

Cooperative Effects of Business Performance as Implication of Board of Management, Controller and Manager Competencies through Members Participation (Study on Primary Saving and Loan Cooperative in West Java Province)

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Abstrat

KSP picture, indicating its not optimal maintenance and management of KSP, which is shown by the low Cooperative Effect allegedly because of bad Business Performance, as a result of the low participation of Members, the competence of the Board, Supervisors and Managers. The research goal is to find answers to the question of how the influence of Competence Board, Supervisory and business of the Cooperative Effect through Member Participation and Business Performance at KSP 148 in West Java. The data was processed with the Smart PLS 2.0. The conclusions of this research is synergy Competence Board, Supervisory and business will increase the participation of members. Business Performance KSP is a result of synergy Competency Board, Supervisory and business through Member Participation. Cooperative Effect is a result of synergy of business performance, Member Participation, Competence Board, the Supervisory and Management. This proves that the quality of the Cooperative Effect is determined by the quality of business performance KSP, which is the resultant of the Competence Board, Supervisory and business through Member Participation. Member participation is the catalyst of synergy effects of Competence Managers, Supervisors and Managers of the Business Performance KSP

Keywords: Competence Board, Supervisory Competence and Competence Manager, Member Participation, Performance

Introduction

Data from the Ministry of Cooperatives and SMEs Republic of Indonesia, shows that every year a growing number of cooperatives. In 2013 the number of cooperatives reached 203 701 units, with 33,869,439 members. KSP, has the highest rate of increase, as compared to other types of co-operatives tend growth rate constant or even decreased. The high rate of growth of KSP, was also followed by an increase in the number of problems at KSP reported to the Government. Nur Sutrisno (2004), stated that the main problem is the cooperative human resources (HR) Cooperative itself, which is shown by the low capacity of the Board, Supervisors, and the business in managing, overseeing and / or managing the organization's activities and cooperative effort, and the low Member participation in the cooperative, either as owner or customer cooperatives.

Conditions cooperatives are still many problems, indicating that the current cooperative can not provide Cooperative Effect, and yet can improve the welfare of its members. Cooperative conditions in West Java, is also not in line with expectations. This is shown by the data of the Department of Cooperatives and SMEs in West Java, which shows that the contribution of cooperatives to the GDP is still very small, as is the case with West Java Gini index of 0.41.

Efforts made by the Government of West Java Province to measure and compare the performance of a large cooperative in West Java with other cooperatives in the world is to establish 100 large-scale cooperatives that serve world-class nominations Indonesian cooperatives, including 11 (eleven) KSP conventional pattern shows that in general, the financial performance of KSP were below the standard of health (Regulation of the Minister of Cooperatives and SMEs No. 20 / Per / M.KUKM / XI / 2008 regarding Guidelines for Health Assessment Unit Credit Unions and Savings and Loans Cooperative), these conditions strengthens indications that the KSP in West Java Cooperative Effect not provide for its members.

Statistics show that the average public school enrollment rate of 8.09 years West Java (Jawa Barat in figures, 2013). Then it is strongly suspected that the cause of the problem on that KSP KSP has not been able to create the Cooperative Effect is human KSP, the Members, which is manifested by the participation at the KSP either

as owner or as a customer; Competence Board, realized in the effectiveness of organizational management and business KSP; Supervisory competencies embodied in monitoring the effectiveness of the organization and business activities; as well as the competence of business embodied by the effectiveness of business management KSP. This is consistent with the opinion of Nur Sutrisno (2004), that the problems of cooperatives rooted in its human resources.

Formulation Of The Problem

- 1) How does the Governing Competence, Competency Supervisors and Member Participation Competence business against either simultaneously or partially.
- 2) How does the Governing Competence, Supervisory Competence and Competence business on the performance of the business through participation Members KSP either simultaneously or partially.
- 3) How does the competence of the Board, Supervisory competence and the competence of business, against KSP through the Cooperative Effect and Member Participation Business Performance either simultaneously or partially.

Research Purposes

The aim of this study was to obtain empirical evidence and find the clarity of the issues that have been formulated, include:

- 1) The results of the study of the influence of Competence Board, Supervisory Competence and Competence business against Member Participation KSP either simultaneously or partially.
- 2) The results of the study of the influence of Competence Board, Supervisory and business against KSP Business Performance through Member Participation, either simultaneously or partially.
- 3) The results of the study of the influence of Competence Board, Supervisory, business, against Cooperative Effect through Member Participation and Performance KSP Enterprises, either simultaneously or partially.

Literature Review

Definition of Human Resource Management are used in this study are summarized from the opinion Dessler (2013); Noe, Hollenbeck, Gerhart and Wright, 2012; Armstrong (in Sunyoto, 2012, page 3), Tua (in Sunyoto, 2012). as follows: human resources management is the process for selection, develop, motivate members of the organization in order to achieve organizational goals effectively and efficiently through policy tools, which comes from the culture of the organization adopted.

Hanel (2005), provide an understanding Nominalist the cooperative in accordance with modern scientific approaches in economics cooperatives, cooperatives are institutions or organizations regardless of its legal form or manifestation meets the criteria of the cooperative group; cooperative self-help groups; cooperative enterprise; objectives / tasks or promotional principle members.

Cooperative criteria proposed by Hanel line with ILO Recommendation No. 127 (in Röpke, 2004), which confirms what has been outlined by Dulfer (1985), hanel and Müller (1985) and Münkner (1997), that a cooperative is an autonomous economic organizations, which is owned by their members and tasked to support its members, as the partners / customers of cooperative enterprises, or as workers / employees of the cooperative enterprise. So the cooperative can be defined by reference to the 'principle of identity' (double yolk), namely that the members of the cooperative are the owners, who also are also partners / customers (or, in the 'production cooperatives' workers / employees), and the' tasks that is to support 'of the cooperative enterprise.

Nur Soetrisno (2004), states that the purpose of the cooperative is to provide benefits to its members and the cooperative should be able to produce results of operations. Secondly it is a key element of business cooperatives. If this element is associated with cooperative characteristics proposed by Hanel (2005), that the purpose of the cooperative is to the welfare of the members, through a joint venture activities in a cooperative enterprise.

Dubashi (1970), states that the principle of the cooperative is the principle of service, not charity nor profit. Dubashi statement contains a very deep meaning regarding the identity of the cooperative, the cooperative must give priority to the service, not profit-oriented, but also not a gift or virtue institutions. Dubashi statement is in line with the cooperative characteristics proposed by Hanel (1985) and ICA Cooperative Identity Statement relating to the identity of cooperatives.

Act No. 25 of 1992 concerning Cooperatives, confirmed that the cooperative organization composed of Member

Meeting, the Management and Supervisory. Member Meeting is the official forum on co-operative, is the highest authority in the cooperative. Member Meeting is a collection of cooperative members who formally joined in a Meeting of Cooperative Members activity. Sukamdiyo (2005) outlines that human resources in cooperative consists of: Board, Trustees, Members and business.

Ulrich (2012) stated that HR professionalism shown of how big the human resource capabilities in meeting between the people in the organization with orientation and business strategy of the organization, in order to win the competition.

Palan (2003), argued that: competency Refers to the underlying behavior characteristics that describe motives, traits, self-concept, values, knowledge or skills that a superior performer Brings to the workplace. Further Palan defines competence as follows: A competency can be defined as an underlying characteristic of an individual that is causally related to criterion referenced effective and / or superior performance in a job or situation.

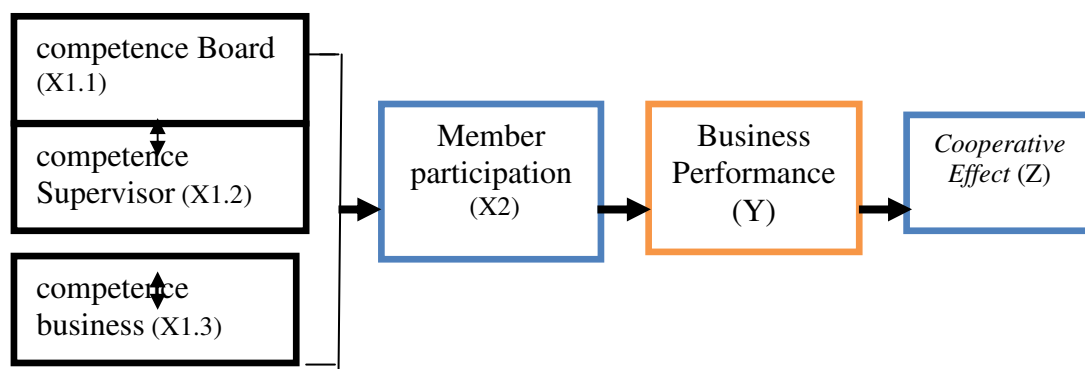
Conclusion Research Ulrich, Brockbank, Johnson, Sandholtz and Younger (2008), concerning competence are as follows: HR professionals who deliver value demonstrate HR competencies at the intersection of people and business. A failure to address both limits HR effectiveness. Further described in the research Ulrich that human resources professionals must have three (3) following competencies:

1. Relationship capabilities,
2. System and process capabilities,
3. Organization capabilities,

The participation of members of the cooperative can be grouped into participation as a member of the owner and customer participation as a member of the cooperative, members of the cooperative running multiple roles, namely as an owner as well as a customer. Hanel (2005) states that the effectiveness and quality of the participation of members of the cooperative depends on the members, the management of cooperatives, cooperative program. From the point of cooperatives as a company, success is measured by the cooperative financial aspects such as assets, liabilities, equity, turnover / services, and operating results.

Yuyun Wirasmita (2004), confirms that the benefits of the cooperative to its members is the result of effort and engineering members, things that need to be pursued by the cooperative in order to provide benefits to its members. Saving rules as a basis the most fundamental of the operational activities of cooperative organizations. Dimensional cooperative effect used in this study are: Direct benefits (direct Cooperative Effect) and indirect benefits (In-Direct Cooperative Effect).

Figure 1.
 Framework



Mathematis formulation and effect relationships between variables can be described as follows:

$$\begin{aligned}
 X_2 &= f(X_{1.1}, X_{1.2}, X_{1.3}) \\
 Y &= f(X_{1.1}, X_{1.2}, X_{1.3}, \hat{X}_2) \\
 Z &= f(X_{1.1}, X_{1.2}, X_{1.3}, \hat{X}_2, \hat{Y})
 \end{aligned}$$

Hypothesis

1. Competence Board, Supervisory and business simultaneously and partially influence

- the participation of members of KSP.
2. Competence Board, Supervisors, managers either simultaneously or partial effect on business performance through the KSP Member Participation.
 3. Competence Board, Supervisory, business, either simultaneously or partial influence on Cooperative Effect through Member Participation and Business Performance.

Research Methods

This type of research is the verification study, the research method used is survey method with participative research, a method that emphasizes on acquiring and analyzing the data to answer questions (Sugiyono, 2014).

Research variables used in this study include variable Competence Board, Supervisory competence, and competence of business KSP, as exogenous and variable Members participation, cooperative business performance, and Cooperative Effect as an endogenous variable. The research was conducted KSP conventional pattern in West Java province who met the study criteria, determining the number of samples in this study followed Nomo grams Harry King.

Processing of data for testing Cooperative Effect of Business Performance as implications of Competence Board, Supervisory and business through Member Participation in this study uses PLS Smart Software 2.0.

Model theoretical framework that has been built is transformed into the shape of the path diagram to illustrate the causality of the constructs used to measure the indicator and dimensional constructs conducted through questionnaires.

Research Result

Data results showed that the highest number comparison, the lowest and average figures for each indicator cooperative profile shows a fairly wide range, it resulted from the performance of heterogeneous samples KSP, especially the volume of business and number of members.

Influence of Competency Board, Supervisory Competence and Competence business through Participation Effect Against Cooperative Members and Business Performance

Statistics Test Results Effect on Competence Board, Supervisory, business through the participation of the Cooperative Effect Members and Business Performance KSP indicate that:

- 1) Competence Board, Supervisory competence and the competence of business simultaneously affect the participation of members of KSP; this indicates that the level of participation of members of KSP is affected by the level of competence of Trustees, Board competence and the competence of business simultaneously. The results also showed that partially affect the competence of Trustees Member Participation, however competence of the Board and does not affect the competence of business Member Participation.
- 2) Competence of Trustees, Board competence, and competence of business simultaneously affect the performance of cooperative efforts by Member Participation. The results also show that:
 - Effect of partial competence of Supervisors, Board competence and competence business against Business Performance smaller than if the through Member Participation; This study thus indicates that the Member participation is an important variable in improving the business performance of cooperatives.
 - Partially competence of Trustees, affect the performance of cooperative effort, but the competence of the Board has no direct influence on the performance of cooperative effort. While competence business partially adversely affect the performance of cooperative effort.
 - The results of this study further strengthens the notion that the synergy between the Board, Supervisors and the business will affect the participation of members of which are embodied in Business Performance KSP, this happens because of the key Business Performance KSP is a Member participation.
- 3) Competency Board, Supervisory competence, competence of business, simultaneously affect the Cooperative Effect, through the participation of Members and Business Performance KSP. The results also show that:
 - Partially Competence Board, affect the Cooperative Effect. But does not affect the competence of the supervisory cooperative effect, so with competence manager.
 - Participation of members KSP partially positive influence on the cooperative effect is the case with cooperative business performance. This happens because the organizational structure of the KSP has been going well, and the establishment of a grain of Cooperative Effect on kewangan KSP is a Member in the Meeting of Members, so the quality is very influenced by the Cooperative Effect Members Participation. Cooperative Effect as a result of efficiency conducted by KSP will be strongly influenced by KSP Business

Performance and Business Performance KSP is a reflection of its Member Participation. Thus Member Participation, Business Performance and Cooperative Effect is an integral part and a key feature of a cooperative.

- Competence business negatively affect the Cooperative Effect this occurs because knowledge about the cooperative business is very low and the concept of self-business in general, contrary to the identity of KSP.

Conclusion

1. Synergies Competence Board, Supervisory and business will increase the participation of members, both in his capacity as owner or as Customer KSP. To increase the role of the Supervisory Competence Member Participation is higher than the Competency Management and Competencies business, because business characteristics demanded KSP Member belief in saving or borrowing money. Members put hope and confidence to the Supervisor to be able to perform its functions and its role in overseeing the KSP to always run the business activities of savings and loan properly, so that the Members of collateral or cash deposits on KSP secured.
- 2) Members Participation is the catalyst of synergy effects of Competence Managers, Supervisors and Managers of the Business Performance KSP. Board competence is key in improving the KSP Business Performance, because the quality of performance is largely determined KSP KSP work program prepared by the Board, and approved by the Member Meeting. Increased Competence business will result in a decrease in Business Performance KSP, although in a very small scale. This happens because in general the business do not understand the meaning of the identity of cooperatives and its implementation, so that the orientation of the business management of KSP have a tendency to mere business.
- 3) Quality of Cooperative Effect is determined by the quality of business performance KSP, which is the resultant of the Competence Board, Supervisory and business through Member Participation. This proves that the Cooperative Effect KSP, is a reflection of the quality of the synergy that exists between Business Performance, Participation and Competence Board Member, Supervisory and Management. Furthermore, this study shows that Member Participation and Business Performance has a dominant influence on the increase in Cooperative Effect. This occurs because the various forms of Cooperative Effect on KSP set at Member Meeting, so that high or low participation of Members during the Members Meeting will determine the quality of the Cooperative Effect. High or low KSP Business Performance will affect the level of Cooperative Effect, due to various forms of Cooperative Effect are a reflection of the Business Performance.

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