

THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

Role of PT. Telkom in Empowerment of Small Medium Enterprise (SME) (Case Study PKBL PT. Telkom with Small Industry Krecek Rambak in Desa Kauman, Kecamatan Bangsal, Kabupaten Mojokerto)

Jenny Yudha Utama

Students, Post Graduate Program, Department of Social and Political Science,
Faculty Majoring Development Sociology, Brawijaya University, Malang, Indonesia

Sanggar Kanto

Head, Department of Social and Political Science, Faculty for Post-Graduate Programme,
Brawijaya University, Malang, Indonesia

Sholih Muhadi

Secretary, Department of Social and Political Science, Faculty for Post-Graduate Programme,
Brawijaya University, Malang, Indonesia

Abstract:

Roles of PT. Telkom toward small industrial community of krecek rambak on Kauman village, Bangsal sub-district, Mojokerto regency. Through Program Kemitraan dan Bina Lingkungan (PKBL) held by PT. Telkom in order to empower the community of krecek rambak industrial to be better than before. This research used empowerment concept like Authority, Confident and Competent, Trust, Opportunities, Responsibilities, and Support (ACTORS). The purpose of this research is to describe the role of PT. Telkom in the empowerment program of the small industry community of krecek rambak. This research used a qualitative methodology by using instrumental case study approach that has the purpose to describe or explains in detail the role of PT. Telkom with a small industrial community of krecek rambak on Kauman village, Bangsal sub-district, Mojokerto regency, so as to form a theory of construction or repair. The result showed taht krecek rambak industrial community is greatly helped by Program Kemitraan dan Bina Lingkungan of PT. Telkom and has a pattern of TOP-DOWN and BOTTOM-UP, so the PT. Telkom and home industry of krecek rambak give each other synergies.

Keywords: PKBL PT. Telkom, Empowerment, Small industry, ACTORS

1. Introduction

Community empowerment was mostly hard to distinguish to *community development* since both term refers to overlapping definition in its implementation within community. *Community empowerment* is economy development concept which summarizes social values and reflecting new paradigm in a more *people centered participatory, empowering and sustainable* development Chambers [1].

Sumodiningrat [2] argued that community empowerment should be done through 3 (three) ways, which are Creating climate which enable the development of community's potential (enabling), strengthening potential and power possess by community (empowering), giving protection (protecting). Community empowerment is an effort to improve community's ability to realize independency and detached themselves from poverty and retardation. Self-empowerment is mostly done by Lembaga Swadaya Masyarakat (LSM), government and company or *corporate*.

However, this study would review empowerment done by one of the corporate, PT. Telkom with its Program Kemitraan Bina Lingkungan (PKBL). PT. Telkom is a telecommunication company that aware about the importance of conducive environment development, thus consistently and sustainably has participated in several environmental development program by forming a *Community Development Center* (CDC) unit, which one of its activities would be held a Program Kemitraan dan Bina Lingkungan (PKBL) in accord with mandatory from Regulation of BUMN Minister No. 05 year 2007.

From this PKBL PT. Telkom can empower small industrial community of krecek rambak located in Kauman village, Bangsal sub-district, Mojokerto regency. Small industry or one known as Small Medium Enterprise (SME) defined as an economy activity done by individual or household or an enterprise with the objective to produce goods or service for commercially trade and has sales omzet for one billion. According to Marbun [3], small industry is enterprise yet to be manage using modern management with professional labor. Stoner, Freeman, and Gilbert [4] suggest that small industry is a business owned and managed by local people or in local location, mostly with small number of employees and works in one location only. Based on both opinions, it can be concluded that small industry is a set of production activities done by an enterprise using simple management system. Small industry has been arranged according to Article 5 subsection 1 and UU No. 9/1995 in Marbun [5].

Objective of this study is to review the role of PT. Telkom in empowerment activity for small industrial community krecek rambak in Kauman village, Bangsal sub-district, Mojokerto regency.

2. Study Method

This study uses qualitative method with setting located in Kauman village, Bangsal sub-district, Mojokerto regency particularly for small industrial community of krecek rambak who became mitra bina of PT. Telkom. Approach used in this study is case study. Yin [6] explained that case study is one of social sciences approach. Case study can also mean as an approach or study strategy and also as a study result in several cases. Case study is understood as approach to learn, clarify or interpreting a case in its natural context without intervention from outsider [7].

Informant determination in this study is by using *purposive sampling*. *Purposive* is an informant determination technique chosen based on certain objectives and consideration. Informant consists of key and main informants. Key informant is those who help as the opening path to conduct study, in this case those who know about PKBL which is people from PT. Telkom namely Mr. Mufid and Mr. Nanang Kristyo. Main informant is those who are members of mitra bina also craftsmen of krecek rambak in Kauman village, Bangsal sub-district, Mojokerto regency namely Mr. Sampiono, Mr. Suyono, Mr. Muhammad Khusainul and Mr. Rohman.

Data collection methods used in this study were observation and in-depth interview toward key and main informants.

3. Result and Discussion

3.1. General View of PKBL PT. Telkom

The role of PKBL which explicitly stated in general explanation of Undang Undang Republik Indonesia No. 19 year 2003 concerning State Owned Corporation (BUMN) has become the main drive for BUMN to act like other corporation, which is profit oriented.

National Ministry of BUMN as government institution which shading and protecting BUMN has following up article 88 No. 19 year 2003 to become a program of partnership and environment building (*kemitraan dan bina lingkungan*) based on UU No. 19 year 2003 concerning BUMN, article 88 and article 90 also followed by ministerial decree of BUMN No. KEP-236/MBU/2003 dated June 17, 2003 concerning program *kemitraan dan bina lingkungan* of state owned corporation with small enterprise which has been replace by regulation of ministry of BUMN No. Per-05/MBU/2007 concerning program *kemitraan* of state owned corporation with small industries and program *kemitraan dan bina lingkungan* (PKBL).

In this matter, PT. Telkom as BUMN (state owned corporation) has implemented ministry regulation by UU No. 19 year 2003 concerning BUMN, article 88 and article 90 also followed by ministerial decree of BUMN No. KEP-236/MBU/2003 dated June 17, 2003 to help people in small industry which located in Kauman village, Bangsal sub-district, Mojokerto regency. Mr. Nanang Kristyo is the employee of Stasiun Telpon Otomatis (STO) Telkom Mojokerto which located in Jl. Mpu Nala No. 1 Mojokerto. He is a 47-year-old employee who act as trustee of mitra bina PT. Telkom.

PKBL is under the structure of *Community Development Center* (CDC). CDC is a developmental program which has the objective to accelerate overcoming poverty issues based on community's independency development through improvement of community capacity, participation and institution within development implementation.

CDC in PT. Telkom is regulated within Undang Undang Republik Indonesia No 19 year 2003 dated June 19, 2003 concerning State Owned Corporation (BUMN) regarding Profit Investment for Small Enterprise/Cooperatives and community building and Ministerial Decree of BUMN No PER-05/MBU/2007 dated April 27, 2007 concerning Partnership Program (Program *Kemitraan*) of BUMN with Small Enterprise and Community Building Program (Program *Bina Lingkungan*), giving mandate for Telkom to implement Program *Kemitraan dan Program Bina Lingkungan*. Realizing mandate from government to implement Program *Kemitraan dan Bina Lingkungan* (PKBL), Telkom has established a *Community Development Center* (CDC) unit, through Director Decision Number 61/PS150/CTG-10/2003 concerning CDC Organization and currently revise with KD. 12/PS150/COP-B0030000/2008 dated February 5, 2007 concerning Organization for Management Center of Program *Kemitraan dan Bina Lingkungan* (CDC).

Historically, *Community Development Center* (CDC) unit was initiated from Proyek Pembinaan Usaha Kecil dan Koperasi (PPUKK) in year 2001. Along with changing in government regulation and rapid increasing business demand, it is changed into CDC in year 2003 through Director Decision concerning CDC organization and currently revised with KD 12/PS150/COP-B0030000/2008 dated February 5, 2007 concerning Central Organization for Management of Program *Kemitraan dan Program Bina Lingkungan* (CDC).

3.2. Krecek Rambak in Kauman Village

In geographical sense, Kauman village, Bangsal sub-district, Mojokerto regency located in the central of Mojokerto regency with area about 23.701 km². Areal borders of Bangsal sub-district would be, north is adjacent to Kota Mojokerto and Jetis sub-district while in the east is Mojosari sub-district, west is bordered by Puri sub-district and south is adjacent with Dlanggu and Kutorejo sub-districts.

Institutional speaking, Bangsal sub-district is divided into 17 kelurahan such as: Bangsal, Pacing, Sumberwono, Kedunguneng, Peterongan, Puloniti, Tinggarbuntut, Mejoyo, Salem, Mojotamping, Ngrowo, Pakuwon, Gayam, Sidomulyo, Sumber Tebu, Ngastemi dan Kutoporong. Based on data from Badan Pusat Statistik in 2010, citizen in Bangsal sub-district is about 47.368 people. This figure consists of 23.206 men and 23.438 women. Based on data from Bangsal sub-district office, in 2010 amount of people in Bangsal sub-district is 3.476 with regional area of 1,41 km².

Krecek rambak industry in Kauman village, Bangsal sub-district, Mojokerto regency was initiated by Mr. Mahmud. He starts to build rambak business since 1980. At the beginning he started it with small scale production help by his family member. Years after that the business has started to develop and it has increase from year to year. In 2000, lots of people start to see the development of rambak

business of Mr. Mahmud. They try to imitate and has the interest to start in the same business. They try to initiate their own business. Some has succeeded, others have failed, some other still survived. To run this business, expertise and skill also perseverance is not the only necessary item, but considerable capital is also needed. However, rambak business in this area has never died down, it grows larger due to generation to generation family business and also supplemented by other small entrepreneurs who also participated. In 2005, rambak business start to grow in this area. Year after year it is commonly known by lots of people, not only in East Java area but also from people outside of Java Island. Rambak, therefore, become one of superior product of Mojokerto. This has make rambak business grow even more in Kauman village. Particularly with capital aid from BUMN who give aid in the form of soft credit. BUMN (state owned corporation) which give capital aid is PT. Telkom. Introduction of PT. Telkom toward rambak businessman in Kauman village is facilitated by Mr. Sampiyono in 2009. He is one of Bangsal people who also act as rambak businessman and has the son in law who works in PT. Telkom. He met Kabag PT. Telkom with most rambak businessmen. PT. Telkom is helping them by giving soft credit aid with 0,5% interest per month toward rambak businessmen.

3.3. Participation from Community

Oakley [8] saw that there are two participatory concepts which are participation as means and participation as objectives.

- 1) Participation as means is participation which implied to achieve the predetermined objectives or target of the program. This kind of participation is giving more emphasize toward target achievement and ignore the participation itself, this participation is short-term in nature or known as passive form of participation itself.
- 2) Participation as objectives has the meaning that this kind of participation has the effort to empower the community in their own program, also try to optimize the role of community in development initiatives, stressing on improving people's ability to participate. This kind of participation is long-term in nature, thus participation as objectives is more to its active and dynamic shape of the participation itself.

Below is several definition participation of community suggested by several experts, such are:

1. Suggesting that community participation is an important component in raising independency and empowerment process. With this participation, it would increase the confidence, self-esteem and knowledge to develop new skill, Craig and Mayo [9]
2. Explaining that empowerment and participation is a highly potential strategy in order to improve economy, social and cultural transformation. This process, eventually, would be able to create community centered development, Hikmat [10]
3. In Mikkelsen, he suggests participation definition as voluntary contribution from the people toward the project without being involved in decision making, active process participation, which contain the meaning that particular people or group, has taken the initiative and use its freedom to do those things, FAO [11].

From several participation concept above, not just physical shape of people's involvement required in a development program, but people or community should be involved in determining program's objectives, maintain and developing the existing program. The same things occur in program mitra lingkungan by PT. Telkom, which should involve the community in each stages of its implementation thus community would follow all the developmental process which has been done and able to improve their skill, expertise also knowledge in order to develop sense of belonging within the program.

3.4. Community Empowerment

Community empowerment is an effort to help the community (people) to develop his own skill so that he can be free and able to address the issue and taking independent decision making. This empowerment has been done by giving power, accessibility toward resources and accommodative environment, Perkins and Zimmerman [12].

Empowerment concept has created color in development paradigm. In national order of life, empowerment has the meaning of equal participation equal between government, private party and the people/community, Syahyuti [13].

Sumodiningrat [14] concluded that community empowerment in economy is not just giving rotation capital aid, but there should be strengthening in economy institution in the community, strengthening in its human resources, facilities provision and strengthening of its bargaining power.

In community empowerment, we should also have paid attention toward ACTORS whereas people/community as the subject can do the change by releasing one from the rigid control and give him freedom to be accountable toward his own decisions, ideas and acts. Working framework of ACTORS consist of A carrying the meaning of Authority, C for Confidence and Competence, T for Trust, O for Opportunities, R for Responsibility, and S for Support. In this paper, author analyzed the concept of community empowerment through concept of ACTORS done by PT. Telkom toward small industry of krecek rambak located in Kauman village, Bangsal sub-district, Mojokerto regency. Below is the framework,

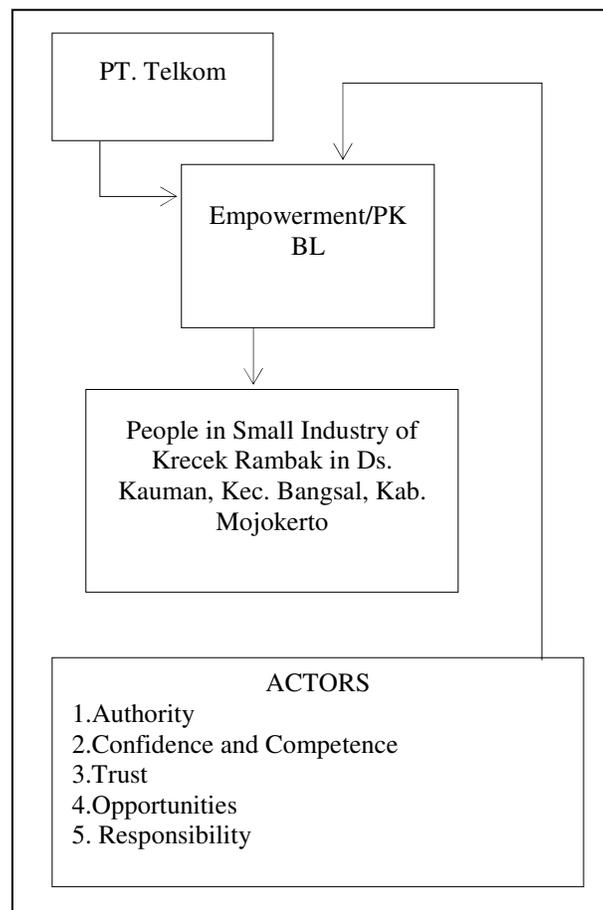


Figure 1

3.4.1. ACTORS Concept in Empowerment of PT. Telkom with Industrial Community of Krecek Rambak in Kaumanvillage, Bangsal sub-district, Mojokerto regency

ACTORS concept is review of management in community empowerment suggested by Sarah Cook and Steve Macaulay who saw the community as subject who can do the change by releasing someone from rigid control and give him freedom to take responsibility over his ideas, decisions and acts.

In the context of community empowerment in Indonesia, there were three things that need to be done through ACTORS concept. Firstly, development is directed toward structural change. Second of all, development is directed toward empowerment to address issue of gap such as unemployment, poverty and uneven distribution by giving larger space and opportunity for the people to participate in the development. Third, development should be directed toward cross-sector coordination included inter-sector development program, inter-region and special development. In its implementation, those three directions should be done in integrated, directed, and systematic manner and become inseparable to one another.

In this study regarding PKBL of PT. Telkom with small industry of krecek rambak in Kauman village, Bangsal sub-district, Mojokerto regency, this means empowerment to erase poverty and suppression. By suppression in here, it means that all krecek rambak businessmen should not borrow their capital from moneylenders.

3.4.2. Authority in ACTORS Concept Related with PKBL of PT. Telkom Toward Small Industry of Krecek Rambak

Authority is group/community given the power to change the stand or spirit (work ethos) into something they own themselves. Therefore, they would feel that the change is the product result of their own desire for the better.

Related with PKBL of PT. Telkom with small industry of krecek rambak whereas in Kauman village there was a lot of mitra bina of PT. Telkom given the power to change their stand or work ethos into something that they own themselves. It is not easy to obtain *authority* from PT. Telkom since there were several requirements or procedure that should be met, one of the requirement is they have to be registered as mitra bina of PT. Telkom.

From here it can be seen that power or authority can only own by human element, since human should always active in every activity. Those in Kauman village who works in small industry of krecek rambak without having the role and human labor, skill in managing krecek rambak in small industry owned by institution or PT. Telkom will be useless. However, understanding authority is not enough just as something own by the people, but it can also be defined as the power to take directive decision in guiding other individual acts, Simon [15].

3.4.3. Confidence and Competence in ACTORS concept related with PKBL of PT. Telkom toward small industry of Krecek Rambak
Second concept is *Confidence and Competence* in ACTORS concept related with PKBL of PT. Telkom toward small industry of krecek rambak. *Confidence and Competence* is raising self-confidence by looking at their own ability to be able to change their condition.

As in PKBL of PT. Telkom with small industry community of krecek rambak in Kauman village, people has self-confidence with their own ability, since those people believe they has the knowledge about krecek rambak, skill about managing krecek rambak business, and know the value of krecek rambak, Suharto [16]. Self-confidence can also mean positive attitude, either for self or environment or his/her situation, Fatimah [17]. Thus, entrepreneur of krecek rambak has never attended meeting activity in PT. Telkom.

3.4.4. Trust in ACTORS concept related with PKBL of PT. Telkom toward small industry of Krecek Rambak

The third concept in ACTORS concept is *Trust*. *Trust* in ACTORS concept is a component that raises faith that they have the potential to change and they have to able (capable) to change it. *Trust* also means as an important thing in a commitment, and commitment would mean a lot if it is being realized. Trust and commitment is the developmental result of collaborative relationship between stakeholders. Trust takes time to develop by recognizing factors that influence it. An organization should be able to recognize factors which shape the trust to be able to create, organize, maintain, support and improve relationship level with its customers, Zineldin; Zineldin [18].

In this study, entrepreneur of krecek rambak has the faith that by existence of mitra bina PT. Telkom, they would become more developed than before, it is shown by giving their valuables into collateral such as house certificate, land certificate, Buku Pemilik Kendaraan Bermotor (BPKB) and others. In here, community in krecek rambak industry has the faith that by the existence of bina mitra PT. Telkom, they could've become better off, and they are audacious to use their valuable belongings as collateral since they have trust toward PT. Telkom.

3.4.5. Opportunity in ACTORS concept related with PKBL of PT. Telkom toward small industry of Krecek Rambak

Opportunities are the fourth concept in ACTORS. The meaning of opportunities from ACTORS is giving chance toward the community to choose what they desire so that they would be able in developing themselves in accord with potential lies within the community. In this study related with PKBL PT. Telkom and small industry of krecek rambak in Kauman village, the people were able to choose what they want, thus they were able to develop themselves in accord with the potential lies within the community, along with requirement from PT. Telkom.

By the existence of PT. Telkom in Kauman village with Program Kemitraan Bina Lingkungan (PKBL), it gives chance or opportunity toward people in Kauman village who interested toward krecek rambak industry and has capital issue to start a krecek rambak business. This program was also beneficial for small entrepreneur to develop their business. Thus, people in Kauman village can be categorized as *opportunity entrepreneurs* since they become *entrepreneur* to realize their business opportunity such as in market opportunity, innovative ideas or possible network to be exploited.

Thus, *opportunity entrepreneur* is influenced by *pull factors*. Pull factors meant in here is hope factor of better off condition if they become an entrepreneur (interested in becoming entrepreneur because hoping they would gain material/immaterial profit), Thurik [19].

3.4.6. Responsibility in ACTORS Concept Related with PKBL of PT. Telkom toward Small Industry of Krecek Rambak

Responsibilities concept is the fifth concept in ACTORS. Definition of *responsibilities* in ACTORS is a responsibility in changing through management to become better. From the field observed by the author, responsibility in community of small industry of krecek rambak in Kauman village is to return the money which has been given from PT. Telkom, while PT. Telkom has the responsibility in monitoring and educating its mitra bina. PT. Telkom also has its own responsibility concerning financial matter which would be reported toward central office of PT. Telkom located in Bandung. Monitoring done by PT. Telkom toward small industry of krecek rambak is reviewing once in every three months at Kauman village.

The implementation of education done by PT. Telkom toward community in small industry of krecek rambak is web training held every Tuesday and Thursday and training in food packing. Based on *duty theory* or responsibility theory, this has already in accord with "deontological" concept, which means class who did not believe with impact. It means that honesty, following direction, keeping a promise and being fair is the main objectives, and not impact of the work.

This theory assumed that virtue is being assessed from implementation of duty which supposed to be done, as in the fundamental regulation norm. This theory produces "robots" which comply every direction of its programmer, Immanuel Kant in Hadi [20].

3.4.7. Support in ACTORS Concept Related with PKBL of PT. Telkom toward Small Industry of Krecek Rambak

Last concept in ACTORS is *Support*. *Support* is a support or help from every party to make anything become better. In this matter, support expected other than economy, social and cultural side is also support from *stakeholders* (government, community, and business world) which should be done simultaneously without being dominated by one side only.

3.4.8. The Role of PT. Telkom in Mitra Bina Activities with Small Industry of Krecek Rambak in Kauman village

From the above explanation through concept of ACTORS, we could see the role of PT. Telkom with its mitra bina program within small industry of krecek rambak in Kauman village. Those roles are as follows:

1. Capital lending with low interest

The role of PT. Telkom in its first mitra bina program is capital lending with low interest. Capital lending with low interest acts to develop the enterprise in order to welcome Masyarakat Ekonomi ASEAN (MEA). The lending has elements contain in it regarding giving lending facility such as trust, deal and time period.

2. Web Learning

This web learning is one of the role of PT. Telkom which acts to help the marketing of mitra bina so that their product could be sold and developing the enterprise as mitra bina of PT. Telkom. Kotler and Keller [21] defined marketing as facilities used for company to inform, persuade and remind the customer either directly or indirectly concerning the product and the brand they sold. In certain sense, marketing describes brand writing and is a facility which can be used to build dialogue and build relationship with customer, Kotler and Keller [22].

3. Motivating

Third role of PT. Telkom is to motivate their mitra bina so that their mitra bina could develop better than before, through the skill of entrepreneur krecek rambak located in Kauman village. Skillful and expertise of human resources is also important for the organization and the community which cannot be neglected, Siagian [23].

4. Conclusion

From concept regarding *Authority* in ACTORS related with empowerment of PT. Telkom toward small industry of krecek rambak, the people in Kauman village, Bangsal sub-district, Mojokerto regency perceived that they had the authority when the lending money has been given toward member of mitra bina PT. Telkom, whereas mitra bina would has the authority over the fund to expand his business. However, before the fund actually given, we should meet the requirement demanded by PT. Telkom.

Regarding *Confidence and Competence*, PT. Telkom believe with entrepreneurs of krecek rambak in Kauman village, Bangsal sub-district, Mojokerto regency would be skillful in producing krecek rambak thus his business would grow larger. Regarding *Trust*, PT. Telkom and people from krecek rambak industry has already trust one another and proven by using their valuable belongings as collateral to become mitra bina of PT. Telkom.

Opportunities in ACTORS concept can be seen through the existence of mitra bina by PT. Telkom with its PKBL, people from krecek rambak industry in Kauman village, Bangsal sub-district, Mojokerto regency has the opportunity to become more advance than before. *Responsibility* means responsibility possess by both sides either from PT. Telkom through motivating, web learning, and lending money with low interest or from people of krecek rambak industry in Kauman village, Bangsal sub-district, Mojokerto regency by following and complying the regulation agreed and paying money they borrowed from PT. Telkom.

Support in this ACTORS concept is related with the existence of people from krecek rambak industry in Kauman village, Bangsal sub-district, Mojokerto regency. This industry has been supported by Disperindag, Badan Pengawas Obat dan Pangan also from PT. Telkom. This support can take form as socialization and distribution of cutting devices and packing equipment given by Disperindag.

5. Acknowledgment

This thesis would never complete without the help and support from other, either directly or indirectly. Therefore, in this opportunity, author would like to give her gratitude toward:

1. Allah who gave the opportunity for me Jenny Yudha Utama to live and able to complete her duties in this world.
2. Parents who always support me and paying for my college tuition so far.
3. Prof. Dr. Ir. Sanggar Kanto, MS as head major of post-graduate program Social and Political Science Faculty in Brawijaya University who also act as my first advisor. Dr. Sholih Muadi, SH., M. Si who act as my second advisor who always spare some of his time, mind and effort in giving directive guidance for this thesis. May Allah pay all of your kindness and help for me.
4. Anif Fatma Cahwa, S. Sos., M.Si., Ph. D and Siti Kholifah, S. Sos., M.Si., Ph. D who tested and give some constructive critic so that this study is excellent and beneficial.
5. Post-graduate college friends who always lifted up my spirit, Mr. Thoyib who also help in saving revisioned files, and Conny I LOVE U SO MUCH who always "fuming" so that Brown is finished.

Lastly, for all people who involved directly or indirectly with this thesis, author would like to say her gratitude. Hopefully all of our effort is paid back by Allah SWT. Amen.

6. References

- i. Chambers, R. 1995, Institution for Study, Education, Research, and Economy and Social Information, Village Development from Behind, Jakarta
- ii. Sumodiningrat, Gunawan. 1996. Regional Development and Community Empowerment. Jakarta: PT Bina Rena Pariwara.
- iii. Marbun. 1996. Small Enterprise Management. First Edition. Jakarta: Binaman Pressindo
- iv. Stoner, Freeman, and Gilbert Jr. 1996. Small Industry Management, Jilid1. Jakarta: PT. Prehallindo
- v. Sumodiningrat, Gunawan. 1996. Regional Development and Community Empowerment. Jakarta: PT Bina Rena Pariwara.
- vi. Yin, Robert. 2011. Design and Method of Case Study. Jakarta: PT Raja Grafindo Persada
- vii. Salim, Agus. 2006. Theory and Paradigm of Social Study. Yogyakarta: Tiara Wacana
- viii. Oakley et al in Jim Iffe and Tesoriero. Community Development, Community Development Alternative in Globalization Era.(Yogyakarta : Pustaka Pelajar,2008). Hal. 296

- ix. Craig dan Mayo in Hikmat. Community Empowerment Strategy. (Bandung: HumanioraUtama Press,2006). Page 3
- x. Hikmat,Harry.2001. Community Empowerment Strategy. Bandung: Humniora Utama
- xi. FAO in Mikkelsen in Nita Sylvia.“Community Participation in KSM Program (KelompokSwadaya Masyarakat) PT. Newmont Nusa Tenggara”. Unpublished paper.(Malang: Study program Sociology, Social and Political Science Faculty of Brawijaya University, 2011). page 18
- xii. Perkins, D.D., & Zimmerman, M.A. (1995). Empowerment theory, research, and application. American Journal of Community Psychology, 23, 569-579.
- xiii. Syahyuti, 2006. 30 Important Concepts in Rural and Agricultural Development: Explanation concerning concept, terms, theory, and indicator also variables. Bina Rena Pariwara, Jakarta.
- xiv. Sumodiningrat, Gunawan. 1996. Regional Development and Community Empowerment. Jakarta: PT Bina Rena Pariwara.
- xv. Simon, A. Herbert. 2004. Administration Behavior. Translation by S.T Dianjung. Jakarta: PT. Bumi Aksara
- xvi. Suharto Edi. 2006. Building Community Empowering Community. Bandung: PT. Refika Aditama
- xvii. Fatimah, E. 2006. Development Psychology of Learner. Bandung. Pustaka Setia
- xviii. Zineldin, M. 1998. Exploring the Common Ground of Total Relationship Management (TRM) and Total Quality Management. Management Decision. Vol 32No 11/12p 38-64
- xix. Thurik, R. and Wennekers, S. 2004, “Entrepreneurship, small business andeconomic growth”, Journal of Small Business and EnterpriseDevelopment, Vol. 11 No. 1, pp. 140-9.
- xx. Nor Hadi. 2011. Corporate Social Responsibility.Yogyakarta,: Graha Ilmu
- xxi. Kotler dan Keller, 2007. Marketing Management, Edition 12, Jilid 1, PT.Indeks, Jakarta.
- xxii. Kotler dan Keller, 2007. Marketing Management, Edisi 12, Jilid 1, PT.Indeks, Jakarta.
- xxiii. Siagian, Sondang P. 2008. Human Resources Management. PT Bumi Aksara: Jakarta