

Civil Servant Performance: Study on the Koperasi Daya Karya, Sintang District Education and Culture Office

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Abstract. This paper aims to show how the performance of the Koperasi Daya Karya in the Sintang District Office of Education and Culture has so far been. Using a qualitative descriptive method, this study describes several problems that refer to the first aspect of responsiveness, namely the ability to identify the needs of members, prioritize services, develop agendas, and develop service programs for members who have not been running optimally and not yet optimal. unfulfilled needs and aspirations of members; secondly, the responsibility for implementing activities at "Daya Karya" has not been carried out with administrative principles that are in line with cooperative policies, the level of conformity between the formulation of the vision and mission of the Koperasi and the dynamics of change, the level of anticipation in dealing with change; accountability of "Daya Karya" which has not been able to account for its actions and work optimally, as well as several factors that influence the results of the work of dedication to "Daya Karya" of the Sintang District Education and Culture Office. Thus, this research is expected to make service performance at the "Daya Karya" Office of Education and Culture of Sintang Regency run optimally.

Keywords: Performance; Service; Cooperation

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INTRODUCTION

The bureaucratic form of management and implementation of public services is essentially aimed at making bureaucratic activities responsible and professional. Increasing the efficiency and professionalism of the bureaucracy should accelerate the restoration of citizens' trust in the government. Improving the form also instructs the bureaucracy to have a more public commitment to carrying out its duties in favor of the citizens (PermenpanRB Nomor 5 Tahun 2015, 2015). Furthermore, (PermenpanRB Nomor 5 Tahun 2015, 2015) also states that one way to accelerate bureaucratic reform is by carrying out policies to increase the welfare of the apparatus. In this case, the position of civil servants is crucial in driving various activities within an organizational unit. Therefore, it is necessary to think about empowering civil servants more, to improve their welfare.

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Improving the welfare of civil servants is not only carried out through a salary increase policy or the provision of an incentive/benefit system but can also be carried out through other efforts, such as through Koperasi. In this case the Civil Servants Koperasi in various government agencies. Public sector organizations that strive to provide services, maintain accountability, and have employees who act as supporters of organizational performance are called Koperasi. In Indonesia, Koperasi are growing quite rapidly and play a crucial role in the country's economy. Is not only functioning to provide credit to customers, but Koperasi also promote the welfare of their members according to the principle of kinship. Regarding community organizations, Article 33 paragraph 1 of the 1945 Constitution states that "The economy is structured as a joint effort based on the principle of kinship". Koperasi are run and built together with shared capital as public organizations because of their public nature. Koperasi are run based on the principle of kinship, which means that people manage the economy together or create economic units that are tailored to the needs of their group members. Therefore, Koperasi aim to improve the welfare of society, especially Koperasi members, as well as participate in developing a national economic order to create a just, progressive, and prosperous society.

From the previous description, it can be seen that a good public organization is an organization whose system is in line with the goals, principles, and rules of the organization and government. An organization is not just a group of people working together to complete a task, they have their roles that are related to each other and coordinated to achieve goals. Organizations have employees who perform tasks delegated by the government. Therefore, an organization is not only a framework for the division of tasks but also a set of related devices and functions. *Output* (results) of all processes carried out by the organization can be in the form of collaborative work between organizations with people or components in it. Work results are responses to processes that are reflected in the success or failure of the goals to be achieved. In Indonesia, Koperasi are growing quite rapidly and play a crucial role in the country's economy. Not only functioning to provide credit to customers, but Koperasi also promote the welfare of their members according to the principle of kinship. Regarding community organizations, Article 33 paragraph 1 of the 1945 Constitution states that "The economy is structured as a joint effort based on the principle of kinship".

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Organizations have employees who perform tasks delegated by the government. Therefore, an organization is not only a framework for the division of tasks but also a set of related devices and functions. Evaluation of work results is carried out to assess the efficiency and effectiveness of the organization in achieving the goals that have been set (Mardiasmo, 2006). In other words, measuring the results of organizational work is very important for planning and evaluation. Every organization has different types of human resources. With the help of performance appraisal, organizations can see how much talent and achievements are produced.

One of the Koperasi within the Sintang Regency government is the Civil Servant Koperasi "Daya Karya". The Koperasi is located under the auspices of Official Education and Culture Sintang Regency. This Koperasi, which was established in 1996, is a savings and loan Koperasi whose goal is to improve the welfare of its members. It's just that the management and service are still faced with several problems. One of these problems is service performance. Revealing an existing problem does not mean that objectively it is not good but can be used as an effort or action for improvement. Performance issues referred to in this case include responsiveness, responsibility, and accountability. Referring to responsiveness, "Daya Karya" in identifying the needs of members, compiling activities, prioritizing services, and improving service programs for members has not run optimally and has not been by the needs and aspirations of members. Responsibilities in activities at "Daya Karya" have not been carried out in line with administrative principles and Koperasi policies, the level of conformity between the formulation of the vision and mission of the Koperasi with the dynamics of change, and the level of anticipation to deal with change. In addition, from the aspect of accountability, "Daya Karya" has not been able to account for its actions and work optimally.

Based on metadata testing of 1,000 publications related to the title of Koperasi service performance using the crossref method, information is obtained that research and publications containing this title have not been found from the last five years (2018-2022). So that it can be said that research and publications related to this issue have a fairly good density. Previous research, starting from (Zainudin, 2015), discussed the four indicators used in measuring the performance of public services at the Tawaeli sub-district office, in Palu City. Based on the results of this study, indicators of responsiveness and fairness are carried out in accordance with the duties and powers given. However, the indicators of effectiveness and efficiency need to be improved. In addition, research conducted by (Riyanda, 2017), that in measuring service performance can be seen in terms of tangible, responsiveness, reliability, assurance, and empathy. (Novitasari et al., 2021), which is an indicator for assessing service performance can be

seen from the results of the analysis of the level of importance. The results of the analysis include seriousness in meeting the needs of members, honesty and responsibility of the management, and patience of employees in serving members.

The novelty in this study is the measurement indicators used, including responsiveness, responsibility, and accountability, which are understood by researchers as an appropriate reference for measuring the service performance of the civil servant Koperasi "Daya Karya" of Official Education and Culture Sintang Regency. So that from this study obtained findings related to service performance and several factors that influence it. Therefore, the researcher feels that future studies are still needed to continue the findings that have been obtained in the field through this research.

METHODS

This study uses a qualitative descriptive method. Qualitative methods are used in testing theories or hypotheses (Sugiyono, 2016). The data in this study were obtained through in-depth interviews, literature studies, and documentation studies with subjects including supervisors, supervisory boards, administrators, and members of the Civil Servant Koperasi "Daya Karya" of Official Education and Culture Sintang Regency. Then the data were analyzed using qualitative interpretation techniques, while data validity was carried out using source and data triangulation techniques. Therefore, the researcher's last step was to conclude the performance of the Civil Servant Koperasi "Daya Karya" of Official Education and Culture Sintang Regency so that the results presented in this study were obtained.

RESULTS AND DISCUSSION

Service Performance at the Civil Servant Koperasi "Daya Karya" Office of Education and Culture of Sintang District

According to Rue and Byars (Keban, 2004), the concept of performance is the Degree of Achievement or the level of achievement. Performance is the level of achievement of organizational goals. This research was conducted at the Civil Servant Koperasi "Daya Karya" of Official Education and Culture Sintang Regency by emphasizing public services as seen from the performance of services to residents, especially employees, and teachers in the of Official Education and Culture Sintang Regency environment, based on the theory of service performance according to Levine in (Dwiyanto, 1995), which consists of 3 (three) reference concepts in evaluating the work results of public organizations, namely responsiveness,

responsibility, and accountability. In addition, this research also describes several factors that influence the results of service work at Civil Servant Koperasi "Daya Karya" of Official Education and Culture Sintang Regency.

Responsiveness

This leads to the suitability of service activities and programs with the needs and desires of citizens provided by a public organization. The more programs implemented by public organizations based on the needs and desires of citizens, the better the performance evaluation of public organizations will be. Responsiveness is also used as an indicator of a work result. Simply put, responsiveness is defined as a willingness to accommodate aspirations (Echols M & Shadily, 2014). From this definition, it can be seen that there is communication in the form of aspirations or desires from one party to another, and the things stated by the communicator must also be considered.

In line with the opinion above, responsiveness is so important in evaluating work results (Dwiyanto, 2017). They stated that the link between responsiveness and performance appraisal is organizational skills in identifying community needs, planning agendas, prioritizing services, and developing public service programs in line with community needs and suggestions. Based on the previous opinion, "Daya Karya" was established and based on the deed dated January 25, 1996 number 170.a/BH/X/ that the organization is obliged to listen to and respond to the needs and aspirations of its member companies. The level of responsiveness that can be seen is how the organization can recognize the needs of members, respond to existing issues, and understand the wishes of members. Then make a policy that can meet the needs and desires of its members. In this regard, the desired expectations include reflection on the products and services provided by the "Daya Karya" on the dynamics and aspirations that develop among members, both aspirationally and responsively. That is, being able to provide service and satisfaction to members, meeting the needs and interests of members, and being able to resolve existing conflicts.

In short, responsiveness is the suitability between service activities and programs with the aspirations and needs of its members. In other words, responsiveness is an indicator of work results that describes the skills of the "Daya Karya" in carrying out its vision and mission directly, especially in fulfilling the needs and welfare of its members. From the aspect of organizational governance, members as owners who fully supervise the running of the Koperasi. That is, there are no secrets for Koperasi members about the state of the Koperasi. All matters related to the operation of the Koperasi must be known by all members of the Koperasi.

Responsibility

Responsibility explains how the implementation of public organization programs is in line with the principles, either explicitly or implicitly. Responsibility is responsible for commitments, including decisions, expertise, skills, and abilities. The obligation to be responsible under applicable law and repair or replace the damage caused (Azheri, 2012). Responsibility is a description of public services with accountability in each service indicator. Therefore, there must be the ability of service providers to, in this case, "Daya Karya" determine their willingness to accept any risks from an action. High responsibility in the implementation of operational activities is based on several correct administration principles with organizational policies. One of the principles is discipline. Discipline is an important factor in choosing the quality of service, including the compatibility between the schedule that has been determined and the implementation of the service.

Accountability

Accountability refers to the "checks and balances" in the administrative system in which the exercise of power must be held accountable. This term was originally used to assess whether public funds were properly used to provide public funds and not being used illegally. In its development, accountability is also used to review the financial effectiveness of the program. This was also stated by (Kepala LAN, 2013), accountability is the obligation to account for and explain work results, as well as legal actions/bodies/persons/organizational collective leadership on parties who have the right or authority to explain or be accountable. From this opinion, it means that KPN "Daya Karya" must be able to be accountable for performance and actions to members and the organization that oversees it.

Factors Affecting Service Work Results at the Civil Servant Koperasi "Daya Karya" Sintang District Education and Culture Services

Organizational Characteristics

According to (Wardani, 2018), organizational characteristics are composed of organizational structure and technology. The structure is never separated from the organization. This is because the structure provides an overview of the way the organization moves through the hands of many individuals within the organization. A good organizational structure must be able to face current challenges and be oriented towards the interests of many citizens who need to be served in line with the expected vision and mission of the organization. The goal is to produce work and professionalism from the elements contained therein.

Furthermore, technology is the mechanism by which organizations convert inputs into outputs. Technology takes many forms, including variations in the mechanisms used in production, variations in the materials used, and variations in the technical know-how to help operations achieve their goals.

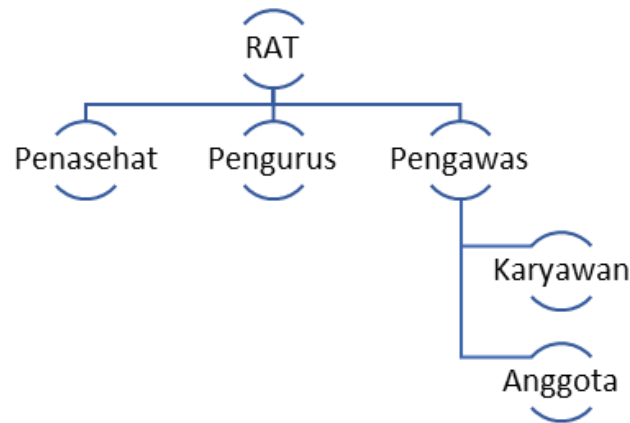


Diagram 1. Organizational Structure of the Civil Servant Koperasi "Daya Karya"
Sintang District Education and Culture Services

The structure is closely related to relatively fixed relationships, how work in the organization is designed and regulated in the organizational structure. Organizational structure has a major influence on the behavior of individuals or people as well as the effectiveness of the organization, including the division of tasks for administrators, supervisors, and employees, as well as its implementation for members (Gitosudarmo & Sudita, 2000). At "Daya Karya", the duties of the management include managing the Koperasi business organization, organizing board meetings and member meetings, accountability for annual member meetings, organizing organizational administration, planning and carrying out work programs, budgeting Koperasi income and expenses, and organizing financial inventory. Then based on the approval of the meeting of members, the management can nominate managers and employees as Koperasi managers.

The supervisor consists of 3 parts, namely the chairman, secretary, and members. The task of the supervisor is to supervise the implementation of Koperasi policies and management at least once in 90 days. In addition, the supervisor is also tasked with reporting in writing regarding the results of the supervision that has been carried out to be submitted at a member meeting. In carrying out their duties, employees need authority to be able to carry out and complete the work that has been given. With existing authority, employees can carry out their work calmly and freely based on this authority.

Environmental Characteristics

Organizations live in an environment that changes over time. Organizational survival depends on the ability of the organization to make adjustments to changing environmental factors (Wandrial, 2012). Organizations can survive and develop if they comply with demands and take advantage of existing opportunities. In line with the opinion before, Hamel and Prahalad in (Ginting, 2008) indicate that 2 aspects make organizations fail to compete. First, escape from the past, which many organizations cannot get out of the confines of the past, namely the expertise to leave old concepts of thinking in dealing with current organizational plans. Second, invent the future for several organizations that cannot predict the future, namely the ability to create the future with a collective learning process that can unite core competencies that are so unique (distinctive), both intra and inter-organizational (distinctive). core competencies). Therefore, internally and externally, Civil Servant Koperasi "Daya Karya" Sintang District Education and Culture Services has 4 (four) elements that must be faced and must be faced. Internal elements are composed of strengths and weaknesses. On the other hand, external elements include opportunities and threats.

The strengths of the Civil Servant Koperasi "Daya Karya" of Official Education and Culture Sintang Regency include high leadership commitment to developing the "Daya Karya", the potential for members is quite large, and the motivation of the management of the "Daya Karya" is also quite high. However, several weaknesses are owned by "Daya Karya", such as the low motivation of civil servants who are in the Sintang District Education and Culture Services to become Koperasi members, inadequate facilities and infrastructure, lack of technical staff, and lack of socialization and marketing in introduced Civil Servant Koperasi "Daya Karya" of Official Education and Culture Sintang Regency environment.

Then the opportunities that "Daya Karya" has to include support for Koperasi development policies as a priority for regional development in Sintang Regency, every year the Ministry of Koperasis and SMEs provide assistance and coaching programs and facilitates business development. However, some threats must be faced, such as the increasing number of Koperasis operating in the same field, the low welfare of employees, and the unstable economic or business conditions.

Characteristics of Workers

In terms of employee characteristics, individual differences between employees in terms of performance must be given attention. Different employees have different views, goals, needs, and skills. This variability often results in people behaving differently, even when they are in the same work environment. These differences can affect performance, namely interest in the

organization and employee identification and work performance. To support the work performance of employees or workers, this can be done by attending education and training in the field of Koperasi. This needs to be done considering that competence and expertise are important aspects in developing an organization, in this case, the Civil Servant Koperasi "Daya Karya" of Official Education and Culture Sintang Regency.

Management Policy and Practice

Management plays a role in organizational achievements, such as policies, style variations, and management practices in achieving goals. In practice, an organization does not only consist of one individual. Therefore, we need a policy that functions to assist and direct these individuals to certain goals to be achieved. In principle, the vision of "Daya Karya" management is to maintain and develop the welfare of members, through increasing organizational skills, public services, and developing business activities.

CONCLUSION

The Civil Servant Koperasi "Daya Karya" of Official Education and Culture Sintang Regency has three aspects of the problem including responsiveness, namely the Civil Servant Koperasi "Daya Karya" is still not optimal in identifying the needs of members, responding to existing conflicts, and understanding the wishes of members in the form of policy development. In the aspect of responsibility, namely not being able to fully account for the work that has been done. Meanwhile, in terms of accountability, it looks quite good because it has been able to carry out and provide reporting as outlined in the Annual Member Meeting. Furthermore, from several factors that influence the results of service work from "Daya Karya" it can be seen from the SWOT analysis, strength includes a strong commitment of leaders to develop the "Daya Karya", the potential for members is quite large, and the motivation of the management is quite high; weaknesses include the lack of infrastructure and technical personnel in the field; opportunities include supporting Koperasi development policies to prioritize regional development, facilitating business development and providing guidance programs every year; threats include the increasing number of Koperasi engaged in the same field, low employee welfare, and unstable economic or business conditions.

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