



Effectiveness of the Implementation of Main Tasks and Functions of the Cooperative Sector of Micro, Small and Medium Enterprises (SMEs) of Central Lampung Regency

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Abstract

This study aims to determine the effectiveness of the implementation of the main tasks at the Central Lampung Regency Micro, Small, and Medium Enterprises Cooperative Office, to find out what aspects hinder the effectiveness of the implementation of the main tasks and functions in the field of cooperatives Micro, Small and Medium Enterprises in Central Lampung Regency. The research method used in this research is a type of qualitative research with a descriptive analysis method. The purpose of this method is to examine and describe qualitatively. All data was obtained directly from informants in the field using interview and observation techniques. The results showed that employees have carried out their duties, although they were not fully completed on time. Their actions in carrying out their activities were in accordance with the expected results, and based on the quality of their work, they have carried out their activities. There are inhibiting aspects, namely, that there are employees who have not carried out their main duties and functions properly. It often happens that employees work instead of the main tasks that should be carried out, so that these employees do not carry out their work optimally. The density of the tasks given by the leadership means that there are often overlapping tasks and authorities carried out by employees at the Trade Office of Bandar Lampung City.

Keywords: Effectiveness, Main Duties and Functions.

Introduction

Government organizations, in an effort to realize government goals, are expected to pay attention to the principles of efficiency, accountability, openness, and cooperation so as to create a productive work climate and be able to provide excellent service to the community (Kamarasyid, 2019). For this reason, government officials must understand their main duties and functions so that the administration of government does not overlap, which results in efficiency and is not professional (Agusta & Jaya, 2021). To create efficiency, accountability, openness, and

cooperation, government apparatus must have a set of skills (competencies) that aim to improve apparatus performance (Didik, 2021). This shows that the government has a desire to build responsible and professional governance and good governance (Ali & Saputra, 2020).

In order to create performance productivity that can improve the reputation of the organization both internally and externally, it is necessary to pay attention to the competence of the apparatus, including education and training, skills, work experience, work ethic, behavior, cooperation skills, and high popular commitment (Muhamad et al., 2023). As subjects involved in direct public service interactions, government employees contribute to changing public perceptions of government employee performance. What employees must understand are their main tasks and functions, as this can have an influence on the policy making and implementation processes (Vazquez et al., 2019). Employees' knowledge and understanding of work competencies are the basis for public service activities. Every employee is responsible for achieving development and government goals. Therefore, government employees must have the ability to plan and implement various organizational policies in accordance with the framework through the cooperation of organizational members so that the quality of work can encourage the creation of a professional work climate and culture and have a measurable level of accountability.

In general, what happens in the field shows that the placement and appointment of employees within the scope of the Central Lampung Regency Micro, Small, and Medium Enterprises Cooperative Sector has not shown the principles of state administration and deviates from aspects of professionalism. In addition, the element of competence is also ignored in the appointment, which has an impact on not creating a conducive performance in carrying out government and development tasks, especially the duties and functions of the Inspectorate as supervision of development and government in the regions (Noor et al., 2020). In realizing the vision and mission of the Central Lampung Regency Micro, Small, and Medium Enterprises Cooperative Sector, government organizations need to have sufficient scientific expertise, work experience, discipline, and drive. If competence is still ignored in the appointment process, it will be very difficult to carry out the main tasks and responsibilities in encouraging the realization of an autonomous regional

government of Central Lampung Regency that is good, clean, and free from corruption, collusion, and nepotism (Sumaryati et al., 2020). This is because competence is directly related to service quality. When authorities cannot adequately carry out key responsibilities, this will have a negative impact on professionalism in the workplace (Nguyen et al., 2020).

Organizationally, the function of the Micro, Small, and Medium Enterprises Cooperative Sector of Central Lampung Regency is to formulate policies in the fields of trade and industry that are under its authority and to organize the evaluation and reporting of the service, which is carried out annually, in accordance with Central Lampung Regency Regional Regulation Number 03 of 2011. Thus, the function of the Micro, Small, and Medium Enterprises Cooperative Sector of Central Lampung Regency is to carry out activities in the organization, including the right to order other people to do or not do something so that goals can be achieved.

Because it is in an unclear political and bureaucratic structure, the Central Lampung Regency Office of Cooperatives and Micro, Small, and Medium Enterprises cannot carry out its main responsibilities and activities properly, which is characterized by employees feeling that the main tasks carried out are not in accordance with their section; there are employees who do not know exactly their main duties and functions; and there are employees working instead of the main tasks that should be carried out, so that these employees do not carry out work optimally. Given the many aspects that hinder the implementation of the main tasks and functions properly and optimally in carrying out its role as a public servant, research will be conducted on analyzing the effectiveness of the implementation of the main tasks and functions of the cooperative micro, small, and medium enterprises sector of Central Lampung Regency.

Literature review

a. Effectiveness

The effectiveness intended in this study is characterized by the success or level of achievement of goals and objectives related to the implementation of tasks (Barusman & Virgawenda, 2019). To achieve these goals and objectives, the organization must be able to carry out its duties in an effective and efficient manner (Bucata & Rizescu, 2017). Angeles et al., (2022) view organizational efficiency in terms of the

amount of resources used to produce an overall unit, while organizational effectiveness is measured by the extent to which the organization successfully achieves its goals. This perspective takes a goal-oriented approach to organizational effectiveness. Based on this viewpoint, effectiveness is a very important notion because it can provide an overview of how well an organization is performing in achieving its goals (Kakwezi & Nyeko, 2019). Therefore, completing objectives in accordance with plans developed based on organizational policies can be interpreted as organizational effectiveness. Organizational effectiveness can also be seen to determine to what extent the organization is able to carry out its main tasks and achieve the goals that have been set (Awan et al., 2020).

Sendawula et al., (2018) suggest that employee performance is measured by how well the work is done and how much work is produced in accordance with expectations. This means that a job is considered effective if it can be completed on schedule, both in terms of quality and time (Virgawenda et al., 2016). In general, an organization is considered effective if the results are in line with expectations. This means that a task is considered effective if it can be completed according to the target, both in terms of quality and time (Shet et al., 2019). Organizational effectiveness is not only seen in terms of achieving goals but also in terms of the interests of individual organizational members (Kareem & Hussein, 2019). From an employee perspective, effectiveness is the extent to which employees feel the benefits of the company improving employee welfare (Cakir & Adiguzel, 2020).

Effectiveness is defined as the achievement of a planned program and the extent to which a program can be completed within a certain time frame (Barusman, 2014). Effective program implementation occurs if a program is implemented in accordance with the predetermined targets; otherwise, if a program is not implemented according to plan, it is certain that there are problems or obstacles in the implementation of the program (Madanat & Khasawneh, 2018).

b. Main Tasks and Functions

The main tasks and functions in general are mandatory things that must be done by an employee in an agency routinely in accordance with their abilities to complete the work program that has been made based on the goals, vision and mission of an organization (Sahid et al., 2020). The main task is a collection of main

and routine tasks carried out by employees in an organization, which provides an overview of the level or complexity of the position to achieve certain goals (Barusman & Rulian, 2020). Meanwhile, functions are a collection of tasks that are similar in nature, implementation, or other aspects (Chen et al., 2021). It can be concluded that the main tasks and functions are jobs or activities carried out by employees that have different characteristics and are connected to each other based on their application or nature to achieve certain goals in an organization (Wang & Brower, 2019).

Within each division or unit, each employee must perform more specific tasks that are clearly defined. In accordance with the demands and capabilities of the community, the detailed tasks are divided into concrete and practical parts (Lumempow et al., 2021). The first step to increasing employee effectiveness in achieving organizational goals is to carry out a job analysis process, which is the process of collecting organizational data relevant to work in order to produce specific and clear main tasks and functions (Haris, 2018). There are dimensions used to measure the effectiveness of main tasks and functions, namely units of time, units of results, and quality of work (Rukmana et al., 2020).

Methodology

This research uses descriptive qualitative research. Qualitative research is research that cannot be obtained using statistical methods or other quantitative techniques. The use of this method is to describe the effectiveness of the implementation of the main tasks and functions of the Central Lampung Regency Micro, Small, and Medium Enterprises Cooperative Division, which is examined in depth based on the principles of qualitative research. This research uses primary and secondary data. Primary data is data obtained directly from informants in the field using interview techniques related to the effectiveness of the implementation of main tasks and functions. Secondary data in this study were obtained from books, articles, and the internet. Thus, there are two sources of data in this research, namely informants and written documents (Humphreys et al., 2021).

This study used 6 informants consisting of the Head of the Micro, Small and Medium Enterprises Cooperative Division of Central Lampung Regency, 3 employees, 1 owner of a Micro, Small and Medium Enterprises, and 1 person from the farmer's women's group association. This research was conducted at the location

of the Central Lampung Regency Micro, Small and Medium Enterprises Cooperative.

Result And Discussion

Effectiveness of the Implementation of Main Duties and Functions of the Central Lampung Regency Small and Medium Enterprises Sector

The main tasks and functions are interconnected. The law states that an organization organizes functions to carry out a main task. Every employee in the agency must perform more specific and clear tasks, and each division has a task that must be completed in accordance with the division's main responsibilities and functions. Thus, the main tasks and functions are activities that must be carried out in carrying out work programs that have been made based on the goals, vision, and mission of an agency. An employee must, and even must, carry out certain tasks routinely according to his abilities and expertise. Research on the Effectiveness of the Implementation of Main Tasks and Functions in the Cooperative Sector of Micro, Small, and Medium Enterprises (SMEs) of Central Lampung Regency was measured through three dimensions, namely units of time, units of results, and quality of work.

a. Unit of Time

A unit of time is a measurement used to express the results of time measurement. However, in the effectiveness of the implementation of the main tasks and functions of the Central Lampung Regency Micro, Small, and Medium Enterprises Cooperative Sector, the unit of time is a program that has been determined to be implemented by employees in the office (Purnomo et al., 2021). Based on the results of the interview, the unit of time can affect the quality of work of employees in the Micro, Small, and Medium Enterprises Cooperative Sector of Central Lampung Regency in carrying out their main duties and functions. Employees carrying out their duties greatly affect the increase in work effectiveness because the implementation of tasks by employees can be measured through time standards in completing their main tasks and functions, with the hope that the final evaluation in carrying out their main tasks and functions can be successful well.

b. Unit of Result

The unit of result is the most important element that needs to be developed in various ways in carrying out the main tasks and functions (Farida et al., 2018). Human resources are resources that play a role in managing time, energy, and abilities that are used optimally for the benefit of the organization and individual interests (Oktaviannur & Pratama, 2016). Human resources are very important to improving the results unit because they oversee the achievement of policy objectives and play an important role in the planning and implementation stages of the policy. Therefore, given the importance of human resources, the government needs to increase the provision of quality human resources for policy implementation. In other words, policy implementers must be professionals in their fields. Based on the results of interviews, of the 60,841 East Lampung Regency Micro, Small, and Medium Enterprises registered in 2022, not all are doing well. This is due to the covid pandemic that has not ended, so the East Lampung Regency Micro, Small, and Medium Enterprises that survive in coaching are 60.65. Meanwhile, those that could not survive or were inactive in 2022 were 189 micro, small, and medium enterprises. Thus, the results of the coaching are still considered successful because there are relatively few inactive SMEs.

c. Quality of Work

The quality of work of employees at the Central Lampung Regency Micro, Small, and Medium Enterprises Cooperative Sector in carrying out their duties has been carried out by following existing procedures. From an internal organizational perspective, the quality of employee work is influenced by the integrity, loyalty, and competence of employees towards the organization and the policies implemented (Romli et al., 2019). Based on the results of interviews that have been conducted, the quality of work carried out by employees in the field of Micro, Small and Medium Enterprises in Central Lampung Regency is relatively good, even though, with various limitations in terms of operational funds, the size of the area, and the limited number of employees available, they can still foster so many micro, small, and medium enterprises to be able to grow and develop along with the guidance provided.

Supporting and Hindering Aspects of the Effectiveness of the Implementation of the Main Tasks and Functions of Small and Medium Enterprises in East Lampung Regency

a. Supporting Aspects

The existence of the Main Tasks and Functions of the Micro, Small and Medium Enterprises Cooperative Sector of Central Lampung Regency, has the aim of increasing the supporting factors for the efficiency of government work in the field of community economy. As for the supporting aspects, namely the existence of clear rules regarding the Main Duties and Functions of the Micro, Small and Medium Enterprises Cooperative Sector of Central Lampung Regency, so that each employee already has work guidelines that must be implemented, the existence of human resources who carry out each policy, although in quantity it is still relatively lacking, but every existing policy has been implemented, and there are office facilities that support the activities carried out by employees, although in quality and quantity it still needs attention from the leadership, so that each activity can be carried out optimally.

b. Inhibiting Aspects

In the implementation of the Main Duties and Functions of the Central Lampung Regency Micro, Small and Medium Enterprises Cooperative Sector, there are still various obstacles, as for these inhibiting aspects, namely the implementation of basic tasks that are not consistent, which are given by the leadership, so that sometimes employees feel that the main tasks carried out are not in accordance with their section, so that they are not effective in carrying out their duties. Lack of operational costs means that members of the Pamong Praja Police Unit only work around the Central Lampung Regency building, so employees have not been able to work effectively. In the field of work management, there are still contradictions between what has been programmed and what has been implemented, making it difficult to evaluate the work program that has been prepared and what has been done.

Conclusion

Based on the results of research and discussion, it can be concluded that the Effectiveness of the Implementation of the Main Duties and Functions of the Micro,

Small and Medium Enterprises Cooperative Sector of Central Lampung Regency is running well, employees have carried out their duties even though they have not fully completed the specified time, and employees have also carried out existing activities, and the implementation of activities is in accordance with the expected results.

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