

Comparative Analysis of Employee Performance of Cooperatives, Micro, Small and Medium Enterprises, Trade and Industry Agency in Bandung

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Abstract. Based on Local Regulations of Bandung City Number 08 of 2016 on Formation and Structure of Regional Entities of Bandung City, Cooperatives, Small and Medium Enterprises and Trade Industry Agency of Bandung, the enterprises are divided into two departments, namely, Bandung Cooperatives, Micro, Small and Medium Enterprises Agency and Bandung Trade and Industry Agency. Performance problems that occur are the quantity of work, namely the amount of work finished in a specific time period. The purpose of this research was to compare the performance of two agencies that previously these agencies were one in the first-year research. The research method used a research combination Sequential Model. The results showed that there were differences at the time before and after the department was separated. The employees performance of these two agencies was different in terms of quality-quantity, and personal quality and responsibilities in carrying out each main duties of each job's function, but in the placement of employees has not been optimal yet to their fields.

1. Introduction

1.1 Background

Referring to the title of the agency nomenclature, Cooperatives, Small and Medium Enterprises (KUMKM, *Koperasi, Usaha Mikro, Kecil dan Menengah*) and Trade Industry Agency of Bandung was formed based on the Bandung City Regulation No. 13 of 2007 concerning the Formation and Structure of Organizations of Bandung Regional Office [1].

In 2016, based on the Bandung City Regional Regulation Number 08 of 2016 [2], concerning the Establishment and Composition of Regional Equipment of Bandung City, which nominally adopted the new Organization and Work Standards starting in 2017, the Cooperatives, Small and Medium Enterprises and Trade Industry Agency of Bandung was divided into two departments namely Bandung KUMKM and Bandung Trade and Industry Agency.

The performance problem that occurs was the quantity of work, namely the amount of work finished in a specified time period. In the organizational structure of Bandung KUMKM, quantity of work still contains the necessities of micro, small and medium enterprises, namely the existence of Micro Business Field and Small and Micro Enterprises (SME, Small and Medium Enterprises) Facilitation that supervise the Section of Empowerment and Development of Micro Business and SME Facilitation, Financing Section of Micro Business and SME Facilitation, and Promotion and Marketing Section of Micro Business and SME Facilitation (Bandung Mayor Regulation 1394 of 2016 concerning Position, Organizational Structure, Tasks and Functions and Work procedures of Bandung KUMKM) [3].

1.2 Research purposes

The specific purpose of this research is to compare the performance of the two agencies, namely the Bandung KUMKM Agency and Bandung Trade and Industry Agency, which previously was one of the first years of research, namely Bandung Cooperative Small and Medium Enterprises and Trade Industry Agency. Many job responsibilities must be carried out by the two agencies with different functions and different structures, but there are some responsibilities that are the same as the area of trade promotion, small industries and also micro businesses, cooperatives also demand intensive promotion.

1.3 Literature review

Comparison, according to the Kamus Besar Bahasa Indonesia, is defined as comparing. According to Surakhmad in his book entitled *Pengantar Pengetahuan Ilmiah* (1986: 84), comparison is an investigation of a causal relationship, namely choosing certain factors related to the situation or phenomenon investigated and comparing one factor to another. Nazir (2005: 58) expresses that comparative research is a type of descriptive research seeking answers fundamentally about causation, by analysing the factors that cause the occurrence or emergence of a particular phenomenon. By using this comparative method, the researcher intends to draw a conclusion by comparing ideas, opinions and understanding to compare the performance of these two agencies, namely Bandung KUMKM and Bandung Trade and Industry Agency. According to [3], there are several factors that affect performance, namely as follows:

a. Ability factor

Psychologically, the ability consists of:

1. Potential ability (IQ).
2. The ability of reality (knowledge + skill).

The point is leaders and employees who have above average IQ (IQ 110-120) of standard score especially IQ superior, very superior, gifted and genius with adequate education for their position and skilled in daily work, it will be easier to achieve maximum performance.

b. Motivation factor

Motivation is defined as an attitude of leaders and employees towards work situations in the organizational environment. Those who are positive (pro) towards their work situation will show high work motivation and vice versa, if they behave negatively (counter) to their work, situation will show low work motivation. The work situation referred to includes employment relationships, work facilities, work climate, leadership policies, work leadership patterns, and working conditions. Several employee performance measurements, according to Gomes in his book entitled *Human Resource Management* (2003: 142), are represented by the following employee performance indicators:

1. Quantity of work: the amount of work performed in a specific time period.
2. Quality of work: the quality of work achieved based on the conditions of suitability and readiness.
3. Job knowledge: the breadth of knowledge about work and skills.
4. Creativeness: the authenticity of ideas raised from actions to resolve the appeared problems.
5. Cooperation: the willingness to work with other people (fellow members of the organization).
6. Dependability: the awareness and trustworthiness in terms of attendance and completion of work on time.
7. Initiative: the enthusiasm to carry out new tasks and enlarge their responsibilities.
8. Personal Qualities: concerning personality, leadership, hospitality, and personal integrity.

2. Research methods

1.1 Objects and places of research

The Bandung Trade and Industry Agency is one of regional apparatus in the Bandung City Government that has the function of carrying out business development in the field of Trade and Industry. The establishment of Bandung Trade and Industry Agency is based on Bandung City Regulation Number 08 of 2016 concerning the Establishment and Composition of Bandung City Equipment and the Mayor of Bandung Regulation Number 1395 of 2016 concerning the Position, Organizational Structure, Duties and Functions and Work Procedures of the Trade and Industry Office The City of Bandung and the Bandung Mayor Regulation Number 160 of 2017 concerning the Establishment, Position, Duties and Functions, Organizational Structure and Work Procedure of the Technical Implementation Units at the Office and Agency in Bandung City Government.

The Bandung KUMKM is the implementing element of Bandung City Government Affairs, which organizes governmental affairs in the field of KUMKM located under and are responsible to the Mayor through the Regional Secretary. The establishment of Bandung City Trade and Industry

Agency is based on Bandung City Regulation No. 08 of 2016 concerning the Formation and Composition of Bandung City Regional Devises and Bandung Mayor Regulation Number 1394 of 2016 concerning the Position, Organizational Structure, Tasks and Functions and Work Procedures of Bandung KUMKM and Bandung Mayor Regulation Number 160 of 2017 concerning Formation, Position, Duties and Functions, Organizational Structure and Work Procedure of Technical Implementing Units at the Office and Agency in Bandung City Government Environment.

The Office of Bandung UMKM is located at Jalan Kawaluyaan Nomor 2, Kota Bandung. Telephone (022) 7308358. Meanwhile, the Bandung City of Trade and Industry Agency is located at Jalan Nuansa Mas Raya No. 2 Cipamokolan, Rancasari - Bandung. Telephone (022) 87303993.

1.2 *Data collection techniques*

Data collection techniques consist of literature study, field study (participant and non-participant observation, in-depth interviews to two Agency Heads, questionnaires distributed to 18 respondents and Focus Group Discussions), research designs, data and data sources, key informants namely two Agency Heads and informants namely several employees from those two agencies, and documentation studies.

1.3 *Data analysis techniques*

a. *Quantitative data analysis process*

1) Validity test

First, testing the validity of measuring instrument was done by searching for equal correlation price among the parts of measuring instrument as a whole by correlating each item with the total score that is the sum of each score of item. Calculating the validity of measuring instrument was done by using Rank Spearman correlation. It is the coefficient that calculates the relationship closeness between two variables X and Y both and have a scale measurement, at least ordinal.

2) Reliability test

Reliable means trustful and can be fully relied. Result of a reliable study has similarities of data in different time. Good reliability shows a certain level of reliability because this research use the scaling system by using the Alpha Cronbach formula.

3) Wilcoxon test

The Wilcoxon Signed Ranks Test method or commonly called the Wilcoxon test is a testing method used to test the median of a population whose distribution is unknown. There are two types of Wilcoxon test, namely one-stage testing and two-stage testing. Unlike the one-stage method, the two-stage one uses two samples. In the two-stage method, testing is conducted to two times if no decision can be made in the first test. In the second test, the second sample is taken and combined with the first sample to be tested again.

Hypothesis testing:

$H_0: d = 0$ (there is no difference between the two treatments given)

$H_1: d \neq 0$ (there is a difference between the two treatments given)

b. *Qualitative data analysis process*

Data analysis process in qualitative research was conducted before, during, and after completion research in the field. In qualitative research, the analysis data was focused on during observation together with collecting data research

1. Analysis before the field

The analyses was conducted towards preliminary study data, or secondary data, related to the focus on services in KUMKM and Trade and Industry Agency.

2. Analysis during the field

This research employed an "interactive analysis" Miles and Huberman's model that proposes four important components in collecting and analysing data that are interconnected and simultaneous;

there were data collection, data reduction, data display, and conclusions, as visualized in the following figure¹

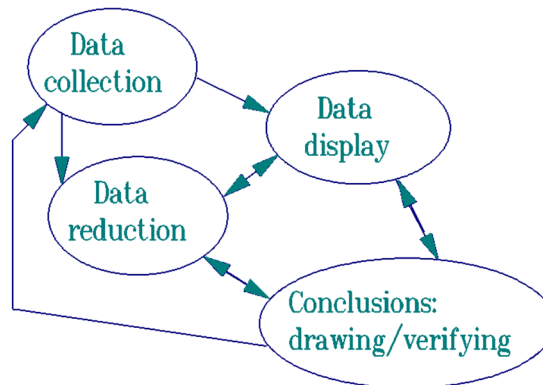


Figure: M&H's Components of Data Analysis

Figure 1. Interactive Analysis Model from Miles and Huberman
Source: Components of Data Analysis according to Miles & Huberman

2.3 Credibility test data

Credibility test data or reliability to data qualitative research results was conducted by increasing perseverance meaning to make observations in a more thorough and sustainable. Thus, the researcher did re-examination of existing data in Bandung KUMKM and Bandung Trade and Industry Agency, so that the certainty of data and sequence of events will be recorded with certainty and systematic. Re-examination of the data can be found wrong or true. In addition, researchers can also provide accurate and systematic description of the data. Furthermore, triangulation is a test of credibility as checking data from various sources, various ways, and various times. Begin with the first source or other terms, to know more why the problems happen is the Head of KUMKM. Trade and Industry Agency, and several Heads of Division from those agencies gave the definition of operational variable of work performance.

2.4 Data analysis techniques

Following this, the researcher presented operational variables of employee performance to facilitate researchers in the process of making questionnaires, interview guidelines and observation guidelines related to the research being conducted which is presented in the following table:

Table 1. Operational Variable of Employee's Work Performance

VARIABLE	DIMENSIONS	INDICATOR	ITEM	
			(+)	(-)
Performance	1. <i>Quantity Of Work</i>	a. Complete a number of jobs on target	1	-
		b. Complete work on time	-	10
	2. <i>Quality Of Work</i>	a. Ability of Employees to complete work	5	-
		b. Carry out work according to procedures	-	14
	3. <i>Job Knowledge</i>	a. Extensive knowledge of work	3	-
		b. Skills	-	12
	4. <i>Creativeness</i>	a. Authenticity of ideas	6	-
		b. Creative actions to solve problems	-	15
	5. <i>Cooperation</i>	a. Willingness to work together	8	-
		b. Willingness to accept opinions from colleagues	-	13
	6. <i>Dependability</i>	a. Have awareness	4	-
		b. Ability to explain the work done	-	11
	7. <i>Initiative</i>	a. The spirit of carrying out new tasks	7	-
		b. Apparatus Initiative in carrying out work	-	9
	8. <i>Personal Qualities</i>	a. Honesty level of employees	2	-
		b. Good appearance at the office	-	16

Table 4. Testing the Performance Testing of Employees of KUMKM Agency and Trade and Industry Agency before and after separation

Test Statistics ^b	
	Before-After
Z	-.197 ^a
Asymp. Sig. (2-tailed)	.008

a. Based on positive ranks.

b. Wilcoxon Signed Ranks Test

Source: Research Result in 2018

Statistical testing:

The above calculation results show that the sig value of $0.008 < 0.05$ was in accordance with the statistical tests we use, hence, H_0 was rejected.

Conclusion:

There was a difference in the performance of employees of KUMKM Agency and the Trade and Industry Agency before and after separation. In other words, the separation influenced to the Performance of employees of KUMKM Agency and Trade and Industry Agency.

b. Qualitative analysis results

Quantity of work

The number of jobs *was* very stacked with each other with two service problems, but after being separated, the number of completed jobs *was* more measurable. The pattern of work completion *was* more focused on handling because it *was* in accordance with the existence fields in the cooperative service organization structure and the quality of human resources because it *was* in accordance with the qualifications and operational standards of work procedures. However, the number of employees amounting to 69 people is not ideal even though all types of jobs are targeted so that the existing human resources are optimally empowered because ideally the number of employees in the trade and industry agency is 100 people.

The amount of work in a specific period can improve the service system in both agencies because they have focused on the good performance and services for KUMKM and exporters.

Quality of work

Work quality before the organization of this regional device was separated seems that it still has still been not maximal, especially in the implementation of identification and updating of legal cooperative data. All jobs *were* more easily handled after being separated and able to quickly cope with problems found in the field. For example, the problem of rising prices on the market is easy to identify and its handling the solution is more to market operations. The quality of work for both agencies *was* better because it *focused* on the respective fields of human resource capability in accordance with expertise and education so as to optimize employee performance and impact on problem solving in two department.

Job knowledge

There was an overlap in the ability and knowledge of employee work. For instance, one of the section chiefs with his capability in controlling trading was even stored in the cooperative agency. As a result, his work quality *was* being slightly disrupted so even though the separation has been conducted but employee placement must be evaluated because some employees did work not according to their expertise, experience and knowledge. The trade and industry agency have only been separated so that adjustments need to be made, but since the work was conducted in accordance with

the current conditions and tends to follow the flow of global markets so that the policies are in accordance with national policies.

Work knowledge and skills were very influential and competent because of their ability to encourage employees to explore their capabilities so that they had an impact on encouraging MSME to actively participate to play a role locally and internationally.

Creativity

The employees in the Balai Industri (industrial hall) and UPT were more creative than others. In the Balai Industri, there *were* various kinds of sewing machines and digital screen printing, in which its practice *was* conducted in the Balai Industri with the method of "Transfer Paper". The way to transfer paper pressed uses a special printer. There is also DTG "Direct Textile Garment" whose function is to process painting directly into fabric or textile material, so that the Balai Industri can provide training on making t-shirts, veils and others whose motives are designed digitally.

The ideas raised are very fast, especially with market needs in Trade and Industry Agency, especially with the existence of globalization and liberalism. At least people may join the market flow in the field of trade and industry. In Cooperative Agency since this is related to traditional economic systems that are still being run and can solve problems for the community so can play a role and utilize the facilities given by the cooperative service.

In addition, coaching was carried out in several fields with an effort to improve human resource capacity through technology training of new entrepreneurs and training in the second state civil service for the sake of enhancing human resources and maturation in the work management related to the most important public services in improving human resources in accordance with the field of work

Cooperation

The pattern of internal cooperation is better with the Electronic Remuneration Performance (ERK) system as a dynamic performance allowance tool for jobs. All jobs have used the system so that the performance measurement of each employee can be known, measured and affected at the amount of income received. In the case of superior activity, a bad performance of head division head will also influence on the performance of subordinates or vice versa. Willingness to cooperate is good because the amount of human resources is a bit solid in collaboration and coordination and has a very good impact on overall performance.

The ability to cooperate was also very remarkable after the agency was separated from the industrial Balai Industri in collaboration with business people and creators to make joint breakthroughs, the Balai Industri and promotion collaborated with Bogasari Karapitan to provide training in making pastries. In addition, cooperation is carried out with the Small and Medium Industries to find out the market and operational directly so that it is easier to find solutions of problems in the field.

Dependability

The issue of trust has been cooperating with domestic and foreign business market players and is trusted in the process of implementation and development. Foreign Trade as the existence of the "Little Bandung Wall" and "Little Bandung Store" programs is as a promotion of Indonesian products, continues to open development programs abroad with the pattern of cooperation and promotion The Regional and Foreign Trade Sector promoted Bandung's brands "Little Bandung" since 2015 with various types (wall, store, mobile for its exhibition, catalogue and web) which is one of the activities carried out both regionally and overseas. So far, the activity that is still running is in Malaysia and Korea. Like in Korea (Seoul and Busan), "Little Bandung Wall" located at the cafe Bali Distro and one of the owners is Bandung people promotes its product by using the cafe wall to store products (utilizing small spaces).

Initiative

Likewise, the problem of initiative was very high when the agency has not been separated. After being separated, the employees were more effective at work. In coordination with new business actors or cooperatives that are co-operative agencies leaders encourage employees to produce their performances as optimal as possible so that employees have the initiative to work. As a result, though the number of employees was limited, the work could still be handled.

Personal Qualities

In terms of personal quality, employees were more comfortable and focused on work after the separation of the regional organization. The employees became more responsible and much freer in completing the volume of work.

Leadership and hospitality are interrelated with the culture of the local community. For instance, Sundanese people prioritizes hospitality, which has an impact on the service to provide more opportunities for the community to be active in development. The output of this research produces a comparative model of performance, the model is the classical sociological of formal juridical model, as follows:

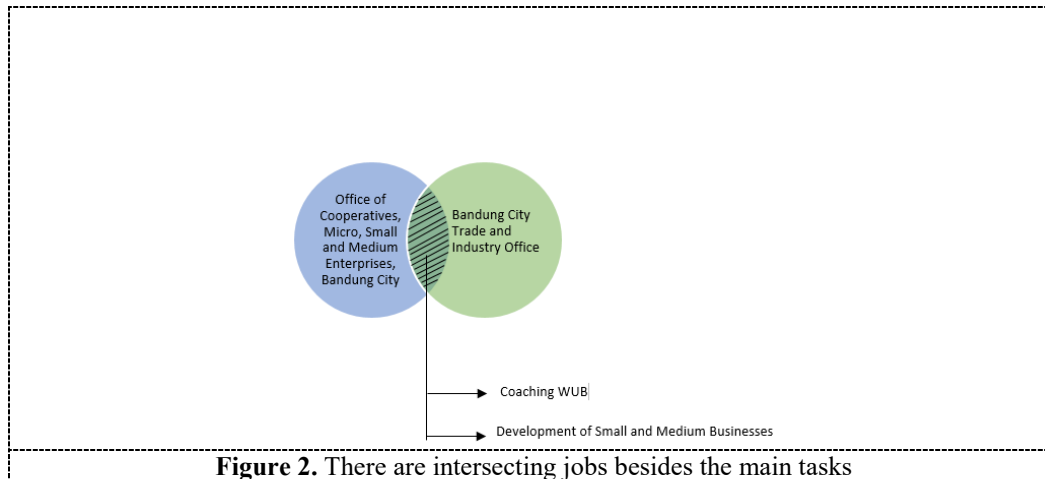


Figure 2. There are intersecting jobs besides the main tasks

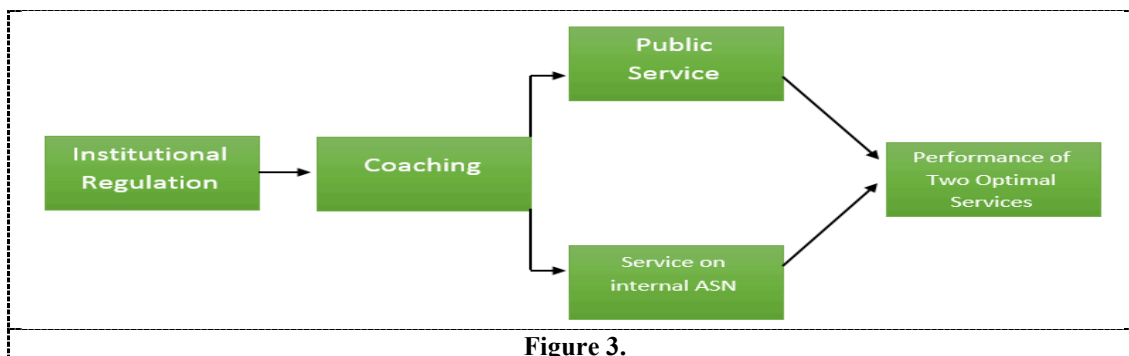


Figure 3.

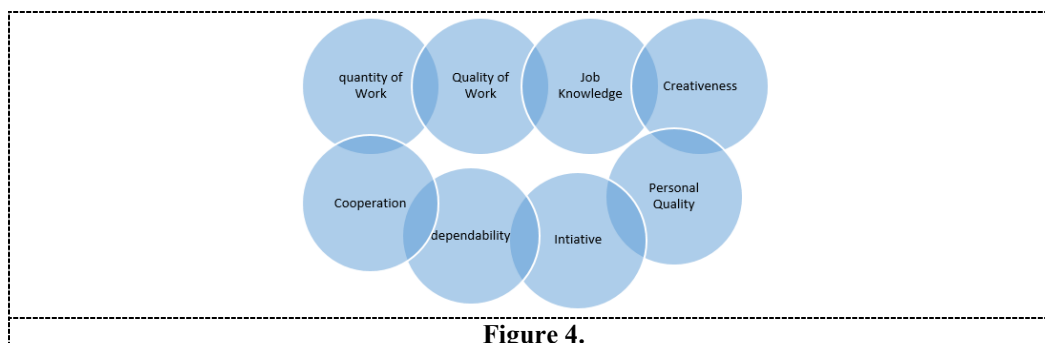


Figure 4.

The results of this research revealed that performance was integrated interrelated between one measuring instruments with other ones in both agencies comprehensively. Thus, to produce performance in a system that was clearly measurable and controlled in the work pattern of the organization of regional apparatus/work unit of regional apparatus can be described in a work system reflected in e-RK reporting.

4. Conclusion

From the analysis results of the researchers, after separating the agencies, it turns out that employees feel much higher in performance, both in terms of the quantity and quality of work, work knowledge, creativity, cooperation, trust and personal quality. Therefore, the comparison of performance of two agencies after being separated was more improved, especially the affairs of the Balai Industri which is the representative of agencies to business people in the city of Bandung in the context of mentoring and alignment with local entrepreneurs and small capitals such as digital printing, print and cut, sewing machines etc. Thus, service attention must be more optimal.

In addition, the alignments with cooperatives are the solution to prevent moneylenders and are particularly important in updating data that is easily accessible to the public. Assistance to new entrepreneurs in Bandung, the level of sub-district levels must be increased especially simultaneous assistance and stimulus, simplify credit at state banks.

5. References

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