

Analysis of Ability and Motivation in Improving the Performance of Cooperative Managers of Republic of Indonesia Employees in Palu City

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ABSTRACT

The Law on Cooperatives emphasizes the strategic role of cooperatives in creating a just, prosperous, and prosperous society. Cooperatives are considered to be able to function as the backbone of the national economy as well as to grow and develop the people's economic potential and realize a democratic, economic life that is characterized by democracy, autonomy, participation, openness, and a social character (togetherness and kinship). Performance is related to absenteeism, work morale, complaints, or vital agency problems. Managers are one of the most important production factors in a cooperative. How difficult would it be for the Republic of Indonesia Employee Cooperative (KPRI) to achieve its goals? They are the ones who determine the progress and decline of the Republic of Indonesia Employee Cooperative (KPRI) by having skilled workers with high motivation. The Republic of Indonesia Employee Cooperative (KPRI) has costly assets because humans are the subject and object of development, which is a significant factor, especially since improving the quality of human resources is the main priority. This research aims to determine and analyze the abilities, motivation, and performance of the Republic of Indonesia Employee Cooperative Managers in Palu City. This research is descriptive. Questionnaires were distributed to 45 people managing the Republic of Indonesia Employee Cooperative in Palu City. The analytical tool used in this research is descriptive analysis. Based on the study and discussion, the ability, motivation, and performance of the Republic of Indonesia Employee Cooperative Managers in Palu City are excellent.

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1. INTRODUCTION

Article 33 of the 1945 Constitution emphasizes that cooperatives are business entities based on the economic interests of their members, a form of economic democracy, and people's economic movements based on the principle of kinship (1). The constitutional mandate places cooperatives as the cornerstone of the national economy and an integral part of the economic structure of the Unitary State of the Republic of Indonesia, which is based on Pancasila (2).

The development of cooperatives is experiencing severe obstacles in the form of low "human resource quality," which is reflected in the lack of development of entrepreneurship, weak innovation and creativity, intense discipline, common work ethic, and professionalism among cooperatives, and it is not uncommon to find that the level of technological and management sophistication displayed by each cooperative give rise to new forms of challenges and problems for themselves and their environment, meaning that there is a causative influence on their performance which includes institutional, organizational, business and financial aspects of the cooperative itself (3).

The existence of human resources within the Republic of Indonesia Employee Cooperative (KPRI) plays a very important role (4). Human Resources has excellent potential to carry out the Republic of Indonesia Employee Cooperative (KPRI) activities. Every human resource in the Republic of Indonesia Employee

Cooperative (KPRI) must be utilized as well as possible so that it can provide optimal output (5).

Motivation is a process that generates, directs, and maintains or maintains human behavior to be goal-directed. It is best to use and focus on motivator factors to improve performance and positive attitudes further. Providing work motivation at the Republic of Indonesia Employee Cooperative (KPRI) can take the form of attendance allowance, recognition of work results, and others by the leadership (6).

Manager performance is not just a coincidence; many factors, such as motivation and ability, influence it. Everyone has powers, which are talents from the Almighty. Some people are aware of their abilities, but others are not or are not aware of their abilities with thought, reason, and creativity. If this ability is honed, it may produce something profitable. Ability means developing knowledge gained through training and experience by carrying out several tasks. Everyone owns power and can help make something of value more quickly (7).

Performance is related to absenteeism, work morale, complaints, or vital agency problems. Managers are one of the most important production factors in a cooperative. Without them, it would be difficult for the Republic of Indonesia Employee Cooperative (KPRI) to achieve its goals. They are the ones who determine the progress and decline of the Republic of Indonesia Employee Cooperative (KPRI) by having skilled workers with high motivation. The Republic of Indonesia Employee Cooperative (KPRI) has costly assets because humans are the subject and object of development, which is a significant factor, especially since improving the quality of human resources is the main priority. Performance is an important thing that must be achieved by the Republic of Indonesia Employees Cooperative (KPRI) because performance is a reflection of the ability of the Republic of Indonesia Employees Cooperative (KPRI) to manage and allocating its employees, the performance of the managers has a significant influence on the ongoing activities of the Cooperative Employees of the Republic of Indonesia (KPRI) and influence the process of achieving the goals of the Indonesian Employee Cooperative (KPRI) (8).

KPRI managers in Palu City are still working less than optimally, where the capital owned by the cooperative still needs to be maximally absorbed to support the cooperative's operational activities. Apart from that, the increasing suitable income over time is accompanied by increasing costs, with even more significant increases.

Another problem cooperative managers face is that knowledge, skills, and abilities still need to be improved. Managers need to be able to carry out their duties properly. Management is less dedicated to the survival of the cooperative. This means that the personality and mentality of administrators, supervisors, and managers still need to be cooperative and improve. Managers are sometimes dishonest. There are still cooperatives whose management members need to make more effort to improve their knowledge and skills. They often need to attend training and technical guidance held for cooperative administrators. In the current management of cooperatives, there is no clear division of tasks.

Therefore, this research aims to determine managers' abilities of Republic of Indonesia employee cooperatives in Palu City. Then, to find out the motivation of the managers of the Republic of Indonesia employee cooperatives in Palu City. And to find out the performance of the managers of the Republic of Indonesia employee cooperatives in Palu City.

2. METHODOLOGY

The type of research used in this paper is descriptive. The population in this research is a cooperative organization, namely KPRI in Palu City, numbering five units, which includes administrators, employees/employees/managers, and members of the cooperative itself, with a total of 85 managers. Sample selection was carried out using the Slovin formula, as quoted by Umar (2003), which is as follows:

$$n = \frac{N}{1 + N (e)^2}$$

Where :

n = Sample size

N = Population Size

e = Percent allowance for inaccuracy due to sampling error that is still tolerable or desirable (with a population of 85 people the tolerance limit is around 10%).

With a population (N) of 85 people and an error rate (e) of 10%, the sample size is:

$$n = \frac{N}{1 + N (e)^2}$$

$$n = \frac{85}{1 + 85 (0,1)^2}$$

$$n = \frac{85}{1 + 0,85}$$

$$n = 1,85$$

$$n = 45,94 \text{ rounded to } n = 45$$

3. RESULTS AND DISCUSSION

4.1. Index Value

To measure the ability, motivation and performance index, table analysis is used to determine the index value as follows:

Table 1. Index Value

Statement	Index Value
KPRI managers have the ability to take care of the work.	201
KPRI management has governance capabilities.	189
KPRI managers have the ability to manage positions.	208
KPRI managers have the ability to use information in their work.	205
KPRI managers have the ability to record the process achieved.	195
KPRI managers have the ability to record the results achieved.	210
KPRI managers have the ability to record the obstacles experienced.	204
KPRI managers have the ability to find solutions to problems.	202
KPRI managers have the ability to follow policies.	208
KPRI managers have the ability to comply with policies.	204
KPRI meets food and drink needs to support performance.	218
KPRI managers get fresh air.	210
KPRI provides a sense of security regarding the future of work.	210
KPRI memberikan jaminan keamanan saat bekerja.	206
KPRI provides the needs for growth in career.	210
KPRI provides managers with the opportunity to develop potential.	197
KPRI provides an appropriate fixed salary.	200
KPRI provides incentives.	203
KPRI provides bonuses to managers.	212
K PRI gives promotions to outstanding managers.	213
KPRI managers feel capable of carrying out every job given.	210
KPRI managers should show loyalty or responsibility in carrying out every task given.	209
KPRI managers should show an honest attitude in carrying out every mandate they are assigned or given.	207
KPRI managers should carry out tasks that are their responsibility without being asked by the leadership.	214
KPRI management always follows the instructions given by the leadership.	213
Statement	Index Value
KPRI managers should report to the management if there are work problems.	214
KPRI managers should show the origin of the problem.	216
The work results achieved are in accordance with planning.	202
KPRI management prioritizes quality in their work.	207
KPRI managers allocate overtime.	209

Source: processed data, 2018

Based on the table above, it can be seen that the highest index value was obtained by question item 11, namely related to KPRI meeting food and drink needs to support performance with an index value of 218. Meanwhile, the lowest index value was obtained by question 2, namely KPRI managers have governance capabilities with an index value of 189.

4.2. Likert analysis

Likert Score analysis is used to rank each indicator to determine the ability and motivation to improve the performance of KPRI managers in Palu City.

Table 2. Likert Score

No. Item	Mean	Max	Likert Skor
1	4,47	5	7,93
2	4,20	5	7,40
3	4,62	5	8,24
4	4,56	5	8,11
5	4,33	5	7,67
6	4,67	5	8,33
7	4,53	5	8,07
8	4,49	5	7,98
9	4,62	5	8,24
10	4,53	5	8,07
11	4,84	5	8,69
12	4,67	5	8,33
13	4,67	5	8,33
14	4,58	5	8,16
No. Item	Mean	Max	Likert Skor
15	4,67	5	8,33
16	4,38	5	7,76
17	4,44	5	7,89
18	4,51	5	8,02
19	4,71	5	8,42
20	4,73	5	8,47
21	4,67	5	8,33
22	4,64	5	8,29
23	4,60	5	8,20
24	4,76	5	8,51
25	4,73	5	8,47
26	4,76	5	8,51
27	4,80	5	8,60
28	4,49	5	7,98
29	4,60	5	8,20
30	4,64	5	8,29

Source: processed data, 2018

Based on the table above, it can be seen that all question items have a Likert Score above the maximum score.

The quality of human resources is the main key to realizing a goal. Without the provision of reliable human resources, an organization's goals will certainly not be achieved. Because achieving something depends on who is running it. Otherwise it won't be realized. In this research, it was proven that the cooperative management's abilities were very good.

Based on the table above, it can be seen that all question items have a Likert Score above the maximum score.

The quality of human resources is the primary key to realizing a goal. With the provision of reliable human resources, an organization's goals will undoubtedly be achieved. Because achieving something depends on who is running it. Otherwise, it won't be realized. In this research, it was proven that the cooperative management's abilities were excellent.

Ability is knowledge, skills, and behavioral attitudes that can make work more effective to achieve predetermined goals efficiently. Apart from that, managerial ability can also mean an effort to mobilize available resources to be involved in a program or activity to achieve predetermined goals. This capability has a peak level in leading an organization as a prerequisite for managing top-level management.

In cooperative organizations, the capability is an ability that suitable managers must possess because the administrators are mandataries of the annual member meeting who will act as the executive body in managing the cooperative. Because cooperative managers have the main task of managing cooperatives and their businesses, the development of cooperatives will be determined by the quality of the joint managers where the collective management factor holds a very determining or dominant position over the result of a cooperative, because cooperative managers have the task of implementing the Articles of Association, Bylaws, and collaborative work programs.

KPRI managers who have an above-average IQ, adequate education, and are skilled in doing it will make it easier for these employees to achieve the expected performance. Motivation is a condition that moves employees to achieve organizational goals. This theory explains the strength of a motivation to act in a certain way, which depends on the power of an expectation. In other words, employees are motivated to carry out their duties well. If employees believe that carrying out these tasks will result in a good performance appraisal, it will encourage rewards from the organization (such as bonuses, awards, or promotions). Motivation is formed from an employee's morals (attitude) in work situations.

Motivation is an urge or willingness that a person has to work to achieve goals. With this motivation, KPRI managers in Palu City can improve their performance because there is encouragement to do something so that employee performance is in line with what is expected. Based on the results of this research it is statement that motivation is the driving force that creates enthusiasm for someone's work so that they want to work together, work effectively, and be integrated.

Work motivation is measured by providing salaries and allowances, which are continuously developed to support and improve employee performance. Besides that, work motivation is shown by the attitude of leaders who value work performance. This is done so that KPRI managers can be motivated again to work even better.

Motivation is the driving force that causes a member of an organization to be willing and willing to mobilize their abilities (in the form of expertise and skills), energy, and time to carry out various activities that are their responsibility and fulfill their obligations to achieve the goals and objectives of the organization that have been determined previously (9).

Several factors, including management, services, capital, member participation, and government guidance, influence the success and development of cooperative businesses. The success of cooperatives requires many roles from various parties, both internal and external, and third parties, such as the government and other institutions.

Motivation is a driving force that has become active. Motives become busy at certain times, especially when the need to achieve a goal is felt or urgent. Each manager must have the motivation to join a cooperative organization or even want to take part in building a cooperative. Cooperatives that need the participation of managers must also help increase the motivation of their members, such as cooperative education or by other means providing reciprocity for member participation.

4. CONCLUSION

This study concluded that the lowest mean value of ability was 4.20 regarding the governance capabilities of Palu City KPRI managers. Furthermore, the lowest mean value for motivation was 4.38 regarding providing managers with opportunities to develop potential. The lowest mean performance value was 4.49 regarding work results achieved by planning.

5. SUGGESTION

This research recommends that the Republic of Indonesia Employee Cooperative managers in Palu City improve their cooperative governance capabilities by participating in training organized by the Central Sulawesi Province Small and Medium Enterprise Cooperative Service.

Managing the Republic of Indonesia Employee Cooperative in Palu City would be better to allow managers to develop their potential.

The management of the Republic of Indonesia Employee Cooperative in Palu City should carry out their duties by the planning or work program created or approved at a member meeting.

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