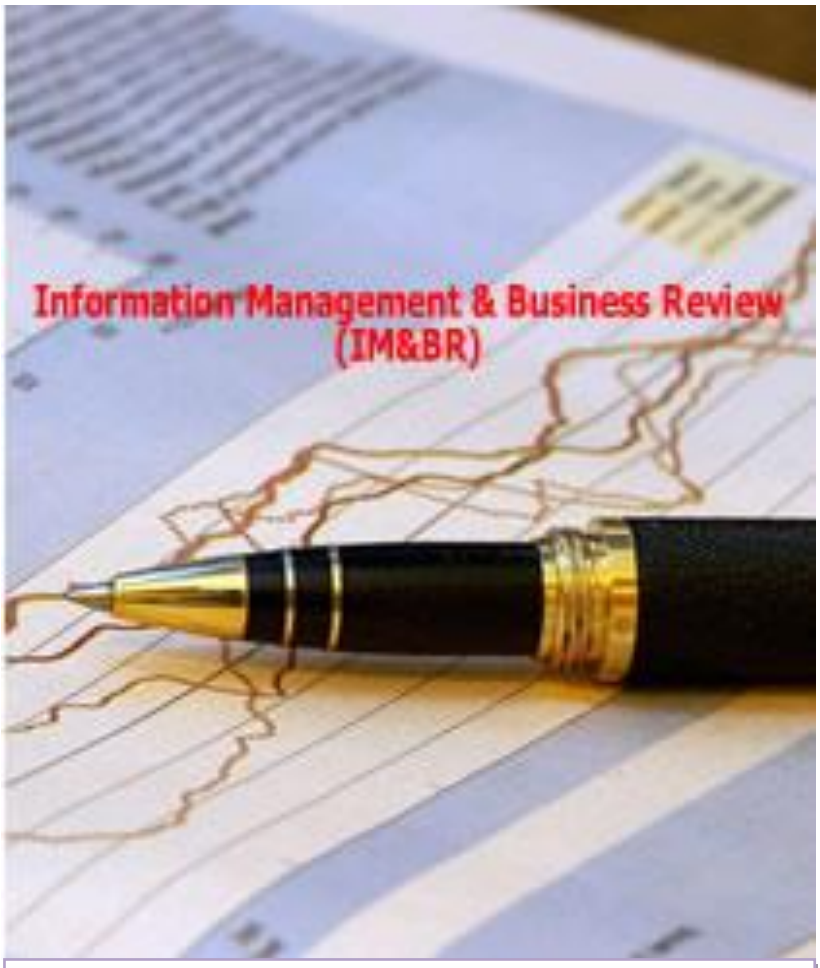


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Editorial

Information Management and Business Review (IMBR) provides a unique platform to scholars around the world to share their knowledge and publish research work in the fields of information management, business, management and related disciplines. The work submitted for publication consideration in IMBR should address empirical and theoretical developments in the subjects related to scope of the journal in particular and allied theories and practices in general. Scope of IMBR includes: subjects of finance, accounting, auditing, cost & management accounting, financial psychology, financial literacy, marketing, information management, human resource management, knowledge management, innovation, change management, enterprise management, e-commerce and information system. Author(s) should declare that work submitted to the journal is original, not under consideration for publication by another journal, and that all listed authors approve its submission to IMBR. It is IMBR policy to welcome submissions for consideration, which are original, and not under consideration for publication by another journal at the same time. Author (s) can submit: Research Paper, Conceptual Paper, Case Studies and Book Review. The current issue of IMBR comprises of papers of scholars from Poland, Turkey, Nigeria and Indonesia. Leadership styles & organizational commitment, leadership in enterprises, capital structure & profitability, human capability & entrepreneurial development, administrators perception on the Educations Regulations, smartphone use of effectiveness in supporting young entrepreneurs and investment in natural resources are some of the major practices and concepts examined in these studies. Journal received research submission related to all aspects of major themes and tracks. All the submitted papers were first assessed by the editorial team for relevance and originality of the work and blindly peer reviewed by the external reviewers depending on the subject matter of the paper. After the rigorous peer-review process, the submitted papers were selected based on originality, significance, and clarity of the purpose. Current issue will therefore be a unique offer, where scholars will be able to appreciate the latest results in their field of expertise, and to acquire additional knowledge in other relevant fields.

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PAPERS

The Transactional Leadership Styles to Organizational Commitment and Islamic Performance of Sharia Bank in South Sulawesi

Muchran BL
Universitas Muhammadiyah Makassar, Indonesia
muchranmuchriana@gmail.com

Abstract: This study aims to examine and analyze the effect of transactional leadership to organizational commitment and Islamic performance of Sharia Bank in South Sulawesi. Leader is one of the most important elements that will never disappear from human social life. It arises because of the differences in people's lives are heterogeneous, which then need to put together diselerasikan and directed to the differences that do not result in conflict. There are several types of leadership among transactional leadership. This study was conducted in South Sulawesi with focus on: 1) Sharia BTN, 2) Sharia Mandiri, 3) Sharia BNI, 4) Sharia Muamalah; 5) Sharia BRI, 6) Sharia Niaga; 7) Sharia Mega; 8) Sharia Bukopin; 9) Sharia Sulselbar and 11) Sharia Permata. The main tool in this study is a questionnaire submitted to the Islamic Bank employees in the province of South Sulawesi were selected as sample. It is necessary for item analysis with Structural Equation Modeling (SEM). The results showed that the transactional leadership is significantly influence the Islamic performance. Next, the transactional leadership has no significant effect on the Islamic performance through the organizational commitment.

Keywords: *Islamic Performance, Leadership Style, Transactional Leadership Styles, Organizational Commitment, Sharia Bank*

1. Introduction

Building the foundation of an effort to implement Islamic economic theory really lies in the condition of the human factor as the culprit. In this regard, it is undeniable that the employee's performance will be a primary gauge of any success achieved by a business organization, including the Islamic Banking business. In an effort to improve the performance of employees at the Islamic way Islamic banks are, of course, will be greatly influenced by the motivation and organizational commitment. Then, various views and efforts have been implemented to improve the performance of employees in Islamic banks, but in essence very believed that everything will not be separated and must be preceded by consistent efforts to establish Islamic leadership style as well. One form of economic system based on the law (sharia) Islam is the emergence of Islamic banking. This effort is based on the establishment of a ban on the Islamic religion to collect and borrow with interest or usury as well as the so-called ban on investment for businesses categorized as unlawful. It is not guaranteed by the conventional banking system, in addition to the Islamic banks Islamic economic mission in the fight against ignorance, poverty, kedhaliman, evil, and injustice to reach Falah. The rapid growth of Islamic banking can not be separated from the contribution of human resources who manage it. Individual contribution to the organization will be higher if the organization can give you the desires of the individual. Each individual member of the organization have personal goals that are often different both with the purpose of individual members of other organizations, as well as different from the goals of the organization. To adjust the objectives (goals congruence) will require a leader who coordinates and directs the objectives and goals of the organization members to be harmonious. Leadership context then becomes a subject the first is seen as an important part of the big picture concept of Islamic banking organizations.

There are several types of leadership among transactional leadership. Transactional leadership is developed based on the theory of Maslow's needs consisting of five hierarchical needs ranging from physical to self-actualization needs. Level lower subordinate needs such as physical needs, security and affiliates can be met by the transactional leadership style. Other forms of transactional leadership is a leader-member exchange theory to explain the process of making the role of a leader with a subordinate. The rationale for this theory is that the leaders are usually set a very good exchange relationship with a subordinate person who believes in ("in group") that serves as an assistant or adviser. Exchange relationship built with the rest of the subordinate ("ouf group) substantially. Exchange relations formed on the basis of personal suitability and competence and reliable capabilities of subordinates. Dyadic exchange followed a series of developments

which differ for each subordinate. In the low exchange relationships are mutually affect the level is relatively low. Basic to create a high exchange relationship is the leader control over desired outcomes subordinates. These results include, among others: the provision of interesting and exciting task, delegation of responsibility and authority of the larger, more sharing of information, the increase in salaries, special allowances and support as well as personal approval, ease of subordinate career. As a reward for status, influence and greater allowance, a subordinate who has a high exchange has the obligation and the extra cost. Subordinates are expected to work harder, have a greater commitment to the objectives of duty, loyalty to the leader, and share administrative responsibility sebagain leaders. The third stage in accordance with transformational leadership, while in the first stage according to transactional leadership. Interesting to study about the study of transactional leadership style influence on the performance of employees through organizational commitment Islami and Islami performance of employees in Islamic banks in the province of South Sulawesi.

2. Theoretical Framework

Leadership: Leadership according to Robbins (2000: 93) is the ability to influence people in a group toward the achievement of certain goals. Basically an organization's leadership has three elements, namely: 1. The purpose that drives the human being, 2. The presence of a group of people, 3. The leader directs and give effect to human, system and mechanism 4. The existence of leadership, vision and 5. There mission .

Leadership Styles: Empirical is the meaning of leadership activities performed by humans in the life of a community in an effort to realize the unity (sociality), can thus be identified as follows: (Nawawi, 1993: 20)

- In leadership always faced two sides called the first party and the other party leaders are those who lead. Number of leaders certainly less than the led. Leadership is a social phenomenon, which takes place as an interaction between people in the group, either in the form of a large group that involves many people, as well as a small group with a number of people involved in it a little.
- Leadership as activities concerning lead containing lead, guide, guides show you the way, heads and train so that people can work on their own headed. Furthermore, it also explained that the leadership in Islam is a leadership practice the moral values of Islam to manage an organization, such as the nature of the trust (trustworthy), is (justice), shura "(consultation) and others (Tasmara, 1995: 46). The leadership paradigm in Islam consists of two parts: (Tasmara, 1995: 48)

a. Formalistic legal paradigm, namely the leadership exercised by the Muslims, the principles that are used also Islam, symbols are used also reflect Islam. This is regardless of whether the way in the lead was adhered to the basic principles when Islamic or not.

b. Substantial essential paradigm, namely leadership in which there are values of Islam practiced in managing subuah organizations, such as keeping the nature of trust, honesty, fairness, consensus, sincerity, responsibility, and so forth. This is done regardless of whether the people involved in it Muslims or non-Muslims. In the Islamic view of leadership is trust and responsibility are not only accountable to the members they lead but also be accountable before God Almighty.

Teori Path goal: Results of research on leadership to explain how leadership behaviors affect the satisfaction and performance of subordinate dependent on aspects of the situation and characteristics of the subordinate task characteristics. According to Davis (2000) defined four leadership behaviors are: Supportive Leadership, Leadership Directive, Participative Leadership, and Leadership Achievement.

Theory X and Y: Theory X is emphasizing the role of the company's leadership in providing the motivation appears as the destination, and of how tolerant of workers by providing the satisfaction of needs through the realization of organizational goals together, then the leaders should compromise the techniques work so that all parties agree with organizational goals and objectives of the workers, leaders should also create situations that help meet the needs of individuals as well as development. Thus it can be explained that the theory X and Y give impetus to find the best way of managing human resources. From the study of the conventional theory and empirical studies, it was found indicators of leadership variables are as follows: (Dessler, 1996: 45)

- Task-oriented behavior means that a leader must be task-oriented job.
- Relationship-oriented behavior, meaning that a leader must provide support and help subordinates.
- Supportive Leadership, Leadership Directive, Participative Leadership, Leadership Achievement.
- Responsibility means that a leader must be responsible in carrying out job duties,
- A leader must be able to provide encouragement and influencing and directing subordinates to achieve goals.
- Having a purpose and a clear orientation where the direction of the organization he leads
- Tolerance means having an attitude is not rigid (formalistic) for employees, and so forth.

While the Islamic studies, found some indicators of leadership variables are as follows: (Nawawi, 2001: 61)

- The ability to realize the will of Allah through His Messenger.
- Leading, guiding, guide, show the way, heads and train the people they lead.
- Amanah is responsible for justice
- Shura 'means deliberation.
- Being able to be a role model.
- Able to carry out the regeneration of its members or others as a substitute after he was no longer leading.
- honest in word, deed and behavior
- Tabligh means to convey everything that needs to be delivered correctly / openness, and so forth.

Transactional Leadership: Level lower subordinate needs such as physical needs, security and affiliates can be met by the transactional leadership style. Other forms of transactional leadership are a leader-member exchange theory to explain the process of making the role of the leader with a subordinate. The rationale for this theory is that the leaders are usually set a very good exchange relationship with a subordinate person who believes in ("in group") that serves as an assistant or adviser. Exchange relationship built with subordinates. Exchange relations formed on the basis of personal suitability and competence and reliable capabilities of subordinates. Dyadic exchange followed a series of developments which differ for each subordinate. In the low exchange relationships are mutually affect the level is relatively low. Basic to create a high exchange relationship is the leader control over desired outcomes subordinates. These results include, among others: the provision of interesting and exciting task, delegation of responsibility and authority of the larger, more sharing of information, the increase in salaries, special allowances and support as well as personal approval, ease of subordinate career. As a reward for status, influence and greater allowance, A subordinate who has a high exchange has the obligation and the extra cost. Subordinates are expected to work harder, have a greater commitment to the objectives of duty, loyalty to the leader, and share administrative responsibility as leaders.

Work Motivation: According to Schein (1999: 70), "motivation is a set that can cause individuals perform certain activities and to achieve certain goals anyway". In line with the thinking Schein and Gallerman in Robbins (1996: 92) explains that "motivation is unsatisfied needs that encourage individuals to achieve certain goals". As for anything related to human needs, Mc Clelland (1961: 81) argues that there are three kinds of human needs, namely:

- Needs For Achievement, namely the need for achievement is a reflection of the impulse responsibility for solving the problem.
- Needs For Affiliation, namely the need for affiliation which is an encouragement to interact with others, being with others, do not want to do anything harmful to others.
- Needs For Power, namely the need for power is a reflection of its drive to achieve authority in choosing an influence on others.

Motivation is often interpreted as an encouragement that is in a person to do anything in order to achieve certain goals in order to meet the needs of both physical and psychological. In order to meet the psychological needs of Allah has given special characteristics in every creature according to its functions. Among the special characteristics of the most important in the creation of human nature is the physiological motivation.

Motivation is an important side of human life that accommodates physical needs, fulfill or replace any shortages, and straightening shock or imbalance (Darmawan, 2006: 23).

Islamic Motivation: Spiritual motivation of a Muslim is composed in three parts, namely the motivation of monotheism or faith means that the motivation that comes from within due to the strength of faith, the motivation of worship, which means motivation born of governance divine rule governing the relationship ritual directly between slave with his Maker and motivation Muamalat, which means motivation appears as the divine governance rules that govern the relationship between human beings and other creatures**.**

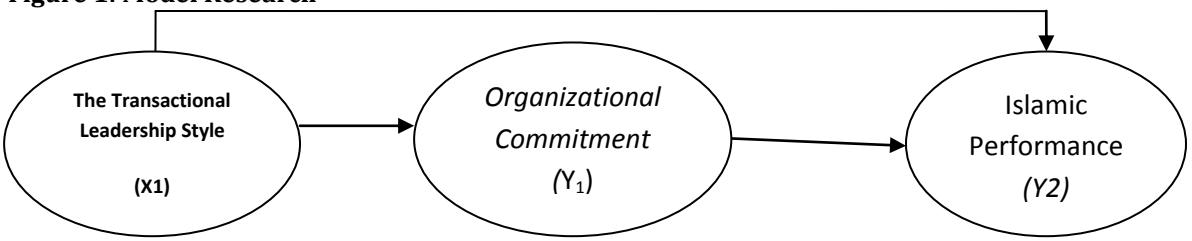
Organizational Commitment: A growing phenomenon in the world of industry professionals and organizations are likely to be more committed to the profession than the company where she worked. Employees who are committed to the profession do not necessarily refer to an organization, so that employees like this are always moving work to another (Fineman et al., 2005). The phenomenon is one of them caused by the gap between employees working in one company with employees working in other places, although they have the same job description. Some people are affected in ahkirnya take a decision to move the work to another company, but not a few who decided to keep working in related companies. Rashid et al. (2003: 277) states that organizational commitment is a psychological condition that characterizes the relationship between employees and the organization. The implication is that the persistence of an employee of a member organization. The commitment can be defined as a social actor willingness to provide energy and loyalty to the social system as an effective complement to the organization, regardless of the relationship that is truly worth. Organizational commitment built through a process of identifying where a person does something of an idea as the development of himself. Commitment is a belief in, acceptance of, the goals and values of the organization and the profession. Commitment is also a willingness to give a great effort for the organization and the desire to remain a member of the organization.

Organizational Commitment Islamic: Islamic organizational commitment indicators can be structured as follows:

- Work is ṭā'atullāh (obedience to God)
- Work sincere as worship
- I'timād 'ala nafsih (independence of the work)
- istiqamah (consistent) in work

Performance Islamic employee: In the Islamic view of assessing the performance of a religious person can be seen from several indicators. (Zadjuli, 1999), among others, the intention of the operation is due to Allah, in working to apply the rules / norms / Shari'ah kaffah, spiritual motivation is to seek their fortune in the world and in the hereafter, applying the principles of efficiency and benefits while maintaining the survival, maintain a balance between the search for treasure with worship, grateful to God by not consumptive, issued ZIS, and sympathize orphans and the poor. As a consequence and for imperfect humans as creatures of God, the man is required to work with the best (in earnest). Performance religious (Islamic) always involve religious science and technology so that the quality of work is not the same with the usual performance, because humans are commanded to be able to master science and technology in order to become a man of Achievement and useful for the benefit of all mankind on earth (rahmatan lil- alamin).

Figure 1: Model Research



Hypothesis Development: Shape function can explicitly restated in the form of a linear function to be estimated by linear regression simultaneously, as follows:

Y2 = a + a1 + a2 Y1 X1 + e

Where:
Y1 = Organizational commitment
Y2 = Islamic Performance
X1 = The Transactional Leadership Styles
a = Constants
a1, a2, = parameters to be estimated with the hypothesis of a relationship directional sign (+ or).
e = Error
Based on the formulation of research objectives and the conceptual framework, it can be arranged hypothesis is as follows:
H1: Transactional leadership style is positive and significant impact on organizational commitment to the Islamic Bank of South Sulawesi.
H2: Transactional leadership and significant positive effect on the performance of employees at Bank Syariah Islami in South Sulawesi
H3: Organizational commitment and significant positive effect on the performance of employees at Bank Syariah Islami in South Sulawesi.

3. Results

Data Analysis Basically, this study qualitatively constructed with reference to the deductive way of thinking, so that this research ultimately uses a quantitative approach (mainstream). Therefore, the study variables are latent variables that need to be measured quantitatively by converting qualitative data (perception) into a numeric scale (Likert scale, 1-5). Then, this study refers to the hypothesis to be tested through a variety of statistical techniques. Type hypothesis being tested is hypothesized relationship (associative) which is built from existing theoretical framework (deductive). Thus, this study also includes explanatory research (Singarimbun, 1995: 4). This study was designed to survey method with a sample of 10 employees at the bank. The survey was conducted with questionnaires and interviews to obtain descriptions and depict a fact, the classification and measurement of data distribution patterns and relationships between a number of sociological and psychological variables (Sugiyono, 2001: 63). The survey data is then processed for analysis based on the conceptual framework of this research to finally taken a generalization according to the level of accuracy of a representative sample. And the final results of this study does not rely on the ability of software statistical analysis such as Analysis Of Moment Structure (Amos) and Linear Sructural Relationship (lisrel) used to subsequently determine the choice of the best model by manipulating the birthday field data, but the results of this study should still be consistent according to what is (initial estimate results without the need to modify the data) to guide the conceptual framework that has been designed and preset.

Table 1: Coefficient of Estimated Direct and Indirect Effect Either Variable to Variable Endogen Exogenous and the Islamic Employee Performance (Y2)

Hypothesis	Influence the direction between variables	coefficient Line	*t-Statistic*	*Probability*
1	X_1 => Y_1	0,908*	2,802	0,005
2	X_1 => Y_3	1,521*	2,004	0.045
3	Y_1 => Y_3	0,657	1,623	0,105

Note: *) Significant at α = 5%

Discussion: Based on the analysis by using Structural Equation Modeling are shown in the table above, the results of hypothesis testing can be described as follows:

- The direct effect of transactional leadership style (X2) on organizational commitment (Y2) showed a positive and significant influence with t value of 2.802 (t-statistic> 2 with a significant 5 percent) and the coefficient of 0.908. This means that the better transactional leadership of the leaders, the better the organizational commitment of employees. Conversely, the worse the transactional leadership style of a leader, the organizational commitment of employees would be decreased. These results are not in accordance with the initial hypothesis

which states that there is a negative relationship between transactional leadership and organizational commitment.

- The direct effect of transactional leadership (X2) on the performance of employees Islami (Y3) showed a positive and significant influence with t value of 2.004 (t-statistic> 2 with a significant 5 percent) and the coefficient of 1.521. This means that the better the transactional leadership style of a leader, it will be better the performance of Islamic employees. Conversely, the worse a transactional leadership style of leadership, the worse the performance of the Islamic employees. These results are consistent with the initial hypothesis which states that there is a positive relationship between transactional leadership and performance Islami employees.
- The direct effect of Organizational Commitment (Y2) of the Islamic Performance Employees (Y3) showed no significant effect with t value of 1.623 (t-statistic <2 with a significance of 5 percent) and the coefficient of 0.657. This means that the merits of an employee organizational commitment, it will not affect the performance of employees Islami. These results are not in accordance with the initial hypothesis stating the existence of a positive relationship between organizational commitment to employee performance Islami.

4. Conclusion and Recommendations

The transactional leadership style to the organizational commitment showed a positive and significant influence. This means that the better transactional leadership of the leaders, the better the organizational commitment of employees. Conversely, the worse the transactional leadership style of a leader, the organizational commitment of employees at the Islamic Bank of South Sulawesi would be decreased. Transactional leadership style on the performance of employees Islamic showed positive and significant impact. This means that the better the transactional leadership style of a leader, it will be better the performance of Islamic employees. Conversely, the worse a transactional leadership style of leadership, the worse the performance of the employees at Bank Syariah Islami in South Sulawesi. Organizational Commitment to Employees Islami performance showed no significant effect. This means that the merits of an employee organizational commitment, it will not affect the performance of employees at Bank Syariah Islami in South Sulawesi. Based on the results, discussion and conclusions of this study, the following was conveyed some suggestions as inputs for the Islamic banking Islamic banking especially in South Sulawesi. For the employees, so that employees better understand the Islamic values of a different conventional and Islamic banking. So the sharia-based banking in practice is really based on Islamic ordinance is good and right. A good understanding of Islamic values is not expected to be created in the Islamic banking system but in ourselves and everyday employees. For the leaders, so that in addition to being an exemplary also has the ability, knowledge of the Islamic leadership that has been taught by the Messenger of Allah SWT. Also increases the associated expertise in Islamic approaches to increase the commitment, organization and performance of employees in Islamic banks in South Sulawesi

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Assessment of Leadership of a Superior in Polish Enterprises

Monika Sipa, Anna Lemańska-Majdzik
Czestochowa University of Technology, Poland
lemanska@zim.pcz.pl

Abstract: Changes taking place in today's globalised world force enterprises to focus more attention on the quality of leadership resulting mainly from actions and decisions taken by superiors, heads or managers of organisations. Striving to strengthen their market position and achieve success, enterprises concentrate on looking for solutions that will allow them to stimulate employees to make changes and develop in order to increase the quality of the functioning of human capital, and thus implement the strategy of the organisation. Effectiveness and quality of leadership depend to a large extent on competences of employees in an organisation, in particular the competences of the managerial staff. The paper presents results of a survey conducted in January 2015 on a group of employees of Polish enterprises. The aim of the paper is to indicate the main characteristics of a superior and their leadership skills in the area of managing employees. It also points out relationships between selected characteristics and the scale and profile of a company's activity, how long it has been functioning on the market and the period of employment of those surveyed.

Keywords: *Manager, Superior, Employee, Leadership*

1. Introduction

Recognising the importance of human resources and their needs in the aspect of activity of an organisation is nothing new - as confirmed by the development of the behavioural discipline in management as early as at the beginning of the 20th century. Modern enterprises that are looking for ways to implement their objectives and build their market position cannot ignore such an important potential as human resources. An organisation is created by its employees whose commitment to the implementation of objectives and whose competences constitute the highest and most valuable capital of an organisation. Functioning and achieving successes in a chaotic and turbulent market environment (Kubik, 2012) depends to a large extent on the competences of employees in an organisation - and in particular on the competences of the managerial staff (Tomaszuk, 2013), that are responsible for coordination of various, key resources: financial, material and human ones (Jarmołowicz & Kościński, 2005; Okręglicka, 2012). Superiors' attitude and quality of their work constitute the main driving force behind the performance of tasks assigned to employees. That's why managers' leadership skills are so important. Leadership supports the development of an organisation's growth strategy and helps an organisation and its employees to focus on the most important issues. Every employee would like to have a great superior-leader from whom a lot can be learnt. Unfortunately, this is not always the case. As McKee (2014) stresses, "there are a lot of bad managers across the world who are not stupid but lack emotional intelligence." Goleman et al. (2001) point out that most employees "suffer" due to "toxic" behaviour of their superiors-leaders. This has a negative impact on employees' attitude to the tasks they perform and their ties with the organisation.

Although some modern enterprises indicate the use of tools allowing their employees to express their opinions about their superiors, this is not a widespread practice. Employees are much more willing to share their opinions when the procedures within an organisation are fair, and they are more committed and believe that their superior is an open and flexible person (Landau, 2009). Thus, among the most important success factors of modern enterprises are both employees and managers, whose proper qualifications and professional predispositions determine success of entities. This refers to both large corporations and SMEs. Managers and employees of companies create their intellectual resources, increasing enterprises' internal potential, especially their knowledge (Niklewicz-Pijaczyńska & Wachowska, 2012). In view of the above, the authors of the paper made an attempt to indicate relationships between how the superior is perceived and the size of an enterprise, how long it has been functioning on the market and the profile of its activity. A 2015 questionnaire survey also took into account the period of employment of surveyed employees of Polish enterprises as a factor determining the evaluation of the superior by employees.

2. Manager in a Modern Organisation

One of the most important factors determining efficient functioning of an economic organisation is management, which consists in triggering and coordinating actions in line with team objectives. A manager is responsible for managing activities that lead to achievement of an enterprise's objectives. In order to fulfil a managerial function, one has to hold a formally established managerial position with an appropriate scope of tasks, powers and responsibilities entitling managers to make decisions to control the behaviour of the subordinates (Pocztowski, 2007). Niesyty (2009) stresses that in modern organisations a manger is at the same time a director, and the person who designates them for this role is the owner of the capital brought into the organisation, or sometimes its founder and initiator. Nowadays, most organisations are run by managers. The profession of a manager appeared with the emergence of an enterprise, once ownership became separated from management, when the owner was not able to control all problems connected with the functioning of an organisation and hired a professional to manage it (Mendel, 2006). According to Drucker (1998), most managers are directors, although these are not always synonymous terms, as a manager is somebody who, making their contribution to the final results of a company, takes responsibility for them (Bartkowiak, 2003). Penc (2005; 2007; Tomaszuk, 2013) defines a manager as everyone who is responsible in a company for fulfilling the function of management - a person who plans, makes decisions, organises, motivates people and controls the use of resources and achieved results. In literature on management the terms manager and director are often treated as almost synonyms, therefore in this paper they will be used interchangeably.

The basic characteristics of the work of a manager include specific functions, contribution brought into an organisation and such features as high skills and strong motivation, which allow them to integrate resources: material, financial and human ones, in order to perform business processes (Pocztowski, 2007). By using their skills and competences, managers encourage employees to work as a team, which underlies employees' creativity and produces innovative solutions. Appropriate support by a manager helps to create climate which motivates employees to effectively implement the company's objectives and successfully integrate with the company. As Stefanovska–Petkovska and others (2015) show, employees' participation in managing an organisation increases their job satisfaction, which leads to decreased absence and increased motivation, performance and self-assessment. What distinguish the work of people managing the work of other people are specific functions and roles fulfilled by them in an organisation and necessary skills. Literature on organisation and management distinguishes three basic groups of skills of a manager (Koontz, 2010; Cho' & Poister, 2014):

- technical, i.e. knowledge of the tasks, processes and methods for solving problems in the area of managers' responsibilities,
- interpersonal (social), i.e. motivation, communication, teamwork, understanding other people;
- Connectional and diagnostic, i.e. analysing problems, abstract thinking, introducing changes.

The importance of specific skills may change - the higher the position in an organisation’s hierarchy, the more important is the role of connectional skills. Technical skills are necessary at the lowest level of the organisational hierarchy.

Table 1: Roles of managers at the strategic level

Roles of managers	Characterisation
Executor	Active participation of line managers in the process of recruitment and development of employees; they communicate with employees, passing strategic objectives to them; the extent to which they involve employees in decision-making impacts the effectiveness of the personnel strategy.
Initiator	They can, among other things: define the desired human capital profile of their employees; propose an appropriate form of work organisation; define objectives for their team and select measures for assessment of their achievement; propagate quality philosophy among their employees and identify employees with high potential for development.
Mentor	Active support for employees in matters connected with the work they perform and

	their professional development. A line manager, who gives factual and emotional support to employees and is sensitive to ethical issues, influences the development of human capital.

Source: (Pocztowski, 2007)

Every manager, irrespective of the organisation in which they work, fulfils a relatively wide range of roles in order to achieve established objectives. Managers strive to use market opportunities and ensure success to their organisations, uniting employees and resources around these objectives (Lichtarski, 2008). Mintzberg (after: Koontz, 2010) distinguishes ten basic managerial roles in three categories, namely: interpersonal roles (representative, leader, liaison), informational roles (observer, propagator, spokesman) and decision-making roles (entrepreneur, person preventing interruptions, assigning resources, negotiator). Managers should also be active at the strategically level of an organisation, fulfilling specific roles: executor, initiator and mentor (table 1). The profile of a manager is constantly changed, improved and modified. An important role is naturally played by such factors as the size and structure of a team, type of responsibility and entitlement to make decisions, the significance of performed tasks relative to the result of an organisation, organisational culture and climate (Tomaszuk, 2013). An attempt to create one, universal classification of a manager's roles is a mistake, as the same expectations from every manager may be in contradiction with the needs of a specific organisation and its strategic objectives. A manager of an organisation should create conditions that will allow a team of employees to pursue and achieve established objectives (Daft, 2014). The role of a manager cannot be limited to organisational processes. Their task is to create an environment of mutual respect for the other, create space that allows employees to be part of an organisation and its external initiatives (Quiros, 2013).

Manager as a leader: It is often indicated that the key to a company's success is effective leadership, which involves: creating a vision, implementing objectives, ambition, self-awareness, ability to establish relations and bonds. Leadership helps to establish boundaries, give employees appropriate competences and necessary support (Daft, 2014). The modern manager should be a leader. Blake and McCanse (1991) pointed out that an organisation's success can be achieved with minimal resources: financial, material and human ones, if there is effective leadership. Bryman (1992) stresses that we have to consider three aspects of leadership:

- leaders' impact on people's behaviour,
- the group the leader is in charge of,
- the objectives that should be achieved.

The essence of leadership is thus interactions between members of different teams and organisations that lead to achievement of objectives. The process of the development of leadership is constant improvement that never ends (Delmatoff & Lazarus, 2014). Therefore, modern managers should develop such characteristics as: effective communication skills, constant readiness for changes, focus on achieving results, and a very important characteristic that gives competitive advantage - ability to continuously and quickly learn new behaviours, technologies and ways of acting.

Lyons (2000) distinguishes seven skills predisposing a person to being a leader, rather than only a manger (Tomaszuk, 2013):

- personal reflectiveness that allows a person to feel control on a continuous basis while verifying the plans and constantly identifying alternative solutions, which increases confidence and trust in oneself;
- ability to have a constructive dialogue that changes the subordinate/superior relationship into conversation between equal partners that leads to effective and direct cooperation;
- ability to define and identify the range of currently fulfilled roles both by oneself and in relation to subordinates, which also contributes to partnership-based relations and cooperation;
- ability to gain support, especially from specialists in other fields, which minimises the risk of lack of acceptance of a specific action by co-workers;
- courage to take new and risky actions;
- ability to show recognition for a well-performed task;
- ability to analyse and verify introduced changes, continuously improve activities.

According Gorzeń-Mitka (2013) growing awareness of the role of risk in business activities, however, leads to searching new knowledge about risk identification tools, especially among the companies forming the core of any economy (SMEs). When a leadership style is defined, it is important to consider abilities to solve problems, disputes and conflicts (Nadler & Tushman, 1999). A manager can impose a solution on the groups they manage, leave it to the group to find a solution or find another, much better solution (Hill et al., 2014), and by adjusting the leadership style to the existing conflict, a problem can be successfully solved (Swinton, 2008). Leadership theories have evolved over time. We cannot, however, distinguish the best management style. Efficient and effective management of resources requires appropriate competences to perform tasks and adapt to a specific situation. This led to the emergence of a situational leadership in management. Academic literature also distinguishes the so called leadership based on emotional and social intelligence (referred to by Goleman et al. (2002) as "contagion") (ESI) (Hughes & Terrell, 2007). Reliance on the theory of emotional intelligence develops through emotionally intelligent leaders, who invoke positive emotions. Negative emotions cause the effect of dissonance, which brings the opposite effect (Delmatoff & Lazarus, 2014).

We can also find references to transactional and transformational leadership. Transactional leadership requires that subordinates perform their tasks, but it offers appropriate rewards. Transformational leadership involves individual treatment and intellectual stimulation. A superior motivates subordinates to think creatively by inspiring those (Daft, 2014). It should be however stressed that according to Bass (1990), the best leaders should have both transactional and transformational skills, as transformational and transactional leaderships are not separate concepts, but are positioned at the opposite ends of continuum. Summing up, management of the modern enterprise requires that the person of a manager is transformed into a leader, who should personally: build a vision and present it to employees, create a strategy and mentality appropriate for the enterprise, make sure that the company's image is the best possible, and appoint people to managerial positions (Bogdanienko, 2004).

3. Methodology

Inference was based on findings of own research conducted in January 2015. The survey had the form of a questionnaire and was conducted on a group of 158 employees in enterprises carrying out their activity in four voivodeships of Poland. The respondents included employees of very small, small, medium-sized and large enterprises. The survey used purposive research sampling. The research tool was a survey questionnaire composed of 13 closed questions. Some questions were formulated using five-point Likert scale, which made it possible to obtain a more detailed opinion of those surveyed. Diagnosis of gathered data regarding the evaluation of the person of the superior took into account such variables as: the size of an enterprise (the employment figure in a given enterprise - categorisation adopted in the European Union), age of an enterprise (how long a company has been functioning on the market), period of employment of an employee (how long an employee has been working in a given enterprise) and the type of economic activity: manufacturing, trade and services. The following research problems have been formulated:

- Do the employment figure and age of an enterprise affect how employees evaluate their subordinates?
- How does the employment period of an employee in a given organisation affect the evaluation of the person of the superior?
- Does the profile of the economic activity of an enterprise affect how employees of an organisation evaluate their superior?

Based on received data, correlation coefficients have been calculated. For examining the relationships between the evaluation of the person of the superior and such characteristics as: the number of employees, how long a company has been functioning on the market and how long an employee has been working in a given enterprise, Kendall tau rank correlation coefficients were used. The distribution of received answers depending on the profile of an enterprise's activity was analysed using Kruskal-Wallis test and post-hoc Dunn's test. Test probability $p<0.05$ was considered as significant, whereas test probability $p<0.01$ was considered as highly significant. The results were analysed using the statistical application PQStat ver. 1.6. The findings of empirical studies presented in the paper constitute only part of wider studies of selected elements of an organisation management and should be treated as pilot research, as the research sampling is

not fully representative. However, the size of the study group makes it possible to draw initial conclusions and find regularities that can be verified in the course of the proper research.

Characterisation of the Study Group: The employees surveyed were mainly employed in small and medium-sized companies, which accounted for over 3/4 of all the enterprises, with very small companies, i.e. employing up to 9 employees, dominating in this group. Over half of those companies, almost 66%, have been functioning on the market for over 10 years. Enterprises entering the market, i.e. functioning on it not longer than one year, accounted for only 2.5%.

Table 2: Characterisation of enterprises employing the respondents (n=158)

Selected characteristics		Number of indications
Size of an enterprise (number of employees)	micro (0-9)	52
	small (10-49)	42
	medium (50-249)	26
	large (250 and more)	38
How long a company has been functioning on the market	up to 1 year	4
	1 - 5 years	20
	5 - 10 years	30
	over 10 years	104
How long the respondents have been employed in a given enterprise	up to 1 year	50
	1 - 5 years	62
	5 - 10 years	20
	over 10 years	26
Basic type of a company's activity	manufacturing	40
	trade	26
	services	58
	other/mixed	34

Source: Own work based on a survey

As far as the basic profile of activity is concerned, services enterprises accounted for almost 37% of the total study group, manufacturing enterprises constituted 1/4, whereas commercial companies - 16.5%. The mixed type of activity was also indicated, with entities of this type constituting 21.5% of the total (commercial and services companies were the most numerous). Employees working in a given company not longer than a year constituted quite a numerous group among those surveyed, accounting for 31% of all the respondents. Almost 40% of those surveyed were employed in a given organisation for over a year but not longer than 5 years. Only 16.5% of those surveyed indicated period of employment longer than 10 year (table 2).

4. Findings

Table 3: Assessment of different characteristics of a superior depending on the size of a company

Characteristics of a superior	tau	p
has competences appropriate to the position held	-0.0358	0.5067
is just, does not favour anybody	-0.0720	0.1820
is honest toward subordinates	-0.0764	0.1568
respects the opinion of the team	-0.0602	0.2646
thinks that he/she has the greatest power (is the most important)	-0.0211	0.6961
appreciates employees (uses rewards)	0.0188	0.7270
cares about positive atmosphere at work	-0.1210	0.0249
actively participates in the work of the team	-0.0274	0.6112
is not interested in subordinates	-0.1130	0.0363

Source: Own work based on a survey

As far as the length of functioning of an enterprise on the market is concerned, the survey found out this variable to be statistically significant ($p<0.05$) and highly significant ($p<0,01$) negatively correlated with the assessment of superiors in the following areas "possession of competences appropriate for the position held", "is fair, does not favour anybody", "is honest to the subordinates", "respects the opinion of the team", "appreciates employees (uses rewards)", cares about positive atmosphere at work" and "actively participates in the work of the team"(table 4). For the purpose of own research, nine features characterising the person of a superior (an enterprise's manager, leader or director who has got direct contact with employees) were selected. The respondents assessed their superiors relatively poorly on a five-point scale - the overall score was 3.56. The highest score, and the only one above four points, was given to competences of the superior - the average score was 4.14. Other characteristics were assessed as follows: honesty towards subordinates (the average score of 3.91), fairness and lack of favouritism (the average score of 3.87) and active participation in the work of the team (the average score of 3.77). A similar average score (3.63) was received by the characteristic: respecting the opinion of the team and caring about positive atmosphere at work. The lowest weight was assigned to lack of interest in the subordinates - the average score of 2.40 on the scale. This is positive information, showing that employees notice their superiors' interest in them. The survey also showed that in the selected set of characteristics describing the superior, only two: "cares about positive atmosphere at work" and "is not interested in the subordinates" were found out to be statistically significant ($p<0.05$) and negatively correlated at quite a low level with the variable of the size of an enterprise, expressed in the number of employees. The survey showed that the bigger the number of employees in an enterprise, the less interested is the superior in the employees and the less focused on good atmosphere at work (table 3). The other characteristics describing a superior were found out to be statistically insignificant and it is hard to determine whether these characteristics would be given to describe a superior in larger or smaller companies.

Table 4: Assessment of selected characteristics of the superior vs. how long a company has been functioning on the market

Characteristics of a superior	tau	p
has competences appropriate to the position held	-0.1628	0.0026
is just, does not favour anybody	-0.1462	0.0068
is honest toward subordinates	-0.1801	0.0008
respects the opinion of the team	-0.2084	0.0001
thinks that he/she has the greatest power (is the most important)	0.0457	0.3971
appreciates employees (uses rewards)	-0.2021	0.0002
cares about positive atmosphere at work	-0.2514	0.0000
actively participates in the work of the team	-0.1075	0.0464
is not interested in subordinates	-0.0674	0.2119

Source: Own work based on a survey

One can thus conclude that the longer an enterprise has been functioning on the market, the less the superior cares about positive atmosphere at work - this characteristic shows the strongest negative correlation (tau=-0.2514) - the less he/she respects the opinion of the team (tau=-0.2084), the less he/she appreciates employees (the use of rewards is less frequent) (tau=-0.2021) and the less fair he/she is towards his/her subordinates (tau=-0.1801) (table 4).

Table 5: Assessment of the selected characteristics of the superior vs. how long an employee has been working in a given company

Characteristics of a superior	tau	p
has competences appropriate to the position held	0.0257	0.6341
is just, does not favour anybody	-0.0597	0.2687
is honest toward subordinates	-0.1627	0.0026
respects the opinion of the team	-0.1907	0.0004
thinks that he/she has the greatest power (is the most important)	0.1137	0.0352
appreciates employees (uses rewards)	0.0063	0.9070

cares about positive atmosphere at work	-0.0988	0.0672
actively participates in the work of the team	-0.0051	0.9249
is not interested in subordinates	-0.0271	0.6159

Source: Own work based on a survey

The survey shows how employees assess their subordinate in relation to how long they have been working in a given company. Two of the selected characteristics of the superior were found out to be statistically highly significant ($p<0.01$) and negatively correlated at quite a low level with the period of employment of those surveyed in a given organisation. Statistically significant ($p<0.05$) and positively correlated at a low level is the characteristic: "he/she thinks that he/she has the greatest power (is the most important)", which confirms statistically significant earlier characteristics of the superior. Thus, according to those surveyed, the longer they work in a given enterprise, the more important their superior considers him/her to be, the less he/she respects the opinion of the team and the less honest he/she becomes towards the subordinates (table 5).

Table 6: Assessment of characteristics of the superior depending on the activity profile of a company

Characteristics of a superior	Type of a company's activity	Average score	Test Kruskala-Wallisa
has competences appropriate to the position held	in total	4.14	H=4.93 p=0.1769
	manufacturing	4.30	
	Trade	3.92	
	Services	4.03	
	other/mixed	4.56	
is just, does not favor anybody	in total	3.87	H=1.15 p=0.7646
	manufacturing	4.00	
	Trade	3.62	
	Services	3.86	
	other/mixed	4.00	
ishonesttowardsubordinates	in total	3.91	H=1.05 p=0.7901
	manufacturing	3.95	
	Trade	3.92	
	Services	3.86	
	other/mixed	4.00	
respects the opinion of the team	in total	3.63	H=1.01 p=0.7993
	manufacturing	3.65	
	Trade	3.69	
	Services	3.50	
	other/mixed	4.00	
thinks that he/she has the greatest power (is the most important)	in total	3.15	H=2.82 p=0.4209
	manufacturing	3.20	
	Trade	2.85	
	Services	3.31	
	other/mixed	2.89	
appreciatesemployees (usesrewards)	in total	3.46	H=1.52 p=0.6766
	manufacturing	3.35	
	Trade	3.62	
	Services	3.42	
	other/mixed	3.67	
cares about positive atmosphere at work	in total	3.63	H=4.34 p=0.2271
	manufacturing	3.80	
	Trade	3.77	
	Services	3.44	
	other/mixed	3.78	
actively participates in the work of the team	in total	3.77	H=5.74 p=0.1248
	manufacturing	3.80	

	Trade	3.23	
	Services	3.94	
	other/mixed	3.78	
	in total	2.40	
	manufacturing	2.10	H=15.72
is not interested in subordinates	Trade	1.62	p=0.0013
	Services	2.86	
	other/mixed	2.33	

Source: Own work based on a survey

Further analysis took into account the main activity profiles of enterprises in which the respondents were working. Using the division of economic activity of enterprises into manufacturing, trade and services, it can be noticed that employees of manufacturing companies assigned the highest average weight to such characteristics of their superiors as: correspondence of the superior's competences with the position held (4.30), fairness and lack of favouritism (4.00), honesty towards subordinates (3.95) and care about positive atmosphere in the organisation (3.80). In the case of commercial companies, the superior received the highest average score on respecting the opinion of the team (3.69). The superior in services companies received the highest average scores on active participation in the work of the team (3.94), regarding himself/herself the most important in the organisation (3.31) and lack of interest in the subordinates (2.86). It's worth highlighting the lowest average in the case of the last two of the above-mentioned characteristics, as it shows that the superior is perceived as a person that is interested in subordinates and does not emanate the power associated with his/her position. The lowest average scores for these characteristics of superiors were observed in commercial companies (table 6).

The survey and analyses show that the results of the assessment of the superior on a 5-point Likert scale in terms of the characteristic "is not interested in subordinates" show highly significant differences (p=0.0013) across different groups of enterprises in terms of the type of economic activity (table 5). The highest average score (2.86) was observed in services companies and was significantly higher than the score of 2.10 for manufacturing companies (p=0.0452) and the score of 1.62 for commercial companies (p=0.0019). In the case of the other assessed characteristics of superiors, i.e. "has competences appropriate for the position held", "is fair, does not favour anybody", "is honest to subordinates", "respects the opinion of the team", "thinks that he/she has the greatest power (is the most important)", "appreciates employees (uses rewards)", "cares about positive atmosphere at work" and "actively participates in the work of the team", no significant differences were identified across groups distinguished by the type of activity (table 6).

5. Conclusion

The aim of the questionnaire survey was to indicate the main characteristics of a superior and his/her leadership skills in the area of managing employees, and to determine relationships between selected characteristics and the scale and activity profile of a company, how long it has been functioning on the market and period of employment of those surveyed. The results of the survey show that:

- the bigger the number of employees in an enterprise, the less interested is the superior in the employees, and the less he/she cares about good atmosphere at work;
- as the period of functioning of an enterprise on the market increases, the superior: cares less about positive atmosphere at work, is less respectful to the opinion of the team, less appreciates employees (uses rewards less frequently) and becomes less honest towards his/her subordinates; moreover,
- the assessment of the superior according to employees varies depending on their period of employment in a given organisation; the longer the period of employment of an employee, the worse the superior is assessed for his/her honesty towards subordinates, respecting the opinion of subordinates and attachment to power (thinks he/she is the most important).
- the superior of those surveyed is the least interested in subordinates in services companies; it was found out that the overwhelming majority of characteristics of a superior were not significant statistically across manufacturing, commercial and services companies.

Analysis of the survey results allowed the questions formulated as part of the research problems in this paper to be answered. It is however worth considering conducting similar survey on a bigger population in order to identify regularities and present recommendations to leaders and managers of enterprises conducting economic activity not only across Poland.

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Effect of Capital Structure, Company Size and Profitability on the Stock Price of Food and Beverage Companies Listed on the Indonesia Stock Exchange

Sitti Murniati
Moeslim Indonesian University, Indonesia
sittimurniati@ymail.com

Abstract: The purpose of this study was to analyze the effect of capital structure proxy for debt to asset ratio (DAR) and the debt to equity ratio (DER), company size and profitability are proxied by return on assets (ROA), return on equity (ROE) and net profit margin (NPM) to the stock price on the company's Food and Beverage listed on the Indonesia Stock Exchange. This study uses Associative approach. The population in this study is the Food and Beverage companies listed in Indonesia Stock Exchange year period 2011 to 2014. Sampling method used is purposive sampling and the amount of samples obtained is 11 companies with 44 observations. Hypotheses were tested using multiple regression analysis. Results of the study were 1) capital structure proxy for debt to asset ratio (DAR) significant negative effect on stock prices, this means that if a decline in the value of DAR, the stock price will rise, 2) capital structure proxy for debt to equity ratio (DER) significant positive effect on stock prices, it means that the higher the value of DER then be followed by a decrease in stock prices, 3) The company size significant positive effect on stock prices, this suggests that the relationship between the SIZE with stock prices in the same direction, if SIZE increases, the stock price will increase, 4) profitability is proxied by return on assets (ROA) significant positive effect on stock prices, this means that the assets of the company to make a profit can affect stock prices, 5) profitability proxied with a return on equity (ROE) significant negative effect, this means that if a decline in ROE it will be followed by a decrease in stock prices, and 6) Profitability which is proxied by net profit margin (NPM) significant negative effect on stock prices, this means that while the net profit increased, the total sales will rise this is due to the high costs incurred by the company so that NPM has no effect on stock prices.

Keywords: *Debt to Asset Ratio, Debt to Equity Ratio, Company Size, Return on Assets, Return on Equity and Net Profit Margin*

1. Introduction

The stock price of a company reflects the company's value in the investors, if a company's stock price high, then the value of the company in the investors is also good and vice versa, therefore the share price is important for the company (Purnomo, 2008). Theoretically variations in stock prices will be affected by the financial performance of a company, in addition affected by the law of supply and demand. Purnomo (2008), the stock price on the market provide an objective measure the value of an investment in the company. Therefore, the share price is investors' expectations. If the financial performance of the company increased indirectly will raise the price of shares on the Stock Exchange, as investors assume that the good performance of the company will increase the value of the company and can provide compensation to investors in the form of dividends. Conversely a decrease in the company's financial performance may cause the stock price on the Stock. Many variables can affect a company's stock price, both coming from the external environment or the advent of the internal environment of the company itself (Suad, 2008). In this study, researchers used the company's internal variables namely financial ratios and the size of the company that could affect the stock price. Financial ratios in the financial statements can also help investors in making the decision to sell or buy shares (Suad, 2008). In addition, consideration is used investors in shares is the size of the company, as variables that can predict changes in the company's stock price.

Capital structure is the ratio between debt and equity capital used by enterprises (Suad, 2008). In this study, projected capital structure with a debt to asset ratio (DAR) and the debt to equity ratio (DER). DAR is used to measure the total amount financed by the financing needs of the total debt (Retno, 2010). DER is a ratio showing the ratio between loans granted by the creditors with the amount of equity capital provided by the owners of the company (Suad, 2008). Variable company size is very dependent on the size of the company. Large companies more easily obtain loans because the value of the assets pledged as collateral larger and bank confidence level is also higher. Assets that may be of tangible fixed assets and other assets such as

accounts receivable and inventory (Wiliandri, 2011). A profitability ratio is the ratio for assessing the ability of the enterprise for profit in a given period (Kasmir, 2011). In this study, projected profitability by Return on Assets (ROA), Return on Equity (ROE) and net profit margin (NPM). ROA measures the company's ability to generate net income under a certain level of assets (Hanafi, 2013). ROE measures the company's ability to generate net income under certain capital (Hanafi, 2013). NPM is a ratio that measures the rupiah profit generated by each of the rupiah sales, (Prastowo, 2005). In theory and the results of previous studies indicates that the financial ratios of debt to asset ratio (DAR), debt to equity ratio (DER), company size, return on assets (ROA), return on equity (ROE) and net profit margin (NPM) linked to stock price. On this basis, the researchers selected financial ratios (DAR, DER, ROA, ROE, and NPM) and the size of the company as a variable that can predict changes in stock prices Food and Beverage companies listed in the Indonesia Stock Exchange. Many theories which states that the ratio of good financial condition and large size companies that will bring a positive influence on the stock price, so what the results of the research will reinforce and strengthen the existing theories. Based on the description that has been said, the main problem in this study is whether the capital structure proxy for debt to asset ratio (DAR) and the debt to equity ratio (DER), company size and profitability are proxied by return on assets (ROA), return on equity (ROE) and net profit margin (NPM) affect the price of shares in the company Food and Beverage listed on the Indonesia Stock Exchange.

2. Literature Review

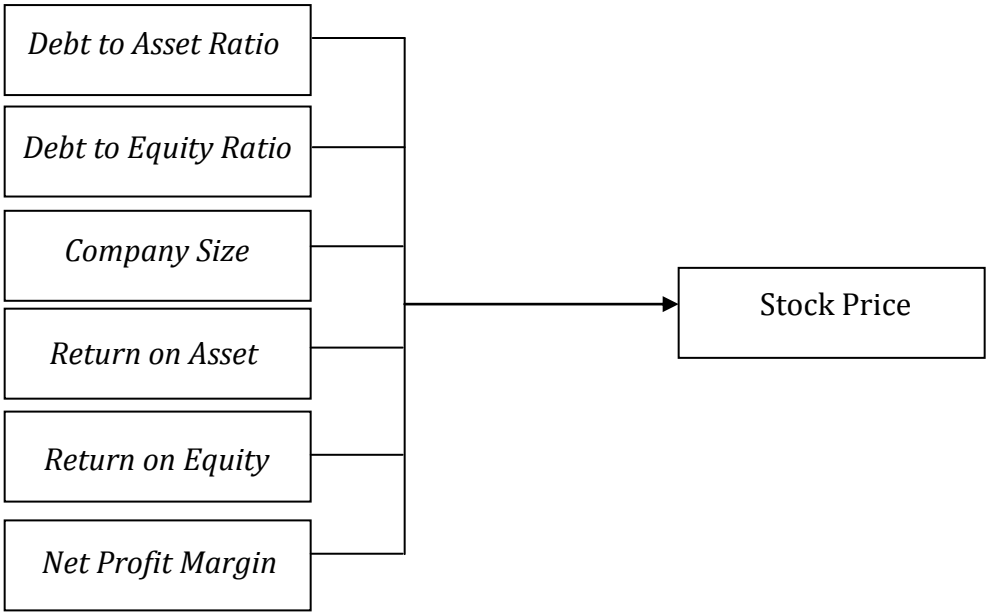
Stock price: Tjiptono and Hendy (2011) shares may be defined as a sign of ownership or possession of a person or entity in a corporation or limited liability company. Sunariyah (2006) is a certificate of ownership of the company that pays the stock. Sartono (2007) is proof of delivery of the fund company's capital. The third opinion can be concluded that the shares are securities as evidence of ownership of one's capital position in a company or entity. The stock price is the price that is happening in the stock market at the appropriate time determined by market participants and is determined by demand and supply of the relevant shares in the capital market. Meanwhile, according to Suad (2008), the stock price is the current price of the earnings to be received by investors in the future. A stock price used in transactions in the capital market is a price formed on the market mechanism of demand and supplies that market.

Capital Structure: Horne and Wachowicz (2007) capital structure is the proportion of the company's long term permanent financing represented by debt, equity preferred shares and common stock. In this study, the capital structure is proxied by debt to asset ratio (DAR) and the debt to equity ratio (DER). Sibarani (2009), DAR shows the proportion of debt held and all property owned, in order to secure the portion of the debt must be smaller to assets. Mulyadi (2007), debt to equity ratio illustrates the ratio between total debt and total equity of the company used as a source of business funding.

Company size: Size is a scale which can be classified on the size of firms by total assets, net sales, and the company's market capitalization. Widjaja (2009), the size of the company is a measure that indicates the size of a company, such as total sales, the average level of sales, and total assets. Company size using book value of total assets or total assets as a proxy for size. This ratio is also used in Paramu research, considering the great value of the company's assets in the process of calculating the total asset value is calculated in millions of rupiah and transformed into natural logarithm (Ln).

Profitability: Profitability is the company's ability to generate profits with the resources of the company. In this study, profitability is proxied by Return on Assets (ROA), Return on Assets (ROA) and Net Profit Margin (NPM). Return on Assets (ROA) is a ratio that measures the company's ability to generate net income under a certain level of assets (Hanafi, 2013). Return on Equity (ROE) measures the ability of the company generate a net profit based on certain capital (Hanafi, 2013). Net Profit Margin (NPM) is a ratio that measures the rupiah profit generated by each of the rupiah sales (Prastowo, 2005). Optimizing the value of the company which is the company's goals can be achieved through the implementation of financial functions, where by each financial decisions taken will affect other financial decisions and have an impact on stock prices. Based on the description above, it can be described as a conceptual framework on label the following:

Figure 1: Conceptual Framework



3. Methodology

This study uses Associative approach. This study is included in a causal relationship. The causal relationship is a relationship that is both cause and effect is as follows: independent variables (variables that affect) and the dependent variable (the variable that is affected) (Sugiyono, 2013). The population in this study is the Food and Beverage companies listed in Indonesia Stock Exchange year period 2011 to 2014 amounted to 15 companies. The method used is purposive sampling is a type of non-random sample selection in which information is obtained by using judgment or certain criteria. Judging from the data collection period, the data including the pooling of data which is a combination of time series data (data collected from time to time to see the development of an event). Based on pre-defined criteria, the numbers of samples obtained are 11 companies with 44 observations. Multiple regression tests aims to predict the magnitude of association with the use of variable data free of known magnitude. To test this hypothesis using multiple regression analysis. Multiple regression analysis was used to predict major dependent variables using data from the independent variable. Sugiyono (2013) to test the hypothesis in this study used the following models:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + e}$$

Where :

Y	=	Stock Price
X_1	=	Debt to Asset Ratio (DAR)
X_2	=	Debt to Equity Ratio (DER)
X_3	=	Ukuran Perusahaan (SIZE)
X_4	=	Return On Asset (ROA)
X_5	=	Return On Equity (ROE)
X_6	=	Net Profit Margin (NPM)
β_0	=	Constant Numbers
β_1- β_6	=	Regression Coefficients
e	=	Error

4. Results and Discussion

Model analysis used is multiple linear analyses. This analysis is used to determine the direction and magnitude of influence between free variable that debt to asset ratio (X1), debt to equity ratio (X2), size (X3), return on assets (X4), return on equity (X5) and net profit margin (X6) to the stock price on the company's

Food and Beverage listed on the Indonesia Stock Exchange for 4 years, namely the period 2011 to 2014. Based on the results of data processing of the obtained multiple regression equation as follows:

Table 1: Results of Multiple Regression Analysis

Variable	Unstandardized Coefficients	t-test	p-value (Significant)
(Constant)	-5.419	-4.156	0.000
DAR	-33.606	-3.334	0.002
DER	27.346	2.727	0.010
SIZE	0.525	4.882	0.000
ROA	23.323	2.241	0.031
ROE	-20.763	-2.013	0.051
NPM	-0.892	-1.832	0.075
		Description: Significant to	
R^2	0.806	*p<0,05	
R	0.898		
F-test	25.563		
Sig.F	0,000		

Source: Data processed

From the table it can be seen that all the independent variables, namely the debt to asset ratio (X1), debt to equity ratio (X2), size (X3), return on assets (X4), return on equity (X5) and net profit margin (X6) effect on the dependent variable is the stock price (Y) . By looking at the table the results of multiple linear regressions, we can conclude that:

- Simultaneously variable debt to asset ratio (DAR), debt to equity ratio (DER), size of the company, return on assets (ROA), return on equity (ROE) and net profit margin (NPM) and the positive effect significantly influence stock prices. It can be seen from the calculated F value that indicates a value of 25,563 (significance F = 0.000). So Sig F < 5 % (0,000 < 0,05).
- Partially variable debt to asset ratio (DAR) significant negative effect on stock prices. It can be seen from the t-value for the DAR to the stock price is -3.334 with a significant level of 0,002. So Sig. t < 5 % (0,002 < 0,05).
- Partially variable debt to equity ratio (DER) significant positive effect on stock prices. It can be seen from the t-value for the DER to the stock price is 2.727 with a significant level of 0,010. So Sig. t < 5% (0,010 < 0,05).
- Partially variable company size significant positive effect on stock prices. It can be seen from the t value for the SIZE of the stock price is 4882 with a significant level of 0,000. So Sig. t < 5 % (0,000 < 0,05)
- Partially variable return on assets (ROA) significant positive effect on stock prices. It can be seen from the t value for ROA on stock prices is a significant level of 2,241 to 0,031. So Sig. t < 5 % (0,031 < 0,05).
- Partially variable return on equity (ROE) significant negative effect on stock prices. It can be seen from the t value for ROE on stock prices is -2,013 with a significant level of 0,051. So Sig. t > 5 % (0,051 > 0,05).
- Partially variable net profit margin (NPM) significant negative effect on stock prices. It can be seen from the t value for NPM on stock prices is -1,832 with a significant level of 0,075. So Sig. t > 5 % (0,075 > 0,05).

The correlation coefficient (R) is used to determine the relationship between the independent variable and the dependent variable. Results obtained by analysis of the correlation coefficient (R) shows the relationship between the variable X with variable Y of 0,898 which means that there is a positive relationship and the direction between variables X with variables Y at 89,8%. The value of coefficient of determination is used to determine the effect of independent variables on the dependent variable. R2 value lies between 0 and 1 ($0 \leq R2 \leq 1$). Results obtained by analysis of the coefficient of determination (R2) of 0.806 means, the effect of

variable X (debt to asset ratio, debt to equity ratio, size, return on assets, return on equity and net profit margin) to variable Y (the stock price) of 80.6% and the effect of other variables of 19.4% which is not included in the model. This influence is in excellent because the value obtained above 60%. By looking at the results table multiple linear regression can be obtained regression equation is:

$Y = -5{,}419 - 33{,}606X_1 + 27{,}346X_2 + 0{,}525X_3 + 23{,}323X_4 - 20{,}763X_5 - 0{,}892X_6$

The regression equation can be interpreted as follows:

- *b_0 = -5,419 is a constant number which indicates that the stock price (Y) is not determined by the DAR variable (X_1), DER (X_2), SIZE (X_3), ROA (X_4), ROE (X_5) and NPM (X_6)*
- *b_1 = -33,606 indicates that if the DAR (X1) increased by 1%, then the stock price (Y) will decrease by 336,06%.*
- *b_2 = 27,346 indicates that if the DER (X2) increased by 1%, then the stock price (Y) will increase by 273,46%.*
- *b_3 = 0,525 shows that when the SIZE (X3) increased by 1%, then the stock price (Y) will increase by 52,5%.*
- *b_4 = 23,323 showed that when ROA (X4) increased by 1%, then the stock price (Y) will increase by 233,23%.*
- *b_5 = -20,763 indicates that if ROE (X5) increased by 1%, then the stock price (Y) decreased by 207,63%.*
- *b_6 = -0,892 showed that when NPM (X6) increased by 1%, then the stock price (Y) will decrease by 89,2%.*

From these calculations can also be seen that the most dominant variable influence on stock prices at the Food and Beverage listed on the Indonesia Stock Exchange is a variable return on assets (X4), because the value of Standardized Coefficients Beta ROA is greater than the variable debt to asset ratio (X1), debt to equity ratio (X2), size (X3), return on equity (X5) and net profit margin (X6). To facilitate discussion of the results, then the next will be described the test results for each hypothesis of the study, as follows:

Effect of capital structure proxy for debt to asset ratio (DAR) on stock prices: Debt to asset ratio (DAR) is the ratio used to measure the total amount financed by the financing needs of the total debt. This means that the higher the ratio the greater the amount of capital loans used for investments in assets in order to generate profits for the company. While DAR low value indicates that the fund companies slightly financed by debt, it could affect the stock price increases. Based on the results of multiple linear regressions, proxy variable capital structure with a debt to asset ratio (DAR) to orientate a significant negative impact. This means that the variable debt to asset ratio (DAR) significant negative effect on the stock price on the company's Food and Beverage listed on the Indonesia Stock Exchange. This means that if a decline in the value of DAR, the stock price will rise. DAR significant negative effect on stock prices occur due to debt to asset ratio, which will increase the stock price as investors reacted negatively. The statement is also supported by the Modigliani-Miller theory which states that the higher the debt to asset ratio, the share price will fall. As noted by Syamsuddin (2009) that the higher the debt to asset ratio, the greater the amount of loan capital used in generating profits for the company.

Effect of capital structure proxy for debt to equity ratio (DER) on stock prices: Debt to equity ratio (DER) describes the ratio between total debt and total equity of the company used as a source of business funding. The greater the DER indicates capital structure more businesses take advantage of debt relative to equity and reflects the company's relatively high risk. Based on the results of multiple linear regressions, proxy variable capital structure with a debt to equity ratio (DER), which indicates the direction a significant positive effect. This means that the variable debt to equity ratio (DER) significant positive effect on the stock price on the company's Food and Beverage listed on the Indonesia Stock Exchange. This means that the higher the value of the debt to equity ratio (DER) will then be followed by a decline in stock prices. These results support the results of Ircham (2014) which states that DER significant positive effect on stock prices show that investors pay attention to how much capital is financed by them to the company to generate a net profit for them. The greater the DER indicates capital structure more businesses utilizing funds provided by the creditor to make a profit. Pecking order theory, the magnitude of the leverage ratio makes companies have to bear the high cost of interest that must be met, this will impact on the company's stock price.

Effect of size of the company to the stock price: Company size is a measure that indicates the size of a company, such as total sales, the average level of sales, and total assets. In general, large companies have total assets greater so as to attract investors to invest in the company and the stock eventually able to survive at a high price. Based on the results of multiple linear regressions, the variable size of the company that indicates the direction of a significant positive effect. This means that the variable size of the company's significant positive effect on the stock price on the company's Food and Beverage listed on the Indonesia Stock Exchange. This shows that the relationship between firm size and direction of the share price, in the sense that if the size of the company increases, the stock price will increase. These results indicate that the size of the company's size will affect the size of the stock price. This study is consistent with the results Widjaja (2009) which states that the firm size (the size of the company) as measured by total assets positive and significant impact on the prospects of the company's shares. Opinion was confirmed by Wiliandri (2011) that the greater the size of a company (size) which can be seen from the total assets of a company, the company's stock price higher, whereas if the size of the smaller companies, the share price will be even lower. It means that investors in the capital market will be more attracted to companies that have total assets of large because large companies more easily obtain loans due to the value of assets pledged as collateral is greater and the level of trust banks are also higher so that the market price of the company's shares in the Indonesian Stock Exchange will increase.

Effect of profitability proxied by return on assets (ROA) on stock prices: Return on assets is a financial ratio that shows the company's ability to generate profits from assets that are used. The higher the ROA of a company, the higher the value of the company's assets and lead to higher stock prices as much in demand by investors. this can be due if the company can make a profit or a nice profit each period, investors do not need to worry about the company to post a loss or even bankruptcy. Based on the results of multiple linear regressions, the variable profitability proxied by return on assets (ROA) which indicates the direction a significant positive effect. This means that the variable return on assets (ROA) significant positive effect on the stock price on the company's Food and Beverage listed on the Indonesia Stock Exchange. This means that the assets of the company may affect the stock price. These results support the results of Nardi (2014) which shows that ROA has a positive and significant impact on stock prices of Food and Beverage companies listed in the Indonesia Stock Exchange. This shows that management can use the total assets of the company as well (current assets and fixed assets) and will ultimately improve the company's stock price so that investors are interested to invest in the Food and Beverage.

Effect of profitability proxied by return on equity (ROE) to share price: Return on equity (ROE) illustrates the power level of income that will be earned by the shareholders on the investments made and this ratio can also be used to compare two or more companies in the industry. High ROE indicates that the company has the opportunity to provide income for shareholders. Conditions good companies will generate profits so high that the possibility of the company makes a profit is also getting better. Based on the results of multiple linear regressions, the variable profitability proxied by return on equity (ROE), which indicates the direction a negative influence is not significant. This means that the variable return on equity (ROE) significant negative effect on stock prices at the Food and Beverage companies listed in the Indonesia Stock Exchange. This means that if there is a decrease ROE it will be followed by a decline in stock prices. This means that proxy for profitability ROE tends to lower investor interest in the company's stock if the value of the low ROE. This shows the inability of the company Food and Beverage is not maximized in using their own capital to generate profit, if the growth rate value is lower than the specified value of the stock price will also be lower. These results support the results of Ircham (2014) which states that ROE significant negative effect on stock prices. Low ROE figures give an indication to shareholders that the lower rate of return on investment. Conditions were not good company will generate profits so low that the possibility of generating stock returns was low anyway (Tandelilin, 2010).

Effect of profitability proxied by net profit margin (NPM) on stock prices: Net profit margin is the ratio between the net profits after tax to sales measures the net profit generated from each sale of rupiah. The greater this ratio, it is considered the better the company's ability to obtain high profits. Rinati (2008), the greater the NPM, the performance of the company will be more productive, so it will increase the confidence of investors to invest in the company, with increasing investor will affect the company's stock price will increase. Based on the results of multiple linear regressions, proxy variable profitability with net profit

margin (NPM), which indicates the direction a negative influence is not significant. This means that the variable net profit margin (NPM) significant negative effect on stock prices at the Food and Beverage companies listed in the Indonesia Stock Exchange. This means that while net income rose, the total sales will rise this is due to the high costs incurred by the company so that NPM has no effect on stock prices. This means that the management has failed in operational terms (sales) and this will lead to diminished confidence of investors to invest in companies of Food and Beverage. The results support the research Rinati (2008), that the NPM has no effect on stock prices. This means that the relationship between net income and the tax residual net sales shows the inability of the management to drive the company so that the management did not manage to retain a certain margin as reasonable compensation for the owner who has provided capital to a risk.

5. Conclusion and Recommendations

Based on the results of research and discussion that has been raised, the conclusions in this study is a capital structure that is proxied by debt to asset ratio (DAR) and the debt to equity ratio (DER), firm size (SIZE) and profitability are proxied by return on assets (ROA), return on equity (ROE) and net profit margin (NPM) affect the price of shares in the company Food and Beverage listed on the Indonesia Stock Exchange. Recommendations of this study is the variable that is not proven effect on the study should in future research to use a proxy other than the variable, which is expected to reflect the variables used.

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The Development of Seaweed at DI PT. Bantimurung Indah Maros Regency

Yuliana
Agricultural Polytechnic Pangkep, Indonesia
hj_yuliana10@yahoo.co.id

Abstract: This study aims to know the marketing systems, market shares, sales projection for next 5 years, and marketing prospects of processed seaweed (Semi Refine Carrageenan) at PT. Bantimurung Indah Maros. This study was conducted at PT. Bantimurung Indah Maros located at Dr. Sam Ratulangi Street, Maros Regency, South Sulawesi. This company was one of the branches of Bosowa Group producing processed seaweed. Data collected were processed seaweed production, export realization of processed seaweed, realization of processed seaweed according to types/specification (2003-2007), and industry companies/export-destination countries of processed seaweed at PT. Bantimurung Indah Maros. According to marketing mix analysis of marketing systems of processed seaweed (Semi Refine Carrageenan) of PT. Bantimurung Indah Maros, it was shown that the marketing systems was sales of processed seaweed products (Semi Refine Carrageenan) to industrial companies in the international scale with "Systems Sales" method started by conducting business negotiation with buyer candidates in which it was included the application of all marketing mix variables such as product (sample shipping), price (price offerings), distribution (goods delivery/delivery time) and promotion (local, national and international exhibitions, international seminars and conferences, and internet). According to market shares analysis it was shown that when processed seaweed products (Semi Refine Carrageenan) were converted to dry seaweed (raw material) with sucrose content of 25 %, PT. Bantimurung Indah Maros controlled average market shares of 12, 79% for the last 5 years (2003-2007), and for SRC (TG) products it controlled market shares of 100% in South Sulawesi. According to prediction analysis of processed seaweed exports (Semi Refine Carrageenan) bulk volume (ton) and value (US$) by using Least Squares method it was shown that sales volume averaged -305.41 ton/year with value of US$ -159.548, 8 per year for next 5 years (2008-2012). According to External and Internal Environment analysis (SWOT Analysis it was shown that PT. Bantimurung Indah Maros has much strength, especially in marketing section (company reputation, quality reputation and so on), has many weaknesses (limitations in technology, production facility, and so on), and has many opportunities (prospects of seaweed use, geographical location, and so on).

Keyword: *Seaweed production, Development, marketing systems, sales projection*

1. Introduction

Indonesia's contribution to total revenues Semi Refine Carrageenan world in 1992 only about 10% or about 1000 tons and next year continue to rise until in 1995 the total production of semi-refined carrageenan Indonesia about 2,250 tons. These conditions indicate prospective business opportunities as well as in the procurement of raw materials (Dir. Jen. Perikanan, 1995). Especially for Eastern Indonesia (KTI), until today PT. Bantimurung lndah Maros Bosowa Group under the auspices of Makassar is the only seaweed processing industry that produces semi-refined carrageenan with an installed capacity of 1000 MT per year, and its products are exported to foreign countries. While the potential of seaweed in South Sulawesi during the last 5 years tends to increase. In 1991 the export of seaweed Sulawesi recorded 1,350 tones with a value of US $ 651,000 and in 1996 to 4,600 tons with a value of US $ 3.3 million, up an average of 16.45% per year while the value of exports rose an average of 53, 10% per year. In line with the Local Government Level 1 South Sulawesi, which launched Movement for Export doubled (GRATEKS-2); the export of seaweed is a great opportunity to continue to be developed in addition to shrimp as a main commodity of the fisheries sub-sector. With the potential of the PT. Bantimurung Indah Maros, then conducted research studies Seaweed Marketing at PT. Bantimurung Indah Maros.

Formulation of the problem : The formulation of the problem will be raised in this study are as follows: How the marketing system, market share, projected sales, and marketing prospects of processed seaweed (Semi Refine Carrageenan) PT. Bantimurung Indah Maros.

Research Objectives and Purpose**:** Based on the formulation of the problem, the research objectives are: To determine the marketing system, market share, projected sales, and marketing prospects of processed seaweed (Semi Refine Carrageenan) PT. Bantimurung Indah Maros. While the usefulness of this study is to provide information to the public about the marketing prospects of seaweed in PT. Bantimurung Indah Maros and become a reference for those in need.

2. Literature Review

Stanton (1974) suggested "Marketing is a system of overall activities aimed at planning, pricing, promoting and distributing goods and services that satisfy the needs of both the buyers existing and potential buyers". If we examine further the understanding that it is in dasaraya marketing is a system that is related to the planning, pricing, executing promotions, distributing goods and services in order to satisfy the needs and desires of consumers. According to (Mazur, 1968) marketing is an effort on the part of buyers and sellers as well as all activities in the distribution of goods and services between producers and consumers. Soehardi and Sidit (1984) points about marketing as follows: "Marketing is all business activities needed to result in the transfer of property of the goods and services to carry out the physical distribution". From some of these definitions shows that marketing is a process of movement of goods and services to the consumer by using distribution channels in order to facilitate the exchange of goods or services.

Winardi (1981) marketing is the implementation of business activities that direct the flow of objects and services from the producer to the consumer or those who use it. While Kotler (1986) expressed the opinion is a social process that follows: "Marketing is a social process that gives individuals and groups what they need and want, and creating and exchanging products and value with individuals and groups". Further Nitisemito (1977) argues that "Marketing is all the activities / activities to facilitate the flow of goods and services from producers to consumers efficiently with a view to creating effective demand". Based on the opinion of several experts can be concluded that marketing encompasses all human activities that are directed at the effort to satisfy the needs and wants through the exchange process, as we all know that humans have desires and needs are limited, then it encourages them to do things or efforts in order to meet needs that are not limited.

Marketing Mix in a company which is a guideline for companies to have activities that need to be implemented. Kotler (1986) says that in the marketing mix, there are several variables that affect the target market so that the company can run smoothly. According Swastha (1984) suggested that the marketing mix is a combination and 4 variables or activities that are the core of the company's marketing system; products, price structure, promotion and distribution strength. The variables are defined in the marketing mix; Product, Pricing, Distribution, Promotion. The four variables to have a very close relationship with each other to perform a more in-depth analysis of all four of these variables, it allows the company can take an action that leads to kontuinitas companies that will come. Market share of the company is the overall percentage of the company's sales and industrial companies or sales divided by the sales company or the industry as follows:

$$\text{Market share} = \frac{\text{Total Sales Company}}{\text{Total Sales Industry}}$$

Definition of market share according to Stanton (1974) "Market share is the ratio of the company's sale to the total industry sales on either and the actual or potential basis" (Market share is the ratio between the company's sales with sales industn good overall on the basis of actual sale or potential profit). Companies that belong to the company into a market leader has always tried to maintain the share, while the company belonging Challenger always trying to find kefemahan-leader of the weaknesses of the company, to be able to seize the market and increase the share market. Inadvertence and weaknesses is a very significant opportunity for the company or rival companies to enter the market or expand the share market, therefore the company must continually monitor market conditions and remain vigilant and trying to increase sales.

3. Methodology

Time and Place Research: This study was conducted in Maros precisely in PT. Bantimurung Indah Maros, as one of seaweed processed (Semi Refine Carrageenan), starting from March to August, 2008.

Data Collection Methods: As a source of data used in this study are: Primary data is data obtained and PT. Bantimurung Indah Maros. And Secondary Data is data obtained from documents such as reports and materials from relevant agencies are closely related to the problems examined.

Data Analysis: The analysis of the data used in the analysis to discuss the seaweed marketing study in PT. Bantimurung Indah Maros is as follows:

1. Analysis of the marketing mix elements include: product, distribution, promotion, and price to determine the marketing system of processed seaweed (Semi refined Carrageenan) PT. Bantimurung Indah Maros.
2. Analysis of market share to determine the market share of processed seaweed (Semi Refine Carrageenan) PT. Bantimurung Indah Maros. The equation used as follows: (Kotler, 1986)

$$Si = \frac{Mi}{\Sigma Mi} \times 100\%$$

where: Si = Market share of PT. Bantimurung Indah
Mi = Volume of export PT. Bantimurung Indah
Σ Mi = Total Export Industry

3. Simple Linear Regression Analysis by the least squares method to determine projected sales of processed seaweed (Semi Refine Carrageenan) PT. Bantimurung Indah Maros for 5 years to come. The equation used as benkut (Kotler, 1986):

$$Y = a + bX$$

Where: X = annual Period
Y = Total sales
whereas: a = constant, b = regression coefficient

4. The internal and external environment analysis (SWOT analysis) which includes Strength (strength), weakness (weakness), Opportunity (opportunities) and Thread (threats), to determine the marketing prospects of processed seaweed (Semi Refine Carrageenan) PT. Bantimurung Indah Maros.

4. Results and Discussion

Analysis of Marketing Mix Product: PT. Bantimurung Indah Maros manufacture of processed seaweed (Semi Refine Carrageenan) with the following specifications:
a. ATC (Alkali Treated Cottonii) chip
These products are formed through a process of sorting, soaking, cooking, cutting, drying, and packing.
b. CMPC (Coarse Mesh Powder Cottonii) also called course powder.
This product is a product of reduced size ATC Chip through sogo machine. This machine imported from Japan in 1989.
c. SRC (Semi Refine Carrageenan), consisting of:
-SRC Mesh 60
-SRC Mesh 80
-SRC Mesh 140

Quality Products: Parameter quality seaweed products processed (Semi Refine Carrageenan) PT. Bantimurung Indah Maros is as follows: Moisture (moisture) 10% max, pH 8-11, syneresis 3% max, Gell Strength / gel strength of 600 g / cm2, viscosity of 100 cps, loading 20 MT (20 "), raw materials Eucheuma cottonii and Eucheuma spinosum, Materials Assistant NaOH, sodium Triphosfat, chlorine, and CH3COOH,

Packaging packed in plastic sacks polypropilene with the inner layer made of polyethylene containing 25 kg per ball and comes with a manufacturer's label, the product type, net weight and the date of production. While the quality parameters of processed seaweed products (Alkali Treated Cottonii) chips PT. Bantimurung Indah Maros is as follows: Moisture (moisture) 13% max, pH 8-11, syneresis 3% max, Gell Strength / gel strength of 600 g / cm2, viscosity of 100 cps, swelling 20% min, Raw Eucheuma cottonii and Eucheuma spinosum, Loading14 MT (20 "), Packaging packed in plastic sacks in polipropilene with layers made of polyethylene containing 35 kg per ball and is equipped with a factory label, the product type, net weight and the date of production.

Table 1: Production of processed seaweed (Semi Refine Carrageenan) PT. Bantimurung Indah Maros

YEAR	DESCRIPTION						
	EXPORT BBK	PRODUCTS PROCESSED				TOTAL	
		ATC	CMPC	SRC			
				TG	FG	BBK	PROCESSED
2003	1,766,840	3,000	-	266,000		1,766,840	269,000
2004	980,000	12,500	-	256,000		980,000	268,500
2005	1,193,600	88,020	-	79,000		1,193,600	167,020
2006	664,000	72,000	-	54,000	50,000	664,000	126,000
2007	449,000	183,000	-	80,700		449,000	264,000

Source: PT. Bantimurung Indah Maros 2008

Production of raw materials dried seaweed in 2003 was 1.76684 million tons, as much as 269 000 tones of processed products with rendamen 25%. In 2004 the dry raw materials as much as 980,000 tons of refined products as much as 268 500 tones. In 2005 the dry raw materials increased to 1.1936 million tons, while refined products decreased to 167 020 tones. In 2006 the dry raw materials decreased to 664,000 tons, also of processed products decreased to 126,000. In 2007 the dry raw materials experienced a continued decline to 449 000 tones, while refined products on the contrary increased to 264,000 tons.

Table 2: Actual Export of Seaweed PT. Bantimurung Indah Maros

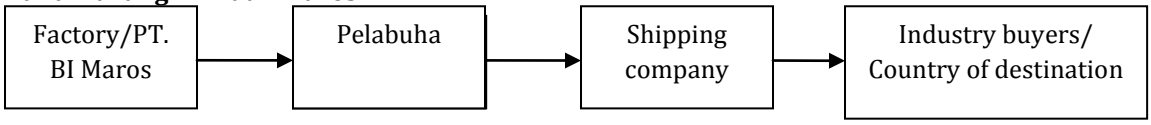
YEARS	VOLUME OF EXPORT (Kg)	VALUE
2003	2,035,840	$ 1.732.010 = 14.951.096.208 IDR
2004	1,248,500	$ 1.632.950 = 14.757.366.700 IDR
2005	1,360,620	$ 1.352.844 = 12.990.056.193 IDR
2006	840,000	$ 1.127.380 = 10.265.587.800 IDR
2007	713,000	$ 1.187.051 = 10.852.226.453 IDR

Source: PT. Bantimurung Indah Maros 2008

Semi processed seaweed exports Refine Carrageenan PT. Bantimurung Indah Maros in 2003 was 2.03584 million tons with a value of US $ 1,732,010. In 2004, exports decreased to 1.2535 million tons with a value of US $ 1,632,950, in 2005 exports decreased to 1.36062 million with a value of US $ 1,352,844 in 2006, re-exports decreased to 840,000 tons with a value of US $ 1.12738 million. In 2007, exports decreased again to 713 000 tones with a value of US $ 1,187,051.

Distribution (Place): Distribution channels of processed seaweed (semi-refined carrageenan) can be seen in Figure 1.

Figure 1: Distribution Channels Seaweed Products Processed (Semi Refine carrageenan) PT. Bantimurung Indah Maros



Price (Price): Prices of processed seaweed PT. Bantimurung Indah Maros in 2003 is for BBK products, US $ 0.545 / kg or Rp. 4,687 / kg, ATC, US $ 2.700 / kg or Rp 23 220 / kg, SRC (TG), US $ 3.025 / kg or Rp. 26 015 / kg, for products CMPC began in 2000 until now it has never produced again. BBK in 2004 increased to US $ 0.700 / kg or Rp. 6,090 / kg, ATC also increased to $ 3.00 / kg or Rp. 26,100 / kg, while SRC (TG) decreased, ie, US $ 3,000 / kg or Rp 26,100 / kg. In 2005, BBK decreased to US $ 0.608 / kg or Rp. 5,776 / kg, ATC increased to US $ 3.150 / kg or Rp 29 925 / kg. So did the SRC (TG) increased to US $ 3.410 / kg or Rp. 29 925 / kg. 2006 BBK product again decreased at US $ 0.500 / kg or Rp.4.450 / kg, ATC also experienced a decline of US $ 2.900 / kg or Rp. 25 810 / kg, while the SRC product (TG) increased to US $ 3.700 / kg or Rp. 32 930 / kg and this year also returned to produce SRC (FG) of US $ 4.800 / kg or Rp. 42 720 / kg. In 2007 the value of US $ rises so that the price of seaweed products also increased, so did the BBK products also experienced an increase of US $ 0.700 / kg or Rp. 6,300 / kg, ATC also experienced an increase of US $ 3.200 / kg or Rp. 28,800 / kg, while the SRC (TG) products are fixed at US $ 3.700 / kg or Rp. 33,300 / kg, and for SRC (FG) there is no production.

Table 3: Price Seaweed PT. Bantimurung Indah Maros

YEARS	PRODUCT SPECIFICATIONS US DOLLAR / KG					EXCHANGE	RUPIAHS / KG				
	BBK	ATC	CMPC	SRC TG	FG		BBK	ATC	CMPC	SRC TG	FG
2003	0,545	2,700	-	3,025	-	8,600	4,687	23,220	-	26,015	-
2004	0,700	3,00	-	3,000	-	8,700	6,090	26,100	-	26,100	-
2005	0,608	3,150	-	3,410	-	9,500	5,776	29,925	-	29,925	-
2006	0,500	2,900	-	3,700	4,800	8,900	4,450	25,810	-	32,930	42,720
2007	0,700	3,200	-	3,700	-	9,000	6,300	28,800	-	33,300	-

Source: PT. Bantimurung Indah Maros 2008

Promotion: From business negotiations conducted by PT. Bantimurung Indah Maros with the buyer before the sale transaction, the company has done well as promotion through exhibitions both locally, nationally, and internationally, seminars and international conferences. But to expand the market share the company is actively seeking information about industrial company's seaweed world through embassies / trade attaches a State and internet. In 1990 - 1999 the promotion is done through representative offices Bosowa Singapore and Korea, as well as cooperation with company's overseas agent, but once there is a representative office internet removed.

Table 4: Seaweed Industrial Sales in South Sulawesi

Years	Industry Sales (Ton)	Value (US $)	
2003	8.907	3.382	million
2004	7.752	2.332	million
2005	1.013	3.094	million
2006	15.339	8.254	million
2007	15.453	9.021	million

Data source: Ministry of Industry and Trade 2008

Analysis of Market Share: Sales of the seaweed industry in South Sulawesi in 2003 as much as 8907 tons with a value of US $ 3.382.00, 2004 industry sales declined to 7752 tons with a value of US $ 2,332,000, in 2005 industry sales dropped to 1,013 tons but the value of the dollar increased so that the price of seaweed has increased the amount of US $ 3,094,000, in 2006 industry sales greatly increased to 15 339 tons with a value of US $ 8,254,000. In 2007, industry sales increased again to 15 453 tons with a value of US $ 9,021,000.

Table 5: Market Share Seaweed PT. Bantimurung Indah Maros

Year	Sales Company (Ton)	Industry Sales (Ton)	Market Share (%)
2003	2.035,8	8.907	22,86
2004	1.248,5	7.752	16,10
2005	1.360,6	1.013	13,4
2006	840	15.339	5,48
2007	713	15.452	4,61

Source: Primary data after being processed 2008

Sales PT. Bantimurung Indah Maros in 2003 was 2035.8 tons, 8907 tons of total industry sales so that the market shares of PT. Bantimurung Indah Maros 22.86%. In 2004 sales of the company decreased to 1248.5 tons, the industry's sales also decreased to 7752 tones, then the market share of PT. Bantimurung Indah Maros decreased to 16.10%. In 2005 the company's sales increased to 1360.6 tons, while sales of industrial extremely decreased to 1,013 tons, but the market share of PT. Bantimurung Indah Maros decreased to 13 .4%. In 2006 the company's sales is decreased to 840 tons, while sales of industrial greatly increased to 15 339 tons, so the market share of PT. Bantimurung Indah Maros just 5.48%. In 2007 the company's sales again decreased, namely 713 tones, while industrial sales continues to rise, namely 15 452, so that the market share of PT. Bantimurung Indah Maros just 4.61%.

Sales Forecast Analysis: Total seaweed processed (Semi Refine Carrageenan) until the end of this year forecast to as much as 323.36 tons, in 2009 were 17.95 tons, in 2010 greatly reduced (minus) becomes -287.46 ton, in 2011 still declined (minus) becomes -592.87 tons, and in 2012 still declined (minus) becomes -898.28 tons.

Table 6: Forecasting Seaweed Export Processed (Semi Refine Carrageenan) PT. Bantimurung Indah Maros 5 (five) years to come

Year	Forecast Export (Ton)
Y.2008	1239,59 + (- 305,41) (3) = 323,36
Y.2009	1239,59 + (- 305,41) (4) = 17,95
Y.2010	1239,59 + (- 305,41) (5) = -287,46
Y.2011	1239,59 + (- 305,41) (6) = -592,87
Y.2012	1239,59 + (- 305,41) (7) = -898,28

Source: Primary data after processing 2008

Table 7: Forecast Seaweed Export Value Processed (Semi Refine Carrageenan) (US $) PT. Bantimurung Indah Maros 5 (five) years to come

Year	forecast for Export (US $)
Y.2008	1.406.447 + (-159.548,8) (3) = 927.800,6
Y.2009	1.406.447 + (-159.548,8) (4) = 768.251,8
Y.2010	1.406.447 + (-159.548,8) (5) = 608.703
Y.2011	1.406.447 + (-159.548,8) (6) = 449.154,2
Y.2012	1.406.447 + (-159.548,8) (7) = 289.605,4

Source: Primary data after being processed, 2008

Table 8: Environmental Analysis Internal and External

No	Description / Analysis			
	Internal Environment		External Environment	
	Strength	Weakness	Opportunity	Thread
1	Market share	1. Limitations Technology	1. Prospects usefulness of seaweed	1. Intervention rulers international markets
2	Company Reputation	2. Limitations Production Facility	2. The geographical position of Indonesia	2. The threat of disease
3	Quality Reputation	3. Centralized Management System (Policy Making by the Parent Company)	3. Development opportunities extract pure karagihan	3. Business Trend (Global)
4	Service System Relationship with		4. The effect of the law of nature (back to nature)	4. Competitors Increases
5	Principle Closed Systems	4. Employee Less Faithful	5. Support program GRATEKS-2	5. Employee Exit / Former Employees of PT. BI Maros
6	Technology (Closing Dryer)	5. Availability of Funds / Financial Stability	6. Reach extensive marketing	
7	Has Dryers (Open Dryer)	6. Raw Material Procurement Network Systems	7. This year (2008) Existing Demand Product From Buyer / Buyer) 1. Intervention rulers international markets	

Source: Primary Data after processing 2008

Table 9: Solutions / Troubleshooting Weakness and Thread

No	Description / Solutions		Prospects
	Weakness	Thread	
1	Mastery of technology	1. Research on disease	Bright
2	Completeness means	2. Mastery of information technology to monitor changes in the environment at home and abroad	
3	Decentralized Management System / Open		
4	Increase Employee Benefits		
5	Change / Fixing System Raw Material Procurement Network	3. Maintaining / Improving Quality	
6	Fixing the Financial System / Financing (In Manage Directly By PT. XYZ Maros)		

Source: Primary Data after processing 2008

5. Conclusion and Recommendations

- Based on the analysis of the marketing mix marketing system processed seaweed (Semi Refine Carrageenan) PT. Bantimurung Indah Maros shows that the marketing system is a selling seaweed products processed (Semi Refine Carrageenan) to industrial companies on an international scale by the method of "Sales System" that begins with business negotiations for a potential buyer, which in business negotiations that has included the implementation of all the variables marketing mix such as product (sample delivery), price (offer price), distribution (delivery of goods / dilatory time) and promotion (exhibitions of local, national, and international, seminars and international conferences, and the Internet).
- Based on market share analysis shows that if the seaweed products processed (Semi Refine Carrageenan) converted into dry seaweed (Raw Material) with rendamen 25%, PT. Bantimurung Indah Maros market share of 12.79% on average over the last 5 years (2003-2007), and for products SRC (TG) 100% market share in South Sulawesi.

- Based on the analysis of forecast exports of processed seaweed (Semi Refine Carrageenan) Balk volume (tones) and value (US $) using the least squares method (Least Square) shows that the company is always able to increase sales volume, an average of -305, 41 tons / year with a value of US $ -159,548.8 per year over the next 5 years (2008 -2012).
- Based on External and Internal Environment Analysis (SWOT analysis) shows that PT. Bantimurung Indah Maros has various powers (strength), especially in the field of marketing (the company's reputation, a reputation for quality and others), has a weakness - a weakness (limitations of the technology, production facilities, etc.), has a wide range of opportunities (prospect usability seaweed, geographical location, etc.) and have the threat (political intervention of international markets, illness, etc.). By utilizing the best of various powers (strength), overcomes the disadvantages (weakness), take advantage of various opportunities (opportunity) and provide solutions to the threat of the marketing prospect seaweed olahan` (Semi Refine Carrageenan) PT. Bantimurung Indah Maros will be even brighter future.

Recommendations

- By utilizing the best of various powers (strength), overcoming weakness (weakness), take advantage of various opportunities (opportunity), and provide solutions to the threat (thread), then the prospects for marketing of processed seaweed (Semi Refine Carrageenan) will be even brighter in future, even PT. Maros company XYZ likely to be a pure extract Keraginan (Refine Carrageenan) so as to reduce the burden of imported refined carrageenan is needed in various industrial fields.
- In order to obtain accurate data should be part of the government in this case the Ministry of Industry and Trade as government agencies related to the study authors should be able to provide more specific data in this case involves the export data seaweed according to the type and specifications of the products should be administered separately.

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Human Capability and Entrepreneurial Development in the Niger Delta Region of Nigeria

Paul Oghenero Okumagba, Otega Okinono
Delta State University Abraka, Nigeria
Okumagba2012@gmail.com

Abstract: The paper sets out to explore the link existing between the entrepreneurial interventions and human capital development in Niger Delta Region of Nigeria. In order to address the major problem of the Niger Delta region of Nigeria, many successive governments in Nigeria have embarked on one entrepreneurship developmental program or the other. Unfortunately, all these government efforts have failed to yield a fruitful sustainable entrepreneurial development particularly among the Niger Delta region that are mainly the target of the programs. Past studies have attributed such failure to a range of factors such as infrastructure decay and deficiency leading to poor human development, lack of proper implementation of the master plan, lack of funds, inadequacy of the master plan etc. Although, the efforts of the past studies as well as that of the developmental agencies are commendable, however, they have failed to address one important issue which is the human capability aspect of the developmental program. Therefore, this paper explores the role of human capability approach on the effectiveness of the entrepreneurship development programs within the Niger Delta region context and the political influence with a view to proposing a framework to examine the relationship between human capability and effective entrepreneurship development programs.

Keywords: *Human capability, Entrepreneurial development, programs, Niger Delta Region, Nigeria*

1. Introduction

Entrepreneurship development has become a central issue of discussion in every government agenda in many countries of the world. Perhaps because of the significant role it plays in economic growth and development of a nation. According to Rebecca and Benjamin (2009), entrepreneurship development helps in the transformation of people's lives by equipping and empowering them for self-reliance and sustainability. Studies (Nwabufo & Mamman, 2015; Oziegbe, Oleabhiele & Adeyemo, 2015) have indicated that governments in developed and developing nations tend to promote entrepreneurship development amongst its citizens for improved well-being and living condition of her citizens. However, some countries particularly in the developing nations have not been able to achieve much success in sustainability of entrepreneurship development (Jamaluddin & Dickie, 2011; Al Rabeei, 2003). This scenario captures the efforts of the Nigerian government in addressing the issue of human development through entrepreneurship programs particularly in the Niger Delta region. In line with the developmental agenda of the country, the development of the Niger Delta region has also been a paramount concern to the Nigerian government due to its contribution to the nation's economy (Amadi & Abdullah, 2012).

Apart from this, the region is heavily suffering from the activities of the oil companies such as degradation, poverty and deprivation which are now making life unbearable for the local dwellers. Many have lost their farmlands, fishing occupation and the very means of their sustenance and livelihood (Ebegbulem, Ekpe and Adejumo, 2013; Mmom and Igwe, 2012), hence, the people's agitation for development. In order to address the plight of the people, the Nigerian government came up with various developmental initiatives through the establishments of different developmental boards like the Niger Delta Development Commission (NDDC), the Niger Delta Ministry and more recently the Amnesty programs. The philosophy behind the creation of these boards was to initiate development programs that will rejuvenate the region and empower the community members for self-sustainability (Agbiboa, 2013; Duru & Ogbonnaya, 2012).Therefore, programs such as skill acquisition and training programs were established across the oil Niger Delta region. Although, the efforts of the Nigerian government are quite commendable, however, these programs were not sustained. Past studies (Okumagba, 2011; Mboho & Iyang, 2011; Jack-Akhigbe, (2013) have revealed that the inability of the government to sustain development programs in the Niger Delta is attributed to lack of commitment, inadequate funding, corruption and political interference. Moreover, Omojimite (2011) argued that most of the programs initiated by the government are politically motivated for personal benefits and at the same time

as a weapon to witch-hunt their political opponents. Similarly, Paki and Ebienfa (2011) contended that there is no autonomy of project executions by the agencies. They observed that the agencies are mainly concerned with project supervision but denied access to fund allocation for project implementation. This indicates that there is lack of coordination in the organizational structure and activities of the development agencies. Likewise Dopkesi and Ibiezugbe (2012) that noted development programs initiated by the government in the region are not sustained due to lack of community inputs in identification and implantation of programs.

A critical examination of the failures of these programs tends to point to the inability of the developmental agencies to identify and inculcate community need and interest in developmental initiatives particularly on the entrepreneurship development program (Akinola, 2012). Accordingly Alkire (2002) posits that when people are given opportunity and freedom to decide on issues that positively enhances their wellbeing, there is bound to be meaningful developmental. He termed this as human capability enhancement which promotes mental capacity development and training of the mind. The United Nations Development Report (UNDP, 2013) indicated vocational training as a platform that enables individual to exercise and maximize their potentials in achieving self-actualization and sustainability within their immediate environment and society at large. Past study such as Agbiboa (2013), Ajibola (2015), Ekumaoko (2013) have indicated that the training and empowerment programs initiated by the government were not targeted towards community development and empowerment but rather as a way of enticing the warring youths to drop their arms. Furthermore, Ubulom and Enyoghasim (2012),concluded that the developmental initiatives of the Nigerian government has the capacity to address the poor living condition of the people if and only if the developmental agencies can re-strategize their approach by adopting the human capability perspective for the effective entrepreneurial developmental programs of the Niger Delta region. This paper believes to a large extent that incorporating human capabilities into the entire entrepreneurial developmental programs of the Niger Delta region would go a long way to addressing the already created vacuum. In view of the above realities, this paper explains the role of human capability on the effectiveness of entrepreneurship developmental programs in the Niger Delta region of Nigeria with a view to proposing a framework to guide effective entrepreneurship developmental programs in the Niger Delta region.

2. Literature Review and Concept Clarification

Overview of NDDC and Human Development in the Niger Delta: The creation of NDDC is one of the efforts of Nigerian government to promote development in the Niger Delta region (Paki and Ebienfa, 2011; Okolo, 2014). NDDC is an acronym of Niger Delta Development Commission which was established by the former Nigeria President, Olusegun Obasanjo in (Ahonsi, 2011). The body was established with the objective of ensuring the overall development of the Niger Delta region. In other words, its agenda is to promote not only infrastructural development but also human development which is paramount to the people of the Niger Delta (Okafor, 2011; Aghalino, 2012). The human development agenda for the Niger Delta is borne out of lack of confidence of the people in the government as a result of the past failures and lapses displayed by the various past and present agencies set up by the government (Akpomuvie, 2011). The proposed agenda by NDDC though might not be the final solution to the developmental problem of the region; however, it will go a long way to reduce the level of agitations and rancor going on in the region. The NDDC developmental agenda aims to accomplish two goals; first physical development while the second to address those constrains that tends to distort human development Nwilo and Badejo (2005). Enshrined in the NDDC master plan are the various areas to be considered in this new agenda. Since then, the body has embarked on several human development projects and other developmental programs including entrepreneurial related programs such as empowerment programs and skill acquisition programs (Ndem, Michael and Awa, 2012). The NDDC agenda of human development is based on the belief that people are the most important and focal point of any development in the society. The human and capital resources invested in the establishment and operation of NDDC have made Niger Delta people to believe that their messiah has come to relief them of developmental pain being suffered for decades. The NDDC human development agenda has also directed attention to the provision of schools, scholarships bursary, skill acquisition programs to engender human developments in the Niger Delta region. It is in this view that Olley, (2011) suggested that NDDC human development program should not only focus on giving opportunity for education to the people but should also train people to be effective and functional in the society. However, a critical observation revealed that NDDC has concentrated more on physical development such as the physical infrastructures like roads and

bridges rather than human development. Thus, the need to re-focus on development programs through the adoption of human capability approach leading to effective entrepreneurial development programs within the Niger Delta region.

Conceptual Framework and Clarification: In this study, passion, choice and skill demonstration are components of human capability. Therefore, human capability in this context is conceptualized as passion, choice and skill demonstration and these are discussed in line with entrepreneurship development.

Passion and entrepreneurship development: Generally, passion is described as a situation that warrants individual putting more energy into something than initially required. It goes beyond enthusiasm or excitement. Passion is not hobby as a hobby is just a dream. Passion has long been recognized as a central component of entrepreneurial motivation and success (Lam, 2015). Despite the virtually unchallenged view that passion is important for venture creation and growth, surprising little systematic theoretical or empirical work exists concerning the notion of passion and its influence on entrepreneurial activities (Hoang & Yi, 2015; VanSledright, 2004). Therefore, in line with this study passion is conceptualized as individual's ambition materialized into action to put as much heart, mind body and soul into something as is possible. As it is, passion makes individual to work very hard in order for him to achieve his desire goals. For example, it is believed that when community members share a common passion and there are available resources to achieve their plan then development will be sustained. However, Dissanayake, (2014) argued that it is not in all cases that community members will share common passion and interest before achieving development. Sometimes, diversity might lead to sense of belonging in community and social identity. The most important element is giving control and decision making to community members because they are the ones that are mostly affected. This is because neither governments nor non-governmental agencies have the capabilities to solve and sustain all the difficulties and problems within a community hence it is vital to involve community members in issues that affect them (Magis, 2010). Also, individual with passion may outperform the person without passion. Passion is a catalyst that propels individuals to take over the wheel and do things that challenge the status quo, push boundaries and ultimately reshape the world as we knew it. To strive for passion is to be different from the rest and that is entrepreneurship development. Passion therefore makes people better entrepreneurs than the others. Therefore, passion for entrepreneurship development brings out the best out the person likewise the common passion for the community would also help them to achieve the community basic objectives. Hence, a strong correlation exists between passion and entrepreneurship development.

Choice and entrepreneurship development: The following words such as options, alternative and preference can be used to connote choice. In management, choice is commonly described as choosing from many alternatives. Within the context of this study, choice is conceptualized as the availability of many options and alternatives to entrepreneurial activities and programs. Block, Hoogerheide and Thurik (2009) on the study of education and entrepreneurial choice: an instrumental variables analysis claimed that entrepreneurial choice is likely to take place among those people with higher level of education. In other words, the higher the respondent's level of education, the greater the likelihood that he/she starts a business. Accordingly, Fossen and Steiner (2006) investigated the relationship between income taxes and entrepreneurial choices in Germany and found that the decrease in tax rates was not significantly related to self-employment decision. A similar research by Fossen (2008) on the tax policy, risk and entrepreneurial choice in Germany revealed that entrepreneurial choice is subject to tax rates in Germany. On the opposite, they also found that the effects on the exit rate from self-employment are small in relative terms and statistically insignificant, both for the full sample and the sample of men. The studies above clearly show that individual choices play significant role in matters concerning taxes, self-employment, risk taking which are all parts of entrepreneurship development. It is also clear that people tend to do better in their choosing profession or career when they are given the opportunity to make choice or choose what they want to do. Hence, there is a strong correlation between choice and entrepreneurship development. In this case, the developmental agency such as NDDC should learn how to give individual participating in their training and acquisition program to make choices of what area of entrepreneurial activity or program they desire or want.

Skill Demonstration and Entrepreneurship Development: Based on D'Amico, Tucker, Miles, Zhou, Shih and Green (2012). There is no consensus on what the definition of skill should be. However, Kelley, O'Connor,

Neck and Peters (2011) described skill as the ability and capacity to do something. Wickham (2006) also defined skill as the knowledge that is best described by an action. Also, business dictionary.com describes skill as the ability and capacities obtained via deliberate systematic and sustained effort to smoothly and adaptively execute compound and difficult tasks which required technicalities. Holding on these descriptions above, this paper therefore conceptualized skill demonstration as the application of acquire skill and knowledge to achieve the desire goals. It is also the platform whereby those who acquired the entrepreneurial skills through the various skill acquisition centers showcase their knowledge and skills they have acquired in their training. Previous authors on entrepreneurship development have affirmed that individual skills generally predict entrepreneurial activities. For instance, Ahmad and Seet (2010) in their study claimed that entrepreneurial skills are strongly related to the entrepreneurial intention of the foreign students in Malaysia. Kuratko and Hodgetts (2004) have long identified skill as a key factor to successful and meaningful entrepreneurial development. Also, Metzler and Woessmann, (2012) found that skill is significantly related to the teacher's performance. They concur that skill plays a significant role in the development of qualified teaching profession. This paper goes beyond the previous studies by discussing on the demonstration of entrepreneurial skills. It is the belief of this paper that it is not just enough for people to acquire skills but must demonstrate these skill. Therefore, there should be a platform where people with the acquired skill should be given the opportunity to exhibit and practically use the skills, and by so doing, the skills be acquired can become part of them for live and also make them productive and useful to themselves and society. Therefore, there is need for NDDC to engage in practical skill demonstration through the provision of appropriate channel and environment to enhance entrepreneurship development in the Niger Delta region.

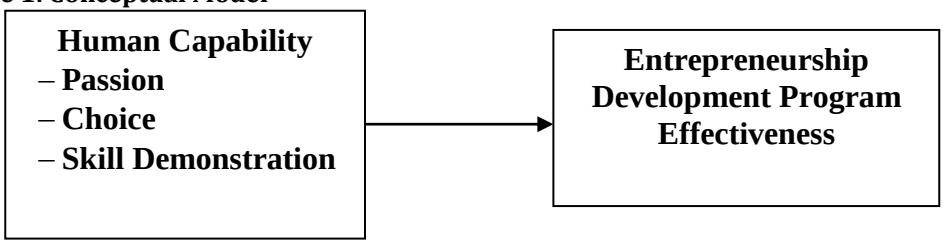
Human Capability and Entrepreneurship Development: First capability is the ability to perform or achieve certain actions or outcomes through a set of controllable and measurable factors, features, processes or services (Sen, 2005). Human capability is concerned with the training, lubricating of the mind, developing mental capacity and provision of vocational training which at the long run enables individual to achieve freedom in a society (UNDP, 2013). Capability is the ability to perform or achieve certain actions or outcomes through a set of controllable and measurable factors, features, processes or services (Amartya, 2005). There is no gain saying that human development can only be achieved when consideration is given to what people are actively capable of doing or becoming if given the opportunity. Individuals are considered as an end, with the ability for choices and freedom among a variety of values (Dopkesi & Ibiezugbe 2012). Capability is one of the individual's traits or characteristics identified by the psychological theory that aid entrepreneurship development (Duxbury, 2012; Okhomina, 2010).Capability helps an individual not only to do the job but to do the job very well. Kuratko and Hodgetts (2004) in their work identified capability as entrepreneur's attribute that can foster entrepreneurship development. The study by Lichtenthaler, Muethel (2012) highlighted the importance of capability which they called capacity. The found that mental capacity of the entrepreneur aid entrepreneurship development thereby affecting the firm performance.

Owing to this, the developmental agency such as NDDC should support the development of capabilities, but not influence their functioning giving individual's freedom to choose how to exercise and maximize their potentials. To date, development choices have failed to stimulate people into optimally productive activities most especially in display of skills and expansion of their abilities. The human development agenda is a people-centered development that seeks to remove obstacles that prevent people from achieving their full potentials and to empower people particularly at the grass root and on the margins of society should be targeted towards reducing inequalities of all kinds, including those relative location, gender and generation and to enlarge peoples choices in the economic, political and socio-cultural domain (Chandler, 2013). A human development agenda could transform the Niger Delta into a region that is economically, socially and politically stable; ecologically rejuvenating that will ensure rapid, equitable and sustainable development.

Entrepreneurship Development: In an attempt to describe entrepreneurship development, Ogundele, Akingbade & Akinlabi (2012) described entrepreneurship as a process that involves entrepreneur recognizing opportunities within the environment, mobilizing resources to take advantage of such opportunities in order to provide improved goods and services for the consumers and awarding reward for risk taken. This demonstrates that entrepreneurship is all about environmental opportunities waiting to be utilized and harnessed by entrepreneurs. Also, Alvarez, Barney and Anderson, (2013) described

entrepreneurship as a process whereby individual's independently discover, evaluate and exploit opportunities within their immediate environment. In the view of Rebecca and Benjamin (2009), entrepreneurship development entails a creative process of organizing, managing enterprises and assuming the risk involved in the enterprise.

Figure 1: Conceptual Model



Based on the literature review and coupled with the conceptual model above, the study proposed as follows:
Proposition: Human capability is positively related to entrepreneurship development programs.

3. Theoretical Framework

Two major theories were adopted to underpin the present study. These theories include the theory of human capability and the psychologist perspective of entrepreneurship theory by McClelland (1961). Human development and capability building defines the process by which society appropriates the natural demography to its advantage for development (Nussbaum, 2001). The theory of human capability posits that without capability of people, no meaningful developmental can be achieved (Alkire, 2002). This is because it is only human capability that trains and loosens the mind, develops mental capacity and provides vocational training which at the long run enables individual to achieve freedom in a society (UNDP, 2013).Capability of any person can be enhanced through several means such as education, training, skill acquisition and rehabilitation (Edyburn, 2013; Schwarzer, 2014). If capability is adequately enhanced and incorporated into the Niger Delta people entrepreneurial developmental program, then it may enlarge their opportunities in all aspects of human endeavor that would equally lead to effective entrepreneurial programs (Wodi, 2012).

Furthermore, according to the psychologist perspective of entrepreneurship theory by McClelland (1961) which is also referred to as heredity or traits theory, it emphasizes the traits or attributes that an individual possesses that enable them to function properly in the entrepreneurial activities or engagement. Thus, psychologists concentrate on the characteristics and personality of an individual that form a business. These authors associated successful entrepreneurship development with certain individual characteristics or traits or attributes of a person. Among these individual traits or attributes is capability. According to Timmons (1999), individual must possess the capability and ability to create and build a vision from practically nothing. The trait theory which posits that individual performs well due to their internal traits which are viewed as hereditary Petrides and Furnham (2015), McClelland (1961) is of the view that the key to entrepreneurial behavior lies in achievement motivation perhaps propel by capability. The need to achieve is a drive to excel, to achieve a goal in relation to a set of standards. A person endowed with a need to achieve, will spend time considering how to do a job better or how to accomplish something important to them and this is called capability which needed to be incorporated into Niger Delta region entrepreneurial program for better effectiveness. Therefore, sustainable entrepreneurship development among the Niger Delta regions is a function of their personal characteristics or traits. The Psychology Theory assumes that there are some distinguished psychological and demographic characteristics individuals should possess for effective performance (Cherry, 2012). An effective entrepreneurial development program would require a situation where the Niger Delta people can take personal responsibility to find a solution to their problem, avoid what they perceive to be very easy or very difficult task and prefer to strive to achieve target, which is challenging and is not beyond their capabilities.

Building on the existing knowledge of psychology theory of entrepreneurship and human capability theory, this paper assumed that a strong correlation exist between human capability and effective entrepreneurial

development programs. This is also depicted in figure 1, where it is demonstrated that human capability in the form of passion, choice and skill demonstration will positively predict effective entrepreneurship development programs. In other words, effective entrepreneurship development program in the Niger Delta will be visible if the people with passion are allowed to make their choices on what area of entrepreneurship training and skill they need and then given the platform to exhibit or demonstrate these skills they have acquired. Thus, effective entrepreneurship development programs in the Niger Delta can only be meaningful when people are given the opportunity to actively participate and make choices and decisions that will positively affect their lives (Chandler, 2013). Thus, the needs and interests of the region must be put into consideration in the entire entrepreneurial programs through the building of human capability that comprises of passion, choice and platform for demonstration of their skills.

4. Conclusion

The objective of this paper is to critically examine human capability and entrepreneurship development in the Niger Delta region of Nigeria. The paper argued that human capability approach is required to address the gap in the entrepreneurship development program in the Niger Delta region. Therefore, there is a need to consider human capability aspect of the people in the training and developmental programs targeted at them. The paper views human capability as the core value in achieving one's ends in a particular society that enlarges the choices of individuals'. This aspect found to be lacking in the entrepreneurship and overall developmental approach used in the Niger Delta region of Nigeria. Apart from the fact that both the trait and human capability theories stress on the need to identify peoples' capability and utilize it in the process of any form of development including the entrepreneurship development. For example, Timmons (1999) stated that individual must possess the capability and ability to create and build a vision from practically nothing. The trait theory also posits that individual performs well due to their internal traits and one of such is capability. A sustainable development would require a situation where the Niger Delta people can take personal responsibility to find a solution to their problem through the adoption of strategic developmental approach that recognizes the role of individuals in developmental skills. This can be attainable if the NDDC can adopt human capability approach in the training and development of the Niger Delta people. The human capability should take cognizance of passion, choice and platform for demonstration of the skills acquired in the entrepreneurial development programs. In conclusion, the paper provided a theoretical insight into the human capability approach as a means for achieving effective entrepreneurial developmental programs in the Niger Delta region of Nigeria. It has managed to provide theoretical evidence that human capability approach is correlated with entrepreneurial development program effectiveness, and therefore should be incorporated into the entire training and development programs targeted at the Niger Delta people. This is also postulated by the psychology and human capability theories that capabilities of individuals are very crucial in achieving a fruitful development including entrepreneurial programs.

Implication of Study: The paper contributes to body of knowledge by proposing a conceptual framework to empirically examine the effectiveness of entrepreneurial developmental programs in communities not only in the Niger Delta regions but also other communities experiencing similar situation across the globe. Academically speaking, the study's insights should contribute to the future development of this line of research, particularly in a developing country like Nigeria. Therefore, the paper is of significant value to practitioners and scholars alike.

Limitation and Suggestion for Further Study: One major limitation to this study is as a result of its theoretical nature which did not provide the opportunity to draw empirical conclusion on the issue of human capability and entrepreneurship development. In other words, the paper is theoretically based without any empirical fact. Therefore, this paper suggests that empirical investigation should be conducted by other studies.

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Analysis of the Perceptions of Administrators on the Educations Regulations

Saduman Kapusuzoglu, Zubeyde Copur
Hacettepe University, Beytepe-Ankara, Turkey
saduman.kapusuzoglu@hacettepe.edu.tr

Abstract: The main purpose of the Ministry of National Education Guidance and Inspection Directorate and Education Inspectors Directorates Regulation consists of defining the organizations and duties of these directorates. In this respect, the regulation deals with the power and responsibilities of education inspectors to be appointed in the directorates separately and regulates issues such as their appointment, employment, training and replacement; in short all working style and principles. In this study, it is aimed at analyzing and evaluating the Ministry of National Education Guidance and Supervision Directorate and Education Inspectors Directorates Regulation taking the views of inspectors in the dimensions of structure, process and understanding. In line with this purpose, the views of education inspectors (N=86) have been obtained by Baskan and Kapusuzoğlu (2013) through a survey of 25 items developed in line with the regulations. The obtained data has been analyzed through averages, the T- test, Anova and Tukey-B tests. As a result of the study, it has been concluded that the inspectors do not find the application terms related to the competition examination and the changes made in terms of the examination board, regulations made in terms of the reclamation period and the oral examination process "appropriate" and that they find the regulations related to the written examination subjects and score weight, their training and appointment "partially appropriate." In addition, the views of the inspectors do not display differences based on personal characteristics with the exception of terms of service.

Keywords: *Education inspector, guidance and inspection directorate, regulation*

1. Introduction

Organizational purposes which we define as the founding reason of organizations determine the actions of individuals which constitute organizations (Terzi, 1996). Whether an organization operates in line with its purposes is determined through the inspection mechanism (Uslu, 2013). The concept of inspection is defined in the Economic Terms Dictionary as "a period of collecting evidence and evaluation by an expert unit with the purpose of determining the suitability of information related to a state or private organization to predetermined scales and reporting". It is defined in the Educational Terms Dictionary as "The analysis, examination and investigation of education and teaching activities to determine whether these are carried out in accordance with the effective laws, regulations, statutes and general instructions (TLS). According to Başaran (2000), inspection is the process of monitoring an organization to prevent it from deviating from the aims it has planned and if necessary, correcting its activities. Although the concepts of inspection and supervision are used interchangeably in our country, the words inspection, inspector, auditor are used in legal texts and job descriptions rather than supervision (Ergün et al., 2014). In foreign sources, "inspection" is used for surveillance based on control, whereas "supervision" is used for more detailed inspection (Başaran, 2000:8). When considered as a sub-system of education management, inspection expresses the development of education and increasing the Professional development of teachers (Blumberg, 1980). According to Taymaz (1997), inspection is the process of controlling human behaviors for the benefit of the public and organizations in order to determine whether institutions are able to realize their predetermined aims. It can be stated that inspection has two basic aims: while the first of these is to preserve the balance of organizations, the second is to show faults to correct them and prevent the repetition of these faults (Tortop et al., 2007).

Legal Basis of Education Inspection: As the legal basis of education inspection, Republic of Turkey's Constitution – Article 42, the Law on Unification of Education – Article 1, National Education Basic Law no: 1739 – Article 17, Article 56 and Article 58, Law on Organization and Duties of Ministry of National Education no: 3797 – Article 2 and Article 27, Law on Private Education Institutions no: 625 – Article 2, Article 44, Article 45 and Article 46, Law on Primary and Secondary Education Teachers' Promotion and Penalties no:

1702 – Article 4, Vocational Education Law no: 3308 and Legislative Decree no: 652 can be listed. The issue of inspection is given place to in these legal bases as follows:

- Republic of Turkey's Constitution – Article 42: No one can be deprived of the right of education and training. The scope of the right of education is determined and regulated by law. Education and training is carried out in line with Atatürk's principles and reforms on the basis of the principles of contemporary science and education under the observance and supervision of the state.
- The Law on Unification of Education – Article 1: All scientific and educational institutions in Turkey are under the Ministry of National Education.
- National Education Basic Law no: 1739 – Article 17: The aims of National Education are not only attempted to be realized in official and private educational institutions, but at homes, offices as well everywhere and at every opportunity. Educational activities of all official, private and voluntary institution are subject to the inspection of the Ministry of National Education in terms of the aims of National Education. Article 56: The Ministry of National Education is responsible for carrying out, observing and inspecting the education and training service in accordance with the provisions of this law on behalf of the state. Article 58: (Amendment: 16/6/1983-2842/16 Article): primary schools, high-schools or their equivalents in Turkey cannot be opened without the permission of the Ministry of National Education. The degree of schools opened or to be opened by the Ministry of National Education or another ministry (including military high-schools) and private schools belong to the Ministry of National Education.
- Law on Organization and Duties of Ministry of National Education no: 3797 – Article 2: The duties of the Ministry of National Education are as follows: to plan, program, implement, monitor and control education and training services targeted at teachers and students in the educational institutions at all levels affiliated to the Ministry with the objective of raising individuals who are committed to Atatürk's principles and reforms, and to the Atatürk's nationalism defined in the Constitution of the Republic of Turkey, who adopt, protect and develop the national, ethical, spiritual, historical and cultural values of the Turkish nation, who love and elevate their families, homeland and nation, who are aware of their duties and responsibilities to the Republic of Turkey – which is a democratic, secular and social state ruled by law based on human rights and the basic principles defined at the beginning of the Constitution – and who behave accordingly; Article 27: states the duties of the Inspection Board Directorate's on behalf of the Minister upon the instruction or approval of the Minister.
- Law on Primary and Secondary Education Teachers' Promotion and Penalties no: 1702 – Article 4: The first appointment is carried out as an intern. At the end of the internship year, those interns whose capability and teaching skills are determined through the teaching records and inspection report receive the title of teachers.
- Vocational Education Law no: 3308 - Article 41: According to the provisions of this law, The training of candidates, apprentices and foremen given by public and private organizations and institutions other than the educational institutions affiliated with the Ministry and vocational training given by organizations are inspected by the Ministry and Ministry of Labor and Social Security.
- Legislative Decree no: 652: With this decree, the Guidance and Inspection Directorate has been founded and inspection's preventing irregularities, educational and guiding approach has been underlined. Two separate inspection units have been founded: one being the Guidance and Inspection Directorate under the body of the Ministry, the other being Education Inspectors Directorate under the Provincial Directorate for National Education. With this Legislative Decree, the inspectors under the ministry have been called auditors and the inspectors under the national education directorate have been called supervisors.

The Ministry of National Education Guidance and Inspection Directorate and Education Inspectors Directorates Regulation which is the subject of this study embody the latest regulations in education inspection. When the literature was reviewed, a scientific study related to this regulation has not been found. Therefore, it has been decided to analyze in particular the regulations related to the competition and competency exams of deputy inspectors, the issue of their appointment and replacement, authority and responsibilities in detail in this study.

The Ministry of National Education Guidance and Inspection Directorate and Education Inspectors Directorates Regulation: The aim of this regulation can be summarized under four items:

- To regulate the organization and duties of The Ministry of National Education Guidance and Inspection Directorate and Education Inspectors Directorates,
- To regulate the duties, authority and responsibilities of Guidance and Inspection Head and education inspectors and deputy education inspectors to be appointed at the Guidance and Inspection Directorate, their appointment, employment and working methods and principles,
- To regulate the qualifications, competition and competency exams, placement, appointment, replacement, authorities and responsibilities of duty of education inspectors and deputy education inspectors,
- To regulate the working methods and principles of personnel employed at the Guidance and Inspection Directorate and education inspectors directorate office.

If we touch upon the striking aspects of the Ministry of National Education Guidance and Inspection Directorate and Education Inspectors Directorates Regulation separately, firstly an amendment has been done in the competition examination commission and with the new regulation, it has been considered appropriate for the Examination Commission to consist of a Guidance and Inspection Head and three general directors or department heads with the suggestion of the Undersecretary and approval of the Minister under the chairmanship of the Undersecretary or Deputy Undersecretary. The teacher field information under the written examination subjects has been completely removed. The age limit, which is one of the terms of applying for the deputy inspector competition examination has been reduced from "age 40 to age 25". The term of having received the minimum score based on the score type indicated in the Public Personnel Selection Examination competition examination announcement for people who have not completed 8 years of service in teaching to the application terms for the deputy inspector exam. The oral examination questions are prepared by the Competition and Competence Examination Committee. In the oral examination, the candidates select the questions they are supposed to answer by drawing lots. The item of the period for each candidate from the beginning of the oral examination until its end is vocally and visually recorded has been removed. The reclamation period for the results of the written and oral examination has been reduced to 5 days from 10 days.

The Purpose of the Study: The purpose of this study is to analyze and evaluate the Ministry of National Education Guidance and Supervision Directorate and Education Inspectors Directorates Regulation based on the views of inspectors in the dimensions of structure, process and understanding. In this respect, the answers to the following questions have been sought for:

- What are the views and suggestions of Education Inspectors in relation to the regulations made in terms of their appointment, training and replacement dimensions in the Regulation in question?
- Do the views of Education Inspectors differ in accordance with personal characteristics (branch, educational status and service duration)?

2. Methodology

Research Model: The study is a descriptive survey type study.

Study Group: The study's study group consists of auditors employed at the National Education Directors of selected cities (N=86).

Data Collection Tool: With the purpose of determining the views of Education Inspectors, the survey developed by Baskan and Kapusuzoğlu (2013) has been taken as the basis and a survey based on the regulation consisting of three parts has been developed and used by the researchers. The first part of the survey consists of personal information (4 items), the second part consists of 25 items related to different dimensions which have been amended with the new regulation (competition examination, examination application terms, examination subjects and score weights, success criteria, the appointment, training and employment of deputy inspectors, regional service term, the identification of the need for inspectors, replacements (related to health and spouses, education excuse), the points to be complied by the inspectors,

the expansion of the scope of duties, administrative duties and procedures, temporary employment) and the third part consists of an open-ended question which aims at determining the views and suggestions of Education Inspectors in relation to the new regulation.

Analysis of Data: In the study, data obtained through the survey have been coded and analyzed with the SPSS 22.0 package program. In the study, averages, T-Test, Anova and Tukey-B test have been applied in the analysis of the sub-problems. In the interpretation of the obtained data, the score intervals indicated in Table 1 below have been taken as the basis:

Table 1: Score Limits Related to the Options

Options	Score Given	Score Intervals
I Totally Disagree	1	1.00-1.79
I Disagree	2	1.80-2.59
I Partially Approve	3	2.60-3.39
I Approve to a Large Extent	4	3.40-4.19
I Totally Approve	5	4.20-5.00

Analysis of Data: The reliability coefficient of the survey is Cronbach Alfa =0.877.

3. Findings and Discussion

Findings Related to the Personal Characteristics of Education Inspectors: The personal characteristics of the inspectors have been presented in Table 2. When Table 2 is analyzed, it can be seen that 64% of the inspectors are class teachers and 36% are culture lesson teachers. 37% of the inspectors have completed Education Administration and Inspection undergraduate education, 40% have completed undergraduate education and 23% have completed post-graduate education. 7% of the inspectors have completed 10-15 years, 9% have completed 16-20 years and 56% have completed 26-30 years of service.

Table 2: Personal Characteristics of Education Inspectors

Personal Information		Inspectors f	%
Branch	Class Teachers	55	63,95
	Culture Lesson Teachers	31	36,05
	Total	86	100,00
Educational Status	Undergraduate Education Completion	32	37,21
	Undergraduate	34	39,53
	Post-graduate	20	23,26
	Total	86	100,00
Duration of Service	10-15 years	6	6,98
	16-20 years	8	9,30
	21-25 years	24	27,91
	26-30+ years	48	55,81
	Total	86	100

Findings Related to the First Sub-Problem: The inspectors' views on the changes made with the new regulation in the indicated dimensions have been presented in Table 3.

Table 3: Views of the Inspectors

Views	N	$\overline{X}$	SS
1) It is suitable that the Examination Commission consists of a Guidance and Inspection Head and three general directors or department heads with the suggestion of the Undersecretary and approval of the Minister under the chairmanship of the Undersecretary or Deputy Undersecretary.	86	1,80	1,35
2) It is appropriate to remove the explanation "The Competition and Competency Examination Commission consisting of the Head of the Inspection Board or a deputy head appointed by the Head of the Inspection Board, Primary Education General Director or a deputy general director appointed by the Primary Education General Director, Personnel General Director or a deputy general director appointed by the Personnel General Director and a head of education inspectors of a city determined by the Undersecretary under the chairmanship of the Undersecretary or a deputy undersecretary appointed by the Undersecretary to be formed."	86	2,59	1,72
3) In relation to the written examination subjects, it is appropriate to add the Public Procurement Law no: 4734 in addition to the Constitution of the Republic of Turkey; General Principles, Fundamental Rights and Duties, Principle organizations of the State and laws no: 4982, 3071, 5542, 4483, 5018, 657 and 3628 which were in the old regulation to the subjects of the examination.	86	3,38	0,74
4) In relation to the written examination subjects It is appropriate to completely remove "Teaching Occupational Knowledge" from the subjects of the examination.	86	2,66	1,14
5) In relation to the score weights of the written examination subjects, it is appropriate to increase the weight of the laws from 15% to 20%, totally remove teaching occupational knowledge, and increase special field knowledge from 25% to 40% and increase national education regulation from 15% to 20%.	86	2,81	1,09
6) In relation to the oral examination, it is appropriate to totally remove the explanation "50% of the subjects of the oral examination for deputy inspectors and score weights consist of written examination subjects indicated in the first paragraph; 30% consists of narration and interpretation skill, 10% consists of representation skill and 10% consists of attitude and behavior."	86	2,72	1,01
7) It is appropriate to reduce the age limit, which is one of the application terms of the deputy inspector competition examination, from 40 to 35.	86	2,28	1,36
8) It is appropriate to change the article "To be a graduate of an at least 4 years higher-education" which is one of the terms of the deputy inspector examination to "To be a graduate of faculties of education, science and literature, economics and administrative sciences, economics, business administration, theology or higher education institutions in the country or abroad whose equivalence is approved by the Higher Education Board."	86	3,42	1,01
9) It is appropriate to remove the expression "Not having taken the competition examination more than twice" which is one of the terms of application for the deputy inspector examination.	86	4,07	1,47
10) It is appropriate to add the article "having received the minimum score based on the score type indicated in the competition examinations' announcements in the Public Personnel Selection Examination for people who	86	3,51	1,32

Views	N	$\overline{X}$	SS
have not completed 8 years in teaching" to the deputy inspector examination's application terms.			
11) In relation to the grading of the written examination, the arrangement "The written examination is graded over 100 full points. The written examination results are listed separately in terms of areas. Beginning with the candidates who receive the highest scores in the written examination in terms of their areas, candidates 4 times the number of announced positions are entitled to enter the oral examination. The candidates who receive the same score as the last candidate are also invited to the oral examination" is appropriate.	86	3,70	1,04
12) It is appropriate to remove the article "The Competition and Competency Commission gets the oral examination questions prepared. In the oral examination, the candidates choose the questions they are supposed to answer by drawing lots. The period for each candidate from the beginning of the oral examination until its end is vocally and visually recorded."	86	2,42	0,82
13) It is appropriate to remove the article "In case the scores are equal to each other in the competition examination results; successively the following candidates are given priority: those who have completed their doctorates in educational administration, inspection, planning and economy, candidates who have completed their doctorates in their own fields, candidates who have completed post-graduate education in educational administration, inspection, planning and economy, candidates who have completed their post-graduate education in their own fields, candidates employed in institution directorates, in foreign institutions and candidates who have more service years."	86	2,58	1,31
14) It is appropriate to add the article "In case candidates in the end of the final candidate list have equal scores, successively candidate with the highest written examination score, oral examination score, PPSE score and diploma score is given place to in the final candidate list. In case the scores of candidates to be appointed as deputy inspectors are equal to each other, then the candidate to be appointed is determined in the same manner" to the new regulation.	86	2,00	1,17
15) It is appropriate to reduce the announcement date of the written examination results from the latest 15 days to the latest 10 days from the date of the examination and to increase the announcement date of the oral examination results from the latest 5 days to the latest 10 days.	86	2,61	1,26
16) It is appropriate to reduce the reclamation period for the written and oral examination results from 10 days to 5 days.	86	1,46	1,05
17) It is appropriate to reduce regional service duration from 5 years to 4 years in the third service regions.	86	3,58	1,06
18) It is appropriate to amend the article "The inspector needs of cities are determined each year by the appointment of an inspector for 250 personnel through official approval prior to the appointment and replacement period" to "The inspector needs of cities are determined by taking the number of personnel and institution numbers in the cities and jointly by the Directorate and Human Resources General Directorate."	86	3,51	1,37
19) In relation to displacement due to health condition excuse, this arrangement	86	3,69	1,60

Views	N	$\overline{X}$	SS
is appropriate: "In cases where a person is determined as having a spouse, children and sibling who is disabled to the degree of not being able to continue his life without the help or care of others with the report of the health commission and documented by the special education evaluation board as having to receive education and training at official or special education and training institutions located at places other than the civil service location, then the inspectors are appointed to one of the cities where there are special and training institutions and there is a vacant position upon their request."			
20) It is appropriate to completely remove displacements due to the excuse of education from the regulation.	86	2,60	1,46
21) In relation to the duties of Education Inspectors Directorate, it is appropriate to remove the article "Institutions establishing inspection areas and inspection groups by taking criteria such as the geographical location, transportation conditions, physical proximity, characteristics, number of administrators, teachers and other personnel into consideration and carrying into effect with the approval of the governor."	86	3,28	1,41
22) In relation to the appointment of the Head of Education Inspectors, it is appropriate to amend the article "Three candidates are determined for the Head of Education Inspectors position by the governorships among candidates who have served as inspectors at least for 10 years and these candidates are suggested to the Personnel General Directorate. In case three candidates with the qualification of having served as inspectors for at least 10 years cannot be found to be appointed as the Head, then candidates meeting the other criteria are suggested to the Personnel General Directorate by the governorships. The Personnel General Directorate appoints one of the candidates as Head for three years with the approval of the undersecretary by taking educational status and seniority into consideration" to "The Head of Education Inspectors is chosen among the inspectors and appointed for 4 years with the suggestion of the Head, assent of the Undersecretary and approval of the Minister."	86	3,46	1,10
23) In relation to the appointment of the Deputy Head of Education Inspectors, the arrangement "The number of inspectors and deputy inspectors are determined as one in cities in which there are 30 or less inspectors, as two in cities in which there are 31-100 inspectors, as three in cities in which there are 101-200 inspectors, as four in cities in which there are 201-300 inspectors and as five in cities in which there are more than 301 inspectors and are chosen from the inspectors employed in that city with the suggestion of the Head of Education Inspectors, proposal of the Provincial Director of National Education and the approval of the Governor and appointed as Deputy Head of Education Inspectors for 2 years."	86	3,97	1,05
24) In relation to the duties and authority of inspectors and deputy inspectors, it is appropriate to add the article "The leaves of officials of institution and organizations which are being inspected can be postponed until the completion of the inspection in case the inspector find it necessary, with the exception of using leaves which have been given prior to the inspection and illnesses and similar compulsory reasons."	86	3,62	1,46
25) In relation to the duties and authority of inspectors and deputy inspectors, it is appropriate to add the article "As long as the inspection continues, the officials of the institution cannot be given leaves outside of the knowledge of the inspector."	86	3,65	1,25
Total	86	3,02	0,56

According to data obtained from Table 3, the views of inspectors can be summarized as follows:

- The inspectors "totally disapprove" the reduction of the reclamation period for the written and oral examinations from 10 days to 5 days.
- The inspectors "disapprove" the amendment made in relation to the examination commission and the reduction of age limit which is one of the application terms for the examination from 40 to 35; the amendment in the new regulation that oral examinations will not be recorded, giving priority to those candidates with the highest PPSE score and diploma score in case of equal examination scores with the new regulation while the priority was given to candidates with post-graduate degrees in the old regulation.
- The inspectors "partially approve" all amendments related to examination subjects and their weights.
- The inspectors approve to a large extent that the limitation of not having taken the competition exam more than twice which is one of the application terms, bringing PPSE obligation to the application terms and the expansion of the health condition excuse and the inclusion of siblings besides spouses and children within the scope as well.

The open-ended question which is the 26th item of the survey given to the inspectors "What are the additions, elimination, amendments you would like to be made in the regulation?" has been answered by only 8 of the 86 inspectors. The answers are as follows:

- "I do not believe that Guidance and Inspection Directorate having separate regulations for the Directorate and Education Inspectors is appropriate.
- "Additionally, I think that the law should not be amended against the Constitution and the regulation against the law."
- "The inspectors should no longer be affiliated to the Provincial Directorate for National Education in line with the EU norms."
- "The Ministry's uniting with the Inspectors has been a good development. The same work was being done. However, they receive 1700 TL more in their employee personal rights.
- "I think that inspectorships should have a school again. 'Educational Administration, Inspection, Planning and Economy' departments should be opened."
- "This structure should firstly be removed from the body of the Provincial Directorates for National Education. The PDNEwork 1000% politically. Therefore, conflicts are experienced with the inspectors. The mood of the institution gets wrecked".
- "As it has been indicated in the EU education report, in line with the view that 'inspectors who inspect the implementations of the Provincial National Education Directors being affiliated with Provincial National Education Directorates is against the spirit of inspection", inspectors' affiliation with them should be ended."
- "The privileges between the financial rights and personal rights of inspectors should be removed and the level of both should be raised to the level of rights in the other ministries."

Findings Related to the Second Sub-Problem: The findings related to the problem "Do the views of education inspectors display differences in accordance with personal characteristics?" have been presented below under sub-headings.

In terms of Branches:

Table 4: The T-test in relation to the comparison in accordance with the branches

General Average	Branch	N	$\bar{X}$	SS	sd	t	P
	Class teacher	55	3,14	0,47			
	Culture Lesson Teacher	31	2,97	0,68	72	1,226	0,224

*p>0,05

When Table 4 is analyzed, it can be stated that there is statistically no significant difference between the views of inspectors as a result of the T-test carried out in relation to the comparison made between the branches (p>0.05).

In terms of Education:

Table 5: Variance Analysis in Relation to the Comparison of Educational State Variable

General Average	Source of the variance	Sum of squares	Sd	Average of Squares	F	
	Between groups	0,452	3,14	0,47	0,353	0,84
	Within groups	22,302	2,97	0,68		
	Total	22,754	73			

1) Graduate education completion 2) Graduate 3)Post-graduate

When the variance analysis results presented in Table 5 on the comparison of the various dimensions of the regulation and the educational status variable were analyzed, a significant difference has not been observed (p>0.05).

In terms of service duration: When Table 8, which is related to the comparison between the different dimensions of the regulation and the service duration of the inspectors, was analyzed, a statistically significant differences has been observed (F=13.951, p<0,05). It has been attempted to find the source of this significant difference. With the purpose of determining between which seniority years this statistical difference took place, the Tukey-B test has been done. It has been seen that the difference has taken place between 10-15 years and 16-20 years and between 21-25 years and 26-30 years. It can be stated that there is a differences between the views of inspectors who have just begun their jobs and inspectors with seniority.

Table 6: Variance Analysis in Relation to the Comparison in accordance with the Service Duration

General Average	Source of the variance	Sum of Squares	Sd	Average of Squares	F	
	Between Groups	8,514	3	2,838	13,951	0
	Within Groups	14,24	70	0,203		
	Total	22,754	73			

1) 10-15 Years 2) 16-20Years 3) 21-25 Years 4) 26-30 Years

4. Conclusion and Suggestions

When the views of the inspectors have been evaluated in general, it has been seen that with their views supporting that there should not be a department head in examination commissions, disapproving the removal of the condition of recording the oral examination and even supporting the complete removal of the oral examination reflects the inspectors' sensitivity in terms of the examinations to be objective in practice. The inspectors' criticizing the article about the removal of giving priority to candidates with post-graduate and doctorate degrees in cases of equal scores, not approving the removal of the educational excuse from the regulation and in addition, arguing that inspectorships should have a school again shows that they respect doing scientific studies. The inspectors' are troubled about inspectors' are directly affiliated with the National Education Directorates can be interpreted as an indication that they are in command of the European Union Education Report. In addition, it can be interpreted as an indication of their efforts to keep inspection away from politics.

The inspectors' criticizing the reduction of the reclamation period for the written and oral examination results from 10 to 5 days and arguing for the increase of this period to 15 days and in particular stating that people in the rural areas will not be able to be fully prepared during the reclamation stage can be interpreted as the indication of the need for new legal arrangements. The inspectors' openly stating the view that the privileges about their financial and personal rights should be removed can be interpreted as the indication of the need for new legal arrangements. All of the inspectors making up the study group of the study openly stating their views and suggestions are considered to have great importance in terms of contributing to other legal arrangements to be realized in the inspections system to be scientific and applicable.

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Smartphone Use of Effectiveness in Supporting Young Entrepreneurs Business Activity in the Palopo Using Technology Acceptance Model (TAM)

Muhammad Ikbal, Rahmat Solling Hamid
STIE Muhammadiyah Palopo, Indonesia
rahmadhamid959@yahoo.co.id

Abstract: The development effort involving young entrepreneurs by age relative in Palopo City is now starting to grow and develop. One of the factors that affect the increasingly rapid development of information and communication technology. The development of information and communication technology enables anyone to conduct business without having to incur substantial costs for investment only places and other infrastructure. This study aims to determine the effectiveness of the use of information and communication technology in this case is a smart phone to support the business activities of young entrepreneurs in Palopo. Total sample of 150 respondents. Data analysis was performed using the *Partial Least Square (PLS)* with *4.0 WarpPLS* program. The results of the study results showed that of the five hypotheses which are built in this research there are four hypotheses that can be accepted: (1) *Perceived Ease of Use* significant effect on *Perceived Usefulness;* (2) *Perceived Ease of Use* significant positive effect on *User Satisfaction;* (3) *Perceived Usefulness* significant positive effect on *Behavioral intention;* (4) *User Satisfaction* significant positive effect on *Behavioral Intention.* While the hypothesis is not accepted, namely (1) *Perceived Ease of Use* positive effect was not significant to *the User Satisfaction,* which in this hypothetical direct influence that has no significant effect. This study also provides empirical support for the theory of TAM in the context of *the Smartphone* use by young entrepreneurs in the city of Palopo in support of business activities. The benefits and user satisfaction is an important determinant that explains the interest behaves using *Smartphone.* In addition *Smartphone* has a *user friendly* design that allows users to operate the various service features / applications provided on each brand *Smartphone.* The results of this research study also found information that would have a positive impact on young entrepreneurs perkembagan with age categories were taken from 20 years has begun to grow. This indicates that the motivation, innovation and creativity among young entrepreneurs to continue to try to create jobs independently.

Keywords: *Perceived Ease of Use, Perceived Usefulness, User Satisfaction,* and *Behavioral Intention.*

1. Introduction

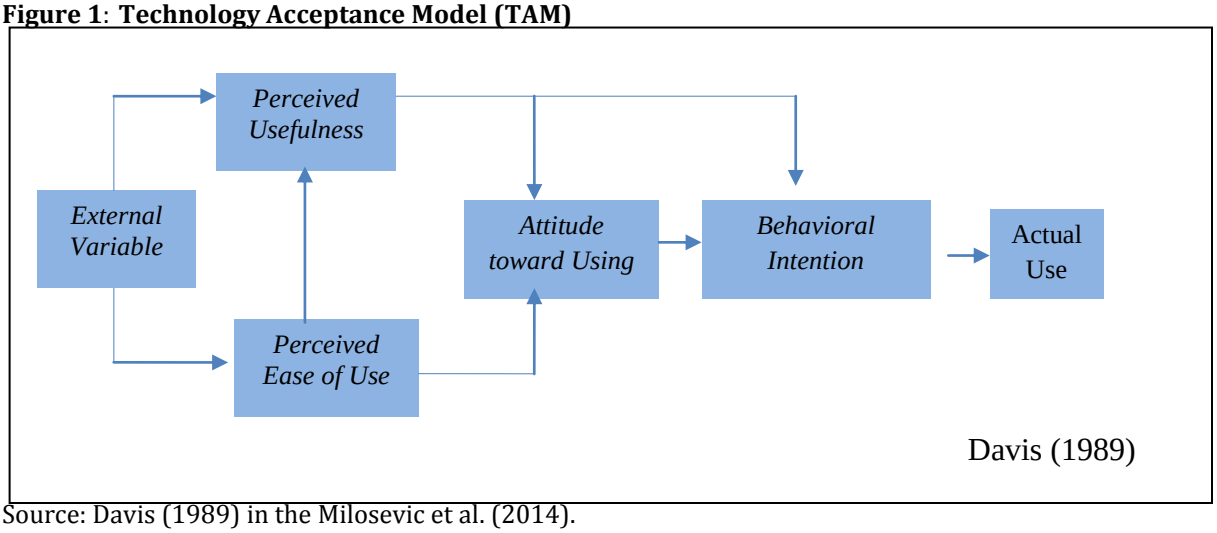
Development of business in Indonesia, especially involving employers with a relatively young age quite rapidly now. It is quite influential in increasing the number of young entrepreneurs is a growing number of program provision of venture capital of some banks as well as the rapid development of information and communication technology. The development of information and communication technology enables anyone to conduct business without having to incur substantial costs for investment only places and other infrastructure. Creative ideas and innovative in the world of business continue to emerge, in which the main actors play an important role in the birth of creative ideas are young people who seemed to continue to thirst for inspiration in all areas to maintain the existence of the city as a center for creative industries not only to the local level, Indonesia but also as the main barometer of the creativity of young people in the Southeast Asian region even more broadly Asia. Previous research that has been discussed about the effectiveness of the use of information and communication technology in business activity by using the *technology acceptance model* (TAM) that was originally developed by Davis (1989) amounts to pretty much starting from the period 1989 to the present. TAM was originally created specifically for modeling the information system user adoption. Davis (1989) explains that the main objective of TAM is to set up a search base effect of external factors on beliefs, attitudes (personalization), and the destination computer users. In the concept of TAM there are two variables key behaviors in adopting sis item information, the user's perception of the benefits *(perceived usefulness)* and the user's perception of the use of *(perceived ease of use). Perceived usefulness* is defined as the level at which a person believes that using a particular system can improve its performance and *perceived ease of use* is defined as the degree to which a person believes that using the system is not required any effort. *Perceived ease of use* also affects the *perceived usefulness* which may mean that if a person feels the system is easy to use, the system is useful for them.

Youth creativity Palopo town continues to grow of course, inseparable from the role of information and communication technologies are used. Forms of information and communication technology which is often used by young entrepreneurs Palopo town one of them is a Smartphone with various types and brands. Smartphone is no longer an expensive item among young entrepreneur, but already is a staple in running the daily business activities as well as to simply as a means of communication with family and colleagues. Based on this background, this study sought to conduct further study on the role and effectiveness of the use of smart phones in the young entrepreneurs in the town of Palopo, particularly in maintaining the existence and also as a tool to keep the creativity and innovation of its products and services dihasikannya. With reference to the model developed by Davis, the problem in this study is formulated as follows: (1) Are *Perceived Ease of Use* effect on *Perceived Usefulness,* (2) Are *Perceived Usefulness* effect on *User Satisfaction,* (3) Are *Perceived Ease of Use effect on User Satisfaction,* (4) *Perceived Usefulness* effect on *Behavioral Intention to Use Smart Phone,* (5) What is the effect on the *User Satisfaction Behavioral Intention to Use Smart Phone.* The purpose of this study was to determine the effectiveness of the use of information and communication technology in this case is a *smart phone* to support the business activities of young entrepreneurs in Palopo.

2. Literature Review and Hypothesis

TAM (Technological Acceptance Model): TAM (Technological Acceptance Model) is the theory of information systems that create a model of how users will receive and use the technology. The Technology Acceptance Model is an information systems theory that models the users' acceptance and utilization of technology. It is very popular models, made through the adaptation of the Theory of Reasoned Action (TRA) "specifically tailored for modeling user acceptance of information systems" Davis et al. (1989) in the Milosevic et al. (2014). Furthermore, according to Milosevic et al. (2014) in a research study that "The models Suggests that when users are presented with a new technology, a number of factors influence Reviews their decision about how and when they will use it. Key factors are stated as perceived usefulness and perceived ease of use ". Model Technology Acceptance Model (TAM) can be presented in figure 1 below:

Figure 1: **Technology Acceptance Model (TAM)**



Source: Davis (1989) in the Milosevic et al. (2014).

The concept used in this study is a model berketerimaan technology *(Technology Acceptance Model - TAM).* TAM is based on the theory of reasoned action *(Theory of Reasoned Action* - TRA) developed by Ajzen and Fishbein (1975) in Ni-Luh and I Wayan (2014). In TAM, acceptance of information systems is determined by two key factors, namely *perceived usefulness* and *perceived ease of use.* This model has the purpose to explain the key factors of the behavior of users of information technology to the acceptance of the technology adoption such information. The expansion of the concept of TAM is expected to help predict a person's attitude and acceptance of the technology and can provide the necessary basic information about the factors that drives the individual's attitude, Lee and Wan (2010). Based on the theoretical foundation of the

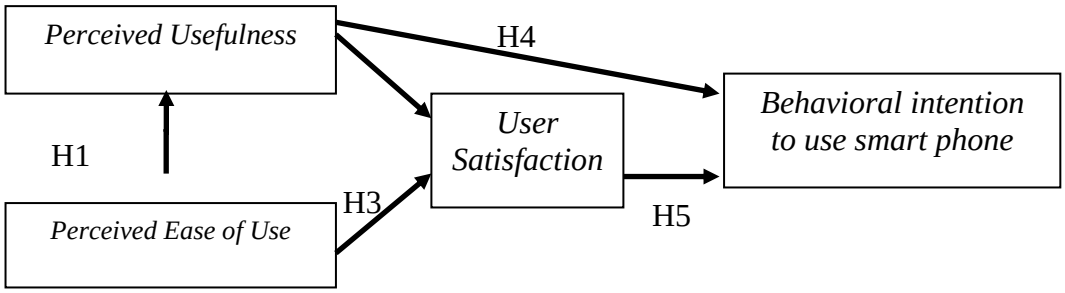
TAM *(Technological Acceptance Model)* that TAM basic model consists of six elements. Nevertheless, TAM basic model can be modified in accordance with the objectives or interests of an investigation, Aufar (2009: 32). TAM *(Technological Acceptance Model)* is the theory of information systems that create a model of how users will receive and use technology. TAM model actually adopted from the model theory of Reasoned Action (TRA) is the theory reasonable measures with the premise that the reactions and one's perception of things, will determine the attitudes and behavior of people (Davis, 1989) in Wiwin and Rusmin (2014). *"TAM has proven to be useful theoretical models in helping to understand and explain the acceptance and usage behavior towards technology in information system implementations. It has been tested in many empirical Researches and the tools used with the models have proven to be of quality and to yield statistically reliable results "(Chen et al., 2011, p. 202).*

Had many previous studies that have examined the effectiveness of the use of information and communications technology by using *technology acceptance model* (TAM). Among Wiwin and Rusmin (2014), where the model has been used in research *Technology Acceptance Model* (TAM) as a framework or model of research with the purpose of receipt of an information system by the user. Saleh and Drew (2014) in their study using the technology acceptance model (TAM) show the positive influence of perceived ease of use on perceived usefulness. Then the findings made by Azhari and Intan-Sari (2008: 1) that *the Perceived Ease of Use* (perception of ease of use) as the degree to which the user believes that the technology / systems that can be used easily and free of problems. The test results Mao and Palvia (2006) shows the influence of perceived ease of use on perceived usefulness. Azhari and Intan-Sari (2008: 1) that *the Perceived Usefulness* (Perceived Benefits) is defined as the degree to which the *user* believes that by using technology / the system will improve the performance of their work.

Then Azhari and Intan-Sari (2008: 1) that *the Perceived Ease of Use* (perception of ease of use) as the degree to which the user believes that the technology / systems that can be used easily and free of problems. Straub and Brenner (1994) in Wilson (2013) in which the results of the study that the perceived ease of use is insignificant in America, Switzerland and Japan. The results are consistent with research conducted Adams, Nelson and Todd (1992) and Davis (1989) in Wilson (2013). The lack of such significance, according to experts due to an indirect result of the perception of the perceived benefits. Saleh and Drew (2014) also produced findings which *Perceived Usefulness* positive effect on *Intention to use.* Aufar (2009) that the level of use of a computer technology on a person can be predicted from the attitude of attention to the technology, for example, my wish to add *peripherals* support, motivation to continue to use, as well as a desire to motivate users other.

Aufar (2009) argued that the level of use of a computer technology on a person can be predicted from the attitude of attention to the technology, for example supporting my wish to add *peripherals,* motivation to continue to use, as well as a desire to motivate other users. Based on the theoretical foundation of the TAM ***(Technological Acceptance Model)*** that TAM basic model consists of six elements. Nevertheless, TAM basic model can be modified in accordance with the objectives or interests of an investigation, Aufar (2009: 32). Thus the conceptual framework in this study the researchers add *user satisfaction* factor into the model TAM described by the research model as follows:

Figure 2: **Concept Framework Research**



Based on the results of previous research related to the study, the researchers developed a research hypothesis as follows:

H1: Perceived Ease of Use effect on Perceived Usefulness
H2: Perceived Usefulness effect on User Satisfaction
H3: Perceived Ease of Use affect the User Satisfaction
H4: Perceived Usefulness effect on Behavioral Intention to Use Smart Phone
H5: User Satisfaction effect on Behavioral Intention touse Smart Phone.

3. Methodology

Types of research: This type of research is an explanatory research *(explanatory research),* which tries to explain the causal relationship (causal) between the exogenous variables *(Perceived Usefulness* and *Perceived Ease of Use)* of the endogenous variables *(User Satisfaction* and *Behavioral Intention to Use Smart Phone).*

Data Collection Methods and Measurement Scale: Data collection method used in this study is a survey method. Survey methods made directly to the respondents intended to use the study questionnaire. Questionnaires were distributed to about 150 potential respondents who meet the criteria as a young entrepreneur. Data obtained from the prospective respondent Department of Cooperatives and Micro, Small and Medium Enterprises (MSME) and the Indonesian Young Entrepreneurs Association (HIPMI) Palopo. In addition, data obtained based on the initial data collection aimed at entrepreneurial communities scattered in several universities in Palopo town as well as the identification results through social media facebook and twitter. Of the total of 150 questionnaires have been distributed in whole kemabali and the completed according to the needs of research. Data four variables are ordinal data Likert scale with a score of 1 to 5.

Data Analysis Methods: The data analysis method used is Descriptive Analysis and *Partial Least Square (PLS). Partial Least Square (PLS)* is a multivariate analysis technique that aims to examine the relationship between constructs predictions by looking at whether there is a connection or influence between these constructs southern Hengky (2013: 14). Interest *PLS* is to test the theory of the weak and weak data, such as small sample size or there is a problem normality of the data, predicting the effect of exogenous variables on endogenous variables, and explains the theoretical relationship between the two variables. The steps that must be done in *PLS* include, Ghozali (2012):

a. The design of structural models *(inner model)* to explain the relationship between the latent variables with each other latent variables;
b. The design of the measurement model *(outer model)* that describes the relationship between the latent variables with a reflective indicator variable in this study;
c. Construction drafting path diagram based on two models, namely the structural model and the measurement model;
d. Conversion path diagram into a structural equation model (the relationship between latent variables studied) and the measurement model (indicator variable relationship with the latent variable);
e. The estimation of the parameters in the *PLS* (reflective models) conducted by way of *a path estimate* (estimated path);
f. Evaluation of *Goodness of Fit* by way of testing the suitability of the model, namely the *outer model (Convergent validity, Discriminant validity,* and *Composite reliability)*and *inner model (R-Square or Adjusted R-Square, Effect Size* ($f^{2)}$, *Variance accounted For* (VAF),;
g. Hypothesis testing is done with a *Stable resampling* methods and test statistics used was t test.

4. Research Finding

Analysis Descriptive statistics (Characteristics of Respondents): From the recapitulation of the respondent profile data in this study shows that the gender of respondents was dominated by male respondents - male as many as 90 people (60%). The age of respondents was dominated by the age group of 21 years to 30 years as many as 75 people (50%). The dominant type of business of the respondents is general trading (trading) as many as 80 people (53.33%). For the amount of total monthly turnover is dominated by a group turnover of 5 million down as many as 60 people (40%) followed by the group with the total amount of turnover per month ie 6 million to 10 million as many as 55 people (36.67%), this condition showed that most respondents in the study was classified into the category of small and medium enterprises,

although it is possible they will experience growth / development to become major employers when viewed from the side of the age of the majority of the relatively young or less than 30 years, so it's still wide open to develop the business.

Then an interesting thing that is a percentage value of the main consumer areas of origin in which the ratio between the City and the Outer City Palopo Palopo (Local) is not much different that each - each for Palopo many as 79 people (52.67%) and for outside Palopo as many as 71 people (47.33%). This shows that young entrepreneurs in Palopo is not entirely dependent on the market in Palopo City and surrounding areas alone, but have to be accepted by local markets that exist in the Outer City Palopo. For *Smartphone* types used by the respondent is a type of Samsung Android as many as 67 people (44.67%). Furthermore, to feature *Smartphone* used by respondents is the kind of phone features as many as 62 people (41.33), followed by SMS as many as 30 people (20%), and fuel *(Black Barry Messenger)* as many as 28 people (18.67), then social media *(facebook, twitter, etc.)* as many as 20 people (13.33%) and the least used features that MMS as many as 10 people (6.67%). This shows that all respondents greatly benefit from technology *Smartphone* in its business activities the day - day, well used to maintain contact and communication with colleagues, as well as consumers, but also with some of the features offered in the *Smart Phone* for example, social media will be very helpful to use to promote the latest product information and services from businesses, media to inform the offer - an attractive offer to consumers.

Evaluation Measurement Model (Outer Model) convergent Validity

Value *Loading Factor*: Convergent validity of the test results with *the value* parameter *loading factor* for each - each indicator has a value above (> 0.60) except for a few indicators that still has a value below than 0.60. To construct *Perceived Ease of Use* consisting of three indicators, namely PEOU1 = 0.834; PEOU2 = 0.626; and PEOU3 = 0.537, which of these three indicators is only one indicator that they have a value below 0.60 which is an indicator PEOU3 = 0.537, so this indicator in the droop of the model. Then to construct *Perceived Usefulness* of three indicators, namely PU1 = 0.722; PU2 = 0.697; Pu3 = 0.596, which of these three indicators is only one indicator that they have a value below 0.60 which is an indicator pu3 = 0.537, so this indicator in the droop of the model. Proceed with the *User Satisfaction* construct consisting of four indicators namely US1 = 0.687; US2 = 0.721; US3 = 0.557; and US4 = 0.690, which of these four indicators is only one indicator that they have a value below 0.60 which is an indicator US3 = 0.537, so this indicator in the droop of the model. *Behavioral Intention* to construct consisting of three indicators, namely BI1 = 0.895; Bi2 = 0.737; and BI3 = (-0.093), which of these three indicators is only one indicator that they have a value below 0.60 which is an indicator BI3 = (-0.093), so this indicator in the droop of the model. After testing a second stage in which all indicators of the construct in the droop of the model, then the values obtained new *loading factor loading factor* values obtained for each - each construct that is already above 0.60. It can be concluded that the indicators forming the construct of *Perceived Ease of Use, Perceived Usefulness, User Satisfaction,* and *Behavioral Intention* categorized valid.

Value *Average Variance Extracted* (AVE): Convergent validity of the test results with parameter *values Average Variance Extracted* (AVE) obtained that value *Average Variance Extracted* (AVE) for each - each construct is *Perceived Ease of Use* = 0.601; *Perceived Usefulness* = 0.608; *User Satisfaction* = 0.521 and *Behavioral Intention* = 0.706 own values above 0.50, meaning that the construct four categorized valid. Thus, to test convergent validity consisting of *cross loading* the parameter *value,* and *Average Variance Extracted* (AVE) terkategori valid.

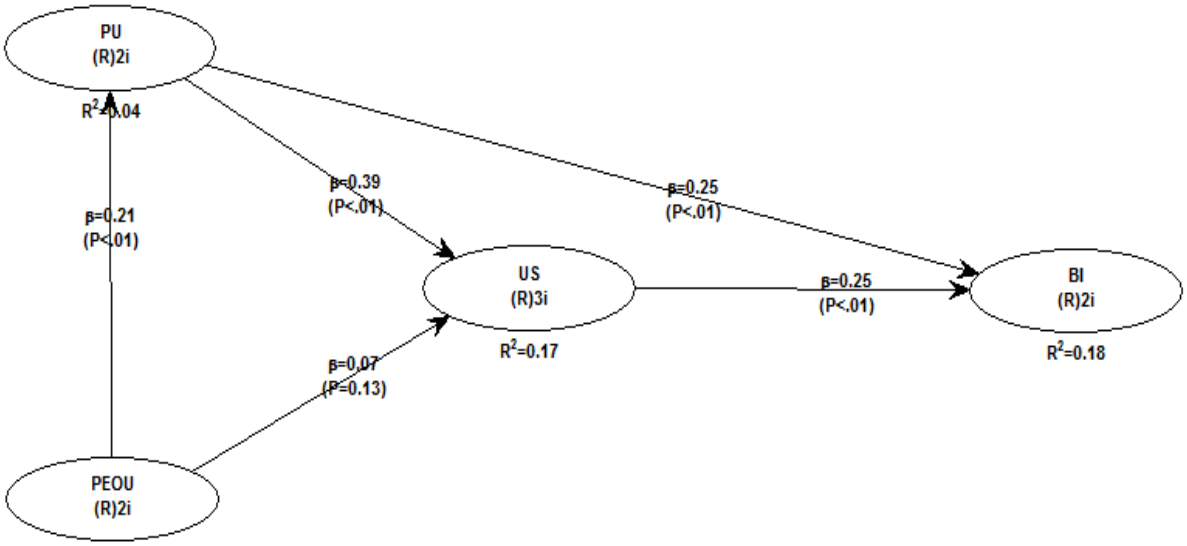
Discriminant Validity: Convergent validity of the test results with the square root of a value parameter (AVE) the result that the value of the square root of the AVE for each construct is greater than the value of the correlation between the constructs in the model that each - each worth *Perceived Ease of Use* = 0.775; *Perceived Usefulness* = 0.780; *User Satisfaction* = 0.721and *Behavioral Intention* = 0.840.

Composite Reliability: The reliability of the test results with parameter values obtained *Composite Composite Reliability Reliability* for each - each construct is *Perceived Ease of Use* = 0.748;*Perceived Usefulness* = 0.756; *User Satisfaction* = 0,765 and *Behavioral Intention* = 0.827 own values above of 0.70, meaning that the construct four categorized reliable. Thus, to test *convergent* validity with the parameter value of *loading*

factor and *Average Variance Extracted* (AVE), discriminant validity test parameters AVE square roots and correlation between latent constructs and reliability tests with the parameters *Composite Reliability* valid and reliable.

Structural Model *(Inner Model)*: Adapaun test results or *inner* structural model of *the model* in this study can be presented in the following figure:

Figure 3: **Result Analysis of Structural Model *(Inner Model)***



Source: Data processed, 2015

Results and Discussion Research Hypothesis Testing: Results of testing the hypothesis in this study can be explained in detail as follows:

Effect of *Perceived Ease of Use* on *Perceived Usefulness*: *Perceived Ease of Use* direct impact positively and significantly to *Perceived Usefulness,* meaning that with increasing *Perceived Ease of Use,* followed by an increase in *Perceived Usefulness.* This means that the respondents have a positive perception of the use of *smart phone* technology when viewed from *the Perceived Ease of* Use and *Perceived Usefulness.* This means that the respondents consider that each of these features and applications owned by *Smart Phone* they use either in the form of design, responsibility / responsiveness *(high speed)* perceived well as having the benefit of the business activities of young entrepreneurs in Palopo. Thus we can conclude that Hypothesis 1 stated that *Perceived Ease of Use* positive effect on *Perceived Usefulness* acceptable. The acceptance of this hypothesis is consistent with the findings made by Saleh and Drew (2014) where *the Perceived Ease of Use* significant effect on *Perceived Usefulness.* Then, the findings made by Azhari and Intan-Sari (2008: 1) that the *Perceived Ease of use* (perception of ease of use) as the degree to which the user believes that the technology / systems that can be used easily and free of problems. Mao and Palvia (2006) inform us that the results of the study conducted show the influence of perceived ease of use on perceived usefulness. Jahroni (2015) also yield information that *Perceived Ease of Use* positive effect on *Perceived Usefulness.*

Effect of *Perceived Usefulness* of the *User Satisfaction*: *perceived Usefulness* directly affect positively and significantly to *the User Satisfaction* means that with increasing *Perceived Usefulness* then followed by an increase in *User Satisfaction.* This means that the respondents have a positive perception of the use of *smart phone* technology when viewed from *the Perceived Usefulness* and *User Satisfaction.* This means that the respondents considered that the level of accuracy, the technology *Smart Phone* owned by the young entrepreneurs in the City of Palopo is considered important because it can affect the timeliness of the business conducted at each connection and *Smart Phone* technology can provide ease and motivate the young entrepreneurs in Palopo to always develop the creativity and innovation of each activity / business idea. Then the respondents perceive the good in other words they feel comfortable with the tool / application features

internet *connection* and other support *software* available in the *Smart Phone,* which the respondents considered that the *Smart Phone* has able to act as a media / tools to facilitate the learning process innovation and creativity in the development of business ideas on the run. Thus we can conclude that Hypothesis 2 stated that *Perceived Usefulness* positive effect on *User Satisfaction* acceptable. The acceptance of this hypothesis is consistent with the findings made by Azhari and Intan-Sari (2008: 1) that *the Perceived Usefulness* (Perceived Benefits) is defined as the degree to which *the user* believes that by using the technology / systems will improve their performance in work. Jahroni (2015) also yield information that *Perceived Usefulness* positive effect on *Satisfaction.*

Effect of Direct and Indirect *Perceived Ease of Use* to the *User Satisfaction*: *Perceived Ease of Use* no significant positive effect directly to the *User Satisfaction,* meaning that with increasing *Perceived Ease of Use* then it is not followed by an increase in *User Satisfaction.* This means that the majority of respondents considered that although the *Smart Phone* offers a wide range of features and facilities that are easy to use by the young entrepreneurs in Palopo, but respondents in this case young entrepreneurs in Palopo assume that they have to adjust to the level of expediency *Smart Phone* to business activities / efforts , *Perceived Ease of Use* positive and significant impact indirectly on *User Satisfaction* with *Perceived Usefulness, Perceived Usefulness* means constructs could play a role in mediating between *Perceived Ease of Use* to the *User Satisfaction.* Where respondents believe that *Smart Phone* users by the young entrepreneurs in Palopo fixed forward in terms of the benefits of using *a Smart Phone* to support business activities / business development. Along with the development of *a Smart Phone* which is quite rapid with various brands especially in the city of Palopo, community of young entrepreneurs in the city of Palopo is also very concerned about *the Smart Phone* that they use to support them in developing business / business. Here *Perceived Usefulness* good role in mediating between *Perceived Ease of Use* to the *User Satisfaction.*

It can be concluded that the third hypothesis which states that the *Perceived Ease of Use* positive effect on *User Satisfaction* unacceptable. Rejection of the hypothesis of this study are consistent with some previous research conducted by Straub and Brenner (1994) in Wilson (2013) in which the results of the study that the perceived ease of use is not significant in the United States, Switzerland and Japan. The results are consistent with research conducted Adams, Nelson and Todd (1992) and Davis (1989) in Wilson (2013). The lack of such significance, according to experts due to an indirect result of the perception of the perceived benefits. Rejection of the hypothesis of the study was not in line with the views expressed by Azhari and Intan-Sari (2008: 1) that *the Perceived Ease of Use* (perception of ease of use) as the degree to which the user believes that the technology / systems that can be used easily and freely of the problem.

Effect of Direct and Indirect *Perceived Usefulness* of the *Behavioral Intention*: *Perceived Usefulness* significant positive effect directly on *Behavioral Intention*, meaning that with the increase in *Perceived Usefulness* it will increase *Behavioral Intention*. This means that the respondents considered that the benefits obtained from the use of technology *Smart Phone* felt very positive influence on the development of enterprises / businesses they run. Where young entrepreneurs in Palopo tend to stick to behave to continue to use a technology that is *Smart Phone* in supporting the development of enterprises / businesses they run. *Perceived Usefulness* significant positive effect indirectly to *Behavioral Intention* through *User Satisfaction*, meaning that the construct of *User Satisfaction* able to play well in mediating between the construct of *Perceived Usefulness* of the *Behavioral Intention*. Where the respondents thought that the benefits they have gained from the use of technology *Smart Phone* in support of business development / bisninya turns perceived satisfied by the young entrepreneurs in Palopo, it is drawn from the pattern of their habits in bringing *Smart Phone* every routine activity especially business activity.

It can be concluded that the hypothesis 4 which states that *Perceived Usefulness* positive effect on *Behavioral Intention* acceptable. The acceptance of the research hypothesis is consistent with the findings made by Saleh and Drew (2014) where *the Perceived Usefulness* positive effect on *Intention to Use.* Then hasi is also supported by the findings of Aufar (2009) that the level of use of a computer technology to someone can be predicted from the attitude of attention to the technology, for example, my wish to add *peripherals* support, motivation to continue to use, as well as a desire to motivate other users. This behavior tendency is influenced by the perception of usefulness and attitude toward usage.

Effect of *User Satisfaction* Against *Behavioral Intention*: *User Satisfaction* positive and significant impact directly on *Behavioral Intention*, meaning that with increasing *User Satisfaction* followed by increased *Behavioral Intention*. This means that the tendency of the behavior of young entrepreneurs in Palopo City that has been considered that the technology *Smart Phone* can support business activities / business they develop. Most assume that the *Smart Phone* that is inside equipped with a variety of features, applications internet *connection* can obtain a certain satisfaction, especially in transactions, promotion of products or goods resulting from the business or the business developed, it has been very helpful in terms of time efficiency, for example. It can be concluded that the hypothesis which states that 5 *User Satisfaction* positive effect on *Behavioral Intention* acceptable. The acceptance of this study are consistent with the hypothesis made by Aufar (2009) that the level of a person's computer technology can be predicted from the attitude of attention to the technology, for example, my wish to add *peripherals* support, motivation to continue to use, as well as a desire to motivate other users. This behavior tendency is influenced by the perception of usefulness and attitude toward usage.

5. Conclusion and Recommendations

Based on the subject matter, the purpose of research and discussion, it can be argued conclusion of the study showed that of the five hypotheses which are built in this research there are four hypotheses that can be accepted, namely (1) *Perceived Ease of Use* significant effect on *Perceived Usefulness;* (2) *Perceived Ease of Use* significant positive effect on *User Satisfaction;* (3) *Perceived Use fullness* significant positive effect on *Behavioral intention;.* (4) *User Satisfaction* significant positive effect on *Behavioral Intention* .While the hypothesis is not accepted, namely (1) *Perceived Ease of Use* positive effect was not significant to *the User Satisfaction* , which on this hypothesis direct effect which has no significant effect . The findings of this study provide important contributions to the study of consumer behavior, especially in the phenomenon of the use of technology *Smartphone*. Specifically, the study found an important role *Smartphone* in support of any activity or business activities of young entrepreneurs in the city of Palopo. This study also provides empirical support for the theory of TAM in the context of the use of *Smartphone* by young entrepreneurs in the city of Palopo in support of business activities. The benefits and user satisfaction is an important determinant that explains the interest behaves using *Smartphone*. In addition *Smartphone* has a design that is *user friendly* which allows users to operate the various service features / applications provided on each brand *Smartphone.*

However, the problem lies in the internet connection is still not evenly distributed to all service providers in Indonesia, it is also considered researchers to spread the questionnaire using *a computer-based questionnaire* and *paper-based questionnaire* , so that researchers spread the questionnaire manually to each respondent , Another interesting thing that the respondents in choosing *Smartphone* still pay attention to *brand image,* and community means that the respondent does not only focus on the benefits provided to the *Smart Phone* , but how much of fellow community of young entrepreneurs who use a *Smart Phone* . The results of this research study also found information that would have a positive impact on young entrepreneurs perkembagan with age categories were taken from 20 years has begun to grow. This indicates that the motivation, innovation and creativity among young entrepreneurs to continue to try to create jobs independently. Here it takes the role of government to create a comfortable climate for entrepreneurs, especially for new entrepreneurs. Governments also need to create rules that facilitate entrepreneurs to develop their business.

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Factor Analysis-Dominant Factors Affecting the Investment of Natural Resources in Papua Province

Zainal Arifin Wasaraka
Universitas Cenderawasih, Indonesia
zariwa14@gmail.com

Abstract: The aims of this research are to determine and to analyze about the effect of infrastructure, bureaucracy and regulation, and culture social environment toward natural resources in Papua Provincial. The research methods are survey and path way analyses. Results from the research showed that are: 1) bureaucracy and regulation factor have direct effect to invest, it is also indirect effect with culture intervening variables, 2)The Direct effect of culture social environment to invest natural resources is 21,3%.

Keywords: *Dominant factors, investment, natural resources*

1. Introduction

Natural resources such as water, air, land, oil, fish, forests and others are essential resources for human survival. The loss or reduction in the availability of these resources will extremely influence the human survival on earth. Without air and water, for example, human beings cannot live. Similarly, other natural resources such as forests, fish and so forth which are the resources that not only fulfill the human needs, but also provide a considerable contribution to the wealth of the nation. Good natural resources management will improve the people welfare, but the natural resources management which is not good will give bad impacts for human. Therefore, the fundamental problems of natural resources management is how to manage these resources in order to produce maximum benefits for humans without compromising the sustainability of natural resources itself (Fauzi, 2006). Related to the use of natural resources. Indonesia adheres to sustainable development policy that allows the conversion of natural resources into various forms of capital as an essential and integrated part of the development process (Syaukat, 2007). One of the advantages of Indonesia, it has a large number of markets (due to the large number of people and material which is rely on natural resources). It is the factor which causes foreign investors still considers Indonesia as a worthy place of investment. The specific sectors such as mining, in the work contract also needs to be included the technology transfer as a condition of allowing foreign investors to explore (operatorship). This aspect must be taken by the government so that the presence of foreign investors will not become a disaster for Indonesia's economy in the future (Yustika, 2007).

Until the beginning of 2008, there are two issues that still surround the economic conditions in Indonesia, the high poverty and declining investment that cannot be separated from unemployment. It is certainly interesting to be observed when the government's efforts give a facility for investment; it does not apparently give a significance meaning. It is mainly through several government regulations such as Regulation No. 76/2007 and No. 77/2007 which is expected to become a magnet for investors as a legal certainty for investment in Indonesia. Until the end of 2007, foreign investment was only USD 8.9 billion, while domestic investment Rp. 44.6 trillion. This certainly begs the question, is Indonesia not interesting for the investors? (Suman in Cepos, February 13, 2008). The capital market analyst, Edwin Sinaga, assess that there are several promising sectors in 2008, mining, energy, plantations, and banking. He suspects the investment manager or large investors will be looking for stocks in this sector to break down its investment portfolio, the four sectors were indeed booming. Over the past year, the industry average growing quite rapidly. Production increases, demand is high and the price on the international market surged, it is becoming the industry are very prospective. Moreover, the three sectors of mining, energy and plantations provide income in US dollars. So as soaring prices in the world market, also raised the issuer-emitan sector so the choice is stocks or issuers whose fundamentals and good liquidity transaction (the Economic News, 2007; 62).

Papua has a resource with agriculture potential based, large of forestry and marine. The efforts to improve the productivity of the primary sector through the agriculture industrialization is the right way, it will give the impact on the transformation of resources with higher additional value. The agricultural industrialization development problems in Papua are relatively small investment in agricultural sector compared to other

sectors such as mining investment. The small investment in the agricultural sector in Papua happens because of lack of information concerning on the market, employment, convenient bureaucracy, raw materials availability, facilities to support the processing industry, and others that can attract investors to invest in Papua (Karma, 2005). Many factors causes the cost of investment in the province to be very expensive, according to Asmuruf (2001): (1) the condition of the infrastructure is still very limited, (2) the location of Papua is far from the market, both the national and export markets, (3) lack of an educated workforce and ready to work, and (4) there is still a long bureaucratic obstacles from some technical agencies. Besides, it is still confronted with cultural effects, the political situation and security problems in some places. Referring to the reasons above, the research on factor analysis - dominant factors affecting the natural resources investment in Papua conducted. Based on this consideration, the research is conducted with the objective to measure and analyze the effect of bureaucracy and regulation, infrastructure availability, and culture toward the investors' interest to invest resources in Papua.

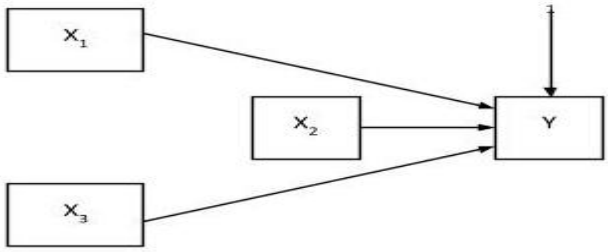
2. Methodology

Population and sample in this research are 30 active entrepreneurs who manage the natural resources of Papua, which consists of, 4 entrepreneurs of mineral water resources management, 8 entrepreneurs of forestry resources, 8 entrepreneurs of mine resources, 6 entrepreneurs of plantation resources, 1 fishery entrepreneur and 1 husbandry entrepreneur. Because of the population is small so that finally sampling was not done. The entire population of investors who engaged in natural resource investments can be affordable, so this research does not need specific sampling techniques. In other words, the respondents were used as the object of the research is all the investors (population). Techniques used in the data collection are the direct observation to the object, and literature review or literature research. Observations carried out by distributing questionnaires in a closed and open to the respondents. While the literature review will be reviewed various references and relevant literature to sharpen insight to view, analyze and answer the problems proposed. Basically this research is causality study using path analysis. Path analysis method chosen for this study seeks to find a causal relationship between the variables that possibly occur, as well as to discover the magnitude of the direct and indirect effect of a variable to others. In addition, all variables can be measured, so there is no latent variables (variables that cannot be measured), then the path analysis models is the most appropriate choice if want a simple model that is full meaning full. There are four variables that are subjected to experiments in this research which consists of two exogenous variables, bureaucracy and regulation variables, as well as infrastructure variable. And two endogenous variables, the cultural and investment.

3. Findings and Discussion

The next sub-structure equations that need to be tested its significance is equation invest sub-structure involving bureaucracy and regulation, culture, and the infrastructure independent variables, see Figure 1. Based on the processing data using SPSS 14 software the research gains the results are as follow:

Figure 1: Investment Equation Sub-structure Line Diagram



Based on the results of the above statistics, it is clearly seen that bureaucracy, regulatory, culture and infrastructure factors have a significant direct effect on investment in the level of confidence by 90%. As the indicator, it can be seen in the magnitude of the coefficient t-stat for X2 (culture) which is equal to 2,217> t0.10 (26) = 1.3149 so it was decided to reject H_0 and accept H_1, it means partially acceptable that cultural

factor has a positive effect on the investors' interest to invest in Papua. Based on the coefficient track by 0.462 shows that the contribution of cultural factor towards investors' interest changes to invest is 0.2134% or 21:34. Then for infrastructure variable, based on the data processing, t-stat = 1,698> $t_{0.10(26)}$ = 1.3149, it means that H_0 is rejected and H_1 is accepted. Thus it is partially acceptable that the infrastructure variable has a positive effect on the investors' interest to invest. In this case the contribution of the infrastructure factor to change the investors' interest to invest is 0.045 or 4.5%. The last is bureaucracy and regulation variable, based on the results of data processing, it shows that the t-stat = 1,698> t0.10 (26) = 1.3149, it means that H_0 is rejected and H_1 is accepted. Thus it is partially acceptable that the infrastructure variable has a positive effect on the investors' interest to invest, based on coefficient figures the track can be indicated that the contribution of the bureaucratic and regulation factors toward investors' interest changes to invest only 0.083 or 8.3%.

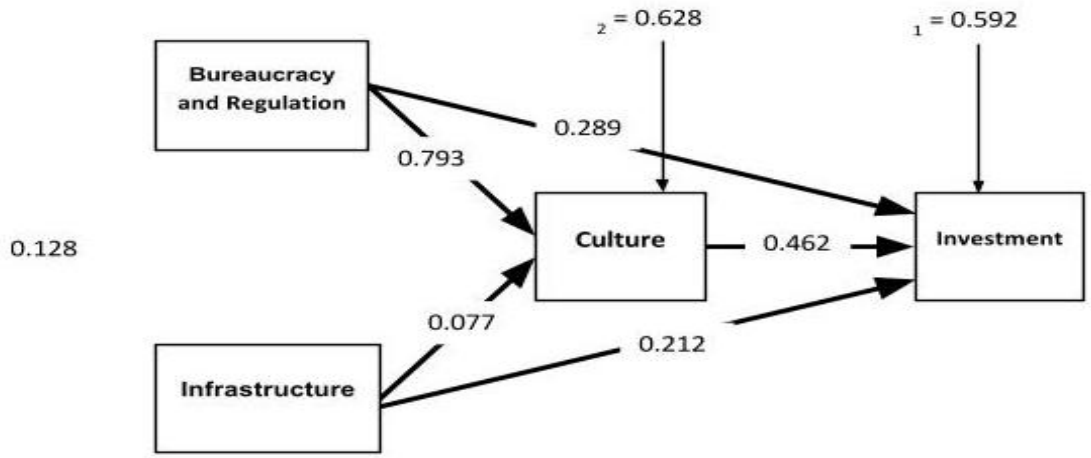
Table 1: Unstandardized regression models and the Standardized Factors Affecting Investment

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.960	4.289		.690	.496
Bureaucracy (X1)	.343	.245	.289	1.398	.174
Culture (X2)	.430	.194	.462	2.217	.036
Infrastructure (X3)	.204	.120	.212	1.698	.101

Simultaneously, the three independent variables included in the model is used in order to explain the interest to invest is very significant at 90% in confidence level, as indicated by the value of F-stat = 13.33> $F_{0.10(4;26)}$ = 2.1745. Thus it can be accepted that the bureaucracy and regulation factors, culture and infrastructure factors simultaneously have a positive effect on the investors' interest to invest. The contribution of these three variables, variation changes on the investors' interest to invest is R^2 = 0.606, or approximately 60.60%, while the remaining 39.40% is due to other factors that are not included in the model.

Direct and Indirect Effect, Total of Bureaucracy, Culture and Infrastructure Factors toward Investment: One of the most important analyses reported in the path analysis model is direct and indirect effect and total of some exogenous variables toward endogenous variables. Through this analysis, it can be known or determined which factors most large or dominant effect changes of endogenous variables. In order to answer this question we need a complete structural line diagram in accordance with the number of variables analyzed. In this case, the path diagram can be seen in Figure 2. It has been statistically tested before that all the parameter coefficients included in the structural equation model is significant at the 90 confidence level, so that each parameter coefficient is statistically relevant to be analyzed.

Figure 2: Bureaucracy, Culture and Infrastructure Line Diagram toward Investment



In the path diagram presented in Figure 3, it clearly seems that factors of bureaucracy and infrastructure have direct effect on investment, also have an indirect effect through cultural factor. While the culture seems to only have a direct effect on investment. Thus we can determine effect total of each determinants toward the changes to invest as follows.

The Effect of Bureaucracy and Regulation Factors toward Investment

Direct Effect	= 0.289 x 0.289
	= 0.084
Indirect Effect through Culture	= 0.289 x 0.792 x 0.462
	= 0.105
Total Effect	= 0.084 + 0.105
	= 0.185

It means that the variation of the change of the investors' interest to invest in the field of natural resources in Papua about 0185 or 18.5% due to the variation of the changes in bureaucracy and regulation, which consists of its direct effects by 8.4% and the effect of indirect through cultural factor about 10.5%.

The Effect of Infrastructure Factor towards Investment

Direct Effect	= 0.212 x 0.212
	= 0.045
Indirect Effect through Culture	= 0.212 x 0.077 x 0.462
	= 0.008
Total Effect	= 0.045 + 0.008
	= 0.053

Based on the total effect above can be said that the variation of the change of the investors' interest to invest in the field of natural resources in Papua about 0.053 or 5.30% due to the variation of changes in the availability of infrastructure, where its effect is distributed to the direct effect of 4.5% and the indirect effect through cultural factors of 0.8%.

The Effect of Culture Factor towards Investment

Direct Effect	= 0.462 x 0.462
	= 0.213
Indirect Effect through Culture	= 0
Total Effect	= 0.213 + 0
	= 0.213

Thus, it can be said that the variation of change of investors' interest to invest in the field of natural resources in Papua about 0.213 or 21.3% due to the variation of cultural change of Papuan. The results of calculations above present in Table 2. If the bureaucracy and regulation factors are viewed directly, they only turn its effect on the investors' interest to invest in Papua is only 8:35%. However, if the effect is added to indirect effect through an intervening variable culture, the total effect on the investors' interest to invest in Papua become bigger, 18.94%. The meaning of these findings indicates that the investors in Papua require a very large government role as a mediator in resolving the conflict between the investor as the investment with the culture or customs of local people as owners of customary rights.

Table 2: Direct and Indirect Effect Analysis, and Total of Factors of Bureaucracy, Culture and Infrastructure toward Willingness of Investors to Invest in Papua

No	Variable	Direct Effect	Indirect Effect through Culture	Total Effect
1.	Bureaucracy and Regulation	0.0835	0.1059	0.1894
2.	Culture	0.2134	-	0.2134
3.	Infrastructure	0.0449	0.0078	0.0602

The direct effect is smaller than the indirect effect, it can be seen above, i.e. 0084 <0106, it also shows that the investor in Papua does not too questioned the implementation of bureaucracy and regulation than the government's role to mediate the conflicts between local culture with investor. For infrastructure, according to investor perceptions, the effect is very small compared to the cultural factors. In Table 6, the contribution on investor interest changes only 6:02%. Investors assume that cultural factors create a conducive climate for investment in Papua, so that the handling infrastructure availability can be helped by the investor. From the analysis, it discovers that the infrastructure directly affect investment in Papua, but keep in mind that in fact the big investors such as PT. Freeport and BP Berau/Tangguh is not too big for them to build the infrastructure to support its investment in Papua. But for the smaller companies such as PT. Sinar Indah Persada which invests in mining nickel and PT. Herison that investing in wood and r other small investors who are invest in the field of Natural Resources, are highly dependent on the infrastructure to support their activities, because they are still dependent on the government to prepare the infrastructures to support their business, such as roads, clean water, electricity, and so forth.

4. Conclusion

- The path analysis finds that the bureaucracy and regulation factors not only have the direct impacts on investors interest to invest, they also have the indirect impact through culture intervening variables. The indirect impacts are seen greater than the direct effect, respectively by 10.5% and 8.4%, the total effect is 18.5%.
- There is a tendency that the cultural phenomenon more appropriately used as an intervening variable in explaining the factors that affect natural resource investment in Papua, therefore the cultural factors which are indicated in the path analysis model only has a direct effect on the investors interest to invest the natural resources in Papua, 21.3%.
- Among all the variables included in the model, the infrastructure factor has smallest total effect on investors' interest to invest in Papua only 5:30%, consisting of a direct effect of 4.5% and the indirect effects through cultural factor of 0.8%.

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