

ICBM

2016

19th - 21th August 2016

Hotel Millennium, Jakarta, Indonesia



Proceedings of

The 2nd International Conference on Business Management

ISBN 978-967-13903-9-9



"ASEAN Economic Community: Sustaining Business Competitiveness
Through Strategic Collaboration and Innovation"

Editors

*Ashfaq Ahmad
Abdul Halim Abdul Majid
Donny Abdul Latief Poespowidjojo*

Organized by



Co-organized by



Sponsoring Institutions/Journals



MODEL DEVELOPMENT OF SMALL ECONOMY IN INDONESIA
THE COORDINATION OF REALIZATION KELOMPOK USAHA
BERSAMA (KUBE) PROGRAM IN CENTRAL TAPANULI
REGENCY OF NORTH SUMATRA PROVINCE (CASE STUDY IN
PANDAN SUB-DISTRICT)

Fernandes Simangunsong & Utama Graha Maulana Pasaribu
Institut Pemerintahan Dalam Negeri,
Jl. Raya Bandung-Sumedang Km. 20 Jatinangor
Email: kisankiel@yahoo.co.id
Website: www.fernandessimangunsong.com

ABSTRACT

The research is titled **The Coordination Of realization Kelompok Usaha Bersama (KUBE) Program in CENTRAL TAPANULI REGENCY of NORTH SUMATRA PROVINCE (case study In Pandan Sub-District)**. Objective to know the Implementation Coordination Group joint venture (KUBE) in Central Tapanuli Regency of North Sumatra Province, to find out the factors supporting and Coordinating the implementation of a barrier in the event, as well as to know the efforts in tackling the factors restricting the case. The research method used is descriptive qualitative approach method. Data collected through observation, interviews, and documentation. As for analyzing the data already obtained, using techniques of data analysis, presentation of data, and the withdrawal of the conclusion. Based on the results of research, shows coordination of implementation of Joint business group (KUBE) in Central Tapanuli Regency has been going well, although there are some constraints in its commissioning, but various attempts have been made to overcome. Based on the results of the study, the authors suggest to upgrading the coordination of the implementation of the Program KUBE in Pandan by creating a local regulations that govern the coordination agency of about so that problems can be resolved specifically KUBE, maintain existing constituents as well as anticipate and reduce factor inhibitor, as well as implementing on continuous each effort at coordination.

Key words: coordination, organization, execution of KUBE

INTRODUCTION

Poverty is a problem that has existed for centuries humanity alive. Even before the existence of civilization progress, Poverty has been already there. Problems of current poverty afflicts almost all countries, even the developed countries has the problem of poverty. World Bank in Purwanto (2007:300) defines poverty by

using the measure of ability / purchasing power namely \$ 1 or \$ 2 per capita per day. BPS in Purwanto (2007:301) defines poverty is based on a poverty line. The value of the poverty line used to determine poverty refers to the minimum requirements needed by someone that is 2100 calories per capita per day, plus a minimum of non-packed which someone needs that include: Boards, clothing, schools, transportation, as well as household needs and the underlying individual.

Poverty can be seen from the various dimensions. Poverty caused regards to development can also be differentiated in sub-systems poverty (poverty resulting from lack of development), rural poverty (poverty as a result of rural marginalization in the process of development), urban poverty (the poverty caused by essence and urban growth spurt), social poverty (the poverty experienced by the women, children, and minorities, as well as consequential damages, namely poverty happens from other events or external factors , such as conflict and natural disasters. Sharp in Eco Joon and Siti Maisaroh (2009:105) States that:

The three main causes of poverty which was seen from the economic side, first, micro, poverty occurs due to a dissimilarity of the pattern ownership of resources that cause distribution of lame. Second, poverty occurs as a result of the difference of the quality of human resources (HR). The low quality of human resources means low productivity. This is because the low level of education also. Third, poverty occurs as a result of differences in access to capital ownership.

The total of Indonesia's poor population based on data from the Central Bureau of statistics in September 2014 reaches 27.72 million or 10.96 percent of the population of Indonesia (BPS). While the number of poor population of Central Tapanuli Regency by 2014 reach 52,000 soul or 15.41 percent from the total population of 324,006.

Table
The comparison of poor central Tapanuli population in 2011-2015

Years	Number of poor
2011	52.200
2012	50.200
2013	49.600
2014	52.000

Source : BPS Tapanuli Tengah, 2015

According to the legislation of Republic of Indonesia number 13 in 2011 about the handling of the poor States that in accordance with the provisions of the Constitution in 1945, the State is responsible for keeping the poor in order to meet the decent basic needs of humanity. And to carry out the responsibilities of countries needed national development policy in favor of the poor by well-planned, purposeful, and ongoing. Basically poverty reduction programs should begin with the empowering communities in advance in order to be more independent and manage his own business and not depend upon the Government. In empowering the community needed social empowerment measures capable of being a medium for making citizens

who have social problems in order to have power, so it is able to meet the needs of the essence, as Act No. 11 of 2009 About Social Welfare mentioned in the preamble, "that to realize a decent and dignified life, as well as to meet the basic needs of the rights of citizens in order to achieve the social welfare, the State organizes the social welfare and development services programmatically , directional and sustainable ". Next in chapter 5 verse (1) of LAW number 11 in 2009 mentioned that the Organization of social welfare is addressed to individuals, families, groups and communities.

Social empowerment according to LAW number 11 in 2009 about the social welfare as stated in chapter 12 verse (1) is intended to:

- a. Empowering a person, family, group and community that is experiencing the problem of social welfare in order to be able to meet their needs independently.
- b. Increasing the role of institutions and/or individuals as potential and resources in implementing social welfare.

Next on article 12 verse (2) of the Social Empowerment can be done through:

- a. Increasing willingness and capability;
- b. Excavation potential and resources;
- c. Basic values Excavation
- d. Granting access; and/or
- e. Granting the aid effort.

Based on the description of the law above then it can be described that Social Empowerment is intended as one way to manifest a decent life for the community. According to Lowe (1995:26) in Nyoman (2005:99):

Empowerment is The process as a result of which individual employees have the autonomy, motivation, and skills necessary to perform their jobs in a way which provides them with a sense of ownership and fulfillment while achieving shared organizational goals ' or the process as a result of which the individual has autonomy, motivation, and skills needed to carry out their work in a way that gives them a sense of ownership and fullness when achieving the shared goals of the organization.

In the empowerment there is also a target to be achieved as an effort in letting go of the shackles of poverty, underdevelopment and giving them a Sense of Ownership and Fulfillment. Chabib (2014:105) stated that there are at least two goals of empowerment can be achieved: first, being released them from the shackles of poverty and underdevelopment. This goal associated with food problem, clothing, Board/housing and health care, while the second target is the increasingly strong position both in the economic and social structure of power.

To achieve these two objectives, the community should be given a role as the subject/actor in the process of empowerment. In this case every proposal and the idea of community is an important input in terms of development or as a starting point the taking and formulation of development programs. In an effort to make the community empowered to be subject/actors in the development process, constitution number 11 of 2009 about social welfare and law numb 13 in 2011 about the handling of the poor, the social Ministry Directorate General of Social Empowerment and poverty reduction set a number of national policy that is based on the strengthening of Micro-scale Economies. In general this Empowerment Programmed aims to create social benefits, through labor-intensive projects to meet the needs of life and benefit from the results of the business community. One of the activities performed is the development of Sustainable Livelihoods (P2B) for very poor Families (SHGS) through a joint venture Group (KUBE). Joint business group is one of the approaches in order to tackle poverty community empowerment which is done by the social Ministry. This empowerment activities include the granting of aid of stimulant to economic productive business activities (UEP), mentoring in the pioneering and developing business as well as the enhancement of the technical skills of members.

The target of the program KUBE is very poor Family (KSM) which is built by aid recipient from the social Ministry programs such as Hope family Program (PKH) and Remote Indigenous Communities Empowerment Programme (KAT) or very poor Households (RTSM) others that haven't gotten assistance program. Besides to accelerate the product to deliver the target out of poverty, it is possible to program a synergy with KUBE other social Ministries although not yet. According to Kemensos (2015:2) KUBE is rated as one of the economic populist efforts that contains three aspects/dimensions of the Foundation they are:

1. Institutional

The institutional value of the KUBE is the occurrence of "Self-Learning Process" among members to manage business by optimizing institutional system structured with good, albeit in a simple pattern, including the learning organization. Thus, the KUBE at once can be viewed as "Learning Building Organization" for its members.

2. Social values

Social values contained inside the KUBE is the value of honesty, commitment and integrity, social responsibility, participation, social solidarity and mutual.

3. The economy

Economic value contained in the KUBE is the realization of a number of economic indicators micro especially linked with the "employment-generating income-growth", which resulted in an increase in the economic life of the family. With KUBE, then people who don't have a livelihood may be at work or from a freelancer be fixed, workers earn on a permanent basis, some of them even increased its revenues have increased savings and also having venture capital because of its ability to access financial institutions according to needs of business.

The third dimension gives conceptualization KUBE ranging from the philosophy behind its founding, stages of its implementation, and its contribution to the improvement of social welfare for the poor, among others in the form of the creation of new sources of jobs, increasing family income, capital and savings, as well as being able to balance between consumption and productivity, and in turn is able to manifest the solidarity in the family environment and the social environment. The presence of a KUBE is a medium to increase the motivation of poor citizens to more advance economically and socially, increasing interaction and cooperation within the group, exploring the potential and resources of local socio-economic, strengthened the culture of entrepreneurship, expanding market access and socioeconomic partnership with various related parties. Through the group, each poor family can share experiences, communicate with each other, know each other, and to resolve the various problems and perceived needs. System with KUBE business activities previously carried out singly can be developed into a business group or get mentoring groups, so each Member can increase their knowledge and skills in productive economic activities, social welfare efforts as well as the ability of the freedom of Association.

KUBE was formed and philosophical values enshrined "from", "by" and "for" society. This means that the existence of a group of KUBE anywhere (town or village) derives from and is in the midst of the community. The formation of the group comes from the idea of the local community, which is expected to help the growth of local economic potential. This enterprise development should consider the value of local cultural norms and the existence of sources and potential that is available in the environment, and the capacity of human resources (a member of KUBE). Source of funding comes from the STATE BUDGET funds KUBE (Budget revenues and state spending) through the budget of the Ministry of the social Republic of Indonesia are transferred directly to the KUBE after getting approval from the Social Service district/city. The KUBE program implemented by Central Tapanuli Regency Government intends to reduce the poverty that exists in the environment of Central Tapanuli Regency. By empowering the people who want to try and work to get out of the poverty line and prosper his life. The help of the Program given by viewing the KUBE capabilities and the potential that exists in society and on the willingness of the community itself. In practice in Central Tapanuli Regency, in Central Tapanuli Regency by 2015 to the new 30 KUBE divided on several sub districts namely as follows;

Table
The list of KUBE division per districts in 2014

No	Districts	The number of group
1	Pandan	15 groups
2	Sarudik	15 groups

Source: Dinas Sosial Tenaga Kerja Transmigrasi Tapanuli Tengah (2015)

Still in the implementation of the program that there is still a lot of KUBE, problems that have yet to be resolved. Based on observations in the field, the obstacles faced was the lack of activity reporting the activity of Social Service to KUBE, manpower and transmigration Central Tapanuli Regency as the commissioning activities and in charge of the district/city level. Based on direct observation by Researchers implementing KUBE in Central Tapanuli Regency tend to be slow, this is due to the SOUL of ENTREPRENEURSHIP society is lacking, the management of the organization is not good, and poor cooperation and coordination against internal and external groups or the executor and the person in charge. In addition to weak administrative capabilities of any group of KUBE resulting in difficulty obtaining valid data from every Development Group joint venture that ultimately resulted in the development of social welfare is not arising through Program KUBE. In terms of socialization to KUBE, according to the head of social Department , labor and Transmigration is interviewed by the Investigators via Mobile stated dana socialization KUBE already accommodated in BUDGETS since the year 2013 to 2015 this, this shows that at least the Central Tapanuli Regency Government has taken part in the process of poverty reduction.

In terms of supervision of Social Agency, manpower and transmigration against companion and KUBE is less effective, since no sanctions came on Escort and group joint venture (KUBE), whereas this has a vital role in the development of Joint business group (KUBE) in Sub district of Pandan. RRI.co.id publishes news with the headline "Funds Bansos PKH Tapteng" mocked "containing the following:

"A number of groups of social assistance recipients (Bansos) Program (PKH Family hope in Central Tapanuli, Tapanuli Regency dinsosnakertrans party pointing fingers middle" play "the bansos Fund as experienced one of the Group's joint venture in Central Tapanuli. Than 20 million received, quantity of funds coming into the account of this group, and in less then 1 hour of the money requested by the members of the Fund on the grounds that RM will be managed together for purposes of livestock chickens raised, but his results did not match expectations " (RRI.co.id" Dana Bansos PKH Tapteng "mocked" retrieved on November 9, 2015).

The other thing that resulted in the latest developments in Central Tapanuli Regency KUBE is a kind of relief in the form of grants resulted in the existence of the sense of arbitrariness in managing KUBE, so if an escort is not accomplished, it will be difficult to keep an eye on the development of Joint business group (KUBE). The next problem is responsible for coordination and implementers is very less in running the program KUBE, through interviews with Researchers do initial Head Of Section child welfare, the Elderly and Help Poor Central Tapanuli Dinsosnakertrans about the use of funds KUBE, stating that "the public confusion in using the grant to open the effort because of less ability and still use the ways and traditional management, so often threatened KUBE failed , this is because of the lack of training on skill trying which is non-auth Social Department of manpower and transmigration ". Alleviation in the problems encountered by the Group joint venture (KUBE), Social Service,

manpower and transmigration definitely require coordination with other agencies, but with the absence of a legal basis in the coordination arrangements concerning the alleviation of the problem of Social Service, resulting in the KUBE manpower and transmigration Central Tapanuli Regency are unable to resolve the problem with the maximum. Pandan is one sub-district in Central Tapanuli Regency who received help through the Program (Joint Ventures) KUBE 15 groups with various kinds of businesses, but in the kind of community-run business recipient KUBE still tend to use the relief fund in the field of fisheries and Poultry, whereas in the field of the sustainability of its efforts to better level, there are only 3 groups in the fields of Needlework and doorsmer, as for the group along with the type of business that is run by (the Group joint venture) the KUBE can be seen in the following table:

Tabel
The kinds of co-work of Pandan district in 2014

No	Name Of KUBE	Types of business	Address of kelurahan
1	2	3	4
1	Ros	Poultry	Muara Nibung
2	Melati	Washing Motorcycle	Muara Nibung
3	Bulan	Poultry	Muara Nibung
4	Dahlia	Fish Farm	Muara Nibung
5	Sehati	Sewing	Muara Nibung
6	Matahari	Poultry	Muara Nibung
7	Bintang	Poultry	Muara Nibung
8	Teratai	Party Tent	Muara Nibung
9	Mandiri	Poultry	Muara Nibung
10	Maju	Chips and Cookies Home Industry	Muara Nibung
11	Makmur	Tofu and Tempe Home Industry	Muara Nibung
12	Kesturi	Poultry	Muara Nibung
13	Mawar	Fish Farm	Muara Nibung
14	Bhakti	Poultry	Aek Sitio-tio
15	Maju Bersama	Poultry	Aek Sitio-tio

Source : Dinas Sosial, Transmigrasi, Tenaga Kerja, 2014

From the table, it can be known there are currently 15 joint venture Group (KUBE) in Sub district Pandan. Each group has 10 members comprising the Chairman, the Secretary and members. Based on the above background, the Researchers see the importance of good Coordination in an attempt to realize the prosperity of communities in Central Tapanuli especially between Central Government being the provision of funds and also the Central Tapanuli Regency who became a Builder directly and dealing directly with the public, particularly

community groups that exist in Pandan through joint venture then the Researchers interested in taking Research entitled "COORDINATION of the IMPLEMENTATION of the PROGRAM GROUP JOINT VENTURE (KUBE) in CENTRAL TAPANULI REGENCY of NORTH SUMATRA PROVINCE (case study In Pandan).

LITERATURE REVIEW

In this study, researchers used the theory/concept of Coordination, according to Handayani in Moekijat (1994:42-43) that mentions the characteristics of coordination consists of:

Responsibility for Coordination lies in the leadership.

According to Moekijat (1994:1) that Coordination is important in complex organizations, because there are many different activities undertaken by many people in many parts. The need for coordination arising at any time if one person or group is responsible for the perfection of a task. Dale Yoder in Moekijat (1994:9) States that the coordination is maintaining effective relations between the contributions of the participants according to the timing and balance in its operations as a whole.

Leadership is needed in terms of responsibility in coordination, Moekijat (1994:35) States that small organizations may not require specialization. But if that organization grew to be large and contained many different activities, it is necessary to divide the tasks that are important within the responsibility of the parts need to be coordinated. part within a work unit. Follett in Moekijat (1994:40) stated that coordination can be achieved through a younger individual relation directly between the people responsible in it. Through the direct personal relationships, ideas, ideals, goals, views can be discussed and misunderstanding, if any, can be explained far better than any other method.

The success of coordination affects productivity at the level of leadership and supervises. Moekijat (1994:91) stated that the leadership of the effective coordination of the activities of those, both at the level of planning as well as on the level of implementation. Effective leaders create beliefs against those subordinates and also maintaining their working spirit.

Coordination is an attempt of cooperation

According to Moekijat (1994:42) Coordination is a cooperative effort. This is because a partnership is an absolute requirement in this coordination with their best. According to Nitisemito in Moekijat (1994:7) Coordination is the Act of a Manager to initiate the onset of alignment, between tasks work performed by someone part one part of the other person. Cooperation in coordination as Ateng in Moekijat (1994) stated that Coordination here is a process to contact activities; aims to fit each of the

steps and activities within the Organization in order reach fast motion to achieve the goals and objectives that have been set.

Coordination is a continuous process (Continues Process)

According to Moekijat (1994:40) Coordination is a continuous process and must take place on all the time starting from the planning stages. Coordination is therefore a basic organizational structure, then the coordination should last as long as the company carry out its functions. According to Pamudji in Moekijat (1994:38) States that the four key principles of coordination are:

1. Coordination should start from the beginning;
2. Coordination is a continuous phase;
3. All the possibilities of coordination should be a joint meetings;
4. The differences in the views must be expressed publicly and investigated in relationship situations entirely.

The importance of setting in a continuous process that is present on the Moekijat statement (1994:38) which States that the existence of obedience or loyalty of any of the parties to each task section and the schedule has been set and the mutual exchange of information from all parties cooperated on the activities and results at a given moment, including problems faced by each. Henry and Carroll in Moekijat (1994:4) stated that Coordination is the development and maintenance of the proper integrative relationships between activities in an organization (coordination is the development and maintenance of relationships – relationships are integrated between the activities within an organization). Subsequently Henry and Carroll in Moekijat (1994:5) States Coordination is the process of developing and maintaining good relationships between activities, whether activities that Bodily or spiritual activities.

The existence of a group setting on a regular basis

Moekijat (1994:2) stated that Coordination is the adaption on a regular basis or reshaping activities are interdependent from individuals to achieve a common goal. Handayani in Moekijat (1994:43) stated that coordination is a concept that is applied within the group, not against individual effort but a number of individuals who worked together in a group to achieve a common goal. James Mooney in Moekijat (1994:4) formulated coordination as "the orderly arrangement of group effort, to provide unity of action in the pursuit of a common purpose (business groups in setting up neatly to provide unity of action in order to achieve a common goal.

Colquitt, LePine, and Wesson in Moekijat (1994:49) suggest that the performance is the value of a series of behaviors of workers who contribute either positively or negatively, on the completion of the objectives of the organization. In the settings there is also business efficiency as Pitfield in Moekijat (1994:5) States as a Coordination. This refers to efficient organization of work within a team as a contribution to the total efficiency of coordination. This shows the settings of the job in an efficient team as a relief to the overall efficiency).

The concept of unity of Action

Handayani in Moekijat (1994:6) stated that Coordination is the adjustment of the different parts. In order for an activity rather than the parts were finished in time, so that each can contribute maximum efforts, so that the obtained results overall. In the concept of unity of Action necessarily has to be arranged with the planning, Moekijat (1994:40) stated that. Coordination can be achieved more easily in the early levels of the planning and making of wisdom. E.g. sambal prepared the plan itself should there be consultation. In this way the task of unification in the process of adjustment and implementation the plan becomes easier. Besides Hicks and Gullet in Moekijat (1994:42) stated that the work of organizations that are effectively achieved when all people and resources are aligned, balanced, and briefed. With regard to the statement in terms of the resources then the funding became part of the resources to achieve effective organizational work.

Coordination Purposes is a common goal (Common Purpose)

Koontz in Moekijat (1994) stated that Coordination is achieving harmony of individual and group efforts toward the accomplishment category of group's purposes and objectives. In harmony with the opinions above, Hampton in Moekijat (1994:5) States that in order for the execution of the work to be successful then the organization require solid contribution of the unit-specific unit. For our purposes, this is what is meant by coordination. Anthony in Moekijat (1994) stated that Coordination is the activity of bringing people, materials, thoughts, techniques and goals into a harmonious and productive relationships in achieving an objective, therefore, to maximize the use of accuracy is required. Accuracy of use is one of the things to look for in carrying out the purpose of the results obtained in order to be useful and effective.

In realizing the common goal then the need for targeted, as Stoner and Wankel in Moekijat (1994:4) stated that Coordination is the joint activities of the organizations parts separately to achieve the goals of the organization. Departing from the theory/concept above, it is arranged House theme in this research is as follows:

Title	Theme	Sub Theme	Sub-Sub Theme	Question Item	Informer
1	2	3	4	5	6
THE COORDINATION OF REALIZATION KELOMPOK	1. The Coordination Of Realization	1.1. Responsibility for Coordination lies in the leadership.	1.1.1 Leadership	1	1,4
			1.1.2 Productivity	2	1,4
		1.2 Coordination is an attempt of cooperation	1.2.2 Business	3	4,6,9,10
			1.2.2 Cooperation	4	4,9,10

USAHA BERSAMA (KUBE) PROGRAM IN CENTRAL TAPANULI REGENCY OF NORTH SUMATRA PROVINCE (CASE STUDY IN PANDAN SUB-DISTRICT)	Kelompok Usaha Bersama (Kube) Program In Pandan Sub District	1.3 Continue Process	1.3.1 Settings	5	3,4,6
			1.3.2 Development	6	3,4,6
		1.4 the existence of a group setting on a regular basis	1.4.1 Performance	7	2,4,5,6,10
			1.4.2 Efficiency	8	4,6
		1.5 the concept of unity of Action	1.5.1 Plan	9	3,6
			1.5.2 Funding	10	5,6,10
	1.6 Coordination Purposes is a common goal (Common Purpose)	1.6.1 Target	11	6,7,10	
		1.6.2 The Precision of Use	12	4,6	
	2. Support AND Obstacles Factors Of Coordination Of Realization Kelompok Usaha Bersama (Kube) Program In Central Tapanuli Regency Of North Sumatra Province (Case Study In Pandan Sub-District)	2.1 Support	2.1.1 Internal	13	6,9,10
			2.1.2 External	14	6,9,10
		2.2 Obstacles	2.2.1 Internal	15	6,9,10
			2.2.2 External	16	6,9,10
	3. Efforts To overcome Obstacles OF Coordination Of Realization Kelompok Usaha Bersama (Kube) Program In Central Tapanuli Regency Of North Sumatra Province (Case Study In Pandan Sub-District)	3.1 Direct	3.1.1 Internal	17	4,5
			3.1.2 External	18	4,5
		3.2 Indirect	3.2.1 Internal	19	4,5
			3.2.2 External	20	4,5

RESEARCH METHODOLOGY

Research methods used by researchers to analyze data is inductive approach-exploratory qualitative data collection on qualitative research carried out in natural conditions. The primary data sources data collection techniques and more on interviews, observation and documentation. Therefore, the researchers decided to use

these three techniques. In this study, Researchers use interview techniques by positioning the researcher as interviewers (research instrument) as well as activities related to the research focus of the dialog some people who act as resource person and hereinafter referred to as the informants consisting of:

1. The Secretary of the Region of the central Tapanuli regency as a first informer.
2. The head of commission B in field of LEGISLATIVE Central Tapanuli regency as the Informant 2.
3. The head of the regional development and Planning Board (BAPPEDA) Central Tapanuli regency as the Informant 3.
4. The head of social Department , labor and Transmigration of central Tapanuli regency as the Informant 4.
5. The head of the field of social assistance and Welfare society in Social Service, manpower and transmigration Central Tapanuli regency as the Informant 5.
6. The social assistance Section and disaster relief On Social, labor Service and Transmigration as Informer 6.
7. Head of Sub-district at Pandan as Informants 7.
8. Head on the of Muara Nibung vilage as Informant 8.
9. Joint Venture Group Escort (KUBE) Kelurahan Pandan as Informant 9.
10. The Chairman of each of the KUBE (3 Groups) in district of Pandan as the Informant

In order to produce a credible conclusion then the data obtained should be consistent, complete and definitive. To get a credible data is needed the credibility of the data. Techniques of examination of the validity of the data used in the verification data relating to this research uses techniques of triangulation IE check, check and cross-check.

DATA ANALYSIS

Based on the process of the research conducted in the field then the results can be explained as follows:

1. Coordination of the implementation of the KUBE in case studies in Pandan theories used, already well underway although there are a few disadvantages that occur in practice, such as the absence of any local regulations that govern cross-agency coordination so that any problems can be resolved by not KUBE satisfactory results.
2. As for the Supporting and Obstacles Factors to Implementation in coordination the coordination of the implementation of the KUBE in Central Tapanuli Regency of North Sumatra Province (case study in Pandan), namely:
 - a. Supporting Factor.
The desire of the community members who would like to own KUBE teamed up to revamp the economic life as well as getting steady income

because of the lack of jobs and the development of market demand for some types of goods spur coordination of the implementation of the KUBE in Pandan. In addition to the social agency of responding with either any input that comes from executing KUBE, so that it structures the coordination of the implementation of the Kelompok Usaha Bersama.

b. Obstacle Factors

Knowledge about the business that KUBE members they manage very less that they far from maximal in management, in addition there is a member of multiple groups that didn't want to come to work after the effort began, the other thing that is initiated there is a fictional activity KUBE, the difficulty in holding the seeds and raw materials to start a business, a disease that threatens the efforts of KUBE especially in farm animals, and the uncertain nature in Central Tapanuli Regency especially Sub-district of Pandan. In addition to the absence cross-Department coordination is in addressing problems in Central Tapanuli Regency KUBE.

3. The efforts made to overcome the obstacles that occur in the coordination of the implementation of the KUBE in Central Tapanuli Regency of North Sumatra Province (case study in Pandan), namely:
 - a. Receiving any feedback and complaints about the problems of the past will be resolved the KUBE solution and aiming at the formation of a local regulations of govern about Coordination problems so any KUBE can be coordinated with smoothly service-related.
 - b. Paying attention to inputs and reports from external parties and KUBE Stakeholders, such as NGO and other community organizations held further checking on the field.
 - c. Preparing measures of anticipation for the problems that can come at any time.
 - d. Doing coach intensively and continuously.

Suggestion

Covering from the results above, researchers gave some advices that can be done to further the activities of the joint venture group (KUBE):

1. Improving the coordination of the implementation of the back Program KUBE in Pandan by making a local regulations that govern the Coordination of cross-Agency, so that the issue can be settled by the KUBE-service related specifically to Social Service not only labor and Transmigration only.
2. Maintaining and retaining constituents that exists, then the existing barrier factors in anticipation and reduced.

3. Doing continuously every efforts to address problems in the coordination of the implementation of KUBE in Central Tapanuli Regency, especially Sub –district Pandan.

REFERENCES

- Adisasmita, Rahadjo. 2011. *Pengelolaan Pendapatan dan Anggaran Daerah*. Yogyakarta :GrahaIlmu.
- Cresswell, John.2014.*Research Design*, Yogyakarta :PustakaPelajar.
- Dawson, Catherine. 2007.*A Practical Guide to Research Methods*, Oxford : How to books.
- Handayaniingrat, Soewarno.1985. *Pengantar Studi Ilmu Administrasi dan Manajemen*.Jakarta : PT GunungAgung
- Handoko, T. Hani.2003. *Manajemen*.Yogyakarta : BPFE-Yogyakarta.
- Harris, Michael M. 2008.*Handbook of Research in International Human Resources*, Lawrence Erlbaum Associates, New York.
- Hasibuan, Malayu S.P. 2001. *Manajemen :Dasar,Pengertian dan Masalah*,Bandung : BumiAksara.
- Kusdi. 2011.*Teori Organisasi dan Administrasi*, Jakarta :Salemba Humanika.
- Miller,Gerald J dan Yang, Kaifeng.2008 *Handbook Of Research Methods in Public Administration*, CEC Press, Boca Raoton.
- Moekijat.1994.*Koordinasi (SuatuTinjauanTeoritis)*. Bandung :Mandar Maju.
- Sembiring, Masana. 2012. *Budaya & Kinerja Organisasi*. Bandung: Fokusmedia
- Soleh, Chabib.2014 *Dialektika Pembangunan dengan Pemberdayaan*, Bandung :FokusUtama.
- Sukmalana, Soelaiman. 2007. *Manajemen Kinerja*. Jakarta: Pusat Pengembangan Bisnis dan Manajemen dan PT. Intermedia Personalia Utama
- Sumaryadi, Nyoman. 2005.*Perencanaan Pembangunan Daerah Otonom dan Pembangunan Masyarakat*, Jakarta : Citra Utama,
- Supardi,Nondi&Walangar,L.W. 2004. *Koordinasi Pemerintahan Indonesia dari masa kemasa*.Jatinangor :STPDN.

JURNAL

- PrasetyoP.Eko dan Maisaroh, Siti . 2009 *.Model Strategi Pemberdayaan Ekonomi Rakyat sebagai upaya Pengentasan Kemiskinan*.Trikonomika, Semarang : LPPM UNNES.
- Purwanto, Erwan A. 2007. *Mengkaji Potensi Usaha Kecil dan Menengah untuk Pembuatan Kebijakan Anti Kemiskinan di Indonesia*.Yogyakarta :JurnalIlmuSosialdanPolitik

Lain-lain

- Dinas Kesejahteraan dan Sosial Provinsi Sumatera Utara, *Petunjuk Pelaksanaan Penanggulangan Kemiskinan Perdesaan Tahun 2014*, Medan, 2014.
- Direktorat Jenderal Pemberdayaan Sosial dan Penanggulangan Kemiskinan, *Petunjuk Teknis Kelompok Usaha Bersama (KUBE)*, Kemensos RI, Jakarta, 2015
- BPS Tapanuli Tengah .2014.*Tapanuli Tengah dalam Angka 2014*.BPS..

Rencana Kerja Dinas Sosial, Tenaga Kerja dan Transmigrasi Kabupaten Tapanuli Tengah 2014

<http://rri.co.id>, dana Bansos PKH Tapteng “dipermainkan” (diakses pada tanggal 9 November 2015)

Peraturan Perundang-undangan

Undang-Undang Dasar Republik Indonesia Tahun 1945

Undang-Undang Nomor 11 Tahun 2009 Tentang Kesejahteraan Sosial

Undang-Undang Republik Indonesia Nomor 13 Tahun 2011 tentang penanganan Fakir Miskin

Undang-undang Nomor 23 Tahun 2014 tentang Pemerintahan daerah

Peraturan Presiden Nomor 13 Tahun 2009 Tentang Koordinasi Penanggulangan Kemiskinan

Peraturan Presiden Nomor 15 Tahun 2010 Tentang Percepatan Penanggulangan Kemiskinan

Peraturan Pemerintah No. 41 Tahun 2007 tentang Organisasi Perangkat Daerah

Peraturan Pemerintah Nomor 39 Tahun 2012 Tentang Penyelenggaraan Kesejahteraan Sosial

Peraturan Pemerintah Nomor 63 Tahun 2013 Tentang Pelaksanaan Upaya Penanganan Fakir Miskin melalui Pendekatan Wilayah

1 Biodata

Name : *Dr. Fernandes Simangunsong, S.STP, S.AP, M.Si*

Position : *Associate Professor (IV/b)*

Education :

- 1. Diploma IV in School of Governmental Studies (D-IV STPDN)*
- 2. Master of Regional Administration in Institute of Governmental Studies (S-2 MAPD-STPDN)*
- 3. Bachelor in School of Administrative Science, Institute of Public Administration (S-1 STIA-LAN, Bandung)*
- 4. Doctoral degree of Public Administration in Padjadjaran University (S-3 UNPAD)*

Lecturer of : *Tenured Lecturer in School of Public Administration and also helping as Adjunct Lecturer for Faculty of Social and Political Science in Indonesian Computer University (UNIKOM), University of General Achmad Yani (UNJANI), University of Langlangbuana (UNLA), School of Administrative Science Bandung (STIA Bandung), and Public Administration School of Civil Servant (STIPAN Jakarta)*

Address : *Kompleks Singgasana Pradana, Jl. Karang Kamulyan No.2A, Cibaduyut, Bandung*
(phone: 08122445916, email: kisankiel@yahoo.co.id, Website : www.fernandessimangunsong.com).