

karang bajo

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The Sixth International Conference on
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Proceeding

The Role of Entrepreneurship and Business Management in Shaping Collaborative Economy

Hanoi, Vietnam, 16-17 November 2017

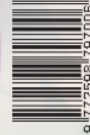


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REPORT FROM THE COMMITTEE CHAIR OF ICEBM 2017

ICEBM, The International Conference on Entrepreneurship and Business Management, is an international conference in the field of entrepreneurship and business management, which could become a forum for both academics and practitioners to share ideas, research results and current entrepreneurial practice. This forum could also be useful for both academics and practitioners as media to build networks, which contribution is expected to develop entrepreneurship in the level of practice and academic.

Universitas Tarumanagara (UNTAR) as both initiator and organizer of ICEBM, at first was conducting the ICEBM in the year of 2011 in Jakarta, Indonesia. The conference was smoothly and successfully established by presenting speakers and presenters from various regions such as Asia specially ASEAN, Australia, America, Europe and Africa. Similarly, on the 2nd ICEBM in Sanur, Bali, Indonesia; the 3rd ICEBM in Penang, Malaysia, the 4th ICEBM in Bangkok, Thailand and the 5th ICEBM in Tainan, Taiwan. From the first ICEBM until the last one, there was around 100 presenters and participants attending the conference. This year, ICEBM is held in Hanoi, Vietnam in collaboration with Foreign Trade University (FTU), Universitas Pembangunan Jaya (UPJ), Universitas Multimedia Nusantara (UMN), Kun Shan University (KSU) and Sekolah Tinggi Ilmu Ekonomi Indonesia (STEI).

The main theme of the Sixth ICEBM is “The Role of Entrepreneurship and Business Management in Shaping Collaborative Economy”. As we know companies based on a conventional business model have been facing a challenging competition from online application basis companies which apply a collaborative economic business model. Most of the conventional companies have controlled all the resources needed to propel their business activities in order to win the competition. In the other hand, the ‘collaborative economy’ business model is a model that applying an information technology which enables people to get what they need from other parties. Ownership and access to resources can be shared among people, business startups and corporations. The presence of a collaborative economy model provides a strong impact on conventional business model. For conventional companies, it is a threat to the company's income because customers could buy and share products between them. On the other side, the collaborative economy offers opportunities for companies to grow, compete and collaborate.

There were 139 abstract² received from the participants and 114 full papers were reviewed by scientific committee. A total of 111 papers have been accepted. These papers² are received from six different countries: Indonesia, Vietnam, Malaysia, Taiwan, Australia and Finland. Reviewing process in this year is similar to last year where we applied a double blind peer-review process. Scientific committee reviewed not just the abstracts received but also the full papers.

Finally, we wish to acknowledge the² support of the collaborating institutions, sponsors, scientific committee, and organizing committee. We wou⁴³ld also like to thank all the contributing authors for their valuable work in supporting The Sixth ICEBM. Have a great conference. Thank you very much.

Franky Slamet

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KARANG BAJO AND LEADERSHIP

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Abstract

Karang Bajo is a village located at Senaru, Lombok. Government systems implemented by using technology and internet or in the other word this village applying E-Government system. E-Government system applied because of UU No. 6 year 2014, especially clause 86 about information systems of rural development and rural area development, in which (1) a village or rural area have rights to get the access to information, (2) government have an obligation to develop the information system, and (3) the information system imply above includes hardware, software, and human resources. Based on this clause, village apparatus leads by village chief, Mr. Kertamalip, develop village information system in a form of website. This website is a vessel to provide information in one way direction, in which website just only functioned as billboards. In fact village website which is the center of E-Government in Karang Bajo is controlled and operated by only one person the village chief. The others village apparatus do not understand at all about this website, about how to manage, how to operate, in the other word the village chief acting as single leader (one man show). This paper explores the leadership of Karang Bajo village chief based on four-system leadership theory. It is necessary to be understood that the paper is a small part from a larger research project. Methods used in this paper is qualitative methods, in which the data obtained by interview and observation. As a result is known that the village chief implements leadership with absolute ruling style.

Keywords: Leadership, Four System Theory, E-Government

Introduction

What is studied or researched in this paper is a small part of a greater research project concerning Karang Bajo Village. The paper itself focuses on leadership headed by Karang Bajo Village Chief, Mr. Kertamalip. The purpose of the research is to carry out exploration on leadership in Karang Bajo Village based on the four system leadership theory.

Leadership itself is a concept that has very important role particularly in the achievement of an organization's goals. The important role of the leadership can be seen from a variety of modern companies which carries out basic training of the leadership to the companies membership. Through the leadership training, there are many positive things which can be obtained and some benefits which can be taken from the leadership training are: (1) Preparation of the company's employees to lead and supervise many people to realizing the companies' goals; (2) Learning the newest trends from business community; (3) The ability of conducting research from various things, confronting failures and having positive thinking and spirit to work whenever and wherever they are assigned tasks. (Pentingnya Manfaat Leadership training, 2017)

Some definitions view leadership as the focus of group progress. From this perspective, the leader is at the center of group change and activity and embodies the will of the group. Another set of definitions conceptualized leadership from a personality perspective, which suggest that leadership is a combination of special traits or characteristics that some individuals possess. Those traits enable those individuals to induce others to accomplish tasks. Other approaches to leadership define it as an act or a behavior, the things leaders do to bring about a change in a group. (Northouse, 2016)

For a leadership which can be stated successful and effective if the existence of an effective leader present as well. A leader is able to apply the acceptable leadership from his subordinates and achieve the organizational goals. The effective leaders are shown from empirical signs, such as the productive organization. The organization's productivity definitely directs the achievement of its mission and vision. The effective leaders make the organizations work well (Handayani & Madya, 2015). Moreover, the leadership goals are to help people to uphold again, maintain and increase their motivation. Therefore, leaders are persons who serve others to achieving the required results. The leadership is realized through work style or the way of cooperation with others consistently. (Pace & Faules, 2005)

Leadership skill is one of the top three qualities affecting hiring decisions. Historically, leadership has been linked to particular traits, such as being knowledgeable or attractive; it has been categorized as having distinct styles; and it is recognized to be situationally dependent. Likert's theory suggests that there are four distinct leadership systems within an organization. Some of these systems are very traditional, reflecting classing views of organization and organizational communication. (Dainton & Zelle, 2011)

Leadership theory and leadership style can be classified and categorized into various models, theories and analyses. One of them is the four systems of management from Likert (1967). Likert found four styles or managerial systems on the basis of analysis towards eight managerial variables, i.e. (1) Leadership, (2) Motivation, (3) Communication, (4) Interaction influence, (5) Decision making process, (6) Goal setting, (7) Control, and (8) Performance. Moreover, Likert divides the managerial system as follows: exploitative authoritative style, benevolent authoritative style, consultative style and participative style. (Pace & Faules, 2005).

The exploitative authoritative style has some characteristics. A leader gives full of guidance and tight control to his subordinates with the consideration that the best way to motivate them is through the awarding of fear, threat and punishment. The benevolent authoritative style is almost the same as the exploitative authoritative style, but it stimulates upward communication to give opinions and complaints. The third leadership style, i.e. consultative, involves the intensive interaction in the personal and moderate level. The final leadership style is participative leadership style as the most supportive leadership style with the purpose that the organization goes well through the employee's real participation. (Pace & Faules, 2005).

Research Methods

The research method used in this study was qualitative method with case study approach. The research data came from in-depth interviews, direct observation and literature study. The informants in the research were the apparatus of Karang Bajo Village Government. It consists of Village Chief Mr. Kertamalip, Village Secretary Ms. Suriatni and Mr. Iramawan as a Sub-Village Chief in Karang Bajo Village.

The case study approach was chosen by the writer because this approach is considered the best way to describe the whole phenomenon within this research. Robert E. Stake, as quoted by Denzin and Lincoln (1994), stated that the case study is not a methodological choice but, rather, a choice of object to be studied. As a form of research, the case study is defined by interest in individual cases, not by the methods of the inquiries used.

Furthermore, Denzin and Lincoln (1994) identify three types of case study. First is intrinsic case study which helps one form a better understanding in a particular case. Second is instrumental case study, where a particular case is examined to provide insight into an issue or refinement of theory. Lastly, the collective case study which is an instrumental study that extends to several cases.

Results and Discussion

Karang Bajo Village, Bayan Sub-District was the extended village of Bayan Village and Senaru Village. Karang Bajo Village had total territory of 1,168 hectares. It covered the territory of three sub-villages (dusun), i.e. Karang Bajo Sub-Village, Lokok Aur Sub-Village and Dasan Baro Sub-Village with total population of 2,774 villagers or 703 householders. Karang Bajo Village had carried out the first village chief election on February 11, 2007 and the term of office is for the period of 2007-2013. There were two potential village chiefs, i.e. Mr. Mistradi and Mr. Kertamalip. The elected candidate was Mr. Kertamalip. The village chief inauguration was held on March 5, 2007. The elect village chief got approval with the Decree of Mayor West Lombok Number 72/17/PEM/2007 on the Ratified Appointment of Elect Village Chief of Karang Bajo Village, Bayan Sub-District dated March 2, 2012. Karang Bajo Village had carried out the second Village Chief Election in December 2012 and the term of office is the period of 2013-2019 with two candidates, i.e. Mr. Supardi and Mr. Kertamalip. The elect Village Chief was Mr. Kertamalip. The inauguration of elect Village Chief was held on January 10, 2013. It was approved with Decree of Mayor North Lombok on the Ratified Appointment of Elected Village Chief of Karang Bajo Village, Bayan Sub-District dated January 1, 2013.

Village Karang Bajo had its own characteristics where the governance system in the village had applied the e-government. It used new media and Internet. Karang Bajo Village built a website developed as the village information source. The website contained all news, announcements, village products, the laws and regulations as well as the village agenda. Moreover, the village governance applied the website by issuing all Village-based Development Working Plan (RKP) containing the village fund budget. The village governance in Karang Bajo was transparent and open to all villagers and public as well. Moreover, Karang Bajo Village had Facebook. (Sari, 2017).



Figure 1. Karang Bajo's Website

The e-government system prevailed in Karang Bajo Village after Law Number 6 Year 2014 particularly Article 86 concerning Village Development Information System and Village Regional Development had been in force. Moreover, villagers got the village fund allocation appropriate to Law Number 6 Year 2014 Article 114. Therefore, when Village Chief, Mr. Kertamalip made the website, it functioned as information facility for villagers and the reporting of the village fund uses that the government had allocated.

In daily governance activities particularly for the website and social media management owned by Karang Bajo Village, it was under the control of Mr. Kertamalip as the village chief. As the village secretary, Ms. Suriatni did not understand about the e-government. Moreover, she did not understand about the internet as well. She only had handphone for telephone and SMS. Other village government apparatus like Mr. Iramawan did not understand the website management totally. It was entirely under the control and management of Mr. Kertamalip as the village chief. When confirmed, Mr. Kertamalip stated that it was conducted to prevent any information failure and determine all posted information on the website and social media related to the village interests. Otherwise, according to his sayings, there was no personal interest in this matter. In other words, the management of the electronic/website governance system, Mr. Kertamalip acted as the gate keeper.

The leadership that Villager Chief, Mr. Kertamalip had applied, showed himself as absolute leader who acted as a single leader for Karang Bajo Village. When applying the leadership, Mr. Kertamalip carried out full of control to his subordinates and restricted their access to main or important points in the village governance system which had applied the e-Government system. According to Likert's four-system leadership theory (Pace & Faules, 2005), Mr. Kertamalip applied the leadership of exploitative authoritative style.

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