



## NON-GOVERNMENT ORGANIZATION (NGO) LEADERSHIP EFFECT OVER SMALL BUSINESS DEVELOPMENT BY TSUNAMI VICTIMS IN NANGROE ACEH DARUSALAM, INDONESIA

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### Abstract

This paper describes an analysis on NGO's management leadership in reconstructing small business (fishery and boat rental, fish breeding, plantation, motor vehicle transportation) by tsunami disaster victims in Nangroe Aceh Darusalam Indonesia. The leadership tested out by the writer when he himself began volunteering work in the disaster area to help the victims there. After staying there for three months, he was able to find out the effect of NGO leadership based on the model developed by Fiedler (1976) called "A Contingency Model of Leadership Effectiveness" which consists of three situational variables namely a) relations between NGO's leadership and tsunami-victim businessmen, b) task structure between NGOs and tsunami-victim businessmen and c) position power between NGO leaders and tsunami-victim businessmen.

These three variables were applied by the NGOs for capacity building of the tsunami-victim businessmen which led to the establishment of microfinance. To identify the three variables, a survey was conducted through a proportional sample of 210 informants out of 415 people as the population. The data were analyzed by using Path Analysis in the SPSS (Statistical Package for Social Sciences) version 13.01. The value was found out for each variable as follows: a) the relations between NGO leaders (X1) and small business holders (Y) is 0.7306, b) the task structure between NGO (X2) and small business holders (Y) is 0.5632 and c) position power of NGO (X3) over small business holders (Y) is 0.5801. The effect of NGO leadership (X) to develop small business of tsunami victims is 0.5104. The highest value of the three variables was in the relations between the NGO leaders and small-scale businessmen because the victims expected a harmonious relation to develop capacity building. With this kind of relations the

social interaction was maintained especially when they adapted to their traumatic experience. The people held informal meetings in friendly atmosphere and they treated each other equally without discrimination.

## **Non- Government Organization (NGO) Leadership Effect Over Small Business Development By Tsunami Victims In Nanggroe Aceh Darusalam, Indonesia**

### **Introduction**

In the year 2000 Indonesia possessed 2.74 million units of small-scale and medium-scale business in industrial sector with 8.1 million workers, in trade sector 9.43 million units with 19.0 million workers. The production value of small-scale business was Rp. 27.9 trillion and export value was US\$ 2.85 billion. The contribution of National Gross Local Revenue was 13.3% (Nasution, 2000). Of the small-scale business, some operate in Nanggroe Aceh Darusalam (NAD) in Sumatra Island, Indonesia as fishery (using boats), fish breeding, plantation and motor vehicle transportation. The four types of business are the object of the research as in general the tsunami victims work in this sector.

Nanggroe Aceh Darusalam (NAD) is located at  $0^{\circ}$  -  $6^{\circ}$  North Latitude and  $95^{\circ}$  -  $98^{\circ}$  East Longitude with the size of  $57,365,570 \text{ km}^2$  at the elevation of 125 m above sea level. The population is 4,218,486 people consisting of 2,119,628 males and 2,098,858 females. The number of poor people before the tsunami was 1,203,143. There are 21 regencies and 228 districts. The security in this area since 4 December 1976 or 30 years ago when Indonesian government and the Aceh Separatist Movement (GAM) were in conflict can be depicted in the following map below:

**Figure 1**  
**The Map of NAD Province is the Part of Sumatra Island Indonesia**



By the end of 2004 precisely on December 26, a tectonic earthquake occurred in Asian region. According to the United States Geological Survey it was estimated to reach 8.9 at Richter scale and the epicenter was under the sea 250 km from Banda Aceh, Indonesia producing tidal waves of 20 meters high. This earthquake was believed to be the most devastating one in Asian region including Indonesia, Sri Lanka, India, Thailand, North Africa, Myanmar, Maldives, and Malaysia.

**Table 1**  
**Number of Tsunami Victims**

No	Country	Status		
		Dead (people)	Missing (people)	Losing residence (people)
1	Indonesia	126.326	93.861	419.682
2	Sri Lanka	31.187	4.280	545.714
3	India	16.389	No data	647.599
4	Thailand	53.395	2.932	No data
5	North Africa	312	158	2.320
6	Myanmar	90	10	No data
7	Maldives	82	26	21.663
8	Malaysia	68	12	No data

Source: UNO Coordination Board ([www.hariansib.com](http://www.hariansib.com)) March 2005.

A report from Munich Regroup estimated that the economic loss in Asian region in January 2005 caused by the tsunami reached 140 billion dollars ([www.analisadaily.com](http://www.analisadaily.com)). A large number of civilians died and many of them were the small and medium-scale businessmen. There were over 120,000 refugees with 141,000 homes destroyed.

**Figure 2**  
**The Stranded Ship Caused by Tsunami Disaster in Lhok Nga Aceh Darusalam**



They had to stay in refugee camps not only in the province of Nangroe Aceh Darusalam but also in other locations outside the territory. Four months after the disaster, Indonesian President Susilo Bambang Yudhoyono (SBY) appointed and authorized officials of Agency of Aceh Rehabilitation and Reconstruction (AARR) headed by Kuntoro Mangkusubroto through Presidential Decision No. 63/m/2005 dated 29 April 2005, and Regulation No.2/2005 to reconstruct Aceh with the authority power for four years.

To facilitate the aids from donor countries, there has been an agreement made politically between Indonesian government and the Aceh Separatist Movement to end the conflict by signing a Memorandum of Understanding on 15 August 2005 under the authority of a negotiation team represented by Minister of Law and Human Rights, Hamid Awaluddin and the chairman of the team of ACM represented by Malik Mahmud witnessed by the Head of Crisis Management Initiative, Marti Ahtisari (former President of Finland) and the signing ceremony was attended by 50 ambassadors. The MOU endorsement was held at the Government Banquet Hall Etelaspalnadi, Helsinki, Finland.

**Figure 3**

**The MOU Endorsement by Indonesian Delegation Headed by Hamid Awaludin, and Head of Crisis Management Initiative, Martti Ahtisari , and Head of Aceh Separatist Movement, Malik Mahmud, to End the Conflict in the Area on 15 August 2005 in Finland.**



One of the claims agreed in the MOU was to end the conflict so that Aceh could be reconstructed by posting 200 workers for Aceh Monitoring Mission (AMM) which was established by European Union and ASEAN countries. The workers were sent to the regencies of Meulaboh, Bireun, Lhokseumaw, and Banda Aceh and stationed in 10 monitoring posts.

Of the 120,000 refugees, 459 people were identified as small and medium-scale businessmen. Small-scale businessmen should be empowered as such an action can create new jobs (Bygrave,

1997). To empower them, NGOs now propose a capacity building movement which is oriented around relief and welfare (Korten, 1987). There are 120 foreign NGO workers and 430 local NGO volunteers spread out in the refugee camps with 16 international donor institutions such as World Bank, USAID, BODA, and all the bodies under the UNO and 5,000 foreign consultants to reconstruct Aceh.

**Figure 4**  
**NGO Volunteers Building the 36-type Houses in Cot Paya Aceh**



Wolfgang Fengler, chairman of World Bank reporting committee who described the Aceh Reconstruction in an article entitled “Developing Aceh and Nias”. The World Bank has allocated US \$ 1.4 billion to repair the infrastructure and housing projects, and US \$ 900 million for social sectors ([www.waspada.co.id](http://www.waspada.co.id)).

### **Objective of the Study**

As there are a large number of NGO volunteers involved with a big sum of funds given to Nangroe Aceh Darusalam, this matter becomes a significant topic. Therefore, it is worthwhile to study “to what extent is the effect of NGO leadership over small-business refugees (fishery, boat rental, fish breeding, plantation, motor vehicle transportation) so that they can reconstruct the devastated business in Aceh Nangroe Darusalam, Indonesia by adopting the leadership model by Fiedler (1976).

## Theoretical Framework

Man is the only most important source in developing small business although money cannot be ignored. Despite advanced technology, man's role should be the first priority. No matter how well an organization is established, and how sophisticated the facilities are, without the intervention of people, these things will mean a little. The people have the capacity, not only to run, plan, and maintain the organization but also to solve problems faced by the organization and anticipate the risks that may occur.

One of the ways of finding out the nature of human beings in this case is to identify the performance of the NGO leadership. A leader is a model of behavior who manipulates his manner as he tries to influence the behavior of other people as they are. The question is how the leadership should be exercised by the NGO leaders. This is important to know because there are many theories of leadership introduced by experts of management.

There are theories X and Y. The main tenets of X theory are (1) some people despise working hard; (2) people tend to evade responsibilities; (3) people lack ambition to be creative; (4) people need motivation to do the work; (5) people should be supervised and forced to do their work. If the X theory assumptions are acceptable, then, the type of leadership needed should be authoritarian. Next, Y theory has the following assumptions: (1) work is like a game: there is a time for relaxation; (2) people can control themselves like in a game; (3) people have creativity to solve their problems; (4) motivation is needed not only in social needs, self-esteem, self-actualization but also in physiological needs and safety. If the Y theory is applied, then, the type of leadership should be democratic (McGregor 1960).

Next is the Path-Goal Theory which creates a leadership style in various different situations. A leader is assumed to be effective when he can influence or motivate his subordinates based on their capability and satisfaction. Subordinate motivation will increase to the degree the leader succeeds. The subordinates will feel satisfied if they think that they can achieve what they want in the job. The leader will always explain the leadership style that is appropriate to achieve the goals. There are four types of leadership: (1) directive leadership: the leader tends to tell his subordinates what he expects from them, (2) supportive leadership: the leader always treats the subordinates equally, (3) participative leadership: the leader always negotiates with his subordinates, asks for suggestions and ideas before making a decision, (4) achievement-oriented leadership: the leader always sets a challenging goal so that the subordinates reach the highest achievement and keep improving their work quality (House, 1971).

The theory of Behavior Pattern suggests that there are two dimensions of leadership namely the use of authority by the leader and use of freedom by subordinates. This implies that the more authority the leader exercises, the less freedom the subordinates have. On the other hand, the more freedom the subordinates show, the less authority the leader will use (Tannenbaum and Schmidt 1985).

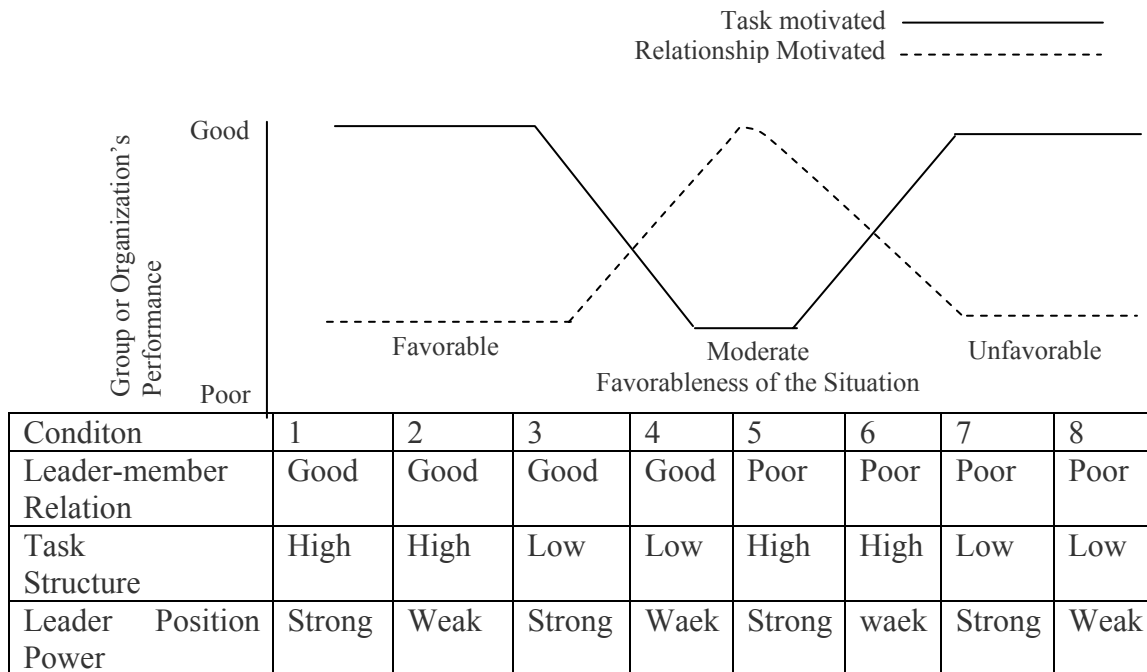
The theory of Managerial Grid contains two axis of "concern for people" (vertical) and "concern for production" (horizontal). The two axis are drawn with grids to show styles of leadership. This theory hence proposes five styles of leadership namely: (1) leadership with the exertion of

minimum effort in getting the work done (grid 1.1); (2) leadership with thoughtful attention to the needs of the people resulting in satisfying relationships that lead to a comfortable, friendly organizational atmosphere and work tempo (grid 1.9); (3) leadership with adequate personal performance through balancing the necessity for getting out the work while simultaneously maintaining morale of the people at a satisfactory level (grid 5.5); (4) leadership with efficiency in operations resulting from arranging the conditions of work in such a way that the human elements interfere to a minimum degree (grid 9.1) and (5) leadership with work accomplishment coming from committed people and interdependence through a “common stake” in organizational purposes resulting in relationships of trust and respect (grid 9.9). (Blake and Mouton 1976).

The theory of Contingency in principle assumes that effectiveness of a group or organization depends on interpersonal interaction of the leader who can see a favorable situation. A situation is defined as having two characteristics: (1) the level of situation in which the leader directs, controls and influences the situation, and (2) the level of situation which confronts the leader with a contingency. The favorable or unfavorable situation if combined with three sub-variables of leadership style will lead to a) relations between the leader and subordinates which, in terms of the good or bad relations, will determine how much the subordinates support the leader., (b) task orientation - what job and how the job should be clearly described to the subordinates, (c) position power which means the extent of the power of the leader in determining the authority of the leader to punish or give rewards to the subordinates. Therefore, the leadership style is formed by the three variables (Fiedler 1976).

In exercising the contingency leadership, the effectiveness depends on the capacity of the leader to interpret and observe the situation which he faces and adapts his style to the situation in such a way that he is effective in performing his leadership function. Hence, according to the theory of contingency, authoritative leadership can be effective if a certain situation requires so, on the other hand, a democratic leader may act authoritatively if a situation forces him to. Fiedler says that what is best is the leadership style that allows for rather gentle relationships if the situation is favorable or unfavorable. A leader will be respected by the community in Nangroe Aceh Darusalam if the NGO leader has power. If the task orientation of the tsunami-victim small – scale businessmen is vague, then, the leadership style needed to achieve the best is oriented towards a harmonious relationship and so the task will be easily understood. On the other hand, if the situation is favorable or unfavorable, then, the task orientation will produce desirable results. An NGO leader will get the sympathy of the tsunami-victim businessmen if he has power and ability to identify the goals of capacity building program. He will work in the most favorable situation. Fiedler’s classification of favorableness of the situation:

**Figure 5**  
**Leadership Performance in Different Situational Favorableness Conditions**



Source: Hodgetts (1982: 353)

From all the theories presented above, the writer has chosen Fiedler’s theory to analyze the effect of NGO leadership on small-scale business of tsunami victims. The reasons for this are that first this theory can be applied and tested to find out its validity for all individuals irrespective of their jobs (whether they are fishermen, boat lenders, plantation workers, motor vehicle pullers), religion, education, citizenship, socio-cultural background, and locations of the application because every leader or subordinate will always seek a favorable or unfavorable situation in making a decision for themselves, and second the theory can describe simply the leadership problem and it can be easily applied to small-scale businessmen in Nangroe Aceh Darusalam, Indonesia.

### **Methodology**

The method of research applied here is a survey (Kerlinger 1973). A sample was drawn through stratification out of the whole population of tsunami-victim businessmen in the refugee areas of North Sumatra precisely in Langkat reGENCY. The total number of refugees was 459 family heads consisting of (a) 270 businessmen of fishery or boat rental, (b) 97 businessmen of fish breeding, (c) 35 businessmen of plantation and (d) 57 businessmen of motor vehicle transportation ([www.hariansibdaily.com](http://www.hariansibdaily.com))

Based on the above population, the sample in this study was drawn by applying the formula of Taro Yamane (in Rahmat’s 1989) such as:



$$n = \frac{N}{Nd^2 + 1}$$

where  $n$  = number of sample units;  $N$  = population ;  $d$  = precision;  $1$  = constant

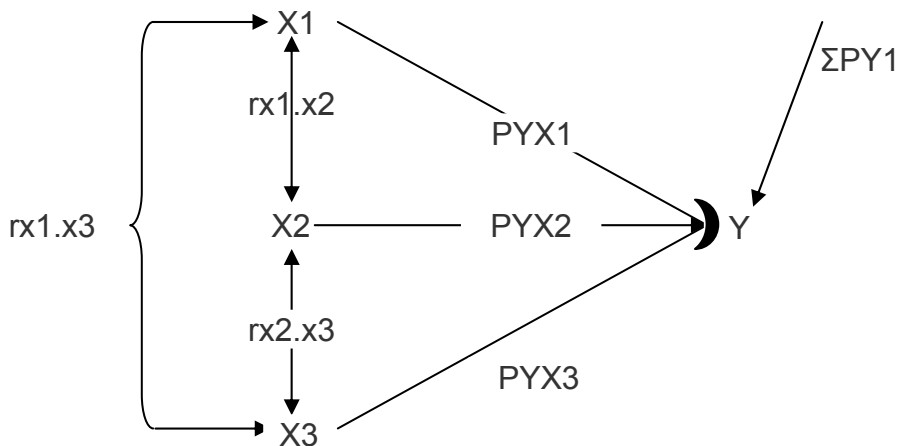
Based on the above formula, the writer sets  $\alpha = 0.05$  and so the minimum sample was 214 small firms. The sample was distributed porportionally according to the type of business with the following formula:

$$ni = \frac{Ni}{N} \times n$$

where  $ni$  = number of  $- i$  strata;  $Ni$  = the size of  $- i$  population;  $N$  = total of population;  $n$  = number of samples distributed.

The technique of collecting data was a structured questionnaire using Likert's scale. The items were closed ended with 5 options. The questionnaire was designed based on indicators of each variable. It was then tried out in the field to find out if every item was valid and reliable by using Pearson's Product Moment. The sample to tried out was 30 people while to find out the effect of the independent variable on the dependent one by using Path Analysis. The paradigm of this research is based on the model of Li Chun (1981).

**Figure 6**  
**The Paradigm Structure of the Study based on Fiedler's Theory**



Where: X1 = the relationship between NGO leaders and small-scale business; X2 = task orientation; X3 = position power of NGO leaders; Y= Small-scale business;  $PYX1$  = the structural parameter that indicates the extent of the effect of X1 on Y;  $PYX2$  = the structural parameter that indicates the extent of the effect of X2 on Y;  $PYX3$  = the structural parameter that indicates the extent of the effect of X3 on Y;  $\epsilon$  = other factors that influence small-scale business as the impact of tsunami;  $rx1.x2$  = correlation coefficient of X1 on Y;  $rx2x3$  = correlation coefficient of X2 on Y;  $rx1.x3$  = correlation coefficient of X3 on Y.

To calculate the effect of the independent variables (X1, X2, X3) on the dependent variable (Y) or PYX1,2,3 on Y, a formula is applied such as (Sitepu 1994):

$$PYXi = \sum_{j=1}^k CRij \quad r_{yxj} \quad ; \quad i = 1,2,3$$

To calculate the correlation among the variables such as X1 until X3 or (rxixj), the formula as follows is used:

$$rxixj = \frac{n \sum_{h=1}^n xihxjh - \sum_{h=1}^n xjh \sum_{h=1}^n xih}{\left( n \sum_{h=1}^n x^2ih - \left( \sum_{h=1}^n xih \right)^2 \right) \left( n \sum_{h=1}^n x^2jh - \left( \sum_{h=1}^n xjh \right)^2 \right)} \quad i \neq j = 1,2,3$$

To calculate the extent of effect of other variables ( $\epsilon$ ) which influence the small-scale business beyond the leadership (X1,X2,X3), the following formula is used:

$$PY \epsilon = \sqrt{1 - R^2YX1, X2, X3}$$

whereas  $R^2YX1, X2, X3 = \sum PYXi r_{yxi}^2 ; i = 1, 2, 3$

For the hypothesis testing, the first, second, and third hypothesis are turned into operational hypotheses such as:

- Ho :  $Pyxi < 0$  : there is no significant effect of NGO leadership on small-scale business.  
 H1 :  $Pyxi > 0$  : there is an effect of NGO leadership on small-scale business.

From the hypothesis testing, the interval and high, medium and low levels of effect of the variables of NGO leadership and small-scale business can be estimated (Sugiyono 1996). To test the first, second and third hypotheses, the t-test is applied in which if the t-observed value  $>$  t-table value, then, the H0 is rejected and H1 is accepted at  $\alpha = 0,05$ , while for the t-test. The following formula is applied:

$$t_i = \frac{Pyxi}{\sqrt{\frac{(1 - R^2Yx1, x2, x3) Cii \sum_{h=1}^n x^2ih}{n - k - 1}}} \quad i = 1,2,3$$

$k = 3 \text{ and } V = n - k - 1$

where :  $Pyxi$  = path coefficient or effect of the variable xi on y;  $R^2yx1, 2, 3$  = coefficient that indicates the total determination of all the variables (X1, 2, 3) on effect variable (Y); n= sample; k= number of independent variables (X1, X2, X3); 1= constant;  $\sum_{h=1}^n X^2ih$  = deviation score on

the average;  $C_{ii}$  = element of  $-i^{\text{th}}$  line and the  $-i^{\text{th}}$  columns from the inverse matrix. The value of  $R^2_{yx1, 2, 3}$  is calculated by applying the following formula:

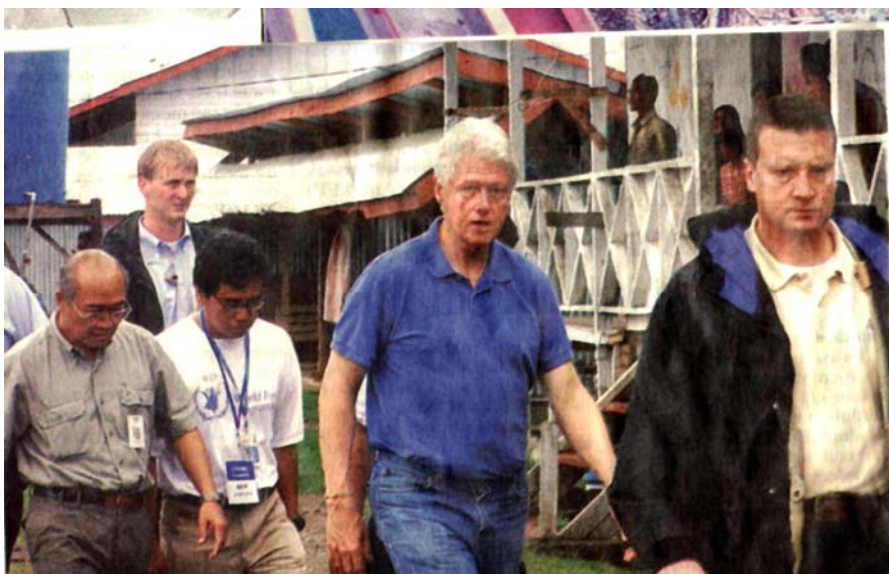
$$R^2_{Y(X1, 2, 3)} = (PYX1.PYX2.PYX3) r_{y.x1} \cdot r_{y.x2} \cdot r_{y.x3}$$

### Discussion

The statistical test was intended to find out if there was a significant effect of the sub-variables of the NGO leadership (X1) on small-scale business performed by the tsunami victims. Based on the path-analysis with the help of SPSS version 13.01, the correlation of X1 and Y or PYX1 was calculated and the coefficient was 0.7306. The t-observed value was 3.4516 which is significant. It can be concluded then that there is a significant effect of NGO leadership on the small-scale businessmen of the tsunami victims. The effect of the NGO leadership gives a contribution to the empowerment of the small business and it is categorized as a strong relationship (Sugiyono 1996). The effect of the variable of the NGO task orientation (X2) in developing small business as the impact of the tsunami disaster is known as the correlation between X2 and Y or PYX2 which is 0.5632. This significant correlation is categorized as medium. The effect of the sub-variables of the NGO position power (X3) to develop small business as the impact of tsunami (Y) is known as the correlation between X3 and Y or PYX3 which is 0.5801. This significant correlation is categorized as medium.

After calculating the effect of the three sub-variables X1, X2, and X3 on Y totally, it is found out that the sub-variable X1 gives the dominant contribution over the empowerment of the small-business. This is due to the fact that every tsunami victim especially the small-scale businessmen always expect a harmonious relationship with the NGO leaders.

**Figure 7**  
**US Former President , Bill Clinton, Talking with the Chairman of Agency of Aceh Rehabilitation and Reconstruction (AARR) Kuntoro Mangkubroto about the Implementation of the Capacity Building Program at Kajhu Aceh Besar Village**



With the existence of this relationship, then, the harmony of the social system will always be maintained especially in dealing with their traumatic experience. Therefore, the success of the NGO organization in developing the most fundamental capacity building lies in the friendly, and tolerant situation especially by holding informal meetings and family atmosphere. With equal treatment, the people will eventually feel motivated to establish small-scale business and the target of the NGO will be reached in reconstructing Aceh. By the self-determination and capability of the tsunami victims as businessmen to participate in the development program, the problems of limitation of government funds and power can be minimized gradually which in turn will lead to self-independence (Osborne and Plastrik 1996).

Further, the effect correlation coefficient of the NGO leadership (X ) over small-scale business (Y) or  $PXY$  is 0.5104 which is significant and categorized as the middle level correlation. This finding indicates that the realization of the empowerment is not fully or totally determined by the effect of the NGO leadership alone. When the determining coefficient of  $PX_{1,2,3} Y$  as 0.5104 becomes 0.2605, this indicates that the factor of NGO leadership is only 26 per cent. There are other factors that can influence the result, however, they are not included in this study. In fact, there are 29 factors involved such as economy, security, education, age and so on (Sutermeister 1976). Next, the NGO performance as local, international organizations and donor institutions after one year of the tsunamidisaster is tabulated below:

**Table 2**  
**Target Performance of Local, International NGOs and International Donor Institutions**

No	Type of Work	Target	Realization
1	Fishery (fish ponds)	20,000 Ha	5,000 Ha
2	Boat Making	4,717	3,122
3	To provide motor tricycles	300	57
4	To cultivate farming / plantation areas.	60,000 Ha	13,000 Ha
5	To migrate refugee farmers	80,000 people	40,000 people
6	To fix damaged houses	120,000 units	30,000 units
7	To mend the roads	3,000 Km	236 km
8	To build bridges	150 units	120 units
9	To repair damaged schools	20,000 buildings	335 buildings
10	Damaged polyclinics	114	51
11	Hospitals and clinics	60	38
12	To build ports	-	5
13	To build orphanages	-	1 unit

Source: Agency of Aceh Rehabilitation and Reconstruction 2005 ([www.waspada.co.id](http://www.waspada.co.id))

In Table 2 it is indicated that the effect of the NGO leadership by applying the theory of leadership conceived by Fiedler in developing small-scale business of the tsunami victims in Nangroe Aceh Darusalam Indonesia is quite significant. The World Bank has reported that a year after the disaster, \$4.4 billion has been allocated and distributed by many parties out of the \$ 7.5 billion as promised ([www.waspada.co.id](http://www.waspada.co.id)). In general the small-scale businessmen welcome the NGO leadership positively both at the local and international levels to establish the capacity

building program in the form of micro-finance. This is proved by the success in reaching the target such as the repair of 5,000 ha fish ponds out of 20,000 ha to be realized, 3,122 boats out of the target 4,717, 57 motor tricycles out of the target 300 units, 13,000 ha of plantation out of the target 60,000 ha.

**Figure 8**  
**NGO Fishing Boat Ready to be Shared With Small-Scale Businessmen**



With the improvement of the small-scale business more workers have been employed and this situation in turn will increase the economic growth of the people which will lead to emergence of new economy and the image of the international donor countries will be better.

### **Conclusion**

The NGO leadership is a kind of behavior shown by an individual in interacting with another which influences that person as the leader understands the situation. This leadership will be applied to the community of tsunami victims depending on the current situations. In other words, the application of leadership to the behavior of the small-scale businessmen should be familiar to NGO leaders so that they can interpret and understand favorable situations especially in building the people's capacity. For example, the situation in which the people had the migration is different from that of staying in the refugee camps where they still have traumatic experiences or when they begin to live in the newly-built houses by the NGOs.

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