

RINGKASAN

PENGEMBANGAN MODEL
STRATEGI PEMBINAAN SDM KOPERASI PRIMER
DI PUSAT KOPERASI AN-NISA' JAWA TIMUR

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Koperasi adalah organisasi otonom dan demokratis yang merupakan suatu perkumpulan dalam dunia perekonomian yang mempunyai tujuan mensejahterakan anggota. Koperasi diakui menjadi dasar bentuk usaha, sesuai dengan UUD 1945 pasal 33, hal tersebut didasarkan bahwa mayoritas tingkat ekonomi masyarakat masih rendah, kualitas SDM juga rendah, adanya sifat gotong royong dalam struktur sosial di masyarakat. Karena koperasi menjadi dasar bentuk usaha, maka pengelola merupakan titik sentral penggerak proses perkembangan koperasi. Mengelola pengurus koperasi untuk menjadi pengelola yang produktif menjadi kebutuhan dasar dalam mewujudkan tujuan koperasi.

Upaya mengembangkan koperasi tidak mudah, hal tersebut dikarenakan selain minimnya faktor modal, sarana-prasarana, minimnya kepercayaan masyarakat, juga tidak kalah pentingnya adalah minimnya kualitas SDM pengelola. Oleh karena itu proses pembinaan pengelola menjadi perhatian utama. Strategi pembinaan SDM yang tepat akan dapat membantu meningkatkan kemampuan mengelola koperasi, karena pengurus adalah seorang usahawan plus, yaitu selain sebagai seorang pengusaha koperasi dia juga harus mempunyai komitmen terhadap masyarakat.

Penelitian ini adalah untuk mendeskripsikan strategi model pembinaan SDM koperasi yang diterapkan Puskopon Jawa Timur selama ini dan untuk mengetahui strategi model pembinaan SDM koperasi yang tepat yang sesuai dengan kebutuhan dan harapan anggota yang dibina, serta pengembangannya.

Penelitian ini menggunakan metode kualitatif jenis studi kasus dan menggunakan data kuantitatif, dengan alat analisis SWOT, Matrik EFAS dan IFAS, Matrik Profil Kompetitif dan Matrik SWOT. Informan yang diambil adalah pengurus dan pengawas Primkopon se-Jawa Timur sejumlah 60 orang. Adapun yang menjadi *key informan* dalam penelitian ini adalah ketua Puskopon Jawa Timur. Sebagai informan pendukung adalah pengurus lembaga Muslimat NU Propinsi Jawa Timur yang terkait dengan bidang ekonomi-koperasi sebanyak 5 orang, Kepala Dinas Koperasi dan PKM Propinsi Jawa Timur, Ketua Induk koperasi An-Nisa' dan Ketua Koperasi SBW Surabaya.

Hasil dari penelitian ini menunjukkan bahwa koperasi An-Nisa' kurang merespon terhadap lingkungan internal. Hasil penelitian ini juga menghasilkan strategi SDM (pendidikan, pelatihan, keterampilan, konsultasi/Turba, pengarahan, studi banding dan rekrutmen pengurus berdasarkan kemampuan), strategi operasional (menerapkan sistem Tanggung Renteng, mengefektifkan komunikasi melalui pertemuan kelompok, rapat pleno dsb, memaksimalkan pelayanan anggota dan memanfaatkan lembaga Muslimat NU), strategi

pemasaran (menetapkan harga minimal sama dengan toko pada umumnya, menetapkan bunga lebih rendah dari bunga Bank, memaksimalkan fungsi TPAK, agresif dalam pemasaran), strategi keuangan (kerjasama dengan instansi yang terkait, mengoptimalkan sosialisasi peran dan fungsi koperasi dan Agresif dalam pencarian sumber dana), strategi pengawasan (optimalisasi peran dan fungsi pengawas).



SUMMARY

A HRD Strategy Model Development Primary Cooperative's at Central An-Nisa Cooperative, East Java

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A cooperative represents an autonomous and democratic organization which is the group of people within economic world with ultimate goal of making the cooperative's members better off. The cooperative is formally recognized as a foundation for the enterprise under Constitution 1945 on the ground that an economic status of majority of Indonesian people is still fairly low, the human resources quality is also low, and the mutual assistance exists which is of distinctive in character in our social structure. Since the cooperative constitutes the foundation for the enterprise activity, the administrators will be the central actors who make the cooperative progress and develop well. Therefore, the cooperative's administrators should be consistently educated and managed in order to be the productive ones with respect to the goals achievement.

Some efforts to develop the cooperative finds considerable constraints because of lacking financial capital, infrastructures, low community trust, and the low human resources quality. Thus, the administrators training and education should be taken as a focus of attention. The proper strategy in human resources development will help increasing the capability in managing the cooperatives as the administrators are the experienced entrepreneurs, namely besides as the cooperative entrepreneurs they are also strongly committed to the public's interests.

The objective of the recent research is to make a brief description on the cooperative HRD model strategy recently applied at Central An-Nisa Cooperative, East Java and to know proper strategy employed in the cooperative HR development model in accordance with the member's needs and expectation.

The research took a benefit of the qualitative and quantitative methods of case study type with several analytical tools such as SWOT, EFAS and IFAS Matrix, Competitive Profile Matrix and SWOT Matrix. The informants included the cooperative administrators and supervisors at Central An-Nisa Cooperative, East Java consisting of 60 people. Furthermore, the key informant was the chairman of the same cooperative, while the support informants came from people in charge of an institution of so-called Muslimat NU Jawa Timur in relation to the cooperative economic field amounting to 5 people namely Chairman of Cooperative Agency and PKM East Java province, Chairman of Main Cooperative An-Nisa and Chairman of Surabaya SBW Cooperative.

The results showed that the An-Nisa Cooperative was not adequately responsive to internal environment. The results also contributed to the human resources development (HRD) strategy (education, training, skills, consultation, direction, case study and administrators recruitment based their competency), operational strategy (joint and several liability, intimate and effective

and taking an advantage of the Muslimat NU institution), marketing strategy (setting minimum prices equal to those prevailing in market, lower interest rates than the bank's rates, optimization of TPAK function, taking aggressive measures in marketing), financial strategy (establishing a mutual collaboration with related institutions, optimization of the cooperative's function and role and taking aggressive measures in searching for necessary resources) and supervisory strategy (optimization of the supervisor's role and function).



ABSTRACT

A HRD Strategy Model Development Primary Cooperative's at Central An-Nisa Cooperative, East Java

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The main purpose of the recent research is to make a brief description on the cooperative HRD model strategy recently applied at Central An-Nisa Cooperative, East Java and to know proper strategy employed in the cooperative HR development model in accordance with the member's needs and expectation.

The research took a benefit of the qualitative and quantitative methods of case study type with several analytical tools such as SWOT, EFAS and IFAS Matrix, Competitive Profile Matrix and SWOT Matrix. The informants included the cooperative administrators and supervisors at Central An-Nisa Cooperative, East Java consisting of 60 people. Furthermore, the key informant was the chairman of the same cooperative, while the support informants came from people in charge of an institution of so-called Muslimat NU Jawa Timur in relation to the cooperative economic field amounting to 5 people namely Chairman of Cooperative Agency and PKM East Java province, Chairman of Main Cooperative An-Nisa and Chairman of Surabaya SBW Cooperative.

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Key words: Cooperative, human resources, development model, SWOT analysis.