



**Jurnal BADATI**

**Vol 3 No 2 November 2021**

**P-ISSN : 1907 – 5340**

**E-ISSN : 2722 - 3248**

**Hal. : 69 - 75**

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## **ORGANIZATIONAL DESIGN EFFECTIVENESS OF WEST SERAM DISTRICT GOVERNMENT IN STRUCTURE REVIEW**

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This study aims to analyze the effect of organizational structure on the organizational design of the West Seram Regency Government. This study was designed using a qualitative approach with a positivism paradigm, which is based on a deductive logic system (hypothetico-deductive method). The type of research is a case study. The results showed that the dimensions of complexity in the SKPD organizational structure look wide horizontally and vertically high so that it is more complex. Similarly, the dimension of formality, has not touched its substance because there is no standardization of work, regulations and standard work procedures for employees in carrying out their duties and responsibilities. Meanwhile, from the centralized dimension, the decision-making and supervision processes have been handed over to each SKPD, although in the end the highest decision rests with the Regent of West Seram Regency.

Key words : organizational structure, organizational design

### **BACKGROUND**

According to Galbraith (1995: 5-6), there are five important elements that must be considered when conducting organizational design because it will have an impact on organizational effectiveness, namely: strategy, structure, process, rewards and people. In large, complex, and highly interdependent organizations, it is very important to pay attention to the balance between strategy, structure, process, rewards and people, because when designing an organization, it begins with setting strategy, and the next step is differentiation and integration. In other words, it is the organizational strategy that sets the goals and required activities, while the organizational structure that creates the differentiation, and the organizational processes that enable integration.

The importance of the elements of strategy, structure, and process in designing an effective organization, is also stated by Miles and Snow (1978: 88) with "the model of conformity between strategy, structure, and process associated with good performance". This thought is described in two ways. First, success depends on implementing a consistent strategy to align the organization with its environment. Second, the success of the chosen strategy will depend on the

implementation of appropriate internal structures and processes. This means that it is necessary to form a match between the strategy being used and the internal characteristics of the organization (structure and processes). Mismatch between strategy, structure and process will result in poor performance.

The effectiveness of organizational design can be increased by modifying the existing organizational structure, because the organizational structure affects the distribution of resources within an organization, is able to respond quickly to changes in the external environment, achieve organizational goals efficiently, wisely use the knowledge, skills and abilities of workers, encourage good communication and provide the information needed by every worker to do his job well, make the right decisions at the organizational level, and link departments and work units to support each other (Winters, 1990: 267; Muchlas, 2005:13-14).

Organizational structure is one of the means used by management to achieve its goals. Since objectives are derived from the overall strategy of the organization, it is logical that strategy and structure should be closely related. To be precise, structure should follow strategy. If management makes significant changes in its organizational strategy, the structure needs to be modified to accommodate and support these changes (Pennings, 1992: 267-309).

The organizational structure is related to the process, namely influencing the distribution of resources within an organization, encouraging good communication and providing the information needed by each worker to do his job well, making the right decisions at the organizational level, and linking departments and work units to support each other. Winters, 1990: 267; Muchlas, 2005:13-14).

Davis and Lawrence, (1978), and Kolodny, (1979: 543-553) state that modern organizational design is based on an important issue in organizational structure, namely the organizational structure must be dynamic and change according to changes in the environment or remain stable in the face of these changes. The modern organizational design approach includes: (1) project design. The project design is also called a team or task force type. It is used to coordinate across departments for temporary, specific and complex issues that cannot be handled by a single department. This design facilitates input from different areas. Members from various departments and functional areas constitute a team, each member providing expertise in their area of specialization. Such structures generally coexist with more traditional functional designs; (2) Matrix organization. Matrix design combines two different types of design, namely project organization and functional design. Since this type of organizational design project is not considered stable, matrix design attempts to provide a permanent management structure by combining project and functional structures. The main advantage of this combination is that the matrix balances technical design and project objectives and allocates specific responsibilities for both.

This study aims to determine the effect of formalization, centralization, and complexity on the effectiveness of the government organization design of West Seram Regency.

## RESEARCH METHODE

This study was designed using a qualitative approach, which examines the social reality of the process and meaning of social construction. The research paradigm relevant to this research is positivism, which is based on a deductive logic system (hypothetico-deductive method). The type of research is a case study, where the characteristic of this case study is an approach that aims to maintain the integrity of the object of research, in the sense that the organization of the regional

apparatus of West Seram Regency as a whole is integrated as the object of study.

The data analysis used is qualitative analysis. Because qualitative research prioritizes the researcher as the main instrument, data analysis has been carried out since the research took place until the end of the data collection process. The first analysis was carried out at the level of data reduction with a descriptive analysis model. Because the analysis process is carried out simultaneously with the data collection process, it is unlikely that there will be a data shortage because the researcher has the convenience of seeing elements of the analysis that are missing or not discussed with the informants when using the interview and observation method.

## RESULT AND DISCUSSION

Organizational structure is a pattern of relationships between various components and parts of an organization. In a formal organization the structure is planned and is a deliberate attempt to establish a pattern of relationships between the various components, so as to achieve goals effectively. Whereas in informal organizations, organizational structure is an aspect of the system that is not planned and arises spontaneously due to participant interaction. The structure of organizations provides a framework that links authority because the structure is the determination and link between the positions of the members of the organization. If someone has an authority, then he must be able to account for that authority.

In general, people will think of structure as the same as organizational design. In fact, organizational design is a process of developing relationships and creating structures to achieve organizational goals. So the structure is the result of the design process. The design process is an activity that is continuous and designed by the manager. Whatever the form or outcome of the design process, organizational design designers must design an organization that can make the organization survive. In addition, the selection of the organizational design will determine the size of the organization. Each size of the organization will provide its own advantages, but it is hoped that the achievement of organizational goals and also the existence of the organization.

Regional Government Organizations are basically the embodiment of the areas of duty or authority of the Regional Government to operationalize regional autonomy (Suwandi, 1999). The areas of duty or authority that must be carried out by the Regional Government in accordance with Article 14 of Law Number 32 of 2004, include; Development planning and control; Spatial planning, utilization, and supervision; Implementation of public order and public peace; Provision of public facilities and infrastructure; Handling the health sector; Implementation of education; Handling social problems; Manpower sector services; Facilitation of cooperative development, small and medium enterprises, environmental control; Land services, population services and civil registration; Government general administration services; Investment administration services; The implementation of other basic services and other mandatory matters mandated by laws and regulations.

In the implementation of the tasks/authorities, it is possible to establish a Secretariat, Service and Regional technical institutions (Agencies and Offices) in accordance with the needs and potential of the region. The format and size of regional organizations must be adjusted to the needs and capabilities of the region. Mergers, deletions, and simplification of local government institutions can be carried out according to the workload and needs of the region, while taking into account the principles of saving a rich structure of functions, avoiding overlapping tasks and functions, reinforcing line and staff functions, compiling organizational patterns according to real needs. , compiling job descriptions, developing functional positions, accommodating developing

functions and clarifying work procedures.

Based on PP Number 8 of 2003, the types of regional apparatus organizations include Regional Offices, Regional Secretariats and Regional Technical Institutions consisting of Agency and Office. Meanwhile, regarding the number of organizations and span of control, it really depends on the criteria for the formation of regional organizations. In the regulation there are two factors that form the basis for the formation of regional apparatus organizations;

First, general factors, which include area, population, ratio of personnel spending, number of villages, and regional characteristics/development and growth. Second, technical factors, which are related to regional potential, which are grouped into nineteen (19) areas of government including: agriculture, marine and fisheries, mining and energy, forestry, industry and trade, cooperatives and small and medium enterprises, regional investment, , manpower and transmigration, health, education, social welfare, public works, transportation, environmental impact control, information and communication, culture and tourism, national unity and community protection, and regional income.

Government is essentially a process for the optimal implementation of regulatory, service, and empowerment functions. In practice, the implementation of these functions is the responsibility of the government bureaucracy. In the concept of an ideal bureaucracy as proposed by Max Weber, bureaucracy is an organization that carries out a number of functions, which are characterized by hierarchical characteristics, have a chain of command, there is a division and differentiation of work, and so on.

As an organization, the bureaucracy has a number of structures that carry out the functions and division of labor. This is in line with the understanding of the organization in a static and dynamic perspective. In a static perspective, the organization manifests as an institution or container. While in a dynamic perspective, the organization contains aspects of management in the dynamics of the organization.

In principle, the organizational structure and working relationship arrangements that were born as a consequence of the bureaucratic organizational form are applied based on the philosophy of "who does what and how". The implication is that in government organizations there is an organizational structure that carries out staff functions, line functions, and technical functions. Staff functions are generally carried out within the Regional Secretariat, while other functions are carried out by autonomous agencies within the Regional Government.

In West Seram Regency, the organizational structure within the Government is divided into the Regional Secretariat, Regional Offices, and Regional Technical Institutions. Arrangements regarding the organizational structure and working procedures of these institutions are regulated in Regional Regulations. At the beginning of the preparation and formation of the organizational structure after the Regent and Deputy Regent were sworn in, these Perda still use PP No. 8 of 2003 concerning Guidelines for Regional Apparatus Organizations as a legal basis. So that the selection and determination of the organizational structure of West Seram Regency which refers to Law no. 32 of 2004 which provides flexibility to regions to form institutions according to their needs, so that 2 (two) secretariats are formed, namely regional secretariats and DPRD secretariats, 12 (twelve) regional offices and technical institutions as many as 10 (ten) based on Regional Regulation 02 of 2006 up to Regional Regulation Number 25 of 2006. Prior to the preparation of this organizational structure, an Assistance Team was formed for the Development, Discussion and Ratification of the 2006 SBB District Regulation Draft (attached).

However, after the amendment of PP No. 8 of 2003 became PP No. 41 of 2007 was immediately followed up with changes in the organizational structure and working procedures of the Seram Regency Government by forming an Assistance Team for the Development, Discussion

and Ratification of the 2008 SBB Regency Regulation Draft (attached), which was tasked with rearranging the new organizational structure based on Regional Regulation Number 02 of 2008 until Perda Number 29 of 2008. This restructuring of the SKPD organization has brought about a significant change in the number of other regional offices and technical institutions.

The addition of 2 regional offices and 1 regional technical agency. The additional regional offices are the Regional Revenue, Financial Management and Assets Office, which was previously in the form of the Regional Financial and Asset Management Agency and the Population and Civil Registry Office, which previously took the form of the Population, Family Planning and Civil Registry Agency. The Mining and Energy Service only changed the nomenclature, which was previously the Mining and Environmental Service. The regional technical institutions that have experienced additions are the Food Security and Extension Agency, the Community Empowerment Agency and Village Government and the Environment Office.

The organizational structure is the organizational framework for implementing the strategy, which is expressed by the degree of complexity, formalization, and centralization.

#### **a). Complexity**

Complexity affects the effectiveness of organizational design, so it requires attention to the level and magnitude of the structure and the number of organizational units in designing an organization. The higher and wider the organizational structure, which is accompanied by the formation and placement of organizational units, has the consequence of increasing the number of employees which leads to complexity. This is in line with the opinion of Robbins (2000: 67) which states that the more work that is done, then by itself it requires special knowledge and skills which means that the more complex the organization is. Thus, the higher and wider the organizational structure as well as being geographically dispersed requires a number of employees with the knowledge and skills so as not to create complexities that can hinder the effectiveness of organizational design.

Based on the results of observations and document searches, it can be seen that the organizational structure of the SKPD in West Seram Regency looks very wide horizontally and vertically high. This is related to the determination of the organizational structure that refers to PP. 41 of 2007, where the number and types of SKPD are based on the number of residents, area and regional potential, not based on a predetermined strategy. Thus, the strategy as a key driver cannot be used as a basis or reference in determining the organizational structure, because the structure as one of the elements of organizational design has its own reference, namely PP 41 of 2007.

For example, the Bappeda of West Seram Regency consists of 4 (four) divisions and 10 (ten) sub-sectors, while the number of employees is 53 people and 15 people occupy structural positions. Likewise with other SKPDs, which have 4 to 6 fields and more than 10 sub-sectors. This shows that the organizational structure is at a relatively high level of complexity, thus requiring organizational restructuring. This cannot be denied, given that there are limited Human Resources, both in terms of number and educational qualifications.

The wide organizational structure indicates that there are still task units within the SKPD. Likewise, a high organizational structure shows that there are still many levels in the existing structure. In addition, the geographical location of the West Seram Regency is quite wide, causing the SKPD to be scattered in several places. As is the case with the Education and Sports Office of West Seram Regency, where in order to improve the quality of service, a Technical Implementation Unit of the Education Service (UPTD) has been formed in the form of an Office Branch located in West Seram District, Kairatu District, Taiwel District and Huamual District. Behind. With a wide and high organizational structure, the complexity and level of differentiation both vertically and

horizontally still exist in West Seram Regency.

### **b). Formalization**

The level of formalization in government organizations is reflected in the implementation of government tasks carried out by the apparatus which is carried out on the basis of standardization, regulations and work procedures. When a job is highly formalized then the person responsible for the job has little freedom about what to do, when the work is to be done and how to do it. If formalization is low, employee behavior is relatively unprogrammed. The greater the standardization, the less the amount of input on how the work is done by employees. Standardization not only eliminates the possibility of employees to behave differently, but also eliminates the need for employees to consider alternatives (Robbins, 2000: 103). The dimension of formalization in the SKPD of West Seram Regency concerns the standardization of work, regulations and standard work procedures available.

The results of interviews and observations showed that SKPD as a technical agency and the Government of West Seram Regency as the parent organization did not provide standardization of work, regulations and standard work procedures. This is evidenced by the unavailability of written legal products that regulate these three things.

The results of the document search show that the standardization of work at the SBB SKPD is only in the form of Regional Regulations for each SKPD which contains the Main Duties and Functions of each SKPD Leader. This Regional Regulation can be seen in the Association of SBB Regency Regional Regulations concerning Regional Apparatus Institutions with Regional Regulation Number 02 of 2006 to Number 25 of 2006 which later changed to Regional Regulation Number 02 of 2008 to Regional Regulation Number 29 of 2008. Details of the duties and functions of each leader and the sections in the SKPD do not provide clear and detailed guidelines for employees in carrying out their work.

### **c). Centralization**

Centralization shows the distribution of power according to the level (hierarchy) in the organization. As stated by Robbins (2000:102) that centralization involves power in decision making in an organization. Judging from the location of decision making and the hierarchical structure, it can be distinguished between decisions at the top hierarchical level and decisions at lower hierarchical levels, decision making at the lowest hierarchical level is called decentralization.

Substantive decision making relating to the main tasks and functions of each SKPD in the West Seram Regency is carried out in a decentralized manner. However, decision making is only within the respective SKPD and takes place behind closed doors. Decisions related to the interests of the West Seram Regency remain at the highest hierarchy, namely the West Seram Regent.

The current condition of the organization faces various and interrelated problems, ranging from simple to complex. From an institutional perspective, the organizational structure does not support and does not reflect the service function, because the organizational structure tends to be hierarchical and there is still overlapping of main tasks, functions and authorities. . The characteristics of the organizational structure can provide an overview of an institution in carrying out its duties and functions, which can be seen from the arrangement of parts that have duties and functions, which are interconnected and have responsibilities and authorities.

## **CONCLUSION**

Based on the results and discussion, it is known that the dimensions of complexity in the

organizational structure of SKPD look wide horizontally and vertically high so that it is more complex. Similarly, the dimension of formality, has not touched its substance because there is no standardization of work, regulations and standard work procedures for employees in carrying out their duties and responsibilities. Meanwhile, from the centralized dimension, the decision-making and supervision processes have been handed over to each SKPD, although in the end the highest decision rests with the Regent of West Seram Regency.

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