



UNIVERSITI PUTRA MALAYSIA

***PROBLEMS AND COPING STRATEGIES OF ORGANIZATIONAL
MEMBERS WITH DUAL ROLE POSITION AS EMPLOYEE SHAREHOLDER
IN A PUBLISHING COMPANY IN INDONESIA***

ANNUR SARASWATI DESCH

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MEMBERS WITH DUAL ROLE POSITION AS EMPLOYEE SHAREHOLDER
IN A PUBLISHING COMPANY IN INDONESIA**

By

ANNUR SARASWATI DESCH

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Abstract of thesis presented to the senate of Universiti Putra Malaysia in
fulfilment of the requirement for the degree of Master of Science

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July 2012

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Faculty : Modern Languages and Communication

This qualitative case study examined problems, contributing factors to the problems, and coping strategies associated with the dual role position as employee-shareholder at PT. Griya Asri Prima, an Indonesian company specialized in magazine publication. The dual role position was a response to a financial crisis and government regulations faced by the organization. The specific objectives of the study were (i) to identify problems encountered by organizational members as a result of assuming the dual role position as employee-shareholder, (ii) to identify factors that contribute to the problems of dual role position, and (iii) to identify coping strategies adopted by the members in dealing with their dual role problems. Fifteen semi structured, one-on-one interviews were conducted which provided the data to answer the research questions and objectives.

This study concluded that the dual role situation as employee and shareholder is a problematic in nature. The problems experienced by the members of PT. Griya Asri Prima associated with the dual role position are: rigid in accepting dual roles, miscommunication, abuse of power, incapable to differentiate roles, unable to act as shareholder, stress, and conflict of interest. Meanwhile, there are three contributing factors to the problems: generation gap between senior and junior employees, human factors, and psychological factor. There are two coping strategies used by the members: problem focused coping (active coping, suppression of competing activities, restrain coping, and seeking social support for instrumental reason) and emotion focused coping (denial and turning to religion). The suggestions from this research are to (i) establish individual and group capacity training to enhance competency in actualizing dual role throughout employees daily work, (ii) involve employees at all levels in determining organizational policies, (iii) introduce organization bulletin or information board to inform employees about organizational issues, (iv) conducting frequent discussion between the management and employees, and (v) hire employees according to their appropriate skill levels and replace incompetent employees.

Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia
bagi memenuhi syarat-syarat Ijazah Master Sains

**MASALAH DAN STRATEGI MENANGANI MASALAH AHLI
ORGANISASI DENGAN POSISI DUA PERANAN IAITU SEBAGAI
PEKERJA DAN PEMEGANG SAHAM DALAM SEBUAH
SYARIKAT PENERBITAN DI INDONESIA**

Oleh

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Kajian kualitatif ini menyelidik masalah, faktor penyumbang kepada masalah, dan strategi menangani masalah yang berpunca daripada posisi dengan dua peranan, iaitu sebagai pekerja dan pemegang saham dalam PT. Griya Asri Prima, sebuah syarikat Indonesia yang terlibat khusus dalam penerbitan majalah. Posisi dengan dua peranan ini berlaku sebagai tindak balas terhadap krisis kewangan dan peraturan kerajaan yang perlu dipatuhi oleh organisasi. Objektif khusus kajian ini adalah: (i) untuk mengenal pasti masalah yang dihadapi oleh anggota organisasi sebagai akibat daripada memegang posisi dua peranan, iaitu sebagai pekerja dan pemegang saham; (ii) untuk mengenal pasti faktor yang menyumbang kepada masalah yang berpunca daripada posisi dua peranan; dan (iii) untuk mengenal pasti strategi yang diterima guna oleh anggota organisasi untuk menangani

masalah melaksanakan dua peranan mereka. Lima belas sesi temu bual bersemuka separa berstruktur dijalankan dalam usaha memperoleh data untuk menjawab persoalan dan objectif kajian.

Kajian ini menyimpulkan bahawa situasi dua peranan, iaitu sebagai pekerja dan pemegang saham secara lumrah memang bermasalah. Masalah yang dialami oleh anggota PT. Griya Asri Prima berkaitan posisi dua peranan adalah: keterpaksaan dalam menerima dua peranan, salah komunikasi, penyalahgunaan kuasa, ketakupayaan membezakan peranan, ketakupayaan bertindak sebagai pemegang saham, tekanan, dan konflik kepentingan. Sementara itu, terdapat tiga faktor yang menyumbang kepada masalah, iaitu: jurang generasi antara pekerja kanan dan muda, faktor kemanusiaan, dan faktor psikologi. Terdapat dua strategi untuk menangani masalah yang diterimaguna oleh anggota organisasi, iaitu: penyelesaian berfokuskan masalah (penyelesaian secara aktif, penghambatan aktiviti yang bersaing, penyelesaian menyekang, dan pemacuan sokongan sosial atas alasan instrumental), dan penyelesaian yang berfokuskan emosi (penyanggahan dan pengembalian kepada agama). Kajian ini menyarankan supaya: (i) latihan kerja disediakan untuk individu dan kumpulan agar semua pekerja berketerampilan dalam melaksanakan kedua-dua peranan mereka dalam kerja harian, (ii) pekerja tanpa mengira pangkat dilibatkan dalam menentukan polisi organisasi, (iii) bulletin organisasi atau papan kenyataan disediakan untuk memberitahu pekerja tentang isu-isu organisasi, (iv) perbincangan antara pihak pengurusan dan pekerja diadakan dengan kerap,

dan (v) pekerja diambil mengikut tahap kemahiran yang sewajarnya bagi menggantikan pekerja tidak cekap.



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I dedicate this research to my mother, Mrs. Anur Erawati Mulhadiono, and PT. Griya Asri Prima. I sincerely hope that this research will give insights to the dual role situation in the company and a motivation (for them) to move forward. I also would like to dedicate this research to all working mothers, “no matter how hard it is, we need to finish what we started”.

APPROVAL

I certify that an Examination Committee met on July 16, 2012 to conduct the final examination of Annur Saraswati Desch on her Master of Science thesis entitled “Problems and Coping Strategies Consequences due to the Dual Role Positions As Employee-Shareholder in a Publishing Company in Indonesia” in accordance with Universiti Pertanian Malaysia (Higher Degree) act 1980 and Universiti Pertanian Malaysia (Higher Degree) Regulation 1981. The Committee recommends that the candidate be awarded the relevant degree. Members of the examination Committee are as follows:

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DECLARATION

I declare that the thesis is my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously, and is not currently submitted for any other degree at Universiti Putra Malaysia or other institutions.

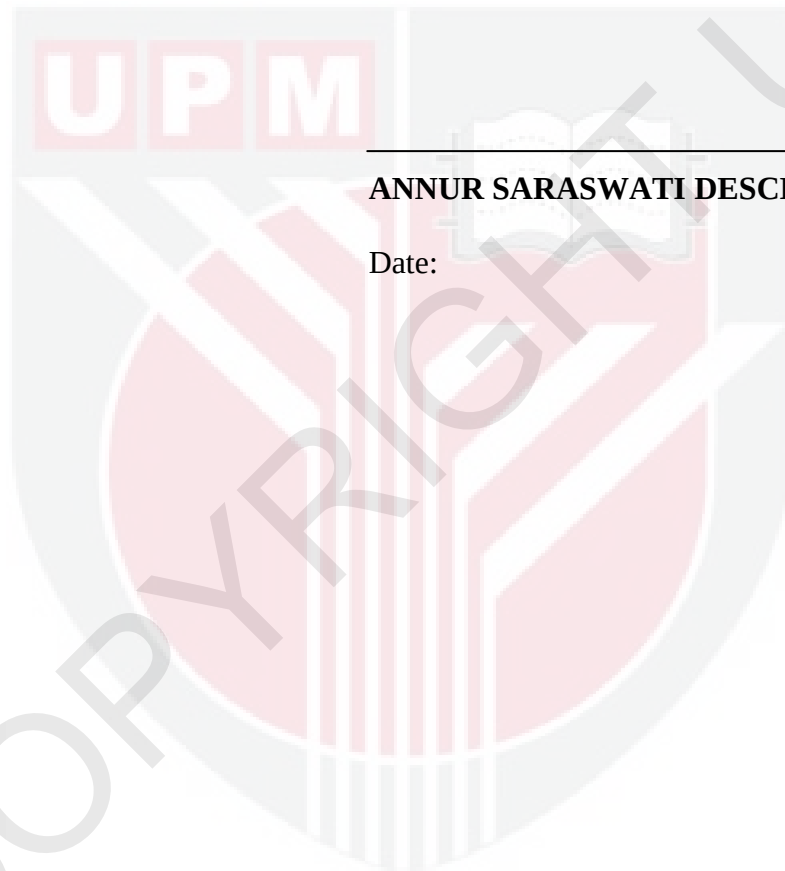


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