

INDICATORS OF THE EFFECTIVENESS OF THE GOVERNMENT OFFICE SERVICES

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Abstract - Land office services provided by the district government are judged by the community to be ineffective. Through this research is expected to obtain information that supports the creation of effectiveness of Land Office services in the Province of Bengkulu so a benchmark to improve quality in the future, so that the Office of Land services can give the needs of people in the field of land.

The research method used is a quantitative research approach with explanatory research type. The Data collected by conducting literature study, observation and questionnaire. Data analysis used is analysis of Structural Equation Model (SEM) with Lisrel.

From the results of the study, there are 9 important indicators of effectiveness that must be considered to improve the effectiveness of land office services in Bengkulu.

Key word: Effectiveness, Government

I. BACKGROUND

Government organizations are required to always be able to respond to changes that occur in society so that its existence is able to continue to adjust to the needs of the community and provide excellent service.

The concept of good governance that can be defined as the implementation of governance and service policies that are responsive to the needs of the community are effectively applied to government offices. Good government also emphasizes service quality, such as accountability, responsiveness, transparency, and efficiency. The concept of good governance also demonstrates the government's ability to manage the economic, social, cultural, security and peace aspects, guarantee and clear legal order, which will create a necessary condition to support the economic, social and cultural growth of a region.

The demands of effective and efficient government organizations are increasingly voiced. On that basis government organizations are required to be able to improve service and rich functions.

The service performance of the National Land Agency (BPN) has received much attention from the public due to the lack of effective service to the community. It is a challenge that needs to be addressed and useful for analyzing BPN's strengths, opportunities, threats and weaknesses. BPN must be able to adjust to the demands of society and the changes that occur to the desired goal can be achieved optimally.

Land Affairs Office is a vertical agency of the National Land Agency at the Regency / Municipality which is under and responsible to the Head of the National Land Agency through the Head of Regional Office of the National Land Agency. Land Affairs Office has the duty to execute part of duties and functions of the National Land Agency in the District / Town concerned (KaBPN Regulation No. 4 of 2006).

The effectiveness of the organization of the Land Office should provide many benefits in supporting the quality and optimization of employee performance and organizational performance. The more effective the organization of the Land Office, it is expected the performance of employees will also be more effective which has a positive impact on organizational performance.

Increasing the number of districts in Bengkulu Province as the impact of the district expansion under the regional autonomy law has resulted in an increase in the number of Land Affairs Offices following the number of districts, which resulted in the number of officials (echelon 3, 4 and 5) at the Regency / City Land Office Bengkulu more than the number of staff or experience the condition of the pyramid upside down (munandar, 2012). This happened in 2010.

With a large organizational structure resulting in the placement of employees to fill the positions of echelon 4 and 5 is no longer based on employee competence, meaning that educational background is no longer a consideration. As a vertical institution, employees in the land office environment in Bengkulu Province can be moved throughout the territory of the Unitary State of the Republic of Indonesia. For the main task and function of the position cannot run well, because the official must do the field orientation and the introduction of the new workplace so it has not mastered what to do.

II. DISCUSSION AND RESULTS

McGill states that effectiveness is a level of achievement of the organization in achieving its objectives means the extent to which the goals set by the organization at the beginning of the activity can be achieved. Effectiveness for most organizations is a measure of maximizing goal achievement (McGill, 1993: 7).

The effectiveness of the organization will be directly proportional to the effectiveness of its employees. This is because effective organizations encourage organizers to work effectively. So if an organization is a system then the worker or employees are part of the sub-system. Nawawi (2000: 97) stated that in reality there are two factors that affect the level of effectiveness of work, namely:

1. The level of work ability (competence) in carrying out the work both obtained and the results of education and training as well as that sourced from work experience. For that very depends on the process of obtaining or selection and placement of individuals, who should be selected the best for positions.
2. The level of executive ability in providing work motivation, so that workers as individuals work with the maximum effort that allows the results in accordance with the wishes and needs of society.

The concept of organizational effectiveness used in this study is the concept of effectiveness proposed by Robbins (2004) and Gibson (1996), effectiveness is the achievement of goals of joint efforts, and the degree of attainment shows the degree of effectiveness.

In the long run there are 8 (eight) criteria to measure effectiveness, namely:

1. Productivity.

Productivity reflects the ability to produce a number of goods and services as demanded by society / the environment. Production describes the ability of the office to produce the quantity and quality of outputs as well as outcomes in accordance with community / environmental demand.

Indicator used is: Quantity of work that can be completed and Ratio the number of work that can be completed.

2. Quality / Quality

Quality is to meet the expectations of society, legal entities and other institutions for the performance of products and services with the size and quality assessment derived from the community, legal entities and other agencies.

Indicators used are: Work compliance with specified technical standards and Response to complaints

3. Efficiency

Efficiency as an output ratio rather than an input, focusing on cycles, input-output processes and even emphasizing input and process elements. Measures of efficiency should be in the form of ratios, the ratio between outputs with benefits, cost or time. It should be compared between the burden / volume of work with the number of existing employees, the amount of budget provided and the means to be prepared for the office.

Indicators used are: Adequate number of employees with the volume of work, Optimum use of budget and Use of workplace efficiently

4. Flexibility

The aspect of flexibility that affects the effectiveness of the Office is to respond to changes in the external environment both from the community, changes in political direction and the existence of new regulations / policies of the government.

Indicators used are: Understanding of new regulations, Adjustment of employees to new regulations and Adjustment of employees against the demands of stakeholders.

5. Satisfaction

Satisfaction-oriented employee satisfaction is seen from how large the organization can meet their needs.

Indicators used are: Employee Comfort in work and Fulfillment of work needs.

6. Competition

The Competition as an effort in showing the ability of the organization to be remain an institution that is taken into account and required by the community, legal entity and other institutions. Competition shows the desire to be able to provide the best service in order to gain legitimacy of the existence of the organization.

Indicators used are: Desire to produce better job output and desire to work with a better process

7. Development

Development in the field of management information system. Information technology itself changes the nature of opportunities and threats by changing the speed of service, product life cycle, increasing distribution speed, creating new products and services, removing the limitations of traditional geographic markets and changing the historical balance between standardization of production and flexibility.

Indicators used are: The existence of the development of the quality of human resources employees, the use of appropriate technology and existence of the budget needs.

8. Survival

Organizational survival if the leader is able to achieve long-term effectiveness satisfactorily by obtaining resources, maintaining good performance and integrating with the external environment.

Indicators used are: Ability to obtain the required HR, Ability me

From result of calculation by using SEM, level of significance relation between variables used t-test with significance level $\alpha = 0,05$ ($t_{\alpha/2} = 1,96$). All indicators have a -t test value greater than 1.96, so it is proven that the indicators have a significant influence relationship to each latent variable. The most dominant indicator of effectiveness is:

1. Understanding of the new rules
2. The existence of the quality development of human resources employees
3. Adjustment of employees to new regulations
4. The desire to work with a better process
5. Ability to obtain the necessary funding sources
6. Ability to obtain the required human resources
7. The ratio of the number of jobs that can be completed
8. Work compliance with specified technical standards
9. Employee comfort in working

In an effort to develop the organizational structure of the land office cannot escape from the effectiveness of the office organization, because the effectiveness is an essential activity of the land office, management functions and various elements of administrative dynamics. Thus the effectiveness of the land office can be grouped into functions that absolutely must be run by the administration and management. Siagian (1984: 102) considers organizational effectiveness so important that it concludes that "the inability to execute an organizational effectiveness function will result in the death of an organization either sooner or later".

Effectiveness is a level of achievement of the office of the land in achieving its objectives means to what extent the objectives that have been established organization can be achieved. The effectiveness of the land office is a measure of maximizing goal achievement. Based on the definitions that have been put forward to show the effectiveness of the land office is a concept that must be run by the land office to achieve the purpose of land service sector. Thus the effectiveness of the land office has a very important role in improving office services to the community.

III. THE IMPLICATION FROM RESEARCH RESULTS

From the result of the research by taking into account the indicators forming the organizational structure of the Land Office in Bengkulu Province that affects the effectiveness of the land office, namely:

1. Filling the position should pay attention to the skill, experience and basic tasks and functions of employees, it is very important to support the effectiveness of the work of the organization, because it helps the operational activities of the field of land services every day. In addition, it is necessary to periodically evaluate the suitability of office and who served in the Land Office of the Regency / City in Bengkulu Province involving various stakeholders to improve the performance of employees and the organization.
2. Clarity of tasks of each job must be clear, because the clarity of tasks and functions will affect the effectiveness and efficiency of the organizational structure. The clarity of the output / product resulting from each job should be clear as it relates to the smooth operation of the daily work that the employee feels.
3. Clarity of authority, disposition and instruction should still be considered by all parties in the organization because it greatly affects the effectiveness of work of all activities or work to be implemented so that its implementation can be implemented maximally.
4. The work load should be considered. If the volume of worked more and more then it must be done improving and refining the information system, so the workload can be completed properly.
5. Standard Operating Procedures (SOP) is clear and transparent is needed in supporting the work. Next to note is the implementation of Standard Operating Procedures (SOP) and the socialization and understanding of Standard Operating Procedures (SOP) is enforced.

IV. CONCLUSION

Government Service Office in the field of defense has been running well and effective although still less efficient. This is because the control section and the empowerment of land are not utilized maximums by the community. To improve the effectiveness of government office services in the field of land other than pay attention and prioritize the 9 most decisive indicators also need to be used and developed a good management information system.

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