

AN ANALYSIS OF THE EFFECTS OF PERFORMANCE ON COMMUNITY SATISFACTION BASED ON CUSTOMER VOICE IN COOPERATIVE OFFICES, SMES, INDUSTRY AND TRADE, CENTRAL SUMBA DISTRICT

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ABSTRACT: One strategy to prepare civil servants who are professional, capable of competing, and capable of anticipating rapid world developments in various aspects of life is to provide additional employee income as a form of motivation (TPP). Is there an effect of providing additional employee income on employee performance and community satisfaction? The goal of this study is to assess community satisfaction with the performance of the Central Sumba Regency's cooperative, SME, industry, and trade departments using Voice of Customer data. The research method employs questionnaires to assess customer satisfaction with the PDCA approach, as well as service quality and IPA analysis. The findings of this study indicate that people are dissatisfied with the performance of employees and that changes must be made. The final results obtained is with additional Employee Income, employee performance increases and after using the PDCA approach and analysis using servqual and Importance Performance Analysis (IPA) are performance factors that are priority improvements and performance that must be maintained in order to meet community satisfaction.

Keywords: voice of costumer, PDCA, service quality, IPA

1. Introduction

Civil Servants are expected to have a strong work ethic and time management skills in order to carry out their primary function as the main executors of this country's government. Civil servants already have a duty to do a good job and provide good service for the satisfaction and welfare of the community. Government agencies with adequate quality human resources can easily achieve their goals for the welfare of their people, ^[1]Aldhila (2019).

In accordance with the organization's service objectives, namely providing good service for customer or community satisfaction, the assessment of the community or customers can influence or be seen in the determination of the quality of performance or service. Customer satisfaction as a customer of the performance of an organization's employees is another factor that determines whether or not the organization is successful in providing services.

1.1. Employee Performance

^[2]According to Government Regulation of the Republic of Indonesia No. 30 of 2019 on Performance Assessment of Civil Servants, the performance of civil servants (PNS) is the work accomplished by each PNS in the organization or unit in accordance with the Employee Performance

Target (SKP) and work behavior. Performance measurement is used to determine whether a task can be completed within the specified time and schedule, or whether the expected performance results have been achieved. According to ^[3]Mangkunegara (2011), performance is the result of an employee's work in quality and quantity accomplished in carrying out his duties in accordance with the responsibilities assigned and completed within a specific time frame. Work performance (work performance) is defined as an expression of ability in producing something based on knowledge, attitudes, skills, and motivation.

^[4]According to Wibowo (2013), "performance is the execution of the plans that have been prepared." Human resources with the ability, competence, motivation, and interest to carry out performance implementation. The attitude and behavior of the organization in carrying out performance will be influenced by how it respects and treats its human resources. As a result, performance can be interpreted as a process for achieving goals, both in terms of quality and quantity, from an individual employee or from an agency where he works in groups according to their respective duties and responsibilities in order to achieve the group's goals, whose implementation does not violate applicable laws or regulations ^[5](Setiawan, 2018). Meanwhile, performance indicators are defined as follows by ^[6]Sedarmayanti (2007): "Performance indicators are quantitative

and qualitative measures that describe the level of achievement of a predetermined target or goal." Measures serve as benchmarks for evaluating performance.

1.2. Community Satisfaction

Public satisfaction is the result of public opinion and assessment of the performance of services provided by public service providers, according to ^[7]Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 14 of 2017. Community satisfaction is a comprehensive measurement activity that assesses how satisfied the community is with the quality of services provided by public service providers.

1.3. Voice of Customer

"Voice of Customer" is a business term that refers to a process for determining customer needs. "Voice of Customers" is a product development technique that creates a product or service based on structured and detailed customer wants and needs that are related to ^[8]Griffin and Hauser's current state (1993).

1.4. Plan, Do, Check, Action (PDCA)

The explanation of the stages in the PDCA cycle is as follows ^[9] (M. N. Nasution, 2015):

1. Plan
Setting good and correct specifications or quality standards provides workers with an understanding of the importance of product quality.
2. Do
The plans are then implemented in stages, beginning on a small scale and dividing tasks evenly based on each individual's capacity and ability.
3. Check
Inspection or research refers to determining whether the implementation is on track and in accordance with what was planned, as well as comparing the quality of production results to the standards that have been established.
4. Action
Based on the analysis results, make any necessary adjustments.

1.5. Service Quality (Servqual)

Service Quality Analysis (SERVQUAL) is a descriptive method for determining the level of customer satisfaction. SERVQUAL assesses five gaps in total (Curry and Sinclair, 2002; Antony et al., 2004):

1. Gap 1 is between customer expectations and management's perception of these expectations.

2. Gap 2 is between management's perception of customer expectations and specifications of service quality
3. Gap 3 is between service quality specifications and service delivery.
4. Gap 4 is between service delivery and external communication.
5. Gap 5 is between customer perceptions and expectations.

1.6. Importance Performance Analysis (IPA)

Martila and James developed the Importance Performance Analysis (IPA) method, which is a multi-attribute model that can be used to analyze organizational performance ^[10](Agifari and Rezki, 2018). The primary goal of IPA is to serve as a diagnostic tool, making it easier to identify attributes that, based on their respective interests, indicate whether a product or service is performing poorly or well. The interpretation of product or service performance is displayed on a graph (Cartesian diagram) with four quadrants, namely quadrants I, II, III, and IV.

1. Quadrant I is a priority service dimension that requires improvement.
2. Quadrant II is the dimension that must be maintained.
3. Quadrant III is the low priority service dimension.
4. Quadrant IV is a service dimension deemed unimportant.

2. Research Methodology

2.1. Research Design

This research employs descriptive associative research, which is research that is conducted to examine an event that has occurred and learn about the factors that can cause the event to occur.

2.2. Research Subject and Location

The subjects of this study are people associated with the Central Sumba Regency's cooperatives, SMEs, industry, and trade offices. The research site is the Central Sumba Regency Cooperative, SME, Industry, and Trade office, as well as the community and community members who receive the agency's services.

2.3. Population And Sample

The subjects of this study are people associated with the Central Sumba Regency's cooperatives, SMEs, industry, and trade offices. The research site is the Central Sumba Regency Cooperative, SME, Industry, and Trade office, as well as the community and community members who receive the agency's services.

2.4. Sampling Method

The sampling technique used in this study was stratified random sampling. Stratified random sampling is a technique that divides the population into strata. The population in question consists of all the people associated with the cooperatives, SMEs, industry, and trade offices, which are divided into four fields, namely cooperatives, SMEs, industry, and trade. 40 samples were obtained after calculating the sample using the stratified random sampling technique as follows :

Table 1 Stratified Random Sampling Calculation

Level	Population Members	Number of sample	(%)
Trade	40	$(40:145) \times 40 = 11$	28
SMEs	35	$(35:145) \times 40 = 10$	24
Industry	30	$(30:145) \times 40 = 8$	21
cooperatives	40	$(40:145) \times 40 = 11$	28
Total	145		100 %

2.5. Data Analysis Method

The data used in this study was analyzed using descriptive associative research. The collected data was analyzed quantitatively, namely by presenting facts in the form of numbers and providing exposure to quantitative data.

1. Validity Test; The Kaiser Meyer Olkin Measure of Sampling (KMO) analysis was used to perform the validity test.
2. Reliability Test; A validity test was performed using Kaiser Meyer Olkin Measure of Sampling (KMO).

Following the instrument test, the collected data is processed and analyzed using servqual analysis and Importance Performance Analysis (IPA).

Servqual and IPA analysis begin by calculating the difference between customer expectations and actual value (performance).

According to J Supranto (1997) in ^[11]Astuti et al, the Cartesian diagram's horizontal axis (X) contains the average score of satisfaction (performance), and the vertical axis (Y) contains the average score of importance (importance), which is formulated as follows:

$$X_i = \frac{\sum X_i}{n}$$

$$Y_i = \frac{\sum Y_i}{n}$$

Note :

$\sum X_i$ = total satisfaction level score

$\sum Y_i$ = total score of importance

n = total respondents

X_i = average score of satisfaction level

Y_i = average score of importance

3. Result And Discussion

3.1. Voice of Customer

Does an increase in employee performance in an agency as a result of an award or motivation have an impact on or fulfill community satisfaction as service users at the agency? This is still a problem, so the researchers approached it by interviewing several people who frequently visited the Central Sumba Regency Cooperatives, SMEs, Industry, and Trade Office. Several responses or complaints from the community regarding the performance of agency employees were obtained based on the results of interviews with the community, which are summarized below:

- a. Employees are slow in providing service.
- b. Employees are difficult to contact/contact
- c. Employees rarely make visits
- d. Some employees are still unfriendly
- e. The office toilet is filthy (smell of urine)
- f. Some employees are not computer literate, so they are slow to provide service.

The summary of community complaints above answers the question of whether the performance of good employees is still insufficient to provide comfort or satisfaction to the community as users of employee services at the agency.

Changes to performance or services based on public complaints must be made in order to provide the best service possible and provide comfort and even satisfaction to the community (VOC). In order to improve performance or service, the PDCA (Plan, Do, Check, Action) method will be used in this study.

3.2. Plan, Do, Check, Action

To jointly apply the PDCA approach, the researcher coordinates with the department head and agency employees.

a. Plan

The planning phase begins with identifying community complaints gleaned from direct interviews. Based on the findings, it is planned to improve service or performance as follows:

1. At the front office, one employee is prepared to greet and direct visitors.
2. Employees' regular visits to cooperative members, IKM players, SME players, and traders (markets)
3. Make mobile phone calls to the head of service, office secretary, field manager, and employees in the related community.

4. Maintain the cleanliness of the office and restrooms.
5. Teach special employees how to operate computers.
6. Prompt and agile service delivery
3. Everyone who wants to consult via cellphone is accommodated.
4. The computer operator is always ready to assist in completing the service as quickly as possible.

b. Do

The following stage is to do or implement what was previously planned, such as:

1. Every visitor will be greeted at the front desk with 3S (Senyum, Sapa, Salam), then asked about their needs and directed to the appropriate area.
2. Employee visits to fostered cooperatives, assisted SMEs, fostered SMEs, and trade actors are scheduled twice a week by each sector. Have every employee clean the office space on a regular basis without waiting for the office boy.

c. Check

This stage of checking and evaluation employs the Servqual and Important Performance Analysis (IPA) methods, in which researchers distribute questionnaires to interested communities in order to conduct an assessment or provide feedback on the performance or service they perceive. The questionnaire was created using the servqual dimensions of tangibles, dependability, assurance, and empathy. The following are the questionnaire's attributes in the service dimension:

Table 2 Servqual Dimention (Setiawan:2018)

<i>Servqual Dimention</i>	No	Atribute
<i>Reliability</i>	1	The ability of employees in using tools in the service process
	2	Speed of performing services needed by society
	3	Timeliness of employees to perform services
	4	Employees carry out their duties with full of responsibility
<i>Assurance</i>	5	Careful employees in solving problems
	6	Services are carried out with transparency
	7	Confidentiality of important data
<i>Responsiveness</i>	8	Employee response to every complaint community in service.
	9	Employee concern for community complaints/problems in service implementation
	10	Employees are easy to contact
<i>Tangibles</i>	11	Appearance of neat and professional employees
	12	Office sanitation
	13	Work support equipment
	14	Office Location
<i>Emphaty</i>	15	Employees' efforts to establish good relations with the community
	16	The friendliness of employees to the community when performing services
	17	Good communication etiquette

Questionnaires were given to 40 respondents (people who have frequent contact with the office). Before the questionnaires were distributed, the validity and reliability of the questionnaire were tested first.

From the questionnaire data will then be calculated the value of customer expectations and actual value (performance)

1. Customer Expected Value Calculation

The amount of customer expectations of the quality that will be received can be shown by the value of customer expectations. The

following is an example of calculating the value of customer expectations for the statement of attribute 1 from the data recapitulation of 40 respondents:

$$\Sigma X_i = (7 \times 5) + (33 \times 4) + (0 \times 3) + (0 \times 2) + (0 \times 1) = 167$$

$$X_i = \frac{\Sigma X_i}{n} = \frac{167}{40} = 4,175$$

2. Actual Value Calculation

Actual Value (Performance) shows an assessment of the quality of service received by customers. The following is an example of calculating the actual value for attribute statements 2 of 40 respondents.

$$\Sigma Y_i = (16 \times 5) + (24 \times 4) + (0 \times 3) + (0 \times 2) + (0 \times 1) = 904$$

$$Y_i = \frac{\Sigma Y_i}{n} = \frac{904}{40} = 22,6$$

3. Servqual Value Calculation

The gap that will be analyzed in this study is the gap between customer perceptions and expectations. The gap between customer expectations and the service received by customers due to non-fulfillment of customer needs.

The Servqual value can be calculated by the formula:

$$\text{Servqualscore} = \text{Performance score} - \text{expectation score}$$

Table 3 Servqual Value Calculation

Questions	Expectation Value	Actual Value	GAP (servqual score)
1	4,175	4,175	0
2	21,95	22,6	0,65
3	20,35	21,4	1,05
4	20,15	21,175	1,025
5	20,875	21,4	0,525
6	20,15	20,35	0,2
7	17,4	18,675	1,275
8	17,1	18	0,9
9	19,625	19,625	0
10	17,5	17,5	0
11	18,3	18,3	0
12	20,2	20,2	0
13	18,5	18,75	0,25
14	16,125	16,75	0,625
15	16,7	16,95	0,25
16	19,25	18,6	-0,65
17	19,8	19,8	0
Average	18,13	18,49	0,36
Max Gap			1,275
Min Gap			0

From the table above, it can be seen that the community's satisfaction with the performance of the employees of the Cooperative, SME, Industry and Trade department of Central Sumba District according to the 5 dimensions of Servqual has an actual value of 18.49 and an expected value of

18.13 and there is a gap of 0.36. The gap means that the community is satisfied with the services provided by employees at the agency.

4. IPA (Importance Performance Analysis) Diagram

After calculating the value of interest and customer satisfaction, the value (\bar{X}) and (\bar{Y}) is calculated where the (\bar{X}) and (\bar{Y}) axes intersect. Here are the results of the

calculations in the form of a science diagram.

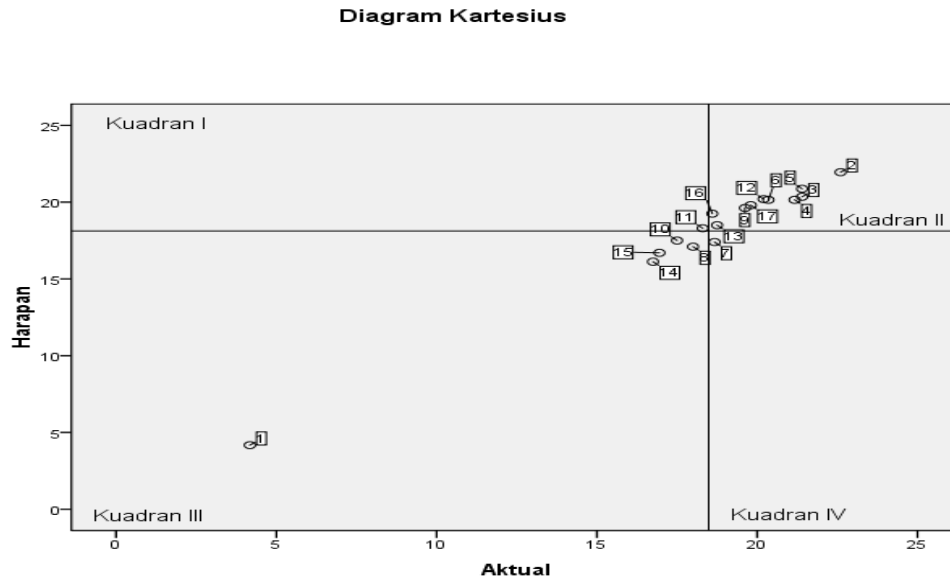


Figure 1 IPA Diagram

The gap that exists from the results of the servqual calculation is divided into 4 parts in the IPA quadrant, namely quadrant I (concentrate on these) which is a priority for the main improvement because of the existing attributes because the existing attributes are considered very important for community satisfaction. Attributes included in quadrant I are the appearance attributes of employees who are neat and professional. The second quadrant is (keep the good work), and the attributes included in the second quadrant are the speed of doing the services needed by the community, the punctuality of employees doing services, employees carrying out their duties with full responsibility, meticulous employees in solving problems, services carried out with care, transparency, employee concern for public complaints, office cleanliness, completeness of work support equipment, friendliness of employees to the community when providing services and good communication ethics. In Quadrant III, namely the Low Priority quadrant, there are attributes that are considered not so important in meeting customer satisfaction and their implementation is considered normal. These attributes are the ability of employees to use assistive devices in the service process, employee

responses to any complaints, employees are easy to contact, office location, employee efforts to establish good relations with the community. The last quadrant is quadrant IV (Possible to Kill) which contains attributes that are not important in influencing people's satisfaction. Attributes included in this quadrant are the confidentiality of important data.

d. Action

The final step in the PDCA approach is Action. After evaluating the performance by looking at community satisfaction, the relevant agencies in this case the cooperatives, SMEs, Industry and Trade offices of Central Sumba district carry out or maintain employee performance which is considered important to meet community satisfaction. The performance in question is such as: the appearance of employees who are neat and professional, the speed of providing services needed by the community, the punctuality of employees doing services, employees carrying out their duties with full responsibility, meticulous employees in solving problems, services carried out with transparency, employee concern for public complaints, office cleanliness, completeness of work support equipment, friendliness of employees to the

community when providing services and good communication ethics.

4. Conclusions and Suggestions

4.1. Conclusion

Based on the results of data processing, data analysis and discussion, the following conclusions can be drawn:

1. The results of the calculation of the servqual value on the PDCA approach show that the community's satisfaction with the performance of the Cooperative, SME, Industry and Trade office of Central Sumba Regency according to the 5 dimensions of Servqual has an actual value of 18.49 and an expected value of 18.13 and there is a gap of 0,36. The gap means that the community is satisfied with the services provided by employees at the agency after performance improvements have been made through the PDCA approach.
2. Performance that must be maintained for the sake of community or customer satisfaction is the appearance of employees who are neat and professional, the speed of performing the services needed by the community, the punctuality of employees performing services, employees carrying out tasks with full responsibility, meticulous employees in solving problems, services carried out with transparency, employee concern for public complaints, office cleanliness, completeness of work support equipment, friendliness of employees to the community when providing services and good communication ethics.

4.2. Suggestions :

1. The performance of employees at the Cooperative, SME, Industry and Trade offices that have been implemented through this research can be maintained so that they can meet satisfaction.
2. Work evaluation meetings must be held regularly.
3. Further studies on factors that can affect the quality of performance or service as well as employee performance that have not been revealed by researchers are still very much needed so that they can add knowledge or insight.

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