

Effectiveness of Major Assignment and Employee Function in Unitary and Political Agency of Poso Regency

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Abstract

The problems discussed in this research are the ineffectiveness of the implementation of the main tasks and functions of the National Unity and Politics Board which indicates the low quality of employees, the employment relationship which tends to be personal, the placement of employees who pay less attention to the skills and skills aspect, the division of work that is not specialized with good, and facilities and pre-facilities that have not been sufficient and not distributed in accordance with the needs of the work unit resulting in overlapping authority. this study aims to determine and analyze the effectiveness of the implementation of basic tasks and functions of employees at the National Unity and Politics of Poso district. This research uses descriptive qualitative method with unit of analysis of National Unity and Political of Poso Regency which use key informant counted 6 people. Steers revealed that there are three aspects in measuring the effectiveness of employees, namely Adaptation Capabilities / Adaptation, Job Performance, and Job Satisfaction. The results showed that the effectiveness of the implementation of the main tasks and functions of employees viewed from the aspects of Adaptability / Adaptability has been quite effective, while the aspect of Work Achievement has not been effective. Furthermore, on the aspect of Job Satisfaction is also not effective. Therefore, the authors suggest that the leaders make education and training programs for employees in improving their ability and the need to improve the level of discipline of employees in carrying out their main tasks and functions. In addition, the leadership should be more professional in working without discriminating subordinates in reward and punishment.

Keywords: Effectiveness of Implementation, Duties and Functions, Employees, Local Government

Introduction

Individual effectiveness is realized based on the extent to which the individual or employee is able to carry out his duties correctly and consistently. Therefore, in order to create the main tasks and functions for employees that are right for the achievement of organizational goals, it is necessary to utilize the concept of designing or designing good and correct work.

The main duties and functions of employees that have been designed correctly are clearly contained in a job description (*Job Description*). Job Description in an organization, both private and government, is a collection of information about work or an outline of what obligations, responsibilities and authorities are held and must be carried out by employees. In addition, the job description also explains the procedures for carrying out these tasks in order to achieve organizational goals effectively and efficiently.

The Makassar City Government will immediately carry out institutional reforms through the transformation of the Regional Research and Development Agency into the Regional Research and Innovation Agency as mandated by applicable laws so that institutional and personal (employee) duties and functions run effectively (Herianto & Ahmad, 2022). The compliance of employees of the Investment Office and One-Stop Integrated Services of Makassar City has not met the guidelines for public service standards so that services are categorized as not of high quality (Herianto & Ahmad, 2022).

As the main task of the Head of the National and Political Unity Agency of Poso Regency contained in the Kesbangpol Government Agency Performance Accountability Report (LAKIP) Year 2015 is to formulate technical and operational policies, coordinate, carry out operational technical, control the implementation of programs, supervise the implementation of tasks in the working area of the National and Political Unity Agency and carry out tasks ordered by Regent.

The National and Political Unity Agency of Poso Regency, in improving its performance, is faced with obstacles that arise, namely the low understanding of the main duties and functions can be seen from the job description of each employee which is described in fields and sections where competence and level of education affect the understanding of tupoksi. This is one proof that there is still a low understanding of employees in the implementation of Tupoksi so that it has an impact on organizational performance achievements.

In addition, researchers see the ineffectiveness of the implementation of the main duties and functions of the National and Political Unity Agency, indicating the low quality of employees, work relationships that tend to be personal, the placement of employees who do not pay attention to aspects of abilities and skills, the division of labor that is not well specialized, and facilities and infrastructure that are inadequate and have not been distributed in accordance with the needs of the work unit so that it occurs *overlapping* authority in an organization. This study aims to determine and analyze the effectiveness of the implementation of the main duties and functions of employees at the National and Political Unity Agency of Poso district.

Methods

This study used a qualitative descriptive approach. This research was sourced from primary data and secondary data. Data collection techniques in this study are Interview, Observation, and Document Review.

The steps and stages of data analysis in this study, namely the data obtained from the results of the research are restated and then analyzed through stages, *data reduction*, *data display*, *conclusion drawing* or *verification*. Furthermore, the data obtained are then tested for credibility using triangulation techniques and the use of reference materials. After that, conclusions are drawn in the form of words or pictures to make it easier for readers to understand the results of this study.

Results and Discussion

Adaptability/Adaptability

Man's abilities are limited in everything, so that with his limitations it causes man to be unable to achieve the fulfillment of his needs without cooperation with others. Everyone who enters the organization is required to be able to adjust to the people who work in it and to the work in the organization. If the ability to adjust can work, then organizational goals can be achieved. The situation is a work atmosphere that can help employees in carrying out work more effectively. This situation both inside the office and outside is conducive to creating a sense of comfort for employees to carry out their duties.

Based on the results of an interview with Drs. Mahmudin Jamal, M.M. as Head of the National and Political Unity Agency of Poso Regency, who stated that:

"If I pay attention to the atmosphere created in this office is quite good, the employees are quite comfortable in carrying out their work".

The above statement illustrates that there is a fairly good working atmosphere at the Office of the National and Political Unity Agency of Poso Regency. This illustrates that employees at the Poso district National and Political Unity Agency office can adapt well to their work environment.

In addition, it also describes a fairly good communication between fellow employees at the Office of National and Political Unity of Poso district. Employees respect each other.

In line with the results of an interview with Bernard Kandolia, S.IP. As Head of the Domestic Politics Division of the National and Political Unity Agency of Poso Regency, who stated that:

"I think our relationship is quite good, both between superiors and subordinates, fellow subordinates and between fellow leaders. If the good relationship is fostered well, it will further strengthen the relationship between all employees in this office".

The above statement illustrates that the good relationship between all employees in the Office of the National and Political Unity Agency of Poso Regency. Therefore, it is hoped that the relationship can be fostered in order to create familiarity between employees in the Office.

Work Performance/Productivity

Low employee competence can cause work to be hampered. The leadership of the National and Political Unity Agency of Poso Regency should provide opportunities for employees to take part in training and competency development programs so that employees can upgrade their abilities and improve the quality of their work.

In line with the results of the interview with I Wayan Susanto, S., STP. As Secretary of the National and Political Unity Agency of Poso Regency, who stated that:

"That's him who sometimes matters. Because there are some employees who have abilities below average so that sometimes there are employee jobs that are hampered while the work has entered the jury time stage. Fortunately, the employees here are good at working together, so if there are activities that are hampered, the work is done first".

The above statement illustrates that the competence of most employees is quite good. However, some of them also still have low competence.

The following are the results of an interview with Albert J. Lumansik as Head of the Sub-Division of Political Parties and Elections of the National and Political Unity Agency of Poso Regency, which stated that:

"Speaking of discipline, employees have not fully complied with all the rules applied at work. We still use manual absences for employee attendance and return. Sometimes the report is full of absence, but during the afternoon we sometimes find it difficult to get employees who if confirmed give different reasons".

Based on the explanation above, it illustrates that overall employees of the National and Political Unity Agency of Poso Regency have not been disciplined in working. The above illustrates the low understanding of employees towards effective work discipline in carrying out their work.

In line with the results of the interview with I Wayan Susanto, S., STP. As Secretary of the National and Political Unity Agency of Poso Regency, who stated that:

"The attitude of the employees is also quite good and friendly. We always say hello to other employees if we meet in the office environment even if we meet outside the office as well."

The statement above describes the attitude of employees who are quite friendly in carrying out their daily work in the Office. This can be seen in the attitude of greeting each other if you want to meet both inside the office and outside the office.

Furthermore, the results of an interview with Wahid Amir as Staff of the National and Political Unity Agency of Poso Regency, who stated that:

"We sometimes haven't been able to get the job done on time. Sometimes there is still work to be done together and then the work can be completed."

The above statement illustrates that there is work that sometimes cannot be completed on time. This results in ineffective employee work performance.

Job Satisfaction

Job satisfaction is an interesting and important issue, because it has proven to be of great benefit to the interests of individuals, government and society. For individuals, research into the causes and sources of job satisfaction allows for efforts to increase their happiness in life. For the government, research on job satisfaction is carried out in the context of efforts to increase production and reduce costs through improving the attitudes and behaviors of its employees.

The following is the result of an interview with Wahid Amir as Staff of the National and Political Unity Agency of Poso Regency, who stated that:

"When talking about mastery of tupoksi, maybe the leader should need to make subordinates activities that are capacity building so that employees better master the tupoksinya".

The statement above illustrates that the low ability of employees to carry out their main duties and daily functions. Therefore, the leadership should design a capacity building activity, namely in the form of education and training.

The following is the result of an interview with Bernard Kandolia, S.IP. As Head of the Domestic Politics Division of the National and Political Unity Agency of Poso Regency, who stated that:

"We always welcome every employee in Kesbangpol, Poso Regency. Everyone can consult with us (superiors) whenever needed".

The above statement illustrates that there is an open attitude from superiors to subordinates. Leaders will always be open to guide their subordinates in carrying out their main duties and functions effectively.

Furthermore, the results of an interview with Fatimah Dg. Masuro as Head of the General and Civil Service Subdivision of the National and Political Unity Agency of Poso Regency, stated that:

"I see that the leadership is quite professional at work. But sometimes employees do not accept the leadership's policies. For example, when there is an activity, sometimes employees who do not get recommendations to participate in the activity protest because they want to be included."

The above statement illustrates that leaders who always strive to be professional at work. Leaders always try to involve all employees to participate in knowledge development programs, both by means of education and basic intelligence training and in the form of learning tasks.

Then the results of an interview with Drs. Mahmudin Jamal, M.M. as Head of the National and Political Unity Agency of Poso Regency, who stated that:

"If I look at the provision of allowances provided has not been effective. Moreover, in Kesbangpol there has been no provision of allowances other than allowances in general. Job allowances alone sometimes feel that they are still not enough to meet the needs of their families".

The above statement illustrates that it has not been in accordance with its workload. It's just that sometimes it can't meet the needs of the employee's family. Moreover, ordinary employees (without positions) have no benefits other than family benefits so that sometimes they cannot meet the needs and desires of their families.

Discussion

Based on research that has been conducted previously, it produces data that the implementation of the main duties and functions of employees of the National and Political Unity Agency of Poso Regency in general has not been effective. It is characterized by low work performance and and employee work performance.

Effectiveness basically gives satisfaction and confidence to the community about the quality of service provided to it. In addition, in achieving an effective level of service, of course, it cannot be separated from the support of human resources and adequate facilities and infrastructure that will later be used for employees in carrying out their main duties and functions as well as employee responsibilities so that what is the expectation of the community as a recipient of services can be fulfilled properly. If the implementation of the main duties and functions of employees is closer to the goals of the organization, the more effective the implementation of these main tasks and functions.

Palar (2016), defines that "effectiveness as a condition or condition where in choosing the goals to be achieved and the facilities or equipment used, accompanied by the capabilities possessed are appropriate, so that the desired goals can be achieved with satisfactory results."

The statement above illustrates that effectiveness is basically accuracy in utilizing facilities and infrastructure in the process of achieving goals. With more effective and efficient utilization, it is expected to achieve more massive results as well.

Meanwhile, according to Siagian (2001), Effectiveness is the utilization of resources, facilities and infrastructure in a certain amount that is consciously determined in advance to produce a number of goods for the services of the activities it runs. Effectiveness shows success in terms of achieving or not the targets that have been set. If the results of the activity are closer to the target, it means that the higher the effectiveness.

Based on the statement above, describing the effectiveness is basically the overall utilization of human resources with the facilities and infrastructure owned by the organization. The program can be said to run effectively if the work results are closer to the predetermined goals or organizational goals.

Meanwhile, Storck & Hill (2009) explained "effectiveness is the utilization of resources, facilities and infrastructure in a certain amount that is consciously determined in advance to produce a number of jobs on time."

From the expert opinion above, it can be concluded that a job can be carried out appropriately, effectively, and efficiently if the work is carried out precisely as planned. In addition, planning in terms of managing time, facilities, and equipment is also one of the supporting factors in determining the effectiveness or not of a plan and activity.

Adaptability

Man's abilities are limited in everything, so that with his limitations it causes man to be unable to achieve the fulfillment of his needs without cooperation with others. The key to organizational success is cooperation in the achievement of goals. Everyone who enters the organization is required to be able to adjust to the people who work in it and to the work in the organization. If the ability to adjust can work, then organizational goals can be achieved.

Based on the data obtained during the research and then processed in such a way, the processed data shows that the work situation at the National and Political Unity agency of Poso Regency is good enough to make employees more comfortable at work and make their work more effective.

Morris & Steers (1980) suggests indicators assessing employee adaptability: (1) Situation: The situation both inside the office and outside that is conducive can create a sense of comfort for employees to carry out their main duties and daily functions; (2) Communication: Communication in question is the smooth or not smooth communication between employees / employees with management / leaders. In this case, there is a willingness of the superior to want to listen, understand and acknowledge the opinions or achievements of his employees. This is very instrumental in causing a sense of employee job satisfaction; (3) Cooperation: Mutual cooperation between fellow employees can make work easier to carry out. In this case each employee is able to cooperate well with each other so that organizational goals can be realized.

Good cooperation will cause cohesiveness between fellow employees in carrying out their main duties and daily functions. This was determined by the leader. As Albrecht (1983) explains, "the team leader must be able to bring the group together, develop a level of relationship and cooperation, and make clear the purpose and role of the group". The statement above illustrates that the quality of leaders must be improved in order to improve employee performance. A leader should be able to gather all elements or groups so that they can unite them in one group so that they can work well together in carrying out their work.

Furthermore, Rivai & Sagala (2009) describe several leadership qualities, including: (1) Defying the status quo; (2) Inspired by a spread vision; (3) Help others take action; (4) Tackling confusion, uncertainty, and complexity; (5) Really considerate of people; (6) Self-aware.

The statement above illustrates that basically there are several characteristics or characteristics of qualified leaders in order to improve employee morale and performance. One of them is the transparency of employees in carrying out their main duties and functions.

Work Performance/Productivity

Hasibuan (2001), work performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skills, experience, sincerity and time.

From the opinion mentioned above, it illustrates that with the ability, experience, sincerity of time possessed by employees, the tasks given can be carried out in accordance with the responsibilities imposed on them. Work performance is a description of the results of work achieved by a person in carrying out the tasks assigned to him within a certain period of time.

Batlawi & Senduk (2015), produced research data that most South Halmahera Regency Library Employees lack skills in carrying out work because until now they have never been equipped with knowledge about libraries.

The above statement illustrates the lack of implementation of education and training programs for South Halmahera Regency Library employees as a form of employee development. This has an impact on the low skills of employees in carrying out their daily work.

Following Abi & Gana (2020), the results of her research prove that the implementation of the main duties and functions of employees in the Regional Civil Service Agency of East Kalimantan Province is carried out less optimally so that it results in low work productivity as well. This is because employees lack discipline in their work environment. Thus, if this continues, it will make it difficult for the Regional Civil Service Agency of East Kalimantan Province to achieve its vision and mission.

The above statement illustrates the lack of discipline of employees in their work environment. This will hinder the implementation of the main duties and functions of daily employees.

Job Satisfaction

Furthermore, Emitai (Indrawijaya, 2010) proposed an approach to measuring organizational effectiveness called the "SYSTEM MODEL", which includes four criteria, namely: (1) Adaptation, is the ability of an organization to adapt to its environment. For this reason, benchmarks are used for the process of procurement and replenishment of labor and the scope of activities of the organization; (2) Integration, measurement of the level of ability of an organization to carry out socialization, consensus development and communication with various other organizations; (3) Motivation of members/employees, namely the measurement of attachment and relationship between superiors and subordinates and the completeness of facilities for the implementation of the main tasks and functions of the organization; (4) Production, namely efforts to measure organizational effectiveness is related to the number and quality of organizational output and the intensity of an organization's activities.

The above statement describes the effectiveness measurement indicators that he compiled into the "*System Model*". In the concept above is almost the same as the theory of Steers in measuring employee effectiveness, but in the concept above there are different indicators, namely integration and motivation.

Conclusion

The implementation of the main duties and functions of employees based on aspects of adaptability is quite effective. This can be seen from the comfortable conditions for employees so that they are motivated to adapt to their work environment and well-built communication between superiors and subordinates. In the aspect of work performance / productivity has not been effective. This can be seen in the low skills possessed by employees. Furthermore, the aspect of job satisfaction has not been effective. This can be seen from the results of supervision carried out by the leadership that the low ability of employees to carry out their main duties and functions. Thus, the author suggests that it is necessary to build better communication and cooperation with fellow staff (subordinates) and between leaders and staff (subordinates). Leaders should create or involve employees in education and training activities to increase employee knowledge so as to improve their performance and leaders should also implement a system of rewards and punishments for employees who deserve it. In addition, leaders should create or include employees in education and training programs for existing employees and leaders should be able to be fair to staff in general without discrimination.

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