

Analysis of the Importance of Human Resource Competence in Improving Employee Performance in Zulpah Batik Madura MSMEs

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ABSTRACT

MSMEs are able to support our country's economy, because most business actors are MSMEs and are able to absorb labor. This study aims to determine the role of MSME HR competencies in improving the performance of MSMEs Zulpah Batik Madura. This research uses a type of qualitative research, which is research that is used to research the condition of natural objects where the researcher is a key instrument. Human resource competence (HR) turns out to be one of the most important factors in the MSME industry. With the increase in human resource competence through increasing knowledge and skills, this is the key to improving the performance of MSMEs. Human resource management in MSMEs also includes recruitment, selection, placement, development, compensation (wages), retention, evaluation, promotion to termination of employment relationships. Managing human resources for MSMEs is a skill that must be possessed by MSME actors..

Keywords: *Competence; Employee performance; MSMEs.*

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I. INTRODUCTION

In the current era, the strengthening of globalization in the workforce has a great impact on society (Pratama, Sari, Badwi & Anshori, 2023). This is because the community is a core factor and an important element for all company operational work (Hamzah, M. 2023). For this reason, the company is encouraged to manage subordinates for the expected purpose and on time in completing the work. Organizations in a job realize that humans can work and provide good results for the organization in it. Judging from the role of the community in implementing the work in it, it is very important, namely as a form of work in the organization (Rohmah, Andini, Wicaksono, Hakim & Anshori (2023). This statement is in line with the opinion of Krisnawati, N. K. D., & Bagia, I. W. (2021) stating that the biggest

problem faced in this globalization is the limited number of employees that each organization has. Therefore, organizations need to manage well to be able to improve employee performance in carrying out the work they are doing. In addition, in looking for a good or superior workforce, it has good competence for the long term and the short term. Good employee performance will make the company improve and get results in accordance with the company's desires so that the company grows.

The company/organization will develop and be able to survive in a competitive environment if it is supported by competent employees in their fields (Prayogi, Lesmana, & Siregar, 2019). Employees are vital organizational assets because they make a great contribution as the driving force of the organization and actors who carry out organizational goals. In office administration services, employees are the backbone (back office supports), so in this competitive environment, fast and appropriate services are non-negotiable. Thus, the issue of employee competence and performance is important and interesting in efforts to manage human resources in an organization. One of the concerns to the level of employee competence is to conduct comprehensive research so that each organization knows how much the level of competence of employees is, the factors that influence, and the impact of the level of competence on employee performance.

Nowadays, the concept of performance is often associated with the concept of competence. Thus these two concepts have become popular at this time. Many business and non-business organizations pay close attention to this with the application of the concept of performance based on employee competencies. It can be said that the factor that supports employee performance to improve is competence. Competence in this case is the ability of employees so that it provides the ability to work neatly and has an attitude to complete work in accordance with the expertise of the workforce in the field of work, which of course has provided a level of the results of their hard work. This is in accordance with Abdi and Wahid (2018) who said that if employees have high competence so that they can provide an increase in the work results owned by employees. The theory is also supported by empirical studies. According to Baharuddin, Musa, & Burhanuddin (2022) found

that competencies have a positive and significant effect on the work results owned by their subordinates. Employees who have work skills that are in accordance with their field of work will be more careful for the results that employees get at work.

An organization needs to have a workforce that has the ability and skills to be able to manage the organization so that organizational activities can run well which also has an impact on employee performance results (Mukayah, Anwar, Taufiqurrohman & Anshori, 2023). Good work results are optimal work results that are in line with the standards owned by the organization and encourage the achievement of the organization's desires. Prakasa & Hermawati (2023) who said that business ability is the final result of work achieved by the workforce in doing the part of work that is given on the basis of precision, experience, and time in completing the work. This means that performance is necessary in the company as an achievement of work results that will increase the value of the organization's shares in the company.

Likewise in Micro, Small and Medium Enterprises (MSMEs), human resource competence also has an important role in the development of these MSMEs. Micro, Small and Medium Enterprises or MSMEs play a very large role in advancing the Indonesian economy. Apart from being one of the alternative new jobs, MSMEs also play a role in encouraging economic growth after the 1997 monetary crisis when large companies are experiencing difficulties in developing their businesses.

Micro, Small and Medium Enterprises or MSMEs play a very large role in advancing the Indonesian economy. Apart from being one of the alternative new jobs, MSMEs also play a role in encouraging economic growth after the 1997 monetary crisis when large companies are experiencing difficulties in developing their businesses. Currently, SMEs have contributed greatly to regional income and Indonesian state revenue.

Based on the data collected regarding the development of MSMEs in Indonesia, the following are as follows:

Data UMKM 2018-2023

Tahun	2018	2019	2020	2021	2023
Jumlah UMKM (Juta)	64.19	65.47	64	65.46	66
Pertumbuhan (%)		1.98%	-2.24%	2.28%	1,52%

*Diolah dari berbagai sumber

The role of MSMEs is very large for Indonesia's economic growth, with the number reaching 99% of all business units. In 2023, MSME business actors will reach around 66 million. The contribution of MSMEs reached 61% of Indonesia's Gross Domestic Income (GDP), equivalent to IDR 9,580 trillion. MSMEs absorb around 117 million workers (97%) of the total workforce (Ministry of Cooperatives and SMEs, 2024).

Based on this, how important is the competence of MSME human resources in creating entrepreneurs who can compete in the current era of globalization industry. Where in the industrial era uses and utilizes digital technology systems. Of course, this is the biggest challenge for MSME actors.

II. LITERATURE REVIEW

Competence

Competence or ability is one of the important elements in supporting employee performance in an organization (Septiana, Wicaksono, Saputri, Fawwazillah & Anshori (2023). Employees who have good abilities can support the achievement of the organization's vision and mission to immediately advance and develop rapidly to face increasingly advanced global competition (Agustina & Anshori (2024). Sari & Susanti (2022) defines competence "as an underlying characteristic of a person related to the effectiveness of an individual's performance in his or her job or a basic characteristic of an individual that has a causal relationship or as a cause and effect with criteria that are used as a reference, effective or excellent or superior performance in the workplace or in certain situations".

Nugraha & Christianto (2022). Human resource competence is the ability and characteristics possessed by a person in the form of skills, knowledge, and

behavioral attitudes required in the implementation of his work. The level of competence is needed to be able to know the expected level of performance for the good or average category. Noorhan (2021) also added that determining the required competency threshold can certainly be used as a basis for the selection process, succession, human resource planning, and performance evaluation.

Employee Performance

According to Madyarti (2021), it is the result of quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Then according to Sismar, Shah, & Sudirman (2023) performance is a combination of ability, effort, and opportunity that can be assessed from the results of their work. Meanwhile, Bandhaso & Paranoan (2019) stated that performance (work achievement) is a work result achieved by a person in carrying out the tasks assigned to him which is based on skill, experience, seriousness and time.

According to Citraningtyas (2020), performance is to carry out an activity and improve it in accordance with responsibilities with expected results. Meanwhile, according to Ohorela (2021), performance is an overview of the level of achievement in the implementation of a program, activity or policy in realizing the organization's goals, goals, vision, and mission outlined through an organization's strategic planning.

Some of the definitions of performance that have been put forward, it can be concluded that performance is the result of work that can be achieved by a person, group, or organization in accordance with their respective authority in order to achieve predetermined organizational goals in a certain period of time.

MSMEs

MSMEs are an independent business unit, which is carried out by individuals or business entities in all economic sectors. In principle, the distinction between Micro Enterprises (UMi), Small Enterprises (UK), Medium Enterprises (UM) and Large

Enterprises (UB) is generally based on the value of initial assets (excluding land and buildings), average turnover per year or the number of permanent workers of Barlian (2022). In general, the classification of Micro, Small and Medium Enterprises is carried out with restrictions on turnover per year, the amount of wealth or assets and the quantity of employees in the MSMEs.

Meanwhile, businesses that are not included as MSMEs are categorized as large businesses. Large businesses are productive economic ventures carried out by business entities with a greater amount of net worth or annual sales than medium enterprises.

III. METHODS

This research uses a type of qualitative research, which is research that is used to research the condition of natural objects where the researcher is a key instrument. The data collection technique is carried out in a triangulation (combined) manner, data analysis is inductive and qualitative research results emphasize meaning rather than generelation. It is called a qualitative method because there is only one variable and the data collected is qualitative. In qualitative research, the data is described descriptively in the form of reports and descriptions (Wijaya, 2018). Descriptive research aims to obtain and convey facts clearly and thoroughly (Rukin, 2019).

IV. RESULTS

A. Analysis of Zulpah Batik Madura MSMEs

Zulpah Batik MSMEs are one of the well-known written batik centers, which is located on Jl. Pelabuhan Sarimuna, Paseseh Village, Tanjungbumi District, Bangkalan Madura Regency. Zulpah batik in producing its batik has a workforce with the type of permanent workers and a wholesale team. The average workforce working in the production section is female workers. The batik zulpah workers are around 150 workers with 105 permanent workers and 45 workers who are classified as wholesalers. The contractor team consists of 9 teams with each consisting of 5 people. The *make to stock batik production system* is carried out by permanent workers and the *make to order system* is handed over to the wholesale team.

In Zulpah Batik MSMEs, the allocation process is carried out by giving new jobs to workers after completing the initial work without considering the impact caused, so that each worker has a different job wage, because the method or nature of each job is also different. This allocation causes a difference in wages between the contractor teams so that it has an impact on the profits obtained by zulpah batik in each order. Labor allocation is a problem about the arrangement of objects to carry out an activity, so that with this arrangement the costs incurred can be minimized.

Labor allocation is a way that companies do in order to produce goods or services that must be regulated in such a way because the number is limited and must be adjusted to the existing capacity. Therefore, an allocation of workers can be carried out so that the work can be completed properly and the company can obtain optimal profits

B. Analysis of the Importance of Human Resource Competence in Improving Employee Performance in Zulpah Batik Madura MSMEs

Human resource development is a very important element in an organization because employees are a very important asset in achieving the organizational goals that have been set. Notoatmodjo (2003:4) stated that human resource development is a process of planning education, training and management of personnel or employees to achieve optimal results. Development represents a future-oriented invention in employees and emphasizes on improving the ability to carry out new tasks in the future (Siagian, 2007:183). One form of development is related to improving competence, namely knowledge, skills and behavioral attitudes for employees.

One form of employee development program is carried out through education and training programs. According to Smith (2000:2) training is a planned process to modify attitude, knowledge, skill behavior through learning experience to achieve effective performance in activity or range of activities. Training is a planned process to change attitudes/behaviors, knowledge and skills through learning experiences to achieve effective performance in an activity or a number of activities. Simanjuntak (1985:58) training is intended to improve employee skills both

horizontally and vertically. Horizontally means expanding the skills of known types of work, while vertical deepens one specific field.

MSMEs are able to become stabilizers and dynamists of the Indonesian economy. As a developing country, Indonesia is very important to pay attention to MSMEs, because MSMEs have better performance in a productive workforce, increase high productivity, and are able to live on the sidelines of large businesses. MSMEs are able to support large businesses, such as providing raw materials, spare parts, and other supporting materials. MSMEs are also able to be the spearhead for large businesses in distributing and selling products from large businesses to consumers. The position of these MSMEs is getting stronger. In addition to being able to absorb quite a large amount of labor, these MSMEs are agile so that they are able to survive in unfavorable conditions, such as the occurrence of a global crisis. Generally, MSMEs have a strategy by making unique and special products so that they do not compete with products from large businesses. There are several obstacles to the Zulpah Batik Madura MSMEs, including lack of capital, marketing difficulties, fierce business competition, difficulties with raw materials, lack of technical knowledge of production and expertise, lack of managerial skills (HR) and lack of financial management knowledge and the absence of financial records (accounting).

One of the factors that plays an important role in business is Human Resources (HR). So far, the development of human resources in MSMEs has been an effort by many parties to help MSME business development. This is done a lot through increasing knowledge in the fields of marketing, production engineering, finance.

Meanwhile, the skills of MSME actors themselves in the field of human resource management have received less attention. Likewise, MSME actors, especially Zulpah Batik Madura in Paseseh Village, Tanjungbumi District, Bangkalan Madura Regency, the majority of the perpetrators are still dominated by high school/vocational school graduates (50%), S1 (10%), D3 (15%), and the rest below high school. Responding to this, to grow and develop, MSMEs must be able to manage both internal and external factors in their business environment.

One of the internal factors that requires knowledge and management skills is regarding Human Resources in MSMEs. Human resources are the main key, which usually starts from the business owner (owner) and the workforce in the MSME owner's environment. Similar to what happens in large companies, human resource management in MSMEs also includes recruitment, selection, placement, development, compensation (wages), retention, evaluation, promotion to termination of employment relationships. Managing human resources for MSMEs is an important skill for entrepreneurs to have. human resource management in MSMEs also includes recruitment, selection, placement, development, compensation (wages), retention, evaluation, promotion to termination of employment relationships.

Managing human resources for MSMEs is an important skill for entrepreneurs to have. In general, based on observations, some of the challenges faced by MSMEs in managing human resources are as follows:

1. Compliance with the Law

MSMEs are facing this, especially for those whose businesses have grown and their workforce is starting to grow. The challenge faced by MSMEs in this case is to comply with the applicable labor provisions (TK Law), such as starting to have company personnel regulations, registered with the local Manpower Office. In addition, there are also provisions regarding employee rights, health insurance, overtime, etc. Regarding legal compliance, it certainly requires MSME energy in addition to sufficient knowledge.

2. Difficulties in Recruitment.

MSMEs usually have difficulty determining standards in recruitment. Generally, they immediately emulate other businesses in terms of employee fulfillment, not being careful in adjusting it to business needs.

3. Setting the rules.

MSMEs often feel that this regulation will later burden themselves. Business owners generally lack the ability to determine what things need to be regulated. Sometimes the owner is too strict or worried that the employee will even loosen his work if the rules are made.

4. Developing Employee Competencies.

Very few MSME business owners understand exactly how their employees can potential. This is because generally the owner's concentration is more towards production, financial marketing, besides the owner is usually a key person who has production expertise. In general, owners also forget to update their own skills. As a result, there are no human resources in these MSMEs that develop in terms of competence.

5. Determining employee wages.

In general, MSMEs have difficulty in determining the wages of their employees. Some of them do not take into account the wages for themselves or family members who help in business activities. Many of them also pay much more for family members than other employees, even though the type of work is the same. On the other hand, MSMEs are also often worried if they cannot meet the Minimum Wage, so that the existence of their workforce is often closed. Although on the other hand, MSMEs can actually hire employees on a part-time basis as needed, but because of the lack of employment knowledge, this problem cannot be solved properly.

6. Separating business costs and family spending.

MSMEs often mix business costs with family spending. By involving family members as business human resources, family spending becomes confusing with business costs. This can be overcome with MSME assistance.

7. Assessing Employee Performance and awarding Rewards & Punishments.

Due to the simplicity of thinking and business conditions, MSMEs in general have limitations in conducting employee performance assessments. In this case, there are often no standards or standard rules. Likewise in terms of giving rewards and punishments. Due to the presence of family members involved in the business, performance appraisal activities, reward and punishment activities become less objective, and in the end can cause human resource constraints.

8. Retaining and Dismissing Employees.

With its simplicity, MSMEs can create working conditions that make HR work comfortably like in a family. However, with the closeness of family, MSMEs also sometimes have difficulty dismissing their employees.

The problem of employee loyalty is often faced, but if it is thought about and understood from the beginning, then this will be better, because it often happens when the business is progressing, and some employees leave the business, then the development of the business is hampered. This can be understood because in general, MSMEs have not been able to provide competitive salaries for their employees, when compared to large companies. The workload is also relatively heavier and must be versatile, even for Medium Enterprises that already have a structure, then someone who is reliable often concurrently holds a position, the system is not neatly organized and the facilities are sober. Especially if the business owner pays employees who are his brothers bigger than the good employees.

Here the idea often arises for the employee to leave the MSME business and create his own business. Here, too, there is fierce competition for MSMEs. For this, it is necessary to instill from the beginning by the owner or MSME actor that employees who have high loyalty, good work, honesty, and are willing to act like the owner, then they are a very large asset in the MSME business. For this reason, MSME actors need to think about attractive programs to retain employees.

In this regard, the jobdesk of each employee, including responsibilities and skills, needs to be considered, needs to be measured properly. The following are the basic knowledge and skills that MSMEs need to have in relation to human resource management:

1. Preparation of organizational/business structure, including owners, managers/coordinators, secretarial, financial, general, etc.
2. A selection system that pays attention to business needs.
3. Human resource training and development is not limited to owners only, but for all employees, for all aspects of business including knowledge of human resource governance in MSMEs.

4. Personnel administration based on adequate knowledge and needs, for example: wages, attendance, overtime, employee facilities, health insurance, and employee data documentation.
5. The need to prepare company regulations for businesses that already have more than 25 employees, for better order and management.

MSMEs do not have to have employees who specifically handle human resources, but this HR management activity is more functional. Where MSME actors must equip themselves with various knowledge and functions of MSDM such as recruiters, mediators, developing employees, etc. From the beginning, MSME actors need to carry out business planning, including planning in the field of human resources (how many employees with what competencies are needed, etc.) and gradually the business owner also transmits this knowledge to trusted employees, until the time comes when the owner will really function as a business owner and all aspects of the business are done by employees (HR). Overall, the better the competence of human resources, it will improve the performance of MSMEs.

V. CONCLUSION AND SUGGESTION

Based on this presentation, it can be concluded that the role of human resource competence (HR) is a determining factor for an organization or company, so competence is an aspect that determines the success of MSMEs. With the high competence possessed by human resources in an organization, it will determine the quality of human resources owned which will ultimately determine the competitive quality of MSMEs themselves. Meanwhile, performance is closely related to human resource competence, with the higher the competence of human resources, it will improve the performance of these MSMEs. The competence of MSME human resources in Jelantik village, Jonggat district, Central Lombok, there are inhibiting factors, including the level of education of MSME human resources actors who are dominant in high school and even below high school, so this greatly affects the performance of MSMEs. Knowledge and skills are one of the things that must be possessed by MSME actors, because it is the key to success in human resource

management. With the increase in human resource competence, it can certainly improve the performance of Zulpah Batik Madura MSMEs.

Suggestion One of the obstacles in MSMEs in Jelantik village is the lack of skills and knowledge of these MSME actors, because their education level is low, the average high school is even below high school, but some others have a more realistic background by looking at future business prospects with limited capital constraints. Then other obstacles to the Zulpah Batik Madura MSMEs are the lack of capital, marketing difficulties, fierce business competition, raw material difficulties, lack of technical knowledge of production and expertise, lack of managerial skills (HR) and lack of financial management knowledge and the absence of financial records (accounting). Facing these obstacles, the role of local governments should be, among others, to intensively provide trainings to MSME actors.

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