



EVALUATION OF COORDINATION IN IMPROVING QUALITY OF SERVICE DURING THE COVID-19 PANDEMIC

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Abstract

Coordination is an obligation that connects leaders and subordinates. Therefore, the attitude of employees is strongly influenced by the nature of their leadership. If a leader does not provide direction and lacks communication, the organization will not work according to the plan. When viewed from its function, coordination is closely related to communication. This study uses descriptive qualitative research methods. This research uses data collection techniques such as interviews, observations, and documentation to collect data.

The study results illustrate how to coordinate during the covid-19 pandemic period, hold official meetings between one unit and another, name someone as an exceptional coordinator, have designed work guidelines, leaders always organize meetings with their members and prepare coordination facilities and infrastructure. Coordination obstacles he faced include: first, personal barriers, namely the implementation of online meetings, making participants less conducive and less communicative to express their opinions. Second, physical barriers are participants in online meetings or meetings sometimes encounter obstacles on the Internet. The sound is cut and will not be understood clearly, and the video quality is poor.

Keywords: Coordination, Service Quality, Covid-19 Pandemic

INTRODUCTION

The world has been shocked by the emergence of disease epidemics, including the country of Indonesia. This epidemic is the covid-19 virus. The Covid-19 virus is classified as a new virus always related to the Severe Acute Respiratory Syndrome (SARS) virus. There are several other types of the common cold virus. This outbreak was discovered for the first time in Wuhan, China, in December 2019. During his training, the virus passed from human to human, which could then spread widely. Since then, the spread of the COVID-19 virus has spread throughout the world. The government demands various measures to prevent and minimize the spread of the Covid-19 virus.

At that time, the government tried various things to manipulate the covid-19 outbreak. The government has implemented various policies to end the Covid-19 distribution channel. The published political measures include the concept of social distancing, Large-Scale Social Restrictions (PSBB), to the Enforcement of Restrictions on Community Activities (PPKM). The entire community and government collaborate to manipulate and analyze the covid-19 virus outbreak.

The existence of the Covid-19 pandemic has changed the order of life, including for institutions and companies. The government has issued various policies to reduce cases of the

Covid-19 pandemic. Thus, politics leads to some changes. This change is a new adaptation for society. In addition, this adaptation also applies to institutions or companies, especially service providers. This condition significantly impacts many institutions or companies engaged in services. Some institutions or companies making temporary closures even have some disadvantages. In addition, some companies are still working but implementing new policies. With the new policy, the leadership must coordinate to comply with applicable regulations, especially in terms of services.

This information concerns the service standards in the establishment. In this pandemic period, several rules must implement to improve service quality in institutions and businesses, such as *Online* service system organizations, *Work From Home*, and other policies. Thus, the new policy during this pandemic period requires good coordination to maintain the quality of services in institutions.

According to Hasibuan, coordination is an effort to coordinate and synchronize direct management elements for different sections or units to achieve mutual goals (Andri and Endang, 2015). A head must coordinate to achieve the goals of his organization. Leadership can coordinate by increasing employees' work, knowledge, and work implementation. Coordination between superiors and subordinates can promote the idea of work awareness. Thus, the coordination of work between departments or land becomes more effective and follows their duties (Herlambang, 2016).

Coordination is also made to avoid minimum disputes or discrepancies between departments or sections from one. In society, there are no disputes. Indeed, disputes will harm organizations and individuals. If a company does not create good coordination, the company does not work effectively. However, if the coordination is done correctly, the coordination indirectly creates an excellent working atmosphere and can operate according to the purpose.

In general, coordination is an obligation that connects leaders and subordinates. Therefore, the attitude of employees is strongly influenced by the nature of their leadership. If a leader does not provide direction and lacks communication, the organization will not work according to the plan. When viewed from its function, coordination is closely related to communication. Communication can influence other people. As a result, communication is essential in an organization. If the coordination between superiors and subordinates is closely related, the organization will continue to operate as expected.

In this case, a company that needs coordination is called company X. This company is a form of business engaged in travel services or services. In addition, the company offers several products, including transportation tickets (air, land and sea), hotel reservations, and credit,

cargo and pilgrimages. However, it dramatically affects companies in the field of visits and travel. Thus, this company innovates in maintaining the survival of the community. In this case, the company tries to help consumers with full service. The main goal of this company is to provide the most comprehensive travel and business travel services in Indonesia.

Coordination is one of the organizational needs. Coordination has excellent benefits, both for the organization and its members. Coordination is a form of cooperation to divide the tasks and responsibilities of the room or unit involved. This duty is due to the mutual dependence on the proper functioning of the tasks for the organization. Therefore, with coordination, it must always be able to improve the quality of its services, especially during the pandemic period.

According to the explanation above, this research has problem formulations: 1) How to coordinate efforts to improve service quality during the Covid-19 pandemic? 2) What are the coordination barriers to improving service quality during the Covid-19 pandemic period?. While the research objectives are: 1) To find out how to coordinate to improve service quality during the Covid-19 pandemic, 2) To explain the barriers to coordination—faced with efforts to improve service quality during the Covid-19 pandemic.

Coordination

Coordination According to Djamin in Hasibuan (2018), coordination is a cooperative activity to help and complement each other between agents, units, or specific tasks. Meanwhile, Mooney and Remily in Manyaningrat (1990) state that coordination is an activity to achieve common goals by uniting actions.

Coordination has two types of coordination models: hierarchical (vertical) coordination is a coordination by a leader to units or sections in an agency or organization. This coordination is easy because leaders can punish members who are challenging to manage. Second, functional (horizontal) coordination is a coordination by unit or level leaders whose functions are interdependent and based on functional principles.

Coordination Methods

According to Manulang, coordination can make in various ways in an organization or agency. However, there are four main ways to maintain coordination: (1) organizations hold formal meetings between one unit and another. (2) Designate someone as a special coordinator. (3) It is crucial to understand the guidelines in organizations. (4) A leader must always meet with his members. (Manulang, 2017). As a result, this method is significant for organizations or institutions. With this coordination, the company can minimize duplication of tasks, avoid conflicts and strengthen cooperation.

Factors Affecting Coordination

According to Hasibuan (2018), some factors can affect coordination, namely:

1. Unity of Action

Unity of action is the adjustment of the tasks of one unit to another to go hand in hand. The unit of action is the obligation of a leader to coordinate or organize tasks and authorities so that they are planned.

2. Communication

Communication is the process of sending information and cannot be separated from coordination. It is vital for the leaders in this communication organization or vice versa. Its purpose is to inform or communicate tasks or other things.

3. Division of work

In general, the organization's purpose is to achieve a common goal. Therefore, the organization creates cooperation and coordinates so that individuals more than realize the results obtained. If an organization can achieve its goals, it must divide the work.

4. Discipline

Each unit or segment of an organization must cooperate to achieve its full potential. Leaders must instill a work ethic in their subordinates as a result. As a result, if you want to achieve your goals, you'll need to be disciplined.

Coordination Goals and Benefits

According to Handoko (2017), coordination's objectives and benefits are as follows: 1) to achieve synchronization and integration inside the organization to accomplish their objectives. 2) Is capable of minimizing or resolving conflicts of interest between parts. 3) Leadership can synchronize the implementation of their functions and work. 4) A leader can bring together the functional activities of different units to achieve a common goal. 5) Minimize overlapping work. 6) Maintain a balance between activities, homework and organizational leaders. 7) Prevent various conflicts, both internal and external conflicts of the organization. 8) Prevent conflict and unfair competition.

Coordination Barriers

In activities that maximize organizational interaction, there are several barriers to coordination: (1) Personal barriers usually come from work situations such as emotions and the habit of listening without kindness. This situation interferes with coordination. (2) Physical barriers are obstacles or disturbances that occur when coordination occurs, such as noise, noise, distance, walls that become obstructions and air disturbances. These barriers can interfere with verbal coordination activities (Khaeruman and Gatot, 2021).

In the implementation of coordination, generally, there are several obstacles. However, there are several ways to overcome this obstacle: (1) Provide clarity about each party's responsibilities, duties, and authorities. (2) Can solve various problems, such as unclear work procedures, lack of leadership role in coordination and others. (3) Holding discussions as a model for exchanging opinions to deal with various problems (Soewarno, 2006)

Service quality

Service quality is an activity that refers to some product features and services. It aims to meet all needs and provide customer satisfaction. Sedarmayati (2017) explains that service quality is a capacity consisting of the skills, knowledge and attitudes of human resources to realize their duties as servants. Meanwhile, according to Tjiptono (2017), service fulfills users' needs or consumers who use their products. According to Hasibuan (2018), service is an activity to carry out services from one to another. Service must be fast, precise, sympathetic, and ethically sound so that the recipient feels satisfied. The quality of service is meant for what other people get satisfaction.

Service quality is the nature and characteristics of services that can satisfy customers. It is the influence of an employee who provides the best service. Service quality is a form of guarantee for its availability to customers in service. Service can be the product, responsiveness, cost, speed, service excellence and the ability to cause pleasant feelings for customers.

Characteristics of good service

Many service features can satisfy service users: (1) time accuracy in serving. (2) Service accuracy: correctly and precisely connected services in cleaning and responsibility. (3) Friendliness and courtesy: as an employee, especially in the service sector, he must have a friendly and polite attitude to serve and interact directly with customers. (4) Completeness: This relates to the availability of all Parasana facilities that support the service. (5) Facilities. Provide convenience for customers such as outlets, adequate number of employees, administration, support facilities, and information. (6) Service model: This is a service variation such as innovation to create a new service model. (7) Convenience: Able to strengthen good customers in the waiting room, parking, availability of information and others. (8) Personal service: Personal service is an exceptional customer request service. (9) Service support: It's like a joke, convenience, beauty, etc. (Hardiyansyah, 2011)

Covid-19 pandemic

The Covid-19 pandemic is a disease outbreak caused by a virus that has spread to developing countries, even in the world. This virus is called a pandemic because it spreads rapidly among other people and things. This virus is a coronavirus infection that is frequently

referred to as Covid-19. The virus was found in late 2019 in the Chinese city of Wuhan. Covid-19 has profoundly affected the tourist industry, mainly travel companies. As a result, the transportation sector, lodging providers, tourist attractions, hotels, restaurants, and other types of businesses that contribute to the expansion of the tourism industry have all suffered declines.

METHOD

Research Approach and Type

In this study, the author uses a qualitative approach. The qualitative research method is the battery method used in phenomena that have descriptive properties and tend to use analysis (Sugiyono, 2018). Thus, the researchers wanted to know how to coordinate to improve the quality of services during the covid-19 pandemic.

This type of research in this study uses a qualitative descriptive approach. The descriptive qualitative approach describes and presents facts to make them easier to understand (Saifudi Azwar, 2014). This descriptive approach is in the form of written words. So, this research got a straightforward and easy-to-understand search. As a result, researchers use this type of research to find an accurate image or description of coordination and constraints in this company.

Data Types and Sources

In this case, the types and sources of data in this study are as follows:

1. Data Type

Data is all information obtained by researchers for the accuracy of the study. This type of data is divided into primary and secondary data. Here is the explanation.

- a. Primary data is the leading data obtained directly (Anwar, 2016). The primary data is data or information for individuals or groups, such as the results of questionnaires and interviews. Researchers will collect primary data from the first source regarding coordination in improving service quality during the COVID-19 pandemic period. This primary data was collected from interviews, observations and documentation, with the primary source being informants in the company.
- b. Secondary data is supporting data. This secondary data is available and used as support and search data. These data must be relevant to the title and main ideas of the problem (Sugiyono, 2018). In this study, researchers need secondary data, such as websites, articles, journals, books, and other research data.

2. Data source

The data source is the subject from which the data can be obtained. In addition, there are also additional data sources such as documents and others. This study's data sources are company informants, namely managers, administrators, and HRD.

Data collection technique

The technique for collecting data in this study are as follows:

1. An interview is an exchange of ideas and information conducted by two people. This activity is generally carried out with questions and answers. So, to obtain data or information, the researcher will lead the interview.
2. Observation is the observation of an object. The goal is to understand and observe phenomena.
3. Documentation is a process of collecting qualitative data. Documentation is done by understanding and analyzing various types of documents.

Data analysis technique

Data analysis is the step in the data processing. The data was obtained from interviews, observations, and documentation. Data analysis techniques are carried out by dividing, describing, and choosing which data or information is essential. Thus, this data analysis will be used to conclusions that are easy to understand (Sugiyono, 2018). At this stage, the researcher will use data analysis techniques, namely:

1. Processing and preparing for analysis.

In addition to obtaining interview data, the researchers also recorded all data and sorted data obtained from observations and documentation for analysis.

2. Read data in its entirety.

At this stage, the researcher entered the maintenance data. Then the researchers will record important well-known ideas or main ideas obtained.

3. Coding data

In this third stage, the researcher encodes the data or information obtained. Then, the researchers would treat the segments in writing before being interpreted.

4. Categorizing data

Researchers categorize or classify the data obtained according to the research problem.

5. Presenting data

In this step, the researcher presents data about the study's results according to the theme, and the chronology of certain events is adjusted to the research problem.

6. Analyze data

At this stage, the researcher analyzed the data. After that, the researchers matched the research results with the existing theory.

RESULT AND DISCUSSION

1. How to Coordinate during the Covid-19 pandemic

The way of coordination is an implementation in realizing efforts to create units of action in achieving the desired goals. This activity is an effort to harmonize everyday tasks and unit assignments that are useful for achieving the company's common goals; it aims to transmit all information to subordinates. Then follow the information provided by the leader in the form of appropriate actions. This information is done to ensure that the company's existing programs are implemented in the most effective and directed manner possible. To accomplish this goal, a leader must utilize the coordinating function effectively.

a. Holding official meetings between units with each other

The presentation of the data above explains how the coordination carried out in the company is one of the official meetings between one unit and another to coordinate work programs, evaluations, and coordination when each division encounters problems. This meeting takes place at least one meeting every month. This coordination is carried out when there are cases that each division cannot resolve. However, if the case or matter is essential to coordinate the management, each division has a meeting between the division manager and the leadership.

The company conducts virtual or online operations based on displaying the data above and how to coordinate during the COVID-19 pandemic. This activity is during the current covid-19 pandemic, which has resulted in the suspension or decrease of some conference activities. Thus, in its execution, formal meetings will be held remotely or online via WAG (WhatsApp Group) and Zoom Meetings.

b. Appoint someone as a special coordinator

In presenting the data above, it is explained that how to coordinate improving service quality during the COVID-19 pandemic to companies is one them by appointing someone as a special coordinator. The head of this division plays the first role in each work area. Fundamentally, divisional managers are essential in ensuring success in their fields. As a result, Division officials play an essential role in integrating the resources at their disposal. In addition, Division officials can be interpreted as special coordinators who play a role in the field of expertise.

c. Designing a manual

In presenting the data above, it is explained how to coordinate service quality improvement during the covid-19 pandemic period in this company's design. We can see that the company has the main task of managing every task and work. The work guidelines can be a reference for the parts of the organization for their duties and responsibilities. In this case, the working guideline in question is SOP (*Standard Operational Procedure*).

d. Leaders always hold meetings with members.

In presenting the data above, it has been explained how to coordinate service quality improvement during the company's covid-19 pandemic period, one of which is the direction to meet its members. It can see that the leader by division holds a meeting or coordination with members after coordinating with the leadership (Erna, 2017). To implement this coordination in the company, communication of the members is crucial. On the other hand, meeting with members is a way of connecting the leadership and their subordinates so that the leadership or divisional manager can know the progress of the activities carried out. In addition, I can provide suggestions and contributions for members. In this case, each Director of this Division also uses communication media as a work facility to facilitate communication and share essential information, such as Whatsapp Groups.

e. Preparing Coordination Supporting Facilities and Infrastructure

In presenting the data, it is explained that facilities and infrastructure are two things in supporting the implementation of coordination. Facilities and infrastructure are supporting factors for the successful implementation of coordination within the company. Dalam hal ini, perusahaan menyediakan pendukung dan infrastruktur yang berkoordinasi, yaitu untuk menyediakan telepon. Mobil dan akses Internet (kartu Halo) ke setiap divisi. Selain itu, kelengkapan ruang pertemuan ada pendingin ruangan atau AC, layar LCD dan proyektor, beberapa kursi dan meja, dan komputer.

2. Barriers to Coordination

According to the presentation of the above data, the implementation of coordination certainly faces various obstacles. These obstacles are caused by the problems encountered in its implementation. In the presentation of data, it is revealed that in the implementation of coordination during the Covid-19 pandemic, there are two obstacles, namely:

a. Personal barriers

In the current coordination implementation, it is done online. However, some obstacles or obstacles occurred during the implementation of this meeting or this virtual meeting.

The presentation of the above data shows that there are personal barriers, including participants at less conducive meetings and meeting participants still appear to be less communicative in expressing their opinions. As a result, personal barriers become obstacles to coordination implementation during the Covid-19 pandemic. In theory, coordination barriers include personal barriers. A personal barrier is a disorder that occurs within a person. This personal deterrent can usually find in his emotions and attitude.

b. Physical barriers

This study is based on the interview results with informants who said that there were physical barriers. Namely, online meetings sometimes experience obstacles such as Internet problems that often come to the Internet. In theory, a physical barrier is an obstacle or interference that occurs when coordination occurs, such as noise, noise, distance, walls that become obstacles and interference of air and internet networks. This situation may interfere with communication and coordination activities.

Online meetings act as an alternative to coordination implementation in the pandemic period. The implementation of online meetings certainly requires a support request. As a result, online meetings certainly require a stable internet network to smooth without obstacles. However, in online meetings, there are obstacles such as internet connections that suddenly disappear or become slow. In addition, this activity is also interrupted when the audio becomes less clear, and the quality of the video decreases.

CONCLUSION

According to the results of the discussion or data analysis in the discussion above, it can be concluded that:

1. How to Coordinate during a theCovid-19 pandemic

During the Covid-19 pandemic, the company implemented several coordination modes to improve the quality of its services, such as a. Arrange an official meeting between one unit and another. b. Appoint someone as a special coordinator. c. Guide design. d. Leaders still have meetings with their members. e. Setting up facilities and infrastructure to coordinate support activities

2. Barriers to Coordination

During coordination during the covid-19 pandemic period, there were no obstacles to coordination. Coordination barriers include personal barriers and physical barriers.

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