

THE INFLUENCE OF BUREAUCRATIC BEHAVIOUR ON EMPLOYEE PERFORMANCE IN THE SERVICE OF COOPERATIVES AND SMALL MEDIUM BUSINESS IN BOGOR CITY

Undri¹, Nandang Saefudin Zenju^{2*}, Ade Heriyati³

^{1,2,3}Master of Public Administration Study Program, Postgraduate School, Universitas Djuanda

*Correspondence: Nandang S. Zenju, Email: ndandang.saefudin.zenju@unida.ac.id

ABSTRACT

Based on the preliminary exploration, the performance of employees in the Small and Medium Enterprises (SME) Cooperative Office of Bogor City is low, as evidenced by several problem indicators. The quality of work of employees in the Non-Formal Small Industry Section, particularly in fostering SMEs (Small and Medium Enterprises), is not adequate, as many of these SMEs have not shown improvement in terms of production or capital. This research aims to analyze the influence of bureaucratic behavior on the performance of employees in the SME Cooperative Office of Bogor City. The research method used in this study is explanatory survey. Based on the results of statistical tests, it was found that bureaucratic behavior, empirically, has a significant impact on the performance of employees in the SME Cooperative Office of Bogor City, accounting for 73.1%. The analysis of bureaucratic behavior through individual characteristics, group characteristics, and bureaucratic characteristics has partially influenced employee performance. Among the dimensions of bureaucratic behavior, the group characteristics, including hierarchy, tasks, authority, responsibility, reward system, and control system, have the most significant influence. On the other hand, the smallest influence comes from the principle of bureaucratic characteristics, such as communication within the group, cooperation within the group, and decision-making within the group.

Keywords: Bureaucracy, Employees, Performance, Cooperatives

ABSTRAK

Berdasarkan peninjauan awal, kinerja pegawai Dinas Koperasi Usaha Kecil Menengah Kota Bogor rendah, hal ini terlihat dari beberapa indikator masalah, Kualitas kerja pegawai ini terlihat pada Seksi Industri Kecil Non Formal dalam hal pembinaan terhadap para UKM (Usaha Kecil Menengah) belum sesuai, karena masih banyak para UKM tersebut belum terlihat peningkatannya dari segi produksi ataupun modal. Penelitian ini bertujuan untuk menganalisis besarnya pengaruh perilaku birokrasi terhadap kinerja pegawai Dinas Koperasi Usaha Kecil Menengah Kota Bogor. Metode penelitian yang digunakan dalam penelitian ini adalah survey explanatory. Berdasarkan hasil uji statistik diperoleh hasil bahwa variabel perilaku birokrasi secara empiris telah memberikan pengaruh terhadap kinerja pegawai Dinas Koperasi Usaha Kecil Menengah dan Perindustrian Perdagangan Kota Bogor sebesar 73.1%. Analisis perilaku birokrasi melalui dimensi karakteristik individu, dimensi karakteristik kelompok, dimensi karakteristik birokrasi secara partial telah mempengaruhi terhadap kinerja pegawai. Adapun dimensi perilaku birokrasi yang paling besar pengaruhnya adalah karakteristik kelompok yang terdiri dari hierarki, tugas-tugas, wewenang, tanggungjawab, sistem reward dan sistem kontrol. Adapun yang terkecil adalah prinsip karakteristik birokrasi yang terdiri dari komunikasi dalam kelompok, kerjasama dalam kelompok dan pengambilan keputusan dalam kelompok.

Kata kunci : Birokrasi, pegawai, kinerja, koperasi.

INTRODUCTION

Development that is getting faster now brings changes in all aspects of people's lives. On the one hand, changes that encourage growth in social life, on the other hand, changes brought about by such development can result in increasing community needs both in quality and quantity, as well as the types of needs or needs that must be met and responded to by the government

needs to pay attention to public services, based on data that researchers obtained from internet media, that one of the political survey institutions in Hong Kong, conducted research on the quality of public services in Asia, out of 10 (ten) countries surveyed Indonesia was ranked 9 (nine). This illustrates that Indonesia does have poor quality public services. The current bureaucratic reforms are expected to be able to change the image that public services in Indonesia are poor. The low level of public services is an interesting and actual matter to be studied more seriously, in order to reveal the effectiveness of governance and development

Regulation of the Minister of State for Administrative Reform Number: PER/15/M.PAN/7/2008 concerning General Guidelines for Bureaucratic Reform, that in essence bureaucratic reform is an attempt to carry out fundamental updates and changes to the governance system, especially concerning the following aspects:

1. Institutional (organization)
2. Management (business process)
3. Apparatus human resources.

behaviour according to Sunardi (2014: 1) is synonymous with activity, action, performance, response, or reaction. In other words, behaviour is everything that humans do and say. behaviour can have one or more measurable dimensions, namely frequency, duration, and/or intensity. A

behaviour can be observed, described, recorded/recorded, measured by other people or the perpetrator himself. Every behaviour has an impact/influence on the environment, and behaviour follows the lawful (lawful) principle of learning. The definition of bureaucracy according to Weber quoted by Widjaja (2004:25), suggests the following: Bureaucracy is as a system of authority that is determined rationally by various regulations. This the bureaucracy is intended to organize regularly a job that must be done by many people.

Bureaucratic behaviour according to Robbins in Angelica (2008: 11) says that: Organizational behaviour is a field of study that investigates the influence that individuals, groups, and structures have on behaviour in organizations that aim to apply knowledge to increase the effectiveness of an organization. Human resources (personnel) with good qualifications will encourage the realization of organizational goals effectively and efficiently

Performance comes from the word performance as stated by Wibowo (2010: 7) performance or performance is "the result of work or work performance and more broadly performance is not only the result of work but also includes how the work process takes place." Thus it can be concluded that performance is about doing the work and the results achieved from the work, in short it is about what is done and how to do it. "performance" is one of the important things that need to be considered in achieving organizational goals. To maintain the performance of each employee, it is necessary to have a performance appraisal in an organization for each employee, both superiors and subordinates. The author's reason for conducting research is because the work quality of Bogor City Cooperative and MSME employees is low. This can be seen in the field of cooperatives in terms of fostering cooperatives in the city of

Bogor, which number around 700 cooperatives, of which 400 are in suspended animation with no activity. And also the reliability of the employees of the Bogor City Micro, Small and Medium Enterprises Cooperative Office is low. This can be seen in the Non-Formal Small Industry Section in guiding PKL (Street Vendors) which is still lacking, due to the lack of the number of employees who have special expertise and skills.

RESEARCH METHODOLOGY

Research methods

The research method used in this study is an explanatory survey according to Singarimbun and Effendi in Satibi (2011: 172), which is a method that does not only explain or describe empirical facts found in the field but will also explain the influence analysis both partially and simultaneously between variable which of research.

The research design is quantitative analysis, namely to test the hypothesis and do interpretation deep to find out the influence between actors' behaviour free (X) regarding bureaucratic behaviour towards variable bound (Y) the performance of employees at the Office of Cooperatives and Micro, Small and Medium Enterprises in the City of Bogor, as well as to find out variable others that were not examined (Epsilon) on employee performance at the Bogor City Micro, Small and Medium Enterprises Cooperative Office.

This study includes two variables, namely Bureaucratic behaviour as an independent variable, namely a variable that influences other variables (X) consisting of 3 dimensions, and Performance as the dependent variable (Y), namely a variable that is influenced by other variables, consisting of 4 (factors). Where the independent variable (X) is the bureaucratic behaviour variable with the dimensions of individual characteristics, group characteristics, and bureaucratic characteristics. While the dependent variable (Y) in this study is performance which consists of the dimensions of work quality, work quantity, reliability and attitude.

Data Collection and Processing Techniques

Data collection in this study was carried out utilizing library research, and field studies in

the form of participant observation, interviews, and questionnaires.

To analyze data from respondents obtained from questionnaires, statistical analysis was used including formulating hypotheses, compiling research instruments, determining samples, analyzing data and finally a conclusion from the research results. Analysis in data processing through path analysis (path analysis) is to look at the magnitude of the influence of the bureaucracy on the performance of employees of the Bogor MSME Cooperative Office.

Before the data is processed, validity testing is carried out first in the form of a measure of validity determined by the level of relationship or the level of closeness (correlation) between the existing items and the total score using the Product Moment formula.

Reliability testing aims to determine the reliability of the measuring instrument used. This reliability shows the accuracy and homogeneity of the questionnaire used as a measuring tool.

The method used to test the reliability of measuring instruments in this study used interval consistency with the split-half technique from Spearman-Brown with a mathematical model as follows:

$$r_{11} = \frac{2 \cdot r}{1 + r}$$

Sistematika penulisannya diurutkan sebagai berikut: materi, rancangan percobaan dan perlakuan, prosedur pelaksanaan penelitian, analisis laboratorium, dan analisis statistik. Sistematika ini tidak kaku, dapat disesuaikan dengan ciri bidang keilmuan. Misalnya, untuk penelitian agribisnis yang tidak ada analisis laboratoriumnya, tidak perlu ada analisis laboratorium.

RESULTS AND DISCUSSION

Variable Structure Calculation

The influence of variables X to Y shows a coefficient of determination (R²) of 0.652 meaning that 65.2% of employee performance variability can be explained by the independent variables, in this case, bureaucratic

behaviour which consists of the dimensions of individual characteristics, group characteristics and bureaucratic characteristics which have a strong enough influence on employee performance as shown in the figure below:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807 ^a	.652	.638	3.8040

a. Predictors: (Constant), x

Effect of X1 on Y

The interpretation is as follows:

Effect of X1 on Y = 2.2 %

Effect of X1 on Y through X2 = 4.4 %

Effect of X1 on Y through X3 = 2.1%

The sum of the direct and indirect effects of the X1 dimension on Y is 8.7%.

Effect of X2 on Y

The interpretation is as follows:

Effect of X2 on Y = 24.6%

Effect of X2 on Y through X2 = 4.4 %

Effect of X2 on Y through X3 = 9.9%

The sum of the direct and indirect effects of the X2 dimension on Y is 38.9%.

Effect of X3 on Y

The interpretation is as follows:

Effect of X3 on Y = 5.6%

Effect of X3 on Y through X1 = 2.1 %

Effect of X3 on Y through X2 = 9.9%

The sum of the direct and indirect effects of the X3 dimension on Y is 17.6%.

The joint effect of X1, X2 and X3 on Y is 8.7% + 38.9% + 17.6% = 65.2%.

The results of the study revealed that bureaucratic behaviour in the Bogor City Cooperatives and Small and Medium Enterprises Office, in general, had been carried out following applicable regulations. This bureaucratic behaviour is a consequence of an organization in carrying out or realizing its goals. The goals of an organization are usually

implied and stated in the mission and vision of the organization which are then translated into the organization's work program.

In principle, the work program needs to be manifested into concrete actions through the division of tasks from each work unit according to the organizational structure that has been formed. It is within this framework that bureaucratic behaviour is seen as important because it is the starting point for the success or failure of an organization in realizing its goals. This implies that the behaviour of the bureaucracy should be carried out following the principles and provisions that apply so that the performance of employees in translating their duties can carry out optimally.

CONCLUSION

Bureaucratic behaviour variables empirically have had a major influence on the performance of employees of the Bogor City Trade and Industry Cooperative Service Office. it has been carried out following the dimensions of bureaucratic behaviour and clear work standards from the Bogor City Office of Cooperatives and Small and Medium Enterprises, but operationally it has not been fully effective so it has implications for employee performance.

The dimension of bureaucratic behaviour that has the greatest influence is the characteristics of the bureaucracy consisting of hierarchy, tasks, authority, responsibility, reward system and control system. The smallest is the principle of group characteristics consisting of communication within the group, cooperation within the group and decision-making within the group.

RECOMMENDATION

1. Academic Advice

The study of bureaucratic behaviour and employee performance is theoretically very relevant to the study of public policy science, therefore the researchers suggest that scientists and practitioners associated with the study conduct more sustainable research to contribute ideas, especially in the aspect of scientific development.

2. Practical Advice

1. Given that bureaucratic behaviour has had a major influence on employee performance, the Bogor City Cooperatives and Small and Medium Enterprises Office should pay serious attention to the implementation of bureaucratic behaviour, to encourage increased employee performance within the Bogor City Cooperatives and Small and Medium Enterprises Office.
2. Since the dimensions of group characteristics have the least influence, therefore it should be further enhanced by giving confidence to subordinates at work, providing clear authority and providing opportunities for decision-making.
3. In carrying out bureaucratic behaviour that is more optimal so that there is a more intensive and persuasive pattern of supervision carried out by the Head of Service for employees in carrying out their duties so that efforts to increase employee performance can be achieved.
4. Policies should be oriented towards employee professionalism, by establishing criteria and alternatives for implementing employee policies. To support the implementation of employee bureaucratic behaviour, it is necessary to provide adequate

incentives and welfare for employees.

BIBLIOGRAPHY

- Dunn, William N. 1999. Pengantar Analisis Kebijakan Publik. (Edisi Bahasa Indonesia). Yogyakarta : Gajah Mada University Press.
- Dye, Thomas R. 2002. Understanding of Publik Policy. New Jersey : Prentice Hall Inc.
- Edward III, George C. 1980. Implementing Publik Policy. Alih Bahasa : Santoso. Texas : Congresional Quarterly Inc.
- Fathoni, Abdurahman, 2006. Manajemen sumber Daya Manusia, Jakarta: Rineka Cipta.
- Islami, M. Irfan, 1994. Prinsip-prinsip Kebijakan Negara. Jakarta : Bina Aksara.
- , 2002. Prinsip-prinsip Perumusan Kebijaksanaan Negara. Jakarta : Bumi Aksara.
- Lembaga Administrasi Negara RI. 1996. Sistem Administrasi Negara Republik Indonesia. Jakarta : CV. Haji Masagung.
- Mangkunegara, Anwar Prabu. 2009. Manajemen SDM Perusahaan. Bogor : Rosda Karya. Cetakan Ke Sembilan.
- Mondy, R. Wayne, 2009. Manajemen sumber Daya Manusia, Jakarta: Erlangga.
- Mustopadidjaja, AR. 2002. Manajemen Proses Kebijakan Publik, Formulasi, Implementasi dan Evaluasi Kinerja. Lembaga Administrasi Negara.
- Nasution, 2000. Metode Research (Penelitian Ilmiah). Jakarta : Bumi Aksara.
- Permadi D, 1999. Menuju Koordinasi (Membangun Koordinasi Efektif). Bogor : Rineka Cipta.
- , 2000. Teori Pengembangan Organisasi. Jakarta : PT. Bumi Aksara.

- Rivai, Viethzal, 2007. *Manajemen Sumber Daya Manusia*, Edisi 1, Rajawali Pers.
- Singadilaga, Dudy. 2001. *Ruang Lingkup dan Teori Kebijakan Publik (Diktat Kuliah)*. Bogor : Program Pasca Sarjana Universitas Padjajaran.
- Silalahi, Ulbert, 2006. *Studi tentang Ilmu Administrasi*, Bogor; Sinar Baru.
- Suganda, Dann. 1996. *Pengantar Administrasi Negara*. Jakarta : Intermedia.
- Sugiyono. 2008. *Statistika untuk Penelitian*. Bogor : Alfabeta.
- Supriyatna, Asep. 2000. *Fungsi Administrasi Negara dan Sistem Administrasi Negara*. Bogor : Panca Usaha.
- Supriatna, Tjahya, 1997. *Birokrasi, pemberdayaan, dan pengentasan kemiskinan*. Humaniora Utama Press.
- Singarimbun, Masri dan Sofian Effendi, 1995. *Metode Penelitian Survei*, cetakan ke II. Jakarta : LP3ES.
- Suryadi, Soleh, 2009. *Administrasi Publik dan Otonomi Daerah*. Bogor: Prisma Press.
- Terry, George, R, 1997. *Prinsip-prinsip Manajemen*, Penerjemah : J. Smith. D.F.M. Jakarta : PT. Bumi Aksara
- Thoha, Miftah 2005. *Perilaku Organisasi, Konsep Dasar dan Aplikasinya*, Jakarta: Prenada Media Group)
- Wahab, Solichin, Abdul, 1997. *Analisis Kebijaksanaan : Dari Formulasi ke Implementasi Kebijaksanaan Negara*. Jakarta : PT. Bumi Aksara.
- Winardi, J, 1999. *Pengantar Tentang Teori Sistem dan Analisis Sistem*. Jakarta : Karya Nusantara.
- Wahab, Solichin A. 1991. *Analisis Kebijakan dari Formulasi ke Implementasi Kebijakan*, Bumi Aksara Jakarta.
- Wahab, S. 2008. *Pengantar Analisis Kebijaksanaan Negara*. Jakarta : Rineke Cipta.
- Widodo, Joko. 2010. *Analisis Kebijakan Publik, Konsep dan Aplikasi*. Surabaya : Bayu Media. Cetakan Ke Tiga.
- Winarno, Budi. 2002. *Teori dan Proses Kebijakan Publik*. Yogyakarta : Media Pressindo.
- Zenju, Nandang Saefudin, 2008. *Administrasi Publi*, Surabaya: Kita Press.
- Dokumen Lain :
- Kuswandi (2006). *Pengaruh Perilaku Birokrasi terhadap Kinerja Pegawai pada Biro Perlengkapan Provinsi Jawa Barat*.
- Surya (2007). *Pengaruh Perilaku Birokrasi Terhadap Kinerja Pegawai pada dinas Kesehatan Kota Bogor*.
- Peraturan Daerah Nomor 05 Tahun 2001 tentang pembentukan dan Susunan Organisasi Dinas Daerah Kota Bogor
- Keputusan Walikota Bogor Nomor 327 tahun 2001 tentang Rincian Tugas Pokok dan Fungsi Satuan Organisasi Dinas Daerah.