

FISHERIES BUSINESS STRATEGY (COLDSTORAGE) IN INCREASING ECONOMIC PROSPERITY AND NEW JOB OPPORTUNITIES IN BANDA ISLAND

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ABSTRACT

This article aims to analyze the role of a cold storage company, namely PT. Harta Samudra, which stands in Nusantara Village, Banda District, in creating job opportunities and improving the economy of the Banda Naira community. Given the current condition of the Bandanese people, they are still vulnerable to the problems of unemployment and scarcity of jobs. The main question of this research is whether the Harta Samudra cold storage has the potential to improve the welfare of the people of Banda Naira, considering the very high productivity of the results obtained by the small fishing industry in Maluku, which can also affect the high economic level of the residents of Banda Naira. This article is based on qualitative research, which takes the subject of corporate employees through observation and interview procedures, heuristic analysis, source criticism, and interpretation. The findings of this research indicate that the Coldstorage Company owned by PT. Samudra's property in Banda Naira has been able to play a role in empowering the people of Banda by opening new jobs and increasing the income of workers who are sufficient for the standard of living of the residents of Banda Naira. Articles can show the positive role of a storage company in Banda, but a case comparison is needed with other similar companies in Banda Naira so that it can become an input for various stakeholders in Maluku and Banda Naira in particular.

KEYWORDS:

Fisheries Business, Economic Improvement, Job Opportunities

INTRODUCTION

The growth in the value and volume of exports of Indonesian fishery products shows that the number of fish exports and their value and volume are far greater when compared to the value and volume of imports. The Ministry of Maritime Affairs and Fisheries (KPP) explained that, with such conditions, KPP pursued a strategy by developing fishery commodities and products, both for the domestic market and foreign markets. Indonesia's territory, which consists of 1/3 of the vast ocean, has great potential with its marine products, so much so that the rapid development of Indonesian marine products has made many people flock to do business. Where this fish can be sold to various companies such as canning factories, individuals, and restaurants.

The conditions above open up fish business opportunities that are very suitable for sale in various types, whether frozen or fresh. For fish sent frozen, a cold storage facility is needed that is large enough to accommodate and freeze it. Cold storage is not only for storing fish; in cold storage, you also have to build an ABF (Air Blast Freezer), which is used to freeze fresh fish. The cost of making it all is not cheap. The cost of electricity is also not cheap, and the electricity used for cold storage is an important thing that must also be considered. Electricity is constantly on to run

cooling devices for cold storage because if the electricity goes out, it will cause the fish in the cold storage building to experience defrosting, namely a decrease in temperature in the fish can result in a decrease in the quality of the fish from its origin. The freshness of fish is very important in determining the overall quality of a fishery product. One way to preserve fish and shrimp so that they remain suitable for consumption is by cooling and freezing.

Coldstorage plays an important role as a provider of cold storage facilities for products that require storage at a certain cold temperature to maintain their quality. In addition, the existence of cold storage is also an effort to describe various technical aspects in determining the selection and method of using equipment used in the process of cooling, freezing, and storing frozen fish or shrimp. Then companies that use human labor will get higher results if the workforce has a lot of work abilities. Therefore, to improve the capabilities of their workforce, companies must run their businesses by focusing more on efforts to develop their workforce's capabilities. Because the large role of the workforce in each company is one of the important roles in achieving company goals, to get good production results, company leaders must also carry out good cooperation for the smooth running of the business, which will increase production.

RESEARCH METHODS

This study uses a qualitative research method that examines the problem and provides a scientific description or facts about the role of the fishing business undertaken by PT. Harta Samudra (Coldstorage) in empowering the economic community of Banda Naira.

This research was conducted on the island of Banda Besar, Banda District, Central Maluku Regency. Informants are those who know events and practice them in relation to the management of Banda Nutmeg. Informants consist of two types, namely: (1) key informants are sources who are actors; and (2) secondary informants are sources who are not actors but are descendants of these actors.

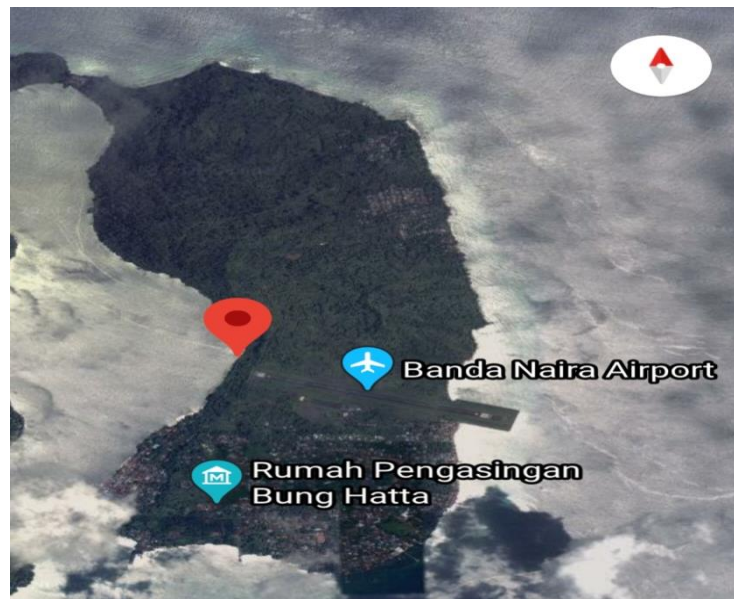


Figure 1. Map of Banda Naira (Source: Google Maps)

RESULTS AND DISCUSSION

Brief Company History: PT. Harta Samudra

Company PT. Harta Samudra had existed before 2006 but only operated by boat, but it was not efficient because there was little income while there were quite a lot of flying fish in Banda Naira, so they took the initiative to create a cold storage. Coincidentally, at that time, there was a fishery cold storage building that had just been built, so the head of the central company, Mr. Robert Juanda, and the head of the Banda Naira branch company, Mr. La Rae, entered into a contract agreement for the fishery building in 2006 to open a branch of the company PT. Treasures of the Ocean in Banda Naira. Initially it was only used as an ice factory, but considering that there were quite a lot of fishermen in Banda Naira during certain seasons and thinking where to go for the fish, the ice factory then developed into cold storage with the first name, namely CV. Lautan Berlian, which later changed the name of the company to PT. Harta Samudra with the reason that his identity is clearer and it is known that this company is a branch of the central company PT. Treasures of the Ocean in Ambon.

After the company switched from an ice factory to cold storage, at first it only processed tuna, but because the company saw that there were so many flying fish in Banda Naira, Mr. La Rae, the management of PT. The First Harta Samudra, and the head of the central company, Mr. Rober Juanda, made the decision to process flying fish. Because at the time of processing this type of tuna there was a slight obstacle, namely that there was no transportation to bring the fish to Ambon at the central company, the fish that had been processed would become moldy because if it took more than 3 days or 1 week, the fish would go moldy if not handled quickly. Apart from that, initially the company tried to store tuna, but it didn't work for frozen tuna because the temperature was not suitable for tuna. Finally, cold storage was converted to non-tuna flying fish.



Figure 2. Company PT. Harta Samudra, Banda Naira Branch

For branch companies, PT. Harta Samudra actually has its own building, which is currently under construction and is not yet operational; only an ice factory is operating. After the contract period is completed, namely in April 2020, the company will move to a new building, and temporarily the manager of this company will be Dinawati La Rae, who is the continuation of the late Mr. La Rae. When he died in 2017, the company chose his son Dinawati La Rae to replace the deceased because no one was able to take care of the administration part of the company. Coincidentally, when the deceased was still alive, his son always accompanied him to take care of the administration part, so that it was delegated to his son, who knows more about the company administration of PT. Harta Samudra.

PT. Harta Samudra has been planned since 2018, but there have been demonstrations by fishermen for the company so that construction goods that are ready to be sent from the central company to Banda Naira are taken over and the development plan moved elsewhere because Banda Naira fishermen are considered too anarchist. The reason for the demonstration is because fishermen want to set prices, force the company's will, threaten companies, and even take action against the police. They want fish prices to be regulated by fishermen while the buying and selling system is regulated by buyers. Fishermen always compare the issue of fish prices from companies to scale boats with the reason why a scale boat costs Rp. 8,000 while the company charges Rp. 6,000.

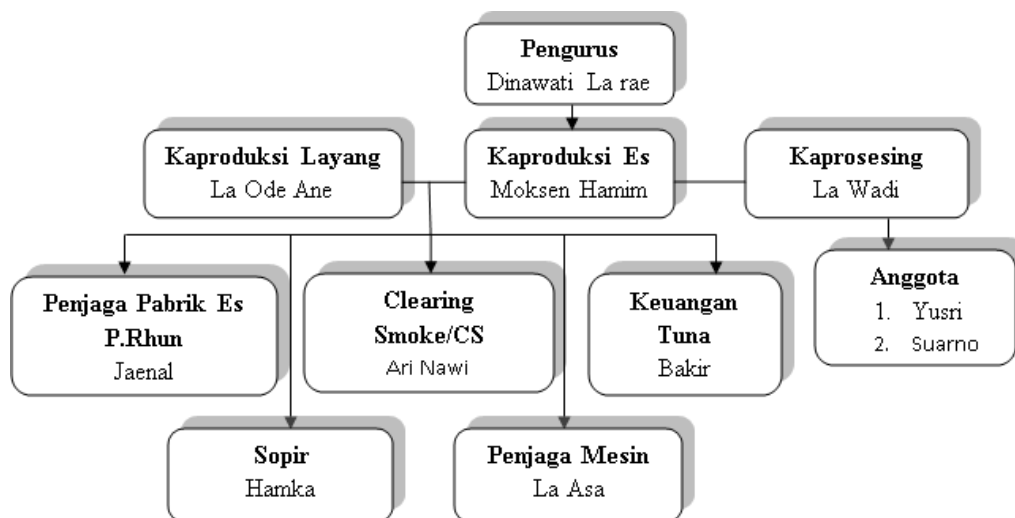
The company then explained that the scale ship left immediately after weighing, so it did not need a lot of operational costs, which was different from companies that had a lot of operational costs, such as paying employees, electricity costs, etc., but the fishermen remained anarchic and even said that the company had no money. This incident disturbed the comfort of the cold storage companies in Banda Naira because not only PT. Harta Samudra was the only one that had a demo, but a neighboring company had also experienced it, so this incident became the reason

why the cold storage that had been planned to be built failed. In addition to the building, which is still under construction and is still operating, the ice factory company PT. Harta Samudra has other facilities, namely an ice factory building in Pulau Rhun Village, a fish weighing building, and a KM ship. PT Treasure Samudra 07, Car PT. Harta Samudra, and Motor Kantor (interview with Dinawati La Rae, February 19, 2020).

Status and Role of Company Management PT. Ocean Treasure

Status of personnel and their respective roles within the company PT. Ocean Treasure consists of two kinds, namely, permanent employees and contract employees. The permanent employees consist of Dinawati La Rae, La Ode Ane, Moksen Hamim, and Jaenal. As for contract employees, namely, La Wadi, Yusri, Suarno, Ari Nawi, Bakir, Hamka, and La Asa The management structure can be seen in the following table:

Table 1. Management of the Company: PT Harta Samudra



The role attached to a person must be distinguished from their position in social interaction. A person's position in society is a static element that shows the individual's place in community organizations. The role focuses more on function, self-adjustment, and process. So someone occupies a position in society and performs a role. It is also necessary to mention individual facilities. Communities usually provide individuals with facilities to carry out their roles. Social institutions are parts of society that provide many opportunities to carry out their roles. Sometimes changes in the structure of a social class require additional facilities. For example, changes in the organization of a school that require the addition of teachers, administrative staff, and so on.

PT. Harta Samudra plays an important role in empowering the lives of the workforce at the economic level. In addition, the workforce must work hard for their status and role. Such as carrying out their duties in accordance with the roles and responsibilities given by the company, PT. Ocean Treasure, according to the results of the research that researchers obtained as follows:

Head or Management of the Company

The head, or administrator, has a very important task because he is in charge of leading and controlling all work activities of employees. He must manage the running of the company so that it remains stable and runs smoothly. In addition, he also served as the head of the administration section, where he carried out all production and other administrative activities such as:

- Sales data: record and check the status of sales data that has been entered as well as those that have not been entered; input daily sales data accurately and correctly; Create invoices and follow up on the delivery of sales data.
- Check Input Results: re-check each piece of data that has been input so that there are no mistakes; make cross-checks with customers if you find a difference in the selling price.
- Report: create end-of-month information; recap bills from the counter per period; distribute copies of invoices to each counter; generate sales information.
- Administration and Archiving: providing sales data files that have been and have not been processed neatly and systematically to make it easier when time is needed again. In addition to the administrative field of the management or head of the company, PT. Harta Samudra also concurrently serves as treasurer, which generally not only controls and manages finances but is also responsible for administering the company's finances, making regular company financial reports so that they can be checked when necessary. Sign evidence of spending and receiving money, as well as receiving and keeping money belonging to the company. Not only that, the treasurer must also manage the financial management of the company's business so that it can make a profit instead of a loss.

Head of Layang Fish Production

For kite production, his job is to regulate the process of weighing fish, starting from the process of buying fish from fishermen to the weighing process. Then he is also in charge of managing all the employees under him so that the quality of the fish is maintained. If the initial purchase from the fisherman is still of good quality, then until the final stage, the quality of the fish must be maintained properly and guaranteed. Besides that, the head of kite production is also responsible for the fish stocks in the fishery, so he must know what types of fish are stored, then the fish stocks of each type of fish that are available, and to maintain the quality of the fish so that it is guaranteed, he must control the machine, such as knowing the temperature of the machine used and what time the fish must be processed.

Head of Ice Production

He is responsible for ice production. He had to control the production of ice by seeing how many machines had to be started and how many machines had to be turned off. Besides that, he who has to provide ice for the fish weighing activity later has to know how many tons of ice are produced per day and when to unload the ice. That is the duty of the head of ice production in Naira, but for the head of ice production in Pulau Rhun Village, since the ice factory (cold storage) is not yet running or there are no activities, his job is only to look after and maintain the building so that it remains solid and intact.

Head of Tuna and Loin Processing

The Head of Tuna Processing is in charge of controlling all existing employees. From the level of cleanliness of the room to whether the equipment used is external or not and whether the

employees who enter the room are clean or not, they have to control everything. Apart from that, he is also in charge of checking the quality of the fish, so before weighing the fish, he has to check whether the fish is of good quality or not, whether it is acceptable or not. It is he who decides. Then he is the one who manages the production process from the weighing process to the fish culling process, while for other members of the processing staff, they work as usual, doing their duties for processing fish and so on, according to the orders of the Head of Tuna Processing.

Clearing Smoke/CS

For the CS section, the task is at the Faculty of Medicine, namely when the fish is taken, put in a plastic bag, vacuumed, given gas (CS), and injected into the plastic.

Driver

The driver's job is to collect ice from the factory and then take it to the fishery for weighing the fish.

Freelance

Freelance or daily employees are on duty like other employees; it's just that freelance employees are needed when there are many incoming fish and the company needs more workers, so employees will be called on to work. But if it's the fishing season, the company must have a contract for casual or daily employees. If the fishing season lasts for two months, then there are casual employees who are contracted during the fishing season.

Company work system PT. Harta Samudra, starting with the Banda Naira fishermen coming to sell their fish, then select fish that are of good quality and then weigh them, then proceed to the ciling process, namely fakum by putting the fish in the plastic and then injecting liquid (CS), then adjusting the process kopas settings according to the science or type of fish, then enter the freezing stage. After the freezing stage is complete, it will be packed and then put into storage. Later, these fish will be transported to the ship and brought to Ambon. Company PT. Parta Samudra has its own ship, namely KM. PT. Harta Samudra 07 is just that this ship doesn't have a cooler, so it only uses an ordinary container, but this is an obstacle because fish that are accommodated in a regular tub will fall rotten because it takes 18 hours to get to Ambon, so the fish will become liquid. But now the ship is in the process of being repaired for cooling installation.



Figure 3. Process of Clearing Smoke (CS) or Facum

After arriving in Ambon, the fish brought from the PT. Harta Samudra is then brought to the company center, PT. Harta Samudra, which will later check the quality of the fish. The fish will then be sorted according to branch because the branch of PT. Ocean Treasure is not only in Banda Naira, so all branches, when the freezing is over, will bring it to the center because the center will take care of everything. Then, when it has been arranged according to the name of the branch, the fish will be arranged according to the type of fish and given a label. After that, it enters the sales process. head of the central company.

The head of the central company manages all process flows, while the branch company is only responsible for freezing and packing. Meanwhile, fish production, for tuna, can be seen from the east season, namely in August, September, and October, the peak season, when the income per kilo is high, while for flycatchers, it is inversely proportional without season. The disabled weigh as much as 13 tons, while the fly weighs 12 to 15 tons; the minimum is hundreds of kilos per day.

The working time starts from 9:00 a.m. to 7:00 p.m., but if there is a lot of fish production, the extra workforce works 24 hours a day. As for attendance every day except for Sunday holidays, if there are fish coming in, then the workforce will still come in even though it is Sunday because, according to the opinion of Mrs. Dinawati la Rae, "their workforce thinks very broadly, even though Sunday is a holiday, they say where are you going on Sunday?" Instead of being unemployed at home, it's better for us to go to work, especially when fish come in. We'll do the math to make up for the days before when there were no fish for production." So the workers are already committed to extra work if there are fish coming in, even if it is Sunday or a red date. Except for holidays such as fasting and Eid, the workers really have to take days off. Because the company, PT. Harta Samudra, uses working hours according to the calendar (interview with Dinawati La Rae, March 12, 2020).

Business Strategy and Efforts to Improve the Economy and Create Jobs Opportunity

The fishery business strategy implemented by PT Harta Samudra in Banda is oriented towards efforts to raise awareness about the potential of the Banda Islands and develop it for the purpose of being self-reliant for the Banda Naira people themselves. This orientation is a concrete manifestation of the company's role in increasing competitiveness in a more humane way by providing encouragement, opportunities, and protection, as well as controlling community activities so that they can increase their ability to participate in various activities that can improve their economic welfare.

The company's social responsibility is aimed at protecting and contributing to the Banda community. This responsibility is carried out by all stakeholders in the company, including shareholders, employees, consumers, and the community, and covers all aspects of the company's operations, including economic, social, and environmental aspects.

In running a fishing business, it is important to develop a strategy from the start. Strategy is the company's efforts to adopt policies and guidelines that have commitments and actions that are integrated and designed to build excellence. With the existence of a company strategy, it is possible to determine the direction of the company by identifying it in terms of markets, competitors, customers, and others.

Strategy for increasing economic welfare

The company pays salaries for workers or employees but at the same time provides benefits in the form of a holiday allowance (THR) on every Eid Al-Fitr. Apart from that, those who work harder will get bonuses every month.

Payroll system in the company PT The treasures of the ocean are adjusted to the responsibilities of the respective workers. For a maximum nominal salary of Rp. 2,450,000 and a minimum of Rp. 1,950,000 per month for permanent employees, while for daily employees, a maximum of Rp. 1.500,000 per month depends on the standard working conditions of Rp. 50,000 per day, but if the job field is quite difficult or requires a lot of energy, then it can last until night, then the salary is increased to IDR 60,000–65,000 per month. Every month the workers get a salary in cash, even if they get THR benefits and so on. Even if the company has income or not, they are still paid a salary every month for permanent and contract employees, while for daily employees they are only given a salary according to the day they work (joint interview with Dinawati La Rae, March 12, 2020).

In addition to meeting the needs of fishermen for ice cubes, the company also provides an ice cube factory that is intended to meet the needs of fishermen when going to sea. This is because the need for "home ice" is often insufficient, especially when the electricity is unstable. Thus, the need for ice blocks for fishermen never ends. Apart from that, the company also always opens opportunities for assistance to community and student activists who wish to hold activities oriented towards preserving the coastal environment and will be given financial assistance for the development of Banda. (Interview with Dinawati La Rae, June 25, 2020)

Strategy for creating employment

The increase in the economic welfare of the Banda residents who work for the company proves that PT Harta Samudra has been quite successful in playing a role in creating employment opportunities for Banda residents.

From the results of an interview with Mr. La Ode Ane, who acts as a permanent employee, he said that "since the existence of the company, Pt. Harta Samudra, who previously only worked as a sand hauler, now has a paid job and doesn't have to think much about making money by picking up sand again. And Alhamdulillah, I was entrusted to become the Head of Kite Production, so I was also entrusted to invite my unemployed friends to work at this company" (interview with La Ode Ane, February 22, 2020).

In addition, according to a student named Sudarmono La Asi, who works as a daily employee, "This company is very helpful for Banda residents in finding jobs; even though I am not a permanent employee, I am also needed as a daily employee. If there is a lot of fish, I will be called to work, even though the salary I get is not per month but daily. I feel it is enough for me as a student, but now I am not working anymore, not because I am not satisfied with the salary I get; it's just that my college time is too much, so I don't have time because I'm afraid my study time will collide with my work time" (interview with Sudarmono La Asi, February 24, 2020).

The business strategy has proven indispensable in achieving the vision and mission of a company. Long-term and short-term goals accompanied by a mature strategy are important factors in determining the survival of a company's ability to achieve its goals or objectives. This, at the same time, enables the company to maintain its existence in the face of various competitions. In the writer's opinion, there are two models of strategies applied by PT. Harta Samudra in maintaining the stability of the company, namely, institutional strategy and personnel strategy.

Institutional strategy, namely the systematic and programmed efforts carried out by PT. Harta Samudra, is like imposing additional working hours and wages for workers who work extra 24 hours. This is done in order to produce more fish products. In addition, there is also a strategy in the bond agreement or work contract for employees. This is done so that workers feel more secure working and receiving income. This policy has not been enforced by other companies that, in fact, employ employees without a clear contract.

Work contract agreements are made in an effort to overcome possible losses to the company and also employee losses, bearing in mind that there is not always an abundance of fishing season, and this condition can last for months when the company has no activity at all, so it does not earn any income. This condition makes the company decide to recruit temporary employees or freelance employees who will be called in when the company needs extra work during the fishing season, with an honorarium according to the length of the day they work.

The personnel strategy involves the efforts of the workers to help maintain the stability of the fish production itself. According to Pa La Ode Ane, the Head of Layang Production, "To maintain the stability of the company, it is not only the company that has a strategy, but we, the workforce, must also have a strategy, such as observing the quality of the fish before weighing and maintaining the quality of the fish so that it is maintained from the start of weighing to the production process."

In addition, the personnel strategy requires them (permanent employees) to work on time, even though no fish have come in, because that is their job as employees, and also to maintain honesty at work. This is obtained from self-awareness (interview with La Ode Ane, February 22, 2020).

From the advantages possessed by the company above, according to the author, the company still has a weakness, namely that it still recruits daily employees, which of course will make its productivity not constant. In addition, the company's buildings are still inadequate, so the operational process is less than optimal.

Every company must have a way to maintain the stability of the company itself so that it can make a profit instead of losing money and continue to run and improve. In addition, it is not only about company profits but also that the workforce does not know the target of the consequences of company losses, so that because there is no income, the workforce cannot be empowered to revive their economic lives. So the company must maintain the strategy it has so that it remains stable.

CONCLUSION

Company PT. Since its establishment in 2006, Harta Samudra has only operated by ship, but it is inefficient because there is little income, while there are quite a lot of flying fish in Banda Naira, so they took the initiative to build a cold storage. At that time there was a fishery building that had just been built, so a contract agreement was made in 2006 to open a branch of PT. Harta Samudra in Banda Naira, which was originally called CV. Lautan Berlian, which then switched to PT. Treasure of the Ocean for the reason that identity is clearer and easier to know.

The company, PT. Harta Samudra, plays an important role in improving the economy of its employees. Where employees can work according to their status and role, whether as permanent employees or contract employees. The company has also been quite successful in creating jobs for Banda Naira residents.

However, despite the many advantages possessed by the company, in the author's observation, the company, PT Harta Samudra, still has weaknesses, namely that there are still daily employees (contract employees), which of course will make productivity not constant. In addition, the company's buildings are still inadequate, so the operational process is less than optimal.

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