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Sidang Penyunting

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UNIVERSITAS MERCU BUANA, FAKULTAS PSIKOLOGI
KAMPUS A MERUYA
Jl. Raya Meruya Selatan No. 01, Kembangan, Jakarta Barat 11650
Tel. +6221-5840816 (*hunting*), +6282112655387 Fax. +6221-5840815
http://www.jpio.org ; http://fpsi.mercubuana.ac.id ; http://apioindonesia.wordpress.com
E-mail: penyunting@jpio.org; juneman@gmail.com

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Integrating Organizational Values Using Continuation Workshop Program

Yulta Wenny Astrina, Dewi Melani, & Wustari L. H. Mangundjaya
Faculty of Psychology, University of Indonesia

A successful organization is an organization that has strong values and these values are consistently being carried out by its employees. Moreover, these values tied each individual together in an organization. With this regard, organization's values play a huge role in building a strong organizational culture. The objective of this study is to discuss about the process of values integration in an organization. This study was done at Organization X that has three types of values namely: organizational values (STAR), service values (AQUSMART), holding company's values (TOP). The challenge for the organization is to ensure that these values are heading towards the direction they are intended to. The study was using surveys with open-ended questions (N = 62). The results showed that only about 11% of the employees acknowledge the entire three values, the rest is only familiar with two or even one value. Based on the results, researchers come up with an alternative solution by integrating the organization's values in order to be more easily understood and applied in the organization. One of the methods is by offering a Continuation Workshop (Shopan). These workshops were designed using four basic steps in the process of culture management by Flamholtz & Randle (2007): (1) analyzing current culture, (2) determining what the culture should be, given the firm's current stage of growth (the firm's desired culture), (3) identifying gaps between the firm's current and desired cultures, and (4) developing and implementing a culture management plan.

Keywords: Continuation Workshop Program (CWP), organizational values, integrated organizational value

"*If you get the culture right, most of the other stuff will just take care of itself.*"

-Tony Hsieh, CEO of Zappos.com

What Tony Hsieh said might be true, if we take a look at some companies nowadays, they are all getting a great benefit & growth when they start putting the integration of company's values into all aspects and component of their organization. From Tony's quote it can be understood that organizational culture "lived" within all aspects of the organization. George and Jones (2012) define organizational culture as a set of values, believes, and common practice that influence employees how to think, feel, and act to one another in the organization and to people outside of the organization. Same this is also stated by Robbins and Judge (2013) who define organizational culture as a system which contain a purpose that being held and distributed among its member to distinguish themselves from other organizations. From above definitions, it can be concluded that organizational culture is the glue that hold everything together, the identity of an organization, and also the guidance on how all the members of an organization think and act.

Some companies have strong organizational culture while the others have a weak organizational culture. Strong organizational culture can be achieved if everyone in the organization are able to know and understand clearly what are the cultures that will be adopted to them, they can understood it and explained it (Flamholtz & Randle, 2007). On the contrary, Flamholtz and Randle (2007) stated that an organization has a weak organizational culture if everyone in the organization didn't know and can't fully comprehend what are the cultures that will be adopted to them, they can't understood it and they can't explained it, like in the case of PT X which will be the main object of this paper. Flamholtz and Randle (2007) added that it isn't surprising when every organization or company is racing to explain the organization culture that they wish to be implanted to their members, for example, like when companies summarize its values, believe, and norms that become the element of its culture into a short sentence and put that sentence in every room in its organization even though sometimes the values, believe, and norms that they summarize isn't the same in reality.

This paper will discuss organizational culture in PT X. Data showed that the amount of PT X's employees who know and understand the company organizational culture is discouraging. From the result of the questionnaire given to 62 employees in PT X, only 11% from 62 employees know that there are three values in PT X. This small number is also influenced by the lack of implementation of these three values in the organization. PT X is a private company that is a part of a corporation. PT X has three values that they wish to be implemented to each of its employees which are company values, service values, and the parent company values. Based on our result data, an effort is needed to distinguish which values is the priority, will be socialized, and going to be internalized to every members of the company. This effort is important to support the affectivity of the company knowing that the main effort to make organizational culture values influencing the affectivity of the organization as a whole is by first influencing the behavior of the employees to make it in accordance with the vision and mission of the organization (Barrett, 2011).

Up until now, PT X has done many efforts to socialize and internalize the organizational culture values to each of its member of organization such as the regular employee gathering, the daily morning briefing that encourage employee to shouting the company’s spirited jargon, and every other rituals and routines both daily, monthly, or yearly that intended to increase the sense of togetherness are also regarded as an effort to internalize the company’s culture. But according to the result of the survey to 62 employees above, 71% of 62 employees said that the company organizational culture implementation efforts are just rituals. The implementation is not yet spreading and equally consistent; it only regarded as lip service and only exists in company's guidebook. There are even employees who didn't feel any effort of the organizational culture implementation being done by the organization.

The result of this questionnaire shows that all three values of organizational culture of PT X are not yet understood and implemented completely by the employees. This result is also supported by the statement of PT X Human Resource Department who reveal that right now the values of the company is still in the level of "nice to have", more over there are still values that are not yet known by the employees because it just socialized to the manager and just had been planned to socialize it to all of the employees. Generally in Indonesia to having three cultural values in one organization is not something that commonly happened.

Right now PT X is in the middle of a strong effort to implant all the three values, Values of PT X itself, Service Values, and the recently being socialized, the value of the parent company. This is done as a strategy to cope with the fast growth and expansion that PT X currently going through. PT X believes that organizational culture implementation will make the company have a new paradigm based on the values which can support the company's going concern

Based on the condition of PT X, We intend to identify the current organizational culture of PT X and develop a strategic planning before the socialization and internalization of organizational culture has been conducted for the whole employees of PT X by integrating organizational culture.

Theoretical Basis

Organizational Culture Values

Value as part of the organizational culture is the embodiment of the company's founder assumptions and the ideal condition of organization to achieve gains as well as provide guidance and boundaries to align employee behavior with the goals of the organization (Schein, 2004). Values as a part of organizational culture, not only are hoped to become the characteristics and the identity of the employees in it, but also hoped that the employees are able to implement these values of the company in their workaday life so that the behavior displayed by the employees is in accordance with the values of the company. Values are general criteria, standards, or principles that directs the people to determine behavior, events, situations, and outcomes desired and undesired (Jones, 2007).

Seeing that values are the general criteria or principal of thought and act then Barret (2011) stated that when there are a big difference between the values of a company and the values that are adopted by each individual employee then the performance of that employee will intend to decrease and furthermore it will reducing the bond between the employees and the quality of work and services that they are given. Barret (2011) also stated that there are two benefits from the synchronizations of organizational values with the employees through the implantation of company values that bond with the employees, which are: (1) Organizational culture can attract and support the talented individuals. This will give the organization a significant commercial benefit, especially when the talent is very rare. (2) The brand values and the values of the company are two different sides of the same coin. Strongest external brand is the people who had been deeply internalized with the organizational culture.

Continuation Workshop Program (CWP)

Continuation Workshop Program (CWP) is a continuous workshop that held as an effort in process of organizational culture values integration. The words or term organizational culture values integration specifically only to describe the condition and situation that are unique and discussed in this paper. CWP is done based on the four basic step of Flamholtz and Randle (2007) culture management process which consists of (1) the analysis of the current organizational culture, (2) identifying the firm's desired organizational culture, (3) identifying gaps between current and desired organizational cultures, and (4) by developing and implementing a culture management plan.

Analysis of The Current Organizational Culture. The first process in culture management is by doing an audit of the current organizational culture to determine what organizational culture is currently undergo in the company, what organizational culture that frequently said by the member of the organization. When asked about what is your organizational culture, according to Flamholtz and Randle (2007) majority of people will look at the text or slogans that are hung in the office and said that what they see is an organizational culture. Method used in the beginning of this process according to Flamholtz and Randle (2007) can be done well by ways of interview or by making a conclusion of organizational characteristic from the stories told by employees. However Flamholtz and Randle (2007) not defining the specific method to defining the current organizational culture of a company. The result of this first process is a list of organizational culture elements and the meaning of each element.

Identifying of the Firm's Desired Organizational Culture. This stage is a responsibility of the management to answers what kind of organizational culture that the firm desired to achieve. In this stage, the focus is on the current organizational culture and the next five years organizational culture. This stage can be done in a form of brainstorming sessions, workshops, or survey. The management, includes the founder of the company, must construct a set of values and believes that are suitable with the company needs and wants (Flamholtz & Randle, 2007). Next Flamholtz and Randle (2007) stated that the management and the founder of the company or the senior managers summarize it in a culture statement containing each element or organizational culture so that later on there are no misunderstanding in meanings. Flamholtz and Randle (2007) suggest that the culture statement contain no more than 5 to 9 keywords to make it easier for employees to remember that cultural statements and that statement also accompanied by a short definition not more than 1 paragraph.

Identifying Gaps Between Current and Desired Organizational Cultures. When managements has identify the needs and wants about the firm's desired organizational culture, those needs and wants are then considered to become the organizational culture that employees should have right now.

Developing a Organizational Culture

Management Plan. An organizational culture management plans focus to make sure the availability of every aspect from firm's desired organizational culture. This planning is focusing on the development of strategy to close the gap between desired organizational culture with the current organizational culture. Every time change is done inside the infrastructure, senior managements need to consider the effects of organizational culture. Sometimes the needs for organizational culture changes arise because of acquisition and merger. Some values from one or two organization will need to be changed significantly or maybe eliminated with the purpose of supporting the company's transition because it will give a huge influence on the moral of the employees.

Based on this basic steps of culture management process, as an effort of organizational culture value integration done via CWP, We devise a series of workshops with a total of four workshop with each workshop is filled with different purpose and activities according to the above process. The implementation of this CWP will be discussed in the Method for Implementation of CWP.

Methods

Method for the Implementation of CWP (Continuation Workshop Program)

In order to make the socialization of corporate values to employees a success, then a continuous workshop program (CWP) is given to the employee of PT X. Ranging from the integration of organization culture values to the other preparation of tools such as company organizational culture handbook, tagline, and motto related to corporate values. This workshop is designed with an indoor setting with duration of three days.

Workshop I

The first workshop is designed to integrate the corporate values by identifying the relation between these three values, Values of PT X named STAR, Values of Service named AQUSMART, and the values of parent company NAMED TOP. This first workshop consist of sharing activities attended by the team of company organizational culture, which is the representative of company board of director, Human Resources Department and some people that are chosen by the company as the agent of change who come from various departments in the company. The result of the first workshop is the agreement about the relation between the three values.

Workshop II

This second workshop is designed to redefine, devise, and make an agreement about the behavior indicators that can be used to measure a person success in implementing the desired organizational culture. The result of the second workshop is a set of behavior indicators that had been agreed together.

Workshop III

The third workshop is designed to prepare a number of terms that can be remembered easily by all employees in the company in a form of duty to the agent of change to create a motto and tagline that devised together then socialized later on to all employees of PT X. The result of the third workshop is an organizational culture motto & tagline that ready to be socialized to all employees.

Workshop IV

The fourth workshop is devised to prepare the agent of change with some materials that can be used to socialize company's organizational culture. This workshop is about making draft or plan of company's organizational culture handbook which contain knowledge about company's culture that is being socialized. It also contains descriptions of each element of the company's organizational culture and an example of behavior that represent the desired values. The making of the handbook is done together with the agent of change. This company's organizational culture handbook will be printed and distributed to all employees as guidebook.

Results

Based on the design of workshops that we have made, which is a series of four kind of workshops, we only able to held to out of this four workshops because of the time limitation that PT had considering in that same time PT X is also undergo corporate database system upgrade and almost all the member of board of directors and senior managers are involved in the process. To bridge the last two workshops that failed to be held, we then replace the third workshop by giving the module for the workshop which contains some activities with the purpose of producing tagline and motto according the behavior indicators from the result of the second workshop. Meanwhile to bridge the fourth workshop, we giving out the plan for the company's organizational handbook which later will be completed by the company itself based on the result of the first and second workshops. This handbook plan contain material about various plan of programs to support the socialization and internalization of company's cultural values that are the result of the previous company organizational cultural values integration done beforehand.

The first workshop is conducted for one workday and attended by the representatives of the board of directors, the head of human resource department, people and organization development staff, and three representative of all agent of change. The first workshop is intended to create an agreement about the relationship between the three values named STAR, AQUSMART, and TOP. This agreement is also clarify the current desired condition of the company's culture. The execution of this first workshop is in accordance with the first basic step of Flamholtz and Randle (2007) culture management process, where the cultural management activities are started by the common understanding about the current company's culture that are suitable with the company. We chose to integrate these three values not only to make it easier for the employee in knowing and understanding them but also to emphasize the core elements of the three values. The result of this first workshop is the matrix of company's cultural values integration in Table 1.

Table 1. *Matrix of Company's Cultural Values Integration*

Holding Company's Values TOP	Service Value	A	Q	U	S	M	A	R	T
	Company's Value	A.a A.b A.c	Q.a Q.b Q.c	U.a U.b U.c	S.a S.b S.c	M.a M.b M.c	AA.a AA.b AA.c	R.a R.b R.c	T.a T.b T.c
TO	S (*e.g 1. Spirit of Cohesiveness*)	A.a*			S.a	M.b	AA.b		
	2			U.a		M.a		R.b	T.a
	3		Q.b			M.c	AA.a		
OP	T 1	A.a			S.a	M.b	AA.b		
	2	A.c	Q.c	U.a	S.b	M.a		R.b	T.a
	3				S.c	M.c	AA.a		
P	A 1	A.a			S.a		AA.b		
	2	A.c	Q.c	U.a	S.b	M.a		R.b	T.a
	3	A.b	Q.a		S.c	M.c	AA.a		
O	R 1	A.a			S.a	M.b	AA.b		
	2	U.c	Q.c	U.a	S.b	M.a		R.b	T.a
	3				S.c	M.c	AA.a		

Notes:

- TOP: Values of the parent company that have three elements: T, O, and P.
- STAR: Values of the PT X that have four elements: S, T, A, and R. and each element has sub elements 1, 2, and 3.
- AQUSMART: Values of service that PT X has which consist of eight elements: A, Q, U, S, M, A, R, T. and each element has two sub elements.
- *: Example

Based on the table above it can be seen that the value of PT X, STAR, is already include the two other values, the values of the parent company (TOP) and the value of service (AQUSMART). We can take a look at the example (Element with asterisk sign), it is show on sub element of A which is A.a that the value of A.a has relationship with S elements on sub element of spirit of cohesiveness and element T & O on TOP value.

In the beginning we only explain these three values in a different table ask the participant involved in the first workshop to try to categorize the value of service and the value of the parent company based on the value of PT X (STAR). The result if this is a matrix where both TOP & AQUSMART values are connected to each other and have been covered in the STAR Value, so STAR value can be considered the main values of PT X where the values inside STAR is also contain two other values TOP & AQUSMART.

Next is the second workshop that is intended to devise a series of cultural behavior indicators that agreed together by managements, founders, and agent of change. The creation of the behavior plan is cultural behavior indicators derived from each element of values that consisted in the definition of company's cultural values. Every indicators created must be easy to remember and represent the company's cultural value it represents. Just as like what Flamholtz and Randle (2007) stated that the management along with the founder or senior manager must summarize it in a few words with definition of each element so that later on there are no misunderstanding in meaning. Flamholtz and Randle (2007) also suggesting that company's culture statement must not contain more than 5 to 8 keywords to make it easy for the employee to remember it and the statement is also accompanied by a short definition not more than one paragraph. Based on what Randle stated, the value of PT X, STAR, and its elements are discussed together, then redefining examples of behavior that become the success indicator of the company's cultural values and agreeing together on the result of behavior indicator devised. For example in STAR there is Cultural element S (Spirit of Cohesiveness) that later on derived into a few behavior indicators, it also apply to the other elements, T, A, and R.

As we had stated before, we failed to hold the third and fourth workshops due to time limitation that PT X have. So to overcome this for the third workshop we giving out modules and plan for the third workshop that contain the result of the first two workshop and group activities to create tagline or slogan to make it easier for the employees to memorize and implement the company's cultural values.

And to overcome the fourth workshop, we giving out draft of company's organizational culture handbook that later on can be completed by PT X itself. This draft contain values that had been previously integrated, stage of socialization and internalization process, programs that can be conducted on those process, the purpose of each socialization & implementation programs, and also the person responsible for each of the programs.

These four CWP workshops is an effort to help the company who has some corporate values and wanted to socialize and internalize it to all of the employees. The amount of elements of company's cultural values statement sometimes become a difficulty for the employee to understand those values, so company's cultural values integration is needed to simplify without changing any meaning of the existing company's cultural values. So later on it can be hoped with these integrated values can make it easier for all the employees to memorize, understand, and more over internalize it in their workaday life. Along with this common understanding from all the employees about the company's cultural values then organization affectivity is created.

Conclusions

The researched is done in a company, PT X, who has three corporate values and they then wanted to socialize it to all employees. In an effort to socialize those values some activity had been done to introduce those values to employees. However from the result of the questionnaire it is know that that effort is not succeed because there are still many employees who didn't understand and implementing those values in their workaday life. Based on this condition, we then devise a set of activities to socialize those values to employees which are by integrating those values in a continuous workshop with four main topics. The first workshop to agree upon the integration of values, the second workshop is about the creation of behavior indicators, the third workshop is about creating motto and tagline, and the fourth workshop is to create a company's organization culture handbook. All these activities are a set of activities with a single purpose of socializing and integrating corporate values into the employees. From the planned four workshops we only able to conduct two of them because of the limitation of time that company has. Because of that reason, this research needs further study.

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Leader Member Exchange in Organizational Context: Study in Telecommunication Company

Theda Renanita & I. J. K. Sito Meiyanto
Faculty of Psychology, Ciputra University

The objective of this research is to identify the correlation between perception of leader member exchange and organizational citizenship behavior. There are two variables, independent and dependent variable. The independent variable in this research is leader member exchange and the dependent variable is organizational citizenship behavior or OCB. Hypothesis in this research is a positive correlation between leader member exchange and organizational citizenship behavior. This research was conducted in one of telecommunication company in Solo. The instruments used in this research were perception of leader member exchange quality scale and organizational citizenship behavior scale. The total number of the research subject was 57 subjects. Product moment by Karl Pearson is used to analyze the data. It identifies that hypothesis in this research is proven. Result show that there is a significant correlations between leader member exchange and organizational citizenship behavior (r = 0.747, p < 0.05). So, there are positive and significant correlation between perception of leader member exchange quality and organizational citizenship behavior.

Keywords: leader member exchange, organization citizenship behavior, company

Human Resource is an important part of an organization. The staffs as the available Human resource are required to give contributions to the organization. Therefore, an organization should attempt higher individual performances. These individual performances influence the performance of an organization (Wahono, 2006).

Commonly, staffs are only complying the standard of duty. This behavior is called in role behavior. Since they are only complying the standard of duty they do not have initiatives or creative ideas for the company. Yet, in fact a company does need human resources who are reliable and able to contribute for the company. Behaviors that show positive contribution for the company are not limited to their formal duty but more than that. This is what so-called as extra role behavior. Therefore, now staffs are required to contribute to the company beyond their formal duty so that the organization will be more effective and efficient.

In fact the quality of human resources in Indonesia is not optimal. From news in mass media both printed and electronic show the indication that leads to low quality of human resources. Such behaviors like doing unnecessary activities during work hours, breaking the rules, ignoring someone else's mistake, wandering during work hours, and also do not care to company's assets are behaviors that opposite to what so-called as organizational citizenship behavior (OCB).

OCB can be achieved by procedures obedience, actively participate and avoiding problems. But, such various rules breaking and lack of concern for the others and the company assets can weaken the company performance and raising the bigger problems.

OCB based on Organ, Podsakoff, and MacKenzie (2006) is individuals behavior that is done freely based in initiative, which directly or indirectly or implicitly recognized by formal reward system, and contribute to the affectivity and efficiency of an organization.

This OCB is extra role behavior that give contribution to the organization. This behavior will not get direct reward or punishment, whether it is done or not, yet constructive behaviors which are shown by the staffs through OCB will give positive appraisal from the leaders in term of assignments and promotions (Bateman & Organ, 1983).

OCB in this research is define as extended contributions beyond the job description which is done spontaneously, innovatively, and voluntarily which formally placed beyond the reward system yet giving contribution to the effectivity and efficiency of functions in the organization.

Good relationship between staffs and their leaders in Indonesia have not reached yet. In the end of 2004, Watson Wyatt Indonesia---representative of human resource and management consultant institute which is based in Washington DC---reported their study result on staff's perception in 10 Asia Pacific countries, including Indonesia. The result of the survey that evolving 8000 respondents from 46 companies showed that leadership and supervision issues in Indonesia are still low since staffs think they didn't get enough encouragement to improve their career.

Such indicators above will be clarified through leader-member exchange. According Scandura, Graen, and Novak (1986), leader-member exchange is a system from the component and their relationship that evolving both dyad member in behavior pattern which is dependent to each other, help to each other, and able to produce environmental concept, mapping and value. What meant by Dyad is the relationship between two persons in different levels.

Such exchange concept is originated from theory of social exchange so that the leader-member exchange can be interpreted as the relationship between leaders and their members. According to Leader-Member theory, leaders develop separated exchange relationship with each members as if two parties who define members' role. Exchange relationship is formed based on individual fits and competences and also skills that can be relied on (Graen & Cashman in Yukl, 2006).

Leader-member exchange has significant effects towards OCB. The high quality of leader-member exchange will motivate the member to show behaviors that beyond their role without expecting formal reward from the company. Therefore, if the quality of exchange is improved, so will the OCB (Wayne, Shore, Bommer, & Tettrick, 2002).

Knowledge about the effect of leader-member exchange relationship to their working performance (like OCB) is important in improving organization leadership. This research will investigate about leader member exchange and organizational citizenship behavior (OCB). Therefore the problems investigated is formulated as follow, is there any relationship between leaders' and members' perception on the quality of leader member exchange towards OCB in Telecommunication Company in Solo.

Methods

The population of the research were 180 staffs of a telecommunication company in Solo. Simple random sampling was used get the sample. Simple random sampling is a sampling which regardless the strata within the population (Sugiyono, 2010). The number of staffs that met the inclusion criteria was 118 staffs.

Scale measurement used was a modification of OCB scale that was arranged by Wibowo (2006). OCB's aspects used was altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. Leader-member scale was made by the researcher based on aspects proposed by Dienesch and Liden which then added with one more aspect by Liden and Maslyn. The aspects used are contribution, loyalty, affect, and professional respect.

The measuring instrument in this research uses content validity. The reliability in this research will be tested by Cronbach's alpha reliability technique. Before it is used to collect the data, this scale tested first on a communication company in Yogyakarta.

OCB scale reliability coefficient of 0.881. Item total correlation coefficient, of item validate this scale moves from r = 0.293 to r = 0.721. Reliability coefficient leader member exchange scale of 0.934. Item total correlation coefficient of item validation this scale moves from r = 0.301 to r = 0.852. There are 57 persons involved in the research. Data from 57 subjects was then analyzed by Pearson Product Moment Correlation.

Result and Discussion

Results of correlation analysis produces a correlation value of r = 0.747 with p = 0.000 (p < 0,05). The correlation results show that there is a significant positive relationship between leaders' and members' perception on the quality of leader member exchange towards OCB.

The result of the research is in line a research conducted by Liden, Setton, and Bennett who see the relationship between leader-member exchange and organizational support to OCB (1996). They concluded that leader member exchange has stronger relationship with OCB than with organizational support. This relationship between leader and member is based on mutual trust, loyalty, affective interpersonal, and mutual respect for each. Additionally leader member exchange also has a positive relationship with behavior in the role.

In the leader member exchange, there is trust. The trust appears in the relationship with other individuals (Wech, 2002). Trust involves the emotional proximity that shows sincere concern and focus, on the other individual difficulties. This trust has a significant correlation with organizational citizenship behavior, fairness of the supervisor, and job satisfaction (Wech, 2002). Trust in the leaders can affect employee loyalty and commitment to the group and the company. Reduced reliance on leaders can increase employee resignation. Employees who believe their leaders in the organization will survive, therefore the organization is required to establish, develop, and maintain confidence in the leader (Wech, 2002).

Asgari, Silong, Ahmad, and Samah (2008) examined the perceptions of the interaction relations leaders and members, with OCB. The research results indicate that there is a correlation between perceptions of leader member exchange with OCB. Leader member exchange consisting of aspects of loyalty, contribution, affective and respect have a positive correlation with OCB. The study, conducted by Wayne (Asgari et al., 2008) also suggests that the increasing perception to LMX, the OCB has increased as well. The research showed that LMX has positive and direct effect on OCB.

In addition, how the expectations and influence of the members depends on the quality of leader-member relationship (Hui, Law, Chen, & Tjosvold, 2009). Landy (1989) characterize the quality of leader-member relationship with the low quality and the quality of leadership-member relationships with high quality. Character of high relationship quality of leader-member is that there is mutual trust, mutual respect, and indebtedness between, leader-member. Lower relationship quality has little trust and mutual respect (Hui et al., 2009).

Lunenburg (2010) proposed the basic ideas of leader member exchange theory. According to this theory will form two groups: in group and out group. Employees who are part of the in group will get a greater responsibility, get a bigger reward, and get more attention than the group of employees that out. Lunenberg suggested to the leaders should expand, in-group. Leader member exchange makes employees more productive, more satisfied, higher motivation and OCB.

Based on the analysis, the hypothesis is accepted that there is a positive and significant relationship between perceived quality of leader member exchange and OCB. That is the higher the perception of the quality leader member exchange, the higher OCB. The lower the perception of the quality leader member exchange, the lower OCB. Analysis of the data also showed that the subjects in this research had high OCB and high perceptions of the leader member exchange quality. It appears from the high mean value of each variable.

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Diagnosing Indonesian Organizations Using Blockage Organization Inventory

Wustari L. H. Mangundjaya
Faculty of Psychology, University of Indonesia

In order to survive, change is a must in organization, and to achieve an effective organizational change and development, the first step is to diagnose the organization. As a result, finding appropriate tool to diagnose and identify the condition is very important. The purpose of this study is to discuss about the profiles of Indonesian companies using Organizational Blockage Inventory (OBI), as a tool in diagnosing the condition of organization. This study done at 3 companies, consist of 338 respondents. The methodologies used for this study weresurveys using OBI, focussed group discussion (FGD), and in-depth interview. The results by descriptive statistics showed that blockages in Indonesian organizations lie in (1) Low creativity, (2) Confused organization structure and unfair rewards, and (3) Lack of management development. From the FGD and in-depth interviews are also showed that the sources of these conditions were varied, such as: organizational climate, inappropriate management style and policy, and lack of management support. The benefits of the study showed that OBI is one of alternative tool that can be used for diagnosing the organization, before developing plans for organizational change and development (Woodcock & Francis, 1994).

Keywords: diagnosing organization, Organizational Blockage Inventory, organizational change and & development

The organizational change is a continuous thing which happens in the present and in future, so it can be said that organizational change is unavoidable (Jex & Britt, 2008). In this regard, in order to make change becomes effective; each company should do a thorough analysis to choose the alternative to change (Armenakis, Harris, & Mossholder, 1993). As a result, both internal and external organization development (OD) consultants at some point in the consulting process must address the question of diagnosis. In assessing the need to conduct accurate organizational diagnosis, this study used the blockage questionnaire (Francis & Woodcock, 1990) to identify organizational conditions that prevent people from being as productive as they could be. The present study includes a theoretical approach on the organizational change issues and an analysis on some Focus Group Discussion as well as in-depth interviews with some managers of the organization.

Literature Review

Diagnosing Organization

Cummings and Worley (2009) defined that the Organizational Development (OD) as a system wide application of behavioral science knowledge to the planned development, improvement, and reinforcement of the strategies, structures, and processes that lead to organization effectiveness. Based on this definition, in order to conduct a system wide application to achieve organizational effectiveness, diagnosing the organization is needed. In this regard, diagnosis is the process of assessing the functioning of the organization, department, group, or job to discover the sources of problems and areas for improvement. It involves collecting pertinent information about current operations, analyzing those data, and drawing conclusions for potential change and improvement. Effective diagnosis provides the systematic understanding of the organization needed to design appropriate interventions. Based on a good diagnosis, OD interventions would derive from that diagnosis to plan the interventions and include specific actions intended to resolve problems and to improve organizational functioning.

Organizational Blockage Inventory

Organizational Blockage Inventory is used to diagnose the conditions of the organization and to develop the organization. Each of the blockages explored in the questionnaire consists of 10 statements postulated to reflect the organizational dimension examined. Those are 14 dimensions or blockages through the questionnaire. The followings are the details of the organizational blockages, as stated by Francis and Woodcock (1990):

Blockage 1–Unclear aims. If an organization does not have a clear understanding of what it wants to achieve in a given time then the future will be unclear. Only by knowing what the organization wants to achieve, the organization will be able to decide on the action necessary to bring it about. In other words, the organization with clear aims will have a coherent concept of its identity.

Blockage 2–Unclear values. Values are the key to organizational performance. Values also underlie many organizational problems. Organizational culture is based on an informal value system which is expressed in behavior. In this regard, culture can only be changed when values are redefined.

Blockage 3–Inappropriate management philosophy. Most effective organizations place a high premium on a management philosophy that encourages openness, probing, honesty, and a desire to face problems and to work constructively on solving them. As a result, when a manager tries to work constructively on issues, people are much more likely to raise their own problems and ideas with him, thus maximizing everyone's contribution. This way of working offers the best prospect of using the hidden potential of people.On the other hand, when a manager avoids an issue, and continues to sweep problems under the carpet, those problems get larger.

Blockage 4–Lack of management development. Organizations which have been consistently successful over many years always give careful attention to two things: preparing for the future and developing each individual's capabilities. Many organizations seem to stumble through their management development problems. Although too much planning can lead to problems, it is important to determine the degree that is relevant.

Blockage 5–Confused organizational structure. No matter how businesses are organized. people will probably complain that the total effect is frustrating, and often inefficient. Yet, despite all the difficulties, organizations are necessary features of our society. They are our friends, and we need to know their strengths and weaknesses and to learn how to make them serve us. The organization should suit the needs of the business, not the reverse. Whenever people are grouped together there are the inevitable problems of coordinating effort. As firms grow in size, the question of organization becomes more involved and more important-one that demands careful thought; otherwise, the difficulties of getting things done become so great that people are liable to give up trying and just concentrate on keeping out of trouble.

Blockage 6–Inadequate control. Without adequate control, it can happen in a company that although parts of of the company were doing well, however others were spoiling the picture, and the management did not know which functions were causing the problems, and it can happen also that the balance sheet for the previous financial year showed an excellent profit, but the profit worried the management, because it came as a complete surprise, and it would have been no more surprising if the profit had been a loss. These two situations are the examples of inadequate control.

Blockage 7–Inadequate recruitment and selection. The management team recognizes that the company's greatest asset is the talent and creative skill of its research and development department. As it is understood that because the job was vital to the well-being of the firm, management should handle recruitment and selection activities seriously.

Blockage 8–Unfair rewards. Organizations need people, and people need organizations. By and large, the best people tend to go to the organizations offering the best rewards. Conversely, organizations that pay below par tend to recruit inadequate employees. Money is an emotional subject because a person's financial position in society is an important benchmark of success. Like it or not, employers make a tangible decision about our worth, from which spring many consequences affecting and influencing our whole lifestyle the kind of house we live in, the type of car we drive, and even the educational opportunities for our children. Sometimes people judge us by the salaries and status level and often measure success by the speed at which we climb towards the apex of the pyramid.

Blockage 9–Poor training. Sometimes it hard to imagine that there were better ways of learning than the trial-and-error methods of his apprenticeship. Fortunately, people decided to try some of the systematic training techniques advocated by specialists. Much to people's surprise, he/she found that careful instruction reduced learning time.

Blockage 10–Lack of personal development. Organizations exist to achieve. They pool the skills and knowledge of individuals and create an environment that can bring about success and achievement. Sometimes organizations help people to develop, grow stronger, and become more capable, but the opposite also happens. Organizations inhibit individual development which causes people to stagnate instead of grow. When directed towards organizational goals, individual strength and capability provide a resource of tremendous value: the creative vitality to resolve problems and to continually adapt and improve.

Blockage 11–Inadequate communication. A once great company had declined. The unadventurous and authoritarian management cut costs, refused to invest in the future and the workforce became increasingly disenchanted. Then a new management came along, reviewed company strategy and decided on necessary changes. These were announced to all the employees by a somewhat introverted chief executive. He expected a rapturous reception but was greeted with disbelief and cynicism. What was the basis of the problem? The new strategy was well founded. Benefits would flow to all. The company would grow again. However, none of these truths was accepted by the workforce. They remembered only the broken promises and penny-pinching attitudes of the previous management. At this point the organization was suffering from inadequate communication.

Blockage 12–Poor teamwork. Organizations exist to do complex tasks that no individual could handle alone. Working together in groups is enjoyable and personally satisfying for most people. Together, a team can accomplish much more than the total individual efforts of its own members.When a team is well led and meets the needs of its members, it channels great energy into effective work. On the other hand, a badly led team that frustrates its members expends a great deal of productive energy grumbling and retaliating.People in general will quickly recognize poor teamwork, such as the job never gets done properly, and bickering and lethargy develop among teammates.

Blockage 13–Low motivation. Successful army generals, football team managers, school teachers, and political leaders all understand the importance of people being committed to the task in hand. The ability to do a particular job is one thing, but wanting to do it is quite another. History is full of situations where people have succeeded in achieving a particular goal, despite almost impossible odds, when they really wanted to. Although different kinds of leadership are relevant to accomplishing various tasks, especially important is the ability to find the right keys to unlock the latent energy in people and to harness it to the task at hand.

Blockage 14–Low creativity. Organizations and individuals live in a world of constant flux that comes from numerous sources: politics, society, education, technology, etc. Based on that, any organization that wishes to survive and grow needs to keep up with these trends and changes.

Table 1. *Advantages and Disadvantages of OBI*

Variables	Disadvantages	Advantages
Usage	As the form of OBI is questionnaire, the impact of social desirability, and the use language can have an impact on the results.	One of alternative tool that can be used for diagnosing the organization, before developing plans for organizational change and development.
The content of the inventory	Too many questions/items, that can make people bored and tired.	It can pinpoint clearly which areas that need more attention.

Methods and Measures

Sample and Sampling

Non Probability and Convenience Sampling was used in this research (Kumar, 2005). The study consist of 338 respondents, from 3 different types of organizations, those are: Organization 1 (in the field of business of car rental, 63 respondents), Organization 2 (in the field of business mining, 225 respondents), and Organization 3 (in the field of property, consists of 50 respondents).

Data Collection

Data was collected by focused group discussion, in-depth interview, and survey using Organizational Blockage Inventory-OBI (Woodcock & Francis, 1994). Organizational Blockage Inventory consists of 14 dimensions, and each dimension consists of 10 items. Respondents should choose a number, 1 or 0. If they agree with the statement (means the conditions of blocking is present in the organization) they mark as 1, and 0 if they disagree with the statement. The items were tested its validity and reliability, and after some eliminations of items, the reliability index for 125 items is 0.977, and the validity index is > 0.3.

Results

The data were analyzed and categorized by ranking, in order to identify which variables can be regarded as the most organizational blockages.

From Table 2, it can be seen that low creativity, unfair rewards, confused organizational structure, and lack of management development were the most blockages that found in the organizations.

The Results of FGD and In-depth Interview

This study also used focused group discussion and in-depth interview, in order to get more data. The results from them are as follows:

Table 2. *Organizational Blockages Profile*

No	Organizational Blockages	Orgn. 1 (N = 63)	Orgn. 2 (N = 225)	Orgn. 3 (N = 50)	Total	Rank
1	Unclear values	13	8	12	33	9
2	Unclear aims	14	3	11	28	8
3	Inappropriate management philosophy	10	9	7	26	7
4	Lack of management development	3	1	8	12	3
5	Confused organizational structure	5	3	3	11	2
6	Inadequate control	11	4	10	25	6
7	Inadequate recruitment and selection	4	7	9	20	5
8	Unfair rewards	2	7	2	11	2
9	Poor training	7	4	6	17	4
10	Personal stagnation	8	5	4	17	4
11	Inadequate communication	9	4	7	20	5
12	Low motivation	6	6	5	17	4
13	Poor teamwork	12	8	13	33	9
14	Low creativity	1	2	1	6	1

Sources: Compilation from 3 Organizational Development Research

Table 3. *The Results of Focused Group Discussion and In-Depth Interview*

Issues	Organization 1 (Car Rental)	Organization 2 (Mining)	Organization 3 (Property)
People, motivation, and development.	The issue of people development was one of the topics that should be taken into consideration.	The perception of the management about the people in the organization is everybody are demotivated, and majority stay in comfort zone.	Majority of the people feel demotivated caused by lack of career development, and stagnation.
Creativity.	Mostly people were stuck with the old beliefs and paradigm that makes them difficult to express new ideas	In general the people realize that they and the organization were not creative enough compares to their competitors.	The management and the staff aware that they are not as creative as they should be.
Rewards.	The staffs and supervisors levels mostly feel that they dissatisfied with the rewards that they receive.	The issue of reward has not been discussed during focussed group discussion and interview.	Majority of the people brought the subjects of unfair and inequity rewards, followed by dissatisfaction.
Organizational Structure and Communication.	People feel the communication between leader and subordinates, as well as peer group needs to be developed.	No issues were discussed regarding organizational communication.	People feel that the present organizational structure was not suitable anymore with the demand of the external condition.
The role of management.	No discussion about the role of management support.	Employee feels that the management has not pay attention too much on employee's career development.	Employee feels that there is lack of management support.
Organizational culture and climate.	There are differences between the perceptions of the ideal organizational culture for the organization.	There are differences between the perceptions of the ideal organizational culture for the organization.	No issues about organizational culture that have been discussed.

Sources: Compilation from 3 Organizational Development Research

From the focused group discussion and in-depth interviews it showed that the initial findings by survey using Organizational Blockage Inventory, was supported. The issues of motivation, unfair rewards, organizational structure and lack of creativity were also some of the issues that were discussed during the in-depth interview and FGD.

Analysis and Discussion

Researchers in the field of organizations are increasingly attracted in recent years, the subfield of organizational change, the speed with which new types of organizations appear and the speed with which the change or even disappear. In this regard, every organization needs to change and develop in order to stay exist in the competitive world. As a result, organization needs to identify their core problems in the organization, before they can decide what kind of intervention that can be used to manage and solve the problems. Moreover, organization should also aware of the goal and objective of the organization and identify the gap between the present condition (the results of the diagnosis) and the ideal situation. Based on that accurate organizational diagnosis is very important, in this regard, the OD practitioner needs to diagnose the client organization's difficulties, in collaboration with the organization's key members in order to articulate the problem and increase its acceptance. The challenge, then, is to overcome extreme inaction, and generate openness and willingness to take a fresh look at the organization's difficulties. The OD practitioner should foster the image of change as an opportunity (Cummings & Worley, 2009).

This study found that Organizational Blockage Inventory is a sound tool that can be used to diagnose the organization, however as there are large number of questions in the Inventory, caution should be pay into attention on the issues of boredom and tiredness of the respondents. In this regard, further studies need to be done in order to minimize the number of questions.

Conclusion

Based on this study it can be concluded two things as follows: (1) the study showed that Organizational Blockage Inventory (Francis & Woodcock, 1990) is one of alternative tool that can be used for diagnosing the organization, before developing plans for organizational change and development, and (2) results also showed that the four variables that blockages the organizations are: low creativity; confused organizational structure, unfair reward, and lack of management development. Therefore, organization should pay attention to develop the creativity of the people, supported by good management development, and sound organizational structure. Beside those, as the issue of equity is always important, fairness in reward should also be taken into consideration.

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Ketika Organisasi Menghadapi 'Kematiannya': Studi Kasus Badan Rekonstruksi dan Rehabilitasi Aceh Nias (2005-2009)

Gita Widya Laksmini Soerjoatmodjo
Universitas Pembangunan Jaya, Tangerang Selatan

Most organizations strive to avoid the last phase of organizational life cycle – the death of the organization. Yet this organization did the exact opposite: Reconstruction and Rehabilitation Agency for Aceh and Nias (Badan Rekonstruksi dan Rehabilitasi Aceh Nias or BRR) set up to carry out reconstruction and rehabilitation process. Since its beginning on 16 April 2005, BRR counted its days toward its dissolvement on 16 April 2009. This research's objective is to describe the process undertaken by BRR through the identification of key themes to develop detailed understandings on this particular phase. Because it focuses on BRR, this descriptive qualitative research uses case study with content analysis applied on BRR Book Series documenting the process toward its 'death.' This research identifies organization context, process and achievements description as key themes. It also finds a cross-cutting theme: BRR 'lived to die.' BRR strived so at the end it could 'die', hence its beneficiaries – Aceh and Nias communities – could 'live' and take its development forward. As a case study, this reseach has limited generalization and suggests for further research to generate a pattern of themes. It aims to deepen appreciation on how an organization experiences its life cycle.

Keywords: organizational life cycle, Reconstruction and Rehabilitation Agency for Aceh and Nias (Badan Rekonstruksi dan Rehabilitasi Aceh Nias/BRR), case study, content analysis, death of an organization

Psikologi industri dan organisasi (PIO) sebagai cabang ilmu psikologi fokus pada perilaku individu dalam berorganisasi. Oleh karenanya, organisasi pun tidak bisa dipandang sebagai entitas yang statis, organisasi justru menjadi dinamis akibat dari peran-peran yang dilakukan oleh individu-individu di dalamnya.

Salah satu upaya memahami organisasi secara dinamis adalah dengan melihatnya sebagaimana sebuah entitas yang sejatinya hidup, selayaknya mahluk hidup-mahluk hidup lainnya. Salah satu perspektif yang memandang organisasi seperti ini adalah teori siklus kehidupan organisasi (*organizational life cycle*). Pandangan ini melihat bahwa dalam perjalanan hidupnya, organisasi melewati sejumlah tahap sebagaimana mahluk hidup, yang berawal dari saat organisasi tersebut lahir sampai akhirnya menurun dan perlahan-lahan berakhir di kematian.

Siklus hidup organisasi, menurut Lester dan Parnell (2002) dan Miler dan Friesen (1984) dalam Lester, Parnel, dan Carraher (2003), merupakan interpretasi kolektif mengenai sebuah organisasi berdasarkan penilaian dari sudut pandang manajemen. Lebih jauh lagi, Lester, Parnel dan Carraher (2003) menjelaskan bahwa sekalipun sejumlah peneliti mempertanyakan sudut pandang yang deterministik dari perspektif siklus kehidupan organisasi ini, teori tersebut dipandang mampu untuk memberikan kerangka guna mengidentifikasi bagaimana organisasi tumbuh dan berkembang dalam perjalanan waktu. Hal inilah yang menjadi manfaat utama dari teori siklus kehidupan organisasi.

Manfaat lain dari perspektif siklus kehidupan organisasi, menurut Kallunki dan Silvola (2008), adalah bahwa pemahaman akan siklus ini dapat berkontribusi pada hal-hal yang sifatnya spesifik, contohnya sistem akuntansi biaya. Kallunki dan Silvola (2008) melihat bahwa dengan memahami organisasi sesuai siklus kehidupannya, maka organisasi dapat memilih sistem akuntansi yang sesuai dengan kebutuhan perkembangan dan pertumbuhan organisasi. Hal ini memberikan afirmasi terhadap manfaat dari teori siklus kehidupan organisasi.

Lester, Parnel dan Carraher (2003) menjelaskan bahwa siklus kehidupan organisasi terbagi ke dalam lima tahap sebagai berikut:

Pertama, eksistensi (*Existence*). Tahap ini dikenal juga sebagai tahap kelahiran (*birth*), dimana organisasi mengawali siklus kehidupannya.

Kedua, bertahan hidup (*survival*). Tahap ini adalah ketika organisasi mulai berkembang dan melakukan proses formalisasi dari struktur dan kompetensi yang dimiliki oleh organisasi tersebut.

Ketiga, keberhasilan (*success*). Tahap yang juga dikenal sebagai kematangan (*maturity*) yang ditandai dengan periode dimana organisasi melakukan formalisasi dan kontrol melalui birokrasi yang bersifat hirarkis.

Keempat, pembaruan (*renewal*). Saat organisasi memasuki tahap ini, maka organisasi mempertahankan birokrasi sekaligus menunjukkan keinginan untuk mendorong kolaborasi dan kerja tim.

Kelima, penurunan (*decline*). Organisasi yang mengalami penurunan adalah ketika organisasi tidak lagi mampu memenuhi tuntutan dari luar dan anggota organisasi lebih mementingkan tujuan-tujuan pribadi masing-masing dibandingkan tujuan organisasi. Jika organisasi tak mampu menyelesaikan persoalan pada tahap ini, maka organisasi pun diyakini akan mengalami ‘kematiannya’ (*death*).

Sementara tahapan-tahapan di atas disarikan dari organisasi-organisasi yang berorientasi pada profit seperti perusahaan, Prasetyo (2009) menggunakan kerangka yang serupa untuk membedah berbagai fase dalam siklus kehidupan organisasi non-profit, yaitu:

Fase Pacaran. Tahap ini merupakan tahap awal dimana sekelompok orang bertemu dan merasa memiliki pandangan dan sikap sama serta mencoba berkumpul, membicarakan gagasan serta kebutuhan untuk memecahkan suatu masalah kemasyarakatan. Masa ini ditandai dengan gagasan kegiatan yang mengandung nilai “kepahlawanan” dan ide mencari dana mandiri. Jika tidak segera diikuti dengan pengujian dengan tindakan nyata, maka gagasan tersebut tidak akan menjadi kenyataan.

Fase Bayi. Tahap ini merupakan saat

dimana organisasi dibentuk kepengurusannya secara formal, gagasan disusun dan dilaksanakan dan individu-individu yang terlibat memiliki semangat dan dedikasi. Sementara produktivitas kerja tinggi, organisasi belum memiliki rencana kerja yang jelas. Jika tidak mendapatkan dukungan dana yang cukup, organisasi tersebut bisa berakhir bubar – disebut juga kematian usia dini.

Fase Kanak-kanak. Tahap ini merupakan saat dimana sejumlah gagasan mulai diwujudkan dengan baik sehingga organisasi mulai memiliki pengalaman dan rekam jejak berkat adanya dukungan dana serta sistem manajemen yang ditandai dengan pembentukan berbagai badan pelaksana di dalam organisasi.

Fase Remaja. Tahap ini ditandai dengan meningkatnya kegiatan organisasi, aturan kerja dibuat secara tertulis dan diterapkan secara ketat. Sementara gagasan tetap tumbuh subur, beberapa individu mulai merasa kebebasannya terkekang. Oleh karena itu, organisasi perlu mengatasi konflik internal dan meningkatkan motivasi, antara lain dengan mengingatkan kembali pada visi misi pendirian organisasi dan menghidupkan semangat seperti di awal berdirinya organisasi.

Fase Dewasa. Tahap ini ditandai dengan kemampuan organisasi menemukan kembali identitas diri dan semangat kerja sekaligus mempertahankan produktivitas kerja dan menerapkan keteraturan administrasi dan manajemen. Tahap ini perlu diikuti dengan desentralisasi dan reorganisasi agar dapat memanfaatkan regenerasi secara optimal.

Fase Matang. Tahap ini ditandai dengan koordinasi kerja akan membaik dan kegiatan administrasi efisien. Di sisi lain, gagasan baru mulai menurun. Pada tahap, organisasi membutuhkan evaluasi dan perencanaan strategis, yang sebaiknya dilakukan dari pihak eksternal.

Fase Aristokrasi. Tahap ini ditandai dengan tidak ada gagasan baru dan penurunan produktivitas lembaga karena rencana yang dibuat tidak dieksekusi. Sebagian besar orang membayangkan masa jaya yang tinggal kenangan. Sebaiknya pada tahap ini, organisasi perlu melakukan penyembuhan.

Fase Birokrasi Awal. Tahap ini ditandai dengan kekakuan birokrasi yang muncul dengan pemberlakukan sistem dan peraturan baru. Karena suasana kerja menjadi formal, rutinitas lebih penting dibandingkan dengan gagasan baru. Organisasi tersebut membutuhkan upaya pembedahan untuk mencari alternatif-alternatif penyelesaian masalah.

Fase Birokrasi. Tahap ini ditandai dengan kebosanan akan rutinitas dan prioritas pada unsur-unsur administrasi sehingga rasa kesatuan dapat disebut hilang, karena organisasi memasuki tahap ‘koma.’ Pada tahap ini, organisasi perlu memikirkan tentang visi misi organisasi demi menentukan hidup atau matinya organisasi.

Fase Kematian. Tahap ini ditandai dengan situasi organisasi dimana aturan lebih banyak dilanggar, produktivitas kerja, semangat maupun gagasan pun tidak lagi ada. Jalan satu-satunya dalam menghadapi tahap ini adalah semua orang lama harus diganti dengan yang baru. Penggantian orang merupakan cara untuk mengatasi masalah pada tahap ini.

Lazimnya organisasi berupaya keras untuk menghindari tahap ‘kematian’ dengan melakukan berbagai bentuk intervensi, termasuk di antaranya pengembangan organisasi (*organizational development*). Hal ini tidak dapat dilakukan oleh Badan Rekonstruksi dan Rehabilitasi Aceh Nias

(BRR). Mengapa?

Sebelum membahas tentang hal tersebut, berikut sekelumit gambaran tentang BRR sebagai organisasi. Pada tanggal 26 Desember 2004, terjadi gempa tektonik dengan 9.1 skala Richter yang menimbulkan tsunami yang menggulung Aceh, Nanggroe Aceh Darussalam. Total 126.741 jiwa menjadi korban, 93.285 orang dinyatakan hilang, sekitar 500.000 orang yang selamat kehilangan tempat tinggal dan 750.000 orang kehilangan mata pencarian. Tanggal 28 Maret 2005, gempa dengan kekuatan 8.7 skala Richter terjadi di Nias, Sumatera Utara. Total 979 jiwa menjadi orban dan 47.055 yang selamat kehilangan tempat tinggal (BRR NAD NIAS, 2009, Vol I.).

BRR dibentuk melalui Peraturan Pemerintah pada tanggal 16 April 2005 berdasarkan Undang Undang nomor 2 tahun 2005. Tujuan pendirian BRR adalah untuk mengkoordinir program pemulihan sekaligus bersama-sama mengimplementasikan program tersebut di Aceh dan Nias melalui kerjasama dengan berbagai mitra. Mandat BRR adalah untuk merancang kebijakan, strategi serta rencana aksi, secara transparan dan akuntabel dengan melibatkan partisipasi komunitas, serta menerapkannya melalui kepemimpinan dan koordinasi yang efektif atas upaya gabungan nasional dan internasional untuk membangun kembali Aceh dan Nias (BRR NAD-NIAS (2009) *Tsunami: From Disaster to the Emergence of Light* (Volume 0).

Mandat BRR dibatasi hanya selama empat tahun sampai tahun 2009. Mengapa? Hal ini karena mandat BRR adalah melakukan rehabilitasi dan rekonstruksi Aceh dan Nias. Rehabilitasi dan rekonstruksi sendiri merupakan kegiatan yang bersifat sementara. Kegiatan lanjutan dari rehabilitasi dan rekonstruksi adalah pembangunan dan hal ini dilakukan oleh pemerintah daerah, bukan lagi oleh BRR. Karena alasan itulah, maka mandat BRR hanya dibatasi sampai waktu 4 tahun saja (BRR NAD-NIAS (2009) *Tsunami: From Disaster to the Emergence of Light* (Volume 0).

Sepanjang waktu empat tahun, BRR menjadi organisasi setingkat menteri dibentuk berdasarkan undang-undang yang beroperasi di Aceh dengan kantor perwakilan di Nias dan Jakarta - yang bekerjasama dengan 653 lembaga donor dan 564 mitra implementasi yang menjalankan sekitar 20.000 proyek dengan melibatkan ratusan organisasi lokal, nasional, multilateral, bilateral dan internasional dan ribuan relawan – guna mengelola total bantuan sebesar 7.2 milyar Dollar Amerika dimana dua pertiga dari dana tersebut datang dari lembaga donor internasional (Mangkusubroto, 2011).

Menjelang berakhirnya mandat organisasi, BRR menyusun Buku Seri BRR. Buku ini merinci proses, tantangan, solusi, keberhasilan dan hikmah ajar (*lessons learned*) sepanjang pelaksanaan rehabilitasi dan rekonstruksi di Aceh dan Nias, dengan harapan bahwa buku seri tersebut berfungsi untuk memotret dan merawat pengalaman melakukan tanggap darurat dan menjadi panduan untuk program-program pemulihan pasca bencana lainnya di masa mendatang di berbagai tempat di dunia. (BRR NAD-NIAS (2009) *Story: Feat of the Daunting Launch* (Volume I).

Buku Seri BRR terdiri dari 12 volume buku yang disusun oleh tim yang terdiri dari penulis, editor, *copyeditor*, penerjemah sampai fotografer, ilustrator serta penyelarasan akhir (*final reviewer*) untuk menyusun buku yang diterbitkan dalam dua bahasa yakni Bahasa Indonesia dan Bahasa Inggris. Buku seri ini merupakan bagian dari BRR Knowledge Center (KNOW) yang didedikasikan untuk memelihara data dan mengelola informasi terkait dengan rehabilitasi dan rekonstruksi Aceh dan Nias. Buku seri ini sendiri disusun secara kerja tim sehingga teks yang dihasilkan merupakan hasil kerja kolaboratif. Buku ini diluncurkan bulan September 2009 dan dapat diunduh di http://kc.monevacehnias.bappenas.go.id/brr-book-series.html.

Kembali ke tema tulisan ini, yakni siklus kehidupan organisasi, penelitian ini bertujuan untuk mengidentifikasi tema-tema utama yang muncul pada saat organisasi menghadapi 'kematiannya.' Peneliti memandang hal ini penting mengingat belum banyak literatur yang mengambarkan tahap terakhir dari sebuah organisasi ini. Quinn dan Cameron (1983) menyoroti bahwa terdapat bias historis pada literatur tentang analisis dan desain organisasi yang cenderung melahirkan kajian-kajian yang fokus pada organisasi yang matang (*mature*) saja.

Selain itu, peneliti juga melihat bahwa sementara sejumlah ahli berdebat tentang karakteristik serta sifat berbagai tahap dari siklus kehidupan organisasi, 'kematian' organisasi – tahap yang paling tidak ambigu dibandingkan dengan tahap-tahap lainnya – justru tidak banyak dibahas oleh para ahli tersebut. Hal ini kembali diperkuat oleh Quinn dan Cameron (1983) yang juga menyebutkan bahwa sebagian besar literatur tentang siklus kehidupan organisasi memang tidak membahas 'kematian' organisasi. Oleh karenanya siklus kehidupan yang digambarkan oleh literatur pun menjadi tidak lengkap. Penelitian ini diharapkan dapat memberikan kontribusi pada apresiasi yang lebih mendalam tentang tahap 'kematian' organisasi secara khusus juga tentang siklus kehidupan organisasi secara umum. Diharapkan penelitian ini dapat memperkaya pemahaman tentang dinamika organisasi, baik yang bersifat profit maupun non-profit.

Dalam konteks sektor non-profit, terdapat praktik yang dikenal sebagai strategi jalan keluar (*exit strategy*). Salah satu contoh adalah dana hibah Global Fund untuk AIDS, Tuberkulosis dan Malaria (GF-ATM). Mengingat dana hibah ini akan berakhir di tahun 2015, maka disusunlah panduan exit strategy yang bertujuan untuk menyusun langkah persiapan dan antisipasi selepas kucuran dana tersebut berakhir (Direktorat Jenderal Pengendalian Penyakit dan Penyehatan Lingkungan, 2012). Secara umum, *exit strategy* mencakup strategi pendanaan, pembagian peran dan tanggung jawab dan penetapan prioritas. Di sisi lain, dalam sektor kewirausahaan (entrepreneurship) maupun dunia usaha, dikenal pula apa yang disebut sebagai entrepreneurial exit, yakni keputusan strategis yang diambil mayoritas para pendiri sebuah perusahaan guna mengambil laba diikuti dengan kemunduran dari kepemilikan dan struktur pembuatan keputusan utama dalam perusahaan tersebut (DeTienne, 2005 dalam DeTienne & Cardon, 2006).

'Kematian' organisasi BRR berbeda dengan exit strategy yang dilakukan di sektor non-profit sebagaimana dijelaskan di atas, dimana lazimnya yang 'mati' adalah 'program' atau 'proyek' – dan organisasi yang bersangkutan dapat melakukan serangkaian intervensi pengembangan organisasi misalnya reorientasi visi, misi dan strategi organisasi. Yang dialami oleh BRR pun berbeda *entrepreneurial exit* yang dijelaskan sebelumnya, karena 'kematian' BRR sebagai organisasi tak ada sangkut pautnya dengan laba, kepemilikian maupun struktur pembuatan keputusan.

Di satu sisi, ‘kematian’ BRR sebagai organisasi dapat dipadankan seperti tim ad hoc yang dibentuk oleh organisasi guna mengemban tugas tertentu dalam waktu tertentu. Akan tetapi, penting untuk digarisbawahi bahwa kompleksitas, besaran (*magnitude*) dan cakupan kerja BRR menjadikan organisasi berbeda dengan praktik *ad hoc* yang lazim ditemui di berbagai organisasi. Alasan-alasan tersebutlah yang mendudukkan BRR dalam posisi yang unik dibandingkan dengan kelaziman yang berlaku di disiplin ilmu psikologi industri dan organisasi, dimana umumnya organisasi justru ingin terus bertahan hidup. Hal inilah yang membuat peneliti memilih mengkaji BRR sebagai sebuah studi kasus dengan mempertimbangkan keunikan organisasi ini.

Tujuan Penelitian

Penelitian ini bermaksud untuk mendeskripsikan bagaimana organisasi menghadapi kematiannya, demi memperoleh pemahaman yang lebih utuh dan mendalam mengenai tahap ‘kematian organisasi’ berdasarkan siklus hidup organisasi. Hal tersebut dilakukan dengan cara mengidentifikasi tema-tema yang muncul pada teks yang dianalisa. Penelitian ini diharapkan dapat memberikan kontribusi pada apresiasi tentang bagaimana organisasi menjalani siklus kehidupannya serta memperkaya pemahaman tentang dinamika organisasi.

Metodologi Penelitian

Sesuai dengan tujuan penelitian, maka metodologi yang digunakan dalam melakukan penelitian ini adalah sebagai berikut. Karena peneliti ingin mendeskripsikan kompleksitas realitas saat BRR menghadapi ‘kematian’ organisasi, maka penelitian kualitatif menjadi pilihan yang sesuai. Hal tersebut karena penelitian kualitatif (*qualitative research*), mendasarkan diri pada kekuatan elaborasi narasi dalam mengungkapkan kompleksitas realitas guna menghasilkan pemahaman akan kedalaman, makna dan interpretasi terhadap keutuhan fenomena (Poerwandari, 2011).

Salah satu bentuk penelitian kualitatif adalah studi kasus (*case study*). Creswell (1998) dalam Herdiansyah (2010) menyebutkan bahwa studi kasus memberikan penekanan pada eksplorasi mendalam dari suatu sistem yang terbatas yang fokus pada keunikannya. Mengingat BRR memiliki keunikan dibandingkan organisasi-organisasi lainnya seperti sudah dijelaskan pada bagian sebelumnya, maka studi kasus menjadi pendekatan yang sesuai untuk penelitian ini.

Karena BRR sendiri sudah ‘mati’ secara organisasi, maka cara pengambilan data yang disebut sebagai metode yang tidak mengusik (*unobstrusive method*) dengan menyandarkan diri pada dokumen (Palys, 1992 dan Punch, 1998 dalam Poerwandari, 2011). Dalam menganalisis dokumen yang dijadikan sumber informasi penelitian ini, teknik yang dilakukan adalah analisis isi (*content analysis*). Teknik ini membantu peneliti mengumpulkan dan menganalisis isi dari teks (Poerwandari, 2011). Adapun teks yang dianalisa adalah Buku Seri BRR - terutama pada bab-bab yang disusun untuk mendokumentasikan hikmah ajar (*lessons learned*). Adapun teks yang dianalisa dapat dilihat pada tabel di bawah ini:

Tabel 1. *Teks yang Dianalisis*

NO	JUDUL BUKU
1	BRR NAD-NIAS (2009) *Tsunami: From Disaster to the Emergence of Light* (Volume 0) Multi Donor Fun (MDF) United Nations Development Programme (UNDP) Technical Assistance.
2	BRR NAD-NIAS (2009) *Story: Feat of the Daunting Launch* (Volume I) Multi Donor Fun (MDF) United Nations Development Programme (UNDP) Technical Assistance.
3	BRR NAD-NIAS (2009) *Finance: The Seven Keys to Effective Aid Management* (Volume 2) Multi Donor Fun (MDF) United Nations Development Programme (UNDP) Technical Assistance.
4	BRR NAD-NIAS (2009) *Breakthrough: Thousands of Paths toward Resolution* (Volume 3) Multi Donor Fun (MDF) United Nations Development Programme (UNDP) Technical Assistance.
5	BRR NAD-NIAS (2009) *Supervision: Eradicating Corruption with No Tolerance* (Volume 4) Multi Donor Fun (MDF) United Nations Development Programme (UNDP) Technical Assistance.
6	BRR NAD-NIAS (2009) *Nias: Building Through the Road Less Travelled* (Volume 5) Multi Donor Fun (MDF) United Nations Development Programme (UNDP) Technical Assistance.
6	BRR NAD-NIAS (2009) *Case Study: The Scattered Beads* (Volume 6 a and b) Multi Donor Fun (MDF) United Nations Development Programme (UNDP) Technical Assistance.
7	BRR NAD-NIAS (2009) *Housing: Roofing the Pillars of Hope* (Volume 7) Multi Donor Fun (MDF) United Nations Development Programme (UNDP) Technical Assistance.
8	BRR NAD-NIAS (2009) *Infrastructure: Stimulating the Triggerring Sector* (Volume 8) Multi Donor Fun (MDF) United Nations Development Programme (UNDP) Technical Assistance.
9	BRR NAD-NIAS (2009) *Economy: Turning the Wheel of Life* (Volume 9) Multi Donor Fun (MDF) United Nations Development Programme (UNDP) Technical Assistance.
10	BRR NAD-NIAS (2009) *Religion Social Culture: Revitalizing the Dignity of Society* (Volume 10) Multi Donor Fun (MDF) United Nations Development Programme (UNDP) Technical Assistance.
11	BRR NAD-NIAS (2009) *Education Health Women Empowerment: Preparing Quality Generation* (Volume 11) Multi Donor Fun (MDF) United Nations Development Programme (UNDP) Technical Assistance.
12	BRR NAD-NIAS (2009) *Institution: Laying the Foundation of Good Government* (Volume 12) Multi Donor Fun (MDF) United Nations Development Programme (UNDP) Technical Assistance.

Perlu disampaikan di sini bahwa peneliti merupakan salah satu anggota tim penulis yang direkrut selama sekian bulan untuk menulis 4 dari total 12 Buku Seri BRR ini. Peneliti sendiri bukan staf BRR karena hanya bekerja dalam waktu singkat untuk pekerjaan yang berbasis proyek (*project based*). Keterlibatan ini membekali peneliti dengan sensitivitas dalam menangkap tema-tema utama yang muncul dalam teks.

Di sisi lain, karena teks Buku Seri BRR disusun oleh kerja tim dan melalui proses penyuntingan, peneliti tetap memiliki jarak obyektif dalam melakukan analisa. Dengan demikian, sekalipun penulis memberikan kontribusi terhadap penyusunan Buku Seri BRR, peneliti tidak memiliki kontrol terhadap versi final dari teks yang dijadikan sumber informasi penelitian ini. Hal ini menghindarkan penulis dari resiko bias saat melakukan analisa.

Sebagai tambahan, karena peneliti sebelumnya memproduksi tulisan berbahasa Indonesia dalam menyusun pengalaman BRR, maka untuk penelitian ini, peneliti memilih untuk menganalisis teks bukan dalam bahasa Indonesia melainkan yang ditulis dalam bahasa Inggris, demi mempertegas jarak antara peneliti terhadap teks yang dianalisis. Selain itu, mengingat ada jarak 4 tahun antara waktu teks ini diproduksi (tahun 2009) dan waktu penelitian ini dilakukan (tahun 2013), maka hal ini juga ikut meminimalkan bias dalam menganalisa teks.

Prosedur analisis yang dilakukan oleh peneliti digambarkan dalam langkah-langkah berikut. Setelah menetapkan tujuan penelitian, maka peneliti mengumpulkan teks untuk dianalisa. Peneliti kemudian membaca teks secara keseluruhan untuk mendapatkan gambaran umum. Hal ini dilanjutkan dengan pembacaan teks secara lebih seksama, dimana peneliti melakukan proses analisis dan pencatatan terhadap detil-detil yang muncul secara konsisten pada keseluruhan teks.

Setelah tema-tema tersebut terkumpul, maka peneliti pun mengidentifikasi pola umum dengan cara melakukan abstraksi terhadap detil-detil yang tertangkap saat membaca teks. Pola umum tersebut kemudian diorganisasikan lebih lanjut sehingga teridentifikasi tema-tema utama (*key themes*). Peneliti kemudian melakukan lagi proses abstraksi terhadap tema utama guna menemukan tema saling terkait (*cross-cutting theme*). Hal ini kemudian dirangkum dalam sebuah tabel yang menyarikan tema-tema tersebut.

Setelah menuntaskan proses identifikasi tema sebagaimana dijelaskan di atas, peneliti kembali membaca teks. Pembacaan teks kali ini dimaksudkan untuk memilih sejumlah kalimat untuk dikutip sebagai contoh untuk tema-tema tersebut. Pemilihan kalimat dilakukan berdasarkan pertimbangan kekayaan informasi, kekuatan deskripsi kalimat serta kesesuaian kalimat yang dipilih dengan tema yang diidentifikasi.

Temuan

Seperti dijelaskan di atas, penelitian ini mengidentifikasi tema-tema utama yang muncul dalam teks yang dianalisa. Selain daripada tema-tema utama, penelitian ini juga menemukan adanya tema-tema yang saling terkait (*cross-cutting themes*). Temuan-temuan tersebut dibahas secara terperinci di bawah ini.

Tema Utama

Tema-tema utama yang ditemukan dari teks adalah sebagai berikut:

Pertama, tema tentang konteks (*context-related theme*). Dalam teks yang dianalisa, tema utama yang disampaikan terkait dengan konteks adalah bahwa besaran (*magnitude*) bencana yang terjadi di Aceh dan Nias tidak ada bandingannya. Sepanjang sejarah peradaban, bencana dengan skala sebesar ini belum pernah terjadi sebelumnya. Oleh karena itu, BRR sebagai sebuah organisasi yang berperan melakukan rehabilitasi dan rekonstruksi pasca bencana di Aceh dan Nias ini perlu untuk didudukkan secara tersendiri dan sebaiknya tidak dibandingkan dengan organisasi yang lazim.

Contoh pernyataan yang menggambarkan hal ini adalah sebagai berikut:

> *"In the history of this country, no agency has ever carried out work the likes of that*

shouldered by BRR. This government-formed agency had the extraordinary task of leading the rehabilitation and reconstruction process for Nanggroe Aceh Darussalam and Nias that had been totally destroyed by the earthquake and sweeping tsunami waves. With such a heavy task to bear, the agency had to initiate good collaborative working relationship with bureaucrats, the private sector and NGOs. Internally, the agency also had to manage its team so it could work solidly and manage what funds there were, enabling all works to be carried out in accordance with the established blueprint – although this blueprint could not be used as a full reference point, as every disaster area differed in character according to the impact of the disaster. However, one item is universal: any management program must begin with the understanding that as disasters are unplanned, and that man must prepare himself in case a disaster hits. That became BRR's philosophy in carrying out this tasks. BRR not only constructed buildings, roads and bridges, BRR attempted to ensure that the outputs of the rehabilitation and reconstruction gave rise to the new culture. The development model used by BRR could provide guidance for local government construction." (BRR NAD-NIAS (2009) *Infrastructure: Stimulating the Triggerring Sector*)

"Sepanjang sejarah bangsa ini, tidak ada organisasi yang pernah menjalankan pekerjaan yang diemban oleh BRR. Organisasi yang dibentuk oleh pemerintahan ini memiliki tugas luas biasa untuk memimpin proses rehabilitasi dan rekonstruksi di Nanggroe Aceh Darussalam dan Nias yang sepenuhnya dihancurkan gempa bumi dan disapu gelombang tsunami. Dengan tugas yang sebegitu berat, organisasi ini harus membangun hubungan kerjasama yang baik dengan para birokrat, sektor swasta dan lembaga swadaya masyarakat. Secara internal, organisasi juga harus mengelola tim agar dapat bekerja keras dan mengelola dana, memungkinkan semua pekerjaan untuk bisa dilakukan sesuai dengan cetak biru yang ada – sekalipun cetak biru tersebut pun tidak bisa digunakan sepenuhnya sebagai referensi, karena setiap daerah bencana punya karakter berbeda berdasarkan dampaknya. Akan tetapi, satu hal yang sama: program manajemen apapun harus diawali dengan pemahaman bahwa bencana tak pernah direncanakan dan setiap orang harus mempersiapkan diri kapanpun bencana terjadi. Hal ini menjadi filosofi BRR dalam menjalankan tugasnya. BRR tidak hanya membangun gedung, jalan dan jembatan, BRR mencoba untuk memastikan bahwa capaian rehabilitasi dan rekonstruksi menghasilkan budaya baru. Model pembangunan yang digunakan BRR dapat digunakan menjadi panduan untuk pembangunan oleh pemerintah daerah."

Kedua, tema tentang proses (*process-related theme*). Dalam teks yang dianalisa, tema utama yang disampaikan terkait dengan proses adalah tentang bagaimana BRR bekerja demi mencapai target-targetnya. Sepanjang pelaksanaan proses, BRR menghadapi sejumlah tantangan dan hambatan. Dalam proses mengatasi tantangan dan hambatan, BRR mengekstrak hikmah ajar (*lessons learned*). Oleh BRR, hikmah ajar ini merupakan warisan (*legacy*) kepada pemerintah daerah.

Contoh pernyataan yang menggambarkan hal ini adalah sebagai berikut:

"*BRR continuously took measures to ensure that the regional government and all stakeholders had enough authority to operate and maintain facilities and infrastructure that had been constructed during rehabilitation and strengthening of the regional government's capacity. All this was realized thorugh training, internship programs and transfer of knowledge from BRR to regional government.*" BRR NAD-NIAS (2009) *Institution: Laying the Foundation of Good Government* (Volume 12).

> "BRR terus menerus melakukan segala upaya untuk memastikan agar pemerintah daerah dan seluruh pemangku kepentingan yang memiliki kewenangan memadai agar dapat mengoperasikan dan mengelola fasilitas dan infrastruktur yang pernah dibangun selama rehabilitasi dan memperkuat kapasitas pemerintah daerah. Semua ini diwujudkan melalui pelatihan, program magang dan pengalihan pengetahuan dari BRR ke pemerintah daerah."

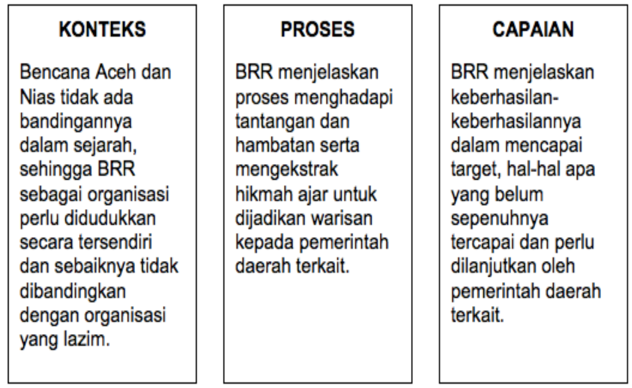
Ketiga, tema tentang capaian (*outcome-related theme*). Dalam teks yang dianalisa, tema utama yang disampaikan terkait dengan capaian adalah tentang capaian-capaian yang berhasil dibukukan oleh BRR. Selama empat tahun menjalankan mandatnya, BRR melakukan segala daya upaya untuk melakukan tugas-tugasnya. BRR memaparkan sejumlah keberhasilan dalam mencapai target. Selain itu, BRR juga mengakui hal-hal apa saja yang belum berhasil dicapai dan perlu dilanjutkan oleh pemerintah daerah.

Contoh pernyataan yang menggambarkan hal ini adalah sebagai berikut:

> "*Even after BRR had completed its tasks according to plan, society as it evolved might feel that it was still in an unfinished state of things. In other words, the work of developing Nanggroe Aceh Darussalam and Nias was continuous, whereas BRR was a temporary agency. BRR therefore prepared a handover to the regional government.*" (BRR NAD-NIAS (2009) *Tsunami: From Disaster to the Emergence of Light* (Volume 0).

> "Bahkan setelah BRR berhasil menyelesaikan tugas-tugasnya sesuai rencana, masyarakat yang terus berkembang mungkin merasa bahwa pekerjaan ini masih belum selesai. Dengan kata lain, pekerjaan membangun Nanggroe Aceh Darussalam dan Nias berlangsung terus menerus, sementara BRR merupakan organisasi sementara. BRR kemudian menyiapkan pengambilalihan oleh pemerintah daerah."

Untuk lebih jelasnya, tema-tema yang ditemukan di atas dirangkum dalam bagan berikut ini.



Gambar 1. Tema utama

Tema Saling Terkait (Cross-Cutting Theme)

Penelitian ini mengidentifikasi ada benang merah yang menyatukan tema-tema utama yang berhasil diidentifikasi pada bagian sebelumnya. Benang merah tersebut adalah adanya penerimaan secara kolektif dan konsisten terhadap tahap akhir yang dimasuki oleh BRR sebagai sebuah organisasi ini, yakni 'kematian' yang berwujud dalam bentuk pembubaran diri.

Benang merah tersebut dapat disimpulkan dalam kalimat berikut:

Sebagai organisasi unik yang bekerja dalam konteks yang tidak lazim demi mengatasi kondisi bencana yang tak ada bandingannya dalam sejarah, BRR 'hidup untuk mati' yaitu menghadapi tantangan dan hambatan, mencapai keberhasilan dalam meraih target, memaparkan hal-hal yang belum sepenuhnya dicapai serta mengekstrak hikmah ajar untuk diwariskan kepada pemerintah daerah terkait yang melanjutkan pembangunan.

Hal ini begitu kuat resonansinya sehingga tertangkap kesan bahwa alasan eksistensi (raison d'être atau reason for existence) BRR adalah untuk ‘mati’ – sehingga dengan demikian pemerintah daerah serta komunitas Aceh dan Nias memiliki kesempatan untuk ‘hidup.’ Tema saling terkait dari ketiga tema utama bahwa BRR ‘hidup untuk mati’ ini merupakan saripati yang diekstrak dari keseluruhan teks yang dianalisa oleh penelitian ini.

Kesimpulan

Dengan harapan memberikan kontribusi pada peningkatan pemahaman tentang siklus organisasi terutama tahap terakhir yaitu kematian organisasi, penelitian ini bertujuan untuk mengidentifikasi tema-tema yang muncul saat BRR menghadapi akhir mandatnya.

Tema-tema utama (*key themes*) yang ditemukan adalah tema-tema utama yang terkait dengan konteks, proses dan capaian BRR selama empat tahun mengemban mandat. Deskripsi tentang konteks, proses serta capaian BRR tersebut merupakan tema-tema utama yang ditemukan di dalam teks.

Selain itu, ditemukan juga tema saling terkait (*cross-cutting theme*) yaitu BRR ‘hidup untuk mati’, atau dengan kata lain sebagai organisasi BRR bertujuan untuk membubarkan dirinya, karena dengan cara itu, para penerima manfaat memiliki kesempatan untuk ‘hidup’ melanjutkan pembangunan.

Diskusi

Penelitian deskriptif kualitatif ini menegaskan bahwa ‘kematian’ BRR sebagai organisasi ini memang perlu dipandang dengan perspektif yang berbeda dibandingkan ‘kematian’ organisasi yang lazimnya digambarkan dalam teori siklus organisasi.

‘Kematian’ BRR sebagai organisasi merupakan sebuah tahap yang direncanakan sejak kelahirannya. Organisasi ini secara kolektif dan koheren tidak menampik (*to deny*) ‘kematiannya’, bahkan sejak tahap pertumbuhan, BRR sudah menyiapkan hal tersebut.

Apakah hal ini berarti hal-hal yang muncul dari BRR tidak bisa diterapkan pada korporasi lain di sektor industri misalnya? Ketika organisasi memutuskan untuk menerima tahap akhir kematian organisasi kemudian menerima secara koheren dan kolektif, apakah hal ini berarti organisasi perlu mengakumulasi hikmah ajar, atau dengan kata lain, mereplikasi pengalaman BRR? Bagaimana dengan sektor non-profit, apakah kesimpulan penelitian ini dapat diterapkan juga ke sektor tersebut?

Pertanyaan-pertanyaan semacam ini menyiratkan tentang generalisasi temuan. Sebagai penelitian studi kasus, penelitian ini memiliki keterbatasan dari segi generalisasi. Meskipun demikian, temuan penelitian ini diharapkan mendorong munculnya penelitian-penelitian lain baik pada tipe organisasi maupun sektor yang berbeda.

Saran

Untuk memperdalam pemahaman tentang siklus kehidupan organisasi serta tahap ‘kematian’ organisasi, maka perlu ada penelitian-penelitian lanjutan tentang hal ini. Peneliti menyarankan untuk melakukan penelitian terhadap organisasi-organisasi lain dari berbagai sektor.

Peneliti juga menyarankan untuk melakukan penelitian pada organisasi-organisasi yang berhasil 'lolos' dari 'kematian' dengan melakukan transformasi pengembangan organisasi. Dengan demikian, diharapkan akan muncul tema-tema yang berujung pada kesimpulan berupa sebuah pola.

Pola tersebut nantinya dapat menjadi referensi bagi organisasi, baik dalam upayanya menghindari 'kematian' organisasi ataupun mengelola proses yang terjadi manakala 'kematian' organisasi memang menjadi sebuah pilihan yang niscaya.

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Career Choice Considerations: A Study between Male and Female Psychology Students in X University Jakarta

Anggita Dian Cahyani
Department of Psychology, Bina Nusantara University

J. Seno Aditya Utama
Faculty of Psychology, Atma Jaya Catholic University

This research aims to find out career considerations differences among male and female psychology students. By using open-ended survey, participants responses (*N* = 107) collected and divided into 2 categories: internal and external consideration. Mann-Whitney test showed significant differences between male and female ($\chi 2$ (1, N = 107) = 5.74, $p < 0.05$), which male more internal considerations, otherwise female more external consideration. Male consideration higher in Job Fitness, Work Condition and Career Opportunity, while female high on Income, Location, Position, Reputation of Organization and Family. Higher education role to provide work knowledge and work experience, likewise awareness of non stereotypes-based job are discussed.

Keywords: career choice, psychology student, career developmental stage

Higher Education (HE) plays an important role in human resource development in Indonesia. Undang-Undang No. 12 Tahun 2012 Pasal 5b mention that one of the goals of higher education is to produce graduates who master branch of Science and/or Technology to meet the national interest and increase the nation's competitiveness. This objective is in line with the vision and mission of the Faculty of Psychology X (FP X) which also includes such aspects as well. Vision and mission set by FP X is an answer and at the same time is an offering for the stakeholders, in which there are a variety of efforts to make real those vision and mission. One of these objectives is increasing the quality of graduates.

In general, the number of FP graduates increased from year to year. This indicates the magnitude of workforce to FP graduates, but also shows the high level of competition among the graduates. In FP X context, further improve the quality of graduates can be interpreted as an effort to make the graduates are able to compete and have an attractiveness for job providers. Strategic effort is made, especially for advanced students, through career guidance. Efforts have been carried out and showed a result. Various activities such as career counseling, internship and job expo has become routine and formalized in the activities of the faculty. Data also showed, highly absorption of graduates in labor workforce every year.

However, situation is always in changes. Technological change, labor market conditions, competition and socio-economic conditions globally and locally will always push the changes of the situation. Knowledge and skills of a psychology graduate today can no longer be adequate in some future period. Similarly, competitions among psychology graduates are no longer among the local HE but also involve those from overseas graduates. They at least have better foreign language skills than local graduates, something that is particularly important in the current job competition.

This phenomenon attracted the attention of many career researchers. Some of them focus on the analysis of the fit between a person's personality and interests with job characteristics. Some other focuses on the analysis of the development of one's career. Related to the latter, this study discusses the development of a career in the life-span context as Super (1980) explained.

Students, especially the final year students are in the most decisive phases in the process of building a career. After graduation he will enter the world of work and their career definitively will begin at that time. He will use all the knowledge and skills as a contribution for his current workplace. He will be in the new social environment that is more formal, more hierarchical and more specialized than ever before. This environment requires adaptability and has its own tension. Therefore, in these situations it is necessary to prepared student mentally and also prepared them by adequate knowledge to deal with.

Based on these requirements the study of career options become relevant to do. On one hand this can improve understanding about career aspirations of the students. On the other hand for FP X it can be used as input for the effort to prepare the graduates. Easy absorption of psychology graduates student in the workforce could not ignore the fact that there are many complaints from job providers on the quality of the graduates work. The complaint reflects the gap between the demands of the workplace and the quality of graduates. An effort to reduce the gap, through the study of career choice, is also the reason the relevance of this study.

One way to reduce this gap is to figure out a career based on gender considerations. Studies on careers by gender showed diverse results. Bandura (in Scott & Ciani, 2008) states that despite academic equality achievement there are gender differences in perceived occupational efficacy, career choice and preparatory development. Male efficacy higher than woman in science and technology career, whereas woman in traditional career higher efficacy (Bandura, in Scott & Ciani, 2008). Morgan, Isaac, and Sansone (2001) show the same results where women are more interpersonal work-oriented than men which high income and employment status oriented. However, Harquail and Cox (1991) indicate that managerial careers woman did not differ from men of Similar education, age, experience, and career paths performance. In the context of gender identity and gender behavior, both significantly did not improve the prediction of career decision personality variables (Kim & Karan, 2004). The inconclusive results indicate the need for further investigation the role of the sex variable career; especially related with career consideration issues. To find out career choice consideration, this study used a questionnaire distributed to the students of psychology FP X. The data collected were analyzed by content analysis to get some key categories. Statistical analyses have been conducted to find out the differences among male and female consideration and result explained by Super' theory of career development.

Literature Review

Career Choice and Gender Career Orientation

Considering career is influenced by internal factors such as education background, family background, and attitude. Furthermore, external factors also affect people consideration in choosing career, such as job market and economic situation (Agarwala, 2008). In addition, context, for instance sociocultural factor (Swanson & Gore, 2000) and cultural value (Agarwala, 2008) would be another factor influencing career choice.

A number of women in labor force are increasing year by year. This growing number lead to the necessity to know what are gender differences in their career orientation. Men tend to have traditional linear pattern on their career. They have been found to be motivated by money and promotion (Mainiero & Sullivan, 2008). As support for this finding, men were found to have higher intra organizational mobility and women a higher inter organizational mobility (Valcour & Tolbert, 2003). Said differently, both men and women will attract to career's attributes with different emphasize. Men would prefer career which allows them to a great opportunity to climb a career leader. Men would give more attention to something relevant as job fitness, and possibility of their career development when make a career choice. On the other hands, women would prefer career which gives them independent because of their multiply family and career roles.

Super's Theory of Career Development

Super (1980) defining career as a series of jobs, tasks and position of a person during lifetime, including the phases of pre-vocational and post-vocational. Super introduces the concept of career development theory that describes the development of one's career throughout his life stages of development. Career development theory based on the self-concept defined as a person's understanding of himself (Super, 1980). In the context of career, self-concept is defined as a constellation of attributes of a person associated with a career (Super, in Giannantonio & Hurley-Hanson, 2006). Some aspects therein, are: ability, personality traits, values, self-esteem, self-efficacy, including the appearance of self (Giannantonio & Hurley-Hanson, 2006). These things are affect the perception of a belief in career decisions, thus self-concept implemented (Giannantonio & Hurley-Hanson, 2006). Career development stages of Super as follows:

Growth (4-13 years). At this time a child develops the capacity, interest, attitude and general understanding of the work. This phase includes the development tasks: paying attention to the future, increasing the life of self-control, self-affirming through achievement in school and work and train attitude and work habits.

Exploration (15-24 years). At this time as a teenager he began to consider his career more realistic. Career fantasies of the past slowly abandoned and he began to consider a career based on the condition of themselves and their surroundings. It is influenced by the amount of information obtained from friends and school. He began to consider a career based on skills, interests and talents. Likewise, he began to consider the condition of the family and the people around him who have hopes for his career.

Establishment (25-44 years). At this time a person occupying a position in the job. He will defend it and will look for the possibility of career advancement. The first task at this stage is to secure themselves inside organizations by adapting to works environment. This adaptation includes the fulfillment of the conditions required organization and demonstrates its performance. The next stage in this section is the one showing a positive attitude towards work and builds productive habits. These things are done in conjunction with the building positive work situation with coworkers. In the third stage, one's duty is a growing need for increased levels of responsibility.

Maintenance (45-65 years). At this stage a person maintains his achievement. Therefore, he will develop and demonstrate competence creativity to solve problems in organizations. Although the main goal at this time is the safety, power and advantages of the things that had been gained. In other words, he will start paying attention in retirement rather than an attempt to boost his career. With reduced emphasis on career advancement, then someone will slowly shift its efforts on family or leisure activities.

Disengagement (over 65 years). This stage is the last stage of career development. At this time preparing the retirement is a main objective. With the focus away from the job, he got a new challenge to prepare for the new lifestyle. Several different attitudes may appear: for some people they take this challenge eager and bravely, but for other with unsure and anxious. Above this situation, at this time a person has a lot more time for family, hobbies, travel or engages in volunteer jobs.

Methods

In this study, participants consisted of 107 psychology students in X University Jakarta. Participants were made up of 25 males and 82 females. The mean age was 20.28 years old.

Data was gathered using open-ended questionnaire consisted of one open-ended question: "What are the things you have to be considered in determining career choice?" Instruments are open-ended qualitative methods, adaptation of methods grounded. The advantage of this method is the ability of researchers to incorporate large amounts of textual data and systematically identify the underlying properties, such as frequency of keywords most often used, by analyzing the structure of the message. Categorization process should be done first in order to obtain the core message. This has the consequence that the initial data came from public members; researchers only act as a constituent and regulator so that the data can be understood (Kim, Yang, & Hwang, 2006).

Open-ended questionnaire data were analyzed using thematic analysis developed by Hayes (2000). There are several steps in conducting this analysis (Hayes, 2000): (1) prepare the data to be analyzed, (2) identify specific information as items relevant to the topic of research, (3) categorize items based on themes that emerged, (4) test the themes and formulate definitions, (5) retest theme and match it with the data category, (6) use the material available to form the construct, usually containing the name of the category in accordance with the data that supports it, (7) selecting relevant data to describe each theme. Statistical analyses have been conducted to find out the differences among male and female consideration.

Result

Participants are 23.36% Male and 76.64% Female. Data collected categorized by Income, Work Condition, Location, Fitness, Career Opportunity, Organizational Background, Position and Family. Table.1. Show Income and Fitness are the highest consideration by students (22%) followed by Work Condition and location (13%). Position, Career Opportunity and Reputation positioned below previous categories and followed by Reputation and Family.

Table 1. *Career Consideration*

Income	22%
Fitness	22%
Work Conditions	13%
Location	13%
Position	10%
Career Opportunity	8%
Reputation	7%
Family	3%

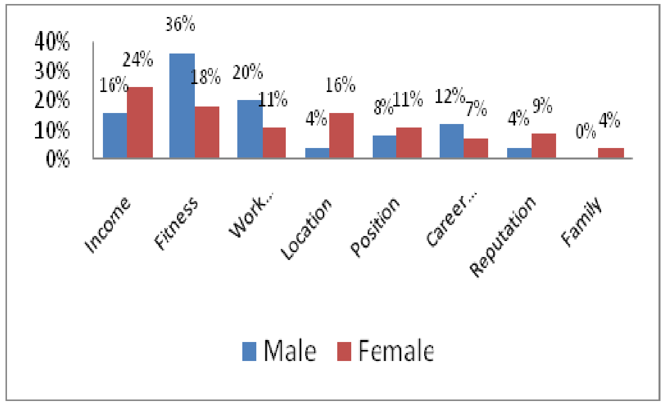

Figure 1. Male and female consideration comparison by categories

Figure.1. Indicate Male consideration higher in Fitness (36%), Work Condition (20%) and Career Opportunity (12%), while female high on Income (24%), Location (16%), Position (11%), Reputation (9%) and Family (4%). The biggest difference between Male and Female are on Fitness consideration (18%) and Work Condition (9%), while between Female and Male considerations are on Location (12%) and Income (8%).

Data obtained then regrouping to Internal consideration (Fitness, Career opportunity) and External consideration (Income, Work Condition, Location, Organizational Background, Position and Family) (see. Larkin, LaPort and Pines, 2007). Result showed participants are more External consideration (71.03%) than Internal consideration (28.97%).

Assumptions of normality for Sex (Z = 4.91 and $p' < 0.05$) and Consideration (Z = 4.63 and $p' < 0.05$) does significantly deviate from normality. To ascertain whether a relation was present in career considerations (Internal and External) between male and female, a Pearson chi-square was conducted. Chi-squares are the statistical procedure of choice when both variables are categorical and data distribution deviate from normality. Career considerations between male and female was statistically significant, $\chi 2$ (1, N = 107) = 5.74, $p < 0.05$. Female were 77% external considerations, compared to 52% of the male. Most of the male were in the internal consideration, 48%, compared to only 23% of the female (Figure.1)

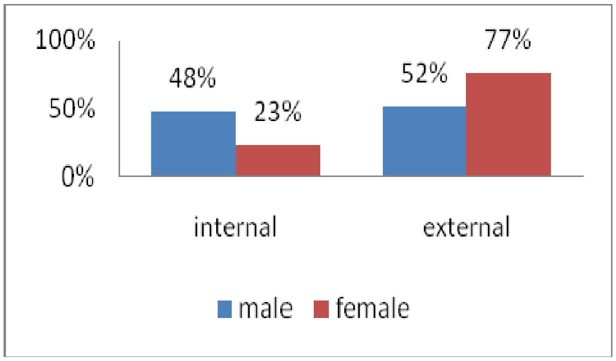

Figure 2. Male and female career consideration by internal-external categories

Aim of this study is to find Consideration differences between Male and Female Students. Mann-Whitney's U test was run to evaluate the difference in the responses of Considerations. Effect of Group was found, the mean ranks of Male and Female were 43.82 and 57.1, respectively and found significant differences between Male and Female Consideration (U = 771, Z = -2.38, $p < 0.05$).

Discussion

This study aims to determine the career choice consideration differences between male and female students. By using questionnaires, the students responded to questions about career choices. Results showed that Income is a priority in the consideration of a career. This is in line with Moore (in Weiten, Lloyd, Dunn and Hammer, 2009) which states how one views his career is highly correlated with income. Income in this study perceived as the most important consideration in making career decisions, although in other studies have shown different result (see Heslin, 2003). Income factor due to pragmatic considerations related to the necessities of life and also represents the degree of a career success. By Super's perspectives, self-concept of students is determined by how much and how fit Income is acquired, although Income is related with many factors that are beyond students control (*see* Heslin, 2003). Fitness also main consideration for students, it could be argued that academic background is the major considerations in choosing a career. This result shows that career considerations could not be separated from their consideration when choosing education in college. Though this situation, their self-concept as a psychology student need to be realized through the work, although the specific type of work is not clear yet.

Work Condition, Location and Position are factors to be considered following Income and Fitness. In this section the state of the workplace condition as a friendly co-workers and supportive superiors are affect career choice. Workplace factors distance from the residence of the student is also a consideration. This is related to practical reasons such as the amount of money spent to reach the location every day and a sense of security and familiarity on the location of the workplace. This is consistent with Firkola and Tiessen (1998) which shows collectivist is more rootedness than individualists. Income, Work Condition and Location demonstrate that student Exploration phase is more external and focus on the present (Larkin et al., 2007). Position related to the fit between educational background and type of work, but here emphasizes the employment status they deserve. Work position feasibility can be interpreted as a role that can protect self-concept so as to encourage self-esteem as a worker.

Students who are entering the Exploration stage have not considered the Career opportunity and Reputation of organization as the primary consideration. Getting a job is a priority, thus career planning has not been established. They have limited picture of career goals and the steps should take to achieve it. They have near focused and external considerations for career planning (Larkin, et.al, 2007). Together with Career opportunity, Reputation also not placed as a primary consideration. It is related to the student lack of information about the various companies. In addition, awareness of competitive situation in the labor market makes them think primarily the opportunity to enter the world of work than selecting organization reputation. Family involvement as part of the least consideration shows that they have many opportunities to choose his career. However, it is well demonstrated that career option is not just about them, but also related to the other people who also have a significant influence.

Differences in career considerations indicate that career identity cannot be separated from gender issues. Research shows that gender has an impact on several variables, such as: career efficacy (Bandura, in Scott & Ciani, 2008) and the orientation of the work (Sansone & Berg, in Morgan et al., 2001). This is motivated by gender role stereotype and socialization factors (Kim & Karan, 2004). The high external considerations of women shows that women tend to put a job as a career that accompany a career as a housewife. As is known for career women at home and at work is not a separate dimension, while for men the two careers separate dimension. The stereotype of men as breadwinners would put his job as a form of identity, therefore internal considerations be the main issues for his career. While for women the stereotype of a mother will be combined between at the home and office career, to cope with demands of the environment.

The environmental demands can emerge from socialization process through friend, parent or the mass media which give certain stereotypes about female's roles. At the exploration stage, career consideration then combined with the self-concept as results from socialization process. High consideration on Locations for example shows that affordability distance between home and work area will allows them to remain at home function. The female greater Income consideration related with career in Psychology which is mostly dominated by female. Career in psychology area for participants identified as female career identity therefore they have high career expectation and career efficacy, including for Income issue.

Conclusion

There is a difference between Male and Female career consideration. Male consideration higher in Fitness, Work Condition and Career Opportunity, while female high on Income, Location, Position, Reputation and Family. The biggest difference consideration between Male and Female are on Fitness and Work Condition, while between Female and Male considerations are on Location and Income. Male are more external factors career considerations, while women are more internal consideration factors. It could be argued difference in career consideration is related by differences in career self-concept as results from socialization.

It is a challenge for universities to provide more information about work landscape and provide more internship opportunities for students. In other words, although the university focuses on aspects of the development of academic knowledge and skills, but universities also have to prepare the students to compete in the labor market. Therefore at this exploration stage students can pass optimally. On the other side, universities should be able to provide an awareness of careers that are not based on stereotypes, thus opening up opportunities for men and women to work in accordance with their interests and competencies.

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Improving Employee Financial Management Behavior in Manufacturing Company

Dyah Z. Wyandini & Medianta Tarigan
Department of Psychology, Indonesia University of Education

Fadillah
Bandung Institute of Technology

Workers at the operator level are the spearhead in production process of manufacturing company. In reality, the operator is the lowest class, both in terms of position and salary or income. Lack of ability in managing low income is often causing financial problems and debt. This problem can decline motivation and concentration at work, which in turn, lowers worker productivity and impact on safety. Therefore, it is important to enhance the operator's ability to manage their own family finances and reduce debt. Subjects in this study were 221 operators from manufacturing company that engaged in the production of ceramics. Experimental method of One-Group Pretest-Posttest Design was used, where the participants were given an intervention to improve the ability to manage family finances and reduce debt. The intervention consisted of treatments such as one-day training, weekly financial talk (integrated with production and safety talk program) and financial campaign. The method of measurement used is the scale of Financial Management Behavior Scale, FGD and observation. The result of *T-Test* between pre and post-test showed a significant difference between pre and post-test score ($p < 0.05$). The preliminary results indicate that a change in the perception of debt, increasing the ability to manage family finances, rising saving behavior, and other results will still be equipped.

Keywords: financial management, debt, operator of manufacturing company

In the era of information technology and globalization, the temptation of the product and service offering is at a high level. Not to mention the role of the various media that give contribution to advertise items, which most of it are secondary or tertiary consumer goods. The temptation infected the entire levels of society, ranging from children to adults. It is ranging from working class laborers to executives. For instance, mobile phones. The manufacturer markets a wide range of product variants ranging from two hundred thousand rupiahs to tens of millions rupiahs. Each price has its own market share. No wonder, that anyone, working class laborers or executives, remains trapped by the persuasion. The problem arises when these temptations alluring consumers so that consumers spend more money than that they can afford. This is facilitated by the existence of the debt facility, provided by formal financial institutions such as banks and pawnshops (pegadaian), or unofficial institutions that provide loans. Situation where the expenditure is greater than revenue is very easy occurred. Problem such as the inability to pay the debt is then resulting lower concentration, emotions and other psychological disturbances. If related to the factory workers, this will leads to degraded work performance. Based on interviews with the superintendent and manager, the performance degradation usually occurs due to: no concentration at the thought of debt, make mistakes because psychologically distressed condition and negative emotions, to issue debt collectors coming into the company.

Manufacturing means the work by hand or process that is done by hand. Groover (2010) describes the process of manufacturing a product as the process with the help of machines, controlled fully automatic, but still through manual control. Manufacturing terms often used interchangeably with the production, but actually, the production has a broader meaning. Manufacturing is the processing of raw materials into solid products while production can only produce solid, liquid or gas. Manufacturing industries at least do three activities: obtain and save the raw materials, process raw materials into finished goods and the last are stores and markets. In production activities, the factory producing ceramic products such as floor tiles and wall tiles. The purpose of ceramic manufacturing industry are meet the demand of ceramic tiles in the market, maintain the viability of the company through the process of obtain raw materials, production to sales, play an active role in promoting domestic ceramics industry, improve the welfare of workers, maintain good relationship with other ceramic companies.

As in other company, manufacturing industries involve a lot of human resources, particularly at the level of the operator. These operators move and control machines. It could be argued that human resource is a very important element for company. Employee productivity will determine the success of the company. Many companies have understood the importance of improving the performance of employees in the continuity of the company. During these past few years, corporations have begun to embrace a “human capital approach,” one approach where companies are willing to spend money to encourage worker’s innovation and productivity, and it is considered as a part of the investment. As with any asset, by nurturing, protecting, and growing this investment, organizations that align workforce strategies with business goals and objectives will get benefit from it (Fletcher, 2005). However, unlike other assets, workers require more specialized treatment. The company has responsible to create the comfort and job security for workers. With the fulfillment of these requirements, worker’s productivity can be increased and at the end, the company can achieved its targets.

Each employee received a salary from the company regularly every month. Typically, the salaries are given at the beginning of every month or in the last week of each month. Once the income is received, a variety of processes spending and usage can occur dynamically. Unlike non-employee, employee income usually comes from one source only. Thus, this source supports spending needs for a full month. According to Attridge (2009), financial problems arise due to at least three things: life event, financial literacy, psychological factors, income stagnation.

Life events are the most common causes that occurred, where there are a series of major life events, emergency and drain all the available funds. The income is usually smaller than costs that must be addressed. Examples of this life event are an accident, illness, divorce, litigation or natural disaster. Health problem is an example of the biggest contribution that caused deterioration of the financial condition of an employee. Lack of knowledge and skills on how to manage, save and invest money is the second cause of financial problems. Many studies describe the relationship between the lacks of knowledge of financial management with a high level of misuse of loan or credit card. This causes the emergence improper behavior in the use of existing funds, lack of discipline and impropriate mindset that never think about long-term situation. The third is Psychological factors. People become impulsive to meet unlimited desires and became very weak with advertising tricks to consume something. Moreover, when under stress, their impulsive behavior become more uncontrollable, the root of problem is not resolved and compounded by the emergence of financial problems. This problem can also be related to the emergence addiction that leads to gambling behavior. The last is income stagnation. The last reason for employees with financial problems comes from larger general economic trends in the social environment. Jumped inflation and the amount of tax to be paid caused the less salary taken home by employees. Rising prices of goods and the amount of the tax is not in line with the increase in income received each year. This decline in actual income increases the financial strains on personal and family budgets and increases the chances of taking on additional personal debt, home equity loans, and other credit obligations.

Some of the causes outlined above caused the increasing number of workers with financial problems each year. This raises a number of psychological complaints such as anxiety, depression and even increasing the amount of aggression. Also result in decreased levels of productivity and employee performance. It can be concluded that the need for knowledge and personal financial management skills are important enough to address the negative impacts that arise because of financial problems.

Basically there are three major topics in financial management program for employees. The first program deals with knowledge about the prevention of financial problems. The program emphasizes knowledge of money management for employees, knowledge of the expenses, allocating funds and increase revenue sources. The second program deals with the handling of the financial problems that already occurred. This program talks about credit counseling and debt management. The last program related to the development of psychology that deals with the financial context. These programs include managing stress caused by financial problems, how to resist the impulse to spend money, decision-making related to the long-term risks.

Method

Participants and Procedures

A total of 221 participants joined the training program. Participants are employees of ceramics manufacturing company, with positions as Operator. The process of sampling was started by publishing the financial management for employee programs within factory area. HR Division determined which employee that can follow the program. HR Division then sent letter of invitation to each work unit an. During the program, participants are also accompanied by several managerial teams. They observed the course of events and participants' activities. The large number of participants requires program executed 6 different shifts. The one day training session was opened by the management of company. Then participants were asked to fill in a pre-test. A week after training program, reminding program was held: weekly financial talks and poster campaign. Two weeks after training program, participant was given post test. Focus Group Discussion was held three months after training program.

Measures

Measure Financial Management Behavior Scale. This scale consists of 22 items that measure financial management behavior. This scale consists of 6 continuums of answers, from very Agree to very disagree. The reliability of the financial behavior scale is tested using Cronbach's Alpha technique formula with 221 participants. The result shows that the alpha reliability of the scale is 0.711. The scale which is used before and after the test has different formats, either its display or item sequences. It is done to prevent a carry over effect that can threat the internal validity.

Focus Group Discussion. Focus Group Discussion is used as a tool to support the quantitative findings of the research. Focus Group Discussion is also used to understand participant's personal perception and experience throughout Financial Management for Employee Program. The open-coding technique was used to analyze the data.

Experimental Design

Experimental method used in this activity is one group pretest-posttest design. The one-group pretest-posttest design is a research design where one group of participants is pretested on the dependent variable and then post tested after the treatment condition has been administered. In this design, the effect is taken to be the difference between the pretest and posttest scores (Cook & Campbell, 1979). This design is diagrammed below (Figure 1).

$$O_1 \quad x \quad O_2$$

Note: (O1): pretest score; (O2): posttest score; (x): Financial Management for Employee Program

Figure 1. One group pretest-posttest

Experimental Design of Financial Management for Employee Program.

Intervention

One Day Training Program. The program was conducted by a trainer with ten years experience in Financial Management Training. Based on three major topics in financial management program for employees: knowledge about the prevention of financial problems, handling of the financial problems that already occurred, the development of psychology that deals with the financial context, here are the seven topics that coverage in this Financial Management for Employee Program: Vision, mission and strategy (short, medium, long) for family financial planning, The differences of needs and wants in family life, The types of family's needs and expenses, The ideal proportion of family expenses and financial management steps, Reducing the reliance on loans, Investment and entrepreneurship and How to be grateful with the income. The method used in this program is a method of lecture, class discussion and simulation methods. Following are the content of the training in the order they were carried out (Table 1).

Consultation After Training Session. After training, trainer also provides opportunities for participants to consult about their problems that they might be ashamed if they express in front of the class. These are some examples of consultation via blackberry messenger, email and text that participants sent right after training session finished. It has wide range topic problems, from communication problem with wife to topic about how to build business sense.

Reminding Process. Reminding process is continually given for this program a week after one day training program was held. This intervention related to the content of the training material that has been submitted, so it can be applied and become part of employee's way of life. Program of this reminding process are:

Weekly financial talk. Briefings should not only happen when there is something to say, do not communicate only when there is a problem, otherwise people anticipate problems and feel overly concerned or even suspicious. This activity is given after one day of training and performed by each unit of work per shift, comprising approximately 7-10 people. The implementation was done in conjunction with a

Table 1. *One Day Training of Financial Management for Employee Program*

Session	Activities
I	1. Opening
	2. Pre-test
II	Family and Family Management
	- The differences of needs and wants in family life
	- The types of family's needs and expenses
III	Family Cost Management
	- Reducing the reliance on loans
IV	Family Revenue Management
	- Investment and entrepreneurship
V	Family Financial Planning
	- Vision, mission and strategy
	- The ideal proportion of family expenses and financial management steps
VI	7 Keys for success
	- How to be grateful with the income

team briefing is usually done before the work begins. Briefing is given face-to-face, small team, given by team leader regularly (once a week) and relevant with financial topics. There are also two-way communication that allows each member to share financial problems and also work together to find solutions. The material of weekly financial talk provided by HR Division to each working group and presented by Foreman / Supervisor / Superintendent each shift. There are some forms that they should completed and that form is then given back to the HR Division as a control that the material has been given.

Financial Campaign. Campaigns are a very important part of this program. Campaigns are often the main way to get organization's message out to their employee. Campaign is used to mobilize and involve employees in this program, and also to educate the employee and to change behavior. This program used campaign poster related to saving and debt control in factory area.

Results and Discussion

Descriptive Statistics

Table 2. *Minimum, Maximum, Mean and Standard Deviation of Financial Management Scale Score*

CSSE Scale	*N*	Minimum	Maximum	*Mean*	*Std. Deviation*
Pre Test	221	65.00	122.00	101.82	9.33779
Post Test	221	68.00	124.00	106.74	8.48857

Table 2 shows that the average pre test is 101.82 and the average on the post test is 106.74. It can be concluded that there is 4.92 points increase on the average of financial management behavior.

Hypothesis Testing

The normality test shows pre-test's *p value* = 0.66 and post test's *p value* = 0.50. Both of these values are bigger than the 0.05 level of significance. Therefore it can be concluded that the data is normally distributed. Homogeneity test was done by using Levene's test with testing conduct value of $p > 0.05$. The result shows that the distribution of data's were homogeneous with pretest's *p value* = 0.00 and pretest's *p value* = 0.00. Normal distribution and homogeneity test shows that the sample complies with parametric statistic requirements. Therefore, T-Test was used to test hypothesis.

Table 3 provides the result of T-Test between pre and post-test (*p value* = 0.00, $p < 0.05$). There's a significant difference between pre and post-test score ($p < 0.05$). These test show that there is enough evidence to support the hypothesis that there is a significant difference between means of pre and post-test scores. Therefore, it is evidently appropriate to conclude that the financial management program increase employee personal financial management behavior.

Table 3. *Summary of t-test*

		Paired Differences							
		Mean	*Std. Deviation*	*Std. Error* Mean	95% Confidence Interval of the Difference		*t*	*df*	*Sig*. (2-tailed)
					Lower	Upper			
Pair 1	Pre Test – Post Test	-4.92308	6.69793	.45055	-5.81103	-4.03513	-10.927	220	.000

Being a prosperous family and being able to meet all the needs of the family are everyone's dream. However, many families find it difficult to manage and create a financial plan to achieve their goals or dream. Although the company has raised salaries and benefits, the employees still feel short of money and they end up trapped in debt (bank, Company's Koperasi, etc.). So, there's something wrong in this situation. Managing the family finances is a challenge for the head of the family. Not only required knowledge of planning and management, it also needs particular skill, attitudes and perspectives in assessing financial problems. This program is given to provide the knowledge, skills and attitudes change in the participants about planning and managing their family's finances. There are so many programs that have been done to improve financial management. In this research, the program was formulated not only to increase in knowledge level but also to strengthen skills and make it a part of everyday behavior. This formula causes the improvement to be last longer than other programs. Based on statistical result, it can be concluded that the financial management program increase employee financial management behavior significantly. To gain more than just statistically significance, the next step in this research is to explore and get depth data qualitatively through a focus group discussion after 3 months of training program. The most obvious result can be gathered from observation of employee's debt record from internal company's data six months after training program.

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The Effect of Discount Commercials Attach to Credit Cards on Female Adolescents Impulsive Buying

Maria Febriana Nurselly Hutapea & P. Henrietta P. D. A. D. S.
Department of Psychology, Sanata Dharma University

This study aimed to determine whether the discount commercials attach to credit card affects female adolescents impulsive buying. The hypothesis was the discount commercials attach to credit card had a significant high influence on impulsive buying of female adolescents card holders. The subject of this research was first year female student of Psychology Department in Sanata Dharma University, that role as card holder. The amount of subject was 38 students. This experiment was using within-subject and counterbalancing design. Data analysis in this study was using paired sample t-test. The result was t = 5,189 with *sig*. 2-tailed = 0,000 ($p/2$ < 0.025). These result showed that Ho was rejected, discount commercials attach to credit card had a significant influence on impulsive buying of female adolescents card holders.

Keywords: discount commercials, credit cards, impulsive buying, female adolescemts

Human need is unlimited, but the resources to fulfill it are limited. This condition forces people to act rationally in their consumption and shopping behavior. Bayley and Nancarrow (in Herabadi, Verplanken, & Knippenberg, 2009) stated that nowadays, shopping is not just activity to fulfill someone needs, shopping becomes important and part of people life styles. Herabadi, Verplanken, and Knippenberg (2009) added that many consumer buy things without planning or considering the effect carefully. This behavior is known as impulsive buying.

Impulsive buying is described as buying activity that are happen suddenly, strong, often stone heart, spontaneously driven activity, and accompanied by happiness (Rook, 1987). Impulsive buying is based on consumerism culture. Tinarbuko (2006) explained that people live in consumerism culture will satisfy when they can buy the product they desire to have. People buy the product based on felt need instead of real need.

Samhadi (2006) stated that consumerism has become middle class life styles in Indonesia which half of the nation is still poor (based on International Poverty Standard – 2 US $/day). AC Nielsen (Samhadi, 2006) noted that 93% Indonesian customers shop for fun and not because they need the product.

Rook and Gardner (in Vohs & Faber, 2007) explained that the feeling emerges before impulsive buying behavior is the feeling of fun and excitement. Fun, Excitement, and good mood determine impulsive buying. Rook (1987) stated that consumer feeling out of control when they impulsively buy something. This happens because of the emotional factor that affect consumer, make them buy without think. Bakewell and Mitchell (Gasiorowska, 2011) added that woman has more emotionally buying tendency than man. Dittmar (in Lin & Lin, 2005) nearly stated the same that woman do impulsive buying because of emotional reason.

Some research showed that woman has impulsive buying tendency higher and more often than man (Verplanken & Herabadi, 2001; Lin & Lin, 2005; Gasiorowska, 2011). Woman has higher tendency to buy emotionally than man, whereas compared to woman, man has lack of involvement in shopping and sometimes being confuse with many options (Bakewell & Mitchell, 2004 in Gasiorowska 2011).

Parboteeah (Virvilaite, Saladiene, & Bagdonaite, 2009) stated that consumer's age affect impulsive buying. Bellenger et al. (in Lin & Lin, 2005) noted that consumer under 35th years old is easier to do impulsive buying than consumer older than 35th years old. Specially, Kahn et al. (in Lin & Chuang, 2005) explained that teenager tend to be impulsive by doing something at the moment without considering the risk. Reyna and Farley (in Latif, Saleem, & Abideen, 2011) stated that the brain development in teenager hasn't complete yet. The last part of the brain, which has function in decision-making and impulse control, is still growing. This condition caused teenager quickly decide, and impulsively buy without thinking.

The other factors that could influence female teenager to do impulsive buying is the stimulation from the environment. One of them is marketing innovation. Rook (1987) stated that marketing innovation, such as 24 hours store, retail network, telemarketing, ATM, and credit card, makes consumer easier to do impulsive buying than before.

Siamat (2005) explained that credit card is one of plastic card that people can use as payment tool in buying transaction. The payment could done in once or periodically with minimum payment. Risma (2011) added that credit card is quick and easy to use, so that it makes the card holder feel comfortable.

National banking noted that during the first semester in 2006, consumption credit rose, and was accompanied by 20% rise of credit card used (Samhadi, 2006). Based on the data from Indonesian Credit Card Association (in detik.com, 25 January 2012), it was stated that the amount of credit card in Indonesia gradually increases every year.

Rook (1987) stated that credit card has affect the growth of impulsive buying in society. Nearly the same, Koski (in Virvilaite, Saladiene, & Bagdonaite, 2009) stated that the used of credit card have been one of the factors that drive impulsive buying behavior.

Virvilaite, Saladiene, and Bagdonaite (2009) also explained that besides credit card, discount make consumer tend to do impulsive buying. Discount is decrease from the price list (Heidingsfield & Blankenship, 1873). Ishlahuddin (2010) stated that discount was made so that the consumer will buy the product being offered.

Commercial as a communication process, has important power in selling or retailing product through persuasive way (Liliweri in Widyatama, 2005). Stren (1962) stated that commercial also affect impulsive buying. Commercial as information aspect in business, is closely related to the growth of consumerism in society. Effective commercial can affect impulsive buying tendency in society (Bram, 2005).

Widyatama (2005) stated that commercial drives the passion inside the consumer and offers the product as the answer. Kasali (1992) explained that the purpose of commercial is changing consumer mind, in this case, commercial has tendency to persuade people to buy.

Fitriana and Koentjoro (2009) stated that discount commercial has it own attractiveness for the consumer. Therefore, discount commercial that attach to credit card can be the media to attract consumer attention. This kind of Commercial was offered by the merchant and the credit card issuer as partner. The collaboration shows up in discount that is offered by the merchant to the card holder, who pay using the credit card.

Gasiorowska (2011) stated that woman sees the hedonic and economic value as the reason that determines the buying process. Woman tend to buy based on excitement principle and economic expense. Both value closely related to the discount that enable consumer to buy many things with low price. The hypothesis in this research is the discount commercials attach to credit card has a significant high influence on impulsive buying of female adolescents card holders.

Methods

Participants

Subject in this research are 38 students. 19 students are for the A-B treatment group, and 19 students are for B-A treatment group. Subjects are selected by using cluster random sampling and simple random sampling. The Subjects in this research are female students from Psychology Department. The researcher randomly chooses 2 classes among several classes. Then, from the total students from the 2 classes, researcher randomly chooses 38 female students as the experiment subject. Subjects were asked to act as a cardholder. Luo (2005) stated that in impulsive buying research, the subject doesn’t have to be the real subject, but the subject can act or pretend to be the real subject.

Procedures

The experiment design in this research was used within-subject design. In this design, subjects were given several different treatments and each subject has the same treatment with different order. Besides, in this experiment was also used counterbalancing to control the sequencing effect. If there are two treatment A and B, then the first group will receives treatment A-B, and the other group will receives treatment B-A (Myers, 2002).

Treatment A: discount commercials attach to credit card

Treatment B: regular commercials attach to credit card

During the experiment, the researcher give rapport, cover story, explanation about subject’s role in this research, general explanation about credit card, and the scale instruction. Then the researcher give the scale for each treatment (A/B) and show the commercial (A/B). The time that was given to the subject to watch the commercial and fill in the scale is about 5 minutes for each commercial.

Instrument

The instrument were used in this research are Buying Questionnaire, Impulsive Buying

Scale, Impulsive Buying Tendency Scale. Buying Questionnaire was used to determine or to choose whether the consumer going to buy the product. Subjects have to fill in the questionnaire before the impulsive buying scale. Impulsive buying scale was used to measure the impulsive buying behavior that show up in this research. Impulsive buying tendency scale was used to know the impulsive buying tendency in general. The result score from impulsive buying tendency scale will be correlated with the result score from impulsive buying scale. This was done to avoid the situational factor that affect the impulsive buying. The correlation coefficient between two scale is r = 0,498, p < 0,01. Reliability coefficient for impulsive buying scale is α = 0,960 and reliability coefficient for impulsive buying tendency scale is α = 0,914.

Discount commercials attach to credit card were made for several products. The product are cloth, footwear, collection or related to hobbies, accessories, and body care (Herabadi, Verplanken, & Knippenberg, 2009). Discount commercials attach to credit card were made in poster, and viewed through LCD Viewer. Commercials that were made in this research are adapted from other commercials attach to credit card that already exist.

Results and Discussion

T-test result for each group showed that there is impulsive buying different between female students based on the commercial they were watched. Mean for the discount commercial group is 64.3947 whereas mean for the regular commercial is 47.3947 with p = 0.000 ($p/2$ < 0,025). In other word, there is influence from discount commercials attach to credit card on female student's impulsive buying. Impulsive buying in female student who see the discount commercial is higher than in female student who see the regular commercial. The hypothesis in this research is accepted.

This result strengthen the research that have been done by Parboteeah (in Virvilaite et al., 2009), the research stated that consumer is more impulsive when there is a discount. The price is the important factor in buying process. Virvilaite et al. (2009) stated that the main stimulus determine consumer behavior in impulsive buying are good product, discount, and attractive commercial.

The result also match with Fitria, Nina, and Koentjoro (2009) opinion, they stated that discount commercial do attract the consumer. Consumers are persuaded by the low price and buy the product that they haven't planned before. Consumers mainly see the low price and the satisfaction they will have after buy the product, without thinking the effect or the benefit.

Conclusion

The result indicate that the discount commercials attach to credit card statistically significant affect the impulsive buying of female adolescents who are using credit card. The discount that attach to the product and commercials as media that give information about the product and the discount could affect someone's impulsive buying behavior.

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Perbedaan Kualitas Hidup Tenaga Kerja Indonesia di Malaysia Berdasarkan Faktor Demografi

Muhammad Iqbal
Fakultas Psikologi, Universitas Mercu Buana Jakarta

Migrant Workers (TKI) that working abroad is a phenomenon of social change in the era of globalization. One interesting phenomenon to be investigated is the quality of life of Migrant Workers (TKI) in Malaysia which is often a concern of various parties, ranging from health, environment, housing, security and so on. World Health Organization (WHO) uses indicators of physical health, psychological, social relationships and environment. This study uses a quantitative approach to map the quality of life of migrant workers (TKI) abroad by using a measuring instrument made by WHOQOL-BREF (1996). Respondents of this study were 425 migrant workers which work abroad which composed of men and women with work derived from the three sectors, namely building, manufacturing and services. The results showed that the majority of respondents have a level of quality of life medium, which is 369 people (86.8%), high 48 people (11.3%) and a low 8 people (1.9%). Out of all demographic factors tested (sector, occupation, age, sex, duration of work, the amount of salary and ethnicity) only job sectors that have differences among the others.

Keywords: Quality of Life, Demography Factors, Migrant Workers (TKI), Malaysia

Kualitas hidup saat ini menjadi isu yang sering dibahas oleh berbagai kalangan termasuk akademisi. Penelitian tentang kualitas hidup merupakan penelitian lintas bidang ilmu seperti ekonomi, psikologi, kesehatan dan lain-lain. Kualitas hidup yang baik merupakan sebuah indikator kesejahteraan manusia. .

Menurut *World Health Organization* (WHO) (dalam Rapley, 2002), Kualitas Hidup adalah Suatu persepsi Individu tentang harkat dan martabatnya di dalam konteks budaya dan sistem nilai, dimana individu tersebut berada, serta berhubungan dengan tujuan hidup dan target individu tersebut. (WHO) meletakkan ukuran Kualitas Hidup pada 4 hal yaitu kesehatan fisik, psikologi, hubungan sosial, dan lingkungan.

Salah satu fenomena yang menarik untuk diteliti adalah kualitas hidup pada Tenaga Kerja Indonesia (TKI). Pengiriman TKI keluar negeri merupakan kebijakan nasional pemerintah dalam mengurangi pengangguran dan kemiskinan secara instant.

Bank Dunia dalam data yang dikeluarkannya pada bulan Oktober 2010 mengungkapkan bahwa *remittance* yang di hasilkan oleh TKI di luar negeri mencapai US$ 7, 1 miliar, angka ini merupakan angka yang sangat signifikan dan merupakan pendapatan kedua terbesar negara setelah Minyak dan Gas (Migas).

Pada tahun 2009 pemerintah Indonesia melalui Badan Nasional Penempatan dan Perlindungan TKI (BNP2TKI) mengeluarkan data bahwa terdapat sekitar 3 juta TKI bekerja di luar negeri. Mereka tersebar di 41 negara. Para TKI itu berasal dari 33 provinsi dan yang tersebar di 361 Kabupaten dan Kota di Indonesia. Pada tahun 2008 terdapat 45.626 kasus TKI yang bekerja di luar negara, peringkat pertama negara yang paling banyak kasus ialah Arab Saudi 22.035 kasus, Taiwan 4.497 kasus, Uni Emirat Arab (UEA) 3.866 kasus, Singapura 2.937 kasus dan Malaysia 2.476 kasus. Kasus yang paling banyak adalah adanya pemberhentian pekerja secara sepihak, yang jumlahnya mencapai 19.429 kasus, sakit bawaan sebanyak 9.378 kasus sakit akibat bekerja 5.510 kasus, Sedangkan kasus gaji tidak dibayar mencapai 3.550 kasus, dan kekerasan mencapai 2.952 kasus.

Angka kematian yang menimpa TKI diluar negeri juga cukup tinggi, di Malaysia misalnya, pada tahun 2008, terdapat 652 kasus kematian yang menimpa TKI selama bekerja di Malaysia, bahkan 430 diantaranya meninggal akibat sakit, yang sudah tentu angka ini menunjukkan mereka berada dalam kondisi hidup yang memprihatinkan, bahkan banyak pula diantara mereka memilih jalan pintas membunuh diri akibat tekanan hidup yang mereka alami.

Dengan data dan paparan diatas maka diperlukan sebuah penelitian yang mendalam tentang kualitas hidup TKI di Malaysia, karena selama ini jarang sekali dilakukan penelitian yang ilmiah tentang tingkat kualitas hidup TKI diluar negeri khususnya di Malaysia. Disamping itu perlu dianalisis tingkat kualitas hidup berdasarkan perbedaan faktor demografi responden. Sehingga penelitian lebih komprehensif dan dapat dipetakan berdasarkan faktor demografi. Penelitian ini bertujuan untuk mengetahui tingkat kualitas hidup TKI di Malaysia, mengetahui perbedaan dimensi kualitas hidup TKI di Malaysia dan untuk mengetahui tingkat kualitas hidup berdasarkan faktor demografi.

Kualitas Hidup

Berdasarkan kamus Oxford Kanada (1998) definisi hidup (*life*) ialah satu kemampuan untuk tumbuh dan berkembang, aktivitas fungsional, terus menerus berubah, keadaan manusia dan bentuknya. Kualitas didefinisikan sebagai ukuran kelayakan sesuatu, yang jika dibandingkan dengan yang lain akan menjadi berbeda (Canadian Oxford Dictionary, 1998 dalam Mandzuk et al., 2005).

Definisi kualitas hidup juga diperkenalkan oleh *World Health Organization* (WHO) yang mendefinisikan bahwa kualitas hidup adalah kesehatan sebagai keadaan fisik, mental dan kesejahteraan sosial yang sempurna dan bukan berarti terhindar dari penyakit atau gangguan kesehatan tertentu. Menurut WHO lagi, kualitas hidup adalah persepsi individu mengenai diri dalam hidup, dalam konteks kebudayaan dan sistem nilai, dimana mereka hidup dan dalam hubungannya dengan tujuan mereka, harapan-harapan mereka, kewajaran dan kebutuhan mereka (Rapley, 2003).

Kualitas hidup adalah seberapa besar kebutuhan manusia yang objektif terpenuhi dalam hubungannya dengan individu atau kelompok. Kebutuhan manusia adalah kebutuhan dasar (seperti makanan, tempat tinggal, kesehatan dan lain-lain), reproduksi, keamanan, perasaan dan lain. Dalam penelitian ini definisi kualitas hidup menggunakan definisi yang dibuat oleh grup peneliti WHO tahun 1996 yang mendefinisikan kualitas hidup sebagai yaitu suatu persepsi individu tentang harkat dan martabatnya di dalam konteks budaya dan sistem nilai di mana individu tersebut berada serta berhubungan dengan tujuan hidup dan target individu tersebut. WHO meletakkan ukuran kualitas hidup pada empat hal, yaitu: kesehatan fisik, psikologi, hubungan sosial, dan lingkungan (Rapley, 2003).

Tabel 1. *Dimensi Utama Kualitas Hidup WHO*

Domain	Bagian-Bagian Domain
1. Kesehatan Fisik	Rasa sakit dan ketidaknyamanan Tidur dan istirahat Energi dan Kelelahan Keaktifan Aktivitas Kehidupan Sehari-hari Ketergantungan Obat Kapasitas Kerja
2. Psikologi	Perasaan positif Berfikir, belajar, daya ingat dan tumpuan Keyakinan diri Citra tubuh dan penampilan fisik Perasaan negatif Spiritual / agama / keyakinan pribadi
3. Hubungan Sosial	Hubungan pribadi Dukungan sosial Aktivitas seksual
4. Lingkungan	Kebebasan, keamanan fisik, and keamanan Lingkungan tempat tinggal Sumber keuangan Kesehatan dan sosial; kemampuan akses Kesempatan untuk memperoleh informasi baru dan keterampilan baru Penyertaan dalam kasusempatan untuk berlibur atau kegiatan santai

Teori kualitas hidup yang dibuat oleh WHOQOL-BREF merupakan konsep kualitas hidup yang dikembangkan dari WHOQOL-100, 1993. Model kualitas hidup tersebut kemudian disempurnakan dan diringkaskan menjadi WHOQOL-BREF, 1996. Alat ukur ini telah diuji di 15 buah negara secara terus menerus untuk mengembangkan pengukuran kualitas hidup yang bisa diterapkan secara lintas budaya. Menurut teori ini terdapat 4 dimensi utama kualitas hidup yaitu kesehatan fisik, psikologi, hubungan sosial dan lingkungan. Data lengkap dapat dilihat pada Tabel 1.

Tenaga Kerja Indonesia (TKI) di Malaysia

Malaysia merupakan salah satu negara tujuan utama TKI, selain faktor kedekatan geografis, persamaan bahasa (serumpun) juga menjadi faktor pendorong terjadinya migrasi lintas Negara. Menurut Jones (2000) mayoritas TKI melakukan pekerjaan yang dikenal dengan istilah 3 D (Dirty, Dangerous and Difficult). Demikian juga laporan yang organisasi International Labour Organization (ILO) tahun 2002 (dalam CARAM ASIA ANNUAL Report 2010), yang mengatakan bahwa Kualitas hidup TKI di Malaysia secara umum memprihatinkan, ini karena banyak kasus-kasus yang menimpa TKI seperti kekerasan, penipuan dan tidak dibayar gaji.

Data Statistik Departemen Imigrasi Malaysia tahun 2009 yang diperoleh oleh Kedutaan Besar Republik Indonesia (KBRI) Kuala Lumpur menunjukkan bahwa semakin hari pekerja asing khususnya TKI yang berasal dari Indonesia bertambah banyak. TKI di Malaysia bekerja di berbagai sektor pekerjaan baik formal (Pekerja Pabrik, jasa, bangunan dan Perkebunan) maupun informal (Pekerja rumah tangga). Menurut data pemerintah Malaysia, pada tahun 2009 jumlah TKI mencapai 1.085.658 orang. Data lengkap pada Tabel 2

Tabel 2. *Jumlah TKI di Malaysia Tahun 2009*

Jenis	Sektor Pekerjaan	31/12/2009	%
Formal	Bangunan	203.337	18.72
	Perkebunan	274.978	25.32
	Pabrik	192.814	17.76
	Jasa	40.467	3.72
	Pertanian	104.460	9.62
Informal	PRT	269.602	24.83
Jumlah		1.085.658	100

Sumber: Bidang Ketenagakerjaan KBRI Kuala Lumpur 2009

Jenis kasus yang dialami oleh para TKI tersebut pada umumnya adalah sebagai berikut: Kasus TKI sektor formal: Gaji tidak dibayar, fasilitas atau prasarana yang tidak memadai, penghasilan yang tidak sama dengan gaji yang dijanjikan sewaktu di Indonesia, permasalahan imigrasi, pekerjaan tidak sama dengan perjanjian penempatan kerja, kecelakaan kerja, suasana kerja yang tidak kondusif serta konflik antara pekerja dengan majikan berhubungan dengan hak-hak pekerja.

Metode Penelitian

Penelitian ini merupakan penelitian dengan pendekatan kuantitatif. Dalam penelitian ini menggunakan model analisis statistik iaitu deskriptif dan inferensi. Variabel utama pada penelitian ini adalah kualitas hidup. Kualitas hidup di ukur dengan menggunakan alau ukur WHOQOL-BREF (1996) dengan menggunakan data demografi yang terdiri dari sektor pekerjaan, jenis kelamin, umur, lama bekerja, tingkat pendidikan, jumlah penghasilan.

Responden penelitian ini adalah 425 orang Tenaga Kerja Indonesia (TKI) yang bekerja pada 3 (tiga) sektor pekerjaan formal di Malaysia yaitu jasa, bangunan dan pabrik. Penelitian dilakukan di wilayah Lembahklang Malaysia yang meliputi Selangor, Kuala Lumpur. Pengumpulan data dilakukan dengan teknik insidental (accidental) yaitu pengambilan data diambil dengan cara menemui siapa saja TKI yang kebetulan bertemu pada saat penelitian di daerah tersebut.

Alat ukur yang di gunakan pada penelitian in adalah alat ukur kualitas hidup yang telah di buat oleh World Health Organization (WHO) yang diberi nama alat ukur WHOQOL-BREF (1996). Yang terdiri dari 4 dimensi kualitas hidup yang terdiri dari kesehatan, psikologi, hubungan sosial dan lingkungan. Analisis hasil penelitian deskriptif dan inferensi dengan menggunakan Statistical Package for Social Science Version 13.0 for Windows (SPSS). Penelitian ini menggunakan analisis *crosstab* dan deskriptif. Nilai reliabilitas Alpha Cronbach alat ukur ini adalah 0.779.

Hasil Penelitian

Responden yang terlibat dalam penelitian ini berjumlah 425 orang TKI. Profil responden terdiri dari sektor pekerjaan, umur, jenis kelamin, tingkat pendidikan, lama bekerja, penghasilan serta etnis. Data lengkap dapat dilihat pada Tabel 3.

Tabel 3. *Profil Demografi Responden*

Demografi	Jumlah	%
Sektor Pekerjaan		
Pabrik	160	37.6
Bangunan	141	33.2
Jasa	124	29.2
Jenis kelamin		
Laki-laki	208	48.9
Perempuan	217	51.1
Penghasilan		
< RM.500	75	17.6
RM.500-RM.1000	259	60.9
RM.1000-RM.1500	66	15.5
RM.1500-RM.2000	14	3.3
RM.2000-RM.2500	11	2.6
Pendidikan		
SD	67	15.8
SMP	115	27.1
SMA	231	54.4
Diploma	5	1.2
S1	7	1.6
Umur		
< 20 tahun	41	9.6
21-25 Tahun	165	38.8
26-30 tahun	104	24.5
31-35 tahun	65	15.3
36-40 tahun	32	7.5
> 41 tahun	18	4.2
Lama bekerja		
< 1 tahun	87	20.5
1-2 tahun	46	10.8
2-3 tahun	145	34.1
4-5 tahun	89	20.9
> 5 tahun	58	13.6

Kualitas Hidup

Hasil penelitian menunjukkan mayoritas responden memiliki tingkat kualitas hidup yang sedang (86.8%), tinggi (11.3%) dan rendah (1.9%). Selengkapnya lihat Tabel 4

Tabel 4. *Tingkat Kualitas Hidup*

Tingkat Kualitas Hidup	Interval	Jumlah	%
Rendah	26-60	8	1.9
Sedang	61-95	369	86.8
Tinggi	96-130	48	11.3
Jumlah		425	100

Hasil penelitian menunjukkan bahwa berdasarkan sektor pekerjaan terdapat bahwa mayoritas responden memiliki tingkat kualitas hidup yang sedang, pada pekerja jasa yang memiliki tingkat kualitas yang tinggi berjumlah 22 orang (17.7%), pada pekerja pabrik yang memiliki tingkat kualitas hidup yang tinggi berjumlah 21 orang (13.1%) dan pada pekerja bangunan yang memiliki tingkat kualitas hidup yang tinggi berjumlah 5 orang (3.5%).

Berdasarkan jenis kelamin, hasil penelitian menunjukkan bahwa jumlah pekerjaan memiliki kualitas hidup yang tinggi lebih banyak pada pekerja perempuan berjumlah 35 (16.1%) dan 13 (6.3%) orang pekerja laki-laki yang memiliki kualitas hidup yang tinggi. Mayoritas pekerjaan memiliki tingkat kualitas hidup yang sedang.

Kualitas hidup berdasarkan jumlah penghasilan didapati bahwa mayoritas pekerja memiliki tingkat kualitas hidup sedang, pada pekerja yang memiliki jumlah penghasilan yang kurang dari RM.500 tingkat kualitas hidup tinggi berjumlah 7 orang (9.3%), jumlah penghasilan RM.500-RM.1000 yang memiliki tingkat kualitas hidup yang tinggi berjumlah 35 orang (13.5%), jumlah penghasilan RM.1000-RM.1500 yang memiliki tingkat kualitas hidup tinggi 5 orang (7.6%), jumlah penghasilan RM.1500-RM.2000 yang memiliki kualitas hidup tinggi berjumlah 1 orang (7.1%), jumlah penghasilan RM.2000-RM.2500 yang memiliki tingkat kualitas yang tinggi berjumlah 0 orang (0 %).

Berdasarkan kelulusan pendidikan didapati pada tingkat pendidikan sekolah dasar (SD) yang memiliki tingkat kualitas hidup tinggi 6 orang (9.0%), tingkat pendidikan Sekolah Menengah Pertama (SMP) 7 orang (6.1%), Sekolah Menengah Atas 34 orang (14.7%), Diploma 1 orang (20 %), Sarjana (S1) 0 orang (0 %).

Berdasarkan lama bekerja didapati bahwa yang memiliki tingkat kualitas yang tinggi pada yang lama bekerja kurang dari 1 tahun berjumlah 5 orang (5.7%), 1-2 tahun 6 orang (13%), 2-3 tahun berjumlah 22 orang (15.2%), 4-5 tahun berjumlah 8 orang (9%) dan lebih dari 5 tahun 7 orang (12.1%).

Berdasarkan hasil analisis inferensi didapati bahwa dari semua faktor demografi hanya sektor pekerjaan yang memiliki perbedaan yang signifikan dalam kualitas hidup. Data lengkap dapat dilihat pada Tabel 5.

Tabel 5. *Analisis Perbedaan Kualitas Hidup Berdasarkan Faktor Demografi*

Faktor Demografi	*Sig* (Nilai *p*)
• berdasarkan sektor	0.003, $p < 0.05$*
• berdasarkan umur	0.478, $p > 0.05$
• berdasarkan jantina	0.068, $p > 0.05$
• berdasarkan lama kerja	0.667, $p > 0.05$
• berdasarkan jumlah gaji	0.161, $p > 0.05$
• berdasarkan pendidikan	0.160, $p > 0.05$

Kesimpulan

Kesimpulan dari penelitian ini adalah sebagai berikut:

Pertama, tingkat kualitas hidup mayoritas responden adalah sederhana dan hasil penelitian ini menunjukkan bahwa tingkat kualitas hidup TKI dalam 3 sektor pekerjaan (jasa, pabrik dan bangunan) di Malaysia perlu ditingkatkan ke arah yang lebih baik. Karena mereka berhadapan dengan berbagai permasalahan.

Kedua, dari aspek demografi didapati bahwa, dari jenis kelamin TKI perempuan lebih banyak yang memiliki kualitas hidup yang tinggi yaitu 16.1% dibandingkan TKI laki-laki yang hanya 6.3%. Penelitian ini menunjukkan bahwa TKI perempuan yang bekerja pada sektor formal berada dalam situasi lebih baik daripada TKI lelaki. Kemungkinan ini karena mayoritas pekerja perempuan bekerja pada sektor pabrik dan situasi pekerjaannya lebih baik berbanding mayoritas TKI laki-laki yang bekerja di sektor bangunan yang mana lingkungan dan situasi pekerjaan lebih buruk berbanding pekerja pabrik dan jasa.

Ketiga, dari segi aspek penghasilan, didapati bahwa banyak responden yang memiliki pendapatan RM 500-RM 1000 memiliki kualitas hidup yang tinggi (13.5%) kemudian diikuti responden yang memperoleh penghasilan kurang dari RM 500 dan temuan menunjukkan bahwa gaji yang besar belum pasti menjamin tingkat kualitas hidup yang tinggi. Ini karena mayoritas mereka yang berpendapatan lebih dari RM 1000 memiliki tingkat kualitas hidup yang sedang. Hasil penelitian ini menunjukkan besar atau kecilnya penghasilan bukanlah faktor yang menentukan tinggi rendahnya kualitas hidup TKI.

Keempat, pada faktor demografi tingkat pendidikan penelitian menunjukkan responden penelitian ini mayoritas berpendidikan sekolah menengah atas, maka responden yang memiliki tingkat kualitas hidup yang tinggi juga adalah

TKI yang memiliki ijazah SMA (tamat sekolah menengah), amnya adalah pekerja dengan syarat TKI memiliki ijazah minimal sekolah menengah (SMA). Bagi aspek perbedaan kualitas hidup berdasarkan tingkat pendidikan, hasil penelitian ini menunjukkan bahwa tidak terdapat perbedaan kualitas hidup berdasarkan tingkat pendidikan TKI.

Kelima, dari semua faktor demografi yang diujikan, hanya sektor pekerjaan yang memiliki perbedaan, sehingga sektor pekerjaan menjadi hal yang sangat penting, karena berbeda jenis pekerjaan, maka berbeda permasalahan dan jenis pekerjaan yang dilakukan.

Saran

Penelitian ini sebaiknya dikembangkan pada berbagai negara dan membandingkannya sehingga mengetahui perbedaan tingkat kualitas hidup TKI berdasarkan negara tujuan sebagai acuan dalam penempatan TKI. Kemudian perlu dikembangkan alat ukur kualitas hidup yang khusus bagi pekerja migran sehingga lebih mudah dalam melakukan penelitian dan alat ukur kualitas hidup berkembang. Disamping itu juga perlu dilakukan penelitian kualitas hidup secara kualitatif sehingga lebih menemukan fenomena psikologi dalam penelitian kualitas hidup dan menemukan dimensi baru yang berhubungan dengan psikologi.

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Teks dalam paragraf ini diberi indentasi *first line* dengan spasi atas ganda. Apabila *sub-heading* peringkat satunya adalah "Prosedur Pengumpulan dan Analisis Data", maka teks dalam paragraf ini menerangkan hal tersebut.

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Tabel dan gambar harus diberi *caption* (judul/keterangan) menggunakan huruf besar di awal kata (*Title Case* untuk tabel dan *Sentence case* untuk gambar), serta dengan penomoran yang berurutan. *Caption* tabel diletakkan di atas, sedangkan gambar di bawah. Tabel dan gambar dibuat ukurannya tidak terlalu kecil.

Usahakan penggunaan gambar dua warna (hitam-putih), dan hilangkan garis tepi gambar. Gambar disertakan dalam bentuk *soft-copy* dalam format JPEG. Sumber gambar disebutkan di bagian bawah gambar apabila bukan karya sendiri. Izin penggunaan atau bukti kepemilikan gambar harus disertakan apabila gambar tersebut dimiliki hak ciptanya oleh orang lain. Penulisan hasil olah statistik seperti contoh berikut: $F(2, 116) = 2{,}80$, $p < 0{,}05$ untuk ANOVA; atau $t(60) = 1{,}99$, $p < 0{,}05$ untuk uji-t; χ^2 $(4, N = 90) = 10{,}51$, $p < 0{,}05$ untuk kai kuadrat, dan sejenisnya.

Cara Mengacu dan Referensi

Penulisan acuan mengikuti format APA. Contoh cara mengacu:

Kotter (1995, h. 152) mengingatkan, “Setiap fase dari tahapan itu hendaknya dilalui,” namun ....

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Sejumlah penulis (Harter, 1990, 1993; Harter, Whitesell, & Waters, 1997; McIntosh, 1996a; McIntosh, 1996b) menyampaikan kesimpulan yang serupa mengenai ....

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