

STRATEGIC LEADERSHIP FROM THE BOARD OF DIRECTORS FOR UNITS TO MAINTAIN THE PERFORMANCE OF THE COMPANY (CASE STUDY PT. PG. RAJAWALI I SURABAYA)

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ABSTRACT

The purpose of this research is to find out and get the results of the analysis related to the strategic leadership of the directors in managing units of the company to maintain company performance. In this research using a qualitative approach with descriptive phenomenology method, by interviewing three informants who have met the criteria. The results obtained from interviews with several informants, then will be processed by coding to get the desired results. The results of this research state that strategic leadership carried out by PT. PG. Rajawali I Surabaya to maintain the performance of the company by instilling a clear and clean work system, implementing a system of leadership that is not feudal, helping all units of the company if there are problems in the field, giving rewards for employees who performing well and giving punishment to employees who do not work well.

Keywords: Sugar Factory, Descriptive Phenomenology, Company Performance, Strategic Leadership

INTRODUCTION

The progress of a country can be influenced by the rapid development of various industries in it. Indonesia is a developing country that has a wealth of industrial resources, it makes the industry in Indonesia has an important role for the economic development of the country by processing natural resources into industrial activities where industries can create jobs needed by the community. One industry in Indonesia that has a large influence on the country's economy is the agro-industry.

The sugar industry is an important commodity in Indonesia because it has a role that can not only advance the country's economy but also play a direct role in fulfilling the basic needs of the public and also the providers of employment. Given the importance of the role of industry in the economic development of the country, in this study, the author raised the object of research at PT. PG Rajawali I Surabaya. PT. PG. Rajawali I Surabaya is a company that houses two units of companies including the Pabrik Gula Krebet Baru Malang and Pabrik Gula Rejo Agung Baru Madiun. PT. PG Rajawali I Surabaya plays an important role for the company units below it as decision makers and provides references or directions regarding decisions that have been taken for the progress of each unit.

Leadership is an attempt to influence many people through communication to achieve its goals, the way many people influence it is through instructions or orders (Dubrin, 2005). Strategic leadership is the ability to anticipate looking forward, maintaining flexibility and empowering others to create the necessary strategic changes (Hitt, Ireland, & Hoskisson, 2002).

In the research work (Kiyak, Bozaykut, Gungor, & Aktas, 2011) with the title Strategic Leadership Styles and Organizational Financial Performance: A Qualitative Study on Private Hospitals, strategic, managerial, transformational, and ethical leadership styles are expected to influence organizational financial decisions and results. The aim is to analyze strategic leadership attitudes and behaviors during the recent

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The performance itself is the result of a certain planned work process at the time and place of the employee and the organization concerned (Mangkuprawira & Hubeis, 2007). Company performance is influenced by intrinsic and extrinsic factors. Intrinsic factors that influence company performance are education, experience, motivation, health, age, skills, emotions, and spirituality. While extrinsic factors are a physical and non-physical environment, leadership, vertical and horizontal communication, compensation, facilities, training, free work, work procedures, punishment systems, etc. (Mangkuprawira & Hubeis, 2007).

Nugroho's research (Nugroho, 2013) with the title "Analysis of Company Performance Measurement with the Concept of Balance Scorecard (Case Study of PT Wijaya Karya)" states that the measurement of company performance is an important management tool. With the existence of measurement, the business process conditions of the company can be known. To be able to achieve success, the company must be motivated to carry out continuous improvements, both for performance measurement results and with performance measures themselves. Judging from this, the strategic leadership at PT. PG Rajawalai I for company units plays an important role in maintaining the company's performance.

The focus of this research is the strategic leadership of the directors of PT. PG Rajawalai I Surabaya to the company unit to maintain performance. This research has the benefit of being expected to be a reference and contribution to thinking and enriching insights for further research, especially in the field of strategic leadership so that it can be a good reference for future research and can provide advice and contribute ideas to strategic leadership in terms of maintaining the performance of company units so become a reference for other sugar factories.

RESEARCH MethodS

This study used a qualitative approach with descriptive phenomenology method. Qualitative methods are used because the researcher intends to understand the phenomenon of what is understood by the subject of research, for example, behavior, perception, motivation, action, etc. holistically and by way of descriptions in the form of words and language, in a special natural context and by utilizing various natural methods (Sugiyono, 2011). The researcher used a type of phenomenology research because to explore the phenomenon of perception of life experiences of informants while leading a business unit of PT PG Rajawalai (Spiegelberg H., 1965) Researchers wanted to explore in depth based on the experiences of informants how to apply strategic leadership, while revealing the obstacles faced and how these obstacles can be resolved. Researchers used phenomenological description data analysis techniques because they were better able to find social symptoms or situations from behaviors, feelings, and emotions of the subjects studied, in the form of a collection of data from informants' life experiences in the form of words rather than numbers.

Phenomena can be seen in two angles, namely phenomena are always related to reality outside the mind, and phenomena from the point of our consciousness. (Denny, 2009) Through this research method, the author conducted a research approach by describing information through informants in the interview process that can develop according to the interaction in the interview process. In addition, the author also writes the results of interviews with informants, field observations, and the author's personal notes. With this explanation of the philosophy and phenomenology method, it was very helpful to get a sense of developing historical information from the experience of the informant (Spiegelberg H., 1965).

The research subjects in this study were informants interviewed by researchers. In determining the informant, the author uses a non-probability sampling technique with a type of purposive sampling, where not all people or individuals have the same possibility to be chosen as informants and the author determines the criteria of the informant in accordance with the objectives and research problems.

The criteria for informants in this study are as follows:

1. Experience working at PT. PG Rajawalai I Surabaya approximately 20 years.
2. Position level, namely the leadership of the board of directors and 1 level under the leadership of the board of directors.

3. Ever worked in a company unit and at the director's office.

The following informants - informants who fit the criteria in this study:

1. Mr. Gede Meivera as Director of PT. PG Rajawali I Surabaya
2. Mr. Zainal Arifin as General Manager of the Pabrik Gula Rejo Agung Madiun
3. Mr. Aris Kadarisman as an employee of the Secretary of PT. PG Rajawali I Surabaya

Primary data in the form of recording interviews of researchers with informants from PT. PG Rajawali I Surabaya and the Pabrik Gula Rejo Agung Madiun and the Pabrik Gula Kribet Baru Malang. Secondary data in the form of books, journals, annual reports, and documents related to this research.

The interview conducted by the author on the informant is a semi-structured interview where interviews are conducted more freely with the aim of finding problems more openly. In this interview, the informant was asked to issue his opinions and ideas, especially in telling the experience of the lead so far.

In this study, the author uses the method of non-participant observation, where the author is not part of the group under study. The author only comes to the research location that is observed and does not participate in the activities therein. The researcher was make observations on the board office of PT. PG. Rajawali 1 Surabaya, the director's office, the staff room at the director's office, the building in the company unit, namely at PG. Rejo Agung Baru Madiun, work unit leadership unit, to the sugar factory environment. This is done to observe the related work environment with strategic leadership.

In this study the authors collected written documents related to PT. PG Rajawali I Surabaya, in the form of vision and mission, company profile, and articles related to PT. PG Rajawali I Surabaya which appeared in the mass media.

In this study, the author uses the source triangulation technique as a data validity technique to collect and test the validity of the data that has been obtained in order to test the credibility of the data by examining data that has been obtained through several sources. In this study, the source triangulation technique through the coding stage and comparing opinions between informants who then categorized the data, described, and concluded. The purpose of triangulation is to increase the understanding of researchers about what is found in research problems.

Results

The constraint of the government regulation is the determination of the limit of the selling price of sugar, and the sale of sugar, which can only be through one door, namely bulog. And not only that, based on observations researchers found several related problems such as the development of urban development, which indirectly had an impact on the limited area of land to plant sugar cane. With the loss of potential plantation land, it also has an impact on decreasing productivity, because the land used now is not the mainland. These constraints turned out to still have an impact on the interest of farmers in managing the land. With decreasing productivity, because the land used is not the mainland, farmers do not want to work together because it feels unfavorable. Of the several constraints that exist, researchers found a way or strategy of the leadership of PT. PG Rajawali I Surabaya to overcome these obstacles.

There are 4 components or related activities of Strategic Leadership itself, including:

1. Developing Strategic and Organizational Processes

From the expressions of strategic leadership informants in developing strategic processes and organizations carried out by PT. PG. Rajawali I Surabaya is by way of directors who descend directly to the field to simply support the ranks to the lowest employees and help find a way out of a problem faced. Besides that, what is interesting in developing a strategic process is the company's efforts in dealing with existing constraints, where this is a solution made by PT. PG. Rajawali I Surabaya by looking for loopholes to discuss with Bulog in order to understand the actual problems being faced and take steps to make improvements to varieties, increase productivity, and streamline HPP. Then based on the observations obtained, the solution

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to overcome the constraints of limited land area by means of companies looking for other potential lands which then the company provides technical guidance and escorts the farmers to do good cultivation. So that it can produce good sugarcane and increase productivity so that farmers do not feel disadvantaged by limited land.

2. Leading and Developing Human Resources

Based on the above quote, it was found that to manage, choose, and develop the next generation, the leadership of PT. PG. Rajawali I Surabaya held an assessment to map its employees according to their respective potential. It was used to hire employees in accordance with their potential to achieve the predetermined targets. In addition, the leadership also applies the consequences if the work is not carried out in accordance with the SOP. This is done to develop the potential of HR who, if they make a mistake, will be given guidance so that they can work better.

3. Developing a Culture and Company System

From the informants' expressions in developing a system of corporate culture, strategic leadership that is clear and clean is a reference or cultural system that is used as the company's motto. In this case, the definition of clear and clean is to work honestly and sincerely, where a culture of honesty and sincerity is upheld by PT. PG. Rajawali I Surabaya, so the company officially issued a decree regarding the violation reporting system policy. This decree is lowered considering PT. PG. Rajawali I Surabaya cultivates honest behavior, prevention of deviant actions and the implementation of fair reward and punishment for all components in the company. To develop a system of corporate culture, leaders also apply simplicity. This was obtained from the results of field observations stating that the leadership highly upheld simplicity as a reflection of his subordinates. Just as the leadership does not take allotments to stay in 5-star hotels, but the leader chooses to take the hotel class below. This is done as an attitude of the simplicity of the leader considering that simplicity is the basis of all morality. The leader himself hopes that what is done, can be a direct example of the employee.

The system of leadership that is not feudal where the strata of all employees at PT. PG. Rajawali I are the same. So that between employees can respect each other and be open to each other there was criticism or input. PT. PG. Rajawali I Surabaya also indoctrinated its employees to work hard, be smart, be careful, and be sincere where it is in accordance with the company's motto, which is to work clear and clean.

4. Developing competencies from the organization

Based on the description of the quotation delivered by the informant, it is known that to develop the key competencies and capabilities of the leader to make an agreement with employees to work hard, smart, fast, and sincere where it is to achieve the targets that have been made with the facts of integrity so that work can be carried out fully responsible. PT. PG. Rajawali I Surabaya establishes clear and clean commitments in accordance with the company's motto, which then conducts employee mapping in accordance with the potential so that the company can be more directed. In addition, the leader also does not close his introspection if something goes wrong. Leaders get used to introspection so they can see the mistakes that have been made and think of strategies for the future.

Good strategic leadership had an impact on good corporate performance. PT. PG. Rajawali I Surabaya strives to realize its target goals by maximizing the potential of each personnel, team, or organization. Employees are more eager to work if the results of their work are valued by the company. At PT. PG. Rajawali I Surabaya, the director of directors implements a reward system for employees who perform well. Conversely, if the employee is not good then the punishment will be given. In the interviews that have been conducted, the informants said that employees from the beginning had been invited to commit to being rewarded if they could provide good performance for the company. With good employee performance, it can produce good corporate performance considering PT. PG. Rajawali I was able to survive for six years as the best sugar factory.

Based on the interview quotation with the informants, it was found that PT. PG. Rajawali I is the best state-owned sugar company for six consecutive years with a fairly good yield. This is inseparable from the

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engine performance which is always guarded, considering that PT. PG. Rajawali I Surabaya still uses Dutch heritage machines so that these machines require excellent maintenance to achieve superior milling results. The leadership implements a reward system for employees who provide good performance for the company. Rewards can be in the form of awards, opportunities to study, rise in class, and so on. With this phenomenon, employees get their own satisfaction when producing a good performance. But if there are employees who do not provide good performance, the leadership also does not hesitate to give punishment to these employees. The leader also has the principle that the success obtained is not only from individuals but is a mutual success that deserves appreciation. By implementing a system like this, the leadership provides its own satisfaction for employees and that ultimately can produce good corporate performance by becoming the best BUMN sugar factory for six consecutive years.

Discussion

Based on the results of data analysis, it can be seen that some of these categories are still not maximal for the explanation. For more details, each category will be discussed as follows:

1. Developing Strategic and Organizational Processes

Based on the results of the interview, the informant said that there were obstacles faced by PT. PG. Rajawali I Surabaya, namely government regulation related to suppressing the limitation of selling prices. This theory is in accordance with the results of interviews where informants make strategic decisions by trying to discuss with bulog related to existing government policies, improve varieties and increase productivity to overcome the obstacles faced. In addition, this theory is also in accordance with the strategy carried out by the leadership of PT. PG. Rajawali I Surabaya, namely by supporting the company unit in the event of an obstacle, directly down to the center of the problem. Thus, the company unit feels supported and helped to solve the problem. This is tangible evidence of cooperation between the leadership of subordinates and one of the key leaders of the company to create and communicate the company's vision or see the future so that employees feel a vision and the company can be more developed. To develop its organizational structure, processes, and controls, based on the results of the interview, the leadership of PT. PG. Rajawali I Surabaya with strategic thinking can find out about the ever-changing government regulations so that company leaders think about and implement strategic changes. The company leadership controls the running of the budget so that if there are other obstacles the company can overcome easily. All of the above statements have answered from the definition of strategic leadership, namely a way of leaders in seeing the future, thinking strategically, and working together.

Based on the explanation above, it can be seen that the strategic leadership of PT. PG. Rajawali I Surabaya to develop strategic processes and organizations by helping company units directly down to the center of the problem so that the vision of the company is clearly conveyed to see what is done by the leadership. Then, the leaders think of strategies - strategies to overcome existing obstacles, so that the vision has been conveyed to all employees, the company can move according to the vision and be able to solve problems easily. The choices made by leaders then influence organizational performance.

2. Leading and Developing Human Resources

Based on the results of the analysis related to selecting the next generation, the leadership of PT. PG. Rajawali I Surabaya holds an assessment for employees that used to map the potential of each employee so that the company can achieve the target and develop well. In addition to developing the next generation, judging from the results of interviews, the head of the company was provided consequences if the work is not carried out according to the SOP. The leadership also provided guidance such as workshops and even transfer according to their potential. This is done to develop employee performance so that in the future it will not make mistakes again.

3. Developing a Corporate Culture System

On the implementation carried out by PT. PG. Rajawali I Surabaya, the head of the company applied

The 6th International Conference on Entrepreneurship a non-feudal organization culture with the understanding of all employees of PT. PG. Rajawali I are all equal so that fellow employees can respect and be open to receiving input or criticism for the common good. The informants also said that clear and clean which in this case means working honestly and sincerely is a reference, the motto of the company. The company leaders apply and maintain an organizational culture that is with a non-feudal culture which then implements an ethical value system into it, namely by working clear and clean.

The leadership of PT. PG. Rajawali I Surabaya equalizes the degrees of all employees so that fellow employees can respect each other and be open to each other's input with each other to learn together, build employee performance and make the company grow better. Then the leader also implements that the reference of the company is to work with clear and clean, where employees work hard, honest and sincere. With that, the company are more advanced and directed towards achieving the company's targets.

4. Developing competencies from the organization

The strategic leadership of PT. PG. Rajawali I Surabaya always refers to clear and clean commitment, which is the basis of the company to create and develop well-performing employees and companies that produce a good performance.

Company performance can be measured through production performance and financial performance, but financial performance is more influenced by government policies related to sugar prices, but researchers try to present and discuss financial performance and production performance. The following table describes the production performance of PT. PG. Rajawali I Surabaya from 2012 to 2016:



Based on the picture above, it can be seen the production of PT. PG. Rajawali I Surabaya from 2012 to 2016 in terms of land area, sugar cane amount, yield, and sugar production. These four aspects are related and become a measuring tool for measuring production performance. Unstable conditions can be seen from the ups and downs of the number achieved each year this factor is strongly influenced by climate anomalies. As in 2016, the quality of the yield dropped sharply. That is because sugarcane absorbs too much water, and causes sugar levels or decreased yield. Sugar production can be calculated by multiplying the amount of sugar cane by yield.

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In the picture above, it can be seen the ranking of yields of SOE sugar mills from 2012 to 2016. These results prove that PT. PG. Rajawali I Surabaya is still able to compete and become a champion among other sugar factories. The increase and decrease in the discussion above do not affect the ratings held by PT. PG. Rajawali I Surabaya, because when PT. PG. Rajawali I declined, the possibility of another sugar factory also decreased. Because of the simultaneous decline experienced by all sugar mills that caused by climate anomalies. The following table describes the financial performance of PT. PG. Rajawali I Surabaya from 2012 to 2016:

| | 2016 | 2015 | 2014 | 2013 | 2012 |
|---|------------------|----------------|------------------|------------------|------------------|
| INVESTASI BERTAHAN | 94.434 | 89.836 | 87.885 | 93.796 | 93.375 |
| PROSEDUR RENCANA FINANSIAL PERUSAHAAN | | | | | |
| Aset Lancar / Current Asset | 452.341 | 492.324 | 623.221 | 625.480 | 427.071 |
| Aset Tidak Lancar / Non Current Asset | 146.337 | 142.868 | 144.221 | 150.386 | 179.223 |
| Aset Lain-Lain / Other Asset | 95.897 | 1.899 | 14.820 | 34.527 | 31.224 |
| Jumlah Aset / Total Asset | 1.025.220 | 988.044 | 1.141.982 | 1.151.790 | 1.186.018 |
| LIABILITAS | | | | | |
| Liabilitas Lancar / Current Liability | 598.833 | 392.884 | 625.427 | 428.072 | 488.924 |
| Liabilitas Tidak Lancar / Non Current Liability | 95.212 | 229.079 | 299.215 | 599.910 | 332.720 |
| Jumlah Liabilitas / Total Liability | 632.248 | 561.963 | 924.642 | 1.027.982 | 821.644 |
| Modal Saham / Shareholder | | | | | |
| Modal Saham / Shareholder | 325.212 | 426.081 | 417.985 | 423.808 | 425.294 |
| Liabilitas Dikawatirkan / Contingent Liability | 478.729 | 348.291 | 302.951 | 279.202 | 212.240 |
| Jumlah Ekuitas / Equity Total | 142.259 | 496.969 | 214.492 | 274.706 | 362.134 |
| LABA RUGI / PROFIT LOSS | | | | | |
| Keuntungan / Profit | 462.749 | 1.071.245 | 868.524 | 352.772 | 427.266 |
| Labanya / Gain Profit | 192.738 | 348.045 | 188.822 | 255.120 | 212.075 |
| Labanya Operasional / Operational Profit | 192.738 | 282.289 | 142.827 | 225.283 | 212.824 |
| Labanya / Gain Profit Before Tax | 174.235 | 261.283 | 138.827 | 98.224 | 177.040 |
| Total Laba/Rugi / Comprehensive Profit Loss Total | 252.898 | 281.289 | 65.024 | 79.823 | 122.720 |
| Labanya / Gain Profit per Saham / Share | 1.24 | 8,22 | 3,26 | 6,28 | 3,26 |
| PERKEMBANGAN PERUSAHAAN / COMPANY GROWTH | | | | | |
| Manfaat / Benefit | 62,3% | 89% | 32% | 39% | 89% |
| Return / Return | 36,2% | 39% | 39% | 34% | 39% |
| Current Ratio | 79,8% | 128% | 128% | 148% | 12% |
| Total Modal Saham / Total Asset / Total Capital / Asset | 6,2% | 4% | 4% | 4% | 4% |
| Total Debt Ratio | 61,8% | 56% | 79% | 79% | 70% |
| KESEHATAN PERUSAHAAN / COMPANY HEALTH | | | | | |
| Skor / Score | 87,5 | 94,29 | 89,29 | 89,29 | 87,29 |
| Average / Average | 89,29 | 89,29 | 89,29 | 89,29 | 89,29 |



Can be seen in the picture above, proving that financial performance at PT. PG. Rajawali I Surabaya for the past five years has been proven to be healthy in the AA healthy category and with a health value of 87.5. In 2016 alone the company received revenue from the sale of sugar and drops in 2016 of Rp. 685,706,000 and with a comprehensive profit of Rp. 231,946,000. Seeing these achievements, researchers can see that the number of assets, total liabilities, total equity, and income owned by PT. PG. Rajawali I has increased. This can show that the company's financial performance greatly affects the health of the company. By becoming the best state-owned sugar factory, PT. PG. Rajawali I can prove by displaying financial performance reports that have become comparisons in the last five years.

Here can be seen the strategic capabilities of the leadership of PT. PG. Rajawali I Surabaya by streamlining the budget and evaluating the company's budget making it easier to manage, control, plan, and carry out activities - activities carried out by the company. Assisted with IT so that if there are trouble, can be overcome as early as possible. According to the theory (Tangen, 2005), a good work measurement system is a variety of measures of performance that can provide useful information for the company, so that it can help manage, control, plan, and carry out activities carried out by the company in accordance with research this.

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