PERFORMANCE ANALYSIS OF ORGANIZATIONAL EFFECTIVENESS IN THE GOVERNMENT

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Abstract
Good governance is a prerequisite for effective government formation. For this reason, a competent apparatus is needed to improve its performance so that governance can run optimally. Performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him, Mangkunegara (2007). The purpose of this study was to determine the effect of effectiveness on employee performance in Bandar Lampung City Government. Based on the results of the study found Variable organizational effectiveness is a very effective variable to improve employee performance.

Keywords: organizational effectiveness and employee performance

ANALISIS KINERJA EFEKTIVITAS ORGANISASI PADA PEMERINTAH

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Abstrak

I. PRELIMINARY

The performance of local governments today is of particular concern, discussing urgent issues to encourage government organizations to become more efficient and effective in public services. For this reason, the government must provide a variety of community services needed by the community, ranging from services in the form of services or other services in the context of meeting the needs of the community in the fields of education, health, utilities and others.

Examining the quality aspects of civil servants in the Bandar Lampung City Government in their role as state servants and public servants in carrying out their functions and services found various problems resulting in ineffective and inefficient services.

The efforts of the government in improving the performance of civil servants, among others are based on the Government Regulation of the Republic of Indonesia Number 38 Year 2017 concerning Regional Innovation, where the Regional Innovation target is directed to accelerate the realization of public welfare through improving public services, empowerment and community participation and increasing competitiveness area.

In the end the performance of a government organization still depends on the quality of human resources available in the government organization. This can be seen from the still many criticisms and negative public scrutiny and mass media to the Bandar Lampung City Government. The criticism is more related to the tortuous administrative service factor. The dissatisfaction of the community if not handled properly, will have an impact on decreasing performance accountability and affect organizational effectiveness.

Based on the data in the field, there are several SKPD (Regional Work Units) that do not carry out their main tasks and functions properly, as follows:

a. The Health Office, in carrying out its duties and functions, is often not in accordance with the Mayor's policy, among others: in serving the long bureaucratic community, it should even be free of charge but still be charged, so the community Health centers should be open until the afternoon, even on holidays, open there are picket doctors and nurses to to serve the community, it turns out the community health centers is still closed prematurely and the holidays
are not open and there are no picket doctors only nurses, people who want to seek treatment cannot be on holidays.

b. Department of Cleanliness and Beauty of the City of Bandar Lampung, in carrying out their duties and functions are often not in accordance with the Mayor's policy, among others: Mayor instructions, especially the streets of the protocol must be maintained cleanliness and beauty, in the service of desludging of the public do not beat around the bush, not too much bureaucracy, and it's fast and easy. However, officers in carrying out their duties and functions in maintaining cleanliness are still lacking, this is because the number of cleaning staff is not in accordance with the existing area and the supporting facilities for cleaning hygiene are still lacking.

c. Public Works Department, in carrying out the duties and functions of the Mayor's instruction so that in the implementation of work both direct and indirect appointment must be carried out in accordance with applicable regulations but in reality there is still KKN and not transparent as a result there is often a commotion from the contractor and often even anarchist many workers are of poor quality.

d. Department of Population and Civil Registration, Mayor's policy requires that services to the community, especially in making KTP (Identity Card) do not beat around the bush, do not have too much bureaucracy, and are fast and easy to make birth certificates for children under one month free of charge, but in fact the bureaucracy is long and it should even be free of charge but there are still fees and many others that are not in line with the Mayor's policy.

In addition to the fact that there are several SKPDs that do not carry out their main tasks and functions properly, the lack of coordination between SKPDs in dealing with problems also becomes an obstacle in terms of organizational effectiveness.

Based on the description above, the authors are motivated to carry out research with the title "Analysis of Employee Performance for Organizational Effectiveness in the City Government of Bandar Lampung". The purpose of this study was to analyze the effect of organizational effectiveness on employee performance.
II. THEORETICAL BASE

The performance

An organization, both government and private, is always driven by a group of people who play an active role in achieving the goals of the organization. Organizational goals will not be achieved if the performance of members or employees is not optimal. Gomes (2003), states performance as an expression such as output, efficiency and effectiveness that is associated with productivity. Furthermore Mangkunegara (2007), states that performance (work performance) is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Whereas Bernandin and Russel (1993) said that: "employee performance depends on ability, work effort and job opportunities that can be assessed from the output".

Schermerhorn (1996) states the performance is the quantity and quality of the contribution of the task of a person or group in doing a job.

Setting goals for each organizational unit is a strategy to improve performance. This objective will give direction and influence how the work behavior of the organization should be expected of each personnel. Goals are not enough, because it requires a measure of whether a person has achieved the expected performance. For this reason the quantitative and qualitative assessment of performance standards for each task and position of personnel plays an important role. The end of the performance process is the performance evaluation itself which is associated with the process of achieving goals.

Organizational Effectiveness

Effectiveness becomes a matter that emerges and continues to be a hot topic of discussion at all levels of society, given the increasingly limited resources. Effectiveness is closely related to the achievement of goals.

The concept of effectiveness is actually a broad concept, encompassing various factors inside and outside the organization. The concept of effectiveness by experts has not been uniform in view, and this is due to the viewpoints carried out with different disciplinary approaches, so that giving birth to different concepts in the measurement. However, many experts and researchers have revealed what and how to measure effectiveness.

Robbins in Kusdi, 2009 states that
organizational effectiveness is the achievement that has been successfully realized by an organizational unit against various targets (short term) and goals (long term) that have been set in a certain period of time.

The Liang Gie (2000) also argues "effectiveness is the condition or ability of a work carried out by humans to provide the expected benefits. "While in the opinion of Gibson (1984) argues that" effectiveness is the context of organizational behavior is the relationship between production, quality, efficiency, flexibility, satisfaction, the nature of excellence and development. "

Based on the opinion of the experts above, it can be seen that effectiveness is a very important concept because it is able to provide an overview of the success of an organization in achieving its goals or it can be said that effectiveness is the level of achievement of the objectives of the activations that have been carried out compared to the targets set previously.

Sondang P. Siagian (2000) revealed a number of things that became criteria in measuring effectiveness: Effectiveness can be measured in various ways, namely: clarity of objectives to be achieved, clarity of strategies to achieve goals, a process of analysis and formulation of a steady policy, careful planning, preparation of programs appropriately, the availability of work facilities and infrastructure, effective and efficient implementation, an educative supervision and control system.

From the study of the theory above, it can be concluded that organizational effectiveness is a successful achievement of several targets (short term) and goals (long term) that have been set within a certain period of time. Indicators of organizational effectiveness are organizational adaptation and response; communication; environment, atmosphere and job satisfaction; duties and responsibilities; relations between employees and work facilities.

Literature Review

Literature review originating from previous researchers, which is as follows:

<table>
<thead>
<tr>
<th>Author</th>
<th>Title</th>
<th>Equatio</th>
<th>Differen</th>
<th>Researcher Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Darlius</td>
<td>The Effect of Leadership and Competence on Work Motivation and Its Implications on Employee Performance at the Tax Office in the DJP Central Jakarta</td>
<td>Leaders, Work Performance</td>
<td>Competence, Work Motivation</td>
<td>There is a significant influence, jointly or individually by leadership, competence, work motivation on employee performance in the Central Jakarta Tax Service Office</td>
</tr>
</tbody>
</table>
Effect of Organizational Effectiveness on Employee Performance

Organizational effectiveness is the ability or success of an organization in carrying out its tasks and functions to achieve the stated goals. Organizational effectiveness is very dependent on the effectiveness of individuals and groups based on the idea that organizational effectiveness is an accumulation of individual and group effectiveness.

Employee performance is the work that can be achieved by a person or group of people in an organization, in order to achieve organizational goals. In addition, employee performance is defined as the work of an employee, where the results of the work must be demonstrated concretely and measurably. Employee performance is the work of quality and quantity achieved by an employee in carrying out their duties in accordance with the responsibilities given to him. Employee Performance depending on ability, work effort and employment opportunities that can be assessed from the output. Employee performance is the work of someone in the form of quality or quantity in an organization.

Based on the description above it can be suspected that there is an effect of organizational effectiveness on employee performance.

III. RESEARCH METHODOLOGY

The research method used was a survey, in a survey research study examining the characteristics or causal relationships between variables without any research intervention. This method is used to facilitate finding the influence (causal) of exogenous variables on endogenous variables (Neuman, 2006)

Considering the purpose of the study, this research is descriptive in nature. Descriptive research is research that aims to obtain a description of the characteristics of variables. The nature of verification research basically tests the truth of a hypothesis that is carried out through data collection in the field. Where in this study will be tested whether the
effectiveness of the organization affects employee performance.

The population in this study were all echelon II, III and IV employees. The latest data from the Regional Personnel Agency per April 1, 2011, known the number of echelon II, III and echelon IV employees as a population of 266 people spread in 11 Dinas in the Bandar Lampung City Government. The complete employee population is described in table 2 below:

Number of Employees at Echelon II, III and IV echelon offices / agencies

<table>
<thead>
<tr>
<th>Num</th>
<th>Department</th>
<th>Echelon II</th>
<th>Echelon III</th>
<th>Echelon IV</th>
<th>Σ S</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Department of Public Health</td>
<td>1</td>
<td>5</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>2</td>
<td>Department of Public Works</td>
<td>1</td>
<td>5</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>3</td>
<td>Department of Transportation</td>
<td>1</td>
<td>5</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>4</td>
<td>Department of Cleaning and Gardening</td>
<td>1</td>
<td>5</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>5</td>
<td>Department of Population and Civil Registration</td>
<td>1</td>
<td>5</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>6</td>
<td>Department of Licensing and Investment</td>
<td>1</td>
<td>5</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>7</td>
<td>Department of Community Fire and Environmental Hazards Management</td>
<td>1</td>
<td>4</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>8</td>
<td>Department of Agriculture, Animal Husbandry and Forestry</td>
<td>1</td>
<td>5</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>9</td>
<td>Department of Maritime and Fisheries</td>
<td>1</td>
<td>4</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td>10</td>
<td>Department of Market</td>
<td>1</td>
<td>5</td>
<td>15</td>
<td>21</td>
</tr>
<tr>
<td>11</td>
<td>Department of Cooperatives and Trade</td>
<td>1</td>
<td>5</td>
<td>13</td>
<td>19</td>
</tr>
</tbody>
</table>

Source: Regional Personnel Agency 2011 (Data 1 April 2011)

In determining the number of samples, the compiler refers to the table proposed by Isaac and Michael in Sukardi (2004). The population in this study amounted to 266 then the sample was 157. Furthermore, in determining the sample in each service / office / agency with the calculation: the population of an agency divided by the population as a whole, multiplied by the total sample, for example: the population of the Health Service 74/266 * 157 = 43.67. Thus, the sample for the Health Service was 44 employees.

Number of Samples in Echelon II, III and IV echelon offices / agencies / offices

<table>
<thead>
<tr>
<th>Num</th>
<th>Department</th>
<th>Population</th>
<th>Sample</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Department of Public Health</td>
<td>74</td>
<td>43,676</td>
<td>44</td>
</tr>
<tr>
<td>2</td>
<td>Department of Public Works</td>
<td>21</td>
<td>12,395</td>
<td>12</td>
</tr>
<tr>
<td>3</td>
<td>Department of Transportation</td>
<td>21</td>
<td>12,395</td>
<td>12</td>
</tr>
<tr>
<td>4</td>
<td>Department of Cleaning and Gardening</td>
<td>21</td>
<td>12,395</td>
<td>12</td>
</tr>
<tr>
<td>5</td>
<td>Department of Population and Civil Registration</td>
<td>21</td>
<td>12,395</td>
<td>12</td>
</tr>
<tr>
<td>6</td>
<td>Department of Licensing and Investment</td>
<td>17</td>
<td>10,034</td>
<td>11</td>
</tr>
<tr>
<td>7</td>
<td>Department of Community Fire and Environmental Hazards Management</td>
<td>13</td>
<td>7,673</td>
<td>8</td>
</tr>
<tr>
<td>8</td>
<td>Department of Agriculture, Animal Husbandry and Forestry</td>
<td>21</td>
<td>12,395</td>
<td>12</td>
</tr>
<tr>
<td>9</td>
<td>Department of Maritime and Fisheries</td>
<td>17</td>
<td>10,034</td>
<td>11</td>
</tr>
<tr>
<td>10</td>
<td>Department of Market</td>
<td>21</td>
<td>2,395</td>
<td>2</td>
</tr>
<tr>
<td>11</td>
<td>Department of Cooperatives and Trade</td>
<td>19</td>
<td>11,214</td>
<td>11</td>
</tr>
</tbody>
</table>

Jumlah 11 53 157 266
As for the sampling technique is done by random sampling proportional (Proportionate Random Sampling) to obtain a total sample of 157 people. The analysis of this research uses the SEM approach which is carried out with the LISREL program and to obtain data or information, the necessary information and data is carried out through questionnaires, observations and literature studies.

IV. ANALYSIS AND DISCUSSION

To prove the research hypothesis using a structural model a Equation Modeling (SEM). SEM consists of two models, namely the measurement model and structural models. The measurement model in this study is the second order model with the first order being the dimension and the second order being an indicator.

The results of the analysis for the measurement model of organizational effectiveness variables with five dimensions, namely adaptation and organizational response; environment, atmosphere and job satisfaction; organizational structure; relations between employees and work facilities provide conclusions that indicators are valid and reliable for use.

After calculating using the LISREL software, the second order confirmatory factor analysis measurement model for organizational effectiveness variables is as follow:

Figure 1. Model of the Measurement of Organizational Effectiveness (Standardized Coefficient)

The calculation results show that in general the Organizational Effectiveness variable measurement model is good with loading factor / convergence validity greater than 0.50 with a t-value greater than 1.98 so there is an indication that the measurement model built is valid, shown through pictures the following:

Figure 2. Organizational Effectiveness Measurement Model (t-value)
Likewise for performance variables with five dimensions, namely the quality of work; work quantity; reliability; the ability to evaluate and attitude, give the conclusion that indicators are valid and reliable to use. This is proven by the calculation using the LISREL software, the second order confirmatory factor analysis measurement model for the performance variables is as follows:

![Figure 4. Employee Performance Variable Measurement Model (t-value)](image)

The effectiveness of the organization has a positive and significant effect on employee performance by 0.32. The most dominant dimension influencing organizational effectiveness variable is the organizational structure dimension with the most dominant indicator influencing organizational effectiveness variable is the ability indicator in decentralized work.

The influence of effectiveness on employee performance can be seen from the hypothesis testing conducted to prove whether the proposed hypothesis is supported by data or not. Hypothesis testing is done by testing the path coefficient significance in the structural model which is described as follows:

![Figure 5 Associated with an increase in employee performance (standardized coefficient)](image)

![Figure 6 Effect of effectiveness on performance (t-value)](image)

Whereas to test this statistical hypothesis the writer uses student t test statistics with the results summarized in table 1, as follows:

<table>
<thead>
<tr>
<th>Variable</th>
<th>Path coefficient</th>
<th>R² (%)</th>
<th>t-critical</th>
<th>t-table</th>
<th>Decision</th>
<th>Conclusion</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The test results show that the research hypothesis Ho is rejected so that it is concluded that there is an effect of Organizational Effectiveness on Employee Performance. The influence of Organizational Effectiveness on employee performance reaches 10.24%. These results indicate that 10.24% diversity of employee performance variables is directly affected by the Organizational Effectiveness variable. The better the effectiveness of the organization, the better the performance of employees. The most dominant dimension is the dimension of organizational structure with indicators of communication between employees.

V. CONCLUSIONS AND SUGGESTIONS

Conclusions
Based on the results of data analysis and processing and testing of hypotheses that have been explained before, it can be concluded that the effectiveness of the organization has a positive and significant effect on employee performance of 0.32. As for the most dominant dimension affecting the organizational effectiveness variable is the organizational structure dimension with the most dominant indicator affecting the organizational effectiveness variable is the ability indicator in decentralized work seen in Figure 5 and Table 1.

Suggestions
Based on the results of the study, then to improve the performance of the Bandar Lampung City Government, leaders in this case Echelon 4, Echelon 3 and Echelon 2 officials are required to pay more attention to the quantity of work of their subordinates and to improve Organizational Effectiveness, leaders are required to better appreciate the work of their subordinates.

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