



## Organizational Development In Bengkulu Utara District Government (Study On National Unity And Politics Agency)

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### ABSTRACT

*This study aims to find out and analyze Organizational Development and to find out and analyze obstacles in Organizational Development at the National Unity and Politics Agency at the National Unity and Politics Agency in North Bengkulu Regency. The research method used in this study is a qualitative research method. Informants in this study were taken by purposive sampling method. Informants in this study were 5 people namely: Head, Secretary, Head of Section, and staff of the National Unity and Political Agency of the North Bengkulu Regency Government. Analysis of the data in this study through the steps of data collection, data reduction, data display, and conclusion. The results showed that the organizational development of the National Unity and Politics Agency for the North Bengkulu Regency Government had not been implemented optimally because organizational development had not been matched by increasing the capacity of the civil apparatus through training, courses, trainings and there was still a lack of understanding of each Head of Subdivision on their main duties and functions, so that the implementation of work programs from each field has not been carried out and the obstacles to organizational development of the National Unity Agency and Politics of the North Bengkulu Regency Government are still lacking staff both at the level of the Head of Sub-Divisions and Heads of Sector, there is still a lack of support for increasing knowledge through training and training, training, seminars and budget support from the Regional Government for programs that are national priorities are still not optimal and there is still a lack of facilities and infrastructure to support work, such as operational cars and laptops or PCs.*



## INTRODUCTION

The goal of organizational development is towards more effective personal relations between managers and employees at all levels of the organization in order to remove barriers to interpersonal and group communication. The goal of organizational development is also in the growth and development of a climate characterized by mutual trust and openness which can motivate and challenge members of the organization to achieve more (Sigit, 2018: 39).

The development of public organizations is very different from the development of business organizations. In business organizations, organizational development is directed at efforts in such a way as to generate maximum profit/profit so that business activities continue into the distant future and in the end the existence of the organization will survive. That is, if a business organization is not able to generate maximum profits, then that's when diagnosis, intervention and organizational development are needed.

In public organizations the direction of organizational development is more focused on efforts to improve the quality of public services. If public services that are perceived by the public are not good, of poor quality, slow, expensive, convoluted, discriminatory, and not empathetic, then that's when efforts to diagnose, intervene and develop an organization are needed.

Organizational development is an effort that is carried out systematically, comprehensively, planned, continuously and continuously so that the organization is able to adapt to environmental changes so that its existence continues to exist in the midst of

very dynamic changes. For public service organizations, of course the direction of organizational development is directed at improving the quality of the public, namely a mutually satisfying condition between service providers and service recipients. Organizational development as a process and also a method, is useful in directing efforts to adapt the conditions of organizational capability in a planned manner according to the needs and demands of various changes in the organizational environment concerned (Sutarto, 2018: 416).

Organizational development is needed in an organization. Because, in this modern era, organizations must be able to maintain their existence and be able to compete with other organizations. The organization is said to be successful if the organization is able to keep up with current developments and the goals of the organization can be achieved. There are 2 factors that cause organizational development, namely: external strengths and internal strengths. External forces include: increasingly sharp competition between organizations, developments in science and technology, environmental changes (both physical and social environment). Meanwhile, internal strength includes: structure, systems and procedures, equipment and facilities, processes and targets (Taliziduhu, 2019:44).

There are two reasons why organizational development is needed in an organization. The first reason is: the reward structure at work does not sufficiently strengthen conventional training, so to often fail to transfer learning outcomes in work. Too many well-designed programs fail due to unsupportive work environment factors (Taliziduhu, 2019:44).

The government has the function of



serving the community so that the government continues to improve services, especially services by quality organizations and it is imperative for the government to improve the quality of various services including services within organizations (Suharto, 2018: 1).

One of the public service organizations that has experienced organizational changes or development in North Bengkulu Regency is the National Unity and Politics Agency which has undergone changes based on the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 11 of 2019 concerning Regional Apparatuses Carrying out Government Affairs in the field of National Unity and Politics which later followed up with North Bengkulu Regency Regional Regulation Number 3 of 2020 concerning Amendments to North Bengkulu Regency Regional Regulation Number 14 of 2016 concerning the Formation and Composition of North Bengkulu Regency Regional Apparatuses. Furthermore, this was specifically followed up with Bengkulu Regent Regulation Number 66 of 2020 concerning Position, Organizational Structure and Structure, Main Duties and Functions, Work Procedures and Echelon Positions of the National Unity and Politics Agency of North Bengkulu Regency Type A.

An organizational change and development can happen to anything and anyone, including the organization, not many individuals or organizations like change but it cannot be avoided but must be faced. Changes to an organization are caused by internal factors that come from within the organization concerned, which can come from various sources, including: Problems in the relationship between members, problems

in the process of cooperation, and c. Financial Problem. Then external factors, the causes of change that come from outside, or often called the environment, organizations are responsive to changes that occur in their environment (Robbins, 2006: 217).

The National Unity and Politics Agency of the North Bengkulu Regency Government deals with internal organizational activities in the form of 29 National and Regional holidays and provides services to external groups, namely as many as 12 Political Parties (Parpol) and 54 Community Organizations (Ormas) (National Unity Agency and Government Politics North Bengkulu Regency, 2023).

The results of pre-research interviews with Gerindra Party administrators, Mr. LK, said that organizational development from office to agency resulted in an increase in services for verification of Political Party Assistance funds and an increase in the role of Kesbangpol in political education, especially for Beginner Voters, and always in synergy with the Party in related information. regulations and the participation of political parties to build a better North Bengkulu Regency, and to hold regular meetings or morning coffee with party officials should be improved.

Meanwhile, the results of an interview with Mr. IM said that with this increase, yes, there is the participation of the Kesbangpol in fostering and conveying information and there is a place for mass organizations to gather which at least can neutralize or convey issues for improvement and increased development in North Bengkulu Regency. .

The results of the researchers' observations, the condition of the National Unity and Political Agency of the North



Bengkulu Regency Government experienced an increase in nomenclature status, from an Office led by a Head of Office who was an Echelon IIIa Administrator, to an increased nomenclature to an Agency led by a Head of Agency which was a Pratama High Leadership Position Echelon IIb. However, with the change in the status of the Regional Apparatus Organization, there is still a shortage of Human Resources (HR), as there is a vacancy in the Sub-Division Head, namely: Head of Sub-Division of Ideology and Nationalism, Head of Political Education and Democracy Improvement, and Head of Sub-Division of Institutional Facilities Representative Government and Political Parties, meaning the Unitary Body Nation and Politics The North Bengkulu Regency Government should have 8 (eight) Heads of Sub-Division, but in fact there are only 5 (five) Heads of Sub-Division.

The National Unity and Political Agency of the North Bengkulu Regency Government only has 2 staff to assist with activities at the National Unity and Political Agency of the North Bengkulu Regency Government and support from the North Bengkulu Regency Government to support various national priority programs that must be followed up in the regions are still not optimal, of course this will affect the achievement of organizational performance. In addition, civil servants at the National Unity and Politics Agency of the North Bengkulu Regency Government have not been provided with education and training, so that in carrying out their respective main tasks and functions they are not optimal.

Therefore The National Unity and Politics Agency of the North Bengkulu Regency Government in the implementation

of national holidays is expected to have the participation of the Kesbangpol in facilitating the implementation of national holiday ceremonies to be even better and more structured. and in the future there must be an increase in terms of rewards or daily allowances for officials, officers who are on duty at ceremonies on national holidays.

Based on data from the National Unity and Political Agency of the North Bengkulu Regency Government, it appears that the National Unity and Political Agency is still lacking in budget as a newly developing organization.

This condition is an indication that the organizational development of the National Unity and Politics Agency of the North Bengkulu Regency Government has not been maximized, so that researchers are interested in studying more deeply related to the organizational development carried out by the National Unity and Political Agency of North Bengkulu Regency.

## MATERIALS AND METHODE

The research method used in this study is a qualitative research method. According to Creswell (2018: 158) qualitative research is a type of research that explores and understands the meaning of a number of individuals or groups of people originating from social problems. Qualitative research in general can be used for research on people's lives, history, behavior, concepts or phenomena, social problems, and others. One of the reasons why using a qualitative approach is the experience of researchers where this method can find and understand what is hidden behind phenomena that are sometimes something that is difficult to



understand.

The informants of this study included various kinds, such as (1) key informants (key informants) those who knew and had various basic information needed in the research (2) main informants, namely those who were directly involved in the social interaction being studied (3) additional informants, namely those who could provide information even though they were not directly involved in the social interaction being studied (Sugiyono, 2019: 54).

Informants in this study were taken by purposive sampling method. Informants in this study were 5 people namely: Head, Secretary, Head of Section, and staff of the National Unity and Political Agency of the North Bengkulu Regency Government.

According to Sugiyono (2019: 335), what is meant by data analysis techniques is the process of searching for data, systematically compiling data obtained from interviews, field notes, and documentation, by organizing data into categories, describing it into units, carrying out synthesis, compiling into patterns choosing which ones are important and which will be studied, and making conclusions so that they are easily understood by oneself and others: Data collection, data reduction, data presentation, and drawing conclusions

## RESULTS AND DISCUSSION

### **Development of the organization of the National Unity Agency and Politics of the North Bengkulu Regency Government**

The results showed that the organizational development of the National Unity and Politics Agency of the North Bengkulu Regency Government had not been

implemented optimally because the organizational development had not been matched by increasing the capacity of the civil apparatus through training, courses, trainings and there was still a lack of understanding of each Head of Subdivision on the main duties and functions so that the implementation work programs from each field could not be implemented.

The organization can be interpreted as a unit which is a container or means to achieve various goals or objectives. The organization has many underlying components including there are many people, work relations, work specialists and rational awareness of members according to their respective abilities and specialties. So organizational development can be said not only as a process of efforts to make various changes in a planned manner within the organization, by applying certain techniques, but is a comprehensive process for increasing the ability to solve organizational problems more effectively and efficiently, taking into account the value system, as well as application of various intervention techniques. In line with the opinion of Toha (2002:25) that the goals of organizational development are: 1) To increase trust and support among members of the organization. This goal is reflected in the notion of collaboration above which wants to create mutual trust between superiors and superiors, superiors and subordinates, and between subordinates and subordinates, 2) To increase awareness of confronting organizational problems, both within groups or among group members. This goal means that whenever there is an organizational problem, then the problem should not be ignored. With organizational development all problems will be solved, and organizational development solves the problem thoroughly, not half and



half, in other words, organizational development sweeps the problem in a blanket that makes "muleg" (no sweeping under the rug), 3) Improving an environment of "authority in tasks" which is based on knowledge and skills. This means that every task and role in which the authority is attached to carry out the task and role, should be based on the knowledge and skills of the task. Not based on favoritism, and feelings of likes and dislikes. Organizational development is always based on knowledge, common sense, and is supported by certain skills. Not based on emotion, 4) To increase the degree of openness in communication both vertically, horizontally and diagonally. Thus this goal knows no secrecy, meaning that organizational development activities are not mysterious and completely confidential, 5) To increase the level of enthusiasm and satisfaction of the people in the organization. Existing work enthusiasm and satisfaction obtained by everyone in the organization, through organizational development can be leveled. Thus organizational development is more oriented to personal aspects than non-personal aspects, and 6) To obtain synergistic solutions to problems that have a high frequency. This synergistic problem solving can be interpreted as an amount of energy from a group that can be controlled, and 7) To increase the level of personal and group accountability both in solving problems and in implementing them.

## Technical Aspect

The results of research related to technical aspects show that the rooms for structural officials and staff have not yet been arranged, there are no rooms for adequate meetings, there are no rooms for prayer, and there is currently only one bathroom or WC

available and there is no reception desk. In addition, the equipment currently available is still lacking in terms of equipment in the form of IT, laptops, printers, cameras, M.Focus, air conditioners, sound systems, digital cameras and other equipment that must be owned by intelligence in carrying out reconnaissance and searching for data. field.

The results of this research are in line with the opinion of Albrecht (1985) in Wibowo (2018: 122) explaining the elements, activities and relationships that form the most productive axis of the organization. This aspect may include elements of physical facilities, machining, special equipment of work processes methods and procedures, work-oriented information and various suggestions for carrying it out as well as the people themselves, from the point of view that they play in those processes. This is a "non-human" view, of the organization that needs to be combined with human aspects and other aspects, the activities carried out in all processes of technical systems, their roles and relationships with one another, including forms of power and status.

In an organization, there is one part or component that must be known, namely the technical or operational aspects. In this technical and operational aspect, there are several materials studied, namely determining the location, layout, and determining the facilities. In general, the objectives to be achieved in the technical aspect assessment are: Determining the right location for the head office, being able to provide efficiency, determining the most appropriate technology in running the organization, determining the best methods to implement and determining the quality of workforce needed now and in the future



future (Sarafino and Smith, 2011:81).

## Social Aspect

The results of research related to social aspects show that the norms and behavior of ASN Bakesbangpol in carrying out their duties or in providing services are still not fast enough, not yet responsive to the community environment and stakeholders, and still lacking in studying the applicable rules and regulations. In addition, in carrying out work, they still use old patterns that should have used electronics and IT.

The results of this study are supported by the opinion of Albrecht (1985) in Wibowo (2018: 122) explaining that social aspects also include values, norms of behavior, processes of rewards and punishments, the basis of all aspects of "Citizenship" in organizations. If the term "system" in this case sounds too dehumanizing, then call this aspect the social "dimensional" of the organization. Meanwhile, Sarafino and Smith, (2011: 81) say that the social aspect concerns support and pleasure, attention, appreciation, or assistance that is felt from other people or groups. Individuals who receive social support believe they are loved and cared for, valued and valued, and are part of social networks, such as family and community organizations, that can provide kindness, service, and support one another when needed. Furthermore, according to Sarafino and Smith, (2011: 81) in the social aspect it also concerns social challenges in the form of handling employee competencies by the company's way of handling work conflicts, increasing pressure to measure work productivity due to benchmarking, so organizations must compete in improving performance in order to be able to compete in

the global business arena and the pressure is changing from length-based rewards to length-based rewards to performance-based rewards.

## Administrative Aspects

The results of research related to the administrative aspect show that it has been good because innovations related to administration and information media have been implemented at Bakesbangpol, namely our attendance has implemented Digital Attendance media or E-Absence in North Bengkulu Regency. It is an application that provides real time attendance information for ASN and Non ASN ranks and for the administration of Correspondence we have implemented the Integrated Dynamic Archive Information System or SRIKANDI.

The results of this study are in accordance with the opinion of Albrecht (1985) in Wibowo (2018: 122) explaining that administrative aspects are information media and information channels for implementation, procedures, instructions, reports and so on, which are needed in running the organization itself, on top of everything needed to running engineering systems. This includes people who participate and directly run administrative tools.

In addition, the efficiency of the organization will depend heavily on this system. Sarafino and Smith (2011: 81) argue that the administration system itself is a series of work activities from planning to control which are interconnected with each other in order to achieve effective and efficient organizational or corporate goals. The objectives of the administrative system as follows (in Kallaus and Keeling 2001) are as follows: Complete the best information for the



right people at the right time, at the lowest possible cost, and with great results so as to improve decision-making results, Eliminate unnecessary work or unimportant, Reducing laborious jobs, Automating repetitive, routine tasks where it is probable that automated equipment will do the job faster, more accurately, more economically, and more reliably, To make the job as efficient as possible, Standard procedures must be followed for any similar job. With these procedures, errors can be reduced and work can be completed quickly and accurately, Assign responsibility for satisfactory performance, Provide sufficient training for employees and supervisors to ensure high performance and Obtain system-wide approval and support If the entire the goal If the administration system has been carried out properly by the organization, then the organization already has a good administration system, then the goals of the organization will be more easily achieved.

An organization must have a good administrative system in order to present the required information effectively. This system needs to be designed in such a way according to the needs of the organization. Activities can be in the form of planning, organizing, operating, and monitoring all stages of the information cycle in order to achieve system goals, namely providing appropriate information for decision making by management. Office managers and employees must understand the concept of an office administration system to streamline office work.

### Strategic Aspect

The results of research related to the strategic aspect show that it is good because

it has periodically improved training or training to improve apparatus capabilities through Training in the Field of Planning, Training in the Field of HR Development, Financial Accountability Training, Training on Pancasila Ideological Values and National Insights, Intelligence Training, Political Education Training, State Defense Training and many other activities. Apart from that, planning always supports what are national priority programs by increasing the role of the National Movement for Mental Revolution, National Insight Education Forums, National Assimilation Forums, Training on Ideological values and National Insights for Retired Paskibraka and Pancasila Ambassadors and during this, the Bakesbangpol planning process that we have carried out the preparation of the Bakesbangpol Strategic Plan (Renstra) which is prepared every 5 years.

The results of this study are supported by the opinion of Albrecht (1985) in Wibowo (2018: 122) explaining organizational management, from the highest leadership to the lowest supervisor who is officially appointed, the chain of instructions, report relationships, and the value of the power of organizational leaders. In addition to the strategic aspect, the plans, planning processes, and procedures these people use in controlling the organization and in adapting to the future.

Tjiptono, (2000: 17) says that strategy is an overall approach related to ideas, planning, and execution of an activity within a certain period of time. In a good strategy there is coordination of the work team, has the theme of identifying supporting factors in accordance with the principles of implementing ideas rationally, efficiency in



funding and having tactics to achieve goals effectively and strategy shows the general direction that the organization wants to take to achieve its goals. This strategy is a big plan and an important plan. Every organization to achieve its goals. This strategy is a big plan and an important plan. Every well-managed organization has a strategy, even if it is not stated explicitly.

Strategy is the key policies and decisions used for management, which have a major impact on financial performance. These policies and decisions usually involve important resources and cannot be replaced easily (Wahyudi, 1996:19). Kotler (1997:8) says that strategy is the most important factor in achieving company goals, the success of a business depends on the ability of a leader to formulate the strategy used. The company's strategy is very dependent on the company's goals, circumstances and the existing environment. Strategy is the overall effort, in order to achieve goals and lead to the development of a detailed marketing plan.

## **Obstacles to the Organizational Development of the National Unity Agency and Politics of the North Bengkulu Regency Government**

The results showed that the obstacles to the organizational development of the National Unity and Politics Agency of the North Bengkulu Regency Government were still lacking in staff both at the level of the Head of Subdivisions and Heads of Fields, there was still a lack of support for increasing knowledge through training, training, seminars and budget support from the Regional Government for programs that are national priorities are still not optimal and there is still a lack of facilities and

infrastructure to support work, such as operational cars and laptops or PCs.

According to Robbins, (2018: 217) that change and development can happen to anything and anyone, including organizations. Not many individuals or organizations like change but it cannot be avoided but must be faced. Changes in an organization are caused by two factors, namely: , Problems in the process of cooperation, and Financial problems.

The problems that often arise are related to the relationship between members of the organization, in general, it concerns communication problems and the interests of each member. The less harmonious relationship between members is one of the common problems. It is divided into two, namely: problems involving superior-subordinate relationships (vertical relationships), and problems involving relationships among members who are on the same level (horizontal relationships). The process of cooperation that takes place within the organization is also sometimes the cause of change. Problems that arise can relate to the problem of the cooperation system and can also involve the equipment or equipment used. A cooperative system that is too bureaucratic or vice versa can cause an organization to become inefficient.

The (rigid) bureaucratic system causes relations between members to become impersonal which results in low morale and in turn decreases productivity, and vice versa. Changes that must be made will relate to the organizational structure used. It means that the big change happened because the environment demanded it. Some of the causes of organizational change which include external factors are technological



developments, economic factors and government regulations.

Of course, these changes will have an impact on several changes in the organization, such as changes in the nature of the organization. To deal with this problem, the organization must establish an action or policy and make adjustments so that the previous characteristics of the organization do not disappear and are replaced. When there is a change in the organizational structure, you must stick to the principle that the organizational structure has been prepared and determined with the aim of providing an overview of various things in the organization. In making changes in an organization generally does not run so smoothly because there are several obstacles in the change process. These obstacles generally occur from the outside or from external factors. Meanwhile, external factors that cause change come from outside, or often called the environment. Organizations are responsive to changes that occur in their environment. Therefore, it is rare for an organization to make major changes without strong encouragement from its environment.

## CONCLUSION

1. Organizational development of the National Unity Agency and Politics of the North Bengkulu Regency Government has not been implemented optimally because organizational development has not been matched by increasing the capacity of the civil apparatus through training, courses, training and there is still a lack of understanding of each Head of Subdivision on their main duties and functions, so that the implementation of

work programs from each field has not been implemented.

- a. The technical aspects show that the rooms for structural officials and staff have not yet been arranged, there are no rooms for adequate meetings, there are no rooms for prayer, and there is currently only one bathroom or WC available and there is no reception desk. In addition, the equipment currently available is still lacking in terms of equipment in the form of IT, laptops, printers, cameras, M.Focus, air conditioners, sound systems, digital cameras and other equipment that must be owned by intelligence in carrying out reconnaissance and searching for data. field.
- b. The social aspect shows that the norms and behavior of ASN Bakesbangpol in carrying out their duties or in providing services are still not fast enough, not yet responsive to the community environment and stakeholders, and still lacking in studying the applicable rules and regulations. In addition, in carrying out work, they still use old patterns that should have used electronics and IT.
- c. The administrative aspect shows that it has been good because of innovations related to administration and information media that have been implemented at Bakesbangpol, namely our attendance has implemented Digital Attendance media or E-Absence for North Bengkulu Regency. It is an application that provides real time attendance information for ASN and Non ASN ranks and for the



administration of Correspondence we have implemented the Integrated Dynamic Archive Information System or SRIKANDI.

- d. The strategic aspect shows that it has been good because it has periodically improved training or training to increase the ability of apparatus through Training in the Field of Planning, Training in the Field of HR Development, Financial Accountability Training, Training on Pancasila Ideological Values and National Insights, Intelligence Training, Political Education Training, National Defense Training and many other activities. Apart from that, planning always supports what are national priority programs by increasing the role of the National Movement for Mental Revolution, the National Insights Education Forum, the National Assimilation Forum, Training on Ideological values and National Insight for Retired Paskibraka and Pancasila Ambassadors and so far, the Bakesbangpol planning process that we have carried out is preparing the Bakesbangpol Strategic Plan (Renstra) which is prepared every 5 years.

2. Obstacles to the organizational development of the National Unity and Political Agency of the North Bengkulu Regency Government, there is still a shortage of staff both at the level of the Head of Subdivisions and Heads of Division, there is still a lack of support for increasing knowledge through training, training, seminars and budget support from the Regional Government for

programs that are national priorities which are still not optimal and there is still a lack of facilities and infrastructure to support work, such as operational cars and laptops or PCs.

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## Regulations and Laws

Bengkulu Regent Regulation Number 66 of 2020 concerning Position, Organizational Structure and Structure, Main Duties and Functions, Work Procedures and Echelon of Positions of the National Unity and Politics Agency of North Bengkulu Regency Type A.

Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 11 of 2019 Regional Apparatuses Carrying out Government Affairs in the Field of National Unity and Politics.

Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services.