

A New Human Resource-Based Entrepreneur Creation Model with Local Community Development Approach: A Case of Poor People in Surabaya City

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ABSTRACT

Poverty alleviation attempt taken by Surabaya city's government through entrepreneurship development has not achieved maximum result yet. The data of Urban Community Empowerment Agency shows that the Surabaya poverty rate is still high. It is because of weak entrepreneurship culture among Surabaya people, in the terms of their mentality that prefers pursuing salary, despite insufficiency. Such the mentality is created through HR (human resource) development, because HR is a determinant in creating new businesses in economic development.

The research aimed to get a description on Human Resource quality that could be seen from demographic, social, and economic characteristics and economic action interrelationship in social network as input to developing the local community. There were three pillars in local community development approach described here: public participation, public initiative and interaction between the members of society to create new entrepreneurs within urban poor community. This study employed a descriptive quantitative method with single table analysis and the data was collected using survey technique; then a new entrepreneur creation model was formulated with local community development approach.

Keywords: Local Community Development, Human Resource, New Entrepreneurs, Urban Poor Community

INTRODUCTION

The entrepreneurship program the government implements so far is entrapped in a ritualized routine in a project cycle that has never provide significant gain. It has been created only 592 thousands entrepreneurs or 0.24 percent in Indonesia. To be a prosperous and developed country, today Indonesia needs 4.7 million entrepreneurs or 2 percent of total Indonesian population (Hasan, 2011). Meanwhile, this project is a poverty alleviation attempt. The apparent impact is that poverty rate has not decreased yet. The poverty rate in Surabaya, according to data of *Badan Pemberdayaan Masyarakat* (Community Empowerment Agency) (thereafter called BPM), still reaches 449.860 people or about 112,465 households (BPM Surabaya, 2012).

This government program's failure is due two three factors: (1) the program is caricaturing and partial in nature, (2) from management aspect, the grant program is not sustainable and the group established is not effective, and (3) low participation from social organizations and local society leaders, because it is considered as not their (organization and society leader's) business and no accountability mechanism (BPM, West Sumatra Provincial Government, 2007).

In addition to those three factors, another problem with poverty alleviation attempt is the weak entrepreneurship culture among the members of society. Worker mindset (mentality) is

more prominent than the employer one. It is supported by the students' orientation to pursuing salary only (Rozaki, 2011). The mindset is created through education. Education is one means of developing Human Resource (thereafter called HR). HR is the heart of development. Although having rich natural resource, the advance in all areas will be difficult to achieve without high-quality HR. HR quality plays the most primary and determinant role in a state's economic development including New Entrepreneur Creation (thereafter called WUB). The highest independency level and entrepreneurship spirit lie in Elementary School or not-graduated from Elementary School education group (High Education Directorate General, 2009); 20.07% own businesses, 14.98% permanent and temporary workers, 22.56% workers/employees, 12.22% free workers, 28.67% family workers. It can be understood because to be a worker or an employee, an individual should have at least Senior High School (SMA) diploma. Despite entrepreneurship spirit, the business this class undertakes cannot be called WUB, because of its subsistence lifestyle and this class has poor knowledge on environment so that they cannot make decisions about their business setting. It is clear that the poverty management attempt through entrepreneurship development the government took has not paid attention yet to HR of targeted program recipient, therefore it cannot generate entrepreneurship initiatives.

In line with the statement above, the particular objectives of research were to get a description on HR of urban poor community, to get a description on 3 (three) pillars in local community development in creating new businesses, to formulate a new HR-based Entrepreneur creation model for urban poor community using local community development approach.

LITERATURE REVIEW

The new entrepreneur growing strategy found by Pahlevi (2010) prioritizes more the high-quality entrepreneur creation to be a model and then to be replicated by other area. He said that this activity will be able to convince the potential entrepreneurs that there are direction and expectation to achieve. On the contrary, Nurseto (2011) said that the strategy of growing a tough small-medium scale entrepreneur can be done through both formal and informal education by implanting entrepreneurship soul and spirit, thereby creating job opportunity. Differently, this research studied the new entrepreneur creation using local community development approach (participation, initiative, and interaction), based on human resource (and demographic, social, and economic characteristics).

The local community development approach is a 'style' that is decisive and followed by all parties in local community development system. It is a process intended to create social and economic advance for the community through active participation and initiative among the members of society. The members of society are considered as a unique community with undeveloped potency. The local community development is basically an interaction process between the members of local society facilitated by the facilitators.

The facilitator helps improve awareness and develop their ability of achieving their intended objectives. The local community development is oriented more to "process goal" than to product goal. Every individual is responsible to determine an appropriate objective and to choose the right strategy to achieve it. The core of local community development has bottom-up nuance (Edi Suharto, 2005). So, there are important elements within it: participation, initiative, and social interaction between its members in creating social and economic advance, including in creating new businesses.

An individual is considered as having been a new entrepreneur when he/she embarks on his/her new business. There are 2 (two) types of new entrepreneurs: (1) those growing

naturally, as a result of survival factor support from within, so that they will do anything, by taking everything into account in order to survive, and (2) those growing because of education/training. The problem in new entrepreneurship growing can be categorized into three aspects: (a) individual prospect (characteristics, trait, personality, and potency), (b) knowledge, skill, and attitude supplying through learning process, and (c) preparing them to change their attitude and behavior into the appropriate ones that can support them to be superior new entrepreneurs (Soebroto Hadisoegondo, 2006). These three aspects are related to human resource.

Human resource is the potency contained inside human beings to bring their role into reality as adaptive and transformative social creatures capable of managing themselves as well as all potencies contained in the nature toward the achievement of life welfare in a balanced and sustainable order (Charles R. Greer, 1995). Amir Syariffudin (2002) said that Human Resource is all of community abilities or potencies existing in a certain area as well as demographic, social, and economic characteristics that can be utilized for development utility, particularly urban poor community development.

The definition of urban community is emphasized more on their life characteristics different from the rural community's. Poor community is an individual/a family that is generally always weak in enterprise ability and having limited access to economic activity, so that they are frequently lagged far behind other communities having higher potency. Wignjosoebroto et al (1992 in Soetrisno, 2001) in a study on vulnerable society life in Surakarta Municipal found that an individual or a family suffered from poverty is generally helpless, with limited moving space, and tends to absorb difficulty in the sectors enabling them to develop their business. The main characteristic of urban poor community is the absence of access to adequate basic infrastructures in environment (neighborhood) (Soetrisno, 2001).

The theory employed in this study was Granovetter's Embeddedness Theory (1994, in Zusmelia, 2005). This theory states that economic behavior is very inherent to 'social network' from interpersonal relationship. So, a community's development dominated by market suggests that human economy is embedded into either economic or non-economic institution. Regarding economic embeddedness within the community, the model is divided into 3 (three) social processes: reciprocity, redistribution, and exchange. This theory is necessary to see the interpersonal relationship built during the study and social network, economic behavior embeddedness into social network in rural poor community. It is intended to consider the attempt of creating WUB (new entrepreneurs) in the society. Another theory is Rothman's (1995 in Isbandi Rukminto Adi, 2008) about community intervention. The definition of community here is local community (Kenneth Wilkinson, 1991 and Green & Haines, 2002 in Isbandi Rukminto Adi, 2008), suggesting that the community had 3 basic elements:

1. The presence of territory or place
2. It is a social organization or institution giving its members the opportunity of interacting with each other regularly.
3. Social interaction conducted occurs because of shared interest.

The community empowerment process through community intervention can be carried out through several intervention approaches: (1) local community development, (2) social planning and policy, and (3) social action. In this study, the local community development intervention approach was used in which this approaches was consensus in nature. In this case, Rothman employed 12 (twelve) variables to carry out social interaction (local community development) at community level:

1. The category of action goal over the community emphasizes on process goal (process-oriented goal). Here, the community is attempted to be integrated and developed for its capacity in the attempt of solving their problem cooperatively based on their willingness and ability of helping themselves according to democratic principles.
2. The assumption related to community structure and its problem condition. The community structure is static traditional. The condition of problem is as follows: there anomie and depression within the community, and there is also relation and capacity discrepancy in solving problem democratically.
3. Basic strategy of making transformation is carried out by involving various groups of society members in determining and solving their own problems.
4. Tactical and technical characteristics of transformation are through consensus, inter-group communication and communication with interest group within the community, and group discussion.
5. The prominent role of practitioners (facilitators), as Enabler-Catalyst, coordinator, those who teach problem solving skill with ethical values.
6. Transformation media, through creating and manipulating duty-oriented small groups.
7. Power structure orientation, the member of power structure on the power structure, positions the member of power structure to serve as collaborator in a general 'venture'.
8. The limited definition of beneficiaries is entire geographical community.
9. The assumption on groups' interest in a community is the general interest or consensus over various differences.
10. Conception on beneficiaries is the members of society
11. Conception on the role of beneficiaries is the participation in problem solving interaction process.
12. The utilization of Empowerment (empowerment is used) to develop the community's capacity of making mutual decision and to generate self-confidence within individual members of society.

This theory will underlie the local community development in creating a rural poor community HR-based WUB (Rural poor community human resource-based new entrepreneurs).

DATA AND METHOD

This study was taken place in Surabaya City, Semampir Sub District, exactly in four kelurahans: Ujung, Wonokusumo, Pegirikan, and Sidotopo. These locations were selected because they are the poor community pouches. This descriptive quantitative research was conducted using survey method. The population of research consisted of 7141 people (4 kelurahans) belonging to pre-prosperous and first level-prosperous families. The sample consisted of 370 respondents with confidence interval of 95%, and the p-to-q ratio of 0.5:0.5 and standard error $\pm 5\%$. This sample was taken based on the table of required sample from Arkin and Colton (Slamet, 2002). The sampling technique used was proportional sampling. The technique of collecting data used was questionnaire to obtain data on:

1. Human resource in research site by considering demographic, social, and economic characteristics and economic measure embeddedness into social network (viewed from reciprocity, redistribution, and exchange).
2. The local community development during the study in creating new businesses. It can be seen from public participation and initiative, and from social interaction among the members of community in creating new businesses.
3. Then, the data was processed using single tabulation and analyzed using descriptive quantitative technique.

RESULT AND DISCUSSION

In relation to the empowerment effort at community level, Rothman (1995 cit Adi 2008) describes that the community empowerment process through this community intervention can be carried out using several models, one of which is Local Community Development Approach in which Rothman employed twelve components for making social intervention at community level. Considering the data obtained in the field, the twelve components are explained in data description and are discussed to elicit a human resource-based local community development circumstance existing in the research site in creating new businesses. This discussion is very important to design new entrepreneur creation model appropriate to urban poor community. The data description and discussion is as follows:

1. The component of goal in local community development emphasizes more on the process-oriented goal. The ultimate objective of research is to create new entrepreneurs (WUB). To do so, a process is required starting from identifying the local community that in this case can be viewed from demographic, social, and economic characteristics, and economic action embeddedness into social network.

Demographic characteristic consists of two categories: general and particular. General demographic characteristic is described through average population density and average house width. In the research site, the average population density is 446 household/Ha and the average house width is 6 m²/head. Such the population density suggests that the community in the research site belongs to poor category. Meanwhile, particular demographic characteristic included respondent age, sex, marital status, children number and dependent number. Most respondents (46.6%) are 40-60 years old. And 43.5% of respondents are 19-39 years old. The later group of respondents (19-39 years old) actually has potential to develop well in either improving business or creating WUB.

The social characteristic includes education and skill the respondents have, whether or not they ever attended skill course, association they attend to both in kampong and in workplace, whether or not they have friend and whether or not they frequently suspect newly recognized people. Education is a primary capital to expand insight including entrepreneurship insight. Ironically, the respondents' education in this research is still inadequate, as indicated by 64.6% respondents having under senior high school education. It means that they have not achieved standard 12-year education yet as promoted by the government. The ownership of skill is sufficiently high in which 73% respondents have it, although only 24.9% attending the course corresponding to their skill. These three data (education, skill ownership, and course corresponding to skill) suggest that the community has not realized yet the importance of improving their ability to bring about new business opportunity and to make business better. Then, it is noteworthy that human beings live in colony, so do the respondents in this research existing in groups called association both in kampong and in workplace. However, the result of research shows that most respondents (80%) do not belong to any association

and belong to only one institution association. Similarly, 91.9% respondents do not participate in any association in workplace. This data suggests that the few respondents have social network that once upon a time can be their economic network. It can be seen from the ownership of best friends in kampong, in workplace, in origin place and out of them in which 44.6% respondents are found as having friends in one place only. Although actually they have been very open to newly recognized people, in which 61.9% of respondents state that they do not suspect the newly recognized people.

Economic characteristic includes stuff ownership, income, expenditure, need sufficiency from income and job. The result of research showed that stuff ownership belongs to medium category (48.4% respondents) although some of them belong to high category (30% respondents). This data means two things: having household stuffs serves to support the job and to be prestige. Actually, their average income belongs to low (42.4% respondents) and medium categories (42.4% respondents). With the income they have, they can equilibrate their income, as indicated by their income belonging to low (40.8% respondents) and medium categories (42.2% respondents). The expenditure includes the monthly primary need sufficiency in which 47.3% respondents in fact state very sufficient, 33.2% sufficient, and 19.4% insufficient. This variation of monthly primary need sufficiency generates two opinions from the respondents: 50.3% respondents state that not all expenditures are funded by income so that they decide to borrow from the loan source and 49.7% state otherwise. Such the financial condition of family is not independent of either husband's or wife's job. The result of research shows that most husbands work as employees (40% respondents) and even some do not work (22.7% respondents). Only 32.4% respondents have their own business. Similarly, regarding the wife's job, most wives do not work (61.4%) and 29.2% respondents have their own business. Such the condition suggests that the community has not been able yet to see the opportunity of increasing the family income because they still wrestle with comfortable zone only. Although most husbands' (57%) or most wives' (62.2%) working period is between 1 and 10 years, they work for living (subsistence) only and have not been able to improve business (capital). It can be seen from 84.3% respondents stating that there is no business/working improvement, 90.5% stating no business development, 94% stating no family status raise, and 86.5% stating no family income increase. It is because of their low capital (money, work instrument, skill) ownership, seen in 72.4% respondents.

The economic action embeddedness into social network the respondents have is explained by reciprocity, redistribution, and exchange. In this current research, 66.2% respondents have medium category and 28.9% high. It means that actually they realize that economic behavior is highly 'embedded' into 'social network' from interpersonal relationship. This capital is good enough to make the community aware that this social network can be used to develop business or to build new business by considering the opportunity surrounding.

2. The component of assumption about community structure and problem condition addresses the discrepancy in local community occurring in interpersonal relation and problem solving skill. In this study, apparently most (32%) respondents states attending to only one association in their kampong. Similarly, most respondents (91.9%) do not attend to any association in workplace. Viewed from friendship, most respondents (34.3%) have friends in the kampong where they live. These three points clearly suggest a narrow inter-individual relation. In the term of problem solving skill, it can be found that no family business improvement stated by most respondents (84.3%), as indicated by less developing family business recognized by 90.5% respondents, no social status raise by 94% and no family income increase by 86.5%. These mean that they are

stagnant in undertaking their business. It is because they have never deepened the skill they have had through a course. The result of research suggests that 75.1% respondents stated never attending skill course to be expert and skilled in their area.

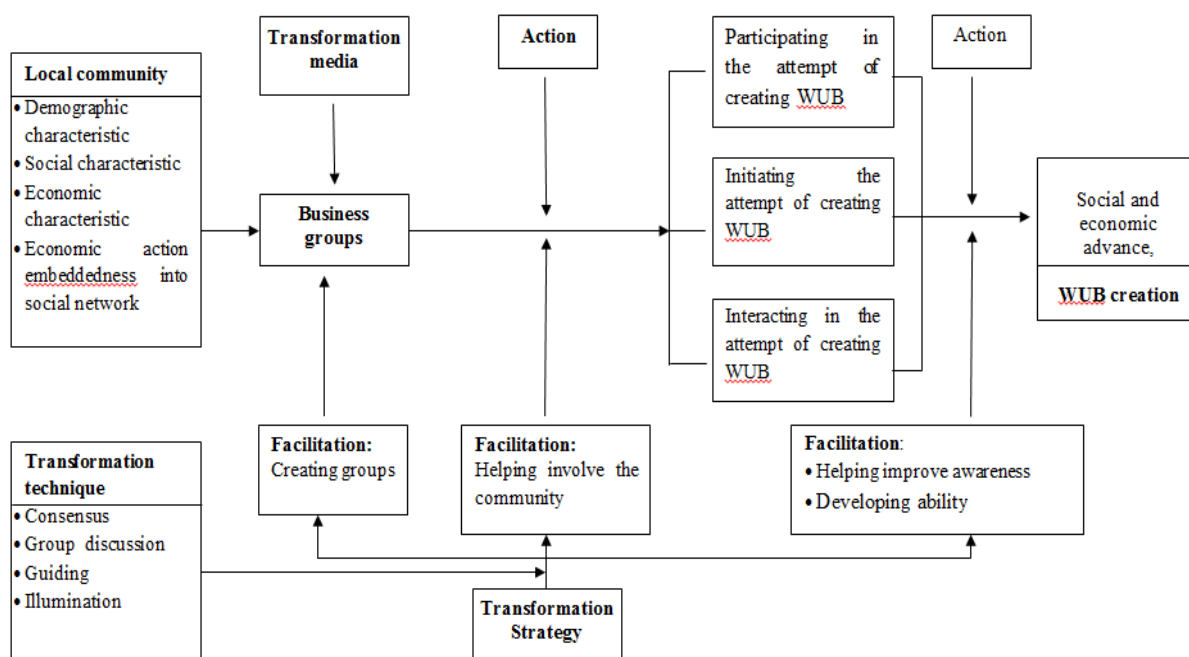
3. The component of basic strategy in making transformation addresses the presence of the attempt of increasing the member involvement in the attempt of determining their need, of improving initiative, and of improving interaction as the attempt of creating WUB. In this study, the participation in the attempt of creating WUB is still low, 74.3% respondents, initiative in it is also still low, 61% respondents and interaction between the members in the attempt of creating WUB is still low as well, 85.7% respondents. It means that the improvement of participation, initiative, and interaction need facilitator.
4. The component of transformation technique addresses the tactic in developing the community emphasized more on the achievement of consensus usually conducted through communication and discussion process involving a variety of individuals or groups.
5. The component of facilitator role speaks about helping the community in order to articulate their needs, to identify their problem and to develop their capacity of solving the problem effectively. This study identifies that the problem the respondents face is income, in which most (42.4%) respondents still have low income. In business, they cannot meet their family's primary need (58.8% respondents). It is because their working capital ownership is still low (72.4% respondents).
6. The component of transformation media speaks about the categorization of community into smaller groups in order to solve the problems jointly. In this study, the community has been actually grouped, for example, into the associations existing in kampong like PKK, *pengajian* (a meeting to study Islam religion further), *arisan* (gathering), *men meeting*, *kamling* (mobile security), *karang taruna* (youth organization), *dasawisma* (an association consisting of ten households), and *lansia* (older people association). These groups can be effective media of transformation in creating new enterprise and improving the preexisting business.
7. The component of power structure orientation addresses the objective that can generate a mutually benefiting and acceptable consensus. In this study, it can be seen that reciprocity occurring in economic action in social network belongs to medium and high categories (94.3% respondents). Redistribution belongs to medium (rare) (56.8% respondents) and high categories (frequently) (34.3% respondents). These categories of the two components (reciprocity and redistribution) indicate that there is an embeddedness of economic action into social network. It can be the capital in the attempt of improving business and creating new business (WUB).
8. The component of beneficiaries talks about the community based on geographical unit. In this study, the beneficiary is the local community residing in the research locations including Kelurahan Ujung, Pegirikan, Wonokusumo, Sidotopo, Semampir, in Surabaya City.
9. The component of assumption on group interest in a community talks about the group interest within the community viewed fundamentally from either communication or effort in group. In this study, the effort in group can be seen from the respondents' participation in associations. There are 19.4% respondents participating in two associations and only 0.6% in three associations at once. This number is still very small compared with those participating in one association only, 80%. Regarding communication, this study suggests address the ownership of friends, because

communication is contained in making friends. There are 30.5% respondents having friends in two places at once, 20% in three places, and 4.9% in four places.

10. The component of conception on beneficiary talks about the beneficiary in the attempt of developing what has not been developed optimally by focusing in its capability. In the case, the beneficiaries have not been able to develop their skill yet. Seventy three percent (73%) respondents have skill divided into 13 types of skill (sewing, cooking, creative art, craft and service, computer, beauty salon, trade, driver, offset, gymnastic instructor, animal breeding, therapist, and trainer). 27% respondents have no skill. 75.1% respondents have had skill but do not deepen their skill. In education, many respondents (64.6%) have not achieved standard 12-year education. It means that many abilities of beneficiary should be developed in order to have opportunity of improving business.
11. The component of assumption on beneficiary role addresses the beneficiary as active participant in interactional process between an individual and another. In this study, in fact the participation of respondents as beneficiaries in the attempt of creating WUB is still low (74.3%), and the interaction is also low (85.7%). Thus, the initiative is also low (61% respondents).
12. The component of empowerment utilization addresses the development of community in mutual decision making, and in generating self-confidence over individual members of society's ability. In this study, the community development is based on the result of research on local community identification, participation in creating WUB, initiative and interaction in the attempt of creating WUB as suggested eliciting a model to generate self-confidence over self-ability called "A Human Resource-Based New Business Creation Model with Local Community Development Approach (A Case Study on poor community in Surabaya city)".

In studying the Local Community Development Approach in which Rothman employed twelve components to make social intervention at community level, a human resource-based New Business Creation model is designed with local community development approach.

A Human Resource-Based New Business Creation Model With Local Community Development Approach



Notes

Conducting a local community (urban poor community) identification is to identify demographic (viewed from age, sex, marital status, children number, dependent number), social (viewed from education, skill owned, course attended, association attended, friend ownership), and economic characteristics (viewed from house ownership, stuff ownership, average income/month, average expenditure/month, ability of sufficing monthly primary need, job, work capital ownership, business improvement) and economic action embeddedness into social network (viewed from reciprocity, redistribution, exchange). This identification is used to find out the prior condition of community in the term of business (enterprise). Next, the community is divided into business groups constituting transformation media. In establishing groups, facilitation is carried out. The facilitation conducted includes making consensus, discussion, guiding, and illuminations. These four activities are called transformation technique. Having the groups been established, they are encouraged to do a process (action), participating in the attempt of creating new business, encouraged to make initiative in creating new business and interacting both internally and externally. The process toward the action requires a facilitator who helps involve the community, of course, using transformation technique. After the community has been able to participate, initiate, and interact in the attempt of creating new business, they have been actually encouraged to make new invention constituting social and economic advance for their own life. To arrive at a new business process, a facilitator is required who helps improve ability and awareness in undertaking business, creating new business, and expanding new network. Such the facilitations are transformation strategy.

CONCLUSION

The pillar of local community development approach is Human Resource Quality that can be seen from demographic, social, and economic characteristics and economic action embeddedness into social network. Those four components are embedded into local community. From the result of research on human resource condition in the research location, the following conclusions can be drawn:

1. Demographic characteristic component shows that they reside in an area with very dense population, with inadequate house width to accommodate all members of family. They have potential age to develop and have had family dependent meaning that they need more fulfillment of family need. This condition can encourage the creativity growing in the attempt of increasing income, including in creating new business (WUB), with the assumption that everyone has potential, how small it is.
2. Social characteristic component shows that they have low education and skill levels. In addition they are not active in attending association either in kampong or in workplace. They did not have a broad friendship network. This condition means that they have not had broad insight and broad network yet to develop themselves, although they have been open to the people they newly recognize. In self-development, a realization is required about the importance of improving the ability in bringing about the new business opportunity or in improving business.
3. Economic characteristic components suggests that they are in the have category viewed from stuff ownership. In addition they have ability of equilibrate income and expenditure, although not all expenditures are funded by income, so that they decided to borrow some money. Such financial condition of family is not independent of husband's job generally as employee and wife not working, on the average. They work only for living (subsistence) not for improving business

(capital). It is because they do not capital (money, work instrument, skill). Such economic condition indicates the community's incapability of seeing the opportunity of either improving business or creating WUB. They still wrestle with comfortable zone only.

4. Economic action embeddedness into social network is good enough and can be used as the means of expanding business or creating new business by taking into account the opportunity through social network.

The other pillars in local community development approach are public participation in creating WUB, public initiative in creating WUB, and social interaction between the members of community in creating WUB. From the result of research, it can be concluded as follows:

1. Public participation in creating WUB belongs to low category. It means that the community have not had an ability of encouraging itself to participate, so that a facilitator is required to help involve the community and to help create effective small groups as transformation media.
2. Public initiative in creating WUB belongs to low category. It means that the community has not had initiative yet to thinking of better business than the one it undertakes currently. For that reason, there should be a facilitator who helps improve self-awareness in undertaking the business it has owned or in creating WUB.
3. Social interaction between the members of community in creating WUB belongs to low category. It means that the community has not realized yet that in undertaking business, interaction becomes an important thing. Interaction is not only defined as a relationship between an individual and another but also cooperation, competition and support. Therefore, to do so, the community needs a facilitator to help develop its interaction ability to improve business and to create WUB.

RECOMMENDATION

1. There may be a facilitator to help establish groups, involve the community, improve the awareness and develop the ability as the attempt of creating WUB.
2. There may be seriousness within the government institutions in the attempt of alleviating poverty in rural areas.

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