

# **JOB SATISFACTION: THE CASE OF PERMANENT EMPLOYEES IN TOYOTA TOYOTA AUTO 2000 – JEMURSARI , SURABAYA**

**Elsye Tandelilin**

**Sofyan Adam**

**Jurusan Manajemen, Fakultas Bisnis dan Ekonomika**

**Universitas Surabaya**

**elslilin@yahoo.com**

## **Abstract**

Achieving high performance in a business entity is determined by the human resources who feel satisfied working in it. This research aims to investigate job satisfaction at Toyota Toyota Auto 2000 - Jemursari - Surabaya . The constructs used in this study are pay, promotion, the work itself, the work group, working conditions and supervision. This study used a quantitative research approach by involving the employees of Toyota Toyota Auto 2000- Jemursari – Surabaya as samples of this study. Census Techniques were used in this research due to the small number of respondents available and data collection was done by using a questionnaire designed in Semantic Differential's Scale. The result of study showed that job satisfaction of permanent employees in Toyota Toyota Auto 2000 – Jemursari, Surabaya are high with an average rating of 5.89, while there are some differences in employee job satisfaction in terms of dimensions and in term of unit of analysis in detail.

**Key Words:** Job Satisfaction, Employees, High Performance

## **I. ISSUE BACKGROUND**

An important factor in the success of an enterprise is its human resources. Companies will get the best human resource contribution when the employees have high job satisfaction. Job satisfaction is closely related to employees' feelings toward the job he's/she's doing and it differs depending on each individual's perceptions and expectations. Many studies of job satisfaction have been conducted, among others, by Sullivan S,E and Bhagat entitled "Organizational Stress, Job Satisfaction and Job Performance ; Where do we go from here". They found that employees are not completely satisfied with their job although their salary is good enough.

Car is one means of transportation to facilitate human activities in everyday life. Currently the automotive market in Indonesia is controlled by four automotive companies are Toyota (32.5%), Honda (21.9%), Mitsubishi (14.8%) and Suzuki (13.9%). From the above data shows that Honda has the biggest market share in Indonesia compared with other similar company. Toyota Auto 2000 is the official dealer of Toyota in Indonesia and a network of sales services, maintenance, repair and supply spare parts of Toyota cars whose management is fully handled by PT. Astra International Tbk. (Source: [www.auto2000astra.co.id](http://www.auto2000astra.co.id))

In Surabaya, there are eight branches namely TOYOTA AUTO 2000: Ahmad Yani Basuki Rahmat, MayJen.Sungkono, Pecindilan, Kertajaya, Waru, Jemursari, and,

Kenjeran. The object of this study TOYOTA AUTO 2000 is located on Jl. Raya Jemursari km 215, Surabaya. This object is selected because the original data from company showed that the level of turnover during the last three years only 0.69 % and has the lowest level of absenteeism during the last three months only 0.70% compared to the other branches . The number of permanent employees, branch Jemursari TOYOTA AUTO 2000, Surabaya, as many as 48 people with an average age ranging from 21-30 years old, has a working period of 1-10 years, level of education is high school - S1, and most of them never attend external training. Results of initial survey of 12 employees at TOYOTA AUTO 2000 Jemursari, Surabaya showed that there are differences in job satisfaction of every employee in three different departments, namely Sales department, Administration department and Services department. Sales Department had the highest score of job satisfaction, attended by the Department of Administration and the lowest average job satisfaction is in the Department of Service. In detail, supervision dimension and work group dimension have the same perception in all departments. One of 12 employee's states that he is not satisfied with the support of superiors factor in their work and one employee in the Department of Administration also states that he gets dissatisfied with colleagues at work. The majority of employees in the Sales Department, expressed satisfaction in terms of pay, the work itself, promotion and working conditions. This result is different from other departments. Overall, every employee in different departments perceives dimensions of job satisfaction differently. This is an interesting variation to do the research, why employees in the same company and at the same time, be treated equally but showed a different job satisfaction.

Based on the symptoms and phenomena above, the formulation of a research question was "How is employees' job satisfaction profile in TOYOTA AUTO 2000 - Jemursari, Surabaya?"

### **Research Objectives and Benefits**

The purpose of this research is to know about the profile of employees job satisfaction in TOYOTA AUTO 2000 Jemursari, Surabaya, and is expected that this study can provide information to TOYOTA AUTO 2000 Jemursari , Surabaya concerning employee job satisfaction profile so that companies can take appropriate decisions about human resources management.

## **II. LITERATURE REVIEW**

### **1. Job Satisfaction Definition and Dimensions**

Schultz. (1998: 250) stated that "Job Satisfaction is our positive and negative feelings and attitude about our jobs" The same definition also suggested by Greenberg & Baron (2000:170) namely:" job satisfaction is positive or negative attitudes held by individuals toward their jobs". Robbins (2003:78) defines job satisfaction as an individual general attitude toward his or her job". Another expert, named Luthans (2002:230) also stated job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience:. In detail Luthans explains that job satisfaction is a result of employees' perception of how well their job provides those things that are viewed as important. Although recent theoretical analyzes have critized job satisfaction as being too narrow conceptually, there are three generally accepted dimensions to job satisfaction. First, job satisfaction is an emotional response to a job situation. As much, it

cannot be seen, it can only be inferred. Second, job satisfaction is often determined by how well outcomes meet or exceed expectations. Third, job satisfaction represents several related attitudes. Through the years five job dimensions have been identified to represent the most important characteristics of a job about which employees have effective responses. There are:

- a. ***The work itself*** is the extent to which the job provides the individual with interesting tasks, opportunities for learning and the chance to accept responsibility. The content of the work itself is a major source of satisfaction. Some researches related to the job characteristics approach to job design, showed that feedback from the job itself and autonomy are two of the major job-related motivational factors.
- b. ***Pay*** is the amount of financial remuneration that is received and the degree to which this is viewed as equitable vis-à-vis that of others in the organization. Wages and salaries are recognized to be a significant but cognitively complex and multidimensional factor in job satisfaction. Money not only helps people attain their basic needs but is also instrumental in providing upper-level need satisfaction. Employees often see pay as a reflection of how management views their contribution to the organization. Fringe benefits are also important, but they are not an influential. However, research indicates that if employees are allowed some flexibility in choosing the type of benefits they prefer within a total package, there is a significant increase in both benefits satisfaction and overall job satisfaction.
- c. ***Promotion opportunities*** is the chances for advancement in the organization. Promotional opportunities seem to have a varying effect on job satisfaction. This is because promotions take a number of different forms and have a variety of accompanying rewards. Individuals who are promoted on the basis of seniority often experience job satisfaction but not as much as those who are promoted on the basis of performance. Additionally, a promotion with the different percentage of level salary raise, make different job satisfaction too. These differences help explain why executive promotions may be more satisfying than promotions that occur at the lower levels of organizations.
- d. ***Supervision*** is the abilities of the supervisor to provide technical assistance and behavioral support. Supervision is another moderately important source of job satisfaction. There seem to be two dimensions of supervisory style that affect job satisfaction. One is employee-centeredness, which is measured by the degree to which a supervisor takes a personal interest and cares about the employee. It commonly is manifested in ways such as checking to see how well the employee is doing, providing advice and assistance to the individual, and communicating with the associate on a personal as well as an official level. The empirical evident showed that one of the major reasons employees give for quitting a company is that their supervisor does not care about them. The other dimension is participation or influence, as illustrated by managers who allow their people to participate in decisions that affect their own jobs. In most cases, this approach leads to higher job satisfaction.
- e. ***Coworkers/Work Group*** is the degree to which fellow workers are technically proficient and socially supportive. The nature of the work group or team will have

an effect on job satisfaction. Friendly, cooperative coworkers or team members are a modest source of job satisfaction to individual employees. Coworker, serve as a source of support, comfort, advice and assistance to the individual members, but if the reverse condition exist-the people are difficult to get along with-this factor may have a negative effect on job satisfaction.

- f. Working Conditions* is the working environment both physically and mentally existing in workplace. Working conditions have a modest effect on job satisfaction. If the working conditions are good (clean, attractive surroundings, for instance) the personnel will find it easier to carry out their jobs. If the reverse condition exist-personnel will find it more difficult to get things done. In other words, the effect of working conditions on job satisfaction is similar to that of the work group

## **2. Dispositional Model of Job Satisfaction**

The conceptualization proposing that job satisfaction is a relatively stable, individual disposition-that is a characteristic that stays with people across situation. It means that not only may certain groups of people be more satisfied with their jobs than others, but also it appears some individuals are likely to be either consistently satisfied or dissatisfied with their jobs. Some people are consistently more satisfied with their jobs than others, even when they have held different jobs over long periods of time. (Greenberg & Baron (2000: 172) The same opinion mentions by Newstrom & Davis (1993 : 210) that *"There are number of variables often compared and studied with job satisfaction information, such as : department, divisions, branches, age, seniority, marital status, formal education, company training received, sex, shift, building where work is performed and trends over time"*. This state is supported by research findings as attends:

- a. White-collar personal (e.g., managerial and professional people) tent to be more satisfied than blue-collar personnel (e.g., physical workers, factory workers)
- b. Older people generally are more satisfied with their jobs than younger people.
- c. People who are more experienced on their jobs are more highly satisfied than those who are less experienced. Moreover, the longer someone stays on a job, the more strongly that employee rationalizes his or her tenure by perceiving the job in a positive light.
- d. Women and members of minority groups tend to be more satisfied with their jobs than men and members of majority groups. ((Greenberg & Baron (2000: 171-172)

## **III. RESEARCH METHOD**

Types of research used in this study is a descriptive study, namely research that aims to gain insight about employee job satisfaction Toyota Auto 2000 Jemursari-Surabaya , using the dimensions of pay, promotion, the work Itself, the work group, working conditions and supervision. Operational definition of employee job satisfaction is the perception of employees of Toyota Auto 2000 Jemursari -Surabaya about the work in providing something meaningful for them. The operational definitions of dimensions of job satisfaction are as attends: (1) *Pay* is the employees 'perception of Toyota Auto 2000 Jemursari -Surabaya concerning with compensation received as measured by salaries, allowances and bonuses, (2) *Promotion* is the employees' perception of Toyota

Auto 2000 Jemursari -Surabaya concerning with the process of promotion to a higher level as measured by the fairness and the justice of the promotion system. ) *The Work Itself* is employees' perception of Toyota Auto 2000 Jemursari - Surabaya concerning with the job ability to provide an interesting task, an opportunity to learn and the opportunity to accept responsibility as measured by the job challenges , tasks variety , the opportunity to use the competences and the opportunity to learn; (4) *The work group* is the employees' perception of Toyota Auto 2000 Jemursari -Surabaya in working in groups with peers who support each other both technically and social relationships as measured by: the harmony of relationship and support colleagues in their work; (5) *Working conditions* is employees' perception of Toyota Auto 2000 Jemursari - Surabaya on the state of the working environment and supporting facilities as measured through work environment, work infrastructure, work security and workplace lighting, (6) Supervision is the employees' perception of Toyota Auto 2000 Jemursari - Surabaya concerning with supervisor which provides technical assistance and support for employee behavior as measured through: supervisors' attention to the job problems, and fairness in providing oversight and decision-making to employees.

The data source for this study is primary data that obtained from respondents. The quantitative research begins with the formulation of a questionnaire which consists of 6 dimensions: Pay, Promotion, The work itself, Work Group, Working Condition and Supervision. Because of small amount of respondent, this study used census technique. Scale of measurement used in this study is interval scale range from 1-7. The population is defined as employees who fulfill the ensuing criteria; a) they are employees of TOYOTA AUTO 2000 Jemursari-Surabaya, and b) they have been working for minimum of 3 years.

#### IV. RESULT AND DISCUSSION

##### A. PROFILE OF RESPONDENT

The number of respondents taken in this study amounted to 46. The profile of respondents as a whole can be seen in Table 1 below.

**Table1**  
**Respondents Profile**

<b>Biografi Characteristics</b>	<b>Num ber</b>	<b>%</b>	<b>Biografi Characteristics</b>	<b>Num ber</b>	<b>%</b>
<b>By Department</b>			<b>By Marital Status</b>		
- Sales	15	32.6	- Married	21	45.7
- Adminstation	8	17.4	- UnMarried	25	54.3
- Service	23	50.00			
<b>By Tenure</b>			<b>By theNumber of Children Owned</b>		
- 1-5 years	21	45.65	- No Child	24	52.17
- 6-10 years	22	47.82	- 1 Child	14	30.43
- 11-15 years	3	6.53	- 2 Children	7	15.22
			- > 2 Children	1	2.18
<b>By Age</b>			<b>By External</b>		

- 21-25 years	10	21.74	<b>Training</b>		
- 26-30 years	22	47.82	- Passed	29	64.00
- 31-35 years	10	27.74	- Never	17	37.00
- 41-45 years	4	8.7			
<b>By Gender</b>			<b>By Education</b>		
- Men	34	73.9	- Senior High School	14	30.44
- Women	12	26.1	- D1		
			- D3	3	6.52
			- S1	10	21.74
			- S2	16	34.78
				3	6.52

Sources : Internal Data 2009, (processed)

## B. DESCRIPTIVE ANALYSIS

The results of a complete data processing can be viewed on table 2 as attend:

**TABLE 2**  
**WORK SATISFACTION of EMPLOYEES OF TOYOTA AUTO 2000**  
**JEMURSARI-SURABAYA**

JS Dimensions Unit Analysis		P a y	W o r k i t s e l f	Pr o m o t i o n	Sup er v i s i o n	The Wor k Grou p	Work ing Cond ition	Total	Mea n
<b>By Department</b>	Sales	6,1	6,1	5,4	6,12	6,0	6,22	35,99	5,99
	Adminis- trasi	6,0	5,6	5,38	6,09	6,25	6,34	35,77	5,96
	Service	5,5	5,7	5,2	5,68	6,39	5,82	34,34	5,72
<b>By Tenure</b>	1 - 5 years	5,6	5,6	4,58	5,69	6,12	5,91	33,65	5,61
	6 - 10 years	6,0	5,9	5,83	6,17	6,32	6,34	36,61	6,10
	11 - 15 years	6,5	6,5	6,5	6,42	6,5	6,17	38,64	6,44
<b>By Age</b>	21-25 years	5,5	5,6	4,14	5,53	6,12	5,65	32,61	5,43
	26-30 years	5,8	5,9	5,26	5,92	6,18	6,23	35,37	5,89
	31-35 years	6,2	6,0	6,22	6,43	6,44	6,39	37,76	6,29
	41-45 years	6,5	6,5	6,62	6,4	6,63	6,3	39,07	6,51
<b>By Gender</b>	Men	5,8	5,8	5,42	5,86	6,06	6,09	35,07	5,85
	Women	6,1	5,8	5,13	6,15	6,21	6,25	35,71	5,95
<b>By Marital Status</b>	Married	6,1	6,1	5,62	6,11	6,26	6,14	36,38	6,06
	Unmarried	5,7	5,6	4,91	5,8	6,22	6,13	34,42	5,74
<b>By the number</b>	No Child	5,7	5,6	4,93	5,81	6,21	6,08	34,41	5,73
	1 Child	5,9	5,9	5,36	5,95	6,17	6,14	35,54	5,92

of Children owned	2 Children	6	6,4	6,42	6,54	6,27	6,31	37,95	6,32
	More than 2 children	6,6	6,6	7	6,25	7	6,5	40,09	6,68
By External Training	Involved in external training	6,0	6,2	5,78	6,15	6,33	6,38	36,73	6,12
	Never involved	5,6	5,7	4,49	5,61	6	5,68	33,1	5,52
By Educatio n Level	Senior High School	5,2	5,9	4,57	5,33	6,25	6,6	33,55	5,59
	D1	5,4	5,3	5,38	5,5	6,25	6,31	34,24	5,71
	D3	6,1	5,8	5,11	6,12	6,28	6,22	35,72	5,95
	S1	6,1	6,1	5,98	6,27	6,46	6,34	37,29	6,22
	S2	6,3	6,0	6	6,42	6	6,17	36,98	6,16

Source : Appendix (processed)

### C. DISCUSSION

Overall, employees satisfaction in Toyota Auto 2000 Jemursari -Surabaya are high with an average rating of 5.96, but varied in each dimension of work satisfaction. The work group dimension has the highest score that is equal to 6:26. This indicates that the existing working groups within this entity have been solid and mutually supportive in the work that makes the employee satisfied. Promotion is a dimension that has the lowest average value of all existing dimensions that is equal to 5:45. There are differences in job satisfaction dimensions based on unit analysis.

#### a. By Department

Overall job satisfaction in all departments is relatively high, with an average rating of 5.89. Of the three existing departments, sales departments that have high job satisfaction compared with other departments, with an average score of 5.99, although, in terms of specific dimensions of job satisfaction for each department also vary. In the service department, working condition dimension gets the highest value that is equal to 6:34. It implies that in company, convenience and completeness of the working equipment is considered important. In contrast, the dimensions that have the lowest value of the promotion dimension with an average rating of 5.2, which is caused by the promotion requirements for these departments is very high.

#### b. By Tenure

Based on tenure, the results showed that employees who have longer working period (11 s / d 15 years) had higher job satisfaction with an average rating of 6:44. This is understandable that employees who have long working period able to adapt to company system includes policies, regulations and systems activities of business entities. The differences in working period affect differences in job satisfaction too. The employees, who have working period 1-5 years and 6-10 years, got the lowest score in the dimension of promotion, while employees with working period 6-10 years are very satisfied in terms of working conditions. On the other hand, employees with 11-15 years working period have the lowest average value in working condition dimension that is equal to 6:17.

#### c. By Age

From the age point view, job satisfaction varies in both dimension and age categories. In general, employees of the ages 41-45 years have the highest job satisfaction

rate with an average score of 6:51. This indicates that older employees feel more satisfied than younger employees. This implies that older employees who already feel at ease and were optimal to adjust to corporate environments. As a whole, the average value of job satisfaction that is equal to 5.43 for age 21-25 years, 5.89 for age 26 -30 years old, 6.29 for age 31-35 years, and 6.51 for age 41-45 years. The age category between 21-25 years and 26-30 years obtained the lowest average score on the dimensions of the promotion, 4:14 and 5:26 respectively. However, for respondents aged 31-35 years, the dimensions of the work itself obtained the lowest value that is equal to 6 and the age category 41-45 years obtained the lowest score in working condition dimension. Both of those age categories, received the highest score on the dimensions of the work group. This shows that employees feel comfortable with colleagues and gain support both socially and technically.

d. By Gender

From the gender point of view, both men and women have high job satisfaction with an average value 5.85 and 5.95 respectively, even though women have slightly higher job satisfaction than men. Yet even both categories received the lowest average score on promotion dimension and received the highest average score in the dimension of working condition. This indicates that the promotion system has not been able to provide maximum satisfaction to both men and women.

e. By Marital Status

Based on marital status, employees who are married have higher job satisfaction than employees who are not married with an average value of each at 6:06 and 5.74. This implies that employees who are married have a greater responsibility to the family so they work harder or maximum for the company and strive to achieve high performance. Meanwhile, both have the lowest job satisfaction in the dimension of the promotion and the highest score in the work group dimension. This means that both married and unmarried employees have the same perception that promotion systems do not meet their expectations, but having the solid working group which always support each other physically and emotionally.

f. According to the Number of Children Owned

Overall, job satisfaction according to this analysis unit is high, with an average value of 6:16. However, the differences results also showed that employees who do not have children obtained lower job satisfaction than employees who have children for all departments. The average rating for employees who do not have children is 5.73, have 1 child 5.92, have 2 children 6.32 and have more than 2 children is 6.68. This implies that employees who have children have a greater responsibility for children and families so that motivates them to work harder or maximum for the company and bring it to their job satisfaction. Specifically, job satisfaction for employees who have children also vary, according to the number of children owned. The highest job satisfaction is found on employees who have more than two children, with an average rating of 6.68 and the lowest is on employees who have a child with an average rating of 5.92. From the job satisfaction dimension point of view, the results also show varied. Both employees who have child and no child obtained the lowest score in work group dimension. Other results shows that employees who have 2 children got the lowest score in pay dimension but got the highest value in supervision dimension. In contrast, employees who have more than two children obtained the lowest score in this dimension.

#### **g. By External Training**

Based on external training attended by employees, average score obtained is 5.82. It means that job satisfaction in this unit analysis is high. In specific, employees who attended the training have a higher job satisfaction than employees who had never attended an external training, with an average rating of job satisfaction that is equal to 6.12 and 5.52 respectively. This implies that employees who attended external training can develop their ability to work, can increase work performance and also feel supported by company optimally. The differences result based on job satisfaction dimensions show that both respondent categories obtained the lowest score in dimension of promotion and the highest value in dimension of working condition. This indicates that promotion system in the company can not able to meet their expectations.

#### **h. By Education Level.**

Based on education level of unit of analysis, job satisfaction is high with an average score of 5.93. In detail, employees who have bachelor degree (S1) have the highest job satisfaction score (6.22) rather than employees in other education level categories. On the other hand, the lowest job satisfaction score is obtained by employees who have level education in senior high school with an average value of 5.59. This implies that employee who has a bachelor of education degree feel the match between their job and their education background. Other differences results also show that employees who have diploma degree (D1) obtained the lowest score in dimension of the work itself while employees with D3 and S1 degree got the lowest score in dimension of promotion. In contrast, employees with senior high school education level and D1 obtained the highest score in working condition dimension compare to employees who have bachelor degree (S1 and S2).

### **V. FINDINGS, LIMITATIONS AND RECOMMENDATIONS**

#### **A. Finding**

Based on findings, the attending conclusion were derived: Overall employee satisfaction in Toyota Auto 2000 Jemursari - Surabaya is high with an average rating of 5.96 but in detail, the differences among job satisfaction dimensions are high. The data on Table 2 show that pay dimension obtained an average score of 5.89, the work itself 5.84, promotion 5.33, supervision 5.96, the work group 6.21, and working condition 6.13. In detail, each unit of analysis has the different value of job satisfaction. Of all departments, the sales department obtained the highest job satisfaction score compared with other departments. Employees who have the longest working period, obtain the highest level of satisfaction but the lowest score owned by employees who working period between 1-5 years. By age point of view, the youngest employees have the lowest job satisfaction score and the older employees have the highest score. . In terms of gender, women have higher job satisfaction compared with men. Based on marital status, the results of analysis showed that employees who are married have higher level of job satisfaction is than employees who are not married. Furthermore, employees who have children have higher job satisfaction than employees who do not have children. Based on external training attended, the results show that employees who have never attended an external training do have lower job satisfaction than employees who have attended external training. In terms of educational level, the results showed that the higher level of employee education, the higher job satisfaction they get

## **B. Limitations and Recommendations**

This study is limited sample to size and job satisfaction factors. There is not a deep interview to find other factors that shape employees' job satisfaction outside dimension measurements. Based on the findings, the attending are recommended : (1) the company should still provide clear feedback to employees who perform well but have a short working period and not yet eligible to participate in the promotion, (2) In order to improve the objectiveness in performance appraisal system, company should assess supervisor performance periodically and provide training as a rater to be a professional rater in assessing subordinates performance, and (3) Inasmuch as the level of job satisfaction is not very high in working condition dimension, there is a need to improve more on company's equipment and facilities regularly.

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# Java Institute

## Proceeding

The 1<sup>st</sup> Java Institute International Colloquium (JIIC)  
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**reframing java:**  
PAST, PRESENT AND FUTURE

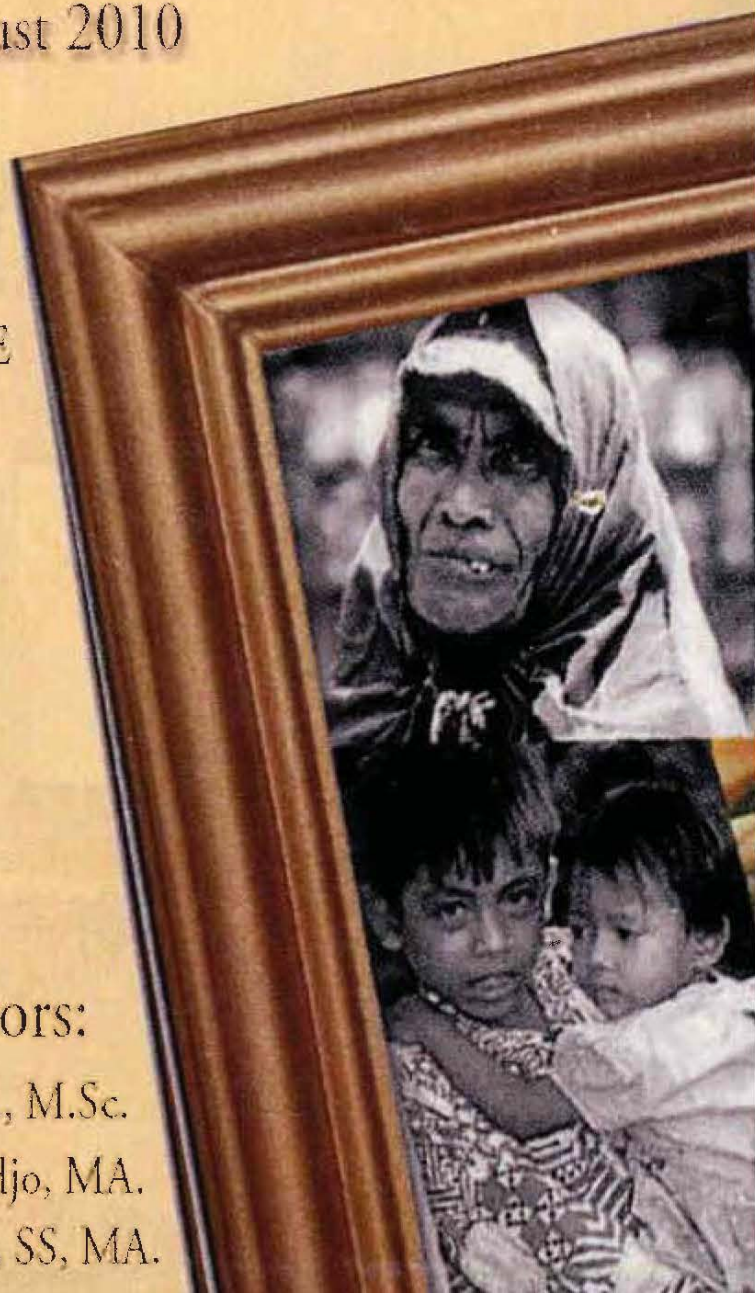


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Ir. Tjahjono Rahardjo, MA.

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**Reframing Java: Past, Present and Future**

**EDITORS**

**Dr. A. Rachmad Djati W., M.Sc.**  
**Ir. Tjahjono Rahardjo, MA.**  
**G.M. Adhyanggono, SS., MA.**

**JAVA INSTITUTE – SOEGIJAPRANATA CATHOLIC UNIVERSITY**  
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# **PROCEEDING**

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## Preface

For years we are used to doing mono-disciplinary study of our own perspectives. This kind of study might give significant contribution to the respective field and the society in general. Many people have become specialists in certain scientific as well as practical fields. In the 'specialist trend' situation, there is a need to communicate with each other to put our study and practice in larger context. The Java Institute International Colloquium (JIIC) is one of efforts to discuss Java from several points of view. This book is a compilation of various topics highlighting the theme "Reframing Java: Past, Present, and Future". The contributors are (mostly) researchers from both domestic and foreign universities and institutions. They have conducted studies on several aspects of lives in Java, or reviewed particular aspects of Java living in global context. They are experts in public health, economics, culture, education, and environment studies.

We would like to share our gratitude to all contributors for their willingness to share ideas in the meeting and this book. We are also grateful to the Rector of Soegijapranata Catholic University, Prof. Dr. Y. Budi Widianarko, for his support and encouragement, to the committee. We thank to all committee members and fellows to make this compilation prepared.

Chairperson,  
A. Rachmad Djati Winarno

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