

# PERFORMANCE IMPROVEMENT STRATEGIES AT THE DEPARTMENT OF COOPERATIVES AND SMEs IN THE SPECIAL REGION OF YOGYAKARTA

Cici Rahmasari<sup>1\*</sup>, Shadrina Hazmi<sup>2</sup>, Eno Casmi<sup>3</sup>

Universitas Mercu Buana Yogyakarta

cicilubis.cr@gmail.com

## ABSTRACT

*The purpose of this community service is to implement management knowledge at the Department of Cooperatives and SMEs of the Special Region of Yogyakarta by identifying problems, identifying problems, then formulating solutions to problems that occur. This internship method uses the lecture method, question and answer and discussion in going into the field. The result of this internship activity is that it gives positive results, the experience and knowledge gained are very useful for me in the future so that I can get used to it and already know what the real world of work is that I will live. Street vendors are very useful because they can gain skills and work experience that would not be obtained before.*

**Keywords:** *Performance, Cooperative, SME*

## 1. INTRODUCTION

The most determining factor for success is how we can provide good performance and have a high level of productivity. Facing the challenges of globalization, institutions need management strategies and human resources as well as new formulations in order to increase employee productivity so that the benefits can be felt by the community. Of course, we can plan our own strategies to improve performance, one of which is the implementation of established principles. Job improvement strategy is a way for companies to improve the performance of employees so that company goals can be achieved. In order for the performance improvement strategy to be achieved, the company requires knowledge of work targets. The performance targets set are specific individuals, in projects, processes, routines and core activities that will be shared responsibility. If the performance target from within will form a self-strength, and if the environmental situation supports it, the achievement of performance will be easier. According to David (2011: 18-19) Strategy is a shared means with long-term goals to be achieved. Business strategies include geographic expansion, diversification, acquisition, product development, market penetration, tightening, divestment, liquidation, and joint ventures. Strategy is an action potential that requires top management decisions and a large amount

of company resources. So strategy is an action or activity carried out by a person or company to achieve the goals or objectives that have been set.

Wibowo (2017) improving employee performance is a much bigger challenge than measuring employee performance, where improvement requires various policies in the program. So the strategy for improving employee performance is a process carried out by leaders to advance employees both from the knowledge and abilities of employees so that they can change the ability to work, think and other skills in order to improve the performance of the employees themselves, so that the implementation of organizational goals can be achieved properly. .

Quality of work is also very important because it is needed for development and progress. The quality of human resources is the dominant factor for the success of development and progress of a nation, to achieve an increase in its good performance, it is necessary to improve the quality of the resources themselves. In this regard, the performance and quality of employees is very important to realize and improve a more efficient, clean, and responsible government so that employee performance is better. But in reality there are obstacles in making it happen, for that it is necessary to make improvements and use a good strategy so that work productivity to be achieved previously can be achieved.

## **2. METHODS**

The implementation of this internship activity was held at the Yogyakarta Special Region of Cooperatives and SMEs. The DIY Cooperatives and SME Office was originally part of the Department of Industry, Trade, Cooperatives and Small and Medium Enterprises (DISPERINDAG & UKM). Became one of the fields of the department and formed itself as the DIY Cooperatives and SMEs Service in 2016 and officially in 2018. The Yogyakarta Special Region Cooperatives and SMEs Service was formed based on DIY Regional Regulation No. 1 of 2018 dated 30 July 2018 concerning Special Regional Government Institutions Yogyakarta No. 56 of 2018 concerning the Details of Duties and Functions of the Cooperatives and Small and Medium Enterprises Office dated October 1, 2018 stipulates that the DIY Cooperatives and SMEs Office has the task of carrying out local government affairs in the field of Cooperatives and Small and Medium Enterprises.

In the context of implementing the vision and mission of the DIY Cooperatives and SMEs Office to support the empowerment of competitive cooperatives and SMEs, the DIY Cooperatives and SMEs Offices have the slogan of professional, friendly, and reliable service. There are values in the nobility of service, including: the nature of service is fair, fast, responsive, professional, courteous, friendly, and has a spirit of service. The principles in serving are, carefully, thoroughly, carefully examining the completeness of the document and adjusting it within the time specified in the SOP. Related to risk control,

it contains types of services, risks that may occur, level of risk, causes of occurrence, consequences, prevention, risk management and services. The Department of Cooperatives and SMEs DIY also has a fact of integrity. What is meant by Integrity Facts is the signing of an agreement in the administration of government that ASN is able to carry out its duties and responsibilities and roles in accordance with the laws and regulations. Facts of Integrity have the aim of strengthening joint commitments in the enforcement and eradication of corruption, fostering openness and honesty, as well as facilitating quality, effective and accountable tasks. In order to carry out their duties, all government officials are guided by the vision and mission, risk control and facts of integrity in terms of serving the community.

### **3. RESULT AND DISCUSSION**

#### **3.1 Problems**

##### **1. Limited Human Resources.**

Human Resource Management aims to optimize the work of public sector employees from management functions such as planning, implementing, organizing, controlling or supervising. This is a consideration of how the performance of a company can be assessed as good or bad. Limited human resources are not only judged by quality, but also quantity. In my opinion, there are several problems faced by the Department of Cooperatives and UKM DIY, namely the resources are very lacking, not comparable to the work that is very piled up, as happened in one section which piled up a lot of work even though in a day it was assisted by dozens of students who were To run street vendors, in a day the work done from 7 am to 5 pm for breaks must also alternate with others, for the operational day, which is 7 days a week from Monday to Sunday even though the field is only opened within 40 working days but for me it's very exhausting.

In addition, my own position is in the general sub section where the field is the place where the beginning of all activities that will take place in all other fields and subsections. There we have to master all kinds of fields in order to be able to carry out government affairs even though it is only the basics but it is also very important to learn, limitations also occur when employees take annual leave so that all of their work will be delegated to other people so that work must be done on that day become unfinished because it is done with the work left by the employee who is on leave. In addition, there are several employees who are no longer able to carry out their work because they have been delegated by other employees, namely people who are more understanding and deft in completing the work. In other words, the tasks at hand are handled by one person so that that

person is more familiar with everything related to office matters. Of course, this becomes very chaotic when the person does not come or take time off because no one will be able to do their work because the transfer of their duties has been handed over by someone else.

2. Unfinished work on time

As we know, for some time we have experienced a pandemic which has resulted in some workers doing Work From Home (WFH) so that there are some jobs that are very piled up and cannot complete other jobs because they have to prepare pending work. The work that is increasing day by day is one of the problems faced by the DIY Cooperatives & UKM Office so that it must add another predetermined deadline to be extended.

3. Position Functional Position

The existence of functional positions is very important considering that cooperative human resources at the central and regional levels are very limited, this condition of the problem shows the high need for cooperative supervisory functional positions as an option for the government to meet the needs of cooperative supervisory ASN. Inequality of cooperative supervisors and the number of cooperatives is one of the factors that must be resolved, the functional position of cooperative supervisors is a very important requirement. For this reason, the role of functional positions is very much needed so that they can overcome cooperatives evenly.

4. Performance is considered quite low

Recently, there was news reporting that the DIY Cooperatives and SMEs Service had a setback in their performance, the assessment stated that the DIY Cooperatives and SMEs Office received low performance scores in the 5 lowest provinces, but the reality has not been proven because for now all affairs are still running. normal and smooth. And it can be seen for yourself, employees and officials work very hard every day to pursue an agenda or unfinished work..

**A. Solutive Activities in Field Work Lectures (KKL)**

The selection of a solution is an action to complete or a process that uses the power of thinking to harmonize the problems that will be associated with the concept of understanding the material. Solution selection is a complex cognitive activity involving a process and strategy (Hudiono, 2007). Here are some solutions that can make it easier to solve problems and obstacles that exist in the place of carrying out internships:

- 1) Helping ASN who have difficulty in doing their job

The Department of Cooperatives and DIY has several employees who want to retire but have not been relieved of their duties, there are several obstacles that become obstacles in doing their work, namely not mastering the technology that is developing now, such as the application of Microsoft Office which of course for students is a daily meal. Doing college assignments is nothing but using applications such as Word, Excel, and so on. With it, the work can be completed quickly without having to wait long. And for the future, ASN who have been taught well will be facilitated because they already have more knowledge.

2) Helping employees lighten their work with street vendors activities

The work that has been piling up since WFH caused by this Pandemic period has greatly impacted the slowing down of office performance, it is undeniable that the recognition of their employees is greatly helped by students who carry out street vendors who make a major contribution in completing pending work, which is expected to be an advantage for both parties who both need and provide valuable lessons.

3) Set up financial notes or office expense budgets

My concentration in taking financial management is certainly very trusted to manage notes and office budget receipts to match letters or notes from the treasurer of the DIY Cooperatives and SMEs Office office treasurer. I myself have researched and checked the amount of expenses made by employees who have tasks such as electricity payment receipts, payments for wifi, telephone, and office supplies for office needs. The receipts are arranged according to the date, month, and year. After it has been properly recorded, it is added up every month whether it is in accordance with what is issued by the office. Usually receipts and notes are collected in one book and clipped according to what is written in the treasurer's book.

4) Take part in filling out the SIBAKUL JOGJA application development survey

As we know, the DIY Cooperatives and UKM Office has an application that was originally a web-based data collection system for cooperatives and SMEs, which was developed into a marketplace to market KUMKM products whose transactions are carried out online. For this reason, as students who have insight, we must take part in providing opinions that help to develop applications that are a mainstay for many people. Although I was not placed in the CS section, where my job is to receive and manage orders that come from the application, I got information from friends who were interns in that section that the transaction activities that occurred were quite dense so that it meant that the application really helped the community.

5) Knowledge of time management in completing work

As a student majoring in management, of course, it is very easy for you to learn the theories that have been taught through lecturers on campus, in completing a job, of course, you must be able to divide your time so that everything can be done well. Not only that, we can sort out which jobs match the deadlines or jobs that can be done part-time by doing other activities. It is very useful to practice on the knowledge that we have gained so that one by one the work that has accumulated and cannot be completed by the employees in the office has been completed properly.

6) Correspondence administration process made easy

To handle the administrative process for cooperative management and SME owners who come to get things done, it becomes faster because of the increase in human resources or workers who are assisted by myself who have been taught previously, in a very fast understanding of course it is very easy for the employees of the DIY Cooperative and UKM Office in assisting them in doing everything regarding office administration, not only the process of correspondence, other tasks such as giving outgoing mail numbers, delivering documents that have been disposed of by superiors to the designated field, document duplicating and document scanning, and archiving data that has been The stacked time has been arranged according to the year and the letter index or letter code.

7) Discipline and sense of responsibility

As students who do internships in government offices, they must pay attention to discipline and responsibility. Like arriving not late and completing work on time as instructed. This is also an example for employees who sometimes arrive late and have not finished their work. It is undeniable, there are some employees who arrive late and still have not done the work that has been given by their superiors because they have their own personal problems, this is certainly a reflection of when students are more competent or more able to apply the sense of discipline and responsibility that has been given.

### **3.2 Solutions**

In carrying out activities of course expecting an activity that gives better results or changes in the future, with this change we can find out whether the work we are doing is successful or not. By carrying out PKL activities for a month, I will describe the changes that have been made, including:

- 1) The latest work and Agenda is not delayed anymore, Because the work that has been piling up has been gradually resolved with the activities of students

doing internships, employees who are ASN and non ASN are more able to breathe because they have been doing work that has been neglected for a long time due to the lack of human resources that are not comparable to the piled up work.

- 2) Inactive or expired archive documents are not scattered, Documents that already existed from 2015 at the DIY Cooperatives and UKM Office before the arrival of the internship students were still scattered in the work room of the employees who should have been moved to a special room for Archive documents. Finally, it can be sorted out regularly and according to the date of the year and the document code. With the arrangement of these documents, the workspace is more structured and if you want to reuse it, it can be searched by searching for the data on the company computer.
- 3) Increased Employee Performance Motivation. With the help of sufficient resources, the employees of the DIY Cooperatives and UKM Office have more enthusiasm to work because many are helping in carrying out their duties. One example, I was asked to summarize the agenda of the Head of Service in the last 3 years, in addition to summarizing data from SISMINKADA which took a lot of time.
- 4) Office tools are arranged in a neater way. Placement of office equipment in accordance with its place becomes its own convenience for office employees in order to facilitate their work so that it does not take a lot of time in looking for something so that the effectiveness and fluency in doing work does not experience obstacles. As is known, an office that is in accordance with the arrangement of the layout of the equipment will get its own satisfaction by its employees because the arrangement is good and easy to reach.
- 5) Adding insight and input between PKL employees and students. Employees don't always know everything because they are also busy with activities and work that is quite piling up. From there, communication was established between PKL employees and students which resulted in a fairly good solution. Students' opinions are also well received so that they can provide innovations that aim to facilitate the work at the DIY Cooperative and UKM Office. For example, typing and summarizing letters so that they can be understood quickly.
- 6) Opening opportunities for students who want to do Internships/PKL. With good student performance and very helpful for the lack of limited human resources at the DIY Cooperative and UKM Office, it provides opportunities for students who want to do internships, with that I as a Mercu Buana student who upholds the good name of the campus gives a good impression and

message so that In the future, friends who want to carry out internships can be allowed and well facilitated by the employees and staff of the DIY Cooperatives and UKM Office>.

### **3.3 Valuable Evaluation and Lessons**

In carrying out tasks or work it is not always smooth and smooth, there are common mistakes that are not too problematic but must be evaluated so that in the future they can improve to be even better. Among them:

1. Further deepen the theory of concentration in order to apply it. As a result of this pandemic we are experiencing online lectures where sometimes some materials cannot be understood if they are not explained directly, for that there are some difficulties that result in difficulties in doing work related to the process of calculating company cash, but in the end this is what makes learning and knowledge valuable. turns out to be very easy if you do it directly.
2. There was a miscommunication in giving instructions. In this case, I should have been more careful in observing the tasks given by the Cooperatives service employees, but it is very understandable that in the learning process there are still differences in understanding. It doesn't mean that you can't do the job at all, but you just misunderstood the explanation from the start so you have to repeat the job from the beginning. In addition, my difficulty understanding the regional language used by the employees to give assignments made me have to think twice. For this reason, in the future, you must learn Javanese even if it is only basic because it is very important in communication by people whose environment often uses their own regional language.
3. Choose a field according to concentration. Choosing a field according to concentration is not wrong in order to harmonize the theory obtained and put it into practice, but no knowledge is useless in this world. In my position, the General subsection learns more about everything that is not only focused on one part, but also studies the entire unit or the entire office program. But what becomes the evaluation is that the work given is too dense to run away from the concentration that forces you to learn everything. For this reason, in the future, it will be prioritized according to the interests or concentration of the majors so that they are more focused..

### **3.4 Valuable Lessons:**

1. Creating and developing an attitude of responsibility and professionalism as well as discipline in entering the real world of work.

2. Increase knowledge, insight, and experience and abilities that have never been obtained.
3. Know more about what work the government is doing to optimize the needs of the community.
4. Increase the sense of responsibility and discipline in doing every job, and can socialize with the real world of work.
5. The DIY Cooperatives and UKM Office can be an example by other agencies and institutions because they get a Community Satisfaction score in 2019 which is 80.42 and become the best PLUT in the DIY Province.
6. Can better understand very complex work and the demands of solving problems that require very wise solutions.
7. As a society, we don't underestimate how complicated the government's work is.
8. As a student, taking part in the nation's economic progress, such as buying local MSME products, of course the profits will come back again as the economic wheel turns.
9. Avoiding fake Savings and Loans cooperatives so as not to fall into the case of doubling loan interest so that they fall into criminal cases.
10. Understand little by little the administrative process if you want to do the registration process for SMEs or want to open a cooperative.

### **3.5 Recommendations for Future Development**

#### **1) Human Resource Development**

Human resource development is the first step to match the required qualifications, human resource development aims to ensure and maintain the available workforce still meets the qualifications according to the criteria so that it is in line with the company's strategic planning and objectives so that it can be achieved as planned. For the old workforce, it is useful to maintain productivity, effectiveness and efficiency need to be carried out to ensure that the qualifications of the workforce are maintained in accordance with the intended plan.

As for the new workforce, the workforce is introduced to the work environment both internally and externally so that the work process will be formed from the start. Manpower development can be done by means of guidance programs that can be discussed by direct superiors so as to form good communication and the coordination provided is also conveyed directly to subordinates, random transfer programs to sections and fields in order to get different tasks. so that they can master all aspects and not be too monotonous in one field.

2) More structured work management

Clear and structured work planning so that the components involved in it can work effectively, structured work management certainly really makes the company's wheels run smoothly. Effective management is very beneficial in terms of time, operations, and quality for the company. The implementation of work management also requires a change in the paradigm of government management from the state apparatus which was previously more oriented towards internal management processes to meet the internal needs of the organization, to a paradigm that is oriented towards meeting the needs of the community. Although oriented outside the organization, the work management paradigm does not ignore the development of internal performance. This paradigm change will increase the meaning of the existence of government agency organizations, as public servants who provide useful things to the community, and realize a good government system.

3) Fully committed to work

Government agencies are currently faced with a challenge to provide quality and excellent public services economically, effectively, and efficiently. Therefore, the government must hold fast and be fully committed to its work. This can be done by sharpening the vision and mission that is able to encourage agencies to provide quality services and prepare the organization to meet future needs. The vision and mission must be able to provide a challenging influence so that all members of the organization and other stakeholders (stakeholders) to realize these public services. The formulation of the vision and mission does not have to be long and carve out strings of words that use figurative language too much, the most important thing is to realize them in accordance with the ideal conditions desired by the community and in accordance with the interests of the people.

4) Selective priority area assignment

Government agencies are required to be able to sharpen priorities in areas (focus areas) that will be prioritized first (First Things First) so they have to choose which fields to target in determining the amount of the budget, demanding government agencies to focus more on certain areas that have a greater impact. great for the achievement of the vision and mission. Sharpening priorities does not mean ignoring other sectors or fields, but rather an effort to synergize development in areas that are focus areas. Therefore, an understanding of the public service process and energy mapping needs to get the attention of government agencies when preparing program planning and budgeting.

5) Conduct program evaluations on a regular basis

Evaluate whether the program is right on target and the level of work achievement has achieved the required performance? if there is a gap in work performance, an evaluation of the obstacles and obstacles to achieving the target must be carried out and problem solving solutions must be found to accelerate the achievement of performance.

#### **4. CONCLUSION**

The Field Work Practice or Internship activities that are carried out are expected to give positive results, the experience and knowledge gained are very useful for me in the future so that I get used to it and already know how the real world of work that I will live is. Street vendors are very useful because they can gain skills and work experience that would not be obtained before. By holding this internship, it becomes a separate picture of what kind of work we will choose in the future. In addition, we get a lot of relationships to further build our character in meeting and communicating with people from the government. With this, it is expected to become someone who is more broad-minded and competent in doing a job. Many thanks to the Head of Service, Employees and Staff of the DIY Cooperative and UKM Service Office who have given permission to do internships that were facilitated as well as possible and knowledge and experience that will not be forgotten forever.

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