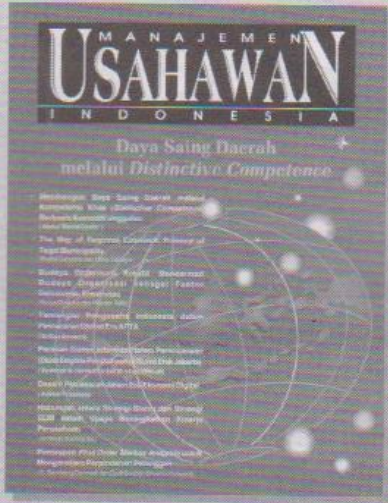1. a-2/.8./.3.

MANAJEMEN USAHAWAN INDONESIA

Daya Saing Daerah melalui *Distinctive Competence*

- ✓ **Membangun Daya Saing Daerah melalui Kompetensi Khas (*Distinctive Competence*) Berbasis Komoditi Unggulan**
  (Abdul Wahid Syafar)

- ✓ **The Map of Regional Economic Potency of Tegal Municipality**
  (Budhi Cahyono dan Heru Sulistyo)

- ✓ **Budaya Organisasi Kreatif: Mencermati Budaya Organisasi sebagai Faktor Determinan Kreativitas**
  (Surya Dharma dan Haedar Akib)

- ✓ **Tantangan Pengusaha Indonesia dalam Pemasaran Global Era AFTA**
  (Sofjan Assauri)

- ✓ **Peranan Sistem Informasi dalam Perencanaan (Studi Empiris Perusahaan di Bursa Efek Jakarta)**
  (Suwandi B. Hermanto dan M. Irhas Effendi)

- ✓ **Desain Pemasaran dalam Era Ekonomi Digital**
  (Adinur Prasetyo)

- ✓ **Hubungan antara Strategi Bisnis dan Strategi SDM dalam Upaya Meningkatkan Kinerja Perusahaan**
  (Andreas Budihardjo)

- ✓ **Penerapan *First Order Markov Analysis* untuk Menganalisis Perpindahan Pelanggan**
  (Z. Bambang Darmadi dan Budi Sutedjo Dharma Oetomo)

Harga Rp. 11.000,-

MANAJEMEN USAHAWAN INDONESIA

RALAT
Edisi Februari 2004, sub judul cover dan sub judul hal. 10,
Kasus II: PT. Perkebunan X yang seharusnya
Kasus II: PT. Percetakan X

SALAM

Pembaca yang Budiman,

𝒫ADA dasarnya, pengembangan ekonomi daerah merupakan sub bagian dari pembangunan ekonomi wilayah dan bagian dari keseluruhan pembangunan nasional. Perekonomian daerah yang berkembang secara sehat dan baik akan mempunyai kontribusi besar, minimal terhadap dua hal, yaitu pengembangan pendapatan dalam PDRB (Produk Domestik Regional Bruto) dan pengembangan kesempatan kerja yang seluas-luasnya untuk mengurangi pengangguran.
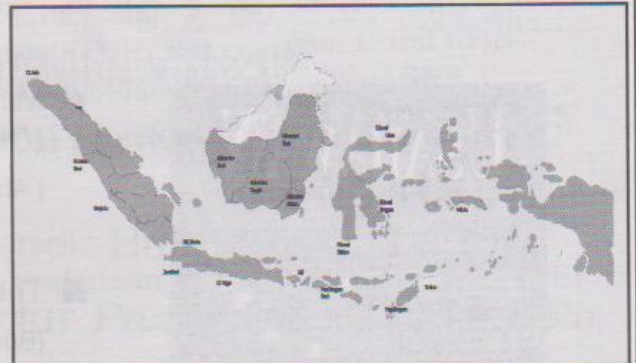
Selain itu, pengembangan ekonomi daerah, terutama di luar Jawa, bukan saja berkaitan dengan pertumbuhan ekonomi nasional, melainkan juga dapat berfungsi sebagai alat pemerataan ekonomi dan penduduk. Kelebihan penduduk di Jawa dapat ditampung secara otomatis (sukarela) di pusat-pusat pertumbuhan ekonomi daerah tersebut. Dengan demikian, pengembangan ekonomi daerah dapat mengurangi beban anggaran transmigrasi di satu sisi, di sisi lain mempercepat proses pemerataan pembangunan.

Ke depan, perkembangan perekomian daerah akan berbeda dimensinya dengan apa yang terjadi sekarang. Perekonomian dunia yang semakin terintegrasi dan pasar bebas dunia yang makin mewujud, secara langsung maupun tidak langsung akan merombak struktur dan mekanisme perekonomian daerah. Ini tentunya akan membawa implikasi bagi kalangan birokasi pemerintahan maupun bisnis.

Dalam kaitan ini, mau tidak mau strategi pembangunan (khususnya ekonomi) membutuhkan kebijaksanaan pelimpahan wewenang yang lebih besar kepada daerah atau yang dikenal dengan otonomi daerah. Pemberian otonomi daerah pada dasarnya dilakukan dalam rangka desentralisasi pemerintahan. Tuntutan terhadap pemberian wewenang yang lebih besar kepada daerah akan semakin tinggi di masa mendatang, seiring dengan semakin kompleksnya perkembangan ekonomi daerah. Oleh karena itu, perencanaan dan perumusan pembangunan daerah tak bisa lagi dilakukan secara sentralistik, tetapi perlu memperhatikan secara sungguh-sungguh potensi-potensi kekayaan ekonomi daerah yang dominan.

Secara teknis, pemberian otonomi daerah tak sekedar berupa penyerahan urusan pusat ke daerah, tapi yang lebih penting adalah pelimpahan kewenangan untuk mengatur dan menetapkan kebijakan pertumbuhan ekonomi daerah secara mandiri berlandaskan karakteristik dan potensi riil ekonominya. Paling tidak ada enam kewenangan yang sangat dibutuhkan pemerintah daerah (kota/kabupaten) untuk mengembangkan perekonomian daerah, yaitu; (1) menetapkan target pertumbuhan, (2) menetapkan tahap dan langkah pembangunan ekonomi daerah, (3) menetapkan persetujuan kerjasama daerah di bidang perdagangan, industri dan jasa, (4) melakukan berbagai negosiasi yang bertujuan mewujudkan konsepsi pertumbuhan ekonomi daerah, (5) menetapkan institusi-institusi pendukung kebijakan untuk pertumbuhan ekonomi daerah, dan (6) mengembangkan sistem-sistem untuk informasi promosi kegiatan-kegiatan ekonomi daerah.

Dalam kaitan untuk mengembangkan potensi daerah, Usahawan edisi ini menurunkan tema utama mengenai "Upaya Membangun Daya Saing Daerah". Selamat membaca! U

THE MAP OF REGIONAL ECONOMIC POTENCY OF TEGAL MUNICIPALITY

Budhi Cahyono dan Heru Sulistyo
Dosen FE Unissula Semarang

Abstract

The aims of the research are to identify and to study the economic sector or subsector potencies and the commodity of Tegal municipality which can be used to increase the regional income in supporting regional development to be more effective and well organized. Specifically, the aims of the study are : (a) to identify all sector/subsectors/economic commodities and (b) to examine economic sector/sub sectors potency and potential commodity and reliability in increasing PAS and regional economic growth.

Keywords : regional economic, Tegal

The paradigm of development has been changing by the resembling of regional autonomy based on the regulation number 22, 1999 and 25, 1999 concerning the balancing of region and central finance. The consequence of this application is the regional development financing will not all be supported by central government but it must be carried on by optimizing typical region income (PAD). The regional income can be raised if all of regional potencies can be optimized. The higher regional income, the more regional development can be done to make prosperity of the regional community. Tegal situated on Javanese northen coastline connects the city of Surabaya-Semarang-Jakarta, and to the south connects Purwokerto and Yogyakarta. It has regional economic potencies that have capacity to be optimized and enlarged. This strategic site is influential to the development of trading, service, and industrial sectors. From those several available economic sectors, the sector of hotel and restaurant trade are "the main sectors" in supporting Tegal gross regional domestic product (PDRB). Tegal PDRB in 1999 reached Rp. 341.508,56 million, with the rate growth 4%-8%. The contribution of the other sectors that also support the increase of PDRB is the industrial sectors, transportation, and communication sectors, services and agricultural sector that includes foodstuff plant, commercial agricultural enterprise, animal husbandry, forestry and fishery. Meanwhile seeing from its topography, Tegal is coastal region (Maritime) and most citizen work as sailor (sail worker, dock crew, and ship captain, and also skipper) and fishpond peasant that mostly produce primer output. In general, the distribution from every sector in increasing PDRB is almost equal except the sector of mining, and digging and the sectors of electrical, gas and drinking water.

The regional economic potencies of Tegal development have not been optimal and the identification and inventorying of economic sector potencies are needed thus the development can be more effective in supporting economic growth, especially in relating with the effort of attracting new investors. The more in verifying the potency of region economic sectors of Tegal, the higher chance in increasing the economic growth. The problem in finding the potential economic sector in Tegal to determine the development priority in attracting new investors is being the major problem. Therefore identification and study of regional economic potencies are needed in order to make the development of regional economic potency more effective in increasing the typical regional income (PAD), and the available economic potency sectors an be known by the investors by means of electronic publication media (internet) and printed media. The available information about the potency of Tegal's regional economic sector will facilitate investors to invest their capital to enlarge the available economic potencies. The more investors investing their capital will affect the regional economic growth, especially to overcome the unemployement problem.

The aims of the research are to identify and to study the economic sector / subsector potencies and the commodity of Tegal municipality which can be used to increase the regional income in supporting

regional development to be more effective and well organized. Specifically, the aims of the study are : (a) to identify all sector/subsectors/economic commodities and (b) to examine economic sector/sub sectors potency and potential commodity and reliability in increasing PAS and regional economic growth. The benefits of the study are to provide study and complete data about the sector / subsector potency and the commodity of Tegal which latter can be accessed in publication media, especially internet to make easier to be accessed by domestic and foreign investors. By the availability of classification in of economic sector / subsector and potential commodity, it will facilitate Tegal municipality in prioritize the program of regional economic development in creating regional income (PAD).

Method of Data Collection

The data in this study were obtained from the primary and secondary resources. The primer data obtained by doing interview and giving questionnaire to respondents who are competent in every economic sectors, such as officials / interrelated institutions, entrepreneurs, and key persons. The secondary data were obtained from all interrelated institutional with all of economic sectors including Bappeda, BKPMD and BPS. The secondary data in this study were obtained from : (1) The data of Gross Regional Domestic Product (PDRB) of Tegal municipality, (2) The data / sector / subsector information from Central Bureau of Statistics (VBPS) of Tegal municipality and province and (3) Statistic data from related official services, including : industrial and trade, tourism, agricultural, interrelated institution with the official such as KADIN and TPI (Fishery auction), the data / information compiled in "Tegal dalam Angka" taken from BPS, the dta taken from "Jawa Tengah dalam Angka", the data / information from Official Industry of Central Java Province.

Technique of compiling the data were done as follows : primary data were compiled by providing questionnaire with purposive random sampling technique. For this means, it required pre research to analyze sectors and subsector and the commodity which have potency / special quality in giving contribution to PDRB. The collecting data was also carried on by focus discussion (focus group on discussion), study of the development with key persons which can represent the importance of the sector / subsector development and the commodities which have prime potency in Tegal. Secondary data were compiled with the technique as follows : (1) Collecting data by conducting survey to the officials and interrelated institutions which have relation with economic sectors and (2) Conducting field survey by observing every object / economic sector (the doer of regional economic) which have capacity to develop and to optimize.

Definitions and Measurement Concepts

This study uses shift share analysis technique. This analysis technique is used to find out and to analyze the sectors developed in one region (regency and city, in this case) compared to the growth of regional economy which has broader subject (in this case province or national). This technique illustrates the performance of many sectors in one region compared to the national economic performance. Thus, it can be found that the existence of shift of the regional economic development result if that region has progress equal with its position on national economy. This technique compares the sectors growth in one region with national economic growth and its sectors, and also examines the deviation of this comparison.

Internal Analysis of regional Sector Condition use to know the role of a sector in a region is statically observed from segment or the sector's contribution to the gross regional domestic income (PDRB).

$Pi = (Xi/Y)\ 100\%$ …………………………. (1)

Pi is the segment of I sector, Xi is addition value of I sector, and $Y = \sum Xi$ equal to PDRB. The more segments in resulting PDRB, the higher of the sector's contribution to the region.

For determining dominant sector from couples of present sectors we can use domination index that is a segment standardized by the amount of sectors examined, n. the formula to be :

$$IDS_i = (Xi/nY) \times 100\% \text{.............................(2)}$$

IDS_i is I sector domination index. The value of IDS_i is minimally zero; with numeral one states the dominant and not dominant limit. If IDS_i [3]1 then the sector is called dominant, while if IDS_i <1 then that sector is called not dominant.

The completing of the formula above can be fixed by this equality :

$$IDS_{it} = (X_{it} / nY_t) \text{…………………….....…………(3)}$$

If $X_{it} = X_{i0} (1+g_{it})^t$ and $Y_t = Y_0 (1+g_t)^t$, then the segment can be rewritten as follows :

$$IDS_{it} = \underline{X_{i0} (1+g_{it})^t} \text{....................................(6)} \rightarrow \text{RUMUS belum komplit}$$

Now, if it is assumed that at the beginning, the sector segment is in normal condition, $IDSi0 = 1$, then the index of sector development potency can be formulated as follows :

$$\text{.......................(5)} \rightarrow \text{RUMUS belum komplit}$$

This value starts by numeral 0 meaning that it does not have any development potency at all. $IPPS_i = 1$ means that it has an average development potency from all of region. If $IPPS_i$ >1 means that it has development potency above the average, in contradiction, if $IPPS_i$ <1 means that the development potency is below of average.

Based on those two internal criteria, then regional sectors can be classified into four categories, as shown in chart 1.1 below :

Table 1

CRITERIA	$IPPS_i$ <1	$IPPS_i$ > 1
IDSI < 1	(1)	(2)
IDSi > 1	(3)	(4)

Sector (1) is sectors that are not dominant and still not potential to grow. Sector (2) is sectors that are not dominant but have capacity to grow. These sectors will be prime region. Sector (3) is dominant sectors that do not have capacity to grow yet. Sector (4) is dominant sectors that have capacity to be developed and that can set to be the region's prime.

Comparative Analysis and Prime Sector

To determine prime sector, it is important to make domination index comparison between sub regions and association region called Static Location Quotion (SLQ), formulated as follows :

$$SLQi + ID_{it}/ID_1 = P_{ij}/P_i \text{ ………………………………… (6)}$$

ID_{ij} is sector domination index (i) sub region (j) and Idi is domination index of association region. And P_{ij} is sector segment (i) sub region (j) and P_i is sector segment (i) association region. The value of SLQi >0 with SLQi =1 as equalities value. If SLQi < 1 it means that (i) sector is not prime sector of the region, because it can not exceed the same sector from another region in the one region. In contrary, if SLQ > 1 it states that sector is a prime sector of the region, and it can compete with the same sector from the other regions in one association. The bigger of SLQ prime, the bigger of competitive capcity of that sector compared to the same sector in another region in one association. The other alternatives used is Dynamic Location Quotion (DLQ).

Dynamic Location Quotion (DLQ) illustrates as follows :

DLQij = IPPSij/IPPSi...(7)

With IPPSij is the index of development potency of sector (i) in region (j), and IPPSi is the index of development potency sector (i) in association regions.

If DLQ = 1, it means that development potency of sector (I) in region (j) is equal with the development potency of other regions in association regions. If DLQ < 1, it means that the development potency of sector (I) region (j) is lower than the one of other regions in their association regions. This indicates that as long as the condition still remains as it is, this will lead to the less competitive sector than the one of other regions in future in its association regions.

Based on the comparative criteria, region sectors maybe classified into four categories as follows, Table 2.

Sector (1) is not prime sectors that are not potentially developed yet. Sector (2) is not prime sectors that are potentially developed. Sector (3) is prime sectors that used to be potentially developed. Sector (4) is prime sectors that are still potentially developed.

Table 2

Classification by sector based on comparative analysis

CRITERIA	DLQi <1	DLQi > 1
SLQi < 1	(1)	(2)
SLQi > 1	(3)	(4)

The decisive factors of the regional prime sector changes

To recognize the decisive factors of the regional prime sector changes, the method of total shift share is generally used as follows,

TSS = $\sum$ (gj – G)Xijo

The value of shift share = 0 shows that the segment by sector of division regions with a constant rapid growth. The positive and negative values indicate the benefit or loss of division regions upon their strengths or weaknessess to the other regions in association regions.

The question on whether the benefit of the region is mainly caused by the structural factors or factor by location factor can be determined by method as follows :

TSS = $\sum$ (gj – G)Xijo + TSS = $\sum$ (Gi – G)Xijo

LSS = ∑ (gj – Gi)Xijo

SSS = ∑ (Gi – G)Xijo

SSS is calculated by TSS minus LSS, SSS = TSS – LSS

Table 3

Classification by sector based on location and structure

CRITERIA	LSSI < 0	LSSi > 0
SSSi < 0	(1)	(2)
SSS > 0	(3)	(4)

Based on the criteria of decisive factors of regional quality changes, the sectors can be classified as follows :

1. Sector (1) is the sectors that structurally and by locatin burdens the region for the risk of loss

2. Sector (2) is sectors that need structural repairing for their capability of using benefit of location

3. Sector (3) is sectors that are unable to use the benefit of location yet eventhough they are structurally advantageous

4. Sector (4) is sectors that are enable to take either structural benefit or benefit of location.

Macro Economic Condition of Tegal Municipality

Generally speaking, the macro economic condition of Tegal Municipality has undergone some increase indicated by 5,22% of economic growth in 2001, mounting to 0,01% compared to the previou years and if compared to the provincial or national levels at the same period, it is still higher. The Central Java economic growth has decreased from 3,90% in 2000 to 3,35% in 2001, whereas the national economic growth has also decreased from 4,77% in 2000 to 3,5% in 2001. The increase of economic growth is mainly supported by the increase of contribution of every economic sector such as trading, hotel, restaurants, industries, transportation and communication and services. Based on the added value by sector, hotel and restaurant gave the biggest contribution to PDRB followed by manufacturing industry, transportation and communication. The segment by sector in 2001 was dominated by trading, hotel and restaurant for 22,75% followed b industry 20,33%, transportation and communication 3,95%, while agriculture sector contributed 10,08%.

The domination of the sector above is constant from years to years, eventhough the growth is relatively small. In other sides, the contribution of electricity, LNG, pure water, banking and financial sectors were very small to the formation of PDRB. The strengths of the dominant sectors at once support the achievement of the vision of Tegal municipality as the center of industry, trade and marine that have competitive resources and can create the cinducive climate for development activities in order to realize the people's welfare.

The potency is also supported by the strategic location of Tegal municipality as the three junction of javanese Northern Coastline (Pantura), toward Cirebon, Jakarta and Bandung. This situation enables Tegal to develop its trades, restaurants, industries (known as the Japan of Indonesia) and also fishery industry supported by the existance of Fish Landing Center (PPI).

Regional Economic Potency Mapping

1. Economic Potencies by Sectors of Tegal Municipality

By observing the growth of economic activities in Tegal from the sector growth's point of view that are closely connected with the formation of the aggregate regional econmy, namely the Gross Regional Domestic Product (PDRB), it can be seen that during 1997-1998 most economic sectors underwent various growth. Even for some economic sectors indicated negative outpt growth (added value) in which at this period in national scope, Indonesia underwent the hardest season namely the economic decrease for the monetary crisis entailed with the multidimensionl crisis that affected widely to the economic condition either regionally or nationally.

The decrease of some economic sectors mentioned above in Tegl during 1997-1998 gave negative impact to the aggreate growth (total value) of Tegal PDRB particularly in 1998. The highest decrease was experienced by sectors that also nationally underwent some significant decrease namely building and construction sector, trading, manufacturing industry and financial service (banking). While, sectors that were not nationally affected by the econmic crisis primarily the dominant sectors with consumption drive such as electricity, gas and pure water, transportation and communication, and also service sectors did not decrease (regarding to the positive growth though with relatively small magnitude). Besides, it is interesting to note that only agricultural sector (as one of economic activity dominantly productive) that underwent a positive growth at the period.

For particular sectors, like manufacturing industry, the decreasing level was not so drastic as that was due to some factors that can theoritically be explained by observing further what becomes the characteristic of manufacturing industry sector in Tegal that is not mostly affected by the impact of national economic crisis during the years.

To see further, during 1997-2001, it can be seen that along those periods, the positive growth of economic sector in Tegal remained constant except finncial and banking sectors that underwent negative growth. From the growth rate composition during those periods, it can be seen that the sector of elecricity, gas and pure water significantly increased 9,72. While other sctors indicated significant growth mostly dominated by sectors closely connected with consumption drive i.e. communication-transportation sectors and service sector. Moreover, productive sectors assumed to have potential values in Tegal also grew positively during five years of observation period i.e. manufacturing industry, trading, hotel-restaurant and agricultural sectors.

Table 4
Segment of Per Aggregate Economic Sector to Tegal PDRB
(Based on Constant Value, 1993)

NO	SECTORS	SEGMENT BY SECTOR (%)				
		1997	1998	1999	2000	2001
1	Agriculture	9,88	10,41	9,55	9,46	10,08
2	Mining and Digging	0	0	0	0	0
3	Manufacturing Industry	19,73	19,90	20,36	20,73	20,33
4	Electricity, Gas & Pure Water	1,94	2,24	2,38	2,61	2,63

5	Building & Construction	7,76	7,59	7,76	7,74	7,47
6	Trade, Hotel & Restaurant	23,17	22,62	22,41	22,62	22,75
7	Transportation & Communication	12,75	14,08	14,22	13,80	13,95
8	Bank & Finance	12,60	9,78	9,78	9,78	9,86
9	Services	12,16	13,37	13,55	13,26	12,93
	PDRB (Total)	100	100	100	100	100

Source : BPS "The Gross Regional Domestic Product (PDRB) of Tegal Municipality 2001" (Processed)

Table 5
Domination Index by Sector (IDS) of Tegal Aggregate Economy
(Based on Constant Value, 1993)

NO	SECTORS	DOMINATION INDEX BY SECTOR (IDS)				
		1997	1998	1999	2000	2001
1	Agriculture	1,10	1,10	1,03	1,07	1,20
2	Mining and Digging	0	0	0	0	0
3	Manufacturing Industry	2,19	2,10	2,19	2,35	2,42
4	Electricity, Gas & Pure Water	0,22	0,24	0,26	0,30	0,31
5	Building & Construction	0,86	0,80	0,84	0,88	0,89
6	Trade, Hotel & Restaurant	2,57	2,39	2,42	2,56	2,71
7	Transportation & Communication	1,42	1,49	1,53	1,56	1,6
8	Bank & Finance	1,40	1,03	1,05	1,11	1,17
9	Services	1,35	1,41	1,46	1,50	1,54
	PDRB (Total)					

Source : BPS "The Gross Regional Domestic Product (PDRB) of Tegal Municipality 2001" (Processed)

Table 6

THE Growth Potency Index by Sector (IPPS) of Tegal Aggregate Economy
(Based on Constant Value, 1993)

NO	SECTORS	ADDED VALUE (Rp. 000)		IPPS (%)
		1997	2001	
1	Agriculture	34.788.007,60	38.068.800,05	1,09
2	Mining and Digging	0	0	0
3	Manufacturing Industry	69.477.109,60	76.798.290,99	1,11
4	Electricity, Gas & Pure Water	6.841.280,70	9.914.688,61	1,45
5	Building & Construction	27.335.237,30	28.202.528,68	1,03
6	Trade, Hotel & Restaurant	81.577.238,60	85.944.198,86	1,05
7	Transportation & Communication	44.886.552,40	52.688.599,70	1,17
8	Bank & Finance	44.381.562,20	37.234.766,83	0,84
9	Services	42.816.201,90	48.849.930,54	1,14

Source : BPS "The Gross Regional Domestic Product (PDRB) of Tegal Municipality 2001"

(Processed)

While financial and banking sectors, during 1997-2001 gre negatively – 4,29%. This is owing to the fact that this sector terribly declined in national scope for heavy hit of rupiah rate flucuation that widely affected to the monetary side and national banking certinly implied to the progress of financial and banking sectors in the region.

The economic potency analysis by sector in Tegal can be further observed from growing aspect f each sector segment to the formation of aggregate regional economy during years of observation. During 1997-2001, there were two economic sectors contributing to the formation of PDRB Tegal i.e. manufacturing industry and tradng, hotel and retaurant sectors by contributing almost 45% to the formation of PDRB Tegal (see table 4). Both sectors, referring to the economic analysis report addressed by local government of Tegal in several occasions are frequently mentioned to be the potential and primary sector so that it was natural during five years observation both sectors remained constant to contribute their added values to the formation of regional economic output (PDRB) ranging from 40 to 45%.

In addition, regarding to its geographical condition (territory), it can be inferred that Tegal municipality does not possess resource base such as mining and digging activities that are completely lack of added value to contribute to the formation of regional economic output (PDB). Thus finally the basic competence of economic sectors for Tegal, more or less should be oriented to the non extraction development-based sectors and non exploitation of natural resources – based sectors such as manufacturing industries, trading and services.

One of several methods to understand deeper how far the potency level of economic activity sectors of Tegal municipality contributes to the formation of regional aggregate economy (PDRB) is by looking at the sector domination level to the formation of PDRB. From table 4, it can be observed that the manufacturing industry, trading, hotel and restaurant sectors are

dominantly considered to play significant roles to the formation of regional economic output of Tegal. The volume of domination index by sector (IDS) of both sectors is over the scale 2. This indicates that both sectors are obviously significant and strategic to the formation of PDRB Tegal.

Indeed, both sectors during years of observation (1997-2001) remained consistent of having domination index over scale 1, even each year they reached domination index rate by sector above scale 2. This at once, resembles that both sectors are strategic and prospective to develop in Tegal municipaliy fo the future. From table 5, something interesting that can also be seen is the sctors undergoing some positive growths for 5 years such as electricity, gas and pure water, building and construction do not even play dominant role (seen from IDS value, under scale 1) to the formation of regional economic output value (PDRB) of Tegal.

From table 6, it can be seen that the growth potency index by sector are mostly above scale 1. This indicates that almost all sectors underwent quite potential growth, except banking and financial sectors. While electricity, gas and pure water and industrial sector are the most contributing sectors to the formation of PDRB among others. Therefore, the sector having magnitude of the growth potency index more than 1 needs more attention in order to increase Tegal PDRB. To further identify the analysis result based on the calculation of domination index by sector (IDS) and the growth potency index by sector (IPPS), the study on the classification of mapping from both calculation above as the internal analysis study of Tegal is required to see how far its economic sectors have potencies and domination by sector that possess excellent value in internal study perspective.

Table 7
Classification by Sector of Internal Analysis Study in Tegal

Criteria	IPPS < 1	IPPS > 1
IDS < 1	Group (1) ❖ Mining and excavation sector *	Group (2) ❖ Electric, gas and clean water sector ❖ Building and construction sector
IDS > 1	Group (3) ❖ Banking and financial sector	Group (4) ❖ Agricultural sector ❖ Manufacturing sector ❖ Trade, hotel and restaurant sector ❖ Transportation & communication sector ❖ Service sector

Explanation : * is sector that has no activity in Tegal

From table 7, it can be seen that business sector in Tegal was classified into 4 groups. Group (1) showed undominant and unpotential sector. Secor which is included in this group is excavation and mining sector, where the economic activity is not located in Tegal. Group (2) showed undominant sector but its development is quite potential. Sector in this group is electricity, gas and drinking water sector and also building and construction sector. Group (3) showed dominant sector but its developmen is not potential. Sector which is included in this group is banking and financial sector. Group (4) showed dominant sector and its development is very potential. Sector which is included in this sector is agricultural sector, manufacturing sector, trade, hotel and restaurant sector and transportation & communication sector and also service sector.

From the three groups above, sector that is included on group 4 should got much attention from Tegal municipality administrative, that is dominant sector which has potential to develop. The most dominant and potential sector to be developed is sector that is included in group 4. However, there is a little note that need to get attention eventhough there is five sectors that

belong to his criteria in group 4, based on study of investigation comparison with various field observation and various report about profil of economic situation at Tegal, so it should have more understanding the real situation that from five sector at keast there are three most prospective sector at Tegal, they are : manufacture industrial sector, trade, hotel and restaurant sector, agriculture sector (especially sea fish sub sector).

Determination of three economy sector that will be a focus of research from this study, was caused by two other sector, when it is specified into sub sector potential research, which is dominant and potential is sub sector of land transportation, sub sector of administrative service. The two sub sector above basically is sub sector that do not have local resources based at Tegal, eventhough both of them are statistically showing superiority indicator.

2. Sub sectoral Economic Potency at Tegal

In order to see map of economy potency in more detail aspect investigation, so in this sub chapter will be studied per economy sub sector. This analysis is needed by recognizing the possibility of the appearance of generalisation bias because of sectoral calculation aggregate process. In fact, bias appened in some sub sector which have dominant and potential role, but did not appear in the sectoral calculation, as aresult of many sub sector that are not dominant or/and potential in the same sector. Tabel 7 shows list of some economic sub sectors that are exist in Tegal, in the sub sector domination index value. It needs to be underlined that sub sector which has dominant role is subsector that has sub sectoral domination index value above 0,15. While they which do not have dominant role have value less than 0,15. This measurement indicator can be seen in the chapter 2 about Methodology Research and Analysis Technique.

Table 8

Sub sector Domination Index & sub sector Development Potential Index of Aggregate Economic of Tegal 2001 (based on constant price, 1993)

SUB SECTOR	IDDS	IPPS
Agriculture		
1. Food crop	0,13	1,84
2. Plantation crop	0,00	0,99
3. Animal husbandry	0,11	0,79
4. Forestry	0,00	0
5. Fishery	0,17	1,03
Mining and excavation		
1. Oil and natural gas	0	0
2. Non oil mining	0	0
3. Excavation	0	0
Manufacturing industry		
1. Oil and gas industry	0,30	1,12
2. Non oil and gas industry	0,55	1,10
Electricity, gas and clean water		
1. Electricity	0,10	1,52
2. Gas	0,00	0
3. Clean water	0,01	0,96
Building and construction	0,31	1,03
Trade , hotel and restaurant		
1. Retail and wholesale trade	0,72	1,10
2. Hotel	0,05	0,97
3. Restaurant	0,18	0,93

Transportation and communication		
1. Railway transportation	0,01	1,83
2. Land transportation	0,43	1,21
3. Sea transportation	0,01	0,68
4. Supporting service of transportation	0,01	0,49
5. Port and communication	0,12	1,15
6. Supporting service of communication	0,00	0
Bank and Finance		
1. Bank	0,10	0,45
2. LKBB	0,08	0,97
3. Sea transportation	0,00	0
4. Building rent	0,21	1,32
5. Company service	0,02	1,18
Services		
1. Administrative service	0,39	1,12
2. Privat social service	0,06	1,12
3. Privat entertainment service	0,01	1,06
4. Privat individual service	0,08	1,29

Information : Dominant sub sector if IDDS > 0,15

Based on Table 8, it can be seen that there are some sub sector which are dominant (IDDS value > 0,15) in the formulation of total output value of Tegal economic activity (PDRB), such as fishery sub sector, oil and gas industry sub sector, non oil and gas industry sub sector, wholesale and retailer sub sector, restaurant sub sector, land transportation sub sector, building rent sub sector, and administrative service sub sector. This result is not far from the result of sector research analysis, where some of dominant sub sector are actually come from sectors whih have domination in forming regional output (PDRB). Index value of subsector domination that have amount above 0,15 were proven to be consistent during the observatin period. This showed that those sub sector have strategic value because it was always been proved to be dominant in its contribution in forming annual economic regional output.

On the table 8, it can be seen that majority of development potential index of sub sector is above 1. This showed that almost each sub sector undergo a quite potential development, except sub sector of plant, animal husbandry, forestry, gas, clean water, hotel, restaurant, sea transportation, supporting service of transportation, bank and finance. While sub sector which has the most potential development in gving contribution toward PDRB is sub sector of rilway transportation and food crop. Therefore, sector which its amount of sectoral development potential index (IPPS) is more that 1 need to get more attention in the effort of increasing PDRB of Tegal.

For further identification toward analysis result based on calculation of sub sectoral domination index (IDSS) and sub sectoral development potential (IPPSS), it is needed research of classification based on mapping from both of above calculation to be an internal anaysis research at Tegal, in order to see how far economic sector in Tegal has sector potential and domination which has superiority value in perspective of internal research.

Table 9

Sub sector Classification in Internal Analysis Research of Tegal

CRITERIA	IPPS < 1	IPPS > 1
IDDS < 0,15	GROUP (1) ❖ Sub sector of forestry* ❖ Sub sector of oil and natural gas mining ❖ Sub sector of non oil and natural gas mining ❖ Sub sector of excavation ❖ Sub sector of gas ❖ Sub sector of communication supporting service ❖ Sub sector of finance supporting service ❖ Sub sector of plantation crop ❖ Sub sector of animal husbandry ❖ Sub sector of clean water ❖ Sub sector of hotel ❖ Sub sector of sea transportation ❖ Sub sector of transportation supporting service ❖ Sub sector of banking ❖ Sub sector of LKBB service	GROUP (2) ❖ Sub sector of food crop ❖ Sub sector of electricity ❖ Sub sector of railway transportation ❖ Sub sector of post and telecommunication ❖ Sub sector of company service ❖ Sub sector of privat social service ❖ Sub sector of privat entertainment service ❖ Sub sector of privat individual service
IDDS > 0,15	GROUP (3) ❖ Sub sector of restaurant	GROUP (4) ❖ Sub sector of sea fishery ❖ Sub sector of oil and gas industry ❖ Sub sector of manufacturing industry ❖ Sub sector of Wholesale and retail ❖ Sub sector of land transportation ❖ Sub sector of building rent ❖ Sub sector of administrative service

Explanation : * some sub sector that have no activity at Tegal

From table 9, it can bee seen that sub sector of business in Tegal was classified into 4 groups. Group 1 shows sub sector which is not dominant and not potential. Sub sector that is included in this group is mostly sub sector of business in Tegal. Group 2 shows undominant sub

sector but its development is quite potential. Sub sector that is included in this group is sub sector food crop, electricity, railway transportation, communication and services. Group 3 shows dominant sub sector but its development is not quite potential. Sub sector that is included in this group is restaurant sub sector. Group 4 shows dominant sub sector and its development is very potential. Sub sector that is included in this group is sub sector in fishery, oil and gas industry, non oil and gas, building trade, land transpotation, and administrative service.

From the four groups above, things to be concerned by Tegal Administrative as a mainstay for Tegal is sub sector which is included in group 4, that is dominant subsector which has potency to develop. The ost dominant and potential sub sector to develop is sub sector which included in group 4. There is a ;ittle note to be considered, eventhough there are five sub sectors whch can meet this criteria in group 7. Finally, based on study comparison research with various field observation and many reports about economic situation profile of Tegal, so actually it is needed more understandig of real fact that at least there are three sectors from seven sectors that its development is most prospective in Tegal, they are : industrial sub sector, trade sub sector, fishery sub sector (especially sea fishery).

3. Superior Sector in the Comparative Analysis Perspective

In order to win competition, a location must have superior sector, in the interlocation relations, superior competitive can be gained by comparing sector of a location with superior sector of other location. In this study, competitiveness analysis was done by comparing sectors at Tegal with the same sector at Central Java Province. This analysis was conducted with Static Location Quotion (SLQ) approach.

Result of the approach, it can be known the superior sector of Tegal if compared to other location in Central Java Province. Those can be seen in Table 10.

Table 10
Comparative Superiority Analysis by Sector of Tegal municipality
(static Location Quotion/SLQ approach) and
Comparative Superiority Analysis by Sector of Tegal municipality
(Dynamic Location Quotion / DLQ approach)

NO	SECTOR	SLQ	DLQ
1	AGRICULTURE	0,53	1,13
2	MANUFACTURING INDUSTRY	0,72	1,15
3	ELECTRICITY, GAS AND CLEAN	2,32	0,24
4	WATER	2,00	1,19
5	BUILDING AND CONSTRUCTION	1,02	0,94
6	TRADE, HOTEL AND RESTAURANT	2,85	1,86
7	TRANSPRTATION &	2,75	1,11
8	COMMUNICATION	1,07	1,24
	BANK AND FINANCE		
	SERVICES		

SOURCE OF Data : BPS "Gross Regional Domestic Product (PDRB) of Tegal, 2001"

F4rom the table above, it can be seen that Tegal municipality has competitive superiority to other location at sector of electricity, gas and clean water, building and construction, trade, hotel and restaurant, transportation and communication, bank and finance, services. This can be seen from SLQ values from those sector is bigger than 1. While sector of agriculture, manufacturing industry are less having competitive superiority to other area because SLQ value < 1. From the table above, it can be seen that Tegal municipality has competitive superiority to other locations

by seeing rate of growth at agriculture, manufacturing industry, building and construction, bank and finance, services. This can be seen from DLQ value from the above sector that is bigger than 1, which shows that rate of growth at those sector are higher than rate of growth of other area from the same sector. While sector of electricity, gas and clean water, building and construction, trade, hotel and restaurant, transportation less having competitive superiority to other location because DLQ value > 1 which show that rate of growth of that sector is lower than other location.

Based on the above two comparative analysis, sectors at Tegal municipality can be classified into four category as follows : (Table 11).

Table 11
Classification by Sector Based on Comparative Analysis in Tegal

Criteria	DLQ < 1	DLQ > 1
SLQ < 1	(1)	(2) 1. Agriculture 2. Manufacturing industry
SLQ > 1	(3) 1. Electricity, gas and drinking water 2. Trade, hotel and restaurant	(4) 1. Building and construction 2. Finance and bank 3. Services

From the above table, it can be seen that there is no sector in group (1) showing sector that has not been superior in the competition and not potential enough to be a superior sector. Agriculture and manufacturing industry on group (2) which show not superior sectors but has potency to be a superior sector. Sector of electricity, trade, transportation and communication group (3) showing superiority sector at Tegal but it is not potential enough to be superior sector again. While sector of building and construction, finance and bank, and also service sector on group (4) showing superior sector for Tegal and it is a sector which is very potential to be continually as superior sector. Seeing those condition, in order to increase PDRB of Tegal, municipality administrative of Tegal through related instantion need t give attention toward superior and potential sector, such as sector of building, finance and bank, services, and also sectors that has not yet been superior but having potential to be superior, that is agriculture and industry sector. In order to analyze the cause of sector that has not yet been superior or potential, so that can be found an effort to increase that sector become superior sector and potential sector.

4. Changing Determining Factor of Superiority Sector

In order to determine factor that can determine the changing of superior sector, it is used Shift Share approach.

This analysis can be used to detect superiority and weakness of a region in the reposition process. Understanding about superiority will determine policy how to utilize an existing power in order to win the competition. On the contrary, understanding toward weakness will determine policy how this weakness will be improved so that can be decreased gradually. Basic key of competition is maintaining PDRB growth of Tegal above PDRB growth of Central Java. PDRB superiority of Tegal compare to Central Java PDRB as can be seen on the above Table 3.13

From the table 3.13 above, it can be seen that all Business Area sector at Tegal is superior than business area sector in Central Java. This can be seen from total value of positive shift share, so that Tegal municipality will gain benefit of the region superiority. On the whole, the superiority

of Tegal municipality compare to Central Java is Rp 1.552.405.140 from contribution of 8 (eight) sector that exist in Tegal. The biggest contribution is from sector of manufacturing industry, trade, hotel and restaurant.

Table 12
Shift Share Analysis of Tegal Municipality

Business Area (1)	TSS (2)	LSS (3)	SSS (4)
01. Sector of agriculture	156,467,88	379.900,12	-223.432,24
02. Sector of mining and excavation	-	-	-
03. Sector of manufacturing industry	315.651,29	786.074,05	-470.422,76
04. Sector of electricity, gas and clean water	40.750,70	(713.335,71)	754.086,42
05. Sector of building	115.916,18	806.741,68	-690.825,40
06. Sector of trade, hotel and restaurant	353.242,20	(1.257.822,02)	1.611.064,22
07. Sector of transportation and communication	216.557,22	(2.558.362,09)	2.774.919,31
08. Sector of finance, renting and company service	153.039,89	1.856.010,41	-1.702.907,52
09. Service sector	200.779,77	920.311,50	-719.531,72
AMOUNT	1.552.405	219.517,83	1.332.887,31

Soource of Data : BPS Gross Regional Domestic Product (PDRB) of Tegal, 2001

While to know the cause of that superiority can be seen from shift share classification that are classified into four groups. Business area sector at Tegal municipality was classified into two groups, they are group (2) and (3). From those classification, it can be summarized that the cause of superiority from each sector can be explained as follows : the superiority of agriculture, industry, building, finance, and service sector is sector that able to utilize benefit because of locational factor that can be seen from the growth rate by sector.

Table 1.3
Classification by Sector based on Comparative Analysis in Tegal

Criteria	SSS < 1	SSS > 1
LSS < 0	(1)	(2) ❖ Electricity, gas and drinking water sector ❖ Trade, hotel and restaurant sector ❖ Transportation and communication sector
LSS > 0	(3) ❖ Agriculture sector ❖ Industry and manufacture sector ❖ Building and construction ❖ Finance and bank sector ❖ Services sector	(4)

While electricity, trade and transportation sector is superior sector because structural sector that can be seen from segment by secor. From the above condition, each sector has superiority and weakness from the side of domination of segment by sector. Therefore, in oreder to push sector superiority on group (2), Tegal municipality must be able to maintain or increase sectors on those position and try to overcome its weakness so that it will be superior sector in the future. While sector on the group 2 try to maintain its superiority from other region by keeping on trying or maintaining segment by sector and trying to increase growth rate by intensification and extensification, because those sector has already dominant in giving contribution toward PDRB.

Conclusion

The challenge of region development as an implementation of regulation number 22/1999 and regulation number 25/1999, basically can be viewed from two different side of opportunity or barier. So, it needs preparation and further analysis that is done by local government in anticipating and stand on attention of rapid change in the constelation of economic environment in international, national or regional level. One of the effort that can be implemented by local government is seeing, observing, and studying accurately many real potency of region economic, so that local government can plan and make blue print of of development policy of regional economic which is comprehensive and integrated.

This study was aimed as one of effort to anticipate those changing, so output from the result of study can be made as guidance for municipality administrative of Tegal in composing local economic policy that will be implemented for the development of local economic more dynamic that is based on superiority and potency of the regional (resource based) in Tegal. The result of the study show an empiric evidence in the field that there are some sector and sub sector and some potential commodity in Tegal municipality that should get ttention and get priority for developing local economic activity in the future. Some sector, sub sector and commodity in Tegal that have been identified in this study has aprospect to be developed, whether base on superiority potential weight among all economic activity at Tegal, or base on potential superiority weight if compare to Central Java Province covering sectors this is so far has already shown growth performance and big domination level if it is compared to unsuperior sector, sub sector and commodity in Tegal.

All economic activity in Tegal which have domination level, growth, and superiority are as follows :

1. Economic activity (sub sector) of Fishery

2. Economic activity (sub sector) of Oil and Gas Manufacturing Industry

3. Economic activity (sub sector) of Manufacturing Industry

4. Economic activity (sub sector) of Trading

5. Economic activity (sub sector) of Land Transportation

6. Economic activity (sub sector) of Building Rent

7. Economic activity (sub sector) of Services

However, main ocus about study in this research is economy activity (sector and sub sector) of fishery, manufacturing industry, trade. While other economic activity (sector and sub sector) that is oil and gas manufacturing, land transportation, building rent and services, basically is economic actiivity (sector and sub sector) that do not have local resources based on Tegal

eventhough those economic activity base on result of statistic investigation showing superiority indicator. The superiority of trade sub sector is on business location aspect which is strategic, completeness facilities, range of distribution, and an easy and complete banking access. The weakness side of product completeness that is sold is still uncomplete, selling administration that do not use computer, limited support of city transportation and continuity of goods suply that is still not optimum and efficient. Opportunity that are owned by trade sub sector such as local government, policy which support the development of retail sector, simple bureucratic and condusive security condition. Strategy implication that is done is market penetration strategy by arranging trade center with developing shopping center as shopping tourism to attract consumers around Tegal municipality.

Superiority on hotel and restaurant sub sector is on aspect of business location that is strategic, the cross traffic lane of destination sity, transporttion infrastructure and availability of banking infrastructure in developing hotel sub sector. While opportunity that is owned by Tegal municipality such as local government policy, bureucratic, economic condition which is stabil and conducive sociocultural condition. Strategy implication that can e choosen is market penetration strategy by more increasing market share (occupancy rate) through improvement of service, availability of supporting facilities and doing intensive promotion.

Superiority on indutry sub sector is covered in some aspect, such as marketing, production, financial and human resources. The superiority on marketing is on product qualit of industries at Tegal that mostly good or meet quality standard, a big market share, a wide range of delivery especially in national or international market. The superiority in production is on the availability of raw material and availability to optimalize production capacity. The superiority in the financial is on banking aspect which support fiscal and capital capability of industry. Superiority on human resources development is supported by quality of skillfull labour that is dominant, a big proportion of local labour compare to the labour from outside of Tegal muncpality and a good city minimum wage. Opportunity for industry sub sector is a simple bureucratic, condusive security condition, a complete supporting infrastructure and support from local government in developing industry at Tegal municipality through guidance by related institutions. Strategy implications that can be done is product development, strategy and concentric diversification, strategy by improving and developing existing product and also make new product. Some potential industry such as metal manufacturing, fish fumigation, shuttle cock, fraggrant tea, dockyard, ATMB string woven, shrimp chip and bordir.

Reference :

1. BAPPEDA (2000); Lapran Akhir Evaluasi dan Analisa Keadaan Daerah Propinsi Jawa Tengah

2. Biro Pusat Statistik (2001); Tegal dalam Angka

3. Biro Pusat Statistik (2001); PDRB Kota Tegal 2001

4. Biro Pusat Statistik (2001); Jawa Tengah dalam Angka 2001

5. Harry W. Richrdson (2001); Dasar-dasar Ilmu Ekonomi Regional; LP FE Universitas Indonesia

6. Lincoln Arsyad (1999); Pengantar Perencanaan dan Pembangunan Ekonomi Daerah

7. Mudrajad Kuncoro (2002); Analisis Spasial dan Regional; UPP AMP YKPN

8. Prapto Yuwono (2000); Perencanaan dan Analisis Kebijakan Pembangunan FE UKSW

9. Soeratno dan LIncoln Arsyad (1993); Metodologi Penelitian untuk Ekonomi dan Bisnis; UPP AMP YKPN

10. UU Republik Indonesia Nomor 22 tahun 1999 tentang Pemerintahan Daerah

11. UU Republik Indonesia Nomor 25 tahun 1999 tentang Perimbangan Keuangan antara Pusat dan Daerah