
COMPETENCE OF COOPERATIVE ADMINISTRATORS: CROSS-SECTIONAL SURVEY OF COOPERATIVE MEMBERS IN THE ORGANIZATIONAL ENVIRONMENT IN THE CITY OF BANDUNG

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ABSTRACT

Competence is an essential part of completing the organization's tasks that need to be achieved by individuals in the organization. This study aims to determine the description of the competence of cooperative management. The researcher used a survey approach to find out the description of the competence of the cooperative management. Respondents in this study were 318 members of cooperatives in the organizational environment in the city of Bandung. The study results illustrate that the competence of the management is in the reasonably good category. However, there are still weak aspects that illustrate that the competencies of members and leaders do not fully have the expected competencies, such as behavior that reflects competence in the field of cooperatives, which is still very rarely found in members and also cooperative management apart from the way members think, and also leaders in determining actions for cooperatives felt to be still not fully optimized. Therefore, researchers recommend that efforts improve cooperative behavior within the leadership by appointing cooperative administrators who have the characteristics needed to lead cooperatives. Their outpouring of hearts, thoughts, and behavior can describe a strong character.

Keywords: competence, cooperative, cooperative management.

INTRODUCTION

Cooperatives have an essential role in the Indonesian economy. The Indonesian people aspire to this form of business as the most suitable business building. To maintain stability, smooth operation, and survival of the company, the cooperative sector, as one of the people's economic organizations that operate on the principle of kinship and cooperation, is crucial to develop and get attention from the government. Cooperatives must appear as organizations that can gather and form economic power together to improve the welfare of members in particular and society in general.

Cooperatives embody the 1945 Constitution, which stipulates that the economic structure is a joint effort based on the principle of kinship. These provisions follow the principles of cooperatives; therefore, cooperatives have a mission to play a fundamental role in developing an economy based on the principles of kinship and economic democracy that prioritizes the prosperity of the community, not the prosperity of individuals. In order to realize its mission, the Cooperative is constantly trying to develop and empower itself to grow to be strong and independent to be able to improve the welfare of its members in particular and society in general. In addition, cooperatives try to play a fundamental role in developing and empowering a national economic system based on the principles of kinship and economic democracy in order to create an advanced, just, and prosperous society.

Based on the object of research, it knows that several problems occur in the inhibition of the management's performance in achieving the goals of the cooperative. Another problem factor is that some work often hampers, so it cannot complete on time, mainly administrative, finance, archives, and documentation (Quality and quantity of work). In addition, the difficulty of employees in carrying out their activities is often late (disciplined), or the work is only completed based on habits so that they are less creative and innovative. Another problem is that the existing management is still not focused on improving the core business of the cooperative so that there is minimal innovation and tends to stagnate in the operational activities of the cooperative.

This condition, of course, has a significant impact on the competence of the management in managing cooperatives; therefore, to prove this, the authors make observations related to competence which show that, in general, the dimensions of work competence are still in the pretty good category, but if analyzed further there are several weak aspects. Namely, the motives that are still in the good enough category indicate that there is still a lack of motive or encouragement within members and administrators to advance existing cooperatives is an impression that these cooperatives are running in place other than that from the aspect of nature. It can seem that they are still not full members. The management has the characteristics of who is firm in advancing their cooperatives so that the development of cooperatives becomes slow and even does not develop. In terms of knowledge of many members and the management who are still minimal knowledge formation and running of cooperatives so that cooperatives grow. So less developed and unable to make its members prosperous also in terms of skills there are still many cooperative members who do not have business skills. Running a cooperative business is not supported by fundamental ideas and concepts that can improve the cooperative.

Not all administrators have competent competence and skills in managing cooperatives, so cooperatives run stagnant and do not attract member interest and participation. At the same time, competence is one of the essential components in supporting performance, as Hofrichter & Spencer (1996) and Spencer & Spencer (2008) stated. Research conducted by Martini, Lasmi, Jaya & Sutrisni (2017) proves that the role of HR is very influential on the development of cooperatives. This condition is supported by research conducted by Strand, R., & Freeman, R. E. (2015) and Sørensen, Doellgast &

Bojesen (2015), and Nouri & Mousavi (2020), which show the role of cooperative management can contribute to the progress of cooperatives. Furthermore, Martinkienė & Vaikšnoras (2019) prove that one aspect of achieving superior performance is the competence of qualified individuals in the organization.

Based on the description of the background above, the researcher formulates how the competence of the cooperative management is. Therefore, this study aims to find out the description of the competence of cooperative management.

METHOD

To obtain an overview of the research variables, the authors use descriptive analysis to determine the competence of cooperative management. This research was conducted in one of the cooperatives in the organizational environment in the city of Bandung. To find out the description of the research variables, the researchers surveyed cooperative members with 318 respondents. In conducting the survey, the researcher first contacted the authorities, namely the chairman of the cooperative and his management staff. After applying for research, the researchers mapped the number of cooperative members. After knowing the number of cooperatives, the researchers then distributed questionnaires via a google form; this choice was made because during the covid 19 pandemic, many members carried out their activities through Work From Home (WFH). After distributing the questionnaire through the google form, the researcher then recapitulated the questionnaire results and analyzed the data to find out a description of the competence of the cooperative management.

RESULTS AND DISCUSSION

Based on the data processing results, the Competency of Managers' variables is as follows:

Table 1. Recapitulation of Management Competence Variables

Dimension	Frequency					TS	Mean	Criteria
	5	4	3	2	1			
MOTIVE								
1. How to think to do an action	23	40	108	80	67	826	2,60	reasonable
2. Behave Competence	0	19	165	118	16	823	2,59	Not reasonable
3. Directing behavior	58	71	132	50	7	1077	3,39	reasonable

Dimension	Frequency					TS	Mean	Criteria
	5	4	3	2	1			
for a specific purpose								
CHARACTERISTICS								
1. Traits	39	68	166	37	8	1047	3,29	reasonable
2. Consistent with information	56	141	102	19	0	1188	3,74	adequately
3. Consistent reaction	45	146	89	22	16	1136	3,57	adequately
4. Sharpness in observation	75	102	98	24	19	1144	3,60	adequately
SELF CONCEPT								
1. Self-confidence	34	69	208	7	0	1084	3,41	adequately
2. Assess effectiveness in various situations	49	96	140	25	8	1107	3,48	adequately
KNOWLEDGE								
1. Information held in specific fields	58	104	105	43	8	1115	3,51	adequately
2. Complex knowledge	60	106	119	23	10	1137	3,58	adequately
SKILLS								
1. Ability to carry out tasks	46	115	131	15	11	937	3,53	adequately
2. Ability to train mentally	35	95	163	6	19	1075	3,38	reasonable
3. Think analytically	40	116	117	28	17	1088	3,42	adequately
4. Thinking conceptually	52	77	165	24	0	1111	3,49	adequately
Total	670	1365	2016	521	206	4770	3,28	
Percentage	14,05	28,62	42,10	10,92	4,32	100		
Criteria	Adequately							

Based on table 1 above, it can conclude that the Management Competence Variable is in the reasonable category with an average score of 3.28. This condition shows that, in reality, the competence of the management still does not meet expectations where the management, in general, does not have sufficient competence in managing cooperatives.

This condition can see from several weak aspects, which indicate by the Behave Competence indicator with a score of 2.59 and then the indicator How to think to act score of 2.60, and the indicator of character traits with a score of 3.29. This fact illustrates that the competence of members and leaders do not yet fully have the expected competencies such as behavior that reflects competence in the field of cooperatives, which is still very rarely found in members and cooperative management apart from the way members think. Also, leaders in determining actions for cooperatives are still not felt. Fully optimal and still limited to short-term cooperative operational activities and the lack of leaders who have the appropriate characteristics and traits as cooperative people who can map and see opportunities for the overall progress of the cooperative. However, several aspects have been carried out well, including being consistent with information with a score of 3.7, then the Sharpness indicator in observation with a score of 3.60, and the complex Knowledge indicator with a score of 3.59. Therefore, the leadership and members already have good enough competence in sharpness towards situations and conditions that occur, which will impact the goals and directions of the cooperative to be achieved. In general, the leadership always consistently responds to any information obtained to develop cooperatives; also has good basic knowledge in management and economics to become good enough capital to develop the cooperative as a whole.

Table 2. Recapitulation of Management Competency Dimensions

No	Dimension	Mean
1	Motive	2,86
2	Nature	3,55
3	Self-concept	3,44
4	Knowledge	3,54
5	Skills	3,46

Based on the dimension recapitulation data, it can see that the lowest dimension is in the motive dimension; this shows that the motive that encourages the management to serve the management of the cooperative is still not fully developed to advance the cooperative. Nevertheless, many are demands of circumstances that make the person incorporated in the management cooperative without the ability and knowledge qualified against cooperatives.

Based on the research results on descriptive analysis, the average value of the Management Competence is in the reasonable category with a score of 3.28. This condition shows that, in fact, the competence of the management still does not meet expectations where the management, in general, does not have sufficient competence in managing cooperatives. This condition can see from a low dimension, namely the motive dimension with weak aspects as indicated by the Competency Behavior indicator with a score value. 2.59, then indicator of How to think to take action score of 2.60, and indicator of character traits with a score of 3.29. This fact illustrates that the competence of members and leaders do not yet fully have the expected competencies such as behavior

that reflects competence in the field of cooperatives, which is still very rarely found in members and cooperative management apart from the way members think. Also, leaders in determining actions for cooperatives are still not felt. Fully optimal and still limited to short-term cooperative operational activities and the lack of leaders who have the appropriate characteristics and traits as cooperative people who can map and see opportunities for the overall progress of the cooperative. However, even so, there are dimensions carried out well, including the dimensions of traits/innate characteristics with indicators Consistent with information with a score of 3.79, then the Sharpness indicator in observation with a score of 3.60, and the complex Knowledge indicator with a score of 3.59. This condition shows that the leaders and members already have reasonably good competence in sharpness towards situations and conditions that occur, which will impact the goals. Directions of the cooperative to achieve, and in general, the leadership is always consistent in responding to any information obtained to develop cooperatives. Having good basic knowledge in management and economics is a good enough capital to develop the cooperative as a whole. Research by Fuller, Heijne-Penninga, Kamans, van Vuuren, de Jong & Wolfensberger (2018) proves that excellent communication can result in adequate individual competence.

This condition illustrates that the management's competence in cooperative activities is still not entirely adequate. It appears that the lowest dimension is in the motive dimension; this shows that the motives that encourage administrators to serve as managers of cooperatives are still not fully developed to promote cooperatives, but many are due to the demands of the situation. Make the person incorporated in the management of the cooperative and without the ability and knowledge of the cooperative. Spencer & Spencer (2008) stated that competence has an essential role in organizational success. Martinkienė & Vaikšnoras (2019) stated that the managerial competence possessed by members in an organization would affect the quality and success of the organization itself.

CONCLUSION

The study results indicate that the competence of the Management is in a reasonable category. This condition can see from several weak aspects shown by the Behave Competence indicator with a score of 2.59, then the way of thinking indicator to take any action with a score of 2.60, and the trait indicator with a score of 3.29. This fact illustrates that the competence of members and leaders do not yet fully have the expected competencies such as behavior that reflects competence in the field of cooperatives, which is still very rarely found in members and cooperative Management apart from the way members think. Also, leaders in determining actions for cooperatives are still not felt. Fully optimal and still limited to short-term cooperative operational activities and the lack of leaders who have the appropriate characteristics and traits as cooperative people who can map and see opportunities for the overall progress of the cooperative. The statements

from each of these low indicators include the aspects of the Management always having disciplined behavior, the Management having a creative way of thinking in taking action, and the Management having the characteristics of being a hard worker. However, several aspects appear to have been going well. The Management is always consistent with the information obtained; the management has sharp observations and complex cooperative knowledge.

Cooperative management efforts are needed to improve weak indicators by increasing cooperative leadership and appointing cooperative administrators. Whom have the characteristics needed to lead cooperatives so that their outpouring of heart, thoughts, and behavior can describe the character. Strong support from the cooperative itself to be more convincing to members besides the management's way of thinking needs to update by providing an overview of the pattern of modern cooperative development. So fresh ideas and concepts accompany the management's insight regarding efforts to advance cooperatives. There needs to be strong support from the characteristics of cooperatives— Furthermore, the nature of the management regarding the desire that exists within him to advance the cooperative.

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