

**A STUDY OF PATRON-CLIENT RELATIONSHIP BETWEEN FISHERMAN AND SUPPLIER IN KEMA***STUDI HUBUNGAN PATRON-CLIENT ANTARA NELAYAN DAN SUPPLIER DI KEMA*

By:

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**Abstract:** A patron-client relationship is an ongoing relationship, often contractual, in which a powerful or influential person provides rewards and services to a lesser and weaker person in return for loyalty and support, and may also include a reciprocal exchange of some services. This study aims to better understand the benefits for each business actor involved in patron-client relationships. The researcher conducted this research through qualitative method to understand the role of patron-client relationship. The population studied in this study are suppliers who partner with fishing companies who are also owners of fishing vessels, and fishermen who supply fish to suppliers. The researcher concludes that the relationship between suppliers and fishermen has a good and positive impact because all informants benefit during this collaboration, where suppliers get fish to produce and fishermen get profits to fulfill their daily needs. It is also possible for future studies to include samples from other populations for more informative findings and to enlarge the sample size and conduct different tests on the benefits that suppliers and fishermen derive from engaging in patron-client relationships.

**Keyword:** *patron-client, relationship, partnership, fisheries resources management*

**Abstrak:** Hubungan patron-klien adalah hubungan yang berkelanjutan, seringkali kontraktual, di mana orang yang kuat atau berpengaruh memberikan penghargaan dan layanan kepada orang yang lebih rendah hati dan lebih lemah sebagai imbalan atas kesetiaan dan dukungan, dan mungkin juga termasuk pertukaran timbal balik dari beberapa layanan. Penelitian ini bertujuan untuk lebih memahami manfaat bagi setiap pelaku usaha yang terlibat dalam hubungan patron-klien. Peneliti melakukan penelitian ini melalui metode kualitatif dengan untuk memahami peran hubungan patron-klien. Populasi yang diteliti dalam penelitian ini adalah pemasok yang bermitra dengan perusahaan perikanan yang juga sebagai pemilik kapal penangkap ikan, dan nelayan yang memasok ikan untuk pemasok. Peneliti menyimpulkan bahwa hubungan antara pemasok dan nelayan memiliki dampak yang baik dan positif karena semua informan mendapatkan keuntungan selama kerjasama ini, dimana pemasok mendapatkan ikan untuk diproduksi dan nelayan mendapatkan keuntungan untuk memenuhi kebutuhan sehari-hari. Juga untuk studi masa depan dapat memasukkan sampel dari populasi lain untuk temuan yang lebih informatif dan untuk memperbesar jumlah sampel dan melakukan tes yang berbeda tentang manfaat yang diperoleh pemasok dan nelayan saat terlibat dalam hubungan patron-klien.

**Kata kunci:** *patron-klien, relasi, kemitraan, pengelolaan sumber daya perikanan*

## INTRODUCTION

### Research Background

People who live in coastal areas generally depend on marine or coastal resources, so most of the population has basic livelihoods as fishermen. Fishermen are human activities relating to the management and utilization of aquatic biological resources. Coastal communities also identical with poor people as stated in Indonesia welfare population's mapping system. In fact, the entire regime has provided huge amount of funding for the coastal economy development and also supported by large number of policy to support that actions. But still, that identity still cannot be removed from the fisheries communities. In sociological science, the fishermen livelihood pattern that has huge uncertainty made a mutual relationship such as patron to provide social security to the fisherman. This pattern grows in form of money lending in capital for fishing or for other purposes that naturally have a binding agreement, such as profit distribution with the capital owner that usually called as patron or middleman.

Patron-Client relationship is a relationship between suppliers as "patrons" and fishermen as "clients" where this relationship made so that there is a good supply chain sustainability where fishermen as "clients" get the profit by providing goods that suppliers as "patrons" want. So can be better managed to be sent or resold. (Kusnadi, 2000:152), patron-client relations occurred intensively in a society that facing social problems and the scarcity of complex economic resources. In rural and suburban areas based on agriculture and fisheries, a patron will help the client as a form of business to address immediate needs, or ease the debt burden on the client. Clients receive the kindness as a "debt of gratitude", respect, and are committed to helping patrons with recruitment resources at their disposal. In some cases in some areas of fishermen communities, patron-client condition is described as "patron help to client in the form of economic aid, which is ultimately the client will indirectly indebted to the patron".

According to RI Law No. 31/2004, as amended by RI Law No. 45/2009, activities included in fisheries starting from preproduction, production, processing to marketing, are carried out in a fisheries business system. Fisheries business is all businesses of individuals or legal entities to catch or cultivate (hatchery business, breeding, enlargement) of fish, including the activities of storing, cooling, drying, or preserving fish with the aim of creating economic added value for business actors.

To be able to improve its performance, the supply chain actors must be able to establish good collaboration with its business partners, in this case the parties that provide supply to the company's. Awareness of the importance of the role of all parties in creating cheap, quality, and fast products to improve efficiency, effectiveness, and internal quality, while further creating certain competitive advantages for related companies. One of them is good relation and cooperation, especially those that occur in supplier supply chain actors consisting of major suppliers and collectors. For example the supply chain in the field of fisheries, especially marine fish that have not been able to meet the demands.

In Kema, there's one of collecting house that collaborate with one of the biggest fisheries company in Indonesia. They collecting fish from fisherman and processing for next can be sending to the company, fulfill the company's supply needs for next reexport to markets around the world. They called as Supplier Co-Partner of PT. Dharma Samudera Fishing Industries, because they supply fish for that company. PT. DSFI have cooperated with thousands of local fishing communities to ensure a fresh, steady and sustainable supply of fishing products. Specialize in fish processing, which also include collection, marketing and trading activities. As an enduring entity in Indonesia's fishing sector, they committed to negotiating mutually beneficial price agreements, supplying onboard facilities and providing assistance in constructing vessels for the local Indonesian fishing communities (dharmaSamudera.id, 2017). Providing benefits to suppliers and gaining trust from the company for sending good quality of fish so the company still wants to establish cooperation and the income that received by suppliers can support the lives of fishermen by buying fishermen's catches.

This research discusses how the relationship between fishermen and suppliers. Therefore, this research discusses about patron-client relationship between fisherman and supplier.

### Research Objective

The objectives that are going to be accomplished by this research are:

1. *To understand the relationship between Kema fisherman and suppliers,*
2. *To find out the benefit do among parties get from the relationship.*

## THEORETICAL REVIEW

### Marketing

Kotler defines marketing as “the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit. Marketing identifies unfulfilled needs and desires. It defines, measures and quantifies the size of the identified market and the profit potential. It pinpoints which segments the company is capable of serving best and it designs and promotes the appropriate products and services.”. In Partnership, marketing for small businesses to struggle with their marketing efforts, as they simply don’t have the time, money or resources to dedicate to the marketing they need to grow. Rather than being a ‘one man show’, by working alongside another business or group of businesses on a specific marketing strategy or campaign, partnership marketing can be a cost-effective way for small businesses to increase brand awareness, customer acquisition and ultimately grow. (Kotler and Keller, 2016: 241)

### Supply Chain Management

Supply-chain management, the management of the flow of goods and services, involves the movement and storage of raw materials, of work-in-process inventory, and of finished goods from point of origin to point of consumption. Interconnected, interrelated or interlinked networks, channels and node businesses combine in the provision of products and services required by end customers in a supply chain. Supply chain management is the active management of supply chain activities to maximize customer value and achieve a sustainable competitive advantage. It represents a conscious effort by the supply chain firms to develop and run supply chains in the most effective & efficient ways possible. Supply chain activities cover everything from product development, sourcing, production, and logistics, as well as the information systems needed to coordinate these activities (Janvier, 2011)

### Patron-Client Relationship

Patron client relationship: a mutually obligatory arrangement between an individual who has authority, social status, wealth, or some other personal resource (the patron) and another person who benefits from his or her support or influence (the client). The relationship was hierarchical, but obligations were mutual. The patron was the protector, sponsor, and benefactor of the client; the technical term for this protection was *patrocinium*. Although typically the client was of inferior social class, a patron and client might even hold the same social rank, but the former would possess greater wealth, power, or prestige that enabled them to help or do favors for the client (Wikipedia, 2019).

### Partnership

A type of business organization in which two or more individuals pool money, skills, and other resources, and share profit and loss in accordance with terms of the partnership agreement. A partnership is organized to provide for proportional ownership of a company among the partners based on some type of formula or value of investment in the company. Partnerships pass along the profit (and losses) to its owners and offer tax advantages to the company (merriam-webster.com, 2019).

### Fisheries Resources Management

FAO (1995) defines fisheries management as: “*The integrated process of information gathering, analysis, planning, decision making, allocation of resources and formulation and enforcement of fishery regulations by which the fisheries management authority controls the present and future behaviours of the interested parties in the fishery, in order to ensure the continued productivity of the living resources.*” Law No. 31/2004 on Fisheries defines fisheries management as “. All efforts, including integrated processes in information gathering, analysis, planning, consultation, decision making, allocation of fish resources, and implementation, as well as law enforcement of laws and regulations. in the field of fisheries, which is carried out by the government or other authority directed to achieve sustainable productivity of aquatic resources, fish biodiversity and agreed goals. ”

### Previous Researches

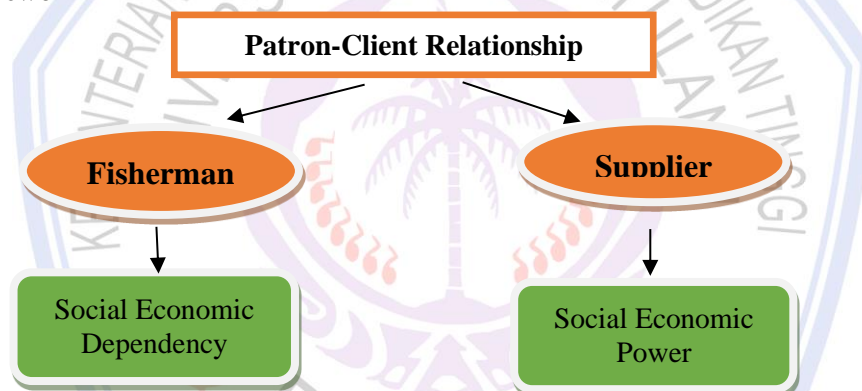
Research by Onojaefe and Leaning (2007) In this paper it is argued that a wider vision is needed than just the vision of one business. Small businesses, widely considered a suitable vehicle for sustainable development, must be seen in the context of their communities, for their relationship with public sector agencies and other supporting and regulatory bodies, and as partners to much large business. It was found that for businesses to

succeed a range of competencies are by business managers needed that facilitate relationships and partnerships, these are in addition to the skills needed for simple internal operational issues.

Research by Hapsari and Fuad (2017). Supply chain flow of fishermen's catch is not only meant to be limited to economic aspects, in order to ensure the continuity of the flow (: supply) of goods to consumers from the perspective of demand and supply. However, it is more on the influence of the socio-cultural aspects that guarantee the sustainability of the supply chain of fishermen's catches in each unit of the supply chain flow itself. The reality that occurs in the fishing communities of Puger Wetan village, Puger Subdistrict illustrates that the socio-cultural aspect also helps maintain the sustainability of the supply chain running well in all four supply chain flow patterns. The dual role of one unit in the supply chain flow is legitimized by the socio-cultural construction in the form of patron-client pattern, the relationship requires a meaningful attitude of giving and receiving as a tie and a form of commitment from the camber to attack the fishermen in order to improve the quality of life of the community fisherman.

Research by Hasyim and Ohiowutun (2017) The coastal areas of Southeast Maluku Regency has an abundant natural resources. The data used in this study are primary and secondary data. The respondents in this study are picked based on purposive sampling: there are 30 respondents, consisting of local fishery boards and fishery business groups in Ohoi Letvuan, Ohoi Namar, and Ohoi Ohoidertutu. Data in this study are processed using descriptive and SWOT analysis. Based on the results of the analysis, the implementation of fishermen empowerment programs on coastal communities in Southeast Maluku has not been optimal. This condition happens because the empowerment program conducted on the group business has not reached the final step which is the marketing of the products. The most likely alternate strategy is exploiting good teamwork between group members to avoid threats and seizing. Opportunities to improve businesses by minimizing indirectly paid sales.

### Conceptual Framework



**Figure 1. Conceptual Framework**  
Source: *Data Analysis Method*, 2019

### Research Method

#### Population

Before the sample was collected, the researcher had to determine the population. Population is geographic generalization there are, object/subject has quality and certain of characteristic that set by researcher to learning then make the conclusion. The whole of research subject refer to the population as an aggregate or totality of all the objects, subjects or members that conform to a set of specifications. In this study the population of this research is all that can be fisherman and supplier who work on the spot or knows about the patron-client relationship (Sugiono, 2010:117)

#### Sample

A sample is a subset of a population selected to participate in the study, it is a fraction of the whole, selected to participate in the research project. Selection of the sample is very important step in conducting a research study. Sample is a part of population which will to be analyzed. Sample must be representative as one is to be able to generalize with confidence from the sample to population, a sample must be representative to a population. It means that good sample must be representative of the entire as possible, so that the generalization of the sample of this research (Arikunto, 2010:109)

### **Sampling Technique**

In this research, the researcher used purposive sampling to obtain the sample. sampling is the ways of doing to get sample. Sampling was constituted to choose some of individual process in research so they or individual as a voluntary. The purpose of sampling is use some of individual to get information about population. Sampling is the way to take sample. In this research sampling technique was used to take sample is purposive sampling (Hadi, 1990:75)

### **Data Collection Method**

Data collection is a process of collecting information from all the relevant sources to find answers to the research problem, test the hypothesis and evaluate the outcomes. Data collection methods can be divided into two categories: primary methods of data collection and secondary methods of data collection.

### **In-depth Interview**

In-depth interview is an unstructured one-to-one discussion session between a trained interviewer and a respondent. Money and Samouel (2007). In this research, the interviews were held face-to-face. Sekaran and Bougie (2010) stated that interview is a useful data collection method for exploratory research. The phrase in-depth interview conjures up the most iconic of qualitative data collection activities: a skilled interviewer engaged in a probing conversation with a suitably knowledgeable interviewee. Virtually all qualitative researchers use this technique to some extent, and for many projects and researchers, in-depth interviews are the primary or sole source of data. And there is good reason for the pervasiveness of this method: it is versatile across a range of study topics, adaptable to challenging field conditions, and excellent for not just providing information but for generating understanding as well.

### **Interview Result**

This research use qualitative method which is in-depth interview as the tool to gain the information from informants. The population of this research is the owner business of supplier co-partner that has been partnership with PT. Dharma Samudera Fishing and fisherman in Kema. The first that the researcher did is arranged question for the respondent.

### **Informant 1: Heintje Rotinsulu (Supplier)**

Informant 1 as supplier and owner said that he starting this business from 1996 then supplying fish to several companies, and finally establishing a partnership with PT.DSF in 2004. Trust is one of the important things that every business actor must have. In this business, he said basically in business certainly can not be separated from employee welfare. With the employees who works there, they can also support his business. If the business goes well there is nothing wrong for him to giving bonuses to employees outside their basic salary. With that employees will work well and maintain the responsibility and trust that he given to them. And for employees there is no special specification for experience because the priority on his business is skill and efficiency in doing work. The most important he can open employment for people in Kema who want to have a job. The commitment that exists between business partners is that as long as both have the potential there will be a mutually beneficial relationship between fishermen and suppliers, as well as suppliers and companies. Suppliers and companies also already have annual agreements where they do their calculations about income and outcome every year. But it does not cover the possibility that sometimes they adjust to the supply from nature, if the demand is large, it can affect the ecosystem from the sea, therefore the company or supplier must understand about the management of fish resources.

### **Informant 2: Sergio Koneng (Fisherman)**

He has worked as a fisherman for 23 years. Due to environmental factors and also only studied until junior high school made him choose to work as a fisherman. He decided to become a fisherman to help his parents' economy and because he only had a junior high school diploma, which made it impossible for him to work in an office or a large company at that time, because working as a fisherman was a job that did not prioritize tertiary education, most importantly understanding how to catch fish and go to sea. He also establishes partnership with supplier, where he often sells fish caught to supplier. With the existence of suppliers the catch of fish it is easier to sell in other words he do not need to sell to the market or sell their catch personally because there are suppliers who buy on a large scale, the purchase also depends on the catch of the fishermen if it matches with the type of fish that the supplier needs.

**Informant 3: Decky Guillermo (Fisherman)**

He has been working as a fisherman for more than 20 years. He works as a fisherman because he only studies up to elementary school and of course with that level of education does not allow him to look for a job other than being a fisherman. He decided to become a fisherman not only because of his education level, but also because the majority of the population in Kema worked as fishermen so he chose to work as a fisherman. The income from fishing is usually around 2 million rupiah for approximately 3 weeks at sea. During his time as a fisherman, the income he earned could help his family meet daily needs, and now he could send his children to school so that his children could get a better job than him. He also sells catch fish to suppliers, because he has established partnerships with suppliers so that he and the crew already know what kind of fish the supplier needs, so when they return from fishing they immediately sell it to suppliers, so they don't need to find people who want to buy the fish because after returning from fishing, suppliers will buy the fish they catch.

**Informant 4: Noldy Filleph (Fisherman)**

He has been a fisherman since he was a teenager. After completing his junior high school education, he did not continue his studies due to financial constraints so at that time he had followed his parents (father) to work as fishermen. He began his career as a fisherman from being a fishing net and then followed the large fishing boats until now he has become a captain of a fishing boat. The income every time he sails for about 3 weeks is usually 5 to 6 million rupiah outside the bonus because he is a captain. During his time as a fisherman, the benefits he gets can enrich his daily life, and send his children to college. That way their children can get a job and a better life. During their work as fishermen, the supplier, according to him, is very helpful for them especially since the supplier buys their fish on a large scale, so that they can get a satisfying sale according to their work.

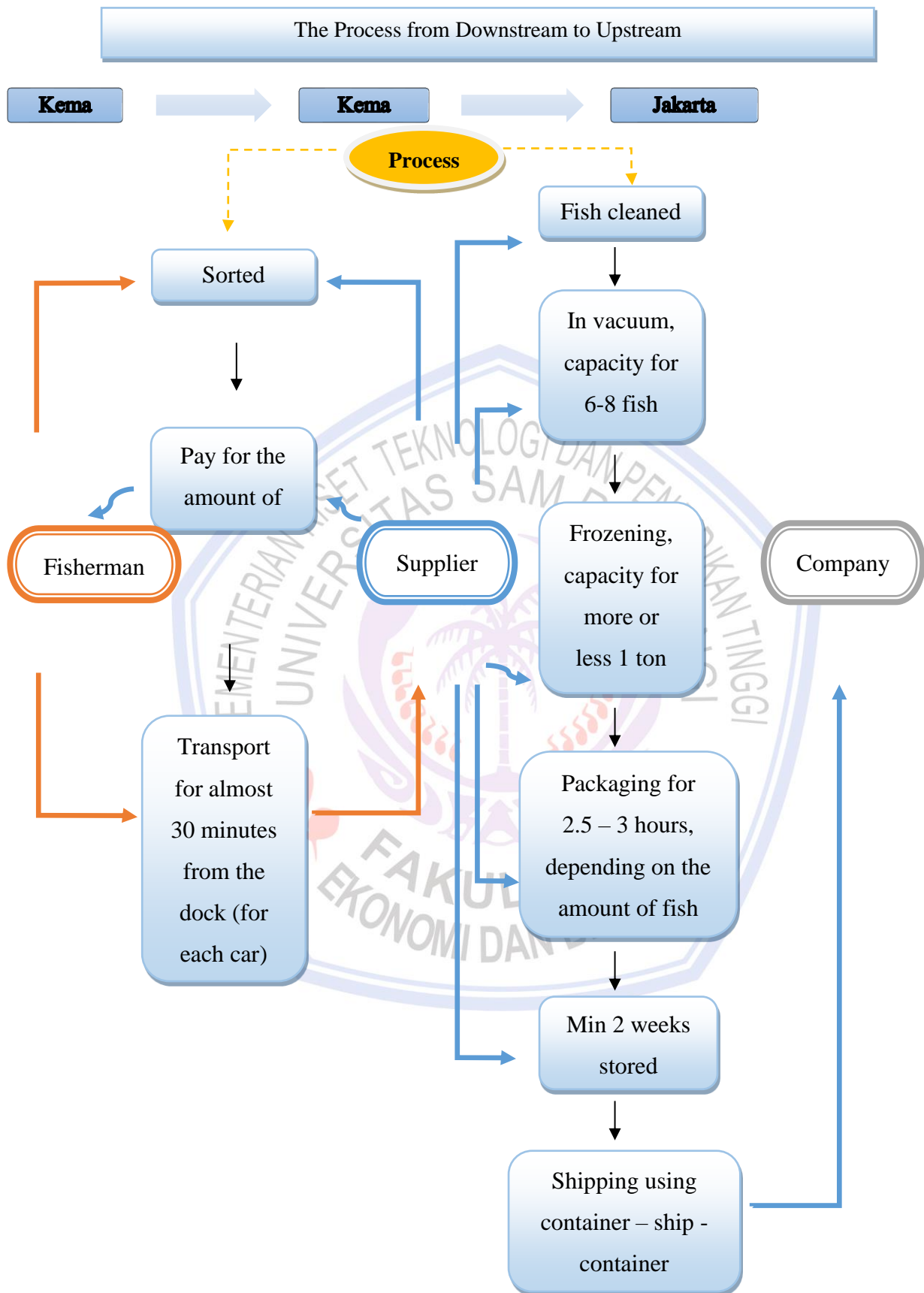
**Informant 5: Denny Anthonie (Fisherman)**

He has been working as a fisherman for about 21 years, because getting married and living in Kema has made him choose to work as a fisherman. He only studied until junior high school, so he used to help his parents with farming and selling. He decided to become a fisherman because he had moved and settled in Kema, where the majority of the people were fishermen, so made him work as a fisherman. Although he is not a native of Kema, but he really wants to have a job to provide for his family life that does not prioritize his educational background. So he learned how to be a fisherman and slowly because of his perseverance and hard work, now he can be the captain of a fishing boat. During the partner with supplier, the profit he got was very sufficient because with the existence of the supplier. The fish caught by the fishermen could be directly supplied because they already knew what kind of fish the supplier needed, especially the ship that he handle is supplier ship.

**Informant 6: Johanis Daniel (Fisherman)**

He has been working as a fisherman for more than 30 years, due to limited funding for schools so that makes him quit school and become a fisherman. He only went to junior high school and because it took too long to finish school so he chose to stop and not finish his junior high school education. Started as a crew, and with his experience at sea he was entrusted as a captain. The income he gets every time he goes to sea is around 8 to 9 million rupiah, because he is a captain. By becoming a fisherman, he can meet household need, send his children to school to get a proper education, he can build a house for his family. He is a captain of supplier's ship, he already knows what kind of fish is needed for supply. Because trust given by supplier, he can work from a crew and trusted up to become a captain from his 30-year fishing experience, so that he can earn income for daily needs.

There are several suppliers in Kema, some that supply fish for grilled fish restaurants, there are also suppliers that send fish to domestic and foreign companies. To make deliveries, suppliers usually go through a number of processes to keep the fish fresh to the company and can be consumed by everyone.



**Figure 2. The Scheme Process**  
 Source: Primary Data, 2019

## Discussion

Based on daily observations, fishermen who sell their catch personally are more likely to suffer losses because in the process of buying and selling there is always a bargaining process in which market prices are still being bargained low. So that the results obtained are not in accordance with the fishermen's efforts from the beginning to catch fish at sea and the daily life that they live on the boat.

But there are also fish that are not received by suppliers from the sorted and usually are distributed to fishermen who go to sea on that ship because the freshness of the fish that begins to decrease makes the fish must be consumed immediately.

The poverty factors of fishing communities can be categorized into natural and non-natural factors (Kusnadi, 2002:200). Natural factors are related to fluctuations in fishing seasons and the natural structure of village economic resources. Non-natural factors are related to the limitations of the reach of capture technology, inequality in production sharing systems and the absence of labor social security, lack of mastery of the catch marketing network and the non-functioning of existing fishing cooperatives, conservation technologies or highly traditional processing, and the negative impact of productivity orientation which is driven by the policy of boat motorization and modernization of fishing gear (Sufirudin, 2016).

In Kema, fishing boats are have privately owned but there are also a few of boats owned by suppliers, so that suppliers already know about the income, the expenses and work performance of the fishermen, therefore suppliers always try to help fishermen by selling catches and dividing wages according to catching results, trying to make the catch does not suffer losses and remain at market prices. And sometimes give bonuses if more catches and in accordance with the supply needed. Basically they have a mutually beneficial relationship between fishermen and suppliers.

Partnership is one of the management solutions to improve performance and strengthen relationships between business actors who into it. The cooperative relationship established in Kema between fishermen and suppliers so far is well. With the existence of suppliers, fishermen are helped to sell catches at prices that are in line with market prices or also can get price increases that can increase income for fishermen, otherwise suppliers are also assisted by the fish supply from fishermen to support their businesses and meet the supply demand for the company so that they can build good cooperation.

Patron-client relationship is one form of special exchange relationship between two parties, each of which has a purpose. Patrons themselves are those who have higher status, wealth and strength (superior), while Clients are those who have lower status and wealth (inferior) who want to be helped in economic terms. With the good supply provided by the fishermen, the relationship with the suppliers will be good for a long term. This is because both of them have formed a cooperative relationship, starting from economic relations.

By working as fisherman, some people in Kema can provide for their personal and family daily needs, can sends their children's to school to get proper education, and can raise the economic value in the village. Because by being a fisherman, people who lack education can work and reduce the unemployment rate in the village.

From the interview results, there are many important points obtained by researcher, where there are important things in running a business and building good cooperation. How suppliers build commitment with big companies to still forge a good partnerships. Building trust with co-workers at the company, employees in the supply warehouse, and local fishermen. Building good communication despite distance differences, several times they're also invited to business meetings and to strengthen cooperative relationships. Have their own agent to ensure delivery till to the company. Including how suppliers keep the quality of fish fresh, with the fish being treated on the boat by fishermen to stay fresh for days at sea until returning to the fishing port. This can also build trust in suppliers for local fishermen in maintaining the quality of fish so that suppliers will continue to buy fish from fishermen in Kema.

Most importantly, in running a business employees are needed to support a business. With this, the supplier has opened employment opportunities for a few people in Kema to work in the supply warehouse, giving jobs in the boat as fishermen. Give bonuses outside salary to employees, provide income to fishermen in Kema. The point is suppliers have helped support the welfare of some people and fishermen for their lives.

## CONCLUSION AND RECOMMENDATION

### Conclusion

Based on the results and discussion of the previous chapter we can conclude that the impact of the patron-client relationship is effective for all fishermen or suppliers who undergo cooperative relationship as happened in



Kema. With the advantages of suppliers, they can help the economy in Kema. In addition to getting benefits, suppliers also provide benefits to partners such as supplies to companies for resale to foreign countries where prices can exceed domestic prices, provide income and welfare to fishermen, help some people by providing jobs and reducing unemployment in Kema.

The role of suppliers as "patron" is very important where suppliers in Kema try to keep fish prices stable despite falling prices in the market. Even though sometimes suppliers get a standard income but they try to make fishermen to earn income according to their work performance while at sea. With respect to the work of fishermen, fishermen as client feel safe and trust suppliers as their partners. Fishermen and suppliers have a reciprocal relationship in exploiting the potential of fisheries. Suppliers are actors who are needed by fishermen capital loan providers for business and for their daily needs. Fishermen are also needed by suppliers as providers of fish which is a means of production. This relationship can be categorized as an act of social exchange, in which the interaction of individuals between individuals who exchange interests and profits obtained by individuals who are trafficked. For that, as explained in the previous chapter, business owners as suppliers try their best to produce fresh fish purchased from fishermen to be accepted by the company.

### Recommendation

This research has been conducted in order to explore generally about the patron-client relationship and how to start a good partnership. Here are some of the recommendations that were proposed and found with this research for suppliers, business partners, and for the next researchers are purposed as follows:

1. For the suppliers, this is can be a good reference for gaining knowledge to having a partnership with company and how their build a good patron-client relationship with fisherman,
2. For the business partners in coastal areas, it might be a good recommendation for them, cause through this research they will know about how the process they get fresh fish, how important to build a good relationship with business actors, and additional information regarding with partnership,
3. For the future researcher, the researcher hopefully will help in doing their research using the findings regarding with the topic, and even help as guidance in selecting the method of the research about patron-client relationship in coastal areas.

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