

SERVICE PERFORMANCE OF PUBLIC ORGANIZATION CASE STUDY: KARTIKA HASANUDDIN COOPERATIVE CENTER IN MAKASSAR CITY

Mustan Umar, Suratman, Muhammad Yunus, & Gita Susanti
Public Administration, Faculty of Social and Political Sciences
Hasanuddin University INDONESIA

ABSTRACT

This study aims to provide a description of the performance and factors that affect the Service Performance of the Kartika Hasanuddin Cooperative Center in Makassar City. The method of this research is qualitative, data collection techniques are generally carried out through observation, interviews, and documentation. The process of analyzing data through stages of data reduction, data presentation, and conclusion drawing. The results of the study show that the efficiency criteria are classified as good in meeting the planned targets in the work plan. The performance of the Kartika Hasanuddin Cooperative Center based on the criteria of effectiveness provides benefits felt by members of the cooperative in the form of material and non-material, namely the development of cooperative knowledge and financial management, materially namely the remaining results of the business. Business activities generally meet the target but need to be optimized or the target will be higher so that performance will continue to increase. The emptiness of officials in the organizational structure is due to the shifting of tasks that have become a consequence of multiple positions which of course is the main position to be a priority so that there is a vacancy in the cooperative. The number of personnel when viewed from the amount of workload is indeed not comparable, additional personnel are needed, especially personnel who have cooperative knowledge and financial management.

Keywords: Performance, Public Services, Cooperative.

INTRODUCTION

Improvements in the performance of the public service bureaucracy are expected to improve the image of the government in the eyes of the public, because with the quality of public service performance that is getting better, public satisfaction and trust are rebuilt, so the government's legitimacy will be even stronger (Vigoda, 2002). Socio-cultural, poor public services lead to disruption of community psychology which is indicated by a reduced sense of mutual respect among the community, arising from mutual suspicion which in turn leads to public indifference. The various identified problems seem to be overcome slowly with the restoration of public trust in the government as public servants (Sinambela, 2007).

Demand for public services continues to increase both in quantity and in quality. This is related to the increasing number of people, the increasing level of education, the increasing level of needs, the increasing diversity of jobs and the increasing level of welfare of the people. Public service is not only an administrative problem but is higher than that, namely the fulfillment of public desires or needs (Newman & Clarke, 2009; Lipsky, 2010).

Community demands for quality public services are not decreasing but are increasing. Almost every day we read or see in electronic media and print media, there is still a high level of

public complaints from users of public services. This shows that the government as a public organization is still not fully capable of providing quality service performance (Anand & Ravallion, 1993). In general stakeholders consider that the quality of public services has improved after regional autonomy has been implemented, but viewed from the side efficiency and effectiveness, responsiveness, equality of treatment is still far from what is expected and still has various weaknesses, there are weaknesses in public services, among others: less responsive, less informative, inaccessible, lack of coordination, bureaucratic, less willing to hear complaints and inefficiencies (Alford & O'flynn, 2012).

Osborne said that to improve the performance of government bureaucracy services that can provide good service to the community, it can only be done if it follows the principles of life and entrepreneurial performance into the government bureaucracy (Osborne, 1993). The entrepreneurial spirit and performance emphasizes efforts to increase resources, both economic, social, cultural, and politics that are owned by the government from unproductive ones can be productive, from low productivity to high productivity, this kind of performance is then known as efforts to entrepreneurship the government bureaucracy (Hisrich & Al-Dabbagh, 2012).

Previous research on cooperatives mostly only saw partially, such as from the perspective of service providers or from the internal aspects of cooperative organizations or only from the perspective of service consumers or from the external aspects of cooperatives. Though both of these aspects must be seen simultaneously because these two aspects greatly influence the improvement of cooperative service performance (Mori, 2014).

Every organization, performance appraisal is a very important activity. This assessment can be used as a measure of the success of an organization in terms of a certain time (Gunasekaran et al, 2004). In connection with this, the assessment of the performance of government organizations, especially for cooperatives such as the Kartika Hasanuddin Cooperative Center, should be based on a paradigm directed not only to solve problems within the organization but also to pay attention to and meet the public needs that they should serve so that what is expected can be achieved. Based on the description of the problem in this study, the main focus in this study aims to provide a description of the performance and factors that affect the Service Performance of the Kartika Hasanuddin Cooperative Center in Makassar City.

RESEARCH METHODS

This study examines problems related to the performance of the Kartika Hasanuddin Cooperative Center's service. To get a detailed and in-depth description and explanation of the phenomena related to the problem of this research, qualitative research is conducted. This research was conducted at Kodam VII / Wirabuana, precisely at the Kartika Hasanuddin Cooperative Center. To get a detailed and in-depth description and explanation of the phenomena related to the problem of this research, this study focused specifically on the Kartika Hasanuddin Cooperative Center and several primary cooperatives in the ranks of the Kartika Hasanuddin cooperative center which were selected purposively.

This focus is on the service performance of the Kartika Hasanuddin Cooperative Center which is the success of reaching the stages of the process of improving service to cooperative members, which is assessed using two approaches, namely the results approach with criteria for efficiency and effectiveness. Kartika Hasanuddin, such as organizational structure,

personnel and finance. In qualitative research, data collection techniques are generally carried out through observation, interviews, and documentation. Informants in this study were selected purposively who were considered to know and have information about the problem of this research. The informants in question are the Chairperson, Secretary of the Cooperative, Technical Affairs of Cooperatives, Financial Affairs, Business Affairs, Members of Cooperatives, Extraordinary Members and Primkop Kartika Hasanuddin in the ranks of the Kartika Hasanuddin Cooperative Center. The process of analyzing data through stages of data reduction, data presentation, and conclusion.

RESULTS AND DISCUSSION

Service Performance based on Efficiency Criteria

In general, to measure performance, an approach has been developed that assesses behavior or what is known as the behavioral approach. This approach studies behavior that is relevant or that is directly related to the implementation of one's work assignments. This approach emphasizes quality of task-oriented behavior. The focus observed is certain behaviors or ways that are able to provide certain results, then can be used as learning material for the development of the next working method. The results of the application of this approach are changes or improvements in work methods and techniques. In this approach, the application of ways to produce something desired is at the center of the assessor's attention. The main parameters that are often used in assessing this method are costs incurred in the process compared to the results achieved or known as efficiency criteria.

In the context of carrying out the tasks of the Makassar Kartika Hasanuddin Cooperative Center a cooperative work plan and budget are prepared based on Republic of Indonesia Law Number 25 of 1992 concerning Cooperatives and Perkasad No. Perkasad / 14 / V / 2010 dated May 18, 2010 concerning Structuring Cooperatives in the TNI AD. In fulfilling the needs for the implementation of operational tasks, it submits a work plan and budget for the income and expenditure plan (RAPB). The work plan contains a plan for the activities of the cooperative center of Kartika Hasanuddin Makassar in an effort to develop cooperatives within one year.

The performance of the Kartika Hasanuddin Cooperative Center is assessed from the results of activities through achieving targets planned within one year. The structure of the Cooperative Center consists of a general secretariat, the technical fields of cooperatives and business fields with activities carried out as the basis for performance appraisal. From the results of interviews, the performance of cooperatives can be seen from the achievement of the realization of whether it is in line with the targets planned. the implementation of these activities and being accounted for at the end of the year meeting is set forth in the management's accountability report. Kartika Cooperative Center Hasanuddin has three fields, namely the field of cooperative engineering, business and treasury. Following are the performance exposures of the three fields based on efficiency criteria. The implementation of the 2017 work plan in the field of operational engineering is one of which is evaluating Primkop Kartika Hasanuddin's activities in accordance with the 2017 RAPB.

Table 1. Plan and Realization of Remaining Business Results
Kartika Hasanuddin Cooperative Center in 2017

Details	Plan (IDR)	Realization (IDR)	Percentage (%)
Income	1.639.457.000	1.724.212.110	105.17
Cost	868.945.840	803.982.514	92.52
SHU	770.511.160	920.229.597	119.43

Source: Kartika Hasanuddin Cooperative Center, 2017.

From the table presented shows the Plan and Realization of Remaining Business Results, the Kartika Hasanuddin Cooperative Center appears to be the realization of the Remaining Business Results (SHU) of the Kartika Hasanuddin Cooperative Center in 2017, amounting to Rp. 920,229,597 exceeding the plan of Rp. 770,511,160 or SHU exceeds the planned amount with the percentage of 119.43%. From the data presented the Kartika Hasanuddin Cooperative Center that exceeds the planned target is income and SHU while the budget for the costs incurred is not up to the planned amount. From the data presented the Kartika Hasanuddin Cooperative Center that exceeds the planned target is income and SHU while the budget for the costs incurred is not up to the planned amount.

The main parameter of efficiency perspective is the costs incurred in the process compared to the results achieved. If it is associated with the income of the Kartika Hasanuddin Cooperative Center, it exceeds the planned target, while the budget costs spent almost meet the target, resulting in SHU exceeding the planned amount of 119.43%, meaning that the efficiency criteria are classified as meeting the specified targets, but need to be optimized. on the budget that can impact on additional capital.

Service Performance in terms of effectiveness perspective

Service performance with a results approach or better known as result oriented criteria studies whether the results obtained are in accordance with the demands of the parties who need and have been given the best quality or distributed fairly to those in need. In this approach, the suitability between the values to be produced and distributed with the value of the parties who need or the accuracy of the results in accordance with expectations or plans, or popularly called effectiveness perspective. The main parameters that are often used are what results and what can be enjoyed, who takes benefits, from those results, when they are enjoyed, and where they are enjoyed.

The Kartika Hasanuddin Cooperative Center Cooperative Center Makassar is located directly under Inkop Kartika with the main task of organizing cooperatives in order to foster and support the welfare of members of the Kartika Hasanuddin Makassar Cooperative Center and their families continuously. The area of responsibility of the Makassar Kartika Hasanuddin Cooperative Center covers the areas of South Sulawesi, Southeast Sulawesi and West Sulawesi and is an operational technical coach for 57 Primary Cooperative Kartika. In carrying out its duties the Cooperative Center has three 3 fields, namely the field of cooperative engineering, business fields and the treasury field.

Based on the results of interviews, it is known that the cooperative technique of its task is to increase human resources to members, which consists of 57 primkop members. The problem

expressed by informants has been a consequence of multiple positions which of course is the main position to be a priority so that the increase in human resources is continually constrained by this problem.

Regarding the interview results combined with Primkop Kartika Hasanuddin's coaching activities data by carrying out evaluation of Primkop Kartika Hasanuddin activities in accordance with the 2017 RAPB in general it was reported that these activities were incidental limited to visiting activities, data Primkop Kartika Hasanuddin business developments and attending RAT Primkop Kartika Hasanuddin.

Based on the results of the interview with Primkop Kartika primary chairman Hsn Tamarunang said that the board of the Makassar Kartika Hasanuddin Cooperative Center attended the implementation of our Primkop Annual Member Meeting (RAT). From the results of interviews and the 2017 Cooperative Center accountability report data, it appears that the co-operation of the Cooperative Center to Primkop is running well, but needs to be optimized for the progress of cooperatives.

Regarding the implementation of the Cooperative Center business field, the position of head of business at the time of this study experienced a vacancy, because the previous official was transferred and the replacement official had not been chosen by the leadership, so the general secretary experienced a vacuum as well as the head of business. This is in accordance with the statement of MU as the head of the field of cooperative engineering that the problem of shifting personnel duties is an obstacle faced in improving the quality of human resources as well as at the level of field officials.

From the interview it was understood that even though the realization of business units in 2017 met the target but there were still obstacles faced by one of them was freezing fish, because on the third or contract side the Cooperative Center only received results so it could not take steps to increase results and constraints for business units services in the form of savings and loans, members can make loans in accordance with the provisions that have been arranged, but due to limited capital loans are relatively small and take turns so ordinary members wait their turn to get the loan.

During the 2017 working year a Board of Directors, Supervisors and business units meeting was held to discuss the organization, business and finances of the Makassar Kartika Hasanuddin Cooperative Center 46 times and as many as 57 Cooperative Primary ranks of the Kartika Hasanuddin Cooperative Center conducted the RAT on time and made financial reports based on reports financial that has been trained. Performance with a results approach or better known as result oriented criteria learns whether the results obtained are in accordance with the demands of the parties who need and have been given the best quality or distributed fairly to those in need (Abdullah, 2014). The suitability between the values to be produced and distributed with the value of the parties who need or the accuracy of the results in accordance with the expectations or plans, or popularly called effectiveness perspective. The main parameters that are often used are what results and how much can be enjoyed, who who take benefits, from these results, when enjoyed, and where they are enjoyed. The factors that influence the performance of the Kartika Hasanuddin Cooperative Center based on the results of the study are described as follows:

Organizational structure

Based on the interview search, it was found that the general chairman was the highest leader, assisted by the general secretary and three heads of fields, namely the field of cooperative engineering, business and treasury. At the time of the research, two positions of officials moved so that there was a vacancy, namely the general secretary with the head of the business sector, of course it became an obstacle and needed a solution immediately. There was a vacancy in the position of general secretary and business field, this was due to being transferred and there was no replacement. The resentment of officials is due to shifting tasks that have become a consequence of multiple positions, which of course is the priority position so that there is a vacant position in the cooperative, but the successor has not yet been established because it is the authority of the leadership so that the board is still waiting for the direction of the leadership.

Human Resources

Factors of human resources influence the performance of the Kartika Hasanuddin cooperative center organization. Human resources are one of the sources that influence the performance of public organizations, human resources occupy a higher position and is a very decisive factor for the level of success and failure of an organization. Human resources are the most important assets an organization has. Human resources from two aspects, namely quality or quality measured through physical abilities such as physical health, strength to work and non-physical abilities such as intelligence and mentality in addition, the amount or quantity is the number of resources as labor in an organization.

The number of personnel when viewed from the amount of workload is indeed not comparable, additional personnel are needed, especially personnel who have cooperative knowledge and financial management. Still related to HR Problems is a consequence of multiple positions which is certainly the main position to be a priority so that the increase in human resources is continually constrained by this problem. The success of the Kartika Hasanuddin Cooperative Center in carrying out its main tasks and functions is largely determined by available resources that can be used to support activities in an effort to overcome cooperative problems. From the resources available in the organization, human resources play a central and most decisive role. Without management that accommodates human resource issues, management of the organization will be ineffective, efficient and productive (Nahrudin, 2018). In such circumstances it is not surprising that well-defined organizational goals and programs will still be difficult to materialize properly and correctly.

Financial

Financial is one of the resources that influences the performance of public organizations. Financial factors which are the backbone for the organization of activities such as the Cooperative Center. Financial is the amount and level of availability of funds / budgets allocated for management of the organization. Financial aspects include the routine budget and development of the organization. The problems expressed by financial informants are very significant because the financial aspects can be analogous to the flow of blood in the human body, so the financial aspect is an important aspect that needs attention that can affect the performance of an organization.

CONCLUSION

The performance of the Kartika Cooperative Center Hasanuddin based on efficiency criteria, that the costs incurred in the process are compared with the results achieved. If it is

associated with the income of the Kartika Hasanuddin Cooperative Center in 2017 exceeding the planned target, while the budget costs incurred almost meet the target, resulting in the Remaining Operating Results (SHU) exceeding the planned amount with the percentage of 119.43%, it means that the efficiency criteria are classified as meeting the planned targets. in the work plan. The performance of the Kartika Hasanuddin Cooperative Center is based on the criteria of effectiveness, the benefits felt by the members of the cooperative are material and non-material, namely the development of cooperative knowledge and financial management, materially namely the remaining results of the business. In 2017 business activities generally meet targets but need to be optimized or the target will be higher so that performance will continue to increase. The emptiness of officials in the organizational structure is due to the shifting of tasks that have become a consequence of multiple positions which of course is the main position to be a priority so that there is a vacancy in the cooperative. Kartika Hasanuddin Cooperative Center in carrying out its main duties and functions is largely determined by the number and quality of available human resources to support activities in an effort to overcome problems and improve the performance of cooperatives. Financial related problems are very significant affecting the performance of this public service.

REFERENCES

- Abdullah, M. R. (2014). *Manajemen dan evaluasi kinerja karyawan*. Yogyakarta: Aswaja Pressindo.
- Alford, J., & O'flynn, J. (2012). *Rethinking public service delivery: Managing with external providers*. Macmillan International Higher Education.
- Anand, S., & Ravallion, M. (1993). Human development in poor countries: on the role of private incomes and public services. *Journal of economic perspectives*, 7(1), 133-150.
- Gunasekaran, A., Patel, C., & McGaughey, R. E. (2004). A framework for supply chain performance measurement. *International journal of production economics*, 87(3), 333-347.
- Hisrich, R. D., & Al-Dabbagh, A. (2012). *Governpreneurship: Establishing a thriving entrepreneurial spirit in government*. Edward Elgar Publishing.
- Lipsky, M. (2010). *Street-level bureaucracy, 30th ann. Ed.: dilemmas of the individual in public service*. Russell Sage Foundation.
- Mori, P. A. (2014). Community And Cooperation: The Evolution Of Cooperatives Towards New Models Of Citizens'democratic Participation In Public Services Provision. *Annals of Public and Cooperative Economics*, 85(3), 327-352.
- Nahrudin, Z. (2018). *Isu-isu Permasalahan SDM Pemerintahan*. INA-Rxiv, Open Science Framework.
- Newman, J., & Clarke, J. (2009). *Publics, politics and power: Remaking the public in public services*. Sage.
- Osborne, D. (1993). Reinventing government. *Public productivity & management Review*, 349-356.
- Sinambela, P. L. (2007). *Reformasi Pelayanan Publik*, Jakarta: PT. Bumi Aksara.
- Vigoda, E. (2002). From responsiveness to collaboration: Governance, citizens, and the next generation of public administration. *Public administration review*, 62(5), 527-540.