

Applying Importance-Performance Analysis for Improving Empowerment of Cooperative in Cimahi

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ABSTRACT

Cooperative is regarded as a pillar of the Indonesian economy because of the participation of the community in the belonging of production factors. The cooperative role in the community empowerment efforts within the framework of the democratic economic system still have many obstacles. This study aims to measure the gap between the importance and performance of cooperatives in terms of reliability, empathy, responsiveness, tangible and assurance. A descriptive quantitative method that analyzes the data using the approach of Importance Performance Analysis (IPA) was used to analyze the collected data. The sampling technique used was purposive sampling. Research questionnaires were distributed to 83 people consisting of cooperative managers and managers of Small and Medium Enterprises (SMEs). The results showed that, among the five variables calculated, empathy is the variable that has the largest gap between the level of performance and the level of expectation. It means that the performance of the variable empathy still has not approached the level of expectation of the members of the SMEs. This condition indicates that there has been no communication and harmonious relationship between the managers of cooperative and cooperation members in businesses.

Keywords: Democratic Economic System, Cooperative, Empowerment, Importance Performance Analysis.

I. INTRODUCTION

Democratic economy is the economic management of the nature of economic democracy that provides an impact on the welfare of young people and the economic progress of the people, i.e. the overall economic activity undertaken by small people. One form of business support systems in this type of economy is cooperative. A goal of cooperative development in Indonesia is the empowerment of cooperatives as the people's business center which is indicated by the number of members involved in small and medium enterprises (SMEs). Some of the management problems of cooperative are the weakness in the quality of human resources, marketing and bad

credit as a major cause ineffectiveness of a cooperative. These problems are compounded by the lack of regeneration management constraints. In order to empower the people of the role of the cooperative effort to help minimize the problems faced by the people's business should be improved. To strengthen the role, it needs to discover the potential of cooperatives in Indonesia. Cooperative movement requires a new input in order to revitalize the competitiveness in line with the reform process of the cooperative movement in the last ten years, as well as the actual challenges faced with the presence of the ACFTA as a symbol of the order of a new economic system. Cooperatives should have an internal resistance in the form of human resources (HR) is tough and competent to take advantage of opportunities created by the ASEAN-China (ACFTA). Cooperative human resource development is one of the first steps to increase the potential of cooperatives in the face of the free market.

As one of the social movements in the days of the cooperative can provide a dignified life for many millions of people by improving the living conditions of the people and empower them (John Curl, 2010). The economic crisis has brought about renewed interest in co-operatives, not only among academics, but also among members of society in general. Cooperatives are viewed as an alternative to the capitalist business model, which has long prevailed in the industrial sector. In addition, co-operatives are seen as a possible way in which companies in crisis can be reorganized so that people affected by the unemployment crisis can be reintegrated. Recent studies have demonstrated that in the face of negative shocks, co-operatives tend to decrease employment to a lesser extent than other types of organizations (Chiara Carini, Maurizio Carpita, 2014). As a form of social business initiatives arising from spontaneous communities, cooperatives should be an organization that is organized, coordinated, and supported by the government and society. Cooperative empowerment is needed to improve the economic condition of the people. Cooperative performance can be analyzed through the quality of services provided to its members.

The popular "SERVQUAL" model (Parasuraman, Zeithaml, and Berry, 1988) service quality in many contexts. The five dimensions of the SERVQUAL model include: "tangibles" (the hardware infrastructure), "reliability" (the consistency of service as promised), "responsiveness" (the ability to update, adjust or customize the contents & delivery of the service), "assurance" (the capability of the service provider) and "empathy" (a caring and customer centered soft environment). To analyze and measure the satisfaction of these services, some researchers use analysis techniques Importance-Performance Analysis of Martilla.

This study is adoption of the "Importance-Performance Analysis," a technique introduced into the field of marketing in the late 1970s that identifies strengths and weaknesses of brands, products, and services (Martilla and James, 1977). The IPA

technique identifies strengths and weaknesses by comparing the two criteria that consumers use in making a choice: the relative importance of attributes and consumers' evaluation of the offering in terms of those attributes. The study investigated the importance and performance of service attributes in cooperatives in Cimahi as perceived by both members and to compare the perceptions of each group. The study also sought to determine the relationship between the perceived service quality and member satisfaction. Along with extending the previous literature to a new context, and to provide useful information to cooperative managers, the modified IPA model is a methodological advance over the previous literature.

II. LITERATURE REVIEW

Democratic economy is the economic management of the nature of economic democracy which is providing an impact on the welfare of young people and the economic progress of the people, i.e. the overall economic activity undertaken by small people. Economic Democracy is a system of economic system that refers to the mandate of the national constitution, so that the constitutional basis is the law governing product (associated with) the national economic livelihood. However, in doing cooperative operations currently faced with a fairly complex business competition. In an increasingly competitive atmosphere of competition, the existence of a cooperative effort required to compete with other businesses, because it is considered sufficiently representative institutions in the economic empowerment of the community. To adapt to this, the cooperative organization is required to access the change quickly (Ernie Sule, 2011). Cooperative organization more responsive to the environment, the more adaptive and more capable cooperatives maintain its existence. Referring to this, the emerging concept of learning organization which confirms the important role of human resources in organizations such as cooperatives. In order to administer goes well, the cooperative needs to pay attention to human resource development.

Hanel (1989) suggested that there are two approaches in defining cooperative both in theory and practice. The second approach is that, scientific approach essentialist (cooperative understanding according to the law), and secondly, scientific approach nominalist (according to the definition of cooperative economics). Essential scientific approach (legal sense) is a co-operative approach to defining always starts from the principles of cooperatives, especially the cooperative principles adopted by the pioneers of the cooperative. Essentials approach assumes that the cooperative principles on the one hand, contains a number of values, norms, and concrete objectives that must be found in all of the cooperative. On the other hand, these principles are the

principles of organizational development and employment guidelines are pragmatic, who just successfully applied in certain circumstance. Cooperative is a unique form of business. They were created for the benefit of their members, who are also owners, customers and suppliers. One thing that is important in the continuing development of cooperatives is their ability to deliver value to members. The unique nature of their business models creates relationships with their members, and therefore leads to the commitment of its members (Mazzarol Team, 2012).

Indonesian cooperative principle is a family (Article 2 of Law No. 25 of 1992 concerning Cooperatives). The family spirit is the key differentiator between cooperatives and other forms of other business entities. The spirit of family contains three elements:

1. Awareness of self-esteem as a person (individuality)

Awareness that every human being will not be able to develop properly if they do not cooperate with others. Consciousness as that which led to the growth of the mental attitude that leads to a spirit of brotherhood.

2. Sense of solidarity (solidarity)

Solidarity is very important for the development of a cooperative effort, because solidarity will encourage each member of the cooperative to feel as one big family and in the same boat. Starting from this solidarity will grow the will to come together, work together and helping in the cooperative. Solidarity among the others, manifested in the form of mutual cooperation that has long existed in Indonesian society.

3. Trust in yourself (self-help)

The attitude of believing in you that grows because of helping each other among cooperative members will support the impersonal consciousness and solidarity that is useful for the development of cooperatives.

As a non- bank financial institutions, cooperative is a business owned and controlled by its service users and distributed profits (economic benefits) obtained from business activities based on the level of participation of its members (David W. Cobia, 1989).

Therefore, cooperative management felt by members of the need for cooperation between board members (Sanjay Goel, 2012). This will encourage officers and members to initiate cooperative activities organized among actors, which then facilitated the formal cooperative arrangements. This condition will motivate members to exchange resources, and other forms of exchange in a sustainable manner in order to achieve the success of the relationship between the board and its members.

A good relationship between the board and its members will create a high commitment of its members in developing cooperative efforts. The commitment of the members is seen as an important element for sustainable cooperation and business success (Iiro

Jussila, Noreen Byrne & Heidi Tuominen, 2012). Therefore, the cooperative must provide service flexibility and help members to alleviate the problem. Cooperative members should promote the desire to remain a member and active users of their own organization. Satisfaction cooperative services to its members become an important goal achieved by the cooperative management. In order to empower the cooperative, the cooperative service satisfaction measurement is needed, so the manager can continue to improve things that are not good in order to maintain the commitment of members to the development of cooperatives.

Several previous studies on the quality of service cooperatives has been done by Sri. Reji Kumar.G and Prof. Dr Sudharani Ravindran (2010), Mohammad Sadegh Ebrahimi, Farshad Imani (2014), Kalpadakis A and SPais G (2014), Norbert Wilson. Thomas Hallb, and Deacue Fieldsc (2011), Daing Maruak Sadek et al (2010), which states in essence the service on a cooperative needs to be improved in order to satisfy the members. Besides research cooperative services, the empirically also conduct research on the quality of service in various industries including in the field of information systems by Hartikayanti (2012), James J. Jiang Gary Klein, Neeraj Parolia and Yuzhu Li (2012), Hollis Landrum, Victor Prybutok, Xiaoni Zhang, Daniel Peak (2009). Other published studies include hospital (Mamta Brahmhatt et al, 2011, Hartikayanti, 2011), marketing (Mohd. Adil, Dr. Odai Falah Mohammad Al Ghaswyneh & Alaa Musallam Albkour, 2013, Hartikayanti,2013), hotels (Suzana Markovi and Sanja Raspor,Saleh and Ryan, 1992), bank (Kalpadakis A. and Spais G., 2014; Sri. Reji Kumar.G and Prof. Dr. Sudharani Ravindran,2010, Daing Maruak Sadek et al,2010, Mohammad Mizener Rahaman, Md. Abdullah and Dr. Ataur Rahman,2011), agricultural (Mohammad Sadegh Ebrahimi and Farshad Imani, 2014;Noebert Wilson et al,2011), higher education (Kay C Tan & Sei W Kek,2004).

Quality of service is the rate of excellence expected and control over the level of excellence to meet customer desires. The dimensions of service quality in the Servqual based on the multi-items scales that are designed to measure customer expectations and perceptions as well as the gap between them in the service quality dimensions. Was originally Parasuraman et al (1985) identified ten principal dimensions with 22 variables related to the servicing and then analyzed using factor analysis. Such criteria include 10 potential that complement one another dimensions include tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding, and access Service quality model from Parasuraman, Zeithaml, and Berry (1988) can be used to measure the level of satisfaction of members. The indicators used in this model is the " tangibles " (the hardware infrastructure), " reliability " (the consistency of service as promised), " responsiveness " (the ability to update, adjust or customize the contents and delivery of

the service), " assurance " (the capability of the service provider) and " empathy " (a caring and customer centered soft environment). Member satisfaction levels measured by the gap between expectation and performance achieved cooperative. This analysis required by the board in order to see what should be improved and enhanced.

Importance-performance analysis enables management to evaluate and identify the major strengths and weaknesses of key success factors (John Martilla, 1977). Importance-performance analysis (IPA) is a simple and effective technique that can be applied to guide quality-based marketing strategies and can assist practitioners in prioritizing attributes when enhancing service quality and customer satisfaction. Importance – Performance Analysis is a series of service attributes associated with specific services to be valuated based on the level of importance according to the customer of each attribute and how the service is perceived its performance relative to each attribute. Analysis was used to compare between costumer ratings of the importance of quality of service (Importance) with the level of service quality performance. Averaging of results overall assessment of consumer then be described in Importance Performance Matrix or often called the Cartesian diagram. Average of level of performance is used as a delimiter of high performance and low performance. Average of interest rate is used as a delimiter high level of importance with a low interest of rate. Importance Performance Matrix is divided into four quadrants based on importance-performance measurement result. Some other researchers to use IPA to see the performance of the organization, as well as Yu Chuan Chen & Shinyi Li (2013) which concluded that the analysis can be identified things the hospital management strategies to assist in the determination of internal marketing strategy. Jiawen Chen, Sonja Wilhelm, Carla Barbieri & Shuangyu Xu (2010) uses this analysis to identify the needs of customers in order to increase customer satisfaction and pleasure. Derek J Wade and Paul FJ Eagles (2003) using the IPA to identify weaknesses and strengths management of national parks in Tanzania. IPA models were used for a sample of students and staff of ten randomly Elected Thai universities to investigate the importance of service attributes for service providers and the student's evaluation of services. The findings of this study will be applied to improve service quality in the administrative departments of private universities in Thailand (Krisana Kitcharoen, 2004).

The IPA model is divided into four quadrants. Quadrant I is labeled “Keep up the Good Work”, with high importance/high performance. This quadrant includes the factors who are considered important by customers, and considered to be accorded with that is felt so that the relatively higher level of satisfaction. Quadrant II is labeled “Concentrate here”, with high importance/low performance. The factors included in this quadrant is factors that are considered important by customers. But the reality of

these factors does not meet customer expectations (level of satisfaction obtained is low). The variables included in this quadrant should be improved. Quadrant III is labeled “Low Priority”, with low importance/low performance. The factors included in this quadrant is considered less important. Increased the variables included in this quadrant can reconsider because of its influence on the benefits perceived by customers very smaller Quadrant IV is labeled “ Possible Kill”, with low importance/high performance (Martilla, J. And James J. 1977). The factors this quadrant is considered less important by customers. The variables included in this quadrant can be reduced so that the company can save costs. The four quadrant IPA matrix is shown in Figure 1.

Concentrate Here Quadrant II	Keep Up the Good Work Quadrant I
Low Priority Quadrant III	Possible Overkill Quadrant IV

Figure 1 Importance – performance analysis

III. METHODOLOGY

The method used in this research is descriptive quantitative method. Analysis of the data is using the Importance-performance analysis (IPA). With the results of IPA allows management to evaluate and identify the strengths and weaknesses of the main key to the success of a cooperative factor. The author tries to understand the expectations of members and cooperative performance and demonstrate the usefulness of the importance of the performance of network analysis in evaluating the performance of the cooperative from the viewpoint of its members. Operationalization of Variables :

Tangibles:

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In this study, tangibles include the appearance of buildings and facilities.

Reliability:

This variable is used to measure the consistency, accuracy and dependability of service. It is related to the ability of managers cooperative to provide accurate transaction service. The aspect of reliability is the dependability and consistency of service, which can be translated into the frequency of a system breakdown or performing service as promised. This is an important aspect as managers cooperative may lose members if the members need to perform an urgent transaction. Performing service not as promised would result in the same dissatisfaction.

Responsiveness:

This variable is used to measure the manager cooperatives commitment in providing its service promptly. For the purpose of this study, responsiveness refers to the readiness or willingness of managers of the cooperatives. In addition to the willingness of the managers to provide services in a timely manner it also included ease of contact with managers and their ability to provide services in a timely manner.

Assurance:

This variable is used to measure the cooperative legality, creditability, security and courtesy of service provided to members. These elements of measurement are directly related to the professionalism of the management team in instilling confidence from the students in the offices. This element is of vital importance as the employee of the offices should be the best person to know about the services of the offices.

Empathy:

This variable is used to measure the administrative departments in terms of caring, understanding and individual attention service provided to the members. Being an empathetic office that understands the member's needs and wants could provide the managers a good relationship with the members, which would ensure the excellent service quality of the offices. Otherwise, the cooperative would lose their customers.

Table 1: Operationalization of variables

Item
Tangibles:
1. The conditions of cooperative office 2. The conditions of facilities
Reliability:
3. Education level administrators 4. An understanding of the rules 5. Cooperative management services 6. Performance troubleshooting member 7. Amount of interest
Responsiveness:
8. The presence of the board 9. Speed takes care of the needs of members 10. Quality of service cooperatives 11. Ease of getting facilities cooperative
Assurance:
12. Clarity legality 13. Organizational structure 14. System of rules 15. Availability needs of members 16. Credit facility
Empathy:
17. Democracy in the execution of duties 18. Involvement of members 19. Attention to the progress of member businesses 20. Cooperation members in advancing business 21. The involvement of members in addressing the issue of cooperatives 22. Sense of family that is created in a cooperative

The steps are conducted by researchers began by determining the dimensions of service quality in accordance with the model Parasuraman adapted to the conditions of cooperatives in Indonesia. There are 22 items that will be asked to the respondents associated with performance and their importance of managers of cooperatives by distributing questionnaires. Based on the data obtained the calculated average response

of all respondents of each item. Then be calculated gap between performance and importance. The next step, using SPSS then analyzed using IPA matrix.

The 22 items of the indicators of quality of service (tangibles, reliability, responsiveness, assurance and empathy) and each item were assessed by using a 5-point Likert scale. A 5-point Likert Scale measured the importance and performance attributed to each in the first section. The “importance” of each attribute was rated using a 5-point Likert Scale ranging from 5 (very important), to 1 (very unimportant). The “performance” of each attribute was rated from 5 (very satisfied) to 1 (very unsatisfied).

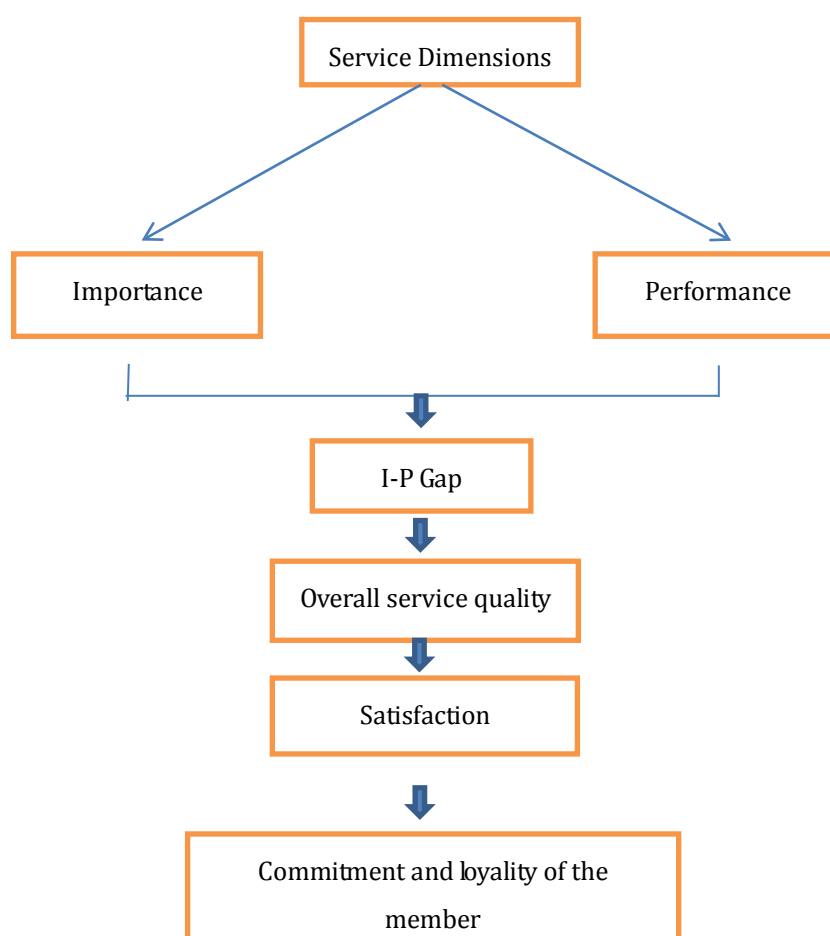


Figure 2: Extended Conceptual Framework

In this study, a sample taken from a population with a purposive sampling method in which the cooperative is taken as the sample is a cooperative that has members of SME owners. There are 45 cooperative members be an SME of the overall population in the city of Cimahi. Questionnaires distributed to 83 managers of SMEs. The extended conceptual framework of variables for this study is included in the Figure 2.

III. RESULT AND DISCUSSION

Small to medium businesses (SMEs) and cooperatives in Cimahi have a significant role in improving the local economy because there is a lot of manpower and absorb that much anyway. Cooperatives and small and medium enterprises are the shape and type of business that is classified in the community economy because it is independent and is a joint venture. Regional economic security depends on economic actors, including the performance of cooperatives and small - medium businesses. To that end, the strength of the economy will be able to grow and develop properly if the power of collective synergy shaded by the cooperative function properly orientation majority of SMEs and cooperatives Cimahi still oriented to the local market. This is why SMEs and cooperatives are relatively more resilient in the current economic crisis. Free market competition with the approval of the common market to countries in Southeast Asia (Asean Economic Community) in 2015 is the SMEs and cooperatives have to work together better in order to face competition from other country's employers. Therefore, the need to set out the steps the cooperative development based on the identification of the problems that exist today. One of the causes underdevelopment of cooperatives in the economic improvement of the people caused by the quality of service cooperatives. Until the end of 2014, the number of cooperatives in Cimahi reached 367 pieces with a total membership of 23,135 people. Of the 367 of these cooperatives are still active in cooperative activities amounted to 103 pieces only, while the number of SMEs is 4,357 pieces. This condition indicates that the cooperatives and SMEs have an important role in Cimahi economy. Assets owned by all existing cooperative amounted to Rp. 131,923,965,974.00 and the amount of capital owned by members amounted to Rp. 23,998,683,931.00. This amount is an amount large that must be managed properly. In local government data is not recorded how many cooperative members who have small and medium businesses. This causes problems when the government there wants to develop cooperatives as a center of business empowerment of the people. From the search results, there are 45 cooperatives that have a member as managers of small and medium businesses.

Cooperative in Cimahi plays an important role to help the sustainability of micro, small and medium enterprises (SMEs). With the principles promoted by the cooperative is for the welfare of members and of course the presence of members of the cooperative can be an important pillar for the growth of SMEs in Cimahi. In order to continue to provide a role for the development of SMEs in Cimahi it is necessary to study how far the performance of which is currently done by the cooperative and how expectations or interests of SMEs to cooperatives so that will be able to find a variety of efforts to enhance the role of cooperatives for the development of SMEs.

As noted in the previous chapter that the method Importance Performance Analysis (IPA) is a method to measure the relationship between the priority of improving the quality of products / services also known as the quadrant analysis and consumer perception IPA has been generally accepted and used in various fields of study because of the ease to apply and display the results of the analysis that facilitate performance improvement proposals to enhance the role of cooperatives to the development of SMEs in Cimahi district would have to be known in advance how the performance of which has been run by the cooperative as well as how the desired expectations of SMEs to support the cooperative in order to know which element that can later be used as policies in enhancing the role of cooperatives to SMEs.

As an institution founded by, for, and of the members, then it should be able to serve the needs of cooperative members well. The analysis was conducted to determine the quality of service that has been given to the cooperative members using the service quality measurement models that tangible, reliability, responsiveness, assurance and empathy. Departing from analysis of this data, the cooperative management should prepare a new strategy to improve services so that members will feel the benefits of a high member of the cooperative. On the other hand, the government as an institution which has the task of coaching can also use the results of this analysis to establish the pattern of coaching is right for cooperatives.

Table 1: The average value of each item importance and performance

Item	Performance	Importance	Gap
Tangibles :			
1. The conditions of cooperative office	3.953	4.750	0.797
2. The conditions of facilities	4.000	4.734	0.734
Reliability :			
3. Education level administrators	4.016	4.797	0.781
4. An understanding of the rules	4.156	4.859	0.703
5. Cooperative management services	4.172	4.767	0.595
6. Performance troubleshooting member	3.844	4.641	0.797
7. Amount of interest	4.047	4.672	0.625
Responsiveness :			
8. The presence of the board	4.047	4.844	0.797
9. Speed takes care of the needs of members	4.125	4.734	0.609
	4.094	4.641	0.547
10. Quality of service cooperatives	4.047	4.625	0.578
11. Ease of getting facilities cooperative			

Assurance :

12. Clarity legality	4.359	4.891	0.532
13. Organizational structure	4.344	4.875	0.531
14. System of rules	4.266	4.844	0.578
15. Availability needs of members	4.141	4.797	0.656
16. Credit facility	4.094	4.734	0.640

Empathy :

17. Democracy in the execution of duties	4.203	4.922	0.719
18. Involvement of members	4.000	4.797	0.797
19. Attention to the progress of member businesses	3.844	4.625	0.781
20. Cooperation members in advancing business	3.750	4.578	0.828
21. The involvement of members in addressing the issue of cooperatives	3.594	4.578	0.984
22. Sense of family that is created in a Cooperative	3.875	4.688	0.813

From the table above it is known that the performance of cooperatives is still not in accordance with the expectations of members. The gap ranged from 0.531 to 0.984. This suggests that cooperatives still need to reorganize the services provided to its members. In particular, cooperative management should increase the sense of empathy toward members who face problems and involve members in the cooperative management in accordance with the cooperative principle is based on kinship.

By using IPA, it can be seen that the evaluation of the performance of cooperatives spread in 4 quadrants, especially the majority spread Quadrant 1 (Keep up a good work) and Quadrant 3 (Low Priority). In quadrant 1 (keep up a good work) there are 7 items that shows a satisfactory performance of cooperative members. Cooperative management has been implemented in accordance with the rules listed in the cooperative law in Indonesia. The establishment of cooperative carried out in accordance with the needs of members. Board understands that there is a good rule. In general, the organization has been in line with expectations.

In quadrant 2 (concentrate here) there are 3 items (knowledge management, board presence and involvement of members in the cooperative management) that should seriously be fixed by the board of the cooperative. The level of education of the expected very good cooperative management by SMEs, but it still cannot be met by the cooperative. This shows that the board must conduct quality improvement in the

management of the cooperative in accordance with the rules and regulations that exist. Administrators must understand how cooperative business management and understand the principles set out in the establishment of cooperatives. Skills need to be improved through the development of cooperative management and training through cooperation with relevant universities. This needs to be done to enhance the role of cooperatives in the welfare of its members. The existence of the cooperative board is expected by SMEs, but the performance of the existence of the cooperative board has not met the expectations of SMEs. With the coaching and training activities of the cooperative board, the expected presence of the cooperative management in the office can be relied upon to face the interests of its members. SMEs expect to engage in cooperative activities, but it is not supported by the board. As an organization established by and for the members, the involvement of members in the cooperative promotion is needed. This is consistent with the basic principles of cooperatives in Indonesia as a committed member of the family is involved in cooperative activities is a must. One follow-up of the coaching and training of cooperative management is the development activities of SMEs by the cooperative board, so it can be established harmonious cooperation between cooperatives and SMEs. And expected business activity of SMEs can be supported by the existence of the cooperative.

In quadrant 3 (low priority), although this is something that does not need to be considered, cooperative management cannot be underestimated for these. In accordance with the principle of Indonesian cooperative, then this condition is contrary to the sense of family. Less empathy than the cooperative management showed that the board did not understand the basic principles of cooperative and if this is allowed then over time the members will feel disappointed and may leave the cooperative. In this quadrant there are 9 items (the conditions of cooperative office & facilities, performance troubleshooting member, amount of interest, ease of getting facilities cooperative, to the progress of member businesses, cooperatives members in advancing business, the involvement of members in addressing the issue of cooperatives and sense of family that is created in a cooperative). This quadrant does not need to be considered but it is contrary to the basic principles of the cooperative. This happens due to the lack of communication between members of the harmony cooperative management. This condition illustrates the lack of empathy that high of cooperative management to members. Therefore, this condition should be corrected from two directions, from the board and members. It is expected to do business management improvement, communication and presence of the board there will be a two-way will be able to build togetherness. Repair offices and facilities will support the creation of such communication.

In quadrant 4 (Possible overkill) there are 3 items that showed a good response from the cooperative management of its members.

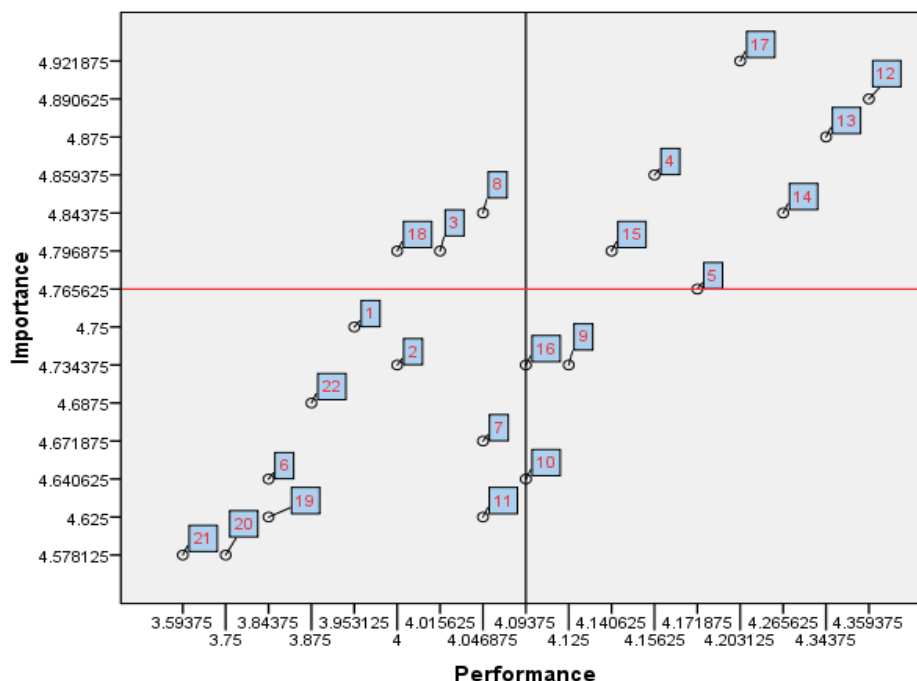


Figure 1

Importance & Performance Analysis

IV. CONCLUSION

By using techniques IPA can be obtained several things that must be considered by the cooperative management and the local government to develop and empower the cooperative as the economics of the people.

In quadrant 2 (concentrate here), the need for a fundamental change in the way the management of cooperatives in Cimahi, where the ability of the board, the board's presence and involvement of members, had to be repaired. If during the appointment of administrators is limited to only the willingness of those who indicated it was time if the board shown is a competent person. Based on this condition, it is required to improve the cooperatives business management capabilities through education and training so it can be expected that the cooperative can be managed by professional and worked as expected by members. Cooperative management must change the way business management with involvement of members of the cooperative. This is consistent with the basic principles of cooperative in Indonesia.

The existence of the management in business management, office and facilities completeness, ease of getting cooperative facilities, the attention of the members and the greater involvement of members in the cooperative activities,

although there is in quadrant 3 (low priority) according to the members, should be corrected. Administrators who lack empathy for the needs of members opposed with the basic principles of the cooperative itself. In the framework of enhancing the quality of service of this cooperative local government should continue to provide guidance in collaboration with local universities. A significant limitation of this research is that that the author used data from only 83 participants. For further studies could get more data.

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