTAN**

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### ***Abstract***

*The behavior of the machiavellian manipulation is a process where the manipulators have been honored more than it is when he's not doing the manipulation. The effects of this behavior can influence career choices, job satisfaction, ethical decisions, and ideology ethics workers. Accountants as one of professional organizations also experienced the machiavellian behavior of their profession. The purpose of this research was to know whether the accountants have a machiavellian behavior influence on job satisfaction, ethical decision and ideology ethics. Data were collected using a questionnaire that was distributed as many as 80 questionnaires to alumni majoring in accounting and who once worked as an auditor/are based in the city of Bandung. However, the questionnaires were returned and ready to be tested is as much as 57 questionnaires (with a response rate 71,25 percent). The analysis of the data used was regression analysis. The results of this research showed that the accountant has a low machiavellian behavior. Machiavellian behavior has influence on job satisfaction, ethical decisions and ideology ethics.*

***Keywords: machiavellian, job satisfaction, ethical decision, ideology ethics.***

**THE ROLE OF PSYCHOLOGICAL CONTRACT AND ORGANIZATIONAL SUPPORT ON ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR: STUDY OF YOUNG ENTREPRENEUR IN MANAGEMENT PRACTICES**

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**Abstract**

*Small medium enterprises (SMEs) need to create good employment relationship to retain employees. On the context of dynamic environment, SMEs exposed to be the biggest challenge on achieving conformity between employee expectations and management practices. Doing the job without sense of meaningfulness, opportunity to express personal skills and good employment relationship between the employee and the organization become the main reason of low employee commitment to the organization. Managing the needs and expectations of employees can be achieved through the psychological contract which not only impact on in-role behavior, but also the extra-role behavior. This study aims to develop a comprehensive framework to retain employees primarily managing employee expectations through the psychological contract and organizational support for directing employee attitude and behavior. The approach in this study using a quantitative method based on the survey instrument by delivering questionnaire to the employees of small medium enterprises (SMEs) in Central Java owned by young entrepreneurs. Data analysis using Structural Equation Modeling of AMOS statistical package. The results showed the impact of the psychological contract and organizational support on employee attitude (organizational commitment) and behavior (organizational citizenship behavior). This study has implications for the importance of understanding the needs and expectations of employees, primarily the emotional aspect for achieving good employment relationship. This study also contributes to employment relationship theory and entrepreneurial management theory.*

**Keywords:** *organizational support, organizational commitment, organizational citizenship behavior, psychological contract, young entrepreneur*

**PERAN MEDIASI *MOTIVATION* DAN *JOB SATISFACTION* PADA HUBUNGAN PENGARUH *CORPORATE SOCIAL RESPONSIBILITY INVOLVEMENT* TERHADAP *ORGANIZATIONAL IDENTIFICATION***

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**Abstrak**

Penelitian ini menguji hubungan pengaruh corporate social responsibility (CSR) involvement terhadap organizational identification dengan variabel intervening motivation dan job satisfaction. Penelitian dilakukan pada PT Telkom yang mempunyai komitmen sangat kuat terhadap kegiatan peduli masyarakat luas melalui program CSR-nya yang dilakukan di Surabaya dan Jember. Karyawan yang terlibat kegiatan CSR dijadikan sebagai responden penelitian, dan jumlahnya 61 karyawan. Dengan menggunakan pendekatan kuantitatif, maka dari hasil uji statistik diperoleh hasil penelitian bahwa pengaruh CSR involvement terhadap organizational identification adalah tidak signifikan. Variabel motivation terbukti dapat menjadi variabel antara (intervening) yang signifikan pada hubungan pengaruh CSR involvement terhadap organizational identification. Selanjutnya variabel job satisfaction tidak terbukti secara signifikan menjadi variabel intervening pada hubungan pengaruh CSR involvement terhadap organizational identification.

**Kata Kunci:** CSR involvement, motivation, job satisfaction, organizational identification

**PENGARUH KOMITMEN ORGANISASI DAN KOMITMEN  
PROFESIONAL TERHADAP KEPUASAN KERJA  
(Studi Kasus Pada Perusahaan AJB Bumiputera Kantor Pusat)**

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**Abstract**

*Topics in this fieldwork on the effect organisasi commitment and professional commitment on employee job satisfaction AJB Bumiputera headquarters. The purpose of this study was to analyze the output of organizational commitment variables and simultaneous partial and professional commitment to job satisfaction in insurance company AJB Bumiputera headquarters. The data used in this study is organizational commitment and professional commitment to job satisfaction in insurance company AJB Bumiputera headquarters in the period from February to September 2013. Participants in this study all employees AJB Bumiputera headquarters. Analysis using multiple linear regression analysis, hypothesis testing using the t test, F test and R2. The results showed that there was a significant relationship between organizational commitment and professional commitment to job satisfaction with the regression equation  $Y' = 14974 + 0.320 X1 + 0.363 X2$ ,  $t_{count} > t_{table}$  (1,903 > 1,675) for commitment to organizational and professional commitment  $t_{count} > t_{table}$  (1,833 > 1,675) and the value of the value of F (12.317). Analysis of the figure of determination R2 (R square) of 0.326 (32.6%) recommendation that can be given to AJB Bumiputera companies expect all employees to follow Headquarters seminar organized by the company. Then expect all officers to follow the interests of providing the best service experience to our customers. And all employees are expected to work with his team in serving our customers. For further research are expected to use the indicators and other variables as factors that affect job satisfaction, as well as using the methods and tools of analysis are far more varied and accurate.*

**Keywords: organizational commitment, professional commitment, job satisfaction**

**PENGARUH KECERDASAN EMOSIONAL DAN KOMITMEN ORGANISASIONAL TERHADAP PERILAKU KEWARGAAN ORGANISASIONAL PEGAWAI DINAS PERTANIANDAN KELAUTAN PEMERINTAHKOTA MEDAN**

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**Abstrak**

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh kecerdasan emosional dan komitmen organisasional pegawai terhadap perilaku kewargaan organisasional pegawai Dinas Pertanian dan Kelautan Pemerintah Kota Medan. Jenis penelitian ini adalah deskriptif kuantitatif. Jenis data yang digunakan adalah primer dan sekunder yang diperoleh dari kuesioner dan studi pustaka. Populasi dalam penelitian ini adalah seluruh pegawai Dinas Pertanian dan Kelautan Pemerintah Kota Medan. Sampel dalam penelitian ini sebanyak 90 orang pegawai. Teknik pengambilan sampel menggunakan teknik stratified random sampling. Metode analisa yang digunakan analisa regresi linier berganda. Hasil penelitian menunjukkan bahwa kecerdasan emosional dan komitmen organisasional berpengaruh secara bersama – sama atau serentak (Uji-F) berpengaruh positif dan signifikan terhadap perilaku kewargaan organisasional pegawai Dinas Pertanian dan Kelautan Pemerintah Kota Medan. Berdasarkan hasil uji-t diketahui bahwa kecerdasan emosional dan komitmen organisasional pegawai secara parsial berpengaruh secara positif dan signifikan terhadap perilaku kewargaan organisasional pegawai Dinas Pertanian dan Kelautan Pemerintah Kota Medan. Komitmen organisasional yang paling dominan mempengaruhi perilaku kewargaan organisasional pegawai Dinas Pertanian dan Kelautan Pemerintah Kota Medan.

**Kata Kunci: Kecerdasan Emosional, Komitmen Organisasional dan Perilaku Kewargaan Organisasional.**

**MODEL KESUKSESAN KARIR PARA DISTRIBUTOR PADA PERUSAHAAN *MULTI LEVEL MARKETING* (MLM) DENGAN MEMBANGUN KOMPETENSI DAN KOMITMEN KEWIRAUSAHAAN YANG DIMODERASI OLEH MOTIVASI KEWIRAUSAHAAN**

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**Abstrak**

Tujuan penelitian ini adalah untuk mengetahui dan menganalisis apakah kompetensi dan komitmen kewirausahaan berpengaruh signifikan terhadap kesuksesan karir para distributor pada Perusahaan Multi Level Marketing (MLM). Tujuan penelitian ini juga untuk mengetahui dan menganalisis apakah motivasi kewirausahaan mampu memperkuat pengaruh variabel kompetensi dan komitmen kewirausahaan terhadap kesuksesan karir para distributor pada perusahaan MLM. Penelitian ini menggunakan metode kuantitatif dan kualitatif. Sampel penelitian ini adalah 214 distributor yang telah resmi terdaftar pada perusahaan Multi Level Marketing (MLM) Medan antara lain PT.Herbalife Indonesia, PT.Orindo Alam Ayu (Oriflame), PT.Sophi Martin Indonesia, PT.K-Link, PT. Tupperware Indonesia dan PT. Amway Indonesia dengan metode snowball sampling. Berdasarkan hasil penelitian diperoleh bahwa secara serempak kompetensi, komitmen dan motivasi kewirausahaan berpengaruh signifikan terhadap kesuksesan karir para distributor pada perusahaan MLM. Secara parsial, komitmen dan motivasi kewirausahaan berpengaruh signifikan terhadap kesuksesan karir. Sedangkan kompetensi kewirausahaan, secara parsial tidak berpengaruh signifikan terhadap kesuksesan karir. Selanjutnya berdasarkan hasil juga diperoleh bahwa motivasi kewirausahaan memoderasi hubungan antara kompetensi kewirausahaan terhadap kesuksesan karir dan hubungan antara komitmen kewirausahaan terhadap kesuksesan karir.

**Kata kunci: Kompetensi Kewirausahaan, Komitmen Kewirausahaan, Motivasi Kewirausahaan, Kesuksesan Karir, Multi Level Marketing (MLM).**



## **MANAJEMEN IMPRESI DALAM KONTEKS BUDAYA JARAK KEKUASAAN DAN KOLEKTIVITAS TINGGI DI INDONESIA: IMPLEMENTASI DAN IMPLIKASINYA**

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### ***Abstract***

*Impression management (IM) tactics are carried out by members of the organization, including the managers, and addressed to all those who interact with them in the workplace. Middle line managers and first-line supervisors work with their superiors, co-workers or other managers at the same level, and of course their subordinates. Their promotion and any other rewards are depend on the performance appraisal by their superior as well as their successfull works are determined by their co-workers and their subordinates, because they require the same level managers for coordination between units, and they have to influence their subordinates to implement all the strategies are made. Those situation can drive managers to more engage in the impression management (IM) tactics, that will be directed to the three targets, namely superiors, peers, and their subordinates. On the other hand, IM tactics are often regarded as negative behaviors. However, in the context of a particular culture, such as in a high power distance culture, this behavior is seen as normative and legitimated. Furthermore, in the collectivism culture which emphasis on membership in groups and common goals, welfare of the group, courtesy and harmony will drive people to engage in IM tactics. According to Hofstede, Indonesia has a high power distance and collectivism culture. Therefore we can suggest that the managers will play IM tactics in order to fulfill some different roles - demonstrate compliance and loyal to the group members, support and protect the subordinate, and gain the more rewards from their superior - and in Indonesia, these behaviors is normative and needed. This paper is a literature study that based on the theories and previous researches in impression management tactics on the cultural context of high power distance and collectivism. This study will provide an understanding of the implementation of IM tactics based on the factors that encourage managers perform the this tactics and the potential impacts that may occur as a result of these manager's behaviors that be directed to the superior, co-workers, and subordinates. In the rest, this paper will provide some advice for future researches.*

***Keywords: Leader, Impression Management, power distance culture, collectivism culture***

## **PENGEMBANGAN SISTEM EVALUASI JABATAN METODE SISTEM POIN KOMPETENSI SEBAGAI DASAR PENGELOLAAN REMUNERASI DAN SISTEM KARIR DI PERGURUAN TINGGI**

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### *Abstract*

*Abstract - Job Evaluation Process is an important things to manage The Cycle of Human Resource System in employee reward system at higher education institution. Developing competence based human resources management, make researcher interested to integrate the point system method in job evaluation process. Job Evaluation Model that combine point system method and basic competence, is more fits to help management makes strategic decision making in human resource management area, eompared with Traditional Job Evaluation Model that based on job responsiblity. The purpose of this research is developed competence based job evaluation system using point system method that appropriate with career management and remuneration in higher education institution. The best job evaluation model can describes internal justice and based compensation system to encourage superior performance. By using twenty two job and competence factors, job evaluation system has been developed was general and generic, so it can use in many higher education institution. This research, is conduct at STIE Perbanas Surabaya. Process of this research start with analysis fifty seven structural job position in higher education institution. The result from this process are job description and job specification to developed system and procedurs of job evaluation. The next steps are arrange the competency, weight jobs, level and point for each competence level. Competency at job evaluation system can developed in seven factors with twenty two sub factors. The result of this research is Job Evaluation Guide line and Dictionary of competency as a part of Manual of Job Evaluation System.*

**Keywords:** *Job Evaluation, Competency, Point System, Job Analysis*

## **EFIKASI DAN DETERMINASI DIRI PELAKU PROGRAM DIET OCD: METODE ANALISIS ISI PADA MEDIA SOSIAL**

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### **Abstrak**

Efikasi diri dan determinasi diri memiliki peran penting bagi terwujudnya keberhasilan atau kesuksesan seorang individu. Keberhasilan atau kesuksesan tersebut dapat berupa pencapaian target kerja atau target pribadi yang menjadi tujuan individu tersebut. Seorang pelaku diet OCD memiliki efikasi dan determinasi diri yang kuat agar mampu menjalankan beberapa tahapan dalam melakukan diet OCD. Tahapan itu dilakukan agar tujuan yang diharapkan dapat tercapai. Studi ini bertujuan untuk melihat bentuk efikasi diri dan determinasi diri yang dimiliki dan ditunjukkan oleh pelaku diet OCD. Bentuk efikasi diri dan determinasi diri tersebut dianalisis melalui metode analisis isi dengan melihat testimoni yang disampaikan pelaku diet OCD di media sosial. Dengan melakukan analisis isi pada testimoni para pelaku diet OCD di media sosial tersebut diharapkan dapat dipahami bentuk-bentuk efikasi diri dan determinasi diri. Implikasi bagi perusahaan dari penelitian ini adalah manajer dapat mengidentifikasi bentuk-bentuk efikasi diri dan determinasi diri karyawan melalui respon, atau testimoni melalui forum komunikasi karyawan, media sosial yang digunakan para karyawan, maupun media sosial khusus yang menggunakan jaringan intranet perusahaan. Manajer yang dapat mengidentifikasi bentuk-bentuk efikasi diri dan determinasi diri karyawan, akan mampu menghasilkan keputusan yang tepat dalam pengelolaan sumber daya manusia

**Kata Kunci :** Efikasi Diri, Determinasi Diri, Analisis Isi

## **KEMAMPUAN MANUEVER INOVASI LAYANAN DALAM MENINGKATKAN KINERJA TENAGA PENJUALAN**

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### ***Abstract***

*Service innovation maneuverability is a strategic concept installed to salespeople to raise the optimum performance. Increasing performance of salespeople should be possessed a breakthrough to fulfilling the needs and customers satisfaction. Salespeople performance developed utilized customer orientation, collaborative capability, offering advantage, and service innovation maneuverability. This Research developed using strong theoretical background and will tested to sales people as unit analyzes. Goals of this research to verified dominant variable to raise sales people performance. This reseach using structural Equation modelling with amos program as data analizing. This research going to show that service innovation maneuverability is the dominant variable to increased sales people performance.*

***Kata Kunci:Kemampuan Manuver Inovasi Layanan, Kinerja Tenaga Penjualan***

**ANALISIS KOMPETENSI PENGRAJIN SEPATU SEBAGAI DAYA  
SAING DALAM RANGKAMENGHADAPI  
MASYARAKAT EKONOMI ASEAN (MEA)  
(Kajian Pada Sentra Sepatu Cibaduyut Jawa Barat)**

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***Abstract***

*Indonesia will face a tight competition in 2015 as ASEAN Economy Society is enforced. This condition forces a situation where every human resource needs to be prepared into its optimum. One of them is human resource competency to competitive advantage. So far, there haven't been any academic researches about competency factor of shoes entrepreneur as The Nation competitive advantage which can help to encounter ASEAN Economy Society. Sentra Sepatu Cibaduyut Bandung, which is a productive shoes enterprise in Bandung, Cibaduyut, is one sample case where Entrepreneur has the capability to increase The Nation economy. Hence, this research objective is to find and explain shoes entrepreneur competitive advantage factors as a competitive advantage to face ASEAN Economy Society. This is a qualitative research and supported by quantitative data. Factors descriptive analysis is research method that is used. Research results will point out shoes entrepreneur competitive advantage factors of Sentra Sepatu Cibaduyut Bandung which is important to encounter competition coming from future ASEAN Economy Society.*

***Keywords: Competency shoes entrepreneur, Competitive Advantage And ASEAN Economy Society***

**PENGARUH *PERCEIVED SUPPORT*, *FEAR OF FAILURE* DAN *SELF-EFFICACY* TERHADAP NIAT BERWIRAUSAHA PADA MAHASISWA S1 MANAJEMEN FEB UNIVERSITAS AIRLANGGA**

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**Abstrak**

Ketidakseimbangan antara jumlah pencari kerja dan jumlah penyedia kerja (perusahaan) membuat tingkat pengangguran semakin tinggi. Hal ini membuat pihak universitas berusaha untuk meningkatkan niat mahasiswa untuk menjadi wirausaha. Beberapa hal yang dilakukan adalah dengan memberikan dukungan kepada mahasiswa berupa pendidikan kewirausahaan. Penelitian ini berusaha untuk mengkaji apakah pendidikan kewirausahaan akan memiliki efek positif terhadap niat mahasiswa untuk menjadi wirausaha. Pada penelitian ini juga mengkaji sikap terhadap wirausaha, dukungan-dukungan dari pihak lain seperti keluarga dan pemerintah, dan juga mengkaji seberapa besar dampak takut terhadap kegagalan untuk menjadi wirausaha. Penelitian ini menggunakan survei pada mahasiswa S1 Manajemen Unair dengan data terkumpul sebanyak 254. Hasil dari penelitian ini diharapkan dapat memberikan masukan bagi pihak Universitas untuk dapat meningkatkan niat berwirausaha pada mahasiswa.

**Kata Kunci:** Kewirausahaan, Niat berwirausaha, Takut Kegagalan, Dukungan yang dirasakan.

**MODEL GAYA PENGAMBILAN KEPUTUSAN, KETERAMPILAN DAN  
KARAKTERISTIK PEKERJAAN YANG MEMPENGARUHI KEPUASAN  
KERJA KARYAWAN**

**(Studi Kasus pada Pengusaha Kecil Bidang Konstruksi di Kota Palu)**

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**Abstrak**

Penelitian ini bertujuan untuk mengetahui dan menganalisis pengaruh gaya pengambilan keputusan, keterampilan dan karakteristik pekerjaan terhadap kepuasan kerja karyawan di usaha kecil bidang konstruksi yang ada di kota palu. Hasil penelitian berdasarkan analisis regresi berganda menunjukkan bahwa gaya pengambilan keputusan, keterampilan dan karakteristik pekerjaan berpengaruh secara simultan terhadap kepuasan kerja karyawan pada tingkat kepercayaan 95%. Hasil pengujian nilai koefisien determinasi parsial ( $r^2$ ) menunjukkan bahwa gaya pengambilan keputusan seorang pengusaha kecil, berpengaruh dominan terhadap kepuasan kerja karyawannya, sedangkan keterampilan pemimpin dan karakteristik pekerjaan pengusaha kecil tidak berpengaruh secara nyata terhadap kepuasan kerja karyawannya.

**Kata kunci: Gaya pengambilan keputusan, keterampilan, karakteristik pekerjaan, kepuasan kerja**

**REGENERASI DAN TRANSFER NILAI BUDAYA ORGANISASI PADA  
PERUSAHAAN KELUARGA  
(STUDI KASUS KUALITATIF PADA CV. MUBAROKFOOD CIPTA  
DELICIA, KUDUS)**

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***Abstract***

*One of the phases not be inevitable from the family business is the phase in which one generation will change hands over the next generation, it is natural to occur in cycles of the family business. The culture in the Organization has to go through the process of transfer value a long and consistent, not necessarily be created. The purpose of this research is to find out what values taught in Mubarokfood, how the value of the transfer is carried out as well as the process of regeneration that occurs in it. As for the type of research conducted qualitative research methods are used in the form of interviews, direct observation and documentation. The results showed that the values being taught from generation to generation in Mubarokfood regarding business ownership, trust, visionary, spirituality as well as professional and community to be built stronger. The value of the transfer process is done with a minimal model in daily life and continually communicate with. While the regeneration is going on Mubarokfood is by directly involving right inside job and always do the deliberations between members of the family.*

***Keywords: Family Business, Value Transfer, Regeneration***



**PENGARUH KEPUASAN KERJA DAN MOTIVASI  
BERPRESTASITERHADAP KOMITMEN KERJA PEGAWAI  
DENGANKEPEMIMPINAN SEBAGAI VARIABEL MODERATING  
DI SUMATERA UTARA**

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**Abstrak**

Kinerja pemerintahan khususnya yang berkaitan dengan kepegawaian masalah komitmen seorang pegawai menjadi suatu hal yang sangat penting karena mempunyai pengaruh pada kinerja pegawai. Sehingga diharapkan setiap pegawai memiliki komitmen yang kuat untuk memberikan prestasi terbaik bagi negara dan pelayanan terbaik pada masyarakat. Komitmen pegawai merupakan salah satu kunci yang turut menentukan berhasil tidaknya suatu organisasi untuk mencapai tujuannya. Kepuasan kerja dalam beberapa penelitian dihubungkan secara positif dengan komitmen. Kepuasan kerja karyawan mempengaruhi komitmen kerja sebagaimana didefinisi berikut, kepuasan kerja karyawan adalah terpenuhi atau tidaknya keinginan mereka terhadap pekerjaan. Motivasi berprestasi merupakan kebutuhan individu untuk berbuat lebih baik dari orang lain yang mendorong individu untuk menyelesaikan tugas lebih sukses dan untuk mencapai prestasi yang lebih tinggi. Penelitian ini bertujuan untuk mengidentifikasi hubungan antara kepuasan kerja, motivasi berprestasi terhadap komitmen kerja pegawai dengan kepemimpinan sebagai moderating di Universitas Sumatera Utara. Dengan menggunakan sampel sebanyak 91 responden yang terbagi kedalam 15 unit kerja dengan hasil analisis untuk model pertama menunjukkan kepuasan kerja berpengaruh signifikan terhadap komitmen kerja pegawai dengan nilai  $p\text{-value } 0,00 < 0,05$  dan motivasi berprestasi terhadap komitmen kerja pegawai dengan nilai  $X^2 p\text{-value } 0,002 < 0,05$ . Model kedua menunjukkan menunjukkan kepuasan kerja berpengaruh signifikan terhadap komitmen kerja pegawai dengan nilai  $p\text{-value } 0,00 < 0,05$ , motivasi berprestasi terhadap komitmen kerja pegawai dengan nilai  $X^2 p\text{-value } 0,000 < 0,05$  dan Kepemimpinan berpengaruh signifikan terhadap komitmen kerja pegawai dengan nilai  $p\text{-value } 0,00 < 0,05$ . Penelitian ini menyarankan bagi perusahaan untuk lebih memperhatikan kepuasan kerja, motivasi berprestasi dan kepemimpinan agar karyawan memiliki komitmen dalam bekerja di Universitas Sumatera Utara

**Kata Kunci : Kepuasan Kerja, Motivasi Berprestasi, Kepemimpinan, Komitmen Kerja**

**PEKERJAAN SEBAGAI PANGGILAN TERHADAP *WORK*  
ENGAGEMENT YANG DIMODERASI OLEH KEBERMAKNAAN  
DAN IDENTITAS PEKERJAAN**

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***Abstract***

*This study investigated the possibility that relationship of work as calling to work engagement is moderated by work meaningfulness and occupational identity. Data were distributed to 50 nurses and doctors in the Rumah Sakit Gigi dan Mulut (RSGM) Bandung with a return rate of 100% with all the questionnaires were used with no defects and analyzed using regression linier and moderated regression analysis. From three hypothesis that were purposed, it was found that all was supported; the work as a calling have a positive and significant influence toward work engagement and stronger when moderated by work meaningfulness and occupational identity. Managerial implication can be suggested by this study might be to directly enhance doctors and nurses' sense of work meaningfulness and occupational identity in order increase their positive work experiences.*

***Keywords: Work as calling, work engagement, work meaningfulness, occupational identity***

## USULAN PENINGKATAN KEPUASAN SISWA KELAS XII DI RUMAH BELAJAR 'X'

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### Abstract

Rumah Belajar 'X' provides tutoring services for elementary to university students. The biggest number of student in Rumah Belajar 'X' is XII level student (3rd year high school), as Rumah Belajar 'X''s main market share. But nowadays, level XII regular students number in Rumah Belajar 'X' decreased. Student leave and do not like to study at Rumah Belajar 'X' because there are dissatisfaction of Rumah Belajar 'X''s service caused by bad service quality. The objective of this research is to make improvement proposal that can increase student retention in Rumah Belajar 'X'. Implementing the proposals hopefully can increase XII level students number. To solve this problem, this research will start with service quality measurement to identify students satisfaction or dissatisfaction level, identify the root cause of dissatisfaction and propose improvement. This research use modified servqual method from Zeithamel & Parasuraman to measure students satisfaction level and identify the cause (gap analysis). Kano model to categorize attributes according to customer, to determine improvement priority. Fault tree analysis (FTA) to explore the root causes of failures that become priority, and failure mode and effect analysis (FMEA) to determine improvement proposal and priority. The results are students are dissatisfied for all 36 attributes with 10 attributes identified as priorities that affect consumer satisfaction. For these attributes, root causes of failure are explored using FTA and improvement proposal generated using FMEA. Some highest priority improvement proposals are to provide the shuttle from public transportation location to Rumah Belajar 'X' and vice versa, students are classed based on intelligence level, using Quantum Learning, teach quick formula, determine and set optimal student number in a class.

**Keywords :** Servqual, Kano, FTA, FMEA

## **PENGARUH STATUS KARYAWAN TERHADAP EFEKTIVITAS KERJA DENGAN KOMITMEN KERJA SEBAGAI VARIABEL INTERVENING**

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### ***Abstract***

*In general, this study aims to find empirical evidence concerning the influence of employee status on the effectiveness of work using commitment on work as a interveningvariable. The meaning of employee status is whether the employees are classified as permanent or non-permanent employees. The more specific objectives of this study are (1) the effect of employee status on work commitments; (2) determine the effect of employee status on the effectiveness of work; (3) the effect of work commitments on the effectiveness of work and (4) determine direct effect of employee status on the effectiveness of work, in addition determine indirect effect of employee status on the effectiveness of work using commitment of work as intervening variable. Respondents of the study are all employees of CV Gastrad Indonesia Yogyakarta. This study uses a census method, therefore total respondents were 44 people. The analytical method used was path analysis. The results showed that: (1) There is a significant relationship between the status of employees on work commitment, (2) There is no significant relationship between employee status on the effectiveness of work, (3) There is a significant effect of the work commitment on the effectiveness of work, and (4) the direct influence on the effect of work status on the effectiveness of work is smaller than the indirect effect of work status on the effectiveness of work through work commitment.*

**Keywords:** *Employee Status, Commitment, Effectiveness.*

## DESAIN PENILAIAN KINERJAPADA USAHA KECIL MENENGAH

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### *Abstract*

*X is one of small and medium company which operate in engineering contractor and consultant. The practice of performance appraisal in X still used a very simple and subjective performance evaluation; only based on employee daily behavior. Furthermore, the employees have not known standard or target set by management because it is clearly unwritten, so in the end it caused the employee did not get the right feedback and appraisal for their performance during the times. This research aims to formulate company's divisions strategic planning that align with X' organizational strategic planning, then to formulate job specification that align with company's divisions strategic planning for each job exist in the company, to design the right performance appraisal for company based on result approach and behavior approach, and also to know the appropriate implementation strategy of performance appraisal system that can be applied at X. This research is an exploratory research used qualitative approach based on case study. Data sources using company documentation and archives, interview reports, observation report, and results of focus group discussion. The key informans are the entire employee of X, consist of Director, division's managers and entire staff at each of that division. The results of this research are performance appraisal for X's employee including performance appraisal based on result approach, performance appraisal based on behavior approach, and implementation strategy of performance appraisal at X.*

**Keyword:** *performance appraisal, job specification, result approach, behavior approach*

***EMOTIONAL INTELLIGENCE DAN CULTURAL INTELLIGENCE  
PENGARUHNYA TERHADAP INNOVATIVE WORK BEHAVIOUR DAN  
KINERJA KARYAWAN***

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**Abstrak**

Karyawan menjadi salah satu aset penting dalam implementasi tujuan perusahaan. Studi tentang pemahaman kecerdasan emosi dan pemahaman budaya oleh karyawan yang bekerja di lingkungan kerja global, cukup mendapatkan perhatian bagi para akademisi untuk diteliti lebih lanjut. Kondisi lingkungan bisnis global ini mendorong perusahaan untuk memiliki karyawan dengan kemampuan kecerdasan emosi (emotional intelligence) dan keterampilan beradaptasi (cultural intelligence) dalam menghadapi perubahan lingkungan bisnis tersebut. Pengembangan kemampuan emotional intelligence dan cultural intelligence karyawan memiliki aspek penting dalam mendorong perilaku kerja karyawan yang inovatif (innovative work behavior) dan juga peningkatan kinerja karyawan. Studi ini terdiri atas 4 hipotesis, dimana hasilnya menunjukkan bahwa hipotesis 1 yakni, emotional intelligence mempunyai pengaruh positif terhadap innovative work behavior. Hasil uji hipotesis ke 2 menunjukkan emotional intelligence mempunyai pengaruh positif terhadap kinerja karyawan. Hasil hipotesis ke 3 menunjukkan cultural intelligence mempunyai pengaruh positif terhadap innovative work behavior. Terakhir, hipotesis 4 menunjukkan bahwa cultural intelligence juga menunjukkan pengaruh positif terhadap kinerja karyawan. Studi ini menggunakan responden karyawan (ekspatriat) dari perusahaan-perusahaan di Taiwan dan China. Pada hasil akhir penelitian, implikasi manajerial atas hasil penelitian dapat menjadi wacana tambahan bagi para akademisi dan pelaku bisnis.

**Kata Kunci:** emotional intelligence, cultural intelligence, innovative work behavior, dan kinerja karyawan

**PENGARUH BUDAYA ORGANISASI DAN MOTIVASI TERHADAP  
KINERJA KARYAWAN DI PT BANK MANDIRI Tbk (Persero)  
CABANG PRIORITASGEDUNG SAMPOERNA SURABAYA**

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**Abstrak**

Penelitian ini dilakukan untuk mengetahui Pengaruh Budaya Organisasi dan Motivasi terhadap kinerja Karyawan Cabang Prioritas Gedung Sampoerna Surabaya. Diharapkan dari hasil penelitian ini dapat memberi masukan bagi perusahaan sebagai bahan informasi dalam mengembangkan sumberdaya manusia terutama peranan budaya organisasi dan motivasi terhadap kinerja karyawan. Responden dalam penelitian ini berjumlah 32 karyawan Cabang Prioritas Gedung Sampoerna Surabaya. Data yang diperoleh akan dianalisis menggunakan teknik analisis statistik Regresi Linear Berganda. Bentuk persamaan yang dihasilkan dalam penelitian ini adalah sebagai berikut:

$$Y = 0,468 + 0,460 X_1 + 0,386 X_2$$

Berdasarkan hasil penelitian, dapat disimpulkan bahwa variabel bebas yaitu budaya organisasi dan motivasi secara bersama-sama berpengaruh signifikan terhadap kinerja karyawan tetap Bank Mandiri Cabang Prioritas Gedung Sampoerna Surabaya. Hal ini dapat terlihat dari hasil analisis regresi linear berganda yang menunjukkan bahwa budaya organisasi dan motivasi memiliki nilai signifikan sebesar 0,013 dan 0,016 (kurang dari 0,05). Pengaruh budaya organisasi dan motivasi terhadap kinerja karyawan di Cabang Prioritas Gedung Sampoerna Surabaya, semuanya adalah positif yang ditunjukkan dengan nilai koefisien sebesar 0,460 dan 0,386, yang artinya apabila budaya organisasi dan motivasi meningkat, maka akan meningkatkan secara nyata kinerja karyawan di Cabang Prioritas Gedung Sampoerna Surabaya.

**Kata Kunci: Budaya Organisasi, Motivasi, Kinerja Karyawan**

## **THE MEDIATING ROLE OF MENTAL MODEL ON THE RELATIONSHIP BETWEEN INTERACTIVE PERFORMANCE MEASUREMENT SYSTEMS ON EMPLOYEE PERFORMANCE**

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### ***Abstract***

*The aim of the study is to investigate the extent to which mental model enables to leverage employee performance using interactive performance measurement systems. In order to generate the aim of the study, we do a quantitative study to employee working in the headquarter office of the telecommunication company (PT Telkom). According to survey study, 96 usable data is analyzed using structural equation model, in particular using SmartPLS. The result finds that mental model has a positive and significant effect to improve the relationship between interactive performance measurement system and employee performance. This study implies that interactive performance measurement systems is useful for employees to improve their understanding and knowledge through learning capacity that build mental model for employees, this mental model is a organization asset to improve their performance.*

**Keyword: mental model, employee performance, performance measurement systems**



## **PENGARUH STRES KERJA TERHADAP KETIDAKPUASAN KERJA KARYAWAN BERDASARKAN GENDER PADA GARUDA PLAZA HOTEL MEDAN**

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### **Abstrak**

Tujuan penelitian adalah untuk mengetahui pengaruh Stres Kerja Terhadap Ketidakpuasan Kerja Karyawan Berdasarkan Gender Pada Garuda Plaza Hotel Medan. Jenis penelitian adalah penelitian asosiatif. Data pada penelitian ini menggunakan data primer berupa kuesioner dan wawancara dan data sekunder yang diperoleh dari internet, buku, dan jurnal. Populasi dalam penelitian ini berjumlah 142 orang yang terdiri dari 102 orang karyawan pria dan 40 orang karyawan wanita. Sampel berjumlah 62 orang yang terdiri dari 31 orang karyawan pria dan 31 orang karyawan wanita dan teknik pengambilan sampel menggunakan metode random sampling. Uji hipotesis menggunakan uji F, uji ( $R^2$ ), dan uji beda t-test dengan taraf  $\alpha = 5\%$ . Hasil penelitian ini menunjukkan bahwa Stres Kerja memiliki kaitan yang erat dengan Ketidakpuasan Kerja Karyawan Berdasarkan Gender Pada Garuda Plaza Hotel Medan sebesar 0,567 bagi karyawan pria dan 0,545 bagi karyawan wanita. Berdasarkan koefisien determinasi ( $R^2$ ) bagi karyawan pria sebesar 32,1% dan bagi karyawan wanita sebesar 29,7% variabel stres kerja ini mampu mempengaruhi ketidakpuasan kerja karyawan dan memiliki pengaruh positif dan signifikan. Uji F menunjukkan stres kerja mempengaruhi ketidakpuasan kerja karyawan secara positif dan signifikan. Uji beda t-test menunjukkan bahwa tidak ada perbedaan yang signifikan antara stres kerja karyawan pria dan wanita, hanya ada sedikit perbedaan dimana karyawan pria lebih stres daripada karyawan wanita.

**Kata Kunci :** stres kerja, ketidakpuasan kerja, gender

**PERAN KARAKTERISTIK PEKERJAAN SEBAGAI VARIABEL  
MEDIASI ANTARA DUKUNGAN KELUARGA DENGAN KEPUASAN  
KARIER WANITA PADA LEVEL MANAJER MENENGAH**

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**Abstrak**

Tantangan yang timbul untuk mencapai kesuksesan karier bagi wanita yang telah berkeluarga dengan memiliki anak adalah adanya dukungan dari keluarga. Dukungan keluarga memiliki peran besar dalam kesuksesan karier wanita. Karakteristik pekerjaan yang meliputi adanya kreatifitas, autonomi dan kesempatan pengembangan diri juga akan mempengaruhi kepuasan karier bagi wanita, sebagai refleksi dari kesuksesan karier. Penelitian ini bertujuan untuk membuktikan bahwa kesuksesan karier wanita didukung oleh keluarga dan karakteristik pekerjaan. Sampel penelitian ini adalah wanita yang menduduki jabatan manajer menengah pada organisasi pemerintah sejumlah 36 orang. Hasil penelitian ini membuktikan bahwa dukungan keluarga dapat berpengaruh langsung pada kesuksesan karier yang diukur dengan kepuasan karier baik subjektif maupun objektif serta karakteristik pekerjaan memediasi secara partial hubungan antara dukungan keluarga dengan kepuasan karier.

**Kata kunci: Karakteristik Individu, karakteristik Pekerjaan, Kepuasan Karier.**

## **ANALYSIS OF VARIABLES AFFECTING TO FINAL GRADES HEALTH AND SAFETY WORK TRAINING (Case Study: Health and Safety Work Training By PT. IKS)**

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### **Abstract**

Accidents was the incidence of unwanted adverse human, property damage or loss to the process. For reducing or even to eliminate the work accidents, it is needed to plant the importance of safety work. Therefore safety is the primary means for the prevention of accidents, disability and death as a result of the accident. Good safety is the gateway to the security of workers. One way to reduce workplace accidents is to conduct education and training in relation with the accident. Education and training should meet the training component, namely the purpose and objectives of the training that execute, trainers / instructors who are competent, training materials, training methods and training evaluation. In relation to the Training of Safety, PT. IKS, held a Health and Safety Work Training for Basic Sea Survival, HUET (Helicopter Underwater Escape Training), Fire Fighting, and First Aids, since 2002. Training attended by participants who have different characters in terms of age, experience, educational background and gender. Completed training PT. IKS do the final exam of the training. Therefore, researchers are interested to evaluate the training that has been organized by PT. IKS. by performing Analysis of Variables Affecting to Final Grades Health and Safety Work Training. The purpose of this research to know how influence the variables of age, gender, experience, education, training materials, delivery of training materials and other things that support the training of the final grade of training exam held. Research was conducted on the Health and Safety Work training services company PT. IKS, in Jakarta. Research time was in August 2013. The population of this study was Health and Safety Work trainee at PT. IKS, as many as 280 people as saturated as the sample of respondents. Data collecting using the Questionnaires. Data Compiling using the SPSS program Ver. 11.5. Statistical analysis was conducted regression analysis. The results showed that the variables age, gender and experience, significant negative effect on the final grade of the training. Educational variables significant positive effect on the final grade of the training. While the variables of training materials, delivery of training materials and other things that support the training did not significantly affect the final grade of the training.

**Keywords:** Health and Safety Work Training, training evaluation, Final Grade, Regression

**PENGARUH IKLIM ORGANISASI TERHADAP KEINGINAN KELUAR  
(TURNOVER INTENTION) PEGAWAI DENGAN MEDIASI KEPUASAN  
KERJA DAN KOMITMEN ORGANISASIONAL  
(Studi Kasus Pada Kantor Wilayah DJP Kalimantan Barat)**

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*Abstract*

*Turnover is something that can not be avoided by any organization. Employee turnover will be very detrimental to the organization. Many things can affect the desire out (turnover intention) of one's employees, including organizational climate, job satisfaction and organizational commitment. This study was conducted to determine how the influence of organizational climate on job satisfaction, organizational commitment, and wishes go out (turnover intention) employees at the Regional Office of Directorate General of Taxes of West Kalimantan. The independent variable in this study is the organizational climate while the dependent variable is the desire out (turnover intention), while job satisfaction and organizational commitment as a variable intervening mediation. The sample size was 79 employees in this organization. For the analysis of the test data is used path analysis (path analysis) with the help of computer program applications (SPSS 17.0). In addition, do also test validity, reliability test, test for normality, linearity test. As a result, organizational climate and significant positive effect on job satisfaction, organizational climate and significant positive effect on organizational commitment, job satisfaction and a significant positive effect on organizational commitment, organizational climate does not directly affect the desire out (turnover intention), job satisfaction affects negative and significant impact on the desire out (turnover intention), organizational commitment and significant negative effect on the turnover intention.*

**Keywords :** *Organizational Climate, Job Satisfaction, Organizational Commitment and Turnover Intention.*

## **PENGARUH LINGKUNGAN KERJA FISIK TERHADAP KEPUASAN KERJA PEGAWAI NEGERI SIPIL SELURUH KECAMATAN DI KOTA CIMAHI**

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### ***Abstract***

*This research was conducted due to the findings that more than 54% employees (PNS) of Cimahi City were not discipline deal with their absence. This condition can be caused by various impacts such as work dissatisfaction felt by employees due to each of their physical work environment which is all of physical circumstances around work place that are able to give the direct or indirect impacts to the employees. The facilities consist of quality of to innovation, lighting, air, clunk, movement space, securities and hygiene. The benefit of this research is to help the government to make decisions regarding to physical work environment improvement in the future. This research used descriptive and associative methods. Meanwhile the population is all district employees of Cimahi City. Based on the result of the research known that the majority of respondents have the positive attitude toward the indicators of physical work environment which consist of office room, meeting rooms, stairs, parking areas, toilets, and mosque. It indicates that all of facilities are good enough except toilet that need more attention to be increased in quality. In the other hand, the majority of respondents feel pleasure deal with their work satisfactions which is measured by official rotation, absence, carrier, and work environment. The correlation between physical work environment and employees satisfactions is 0,412, it means that there is positive correlation between both of variables although the correlation level is lower. Meanwhile the impact of the physical work environment to employees satisfaction is 17% and the rest influence by the others.*

***Keywords : physical work environment, employees satisfaction***

## **ANALISIS PENGARUH REPUTASI DAN BUDAYA ORGANISASI UNTUK MENINGKATKAN KINERJA ORGANISASI MELALUI STRATEGI KOMPETENSI PERGURUAN TINGGI SWASTA (PTS) DI KOTA MEDAN**

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### **Abstrak**

Perguruan tinggi sebagai salah satu instrument pendidikan nasional diharapkan dapat menjadi pusat penyelenggaraan dan pengembangan pendidikan tinggi serta pemeliharaan, pembinaan dan pengembangan ilmu pengetahuan, teknologi dan / atau kesenian sebagai suatu masyarakat ilmiah yang dapat meningkatkan mutu kehidupan bermasyarakat, berbangsa dan bernegara sesuai Undang-Undang No. 20 Tahun 2003 tentang Sistem Pendidikan Nasional (SISDIKNAS). Perubahan yang terjadi dalam lingkungan bisnis memicu meningkatnya intensitas persaingan antara penyedia jasa pendidikan tinggi, sehingga masing-masing pendidikan tinggi akan berusaha menawarkan jasa pendidikan tinggi yang berkinerja tinggi. Berdasarkan hal-hal tersebut diatas dan guna dapat meneliti lebih dalam dari sudut pandang kinerja PTS, maka penulis tertarik melakukan penelitian dengan judul "Analisis Pengaruh Reputasi dan Budaya Organisasi untuk Meningkatkan Kinerja Organisasi melalui Strategi Kompetensi Perguruan Tinggi Swasta (PTS) di Kota Medan". Penelitian ini menggunakan alat analisis Structural Equation Model (SEM) yang dioperasikan melalui program AMOS 20. Metode sampel menggunakan Stratified Proportional Random Sampling. Responden dalam penelitian ini adalah PTS di Kota Medan, sebanyak 102 responden. Metode pengumpulan datanya melalui penyebaran kuesioner. Tujuan dari penelitian ini adalah menganalisis pengaruh reputasi dan budaya organisasi terhadap kompetensi dan pengaruhnya terhadap kinerja PTS di Kota Medan. Hasil penelitian menunjukkan bahwa variabel reputasi dan budaya organisasi berpengaruh positif terhadap kompetensi dan kinerja PTS, namun lebih lanjut dari hasil penelitian tersebut diketahui bahwa variabel reputasi dan budaya organisasi mempunyai pengaruh signifikan terhadap kompetensi PTS.

**Kata Kunci :Reputasi, Budaya Organisasi, Kompetensi, Kinerja**

## **THE EFFECT OF COMPETENCE, EDUCATION AND TRAINING, TEACHING EXPERIENCE TO LECTURER PERFORMANCE IN BATAM**

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### ***Abstract***

*This research intend to know Competence, Education and Training, Teach Experience influences to lecturer performance in Batam. The result collecting data with primary data source from 102 samples respondent. Respondent are lecturer in Batam. Kinds of this research are explanatory case study and analysis method using multiple regression analysis. Time research using method with validity person rank and reability with Alpa cronbach exam to research instrument. This research to evaluate influencies of working competence, education and training, Teach Experience to lecturer performance in Batam using path analysis with to measure competence, education and training, and Teach experience to lecturer performance as asimilarity structure. The result of hypothesis show that competence, education and training, and Teach experience has positive influences and significant to lecturer performance as good as simultane or parsial.*

**Keywords: Competence, Education and Training, Teach Experience, Lecturer Performance**

## **SUKSESI BISNIS BATIK DI KOTA PEKALONGAN (Studi Kualitatif Tiga Industri Batik Skala Kecil-Menengah)**

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### **Abstract**

*This paper pays attention to succession as a process in family business management sustainability. This paper is summarized from research on 2012-2013. Especially in small medium batik industry, succession becomes crucial step which is influence the growing of industry. In this paper, the sustainability of batik business family was portrayed and analyzed through the lens of succession process proposed by Gersick (1997). According the concept that, generational change must go hand in hand with diversification and growth. The research aims (1) to explore succession process by their experience, (2) to know how the background and motivation of batik entrepreneur to manage their industry. We used qualitative approach to study the three succession cases: The data collection working by observation, interview and documentation. The result show that succession occurred by two models: un planning and planning succession. Every model has such consequence toward resources that they have before, like social and material capital, and the knowledge of business management. Overall these findings provide the evidence that small medium batik business family applied the succession process in different models.*

**Keyword: bussiness succession, family business, small-medium batik industry.**



**PENGARUH BUDAYA TOLERANSI KEKUASAAN TERHADAP  
PERSEPSI KARIR BIROKRATIK DAN PROFESIONAL  
(Studi Empirik pada Profesi Perawat RS. Islam Sultan Agung Semarang)**

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**Abstract**

*Organization culture is collection of positive value that is useful for organization in order to influence behavior. Authority tolerance culture is part of culture concept founded by Hofstade (1994). As high as authority to culture, means they are willing to accept the authority to culture difference in an organization. Career perception is perception as long as working (Asthur, et al, 1989). The aim of this research are to analyze and to prove whether tolerant culture influence bureaucratic and professional career perception. Method of this research uses purposive sampling method with 89 female nurse as samples and also uses double regression analysis. Result of this research shows that authority tolerance culture has positive influence towards bureaucratic to career perception and professional career perception. It means that as high as authority tolerance culture will determine life someone's career choice, even though still in perception form. Next, this perception will influence someone's behavior in acting to do pioneering career.*

**Keywords:** *Authority tolerance culture, Bureaucratic Career Perception, Professional Career Perception.*

## **PENGARUH IKLIM ORGANISASI TERHADAP MOTIVASI DAN PRESTASI BELAJAR MAHASISWA POLITEKNIK NSC SURABAYA**

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### **Abstrak**

*The goals of this research are: 1) to examine and analyze the influence of organizational climate on motivation. 2) to examine and analyze the influence of motivation on students' achievement, and 3) to examine and analyze the influence of organizational climate on students' achievement. In achieving those goals, the explanatory method with descriptive analysis and inferential analysis by using Structural Equation Modelling (SEM) program AMOS version 19 and Sobel Test SPSS program version 19. SEM with alpha 5% were used to test the significance of research variable. To sharpen the results of the analysis, Independent-Sample T Test and One Way ANOVA were used to determine whether there were significant differences in the organizational climate, motivation, students' achievement variables by gender, employment status, and study programs. The data was obtained from 115 respondents who were all students of NSC Surabaya Polytechnic who had GPA by using disproportional random sampling techniques. The data was collected through questionnaires (main instrument), observation, and documentary. The questionnaires were filled and returned by total of 88 respondents (response rate 77%), and 86 respondents (98%) were eligible for analysis. The results of research showed that: 1) organizational climate has a significant effect on students' achievement with a contribution influence of 47.5%, 2) motivation has a significant effect on students' achievement with a contribution influence of 66.1%, 3) organizational climate has no significant effect on students' achievement, and 4) an integrated analysis, organizational climate has an indirect and significant influence on students' achievement. The intervening variable (motivation) strengthens the effects of organizational climate on students' achievement. In addition, there are no significant differences in organizational climate, motivation, and students' achievement based on gender, employment status, and study programs.*

**Keywords:** *organizational climate, motivation, and students' achievement.*

**IMPLIKASI PRAKTEK-PRAKTEK MANAJEMEN  
SUMBER DAYAMANUSIA TERHADAP KOMPETENSI, MOTIVASI DAN  
KINERJA DOSEN PERGURUAN TINGGI NEGERI  
DI SULAWESI SELATAN**

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**Abstrak**

Penelitian ini bertujuan untuk mengetahui implikasi praktek Manajemen Sumber Daya Manusia yang meliputi penilaian kinerja, pengembangan SDM dan kompensasi terhadap kompetensi, motivasi dan kinerja dosen dalam pelaksanaan Tri Dharma Perguruan Tinggi. Penelitian ini secara khusus menguji: (1) Pengaruh langsung maupun tidak langsung praktek manajemen SDM berupa sistem penilaian kinerja (melalui motivasi dan kompetensi) terhadap kinerja dosen dalam pelaksanaan TD-PT, (2) Pengaruh langsung maupun tidak langsung praktek manajemen SDM berupa pengembangan SDM (melalui motivasi dan kompetensi) terhadap kinerja dosen dalam pelaksanaan TD-PT, (3) Pengaruh praktek manajemen SDM berupa kompensasi (melalui motivasi dan kompetensi) terhadap kinerja dosen dalam pelaksanaan TD-PT, (4) Pengaruh langsung maupun tidak langsung kompetensi (melalui motivasi) terhadap kinerja dosen dalam pelaksanaan TD-PT, dan (5) Pengaruh langsung motivasi terhadap kinerja dosen dalam pelaksanaan TD-PT. Survey dilakukan terhadap dosen sebanyak 202 orang, berasal dari Tiga PTN yaitu Unhas, UNM dan UIN yang dipilih secara acak insidental (Accidental Random Sampling). Analisis data dilakukan menggunakan Analisis Jalur (Path Analysis). Temuan penelitian menunjukkan bahwa : (1) Praktek Manajemen SDM berupa Penilaian kinerja berpengaruh langsung maupun tidak langsung (melalui motivasi dan kompetensi) terhadap kinerja dosen dalam pelaksanaan TD-PT, (2) Praktek Manajemen SDM berupa pengembangan SDM berpengaruh langsung maupun tidak langsung (melalui motivasi dan kompetensi) terhadap kinerja dosen dalam pelaksanaan TD-PT (3) Praktek Manajemen SDM berupa kompensasi berpengaruh langsung maupun tidak langsung (melalui motivasi dan kompetensi) terhadap kinerja dosen dalam pelaksanaan TD-PT (4) Kompetensi dosen berpengaruh langsung maupun tidak langsung (melalui motivasi) terhadap kinerja dosen dalam pelaksanaan TD-PT, dan (5) Motivasi berpengaruh langsung terhadap kinerja dosen dalam pelaksanaan TD-PT.

**Kata kunci:Penilaian kinerja, Pengembangan SDM, Kompensasi,Kompetensi dan Kinerja Dosen**

**PRAKTIK MANAJEMEN SUMBERDAYA MANUSIA  
BERBASIS REGULASI DAN KOMPETISI  
(STUDI KASUS PADA PERUSAHAAN UNGGUL X DI JAWA TENGAH)**

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***Abstract***

*This title of this research is the human resource management practices that based on regulation and competition in "X" competitive company in Central Java. The research goals are to understand the pictures and some problem of the human resource practice in competitive company in order to achieve its advancement on competition. This research is a case study qualitative research that uses collection methods through depth interview, observation and documentation. To find the research data validity it was used data credibility test which were triangulation, and member check. The data analysis method was collection, reduction, display, and conclusion drawing. The research result find that human resource management practice there is two types of management that based on regulation and competition. In one side, the company tends to use some practices that only for fulfilling the government regulation for operational employees in low standard achievement. In another side the company tends to use some practices that more advance for its knowledge workers who have been designed to win the competition in industry. This kind of practices makes the company cannot achieve maximum in the industry competition. In one hand the operational employees become easy to be managed, loyal and commit but they can reach advancement because they have no chance to do it. In another hand the knowledge workers themselves cannot reach optimum achievement because they do not be supported much by the operational employees. There is unbalance practice management between the more tendency in practicing a regulation approach than a competition approach that become constraint to reach the advancement practices as innovative company in long term achievement.*

**Keywords: Human Resource Management, Practices, Regulation, Competition**

## **ADVERSITY QUOTIENT : BERBEDAKAH ANTARA MAHASISWA PRIA DANWANITA ?**

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### **Abstrak**

*Students are a very valuable asset for the advancement and prosperity of a nation. Students learn in carrying out their duties required to be able to overcome all the problems, difficulties and obstacles when - time to appear. In this regard, the Department of Management, University of Airlangga through Territory Executive Programs contained on the subject Managing Small Medium Enterprises (SME's) intends to hard skills and softskill, provide experiences and evoke positive behavior among students. To successfully become the best team in this programme, intelligence needed fighting spirit of individuals as members of a team that is not easy to give up when confronted with obstacles. Adversity Quotient is an intelligence to transform the problem into the opportunity. This study intends to find out the difference of Adversity Quotient's male student and female students who following Territory Executive Programme. Questionnaires conducted on 176 students by involving four Adversity Quotient's dimensions Control, Origin and Ownership, Reach and Endurance (CO2RE). Furthermore, to know the difference adversity quotient male and female students is processed in accordance with the categorization of adversity quotient Stoltz and t-test statistics. The results of this study is to prove that there is no difference adversity quotient's male students and female students.*

**Keywords : Adversity Quotient, male students and female students**

**VARIABEL ANTESEDEN KOMITMEN ORGANISASI  
DAN KINERJA PERAWAT  
STUDI PADA BEBERAPA RUMAH SAKIT DI SAMARINDA**

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***Abstract***

*The objective of this research is to analyze and examine the significance influence of Leadership and Work Motivation on Organizational Commitment, and Nurse Performance. This research uses Structural Equation Model (SEM) with PLS Software in data processing. The data are collected from nurse of Samarinda distric hospital . The sampling method was probability sampling. The total number of the sample is 100 person from population of 470 nurse from two different hospital .The result of research has found that work motivation had positif and no significance influence on organizational commitment. Leadership had positif and significance influence on organizational commitment. Work motivation had positif and significance on nurse performance.. Leadership had no significance influence on nurse performance. Finally organizational commitment have positif and significance on nurse performance.*

***Keywords: Leadership, Work Motivation, Organizational Commitment, and Nurse Performance.***

**MODEL PENGEMBANGAN  
PROGRAM CORPORATE SOCIAL RESPONSIBILITY (CSR)  
MELALUI PEMBERDAYAAN MODAL INTELEKTUAL  
DALAM UPAYA PENINGKATAN PEMERATAAN PENDIDIKAN  
(SURVEY DI KOTA BANDUNG)**

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**Abstrak**

Perusahaan memiliki tanggung jawab sosial guna memberikan kesejahteraan bagi masyarakat dan lingkungan sekitar. Program tanggung jawab sosial (corporate social responsibility) yang dilakukan perusahaan dapat berupa kegiatan di bidang pendidikan, kesehatan, sosial, dan lingkungan. Penelitian yang kami lakukan untuk mengetahui bagaimana program CSR yang dilakukan oleh BUMN di Bandung serta membuat model berkaitan dengan CSR pendidikan yang dilakukan oleh perusahaan. Berdasarkan penelitian yang dilakukan terhadap 35 BUMN di kota Bandung, program CSR yang banyak dilakukan adalah di bidang pendidikan dan lingkungan. Penelitian ini dilakukan untuk (1) Mengidentifikasi program-program CSR BUMN yang ada di Kota Bandung, (2) Mengidentifikasi program-program CSR BUMN yang ada di Kota Bandung yang berkaitan dengan pendidikan di Kota Bandung, (3) Menyusun program pelatihan (TOT) bagi sumber daya intelektual (dosen, profesional perusahaan, dan mahasiswa) yang terkait dengan program CSR di bidang pendidikan, (4) Merancang sebuah model pengembangan CSR dalam pendidikan sehingga dapat dijadikan acuan dan bahan evaluasi oleh pihak-pihak terkait untuk pengembangan selanjutnya. Metode yang digunakan di dalam penelitian ini adalah metode cross sectional berdasarkan studi pustaka dan survey (wawancara, focus group discussion, dan observasi). Tahapan kegiatan penelitian dimulai dari (1) tahap penyusunan desain studi, (2) penyusunan instrumen, (3) penarikan sampel, (4) pengumpulan data di lapangan, (5) tabulasi data, (6) pemilihan dan pemilahan data, (7) analisis data, dan (8) pelaporan. Berdasarkan hasil analisis dari 35 kuesioner yang diperoleh dari 35 BUMN di Bandung, bahwa CSR BUMN dilakukan dalam hal pendidikan, kesehatan, lingkungan, dan ekonomi. Bentuk program CSR di bidang pendidikan yang dilakukan oleh 35 BUMN di Bandung adalah berupa pemberian beasiswa, serta bantuan sarana dan prasarana sekolah.

**Kata Kunci : Tanggung Jawab Sosial, Sumber Daya Intelektual**

**PENGARUH PROFESIONALISME DAN STRES KERJA TERHADAP  
KEPUASAN KERJA KARYAWAN  
(Studi Pada Rumah Sakit PT. Perkebunan Nusantara III Sei Dadap)**

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***Abstract***

*Job satisfaction is one of the important factors that affect a person's work result. Someone with a high level of job satisfaction showed a positive attitude towards the job. Everyone has different levels of satisfaction in accordance with the system of values that apply to a person. Usually someone will feel satisfied over the work which has been or is being carried out if that which is wrought deemed to have been up to expectations. An employee who feels dissatisfied in their work can lead to results of work are not optimal. This research aims to analyze the effect of professionalism and job stress variables on employee job satisfaction. This research was conducted at Sei Dadap hospital. The number of samples specified by as much as 53 respondents using census methods and methods of data analysis used was multiple linear regression analysis using SPSS program assistance. The result of testing against the hypothesis, indicating that the variables positive effect against the professionalism of job satisfaction of employees. Job stress variables affect negatively to employee job satisfaction. The results of the determination of the coefficient indicates that the ability of the independent variable (the professionalism and job stress) are able to explain the dependent variables (job satisfaction).*

***Keywords : Job satisfaction, Professionalism, Job Stress***



**REKOMENDASI DESAIN OPERASI PELAYANAN PUBLIK MELALUI  
EVALUASI PEMENUHAN HARAPAN MASYARAKAT  
DAN PENGUKURAN KINERJA  
(MEMBIDIK PELAYANAN PUBLIK NEGARA CHINA)**

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**Abstrak**

*Complaints communities in the developing countries, especially Indonesia to the public service are still extremely high. Perceived imbalances such as in: obscurity of time, cost and method of service; discrimination in services based on the relationships of friends, family, political affiliation, ethnic and even religious; chain length the more entrenched bureaucracy and bribery and extortion. This condition is a signaled for the government to seek strategic solutions to improve public services. This study aims to discover the design of public service operations in accordance with the expectations of society by measuring the performance of the public service. Recommended design is a design that lead to e-Government and reinventing government to give birth standard operating procedures (SOP) and minimum service standards (SPM) for public services in Indonesia, especially in the public service that is closest to the village community with Quality function deployment (QFD) in house of quality (HOQ) method. In the first phase of the study mapped 36 public expectations of public services, which are shown in this analysis that the public is not getting an appropriate and satisfying service, although does not show the high gap. On the other hand mapping the public response to the internet-based administration showed the unpreparedness of the people against the internet-based public services. The majority of respondents claimed to feel more comfortable and definitely served in the village office immediately met with the officers. Queue and the possibility of intervention or extortion is not a problem for society. In the second phase of this study will examine the true public service bureaucracy and the possibility of cutting the bureaucratic process that is more streamlined, clear, fast, and facilitate community. Last step is to benchmark the Chinese State as densely populated countries such as Indonesia, to make strategic steps and implementable in problem solving public dissatisfaction with public services and the number of maladministration.*

**Keywords:** *fulfillment of community expectations, e-government, reinventing government, standard operating procedures, minimum service standards, good governance*

## **PENGARUH LINGKUNGAN TERHADAP PRESTASI BELAJAR MAHASISWA MALAUI KARAKTER MAHASISWA BIDIK MISI PADA UNIVERSITAS SUMATERA UTARA**

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### **Abstrak**

Mahasiswa Bidik Misi adalah mahasiswa miskin tetapi berprestasi dan mendapat beasiswa dari pemerintah, yang ada pada berbagai fakultas di lingkungan USU. Beasiswa yang diberikan pemerintah pada mahasiswa Bidik Misi dengan harapan bahwa mahasiswa tersebut tetap unggul dan dapat melanjutkan perkuliahan di Perguruan Tinggi, tapi tidak semua harapan kita sesuai dengan kenyataan, masih ada IP mahasiswa dibawah rata-rata 2 selama lebih dari 3 semester dari berbagai fakultas di lingkungan USU. Hal ini yang melatar belakangi peneliti memilih judul penelitian " Pengaruh Lingkungan Terhadap Prestasi Mahasiswa melalui Karakter Mahasiswa Bidik Misi Pada Universitas Sumatera Utara ". Populasi pada penelitian ini adalah mahasiswa Bidik Misi USU angkatan 2010 s/d 2013 yang berjumlah 1898 orang dengan jumlah sampel penelitian 95 orang mahasiswa. Metode pengambilan sampel secara profesional dengan metode random sampling. Alat analisis yang digunakan adalah analisis deskriptif dan analisis jalur Tujuan penelitian ini diharapkan dapat mengetahui dan menganalisis pengaruh lingkungan keluarga dan lingkungan fakultas terhadap prestasi belajar mahasiswa melalui karakter mahasiswa Bidik Misi. Hasil penelitian ini diharapkan dapat memberikan informasi bagi fakultas di lingkungan USU dan bagi UPKBM USU untuk memberikan konsultasi dan bimbingan dalam meningkatkan prestasi belajar mahasiswa Bidik Misi pada Universitas Sumatera Utara. Hasil penelitian menunjukkan bahwa lingkungan keluarga dan lingkungan fakultas berpengaruh positif dan signifikan terhadap karakter mahasiswa Bidik Misi. Dengan sebesar  $R^2$  sebesar 0,747 artinya lingkungan keluarga dan lingkungan fakultas dapat menjelaskan karakter mahasiswa sebesar 75% dan sisanya dipengaruhi oleh variabel lain sebesar 25 %. Sedangkan karakter mahasiswa berpengaruh positif dan signifikan terhadap prestasi belajar mahasiswa Bidik Misi pada Universitas Sumatera Utara. Dengan  $R^2$  sebesar 0,817 artinya karakter dapat menjelaskan prestasi belajar mahasiswa sebesar 82 % dan sisanya dipengaruhi oleh variabel lain sebesar 18 %.

**Kata Kunci:** Lingkungan, Karakter, Prestasi Belajar Mahasiswa

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*Manajemen Pemasaran*

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**INDONESIA DALAM PENGEMBANGAN INOVASI PRODUK DAN  
KREATIVITAS BERPENGARUH TERHADAP DIFERENSIASI PRODUK  
MELALUI KERAJINAN TANGAN  
YANG MENDULANG KESUKSESAN  
(Penelitian Rajutan DOWA, di Godean, Desa Sidomoyo, DI. Yogyakarta)**

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**Abstrak**

Penelitian ini dimaksudkan untuk mengetahui, menggali, dan mengungkapkan data dan informasi yang berhubungan dengan pengembangan Inovasi Produk dan Kreativitas, dalam membentuk Diferensiasi Produk melalui pengungkapan pengaruh dari masing-masing variabel. Sampel yang diteliti sebanyak 200 pelanggan di Godean Desa Sidomoyo, DI.Yogyakarta. Metode penelitian yang digunakan bersifat deskriptif dan verifikatif, bertujuan untuk memperoleh gambaran atau deskripsi tentang Inovasi Produk, Kreativitas dan Diferensiasi Produk, sedangkan pendekatan pemodelan dalam tehnik solusi yang akan digunakan sebagai alat analisis yaitu metode Structural Equation Model (SEM) Hasil penelitian terungkap bahwa Inovasi Produk dan Kreativitas memiliki pengaruh kuat mengakibatkan perajin tas rajutan kesulitan dalam mengembangkan desain – desain yang unik, tematik, mengikuti tren mode yang terus menerus berkembang. Lemahnya Diferensiasi Produk dalam menyajikan Inovasi Produk melalui Kreativitas belum sepenuhnya diberdayakan dengan sempurna mengingat proses produksi yang dihasilkan sebagian merupakan perpaduan antara keterampilan masyarakatnya dalam merajut benang menjadi sebuah tas dan penguasaan teknologi tinggi sebagai alat bantu pelaksanaan produksi. Akibatnya keunikan yang dimiliki DOWA belum terlihat nyata perbedaannya dibandingkan dengan tas rajutan yang dihasilkan oleh merek GENDIS

**Kata kunci: Kerajinan tangan, Inovasi Produk, Kreativitas, Diferensiasi Produk,**

## **PREDIKTOR INTENSITAS PERILAKU KONSUMEN DALAM *ELECTRONIC SHOPPING* MELALUI SOSIAL MEDIA ONLINE**

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### **Abstrak**

Penelitian ini bertujuan untuk menganalisa efek dari kualitas pelayanan online (e-service quality) terhadap tingkat kepuasan konsumen (e-satisfaction) dan intensitas perilaku konsumen berbelanja di toko online, serta menganalisa pengaruh signifikan kepercayaan konsumen (trust) terhadap intensitas perilaku belanja online. Penelitian ini dilakukan di Indonesia dengan metode simple convenience sampling. Data penelitian diambil dari 249 pengguna media sosial melalui survei menggunakan kuesioner yang selanjutnya digunakan untuk uji hipotesis dengan teknik Structural Equation Modelling (SEM). Hasil dari penelitian ini menunjukkan bahwa semakin tinggi e-service quality yang terdiri dari kualitas informasi, kemudahan penggunaan, interaksi adaptasi dan estetika situs maka semakin besar kepuasan konsumen serta intensitas perilaku konsumen terhadap pembelian online. Penelitian ini juga membuktikan bahwa trust memiliki pengaruh positif yang signifikan terhadap intensitas perilaku dalam pembelian online.

**Kata Kunci:** belanja online, e-service quality, e-satisfaction, trust, intensitas perilaku

## MENGUKUR TINGKAT KEPUASAN PELANGGAN PADA USAHA JASA PENDIDIKAN DAN PELATIHAN LUAR RUANG

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### *Abstract*

*Customer satisfaction is very important to a company's services, because satisfied customers will come back, buy more, spread the experience to another friend, and is willing to pay more to do business with a trusted provider. Efforts to maintain customer satisfaction one of which is to monitor what they want from the services that are presented. This study aimed to measure the level of customer satisfaction in the business of outdoor education and training, in which customer satisfaction is measured on the dimensions of perceived service and expected service. The population in this study is service users of the outdoor education and training at the Centre for Education and Training Managerial Behavior University of Wijaya Putra that training in January and June 2014, samples were taken by purposive random sampling technique amounts to 150 people. The variables of this study customer loyalty, service quality, perceived quality, perceived value, and customer expectation and customer complaints. Analysis of the data used is multiple linear regression analysis with hypothesis testing with the F test and t test. The expected outcome of this research is the acquisition of the factors that affect customer satisfaction on service providers of outdoor education and training, in terms of quality of service indicators (tangibles, reliability, responsiveness, assurance and empathy), customer loyalty, perceived quality, perceived value, customer expectation and customer complaints. The results of this study can be used in the future by the outdoor education and training providers to determine the level of customer satisfaction based on the dimensions of the perceived (perceived service) and services that are expected (expected service).*

**Keywords:** *customer satisfaction index customer loyalty, perceived quality, perceived value, customer expectation, customer complain*

## PENGARUH IKLAN DAN CITRA MEREK TERHADAP KEPUTUSAN PEMBELIAN SABUN MUKA BIORE

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### **Abstract**

*Competition in the industry world today shows a very significant development. Every company is vying to be able to improve the quality of the products and also the services they provide to consumers with the ultimate goal in the form of consumer satisfaction. The high level of competition, indicating the number of brands (brand) product with the same type on the market. It led to a rivalry between the brand (brand) to be very high. On the other hand, the consumer has an attitude toward a brand (brand) by studying the tendency of consumers to evaluate the brand either favored or not favored consistently. The purpose of this study was to determine the influence of advertising and brand image on purchase decisions Biore soap. Methods This study used a survey, a cross-sectional design. Samples were regular students of the University of Esa Winning totaling 100 people. Analysis of data using correlation and linear regression. From the results obtained that the majority of respondents 77% female, age 17-20 years 51%, with long use Biore <1 year 64%, and admitted to using other products 91%. Found a relationship between advertising and brand image on purchase decisions ( $P < 0.05$ ) of the regression test results obtained that the Advertising and Brand Image is the factor that influence purchasing decisions. Therefore the need for an effective product advertising concept and simple in accordance with the objectives of a product so that the message can be up to the audience and establish a good image of a product is necessary to achieve the purpose of advertising a product.*

**Keywords: Advertising, Brand Image, Purchase Decision**

## **DAMPAK PROMOSI MELALUI MEDIA SOSIAL TERHADAP PENGEMBANGAN USAHA PADA PELAKU UMKM BINAAN PERTAMINA WILAYAH I MEDAN**

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### **Abstrak**

Tujuan dari penelitian ini adalah untuk mengetahui dampak promosi melalui media sosial terhadap pengembangan usaha pada pelaku UMKM binaan Pertamina wilayah I Medan. Penelitian ini adalah penelitian eksploratif, yaitu penelitian yang bertujuan mencari atau merumuskan masalah-masalah dari suatu fenomena. Populasi dalam penelitian ini adalah pelaku UMKM binaan Pertamina Wilayah I Medan yang dibatasi mulai tahun 2012-2014 yang sudah pernah melakukan promosi melalui media sosial khususnya pada produk makanan dan minuman, dengan jumlah sampel sebanyak 60 responden yang diambil dengan menggunakan teknik pengambilan sampel purposive sampling. Pengumpulan data primer menggunakan kuesioner dan wawancara sedangkan pengumpulan data sekunder menggunakan studi pustaka. Pengujian hipotesis dalam penelitian ini menggunakan teknik analisis Regresi Linear Berganda dengan nilai signifikansi  $\alpha = 5\%$  (0,05). Secara simultan, variabel Facebook, Youtube dan Twitter berpengaruh terhadap variabel pengembangan usaha. Facebook dan Twitter secara parsial berpengaruh positif dan signifikan terhadap variabel pengembangan usaha dan dilihat dari hasil output pengolahan data nilai Adjusted R Square adalah sebesar 0,476 yang berarti variabilitas variabel dependen yang dapat dijelaskan oleh variabel independen yaitu Facebook, Youtube dan Twitter adalah sebesar 47,6%, sisanya sebesar 52,4% dijelaskan oleh variabel-variabel lain diluar model.

**Kata Kunci : Media Sosial dan Pengembangan Usaha**



## **SIKAP KONSUMEN TERHADAP *ACCOUNT OFFICER* SERTA DAMPAKNYA TERHADAP KEPUTUSAN PEMBELIAN PRODUK PERBANKAN DI BANDARLAMPUNG**

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### ***Abstract***

*Consumer behavior toward salesmen behavior felt by consumer will affect the fondness or unfondness of consumer through products and also consumer's decision to buy some products. Salesman or account officer can be said as front guard of banking, because the improvement of banking will be affected by the quality of account office, and also the behavior that they show while they offer banking's products to consumer. This research is purposed understand the effects of consumer behavior to account officer and also the implication through the decision to buy bankin's products. Behavior of account officer that is researched consist of manner, anger, honesty, consistency of merit and service, knowledge of product, ability to give information and the ability of presentation. Spreading questioners is done to 100 users of banking's products in BandarLampung. The result of validity analysis and realibility analysis shows that all of question items used are valid and real. Based on regression analysis shows that consumer behavior through account officer is affecting the decision of buying. In conclusion, banking corporate must give attention to personality and increase the ability of account officer, because this is the main factor to shape consumer behavior through the decision of buying banking's products.*

**Keywords :** *consumer behavior, account officer, buying decision.*

**ANALISIS PENGARUH MANFAAT-MANFAAT RELASIONAL  
TERHADAP KUALITAS RELASIONAL DAN KONSEKUENSINYA  
PADA KOMUNIKASI *WORD OF MOUTH POSITIVE (Positive WOM)*  
DAN LOYALITAS  
(STUDI EMPIRIS PADA NASABAH PINJAMAN DI BPR “AS”  
SEMARANG)**

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***Abstract***

*This study aimed to examine the influence of Social benefits, Special Services benefits, Trust benefits in customer satisfaction, customer satisfaction to the next customer commitment, and how it impacts the customer's commitment to positive WoM communication and Customer Loyalty. This study focused on the customer's credit in the Great Prosperous Rural Semarang, which has been a customer for over a year. Purposive sampling technique was taken on the grounds that: the respondents had sufficient experience with a relationship bank, so it can answer the questions posed. The number of respondents that can be processed in this study amounted to 121 people. Processing the data using SPSS for Windows Ver.16. The results showed that there are two hypotheses are rejected, the hypothesis of the impact of the benefits of dedicated service to the customer satisfaction (h2) and the impact of positive WOM communication to Loyalty (H7). As for hypothesis: Social Benefits, and Trust in customer satisfaction (h1, h3) proved significant; Effect of Customer Satisfaction on Customer Commitment (h4) also proved significant, and commitment to positive WOM communication (h5) and Loyalty (h6) also proved significant. Each of influence between these variables showed a positive direction. So the results of this study prove that loyalty and positive WoM communication can be built from the Customer Commitment, and Customer Commitment can be achieved if customers are satisfied and is essentially a relational benefits, namely: social benefits and trust benefits perceived by customers.*

**Keywords: RelationalBenefits, Satisfaction, Commitment, CommunicationWOM, andCustomerLoyalty.**

## **PENILAIAN LAYANAN YANG BERKEADILAN PADA SEKTOR PUBLIK**

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### **Abstract**

*The services provided by the provider to the user can be assessed using the principles of justice. Providing services that are based on the principle of justice as well as providing another alternative service or services that can not only be measured from the assessment of service quality (eg, such as Parasuraman et al 1988), but it can also be measured from the practice or technical services delivered. Assessment justice services can be applied not only to the internal management of the organization (employees, human resources (HR), but can also be made to the implementation of management services to external organizations (customers, clients, customers), or of the management of public services to citizens (population). the measurement practices such services can be based on three dimensions of justice (distributive, procedural, and interactional). This study tried to confirm the implementation of the administration of justice the three dimensions of management to the community members who have been taking care of its requirements in offices in the districts and local governments (LGs) the municipal Yogyakarta. 511 total survey respondents. They were selected by convenience sampling technique of sampling, that is, when the people had just finished receiving the services of an employee / sub-district offices and local governments. As for processing the data collected is used Analysis of variants (ANOVA) and SPSS data processing program. The results of the study have identified that the location of the delivery of services to the community becomes important. This is shown by the difference signifikan on all grains equitable assessment services. As for testing the differences based on differences in gender, education level, occupation, and marital status is not obtained different results, except for differences in service delivery assessment together with others (D2) based on the level of education.*

**Keywords: justice, distributive, procedural, interactional.**

## **PENERAPAN STRATEGI EXPERIENTIAL MARKETING UNTUK MENINGKATKAN MINAT BERKUNJUNG KE ISTANA MAIMUN MEDAN**

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### **Abstrak**

Istana Maimun adalah salah satu dari ikon kota Medan, Sumatera Utara. Istana ini merupakan istana kebesaran Kesultanan Deli. Saat ini Istana Deli kurang terawat karena minimnya dana. Oleh karena itu perlu dilakukan usaha untuk meningkatkan jumlah pengunjung. Salah satu cara yang dapat dilakukan adalah dengan strategi experiential marketing. Esensi dari konsep experiential marketing adalah pemasaran dan manajemen yang didorong oleh pengalaman. Experiential marketing terdiri dari lima tipe, yaitu sense, feel, think, act, dan relate. Dasar pembentukan experiential marketing adalah analisis SWOT (Strength, weakness, opportunity and threats). Penelitian ini bertujuan untuk 1) mengembangkan model penerapan strategi experiential marketing berdasarkan kekuatan, kelemahan, kesempatan ataupun ancaman; 2) pola yang membentuk minat pelanggan berdasarkan konsep strategi experiential marketing. Pendekatan dalam penelitian ini adalah pendekatan kualitatif. Sedangkan metode yang digunakan adalah metode deskriptif-eksploratif yang digunakan untuk mengidentifikasi berbagai kekuatan, kelemahan, peluang dan ancaman yang dijadikan dasar dalam pembentukan strategi experiential marketing. Kekuatan dari Istana Maimun adalah gedung yang unik dan perabot antik yang menggambarkan budaya Melayu, Arab, Sepanyol, dan China. Selain itu, budaya Melayu memiliki tarian yang atraktif, makanan dan pakaian yang menarik. Kelemahannya adalah gedung kurang terawat, tidak adanya atraksi budaya Melayu, taman yang tidak terawat, dan penjaga yang tidak ramah. Peluang bagi Istana Maimun adalah banyaknya wisatawan yang datang ke Medan. Tetapi wisatawan tersebut tidak berkunjung ke Istana Maimun. Strategi experiential marketing yang dapat dilakukan adalah dengan mengajak pengunjung menari, makan bersama ala melayu, terlibat dalam prosesi acara kesultanan.

**Kata Kunci:** minat, experiential marketing, dan analisis SWOT

## **ANALISIS KETERGANTUNGAN KONSUMEN PADA SMARTPHONE DAN DAMPAKNYA TERHADAP PERILAKU PEMBELIAN**

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### ***Abstract***

*Research by the title of Dependency on smartphone Analysis and the impact on Purchase Behavior, is a replication of a research conducted by Ding Hooi Ting. et al, entitled "Dependency on smartphones and the Impact on Purchase Behavior". The variables of this research include: convenience (convenience), social needs (social needs), social influence (social influence), dependency (dependency) and purchase behavior (purchase behavior). The samples used as many as 110 students obtained through convenience sampling method. The results from the analysis of SEM (Structural Equation Modeling) by processing the data using AMOS software was: 1). Convenience, social needs and social influence positive and significant impact to dependency. 2). Dependency positive and significant impact on purchasing behavior. While the variables that have the most dominant influence in affecting dependency was variable convenience. The conclusion of this research was that convenience, social needs and social influence has a very good assessment criteria in influencing dependency, and consequently dependency influence on purchase behavior.*

***Keywords: Convenience, Social Needs, Social Influence, Dependency, Purchase Behavior***

## **EFEKTIFITAS ORIENTASI ORGANISASI DALAM MENDORONG DAN DIDORONG PASAR TERHADAP PROSES PEMBELAJARAN DAN INOVATIFITAS SUPPLIER GRUP ASTRA**

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### **Abstrak**

Industri otomotif Indonesia menunjukkan bahwa peranan supplier lokal sangat krusial dalam menunjang kinerja produsen (buyer), terutama bila dikaitkan dengan insentif pajak yang diberikan oleh pemerintah. Sangat penting bagi supplier Grup Astra untuk mengimbangi tuntutan produsen maupun tren yang ada di pasar, mengingat tolok ukur keberhasilan pembinaan yang mereka lakukan adalah ketika supplier saat ini dapat men-supply produsen otomotif lainnya. Hal inilah yang menjadikan proses pembelajaran yang dilakukan – absorptive capacity – berperan penting dalam mendorong inovatifitas mereka. Proses pembelajaran tergantung dari orientasi terhadap pasar yang dimiliki, yakni didorong (market driven) atau mendorong pasar (market driving). Guna menguji model yang dibangun, peneliti mendistribusikan kuesioner terhadap first-tier supplier Grup Astra di Pulau Jawa. Hasil analisa menunjukkan bahwa proses pembelajaran yang pertama, akuisisi, market driven dan market driving berperan sangat krusial. Terkait proses kedua, asimilasi, hanya market driving yang berpengaruh. Sedangkan proses ketiga, eksploitasi, market driven lebih signifikan. Dari ketiga proses pembelajaran, eksploitasi adalah proses yang paling signifikan untuk berkontribusi terhadap inovatifitas supplier. Implikasi manajerial dan akademis lebih lanjut didiskusikan didalam tulisan ini.

**Kata Kunci : Market driven, market driving, absorptive capacity, inovatifitas, dan supplier Astra**

## **PENGARUH ATRIBUT TOKO TERHADAP KEPUASAN PELANGGAN DAN LOYALITAS PELANGGAN MINIMARKET DI SURABAYA**

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### **Abstrak**

Besarnya minat masyarakat untuk membeli barang-barang kebutuhan sehari-hari di minimarket menyebabkan persaingan minimarket semakin tajam. Masing-masing minimarket berusaha untuk menarik minat masyarakat agar membeli barang yang ditawarkan dengan cara mengelola atribut toko yang terdiri dari karyawan, harga, suasana, produk, kenyamanan toko, barang dagangan, dan parkir. Penelitian ini bertujuan untuk menguji dan menganalisis pengaruh atribut-atribut toko terhadap kepuasan pelanggan dan loyalitas pelanggan. Secara lengkap hipotesis penelitian terdiri dari delapan hipotesis, yaitu terdapat pengaruh yang signifikan positif karyawan terhadap kepuasan pelanggan, terdapat pengaruh yang signifikan positif harga terhadap kepuasan pelanggan, terdapat pengaruh yang signifikan positif suasana terhadap kepuasan pelanggan, terdapat pengaruh yang signifikan positif produk terhadap kepuasan pelanggan, terdapat pengaruh yang signifikan positif kenyamanan toko terhadap kepuasan pelanggan, terdapat pengaruh yang signifikan positif barang dagangan terhadap kepuasan pelanggan, terdapat pengaruh yang signifikan positif parkir terhadap kepuasan pelanggan, dan terdapat pengaruh yang signifikan positif kepuasan pelanggan terhadap loyalitas pelanggan. Untuk penggalan data digunakan kuesioner yang disebar kepada 150 orang pelanggan Indomart dan Alfamart di Surabaya. Berdasarkan data yang diperoleh dari kuesioner, selanjutnya dilakukan pengujian terhadap data tersebut melalui dua tahapan, yaitu pengujian validitas-reliabilitas, dan kedua pengujian hipotesis. Pengujian validitas menggunakan confirmatory factor analysis dan reliability construct. Indikator dinyatakan valid jika  $\geq 0,03$ , dan indikator dinyatakan reliabel jika  $\geq 0,7$ . Tahap kedua pengujian hipotesis menggunakan structural equation modeling (SEM).

**Kata Kunci:** Atribut Toko, Kepuasan Pelanggan, dan Loyalitas Pelanggan

## **HOW DOES THE LIFE STYLE INFLUENCE THE CONSUMER PREFERENCE IN CHOISING THE FOREIGN PRODUCT OR THE LOCAL PRODUCT**

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### *Abstract*

*This study examines the influence of lifesyle on probability in buying intention toward local brand (Wong Solo Grilled Chicken) or foreign brand (Kentucky Fried Chicken). Convenience sampling method was employed to acquire 250 samples with the criteria of: (1) the respondents had the intention to buy Grilled Chicken Wong Solo or had intention to buy Kentucky Fried Chicken, (2) respondents had the freedom to take or to refuse to participate in the survey. (3) Survey was conducted in the form of direct structured interview. These conditions were intended to get data acuracy. Logit regression was utilized to predict the influence of independent variable on dependent variables. The analysis indicated that consumer who had fashion conscioustyle preferred to buy foreign brand, the health conscious life style preferred on local brand, leadership life style preferred on foreign brand, caring life style preferred on local brand, and extrovert life style preferred on foreign brand. In this study, implications of the results were also discussed.*

**Keywords: life style, local brand, foreign brand.**



## **PENGARUHKUALITAS LAYANAN, KEPUASAAN, DAN SWITCHING COST TERHADAP LOYALITAS PELANGGAN**

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### **Abstrak**

*Competition in any business is getting old will not be getting lighter, but it will be heavier and tighter. Therefore, to face intense competition, companies have the option of retaining the business or its business, or exit by changing the form of business or stopped altogether. If the choice is to maintain the business, it is necessary to take measures and marketing efforts to create long-term relationships with customers, especially through raising their loyalty to products and companies. Some things can be done companies, among which is to always improve the service quality and customer satisfaction, cost efficiency and implement policies. Based on the importance of focusing the marketing efforts, the study aims to clarify whether there is any effect of service quality on satisfaction, explain whether there is influence service quality, and satisfaction with switching cost, and explain whether there is any influence of service quality, satisfaction and switching costs on customer loyalty. The population used in this study were all customers of a telecommunications provider in Yogyakarta. Data was collected using a questionnaire, the sampling technique using a convenience method and the total sample of 96 respondents. The analysis technique used in this study is the analysis of Structural Equation (SEM) model with the data processing program Partial Least Square (PLS Smart 2.0). The results of hypothesis testing found that the quality of service proven effect on customer loyalty, customer satisfaction and Switching Cost. The results also found that satisfaction and a significant positive effect on Switching Cost and customer loyalty. So is the cost of switching variables proved positive and significant effect on customer loyalty. Finally, the results indicate that the magnitude of the effect penelitian total quality of service.*

**Keywords:** *Service Quality, Satisfaction, Switching Cost, Loyalty.*

## THE IMPACT OF TRUST AND SATISFACTION ON CUSTOMER LOYALTY ON ISLAMIC BANKS IN MAKASSAR

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### *Abstract*

*The pattern of interactions among service quality, trust, satisfaction, and customer loyalty within the Islamic Banks is also within the high concern. The objective of this study is to design a measurement tool for service quality in Islamic Banks. This enables the study to gather data directly from respondents. In accordance, questionnaires were used to collect data. In overall, a total of 384 questionnaires have been distributed to customers of Bank Syariah (Islamic Commercial Banks) and Business Unit Syariah (Islamic Business Unit). The gathered data were analyzed using Structural Equation Modeling (SEM) and SPSS statistical software version 19 and AMOS version 18.0. In the end, the results show that service quality, trust, and satisfaction have significant impacts on customer loyalty at 95 percent confidence level. In addition, the results also reveal that trust, satisfaction, and commitment have significant impacts on the relationship between service quality and customer loyalty to the Islamic Banks. This shows a clear trend that the better the quality of service provided to the customers then the customer will continuously believe and trust to keep patronizing Islamic Banks.*

**Keywords:** *customer retention, relationship marketing, customer satisfaction, trust, customer loyalty*

## PERSEPSI TAMU AKAN KEPENTINGAN ATRIBUT HOTEL SAVOY HOMANN BIDADAKARA

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### **Abstract**

*Tourism industry is one of the main services that has an important role in Indonesian economy. Bandung city, which is one of the favorite tourist destinations has impact in advancing the regional economy. Hotel is a tourism accommodation required by the travelers to rest when carrying out various activities such as business and leisure. Savoy Homan Hotel, a heritage hotel has to face competition from new hotels that are growing in the city, where in the last year (2012) shows the change in room occupancy rate decreased by 2.7%. It is important for any hotel attributes to pay adequate attention to its attributes and needs and desires of tourists who will stay. This study examines the perception of heritage hotel guests on the Savoy Homann Bidakara hotel attributes. If the hotel management has provided her hotel with good attributes, it will be easy to market their services in order to encourage guests to make repeat visits. The study was conducted by distributing questionnaires to 100 respondents. The results showed that in general perception the attributes of the hotel guests is very good. The highest score is obtained from front office service while the lowest is from service employees. In general, all dimensions are in high category*

**Keywords:** *hotel attributes, service marketing management*

**ANALISIS DAN USULAN STRATEGI PEMASARAN  
BERDASARKANFAKTOR-FAKTORYANGBERPENGARUHTERHADAP  
LOYALITAS PELANGGAN DAN PERSAINGAN  
(STUDI KASUS: PRODUK TELKOM FLEXI TRENDY DI BANDUNG)**

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**Abstrak**

*PT Telekomunikasi Indonesia, Tbk is a telecommunication and network services provider in Indonesia. The Company provides InfoComm services, fixed wireline and fixed wireless, mobile telephone, data and internet, network and interconnection, either directly or through subsidiaries. Problems faced by Flexi was a decrease in average revenue per customer per month or also known as ARPU (Average Revenue per User) for wireless telecommunications in Telkom Bandung regional. It was shown from the data in 2009 for ARPU Flexi Bandung regional was 19,000 IDR, and in 2010 Flexi ARPU decreased to 16,000 IDR. This research aimed to propose a marketing strategy that was expected to increase customer loyalty. Data collected by interviewing the company management, distributing preliminary questionnaire and final questionnaire. Preliminary questionnaire used to find competitors of Flexi which were Esia, IM3 and XL. The next step was to develop a final questionnaire using the Marketing Mix 7P concept and the names of the Flexi competitors. Final questionnaire was divided into 3 parts which were the profile of respondents, the level of importance and the satisfaction of mobile operators that were surveyed, brand loyalty. The preliminary questionnaire and the final questionnaire were distributed to 100 respondents. The sampling technique used in the questionnaire was purposive sampling. The final questionnaire was processed using multiple linear regression method, dissatisfaction hypothesis testing, Importance Performance Analysis Method and Duncan Test. Multiple linear regression method was used to determine which variables that influence customer loyalty, dissatisfaction hypothesis test to determine the level of customer satisfaction on the performance of Flexi, Importance Performance Analysis Method to determine which variables were included in the quadrant improvement, and Duncan test to determine the map of competitiveness of Flexi, whether win, competitive or lost behind its competitors. Flexi's target market were 2 - 41 years old and occupation as a private sector employees, civil servants / SOE, high school students and college students. Flexi positioned itself as a service provider to the telecommunications services at cheap rate, which was in line with the new slogan carried by Flexi "More Economic, Isn't It?". Priority improvements based on the results of Multiple Linear Regression test, Dissatisfaction Hypothesis Testing, Importance Performance Analysis charts such as Flexi should provide cheap SMS rates to all mobile operators, Providing SMS packages seemed necessary to meet the diverse customers needs, Flexi can provide daily SMS package, weekly SMS package, or monthly SMS package, increasing the number of customer service so that customers did not wait too long to talk with customer service.*

**Keywords :** *Multiple Linear Regression test, Dissatisfaction Hypothesis Testing,*

## **PENGARUH KOMUNIKASI WOM NEGATIF SECARA *ONLINE* PADA PENOLAKAN PEMBELIAN ULANG**

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### **Abstrak**

Komunikasi word of mouth (WOM) negatif adalah informasi negatif yang disampaikan oleh konsumen karena ketidakpuasannya akan produk dan jasa yang dikonsumsi dan sifatnya lebih pada peringatan kepada pihak lain untuk berhati-hati dalam menggunakan produk atau jasa yang dikomunikasikan. Dengan kata lain tujuan seorang konsumen melakukan komunikasi negatif dari mulut ke mulut adalah mencegah konsumen lain untuk menggunakan produk atau jasa yang dikomunikasikan tersebut agar tidak mengalami pengalaman yang tidak menyenangkan yang sama. Berdasarkan teori peran yang menjelaskan konsekuensi perilaku atas peran tertentu, seseorang akan berperilaku sesuai dengan perannya. Apabila seseorang berperan sebagai pelaku komunikasi WOM negatif yang membawa pesan negatif dengan tujuan agar orang lain, pihak yang diajak berkomunikasi, tidak menggunakan produk atau jasa yang dikomunikasikan. Secara logika pelaku komunikasi WOM negatif akan bertindak seperti yang dia harapkan akan dilakukan oleh pihak yang diajak berkomunikasi. Apabila konsumen lain diharapkan tidak menggunakan produk atau jasa tersebut sudah barang tentu konsumen yang melakukan komunikasi negatif dari mulut ke mulut tidak akan menggunakan produk atau jasa yang dikeluhkan. Penelitian ini bertujuan untuk menguji pengaruh komunikasi WOM negatif secara online pada penolakan pembelian ulang. Setting online dipilih mengingat perkembangan teknologi yang memberikan peluang bagi konsumen alternatif cara untuk berkomunikasi dengan konsumen lain untuk mengungkapkan keluhannya. Lebih jauh lagi, penyebaran informasi melalui media online memiliki tingkat penyebaran yang luas dan cepat. Penelitian ini merupakan penelitian kuantitatif yang dilakukan dengan metode survei. Sebanyak 133 kuisioner dianalisis dengan menggunakan metode Regresi Sederhana untuk menguji hipotesis penelitian ini. Sampel yang digunakan dalam penelitian ini adalah konsumen pengguna jasa medis yang mengalami kekecewaan atas layanan yang diterima, baik secara langsung maupun tidak langsung, dan melakukan komunikasi WOM negatif secara online. Hasil penelitian menunjukkan bahwa konsumen yang memiliki pengalaman yang tidak menyenangkan terhadap suatu jasa medis dan melakukan komunikasi WOM negatif secara online menolak melakukan pembelian ulang atas jasa medis tersebut.

**Kata Kunci:** Komunikasi WOM negatif, Online, Penolakan pembelian ulang

**PENGARUH ORIENTASI WIRAUSAHA, KREATIVITAS PROGRAM PEMASARAN DAN DINAMIKA LINGKUNGAN TERHADAP KINERJA PEMASARAN (STUDI PADA INDUSTRI TAIS DI DILI TIMOR-LESTE)**

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**Abstract**

*In the era of globalization as a dynamic environment, the company dependency on owners' entrepreneurial orientation would have to be accompanied by the company's ability to formulate strategy and implement that strategy well. Strategy can be seen as a response to the company, both short term and long term, in the face of challenges and opportunities as a result of environmental changes that occurred. Related to this effort, it can be said that the success of the company to improve its performance depends on two factors: entrepreneurial orientation and ability in developing marketing programs that creative. Based on the rationale, the purpose of this study was to analyze the effect of entrepreneurial orientation, marketing program creativity, and environmental dynamics on the performance of marketing, both simultaneously and partially. The study also seeks to identify which variables among entrepreneurial orientation, marketing program creativity and environmental dynamics that predominantly influence on the performance of marketing for the tais craft industry. This quantitative research is an exploratory research. Quota technique is used as the sample selection, which 60 owners of small tais craft industries in are Dili used as respondents. Hypothesis testing is done using multiple regression, by means of a computer program SPSS for Windows version 18.0. This study concluded that entrepreneurial orientation, marketing program creativity, and environmental dynamics, have a positive and significant influence on marketing performance, both simultaneously and partially. Furthermore, This research found that marketing creativity is the dominant variable affecting marketing performance, in comparison with entrepreneurial orientation and environmental dynamics.*

**Keywords: Entrepreneurial Orientation, Marketing Program Creativity, Environmental Dynamics, Marketing Performance.**

## **PENGARUH CITY BRANDING TERHADAP KEPUTUSAN BERKUNJUNG KE KOTA SEMARANG**

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### **Abstrak**

Kesadaran merek (brand awareness) berperan dalam mempengaruhi keputusan pembelian konsumen. Konsumen akan memilih suatu produk yang lebih dikenalnya (diketahuinya) dibandingkan dengan membeli suatu produk yang belum pernah dikenalnya sama sekali. Dengan kesadaran merek yang tinggi, memungkinkan perusahaan untuk meningkatkan penjualan atas produk mereka. Oleh sebab itu untuk meraih kesadaran konsumen merupakan salah satu sasaran pemasaran yang perlu dibidik oleh perusahaan. Untuk menimbulkan kesadaran merek pada konsumen dibutuhkan suatu stimulus atau hal-hal yang dapat merangsang munculnya kesadaran merek tersebut. Bagi pemasar merek merupakan hal yang penting karena untuk membedakannya dengan pesaing. Pemberian nama merek tidak hanya terbatas pada suatu produk atau barang saja tetapi sudah meluas ke berbagai hal seperti City Branding. Penelitian ini untuk menganalisis apakah city branding berpengaruh terhadap brand image: apakah brand image berpengaruh terhadap keputusan berkunjung ke Kota Semarang; apakah city branding berpengaruh terhadap keputusan berkunjung ke Kota Semarang; dan apakah city branding berpengaruh terhadap keputusan berkunjung ke Kota Semarang dimediasi oleh brand image. Populasi dalam penelitian ini adalah orang yang berkunjung ke Kota Semarang. Sampel yang digunakan sebanyak 104 orang. Analisis yang digunakan adalah analisis regresi berganda. Hasil penelitian menunjukkan bahwa City branding berpengaruh secara positif dan signifikan terhadap brand image. Artinya semakin baik implementasi city branding maka akan meningkatkan brand image (citra) Kota Semarang di benak calon pengunjung. Brand image berpengaruh secara positif dan signifikan terhadap keputusan berkunjung ke Kota Semarang. Artinya semakin baik penciptaan brand image (citra) Kota Semarang di benak calon pengunjung maka akan mendorong calon pengunjung untuk memutuskan datang ke Kota Semarang. City branding tidak berpengaruh secara langsung terhadap keputusan berkunjung ke Kota Semarang, akan tetapi pengaruhnya melalui mediasi. Brand image memediasi city branding terhadap keputusan berkunjung ke Kota Semarang. Artinya semakin baik implementasi city branding dengan mediasi tingginya brand image (citra) Kota Semarang di benak calon pengunjung maka akan mendorong calon pengunjung tersebut memutuskan datang ke Kota Semarang.

**Kata Kunci:** city branding, brand image, visit

## **PENGARUH STRUKTUR PASAR DAN PERILAKU PASAR TERHADAP KINERJA PASAR BIJI KAKAO DI KABUPATEN ACEH UTARA**

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### ***Abstract***

*The increasing of cacao production that produced by farmers (producer) is not be able yet to increase farmers welfare and cacao's collectors in North Aceh regency. The mechanism of determining cacao's seeds price is refer to international price, such as world market price. This research is held to know the influence of market structure and market attitude to cacao's market working in North Aceh regency. In the fact cacao price among farmers and the collectors are decreasing cause price's wit (price gaming) among big seller and exporter. Another important empirical detection that most of cacao is marketed in granule shape and the limited cacao's wide that farmer cultivated. In marketting cacao, the suffering side of financial loss is farmers (producer) and the cacao collector cause receive the price that relatively low compare with big sellers and exporter. Farmers are in price taker position. The prime problem in this system is seeds of cacao's price that appears from non-efficient market. Generally problem that will be focused on this cacao's market research is about market structure, market attitude and cacao's market working in local area/market. And this phenomenon is a reason why this research is relevant to do about cacao's marketting. Multiple linear regression analysis with SPSS (Statistical Packaged for Social Sciences) software used to analyze the data. Research result showed that each variables that consist of market structure and market attitude are good and significant effect toward market working.*

***Keywords : Market Structure, Market Attitude, Market Working, Price, Producer***



## **STRENGTHEN THE BRAND EQUITY OF PRIVATE COLLEGE (PTS) THROUGH MANAGING WORD OF MOUTH AND VIRAL MARKETING**

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### **Abstract**

*Increasing number of private college (PTS) resulted in the increasing competition in acquiring new students. Brand equity is one of the important concepts in brand management, because of strong brand equity will be able to increase sales. Different from the company in general that use marketing mix variables as a source of brand equity, colleges have a wide variety of target. Each group has a different level of knowledge, experience, commitment, and motivation about the brand. So the role of personal communication is very important to validate a college brand. Two forms of personal communication are Word of Mouth (WOM) and viral marketing (in form of communication on internet). This study aims to understand the effects of WOM and viral marketing on the brand equity of the PTS. Variables in this study are brand equity, WOM, and viral marketing. Data obtained from the questionnaires. The object of research is the senior high school students in Jakarta who are potential customer of private colleges/universities, with the number of samples is 350 students. Data processed by the method of structural equation modeling (SEM) using SPSS and AMOS. The results of this study indicate that brand equity is affected by WOM and viral marketing. Implication of these results is WOM and viral marketing must be managed properly in order to establish strong brand equity of college. Success in strengthen brand equity through managing WOM and viral marketing can be used as an advantage to win the competition.*

**Keywords :** brand equity, word of mouth (WOM), viral marketing, and college

## **BELAJAR PEMASARAN DARI GURU PEMASARAN: IBLIS**

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### **Abstrak**

Pemasaran bukan hanya dilakukan oleh perusahaan yang berorientasi profit, namun juga organisasi nonprofit dan individu. Pemasaran bahkan dilakukan oleh Iblis untuk memasarkan 'dosa'. Hal tersebut menunjukkan bahwa siapapun yang menjalankan Pemasaran dengan baik dapat meraih kesuksesan, sekalipun yang dipasarkannya adalah sesuatu yang negatif. Ada banyak hal yang dapat dipelajari dari bagaimana Iblis melakukan kegiatan pemasaran. Tulisan ini merupakan hasil interpretasi terhadap Surat An Naas dan beberapa surat lain sebagai pendukung argumentasi dapat menjadi bahan untuk pembelajaran, bagaimana Iblis melakukan aktivitas pemasaran terintegrasi dan bagaimana mengalahkan musuh yang hebat. Hal ini mengarah pada pendocketan riset Hermenetik secara terbatas untuk mengeksplorasi nilai-nilai pemasaran dari ayat-ayat Al Qur'an.

**Kata Kunci:** Pemasaran Terintegrasi, Bauran Pemasaran, Iblis

**PENINGKATAN REPUTASI PARTAI POLITIK MELALUI  
PENGEMBANGAN MODEL *POLITICAL MARKETING*  
(SURVEY PADA PEMILIH MAHASISWA UPI PADA PEMILU 2014)**

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**Abstract**

Reputasi Partai Politik yang ada dewasa ini tidak begitu baik di mata pemilih hal ini terindikasikan melalui rendahnya kepercayaan masyarakat terhadap partai politik yang ada. Pemilu 2014 akan sangat menentukan kehidupan berbangsa dan bernegara selama 5 tahun kedepan dan persaingan sangat ketat untuk mempercubitkan suara-suara pemilih. Dalam pemilihan presiden nanti 2014, yang dipertaruhkan tidak hanya reputasi mereka sebagai politisi berkali bertinggi, seperti yang ditunjukkan oleh mereka di depan publik secara konstan, tetapi juga reputasi partai politik yang mencalonkan mereka. Namun, masyarakat pemilih bingung dengan partai apa yang akan mereka pilih. Lepas dari itu, setiap partai politik atau gabungan partai politik pada akhirnya pasti akan memperkenalkan calon presiden mereka kepada publik melalui cara-cara tertentu. Dalam proses itu dipastikan juga akan terjadi "pertarungan" konsep, visi, gagasan mereka mengenai Indonesia di masa depan. Program itu dikenal dengan nama *Political Marketing*. Adapun tujuan penelitian dalam penelitian ini adalah untuk mengetahui : faktor-faktor yang dipertimbangkan Partai Politik dalam merancang strategi *political marketing* dan persepsi voters terhadap program pemasaran politik partai, gambaran perilaku pemilih dalam keputusan memilih partai politik, pembentukan reputasi partai politik menurut persepsi pemilih mahasiswa di kota Bandung dan pengaruh *political marketing* terhadap reputasi partai politik menurut persepsi pemilih mahasiswa UPI di kota Bandung.

**Kata Kunci:** *political marketing, reputation*

**ANALISIS PENGARUH KEPRIBADIAN MEREK CHARLES & KEITH  
TERHADAP KEPRIBADIAN DIRI KONSUMEN DI JAKARTA  
(Studi Kasus Di Mall Pondok Indah, Jakarta Selatan)**

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**Abstrak**

Alasan seorang konsumen membeli suatu produk bukan hanya untuk pemenuhan kebutuhan dasar saja, melainkan telah berkembang menjadi pemenuhan gaya hidup atau lifestyle. Konsumen cenderung menghubungkan berbagai sifat atau karakteristik dirinya pada berbagai merek di berbagai macam produk. Dalam penelitian ini penulis ingin membahas apakah terdapat pengaruh dimensi-dimensi kepribadian merek (brand personality) sepatu Charles & Keith terhadap kepribadian diri (entity theory) konsumen yang menggunakan merek tersebut dan dimensi kepribadian merek (brand personality) mana yang paling sesuai dengan entity theorists untuk sepatu merek Charles & Keith, dikaitkan dengan lima dimensi kepribadian merek (brand personality). Penelitian ini dilakukan di Mall Pondok Indah, Jakarta Selatan, melalui penyebaran kuesioner terhadap 100 orang responden, kemudian dilakukan uji validitas dan reliabilitas untuk menguji kuesioner dan analisis regresi berganda untuk mengetahui pengaruh variabel independen terhadap variabel dependen. Dari hasil penelitian yang telah dilakukan, diketahui bahwa terdapat pengaruh dimensi-dimensi kepribadian merek (brand personality) sepatu Charles & Keith terhadap kepribadian diri (entity theory) konsumen yang menggunakan merek tersebut. Dimensi kepribadian merek (brand personality) yang paling sesuai dengan entity theorists untuk sepatu merek Charles & Keith, dikaitkan dengan lima dimensi kepribadian merek (brand personality) adalah dimensi sophistication.

**Kata kunci:** Brand personality, Entity theory

**KAJIAN LITERATUR CUSTOMER RELATIONSHIP MANAGEMENT:  
MODEL PENGEMBANGAN IKATAN EMOSIONAL PELANGGAN  
MELALUI CUSTOMER CONTACT CENTER  
DI INDUSTRI PENDIDIKAN**

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**Abstract**

*Engagement is a term that encourages everyone to think about the commitment. With the engagement, a person has an emosional bond with another person who can affect their lives. This phenomenon motivates the company to consider how to build engagement with their customers especially potential customers. Build engagement with customers requires great sacrifices from both monetary and non monetary-costs. The company requires a commitment in efforts to win the hearts of their customers (market heart). This article gives an overview of the education industry to develop strong relationship with stakeholders (users, student, alumnus, parents) thus generate engagement with them. This articles emphasis on developing relationship with stakeholdes in education industry because most of the industry is lack of attention to the way how to develop it. Thus, the purpose of this article is more emphasis on the development of customer emotional bond model by means of Customer Contact Center (CCC) in education industry. The development of this model is expected to provide an insight for the education industry as well as academics that focus on the development in the field of Customer Relationship Management (CRM).*

**Keywords:** CRM, CCC, *Emosional Bonds*

**PENGARUH *OUTCOME QUALITY*, *INTERACTION QUALITY*, DAN *PEER TO PEER QUALITY* TERHADAP LOYALITAS PELANGGAN MELALUI KEPUASAN PELANGGAN RAWAT JALAN DI RS X SURABAYA**

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***Abstract***

*This study aims to determine the relationship and the influence of outcome quality, interaction quality, and peer to peer quality of the customer loyalty through customer satisfaction (case study for customers of X hospital Surabaya). This study is partial replication of previous study conducted by Beom Joon Choi and Hyun Sik Kim, 2012, "The impact of outcome quality, interaction quality, and peer to peer quality on customer satisfaction with a hospital service" by using a quantitative approach. This study was conducted by distributing questionnaires either directly to the respondent of X hospital Surabaya customers. The number of samples used in this study were as many as 220 samples. Processing the data in this study uses Structural Equation Model method with the help of statistic software Lisrel 8.70. The results and finding in this study indicate that outcome quality has direct influence on customer satisfaction, interaction quality has direct influence on customer satisfaction, peer to peer quality has direct influence on customer satisfaction, and customer satisfaction has direct influence on customer loyalty.*

***Keywords:* outcome quality, interaction quality, dan peer to peer quality, customer satisfaction, customer loyalty.**

## **PENGARUH EWOM TERHADAP KEPUTUSAN PEMBELIAN KONSUMEN MELALUI E-COMMERCE (BISNIS ONLINE)**

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### ***Abstract***

*Based on a survey of Indonesian Internet Service Providers Association (APJII), Internet users in Indonesia will increase to 107 million users in 2014 and is predicted to increase to 139 million users in 2015. This uplifting, occurred as the development of 4G technology and increasing income urban communities that encourage consumptive society and trigger the growth of credit cards in Indonesia. Increasing Internet users and the growth of credit cards in Indonesia are considered to encourage the development of online business (e-commerce) with the increasing in the average number of transactions from 2010 to 2012 in Indonesia that reached more than 80% (Spire Research & Consulting, 2013). As the development of Internet infrastructure, online business also experienced progressive growth each year, boosting the growth of its trading site that allows consumers to transact online. If a business or a conventional transaction exchange personal contact information, by phone, or use the catalog physically, then e-commerce is considered more practical and efficient because it uses the Internet to communicate. In the development of e-commerce through search engines (Google, Yahoo, etc.) also through social media (twitter, facebook, etc.), emerged eWOM (Electronic Word of Mouth) in the world of marketing (Hennig-Thurau et al., 2004). eWOM (Electronic Word-of-Mouth) is an adaptation of the Word of Mouth (WOM) traditional on the internet (Cheol Park, et al 2011). Hennig-Thurau, Qwinner, Walsh and Gremler (2004) said that eWOM was a positive or negative statement made by customers or former customers about a product or company, which could be accessed by many people and institutions via the Internet. This study aimed to determine the influence of eWOM on consumer purchasing decisions via e-commerce (online business). This study used purposive sampling with the data of 400 respondents (error tolerance of 5%). Based on multiple regression analysis, the results showed that eWOM influence consumer purchasing decisions in e-commerce amounted to 53.2%.*

**Keywords:** *electronic word of mouth, e-commerce, consumer purchasing decisions.*

**ANALISIS KEPUASAN KONSUMEN TERHADAP KUALITAS PELAYANAN PENERBANGAN YANG MENIMBULKAN *WORD OF MOUTH* PENUMPANG PADA MASKAPAI PENERBANGAN LION AIR**

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**Abstrak**

Tujuan penelitian ini adalah untuk mengetahui seberapa besar tingkat kualitas pelayanan berpengaruh terhadap kepuasan penumpang, dan apakah kepuasan penumpang memiliki peran yang signifikan untuk memicu timbulnya word of mouth konsumen pada Maskapai Lion air. sehingga diharapkan dengan adanya penelitian ini akan mampu memberikan evaluasi yang baik agar Lion Air mampu mempertahankan eksistensinya. Populasi yang digunakan dari penelitian ini adalah penumpang yang pernah terbang menggunakan maskapai Lion Air. Sampel yang digunakan adalah convenience sampling yang berjumlah 100 orang responden. Metode pengolahan dan analisis menggunakan analisis regresi linier berganda yang digunakan untuk menguji hipotesis mengenai pengaruh dimensi-dimensi kualitas jasa terhadap kepuasan konsumen, dan kepuasan konsumen terhadap timbulnya word of mouth. selanjutnya diolah dengan menggunakan komputer dengan bantuan program SPSS. Dari hasil penelitian menunjukkan bahwa kelima dimensi kualitas pelayanan yaitu reliability, responsiveness, assurance, empathy, dan tangible berpengaruh signifikan terhadap kepuasan konsumen baik secara keseluruhan maupun secara parsial, dan kepuasan konsumen berpengaruh signifikan terhadap timbulnya word of mouth dimana semakin puas konsumen maka word of mouth yang timbul semakin besar pula. Dari hasil analisis tersebut, maka penting bagi pihak Lion Air untuk selalu memperhatikan indikator dari kualitas pelayanan dan kepuasan konsumen untuk meningkatkan word of mouth konsumen yang terbang menggunakan maskapai Lion Air.

**Kata Kunci: Kepuasan Konsumen, Kualitas Pelayanan, Word of Mouth**



## THE INFLUENCE COUNTRY OF ORIGIN TOWARD BRAND EQUITY

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### *Abstract*

*Stiff competition among company within industry triggering company to applied some strategies not only how to keep survive their operation but the more important things are how to grow up their business. One indicator depicting this increasing competition situation among other is the increasing number product being offer by some companies, including new product with new brands. This situation ask for company to have a strong brand -brand that deliver more value for customer relative to company competitors- called brand equity. With strong brand, company may have some advantages and benefited from it. Whereas weak brand product would be shifted out from the market place. It seems to us that most of strong brand exist in Indonesia market are foreign products/ brands. With this phenomenon's in our mind we can ask to ourselves: whether country origin where the product being originated or produced that usually having specific consumer perception influence brand equity. The objectives of this research is to find out whether country of origin influence brand equity through mediating variables of brand loyalty, brand association, brand awareness and quality perception. Primary data were collected from 300 respondents among customers or users of specific computer brand in Daerah Istimewa Yogyakarta. Data being collected analyzed with SEM (Structural Equation Modeling). Research findings show that country of origin positively and significantly influence brand equity trough mediating variables. Research findings also show that country of origin positively and significantly influence brand equity directly.*

**Keywords:** *country of origin, brand equity, brand loyalty, brand awareness, quality perception*

**ANALISIS INDEKS KEPUASAN PELANGGAN JASA LAYANAN  
BANDARA SOEKARNO HATTA – JAKARTA DALAM RANGKA  
OPEN SKY POLICY 2015**

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**Abstract**

Tujuan penelitian adalah: (1) menilai indeks kepuasan pelanggan jasa layanan bandara Soekarno Hatta – Jakarta dalam rangka open sky policy 2015; (2) mengevaluasi kelayakan kapasitas dan fasilitas layanan bandara Soekarno Hatta – Jakarta dalam mendukung daya saing jasa penerbangan Indonesia untuk mengantisipasi open sky 2015; dan (3) mengukur efektivitas dan merancang ulang Model Pengukuran Indeks Kepuasan Publik berdasarkan SK Kemenpan RI Nomor : 25 Tahun 2004. Unit analisis adalah pelanggan jasa layanan bandara Soekarno Hatta-Jakarta sebanyak 150 responden yang berada di boarding lounge rute domestic terminal I dan II. Jenis penelitian adalah descriptive research. Hasil penelitian menunjukkan; (1). Indeks Kepuasan Pelanggan Bandara Soekarno Hatta – Jakarta sebesar 2,809 dengan kriteria Baik; (2). Permasalahan yang terjadi; (A). Kecepatan Pelayanan hanya memiliki IKM pada kriteria C atau Kurang Baik, hal ini disebabkan karena over capacity pada saat peak season, sehingga beban kerja frontlines check in center meningkat dan berdampak pada panjangnya antrian pada saat check in; (B). Kepastian Biaya Pelayanan hanya memiliki kriteria C atau Kurang Baik, hal ini disebabkan mahalnya biaya jasa penerbangan saat peak season dan adanya perbedaan penerapan airport service charge antara Garuda Indonesia dengan maskapai lainnya; (C). Kepastian Jadwal Pelayanan hanya memiliki kriteria C atau kurang baik, hal ini disebabkan karena rendahnya on time performance disebabkan seringnya delay; dan (D). Kenyamanan Lingkungan memiliki kriteria D atau Tidak Baik; dan (3) Hasil implementasi model IKP yang terdiri dari 14 unsur yang “relevan, valid” dan “reliabel”, menunjukkan bahwa model ini belum mampu secara komprehensif mengukur Indeks Kepuasan Pelanggan sebagaimana yang dilakukan pada unit layanan publik lainnya, seperti, Rumah Sakit, Puskesmas, BUMN dan BUMD di luar PT. Angkasa Pura. Hal ini disebabkan karakteristik jasa layanan publik pada Bandara terdiri dari tiga sub unit aktivitas layanan yang terintegrasi (pre-flight, in flight, post flight) yang melibatkan services provider jasa lainnya.

**Kata Kunci: Indeks Kepuasan Pelanggan, on time performance, delay, Pre-flight, in-flight, post-flight**

## ***CUSTOMER-BASED BRAND EQUITY DESTINASI WISATA KOTA BATU***

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### **Abstrak**

Pariwisata di Jawa Timur, terutama kota Batu memiliki potensi yang cukup besar. Akan tetapi persaingan dalam industri pariwisata yang tinggi dewasa ini memaksa sebuah destinasi untuk dapat mengelola ekuitas mereknya dengan baik sehingga bertahan dan unggul dalam persaingan tersebut. Ekuitas merek dalam penelitian ini merupakan customer-based brand equity dan terdiri atas kesadaran merek destinasi atau destination brand awareness, citra merek destinasi atau destination brand image, kualitas merek destinasi atau destination brand quality, nilai merek destinasi atau destination brand value dan kesetiaan merek destinasi atau destination brand loyalty. Penelitian ini akan mengukur dampak destination brand awareness, destination brand image, dan destination brand quality terhadap destination brand value dan destination brand loyalty serta pengaruh destination brand value terhadap destination brand loyalty. Menggunakan sampel sebanyak 100 wisatawan yang pernah berkunjung ke tempat wisata di Kota Batu, penelitian ini berusaha untuk menunjukkan pengaruh destination brand awareness terhadap destination brand value, destination brand image terhadap destination brand value dan destination brand equity, serta destination brand quality terhadap destination brand value dan destination brand equity.

**Kata Kunci:** customer-based brand equity, destination brand value, destination brand loyalty

## **PENGARUH MEDIA MASSA TERHADAP NIAT KONSUMEN MEMBELI PRODUK BERLABEL HALAL**

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### ***Abstract***

*The purposes of this research is to analyze the influence of mass media on consumer intention to purchase halal-labeled products. This research uses convenience random sampling and applies Structural Equation Model with 366 samples which represents the Muslim consumer especially college students. The finding shows that mass media doesn't significantly influence consumer intention to purchase halal-labeled products directly, but indirectly, mass media significantly influence consumer intention to purchase halal-labeled products which is mediated by consumer's religious behavior. Thus, it is suggested that government with other related institutions need to conduct an intensive program to educate and socialize the public about halal-labeled products through above and below the line campaign.*

***Kata Kunci: produk halal, label halal, media massa, perilaku religius***

**ANALISIS PENGARUH *BRAND IMAGE* (CITRA MEREK) TERHADAP  
LOYALITAS PENGGUNA HANDPHONE MEREK SAMSUNG  
(STUDI KASUS PADA MAHASISWA UNIVERSITAS ESA UNGGUL  
FAKULTAS EKONOMI)**

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***Abstract***

*The purpose of this study aimstodetermine the effecton thebrand imageof Samsungmobile phoneuser loyalty. The independent variablesconsist ofbrand image(favorability of brand association, strength of brand association, and uniqueness of brand associations), while thedependent variablewasloyalty. Respondents of this study was person who the use of all types of Samsung's mobile phones. The methodof analysis usedin this studyismultiple linearregression. The results showedthat theadvantages ofbrand associationshave asignificantvalueof 0.002(<0.05), strength ofbrand associationshave asignificant valueof0.035(<0.05), anduniqueness ofbrand associationhas nosignificantsince0315(<0.05). To take advantageof brandassociations, strength ofbrand associationshave asignificant influence onloyalty, in addition totheresults ofthe study showedthattogetherthe advantagesof brandassociation, brand associationstrength, anduniqueness ofbrandassociationshave asignificant impact onloyalty, becauseof itssignificantvalueof 0.000(<0.05)*

***Keywords: Brand Image, Strength, Uniqueness, Loyalty***

**PEMODELAN KEPUASAN DAN MINAT BERPERILAKU PASIEN  
RAWAT INAP PUSKESMAS BERBASIS *SERVICE DELIVERY SYSTEM*:  
IMPLIKASINYA TERHADAP KEBIJAKAN**

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**Abstract**

*This study aims to formulate a model of satisfaction and behavioral intentions of inpatients at Community Health Center (CHC) in East Java based on service delivery system. Sample selection of districts / cities, CHC, and respondents based on purposive sampling. The districts / cities of the sample are District of Blitar, Lumajang, Pamekasan and City of Surabaya. The analysis used: (a) Structural Equation Modeling with the method of Generalized Structured Component Analysis (GSCA) and (b) descriptive analysis. The results of GSCA analysis showed that the contact personnel can improve inpatients satisfaction at CHC in East Java, the physical support is proven to increase inpatients satisfaction at CHC in East Java and the inpatients satisfaction can influence the behavioral intentions of inpatients at CHC in East Java. While the process has not been able to increase inpatients satisfaction at CHC in East Java. Some of the recommended alternative policies is the first, increasing the competence of medical personnel through training and certification. Second, the addition and improvement of skills of non-medical personnel. The three, additional medical support facilities. Fourth, encourage all CHC to obtain ISO certification.*

**Keywords:** *Contact Personnel, Physical Support, Process, Satisfaction, Behavioral Intentions*

## **PERBANDINGAN BAURAN ECERAN ANTARA ALFAMART DENGAN SBMART**

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### **Abstrak**

Tujuan penelitian untuk mengetahui tanggapan responden tentang perbandingan bauran eceran antara Alfamart dengan Sbmart. Metode penelitian yang digunakan adalah metode deskriptif. Adapun teknik yang digunakan untuk mengumpulkan data adalah studi lapangan yang meliputi kuesioner, observasi dan wawancara serta studi kepustakaan. Sampel yang diteliti sebanyak 70 orang dengan menggunakan teknik pengambilan sampel secara acak. Perbandingan keduanya terlihat dari Alfamart yang membuat produk-produknya menggunakan merek sendiri, sering melakukan potongan harga, banyak keuntungan apabila menjadi member dan promosi secara intensif yang dilakukan melalui media cetak. Sedangkan, Sbmart mengutamakan produknya berlabel halal, musik yang diperdengarkan bergenre lagu-lagu islami dan tema toko yang bergaya islami, mulai dari warna hijau yang digunakan untuk warna dinding, dan lambang toko yang bertuliskan huruf arab.

**Kata kunci : Bauran eceran Alfamart dan SBmart**

**KAJIAN LITERATUR:  
MODEL KUALITAS HUBUNGAN B2B SEBAGAI DASAR  
PENGEMBANGAN MARKETING C2C DI BISNIS ONLINE**

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**Abstract**

*The development of technology lead to change consumer buying behavior. Consumers prefer to shop online than offline. With online, consumers can explore anything with no limit of space and time. Change in consumer behavior has an impact on the development of online business in Indonesia. The online businessman began to formulate a strategy to gain share of wallet from consumers. Each strategy is implemented will have an impact on consumer's willingness to buy. Display products designed more attractive through high resolution images of technological sophistication. Consumers are stimulated to buy the product that is in fact it is not match with their expectations. Consumers feel cheated that lowered sense of trust in the online shop. In marketing terms, this is known as Consumer perceived deception. This fact is encouraging the online businessman recovery customer trust in online business so that the continuous business to grow in Indonesia. This article provide an overview of the relationship quality model in B2B, so that it become insight for marketing C2C. Hope, understanding of the relationship quality could be done to recovery customer trust on online business.*

**Keywords:** B2B, C2C, Customer Trust, Relationship Quality



## **PENGARUH FAKTOR-FAKTOR ANTESEDEN E-CUSTOMER SATISFACTION, E-CUSTOMER TRUST DAN COMPULSIVE BUYING PADA PEMBENTUKAN E-CUSTOMER LOYALTY**

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### **Abstract**

*Rapid technological developments have an impact also on the development of the Internet. It is also an impact on human behavior in response to the development of these technologies. The advent of the millennium generation (born starting in 1985) is believed to be the generation that is very close to technology, especially information technology in their daily lives including shopping patterns online. Findings of research is expected to provide valuable input to the development of the theory of online shopping and for companies that will make sales online. This study tries to combine research conducted by Wang and Yang (2008), Eid (2011) and Campbell (2013). Formulation of research problems are (1) whether the e-customer loyalty is influenced by the e-customer satisfaction, customer trust, and compulsive buying, and (2) whether the e-customer satisfaction and customer trust influenced user interface quality, information quality, perceived security, perceived privacy, and competent behavior. A total of 200 questionnaires were distributed to the people of Yogyakarta purposively aged 15 years to 30 years and never done an online transaction at least once in the last 6 months. Hypothesis testing using analytical tools Structural Equation Modeling (SEM). The study states that all proposed hypothesis can be supported, so it can be concluded that (1) e-customer loyalty is influenced by the e-customer satisfaction, customer trust, and compulsive buying, and (2) the e-customer satisfaction and customer trust is influenced by the user interface quality, information quality, perceived security, perceived privacy, and competent behavior.*

**Keywords:** *e-customer loyalty, e-customer satisfaction, e-customer trust, compulsive buying, SEM*

## **FAKTOR-FAKTOR YANG MEMPENGARUHI SIKAP KONSUMEN TERHADAP WEBSITE JASA**

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### ***Abstract***

*Attitude to the service website is an indicator of service website effectiveness. The main objective of this study is to investigate the effect of website characteristics toward service website. The five factors surveyed are ease of use, service information, trust, currency and customer support. The items of questionnaire were pretested with a student sample which is provided a feedback on the reliability and validity of the items. This study examined whether that five site factors explained most of attitude toward a service website. Regression analysis is used in this research. Findings indicate that ease of use, trust, and customer support are positively affect consumer attitude toward service web site. But, another result found that information and currency do not affect consumer attitude. Implication for web marketing is discussed and future research is suggested.*

**Keywords:** *attitude, website characteristics, regression analysis*

**ANALISIS PENGARUH PENGALAMAN PEMASARAN DAN CITRA  
MEREK TERHADAP KEPERCAYAAN MEREK DAN DAMPAKNYA  
TERHADAP LOYALITAS KONSUMEN  
(Studi kasus: Dapur Cokelat Cabang Greenville)**

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**Abstract**

*The research of Experiential Marketing and Brand Image on Brand Trust and its impact on Customer Loyalty in Dapur Cokelat Greenville. This study is conducted through field an quantitative cross sectional research. The questionnaire used in this study are using measuring instruments that were designed based on likert scale. The obtained data will then be tested for validity and reliability before it is processed further using structural equation modeling (SEM) analysis. The results of this study indicate that experiential marketing is not influence to brand trust that can be seen from the results of the T-values by -0.65, that brand image is not influence to brand trust is seen from the results of the T-values by 0.45, that experiential marketing is not influence to customer loyalty because the results is 0.77 and brand image is not influence to customer loyalty because the results is -0.51. As the value of these four hypothesis is < 1.96, it can be concluded that the effect is not exist. The fifth hypothesis is influence because the T-values by 2.31, therefore there is an influence of brand trust against customer loyalty.*

**Keywords : Experiential Marketing, brand image, brand trust, and customer loyalty**

## **KOMPARASI PROGRAM CORPORATE SOCIAL RESPONSIBILITY (CSR) TERHADAP KESEJAHTERAAN SOSIAL-EKONOMI MASYARAKAT PADA PERUSAHAAN TAMBANG BAUKSIT DI KALIMANTAN BARAT**

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### **Abstrak**

Dewasa ini terdapat kecenderungan bahwa pemerintah dan sebagian besar masyarakat memiliki harapan tentang tanggung jawab sosial dari perusahaan-perusahaan. Secara bersamaan perusahaan yang berorientasi laba telah mengambil tindakan untuk memperhatikan masalah sosial misalnya: pencemaran lingkungan, kelangkaan sumber daya, dan kemiskinan. Kalimantan Barat adalah salah satu wilayah penghasil bauksit terbesar di Indonesia. Potensi Bauksit di provinsi Kalbar ada di kabupaten Mempawah, kabupaten Sanggau (Tayan), dan kabupaten Ketapang. Peningkatan ekspor bauksit yang signifikan berdampak pada peningkatan Earning Per Share pemegang saham dan devisa negara. Namun apakah terdapat perhatian perusahaan-perusahaan tambang bauksit tersebut terhadap tanggung jawab sosial pada masyarakat sekitar tambang. Penelitian ini ingin memetakan profil CSR perusahaan tambang bauksit serta mengkaji dampak Corporate Social Responsibility (CSR) terhadap peningkatan kesejahteraan sosial-ekonomi masyarakat di sekitar tambang. Fokus kajian ini mengambil pada pertambangan bauksit di Kabupaten Sanggau (Tayan), Kalimantan Barat. Penelitian ini menggunakan metode kualitatif. Pengumpulan data dilakukan dengan menggunakan wawancara dan focus group discussion (FGD). Analisis data menggunakan explanation building dan content analysis. Selain itu dilakukan perbandingan konsep (matching concept) untuk melihat perbedaan pendekatan program CSR yang diimplementasikan oleh PT Antam, PT Kalinin dan PT MKU. Hasil penelitian menunjukkan bahwa terdapat perbedaan pola program CSR yang dijalankan ketiga perusahaan. Selain itu ditemukan bahwa program CSR yang dijalankan kurang di arahkan bagi peningkatan pendapatan masyarakat setempat.

**Kata Kunci: CSR, Bauksit, Kesejahteraan**

## LITERATURE REVIEW OF SPORT EVENT IMPACT ON DEVELOPMENT OF TOURISM

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### ***Abstract***

*Currently, sport event is not only about sport development but also non sport sectors, likes economic, social and tourism sector. Some sport event likes Olympic Games London and Tour De Singkarak can improve tourist interested to visit tourist destination. This study aims to see the impact of sport event in tourism development. This review base on previous research about sport event in many countries. Literature review says that sport event have positive and negative impact on economic and social sector, which will impact an tourism development. Positive impact of sport event are influent to improve public income, visiting touris destination, promotion of tourism, and introducing the local culture etc. Negative impact from sport event are environment damage, cost expensive, safety problem, trafict jam etc.*

***Keywords: Sport Event Impact, Development of Tourism***

## **MEDIASI SIKAP PENONTON FILM TERHADAP INTENSI MENONTON FILM NASIONAL: KAJIAN *MOVIE VIEWING*, *ETHNOSENTRISME* DAN *CULTURAL PROXIMITY* SEBAGAI VARIABEL ANTESENDEN**

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### **Abstrak**

Fungsi dasar suatu film adalah sebagai sarana hiburan. Dalam film terkandung fungsi informatif maupun edukatif bahkan persuasif. Film nasional dapat digunakan sebagai media edukasi untuk pembinaan generasi muda dalam rangka nation and character building. Namun berdasarkan data perbandingan perkembangan film Indonesia, dapat dilihat bahwa terjadi pasang surut perfilman nasional, bahkan tercatat pada tahun 2012 -- 2013 terjadi penurunan jumlah penonton film nasional yang masuk dalam kategori sepuluh film terlaris. Penelitian ini bertujuan untuk mengkaji perilaku konsumen dalam memilih film nasional. Variabel-variabel yang digunakan dalam studi ini adalah unsur-unsur keperilakuan yang didorong oleh konsep budaya yang dianut konsumen seperti *Movie viewing*, *Cultural Proximity* dan *Etnosentrisme*. Penelitian dilakukan di Bioskop XXI Taman Ismail Marzuki Jakarta, pada bulan Mei 2014. Responden penelitian ini adalah penonton film *The Raid : Berandal* sejumlah 155 responden. Analisis dilakukan dengan menggunakan *Structural Equation Model (SEM)* melalui program *Lisrel 8.8*. Hasil penelitian menunjukkan bahwa terdapat pengaruh signifikan dan positif *Movie Viewing* terhadap Intensi menonton film, *Cultural proximity* terhadap Sikap penonton, *Etnosentrisme* terhadap Intensi menonton film, dan Sikap penonton terhadap Intensi menonton film. terdapat pengaruh signifikan dan negatif *Cultural proximity* terhadap Intensi menonton film, dan *Etnosentrisme* terhadap Sikap penonton. Sedangkan ditemukan tidak terdapat pengaruh signifikan *Movie viewing* terhadap Sikap penonton. Hasil temuan penelitian juga menganalisis bahwa variabel Sikap penonton memediasi pengaruh *Cultural proximity* dan *Etnosentrisme* terhadap Intensi menonton film.

**Kata Kunci:** *Movie Viewing*, *Cultural proximity*, *Etnosentrisme*, Sikap penonton, Intensi menonton film.

## INFLUENCES OF PRODUCT, PRICE, AND LOCATION ON CUSTOMER SATISFACTION RABBANI IN LANGSA, ACEH

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### *Abstract*

*Rabbani is a brand of instan hijab, released by Amry Gunawan and Nia Kurnia since 1991. Rabbani product sales decreased due to maximum customer satisfaction and consumers demand has not increased in certain months only. The aim of the research was to know and to analyze influences product, price, and place on customer satisfaction. The theory used in this research was the theory of marketing management which was related to product, price, place, and customer satisfaction. The type of research was descriptive quantitative and its nature was associative. 100 members Rabbani Langsa were use as the sample, using purposive sampling technique. The data were gathered by distributing questionnaires and conducting documentary study. The data were analyzed by using multiple linear regression, t-test and F-test from the first hypothesis until fourth one with SPSS program. The results of the research products, price, and location had positive and significant on customer satisfaction, and partially product was the most dominant variable. Product had positive and significant on customer satisfaction. Price had positive and significant on customer satisfaction. Location had positive and significant on customer satisfaction in Rabbani Langsa, Aceh.*

**Keywords:** *Product, Price, Place, and Customer Satisfaction*

**ANALISIS PENGARUH KINERJA LAYANAN *THIRD PARTY LOGISTICS* TERHADAP KINERJA PERUSAHAAN DALAM USAHA MIKRO KECIL MENENGAH YANG BERBASIS *E-COMMERCE BUSSINESS***

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**Abstract**

*This study aims to analyze the influence of the performance of third party logistics services ( 3PL ) to financial performances user (SMEs) . Performance is measured based 3PL service tangibles , responsiveness , empathy , reliability and assurance . In addition , this study also aims to find out the reasons and benefits perceived by users of 3PL services . The method of analysis used in this study is the analysis of SEM ( Structural Equation Model ) using the AMOS program. In addition, researchers also use SPSS to test the validity and reliability prior to each question and the variables used in this study before the research activities carried out . The study involved 100 respondents, where respondents are SMEs businesses that implement e-commerce business and the use of 3PL services in its business operations. Descriptive analysis was also used to identify the reasons and benefits felt by 3PL users . In this study lead to the conclusion that the performance of 3PL services has a positive effect on its financial performance .*

**Keywords : Third Party Logistics, Servqual, SMEs, Financial Performance**



**COMPARATIVE ANALYSIS OF PURCHASE DECISION CCTV  
CAMERA ON SECURITY EXPERT AND UD. KARUNIA IN TERMS  
OF PRICE, QUALITY PRODUCTS, QUALITY SERVICES, PROMOTION  
TO IMPROVE THE ENTREPRENEURIAL MANAGEMENT  
AND COMPANY'S COMPETITIVE ADVANTAGE  
(A CASE STUDY OF ENTREPRENEURIAL PROJECT CLASS  
IN CIPUTRA UNIVERSITY)**

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***Abstract***

*The main purpose of this research is to determine differences in consumer purchasing decisions on Security Expert and UD. Karuniain terms of Price, Product Quality, Service Quality, Promotion. This research needs to be done to improve the entrepreneurial management and company's competitive advantage. The population of this research was 452 respondents from the consumer of Security Expert and UD. Karunia. This research uses 15% sample from population which total 68 respondents using simple random sampling method. This research used MANOVA analysis to test the validity and reliability of any indicator. This research also used some preliminary analysis by doing correlation analysis, normal distribution test, outlier test, and test variance-covariance metrics before testing MANOVA. The results showed that there were significant differences of purchase decision on the company (X) Security Expert and UD. Karuniain terms of Price (Y1), Product Quality (Y2), Service Quality (Y3), Promotion (Y4), and combination of Price (Y1), Product Quality (Y2), Service Quality (Y3), Promotion (Y4).*

***Keywords:*** comparative analysis, MANOVA analysis, consumer purchasing decisions.

## **NEGARA ASAL MEREK (*COUNTRY OF ORIGIN*) DAN HUBUNGANNYA DENGAN PERSEPSI KUALITAS SERTA KEPERCAYAAN PADA MEREK PRODUK SEPATU OLAH RAGA**

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### **Abstrak**

Banyak produk yang selalu dievaluasi dan dihubungkan dengan negara asal merek (Country of Origin) sebagai faktor pembeda yang potensial pada pasar di masing-masing negara. Oleh sebab itu citra dan mutu yang mengindikasikan persepsi kualitas serta identitas merek perlu untuk selalu dipertahankan. Salah satu strategi yang dapat digunakan adalah dengan mengasosiasikan sebuah merek dengan negara asalnya (country of origin) yang bisa menambah kepercayaan konsumen akan sebuah produk, bahan produk atau kapabilitasnya yang dapat mempengaruhi ekuitas merek. Permasalahan yang diangkat dalam penelitian ini adalah apakah ada pengaruh negara asal merek (country origin) terhadap persepsi kualitas dan kepercayaan masing-masing merek sepatu dan apakah ada perbedaan negara asal merek (country of origin) pada persepsi kualitas dan kepercayaan pada masing-masing merek sepatu. Jenis penelitian ini termasuk dalam jenis penelitian eksplanatori yang bertujuan menguji serta menjelaskan hubungan kausal antar variabel. Sampel dalam penelitian ini adalah pengguna sepatu olah raga (klub bulutangkis dan basket) merek Yonex, Li Ning, Victor, Reinforce Speed (RS) dan Leaguc di Surabaya sebanyak 125 responden. Teknik analisis data dengan menggunakan regresi sederhana dan uji beda, data diolah dengan SPSS 18. Hasil penelitian ini adalah terdapat pengaruh negara asal merek (country of origin) terhadap persepsi kualitas dan kepercayaan pada produk sepatu olah raga dengan arah hubungan positif. Nilai p value  $0,450 > 0,05$  ( $\alpha$ ) untuk persepsi kualitas dan nilai p value  $0,275 > 0,05$  ( $\alpha$ ) untuk kepercayaan, serta rata-rata nilai persepsi kualitas dan kepercayaan menunjukkan lima merek sepatu adalah identik (tidak terdapat perbedaan).

**Kata Kunci:** Negara Asal Merek (country of origin), Persepsi Kualitas dan Kepercayaan.

## **EFEK PERSUASI METAFORA DAN TAMPILAN VISUAL/VERBAL IKLAN POLITIK DI TWITTER: PERBANDINGAN ANTARA PEMILIH PEMULA DAN PEMILIH ULANG**

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### **Abstrak**

Semakin meningkatnya pengguna di Twitter di Indonesia menjadi fenomena yang menarik untuk ditindaklanjuti oleh para pelaku pemasaran. Media sosial tersebut telah banyak digunakan konsumen untuk berbagai keperluan; termasuk mencari dan berbagi informasi. Fenomena tersebut kemudian dimanfaatkan oleh banyak pelaku politik; baik partai politik maupun tokoh politik: untuk mendekati konstituen dan memelihara hubungan jangka panjang dengan mereka. Tidak sedikit pula partai politik yang pada tahun ini mulai menggunakan Twitter untuk memposting iklan politik agar dapat dilihat oleh para pengguna akun media sosial tersebut. Penelitian ini mencari tahu apakah metafora yang terdapat pada iklan politik memiliki efek persuasif di kalangan partisipan pemilihan umum di Indonesia. Riset eksperimen ini melibatkan 240 pemilih yang tinggal di Surabaya sebagai partisipan; yang terdiri dari 120 orang pemilih pemula dan 120 orang pemilih ulang. Desain faktorial 2x3 (metafora/non-metafora) (visual verbal/visual/verbal) diterapkan untuk penelitian ini. Hasil penelitian menyatakan bahwa iklan politik di Twitter yang menggunakan metafora direspon lebih baik oleh partisipan daripada yang tidak menggunakan metafora. Iklan politik yang disajikan dengan visual dan verbal mendapat respon yang lebih baik daripada yang disajikan dengan verbal saja atau visual saja. Kombinasi pesan visual dan verbal yang disajikan dengan metafora mendapat respon lebih positif daripada kombinasi lainnya. Pemilih pemula merespon lebih baik pada iklan metafora; sementara tidak ada perbedaan yang signifikan pada respon pemilih ulang atas iklan metafora atau non metafora. Pemilih pemula dan pemilih ulang sama-sama menunjukkan reaksi lebih baik pada iklan dengan tampilan visual dan verbal daripada iklan dengan verbal atau visual saja. Penelitian ini memiliki kontribusi signifikan pada pelaku politik; baik partai maupun aktor politik: dalam menyusun materi komunikasi pemasarannya kepada konstituen.

**Kata Kunci:** media sosial, pemasaran politik, iklan, metafora, perilaku konsumen

***ANALISIS VALUE CONSCIOUSNESS, CONSPICUOUS CONSUMPTION  
TERHADAP WILLINGNESS TO BUY PRODUK COUNTERFEIT  
DENGAN ABILITY TO PAY SEBAGAI VARIABEL MODERATOR***

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**Abstrak**

Penelitian ini bertujuan untuk menjelaskan perilaku konsumen dalam mengkonsumsi product counterfeit dengan pendekatan social cognitive theory. Digunakan variable value consciousness, conspicuous consumption, willingness to buy dan ability to pay. Penelitian ini merupakan penelitian explanatory hypothetical yaitu bertujuan menjelaskan hubungan antar variable dengan menguji hypothesis. Dalam pengolahan data digunakan MRA analysis. Hasil penelitian menunjukkan bahwa value consciousness dan conspicuous consumption berpengaruh signifikan terhadap willingness to buy produk counterfeit. Ability to pay tidak signifikan dalam memoderasi hubungan value consciousness dengan willingness to buy

**Kata Kunci:** value consciousness, conspicuous consumption, willingness to buy, ability to pay, counterfeit

**PERAN INDIVIDUAL COMPETENCE SEBAGAI MEDIATING  
VARIABLE DALAM HUBUNGAN CUSTOMER-KNOWLEDGE  
CREATION CAPABILITY DENGAN KINERJA HUBUNGAN ANTAR  
BAGIAN  
STUDI PADA KARYAWAN SETINGKAT SUPERVISOR PABRIK GULA  
JATIROTO**

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**Abstrak**

Kinerja organisasi dicapai melalui kinerja hubungan antar bagian yang berkualitas. Dengan menggunakan pendekatan pemasaran internal, penelitian ini dilakukan. Kinerja organisasi yang berkualitas salah satunya dibangun dari kinerja hubungan antar bagian yang berkualitas pula. Untuk itu diperlukan suatu pemahaman dari sudut pandang pemasaran, bahwa setiap karyawan yang bekerja dalam rantai nilai usaha (value-chain), akan melayani "pelanggan internal" masing2. Pengetahuan tentang pelanggan internal sangat penting artinya sebagai dasar untuk memberikan "kualitas produk, layanan, komunikasi dan koordinasi" yang tepat, agar proses lebih lanjut pada rantai nilai usaha mampu menghasilkan kinerja berkualitas pula pada akhirnya. Tujuan utama penelitian ini adalah untuk mendapatkan jawaban, apakah diperlukan keberadaan variabel kompetensi individual karyawan sebagai variabel yang mengantarai hubungan sebab akibat antara kemampuan karyawan menciptakan pengetahuan tentang pelanggan internal dengan kinerja hubungan antar bagian. Untuk mendapatkan jawaban atas pertanyaan tersebut penelitian ini terlebih dahulu menghipotesiskan 3 hubungan kausal yang dibentuk oleh variabel: Kemampuan menciptakan pengetahuan tentang pelanggan, kompetensi individual dan kinerja hubungan antar bagian. Data cross-section yang dikumpulkan melalui survey pada sejumlah supervisor pabrik gula Jatiroto, masa giling 2014. Dengan menggunakan teknis analisis jalur yang diolah menggunakan program AMOS 19.0, tiga hipotesis penelitian dinyatakan terbukti signifikan. Sedangkan jawaban untuk pertanyaan keempat, kompetensi individual signifikan memediasi pengaruh dari kemampuan menciptakan pengetahuan pelanggan terhadap kinerja hubungan antar bagian. Kesimpulan yang diperoleh adalah bahwa kemampuan menciptakan pengetahuan tentang pelanggan internal berpengaruh kuat dan signifikan untuk meningkatkan kompetensi individual. Sedangkan kehadiran kompetensi individual semata, signifikan, tetapi tidak cukup kuat untuk mempengaruhi peningkatan kinerja hubungan antar bagian dalam organisasi.

**Keywords: Internal Marketing, Customer-Knowledge Creation Capability, Individual Competence, dan Kinerja Hubungan Antar Bagian**

## PROMOTIONAL USE IN THE CONTEXT FOR SHOPPING PRODUCTS WITH LOW INVOLVEMENT MEDIATED BY BRAND AWARENESS AND PERCEIVED VALUE

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### *Abstract*

*This study aims to test the goodness-of-fit models of consumer behavior (consumer behavior) is developed by Indonesian research takes place, more specifically on the use of the promotion in the context of shopping in Surakarta. Specifically, a study to examine the effect of the Promotion consists of a discount price, free sample, Bonus pack and in store display on Brand Awareness and Perceived value. Brand Awareness Influence and Perceived value in purchasing product Interests trial, either directly or indirectly. These models appear to develop earlier models, so as to overcome the gaps between theory and settings that will be observed. The model shown is expected to explain the complexity of behavioral phenomena that occur and development. The data were taken through a survey of 200 respondents with the following criteria: (1) While shopping products that have a low involvement (2) While there are sales promotion (samples, in-pack premium, price off, and display), at least more than the promotion (3). Respondents only have one chance to in the survey (4). Respondents may reject or accept the survey, there are notices of kinship, intimidation or gifts of any kind which may reduce the degree of confidence in the quality of data collected. The quality of research data obtained using validity was tested by exploratory factor analysis, and declared invalid because the value of factor loading above 0.4 and reliability test with Cronbach's Alpha analysis to obtain a value above 0.6. From the existing data. Further more, structural equation model or analysis of moment structures or latent variable analysis to test the model and pattern of relationships between variables were formed. The results of the analysis indicate that the hypothesis that there are 12 lines analyzed contained 5 lines insignificant because it has a greater significance level of 5%, in store displays influence on brand awareness, in store displays influence on the perceived value. the effect of price discount on purchase intentions product trial, free samples influence on product trial and purchase intention bonus pack influence on product purchase intentions trial. analysis also shows the magnitude of the direct effect, indirect effect, and the total effect of one variable to another variable.*

**Keywords:** *promotion, brand awareness, perceived value, purchase interest, low-involvement products*

**HUBUNGAN ATRIBUT PRODUK DAN CITRA MEREK  
DENGAN LOYALITAS PELANGGAN *SMARTPHONE* MEREK  
BLACKBERRY  
(Survei pada Mahasiswa Angkatan 2012 Jurusan Manajemen Fakultas  
Ekonomi Universitas Jenderal Achmad Yani)**

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***Abstract***

*Customer loyalty of the brand is the goal of all marketers. Marketers are able to maintain the loyalty means also able to maintain the existence of the product and company. Customer loyalty can be maintained by continuing to deliver value products capable of satisfying the customer. Technology products such as smartphones is very fast growing. The of the brand is the product of a force to maintain loyalty. The problem is not easy to deliver and maintain the uniqueness. The uniqueness of a product will be quickly imitated by competitors. That is the uniqueness does not last long and will quickly become obsolete so that it continues to meneus manufacturers must develop its products. Strong brand image has the first opportunity in the minds of customers to be considered in the purchase decision process. Through this study the authors wish to disclose uniqueness of Blackberry brand smartphones. are the athributes for this unique product capable of providing the same perception positive in the midst of the development of Anroid smartphones from various brands also offer feature BBM.*

***Keywords: Product Attributes, brand image, and loyalty.***

## ANTESEDEN PERILAKU *GREEN BUYING* KAUM MUDA

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### *Abstract*

*The threats to the environment on earth glide so swift, like the reduction in natural resources, the depletion of the ozone layer, and the narrowing of agricultural land. As one of the solutions is that consumers began to switch to environmentally friendly behavior. One type of behavior is called environmental environmentally conscious or green consumerism buying. The purpose of this research to examines the effect of peer network, environmental knowledge, attitudes toward the environment, altruism, and skepticism variables on the intention to buy green products (green buying) in the younger generation, especially students. This study uses a quantitative approach. The data collected from the respondents and which deserves to be further processed as many as 105, were processed using multiple linear regression techniques, with SPSS software. Of the five hypotheses proposed, four hypotheses were supported, ie H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub>, and H<sub>5</sub>, meaning that the peer network/social influence, environmental knowledge, attitudes variables had a positive effect on the intention to buy green products, while skepticism variable had negative effect on youth intention to buy green products. As for the H<sub>4</sub> is not supported, the altruism variable has no effect on youth intentions to purchase green products. Finally, the contribution that can be given of the results of this research is the development of the science of marketing, especially on the concept of green buying, as well as useful for marketers and entrepreneurs who offer products that are environmentally friendly, and make young people as their target market.*

**Keywords:***green buying, peer network, altruism, skepticism, entrepreneurs*



## **PENGARUH STRATEGI BAURAN PEMASARAN DAN CITRA MEREK TERHADAP KEPUASAN KONSUMEN SABUN SUNLIGHT CAIR DI KABUPATEN ACEH TAMIANG**

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### **Abstract**

*PT Unilever Indonesia Tbk is a company engaged in the household product need and cosmetic industry. One of its products is Sunlight soap. Sunlight soap has marketing strategies which are able to support consumer satisfaction namely marketing mix and brand image. The purpose of this study was to test and analyze the influence of product, price, distribution channel/place, and brand image on consumer satisfaction of sunlight liquid soap in Aceh Tamiang District. The theory used in this study was marketing management theory related to marketing mix, brand image, and consumer satisfaction. This type of research is descriptive quantitative and this is an associative explanatory study. The population of this study was all of the community members living in Aceh Tamiang District and 100 of them were selected to be the respondents for this study through purposive sampling method. The data for this study were obtained through questionnaire. The data obtained were analyzed through multiple linear regression, the first to the fifth hypotheses were tested through SPSS program. The result of this study showed that in the first hypothesis the product had positive and significant influence on consumer satisfaction, in the second hypothesis the price had positive and significant influence on consumer satisfaction, in the third hypothesis analysis showed that distribution channel/place had positive and significant influence on consumer satisfaction, in the fourth hypothesis analysis showed that brand image had positive and significant influence on consumer satisfaction, and in the fifth hypothesis showed that simultaneously variable product, price, distribution channel/place and brand image had positive and significant influence on consumer satisfaction of Sunlight liquid soap in Aceh Tamiang District.*

**Keywords:** *Product, Price, Distribution Channel/Place, Brand Image, Consumer Satisfaction.*

## THE INFLUENCE OF MARKETING MIX TO PURCHASE DECISION OF SAMSUNG MOBILE PRODUCT AND THE IMPACT ON CUSTOMER SATISFACTION

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### *Abstract*

*Communication is very principal thing in our life. One of the communication devices which are becoming basic needs for all parties is mobile. There are many kinds of mobile which is known by society. This makes customers to be more selective to choose a communication device. Previously, people are using mobile for calling, sending short message or asking the news of family or relatives only. However, in this time mobile is not only for calling or sending message, but also mobile is becoming minicomputer that having many advantages. The purpose of this research is to determine the influence of marketing mix simultaneously and partially to purchase decision of Samsung mobile and the impact on customer satisfaction after doing purchase decision. The marketing mix consists of product, price, place and promotion that can be done by companies to influence the demand to its products. To reach the market share and to encounter the customer needs, this activity needs to be combined. The population in this research is first grade of Diploma III and Diploma IV students at Accounting Department in State Polytechnic of Malang is 316 students. Sampling technique in this research use convenience sampling technique or accidental sampling technique, which is sampling technique that have freedom to choose sample. The analysis technique that used to process and discuss the data and to test the hypothesis is using Path analysis. Conclusions derived from the analysis are done using path analysis twice through multiple regression test that is by seeing the influence of product, price, place and promotion on the purchase decision, and by seeing how the product, price, place, promotion and purchasing decisions on customer satisfaction. The influence of marketing mix to purchase decisions yields variables namely product, price and promotion which are significantly influential on purchasing decisions. A place variable does not significantly influence the purchase decision. The influence of the purchase decision to the customer satisfaction results almost similar that is all marketing mix variables of product, price, promotion and place of purchase as well as decision purchasing significantly affect customer satisfaction.*

**Key word:** *Marketing mix, purchase decision, satisfaction*

## **PEMBENTUK *WORD OF MOUTH* PADA PENUMPANG PENERBANGAN *LOW COST CARRIER* DI INDONESIA**

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### **Abstrak**

Penumpang penerbangan low cost carrier mempunyai jumlah yang besar pada industry penerbangan di Indonesia. Pada penumpang tersebut mempunyai keunikan bahwa mereka menggunakan penerbangan low cost carrier dengan tujuan untuk memperoleh tarif tiket penerbangan yang murah. Tetapi kenyataannya tarif bukan menjadi daya tarik pada saat mereka akan melakukan penerbangan kembali melainkan kualitas pelayanan, seperti hasil penelitian ini terlihat bahwa tarif tidak memiliki pengaruh terhadap penggunaan kembali tetapi kualitas pelayanan yang menjadi pembentuk penggunaan kembali penerbangan tersebut. Sampel yang digunakan sebanyak 322 responden. Penelitian dilakukan di bandara Soekarno Hatta, Banten. Pengambilan sampel dilakukan dengan cara simple random sampling dan cluster. Hasil penelitian ini menunjukkan bahwa kualitas pelayanan dan tarif mempunyai pengaruh terhadap penggunaan kembali sehingga membentuk loyalitas penumpang yang mempunyai dampak terhadap word of mouth.

**Kata Kunci:** kualitas pelayanan, tarif, penggunaan kembali, loyalitas penumpang, word of mouth

## **PENENTU EKUITAS MEREK PADA MOBIL MEREK MERCEDES-BENZ: STUDI KASUS DI SURABAYA**

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### **Abstrak**

Dengan mengacu pada literatur, pendekatan ekuitas merek berdasarkan konsumen (customer-based brand equity) meliputi: Ekuitas Pengetahuan (Knowledge Equity), Ekuitas sikap (Attitudinal Equity), dan Ekuitas Hubungan (Relationship Equity). Ekuitas Pengetahuan (Knowledge Equity) terdiri dari dua konstruk: Kesadaran Merek (Brand Awareness) dan Keakraban merek (Brand Familiarity). Ekuitas sikap (Attitudinal Equity) terdiri dari empat konstruk: Kualitas (Quality), nilai (Value), Prestise (Prestige), dan Afektif (Affect). Ekuitas Hubungan (Relationship Equity) terdiri dari dua konstruk: Kepuasan (Satisfaction) dan Loyalitas sikap (Attitudinal Loyalty). Hasil penelitian kualitatif ini mengungkapkan bahwa prestise mendapatkan citasi dari responden yang paling tinggi sebesar 100% (16 informan), dan diikuti dengan kualitas yang dirasakan sebesar 75% (12 informan), selanjutnya kesadaran merek & keakraban merek dan afektif mendapatkan citasi dari informan masing-masing sebesar 56,25% (9 informan). Yang paling rendah mendapat citasi dari informan adalah kepuasan konsumen, nilai yang dirasakan, dan loyalitas berturut-turut sebesar 43,75% (7 informan), 25% (4 informan), dan 25% (4 informan). Penelitian ini memungkinkan manajer untuk mengetahui faktor-faktor penentu ekuitas merek berdasarkan konsumen (customer-based brand equity) serta tingkat kepentingan dari masing-masing elemen ekuitas merek yang berguna untuk menyusun strategi perusahaan yang akan datang dalam hubungannya dengan pengembangan merek. Penelitian ini terdapat beberapa keterbatasan yang harus diperhitungkan. Yang pertama adalah terkait dengan informan yang dapat mempengaruhi hasil karena kepentingan budaya berbeda terhadap ekuitas merek. Keterbatasan kedua mengacu pada kemungkinan untuk melakukan FGD (Focus Group Discussion) tambahan untuk memperkaya data yang lebih lanjut. Hasil studi kualitatif ini sebaiknya dikonfirmasi secara kuantitatif.

**Kata Kunci:** Customer-based Brand Equity, Ekuitas Pengetahuan (Knowledge Equity), Ekuitas sikap (Attitudinal Equity), dan Ekuitas Hubungan (Relationship Equity).

**IMPLEMENTASI TEKNOLOGI INFORMASIENTERPRISE  
RESOURCE PLANNING (ERP)  
STUDI PADA PERUSAHAAN KEMASAN**

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**Abstract**

*The purpose of this research is to test the influences of critical success factors of ERP implementation. The use of variables based on the results of previous research, which directly influences the Top management support, Business Process Reengineering, Effective Project Management and Education and training toward critical success factors of ERP Implementation. The use of these variables can solve the problems in determining appropriate strategies for the successful ERP Implementation. According to Martin (1998) 90% of ERP implementation has been delayed and the success rate is only about 33%. The population used in this research were all ERP users at a packaging company and the sample size is 57 people. Data collection techniques in this research using questionnaires and data analysis technique using Partial Least Square (PLS) which is run with the help of Smart PLS 2.0 M3 software. The analysis showed that Top Management Support and Education and training influence the success of ERP implementation, while the other variables such as Business Process Reengineering and Effective Project Management does not affect the successful implementation of ERP. To increase the success rate of ERP implementation, users on the companies that are or have implemented ERP systems should consider some factors such as Top Management Support and Education and training because these factors shown to affect the success rate of ERP implementation.*

**Keywords :ERP, Implementation, Information Technology and PLS**

**LOYALITAS MELALUI PENDEKATAN DETERMINAN  
EKSPERIENTAL MARKETING DAN PENGARUHNYA TERHADAP  
WORD OF MOUTH  
(Studi Pada Hotel Berbintang di Samarinda)**

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**Abstrak**

Loyalitas konsumen merupakan hal yang sangat penting untuk keberhasilan bisnis dalam jangka panjang. Pesatnya pertumbuhan hotel di Samarinda memaksa para pengusaha hotel untuk menjalankan bisnisnya dengan baik agar para pengunjung memperoleh pengalaman yang menyenangkan ketika menggunakan jasanya, sehingga diharapkan dapat berdampak pada keinginan konsumen untuk tetap menggunakan jasanya dan terjadi pemberitaan dari mulut ke mulut yang positif. Penelitian bertujuan menguji pengaruh eksperiental marketing terhadap loyalitas dan dampaknya terhadap Word of Mouth (WOM). Sampel yang digunakan adalah sebanyak 100 responden yang menginap di hotel berbintang di Samarinda. Hotel yang digunakan sebagai sampel adalah Hotel Mesra Indah, Hotel Senyur, Hotel Swiss, Belhotel Borneo dan Hotel Aston. Metode yang digunakan ialah analisis deskriptif dan Struktural Equation Model (SEM-PLS) Temuan menunjukkan bahwa persepsi eksperiental marketing terhadap loyalitas dan dampaknya terhadap WOM masing masing adalah sense berpengaruh positif terhadap loyalitas, feel berpengaruh positif terhadap loyalitas, Think berpengaruh positif terhadap loyalitas, Act berpengaruh positif terhadap loyalitas, Relate berpengaruh positif terhadap loyalitas, dan Loyalitas berpengaruh positif terhadap WOM

**Kata Kunci:** Eksperiental Marketing, Word of Mouth, Accidental sampling, Think, PLS.

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## LITERATURE REVIEW OF SPORT EVENT IMPACT ON DEVELOPMENT OF TOURISM

### ABSTRACT

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*Currently, sport event is not only about sport development but also non sport sectors, likes economic, social and tourism sector. Some sport event likes Olympic Games London and Tour De Singkarak can improve tourist interested to visit tourist destination.*

*This study aims to see the impact of sport event in tourism development. This review base on previous research about sport event in many countries.*

*Literature review says that sport event have positive and negative impact on economic and social sector, which will impact an tourism development. Positive impact of sport event are influent to improve public income, visiting touris destination, promotion of tourism, and introducing the local culture etc. Negative impact from sport event are environment damage, cost expensive, safety problem, trafict jam etc.*

**Keywords: Sport Event Impact, Development of Tourism**

### I. PENDAHULUAN

*Sport event* saat ini tidak lagi sekedar ajang uji ketangkasan, kekuatan, kecepatan ataupun keterampilan saja, tetapi sudah berkembang menjadi faktor pendorong bagi keberhasilan sektor non olahraga. *Sport event* seperti *Olympic games* seperti diketahui telah menjadi sebuah proyek bisnis berskala jutaan dollar dan memberikan efek jangka panjang ke berbagai sektor untuk jangka waktu yang juga panjang. Olympic Games London 2012 yang lalu diperkirakan memberikan dampak kepada GDP United Kingdom sebesar £16.5 milyar (Foley, 2012).

Sementara pada tahun 2008, Olympic Games Beijing memberikan sumbangan pada peningkatan kedatangan turis luar negeri yang sebesar 8-9 persen per tahun sesudah pelaksanaan *event* berlangsung (Sands, 2008). Fakta tersebut membuktikan bahwa *sport event* dapat dijadikan salah satu faktor penunjang pembangunan.

Di Indonesia, *sport event* berdampak positif terhadap berbagai sektor termasuk di dalamnya sektor pariwisata. Sebagai contoh Tour de Singkarak dan Perahu Naga di Provinsi Sumatera Barat. Hasil penelitian Ratni dan Ma'ruf (2014) menemukan bahwa *sport event* Tour de Singkarak dan Perahu



Naga mampu meningkatkan citra destinasi Sumatera Barat dari persepsi wisatawan dan peserta event.

Tujuan dari kajian literature adalah, untuk menganalisis dampak dari *sport event* terhadap pengembangan pariwisata.

## II. LANDASAN TEORI

### 2.1. Dampak Sport Event

Dampak dari pelaksanaan sebuah *sport event* telah cukup banyak dibahas dalam berbagai penelitian. Pembahasan ini dapat dibagi ke dalam dua kelompok yaitu, pertama yang menampilkan dampak positif dan yang kedua menampilkan dampak negatif atau berbagai kontroversi yang terjadi.

Secara umum, menjadi tuan rumah sebuah *sport event* internasional dapat mendatangkan manfaat bagi masyarakat (Higham, 2005). Berdasarkan kepada beberapa literature, manfaat yang paling diharapkan dari adalah dari aspek ekonomi (Getz, 2005; Gursoy, Kim, & Uysal, 2004). Sport event yang besar sering menghasilkan perhatian media internasional dan promosi event tersebut merupakan sarana yang sangat baik untuk pengenalan dan pengakuan sebuah kota secara internasional dan juga untuk mempromosikan berbagai atraksi wisata (Jeong & Faulkner, 1996). Beberapa contoh dampak *event* tersebut adalah pelaksanaan ajang FIFA World Cup tahun 2002 yang telah menciptakan dampak ekonomi sebesar US\$1.35 milyar dari

transaksi penjualan, dimana US\$307 juta adalah pendapatan dan US\$713 juta adalah nilai value added bagi Korea Selatan (C. K. Lee & Taylor, 2005). Hasil ini juga menunjukkan bahwa turis asing yang datang untuk menyaksikan World Cup memberikan hasil yang 1,8 kali lebih tinggi dari turis biasa.

Menurut analisis yang dilakukan oleh Fourie & Santana-Gallego (2011), mega-*sport event* dapat mempromosikan pariwisata, tetapi keuntungan yang diharapkan dari kedatangan turis bervariasi tergantung pada jenis mega-*event*, negara-negara peserta dan apakah acara ini diadakan selama *peak-season* atau *off-season*.

Kajian lain yang dilakukan oleh Balduck, Maes, & Buelens (2011) menemukan bahwa, dampak *event international* Tour de France bagi penduduk kota Ghent yang menjadi salah satu tuan rumah adalah sebagai berikut: sebelum dilaksanakannya *event*, penduduk menganggap bahwa itu merupakan cara yang bagus untuk mempromosikan kota mereka termasuk aspek budayanya walaupun mereka sadar bahwa penyelenggaraan *event* tersebut membutuhkan biaya yang besar. Setelah pelaksanaan *event*, manfaat yang dirasakan adalah dikenalnya budaya mereka tetapi dampak negatifnya juga dirasakan seperti pengeluaran yang berlebihan dan kemacetan.

Setelah membahas beberapa dampak positif, saatnya sekarang melihat berbagai

dampak negatif yang mungkin timbul dari pelaksanaan *sport event*. Beberapa dampak negatif yang mungkin muncul dari sebuah penyelenggaraan *sport event* adalah kerusakan lingkungan, pengeluaran yang berlebihan, masalah keamanan, kemacetan, prostitusi dan penggusuran pemukiman (Gursoy et al., 2004; Kim & Petrick, 2005). Dampak negatif tersebut sering terlupakan oleh pemerintah karena dikalahkan oleh keinginan untuk mendapatkan dukungan dari masyarakat dalam menyelenggarakan event tersebut (Kim & Petrick, 2005).

Selain dampak negatif di atas, beberapa dampak lainnya yang mungkin muncul dari pelaksanaan *sport event* yang besar seperti *olympic games* (Higham, 1999) diantaranya adalah:

1. Manfaat secara ekonomi yang berhubungan dengan pembangunan infrastruktur lebih banyak dirasakan oleh pelaku bisnis dibandingkan dengan masyarakat secara umum.
2. Dampak terhadap pariwisata bersifat jangka pendek saja karena adanya *time-switching* terkait dengan adanya *sport event* dimana wisatawan yang datang pada saat itu umumnya adalah ‘Sports junkies’ yang menunjukkan sedikit minat terhadap produk pariwisata yang lebih luas dilokasi event.
3. Berkaitan dengan isu sosial seperti keramaian dan kemacetan dimana

penduduk setempat sering tidak berpartisipasi secara langsung dan bisa mengganggu ketenangan masyarakat umum.

4. Permasalahan yang berhubungan dengan penggusuran pemukiman penduduk demi mencapai target dalam menciptakan *destination image*. Pembangunan *sport complex* biasanya juga menimbulkan eskalasi pada biaya sewa perumahan karena meningkatnya nilai tanah dan bangunan.
5. Adanya peluang terjadi gangguan keamanan selama berlangsungnya kegiatan seperti pencurian.

## **2.2. Dampak Sport Event terhadap Pengembangan Pariwisata**

Dampak *sport event* terhadap pengembangan pariwisata dapat dilihat dari berbagai aspek sebagai berikut:

### **1. Dampak terhadap Pelaku Industri Pariwisata**

Beberapa kajian juga menemukan beragam hubungan antara penyelenggaraan *sport event* dengan kinerja usaha pelaku industri pariwisata. Pada industri hotel misalnya, *sport event* bisa menjadi sumber kenaikan okupansi.

Akan tetapi, pengalaman dari sebuah *sport event* di Taiwan menunjukkan bahwa ada beberapa faktor yang bisa menyebabkan tidak tercapainya target okupansi selama

*event* berlangsung yaitu: (Sun, Rodriguez, Wu, & Chuang, 2012).

1. Kontrak yang tidak jelas dengan pihak penyelenggara.
2. Adanya pengalihan konsumen regular ke konsumen khusus pada saat *event* berlangsung bisa menimbulkan risiko di kemudian hari, terutama jika *event* berlangsung pada saat *peak season*.
3. Risiko kehilangan konsumen juga terjadi karena adanya kenaikan harga kamar sebagai akibat dari peningkatan permintaan.

Sementara itu, berdasarkan kepada perspektif penyelenggara kajian yang dilakukan oleh Emery (2010) menyatakan bahwa sebuah *sport event* akan memberikan manfaat yang maksimum jika didukung oleh adanya manajemen yang efektif dan efisien dalam mengelola hubungan antara *sport event*, media dan sponsor.

## **2. Dampak Sport Event terhadap Citra Destinasi**

Dalam beberapa penelitian yang telah dilakukan ditemukan adanya keterkaitan antara citra destinasi dengan citra sebuah *event*. Penelitian Jago et.al (2003) menemukan adanya keterkaitan antara citra destinasi dengan citra sebuah event ini didasarkan kepada pendekatan teoritis *co-branding* dan *bundling*.

Selain itu penelitian Jago et al. (2003) dan Xing & Chalip (2006) menunjukkan

bahwa *event* dapat mempengaruhi persepsi terhadap citra destinasi ketika citra *event* yang dilaksanakan fir atau kompatibel dengan citra destinasi.

## **3. Dampak Sport Event terhadap Perilaku Wisatawan**

Kajian oleh Balduck, Maes, & Buelens (2011) menemukan bahwa, dampak *event international* Tour de France bagi promosi kota. Citra *sport event* dan destinasi berpengaruh terhadap keinginan untuk berkunjung kembali ke destinasi dimana event tersebut dilaksanakan (Kaplanidou, 2007).

Selain itu, kepuasan telah menjadi prediktor kuat untuk *behavioral intention* dalam *fase post-trip* (J. Lee, Graefe, & Burns, 2004; Rittichainuwat, Qu, & Mongkonvanit, 2002).

## **III. PEMBAHASAN**

Dari landasan terori yang ditemukan dari beberapa hasil penelitian maka pada bagian ini akan dibahas dampak sport event dari berbagai aspek.

*Sport event* yang dilaksanakan pada suatu negara dapat mendatangkan manfaat bagi masyarakat terutama manfaat yang diharapkan adalah manfaat ekonomi. Sport event seperti Olympic Games London 2012 yang lalu diperkirakan memberikan dampak kepada GDP United Kingdom sebesar £16.5 milyar (Foley, 2012). Event ini terbukti mampu memberikan manfaat terhadap

masyarakat dan negaranya. Masyarakat akan merasakan manfaatnya secara langsung maupun tidak langsung. Hal ini sesuai dengan temuan Getz, 2005; Gursoy, Kim, & Uysal, 2004) yaitu manfaat yang paling diharapkan dari sport event adalah dari aspek ekonomi.

Penyelenggaraan *sport event* akan mengakibatkan banyaknya media yang meliput sebelum, selama dan setelah event berlangsung. Hal ini bisa menjadi alat untuk promosi daerah/negara tempat event berlangsung.

Penyelenggaraan *sport event* akan mengakibatkan banyaknya peserta dan penonton *sport event*. Hal ini bisa mengganggu keamanan, kenyamanan dan ketenangan masyarakat umum yang disebabkan oleh adanya penutupan jalan, keramaian dan sebagainya.

Selain itu dampak dari *sport event* bisa juga menimbulkan pengusuran pemukiman penduduk dan meningkatnya biaya sewa perumahan karena pengembangan lahan *event* dan harga tanah dan bangunan naik.

Penyelenggaraan *sport event* akan berdampak terhadap perkembangan pariwisata dan sektor penunjang pariwisata seperti sektor perhotelan, restoran, toko souvenir dan sebagainya. Pada sektor perhotelan akan berdampak naiknya tingkat kunjungan hotel selama event berlangsung dan pihak hotel bisa menjadikan event untuk ajang berpromosi. Namun ada juga *sport*

*event* yang diselenggarakan tidak tercapainya target okupansi. Banyak faktor yang mengakibatkan hal ini terjadi. Menurut Sun, Rodriguez, Wu, & Chuang (2012) diakibatkan oleh: 1) kontrak yang tidak jelas dengan pihak penyelenggara, 2) adanya pengalihan konsumen regular ke konsumen khusus pada saat *event* berlangsung bisa menimbulkan risiko di kemudian hari, terutama jika *event* berlangsung pada saat *peak season*, 3) risiko kehilangan konsumen juga terjadi karena adanya kenaikan harga kamar sebagai akibat dari peningkatan permintaan.

Faktor-faktor yang disebutkan di atas tentunya harus menjadi perhatian bagi pelaku industri perhotelan dan penyelenggaraan event sehingga manfaat bagi salah satu *stakeholder* ini bisa dimaksimumkan.

Manfaat secara ekonomi yang berhubungan dengan pembangunan infrastruktur juga akan dirasakan oleh pelaku bisnis seperti perbaikan infrastruktur, promosi oleh penyelenggara.

Namun demikian *sport event* akan memberikan manfaat yang maksimum jika didukung oleh adanya manajemen yang efektif dan efisien. Hal ini didukung oleh riset Emery (2010) menyatakan bahwa sebuah *sport event* akan memberikan manfaat yang maksimum jika didukung oleh adanya manajemen yang efektif dan efisien dalam mengelola hubungan antara *sport event*, media dan sponsor.

Pada sektor pariwisata, citra *sport event* yang baik akan mampu mendorong citra destinasi. Hal ini didukung oleh penelitian Jago et.al (2003) yaitu adanya keterkaitan antara citra destinasi dengan citra sebuah event ini didasarkan kepada pendekatan teoritis *co-branding* dan *bundling*. Selain itu, didukung oleh penelitian Jago et al. (2003) dan Xing & Chalip (2006) bahwa *event* dapat mempengaruhi persepsi terhadap citra destinasi ketika citra *event* yang dilaksanakan fir atau kompatibel dengan citra destinasi.

Penyelenggaraan *sport event* juga berdampak terhadap perilaku wisatawan. Citra *sport event* dan destinasi yang baik akan berdampak terhadap kepuasan, intensi berkunjung kembali dan menyampaikan hal yang positif kepada orang lain. Kajian ini didukung oleh Balduck, Maes, & Buelens (2011) menemukan bahwa, dampak *event international Tour de France* bagi promosi kota, sedangkan Kaplanidou, (2007) menyatakan bahwa citra *sport event* dan destinasi berpengaruh terhadap keinginan untuk berkunjung kembali ke destinasi dimana event tersebut dilaksanakan.

Dengan citra destinasi yang baik akan mampu mendorong kepuasan wisatawan dan akan diperkirakan akan mendorong intensi berkunjung kembali baik sebagai penonton event maupun mengunjungi destinasi. Dengan kepuasan yang tinggi wisatawan juga akan cenderung mau merekomendasikan hal yang positif tentang event dan destinasi

kepada orang lain. Hal ini akan berdampak terhadap pariwisata di negara atau daerah tersebut.

#### IV. KESIMPULAN

Kesimpulan dari kajian literature ini adalah:

1. Dampak *sport event* dapat berdampak ekonomi, dapat membantu mempromosikan kota dan aspek budaya dari suatu negara atau daerah.
2. Dampak negatif yang mungkin timbul dari pelaksanaan *sport event* adalah kerusakan lingkungan, pengeluaran yang berlebihan, masalah keamanan, kemacetan, prostitusi dan penggusuran pemukiman.
3. *Sport event* berdampak pelaku industri, citra destinasi dan perilaku wisatawan. Hal ini akan berdampak terhadap pengembangan pariwisata.

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