

PERFORMANCE ANALYSIS
OF PUBLIC ORGANIZATIONS
IN THE DEPARTMENT OF
COMMUNITY
EMPOWERMENT AND
GOVERNMENT VILLAGE OF
LANNY JAYA DISTRICT,
PAPUA PROVINCE

by Muhadjir Anwar

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PERFORMANCE ANALYSIS OF PUBLIC ORGANIZATIONS IN THE DEPARTMENT OF COMMUNITY EMPOWERMENT AND GOVERNMENT VILLAGE OF LANNY JAYA DISTRICT, PAPUA PROVINCE

Nur Kogoya

Master of Management Study Program, Department of Management,
Faculty of Economics and Business, UPN "Veteran" East Java

Muhadjir Anwar

Faculty of Economics and Business, UPN "Veteran" East Java
E-mail: muhadjira.ma@upnjatim.ac.id

Abstract

The current regional autonomy is a new thing for every region in Indonesia, because the autonomy proclaimed through Law Number 32 Year 2004 gives more freedom for the region to express itself towards the direction of development through empowering the local community itself. the complexity of the problems that exist in District of Lanny Jaya, such as in efforts to improve community welfare and coupled with physical development that must be carried out by the District of Lanny Jaya Government, in order to improve services to the community. The purpose of this study is the influence of the strategic environment, organizational culture and strategic planning on the performance of public organizations in the Office of Community Empowerment and Village District of Lanny Jaya Papua of Province Government. The sample of this study was 100 residents District of Lanny Jaya. The research data in the form of primary data obtained through questionnaires, while secondary data obtained from the community on District of Lanny Jaya. The analytical tool used is Partial Least Square (PLS). The results of this study indicate that, (1) strategic environment has a significant positive effect on strategic planning (2) organizational culture has a significant positive effect on strategic planning (3) strategic environment has a non-significant effect on organizational performance (4) organizational culture has a significant positive effect on performance organization (5) strategic planning has a significant positive effect on organizational performance.

Keywords: strategic environment, organizational culture, strategic planning, organizational performance.

PRELIMINARY

Regional Autonomy that is currently underway is something new for every region in Indonesia, because the autonomy proclaimed through Law Number 32 Year 2004 provides more flexibility for regions to express themselves towards the direction of development through empowering the regional community itself. Basically, in the era of regional autonomy, government functions include three things, namely service to the community (*service*); make guidelines or directions or provisions for the community (*regulation*); and empowerment (*empowering*).

The Lanny Jaya Regency Government adopted a policy regarding community empowerment by increasing the role of districts and villages. This is because districts and villages as government organizations that are closest to and directly related to the community are the spearhead of the success of district development, especially regional autonomy, where districts and villages will be directly involved in planning and controlling development and services.

With so wide and complex the problems that exist in Lanny Jaya Regency, such as in efforts to improve welfare community and coupled with physical development that must be carried out by the Lanny Jaya Regency Government, in order to improve services to the community. In implementing the vision and mission of Lanny Jaya Regency in order to improve community welfare, it is necessary to make community empowerment efforts.

One of them is providing assistance funds in the form of tax and retribution sharing to villages and sub-district assistance to sub-districts to carry out Community and Village Empowerment Programs. The provision of tax and retribution sharing as well as village assistance is intended to support the existing development performance in Lanny Jaya Regency, which is carried out by the district and village governments based on the work programs that have been determined in each district and village, both short-term, which are outlined in the Strategic Plan. The Lanny Jaya Regency Community and Village Empowerment Service was carried out simultaneously with the preparation of the Lanny Jaya District Medium-Term Development Plan 2017-2022.

The preparation of the kelurahan work program is an initial process carried out in the implementation of all future activities. The Work Program that has been compiled is also a description of the activities that will be carried out in the district and is also expected to be used as information by the village community and at the

same time it is hoped that it will receive support and assistance from the community in its later implementation.

The district or village medium-term work program is a community empowerment program. It is hoped that this district assistance will be able to be right on target in poverty alleviation in accordance with the direction of medium-term development in each district. One example of the success of providing district assistance is reduction

poverty rate in Lanny Jaya Regency.

The Lanny Jaya Regency Community and Village Empowerment Service has Main Duties and Functions (tupoksi), in regional development and one of which is managing district assistance provided to all districts in Lanny Jaya Regency, which is under the coordination of the Village Government Division of the District Government Lanny Jaya. Several strategic issues based on the duties and functions of Regional Apparatus are conditions or things that must be considered or put forward in development planning because of their significant impact on the Regional Apparatus in the future. A condition / event that becomes a strategic issue is a situation that, if not anticipated, will cause greater losses or vice versa, if not utilized, will eliminate the opportunity to improve services to the community in the long term.

A condition that is often experienced by districts and villages every year, the budget that should have been disbursed in the first quarter could be late to the second quarter. And this has an impact on the performance of districts and villages in order to participate in building infrastructure and community empowerment. Seeing the condition of the above problems, the object of research is emphasized on the management of district and village assistance from the Community Empowerment Service and the Village of Lanny Jaya Regency, so that later solutions can be found so that the management of district and village assistance at the Community and Village Empowerment Service of Lanny Jaya Regency can be carried out optimally and effectively. . Judging from the conditions of the problems above have a negative effect on community development programs both infrastructure development and human resource development so that it has an impact on the slow pace of local government programs in

alleviating poor households and structuring the residential environment optimally and looking slum.

Based on previous research and the phenomena that have occurred, the researcher is interested in conducting research on one of the SKPDs in Lanny Jaya Regency, Papua Province as the main pillar in empowering local wisdom with the title "Analysis of Public Organizational Performance at the Community Empowerment Service and Village Government of Lanny Jaya Regency, Papua Province. " .

LITERATURE REVIEW

Public Organizations

Public organizations are developed from organizational theory, therefore to understand public organizations can be viewed from the point of view of organizational theory. According to Robbins (2011: 111) a public organization is a multi-role forum and is established with the aim of being able to provide and realize the desires of various parties, and the owner's satisfaction is no exception. Meanwhile, according to Robbins (2011: 112), a public organization is a consciously coordinated social unit, with a relatively identifiable boundary, which works on a relatively continuous basis to achieve a common goal or a group of goals. The definition of public organization with respect to the organizing process.

Strategic Environment

According to Glueck and Jauch in Wispandono's research (2010: 154) states that: the strategic environment includes factors outside strategic that can create opportunities or threats to strategic matters. Analysis is defined as tracing opportunities or threats to their roots. Environmental analysis is defined as the process used by strategic planners to monitor the environmental sector in determining opportunities or threats to strategic planning.

Strategic environmental analysis is an analysis that is carried out objectively and comprehensively by using data that is (as far as possible) accurate, up to date, and comes from the internal and external environment. Strategic analysis is an objective effort to formulate and formulate regional development strategies in an effort to achieve regional development goals and objectives, in accordance with the predetermined vision and mission.

Organizational culture

According to Glaser in Koesmono (2011: 167) defines organizational culture as a pattern of beliefs, symbols, rituals, and myths that develop from time to time, and serves as the glue that holds an organization together. Then Robbins (2010) defines that culture is a system of shared meanings and beliefs held by members of an organization that determine in large part the way they act towards one another and towards outsiders. Dan Davis (2012) defines organizational culture as a belief pattern of organizational values that are understood, imbued, and practiced by organizations so that these patterns give their own meaning and become the basis for organizational behavior.

Strategic Planning

Strategic planning (*strategic planning*) is "the process of selecting organizational goals; determining the strategies, policies and strategic programs required for these objectives; and establishing the methods necessary to ensure that the strategy and policies are implemented ". More briefly, strategic planning is a long-term planning process that is compiled and used to determine and achieve organizational goals. There is

three reasons that show the importance of strategic planning. "*Strategic planning is a formal process designed to help an organization maintain an optimal alignment with the most important elements of the environment*" (Rowley, Lujan, & Dolence, 2007, p. 15). *The strategic planning process supplies the organization with tools that promote future thinking, applies the systems approach, allows for setting goals and strategies, provides a common framework for decisions and communication, and relies on measuring performance* (Steiner, 2007)

Public Organization Performance

The pressure on public sector organizations, especially government organizations, both central and regional, is to improve their performance in running local government. This is intended so that the government can run the government effectively and efficiently in the context of the welfare of society. According to Wibowo (2008: 7), performance comes from the notion of performance, namely as a result of work or work performance. Performance relates to doing work and the results achieved from a job. In addition, according to Armstrong and Baron in (Wibowo 2008: 7), performance is the result of work

that has a strong relationship with organizational strategic objectives, customer satisfaction and contributes to the economy.

Meanwhile, according to Mahsun (2006: 25), performance is a description of the level of achievement of the implementation of an activity / program / policy in realizing the goals, objectives, mission and vision of the organization as stated in the strategic planning of an organization. The term performance is often used to describe the achievement or level of success of an individual or group of individuals. Performance can be known only if individual or

individual groups have predetermined success criteria. This success criterion is in the form of certain goals or targets to be achieved.

Hypothesis

The hypothesis is a temporary answer to the formulation of the problem or sub-problem proposed by the researcher which is described from a theoretical basis or theoretical study and is a presumption that must be proven true. Based on the theoretical basis and the research conceptual framework, the hypotheses of this study are:

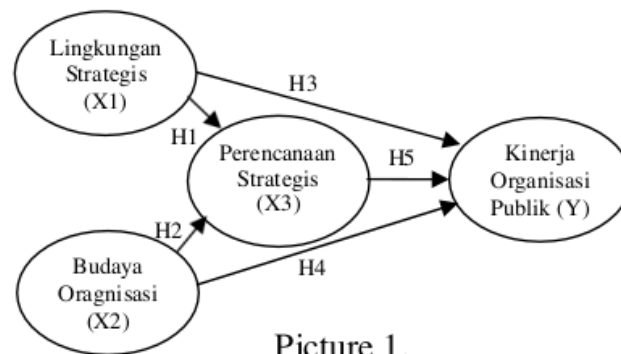
H1 = It is suspected that the strategic environment has a positive effect on strategic planning at the Community and Village Empowerment Office of the Lanny Jaya Regency, Papua Province

H2 = It is suspected that organizational culture has a positive effect on strategic planning at the Community and Village Empowerment Office of the Lanny Jaya Regency, Papua Province

H3 = It is suspected that the strategic environment has a positive effect on the performance of public organizations at the Community Empowerment Service and the Village Government of Lanny Jaya Regency, Papua Province

H4 = It is suspected that organizational culture has a positive effect on the performance of public organizations at the Community Empowerment Service and Village Government of Lanny Jaya Regency, Papua Province

H5 = It is suspected that strategic planning has a positive effect on the performance of public organizations at the Community Empowerment Service and the Village Government of Lanny Jaya Regency, Papua Province



Picture 1.
Research Conceptual Framework

RESEARCH METHODOLOGY

This type of research is a type of correlational research, where this research aims to see whether there is a relationship between certain variables or symptoms on other variables or symptoms. This study wanted to know for sure the analysis of the performance of public organizations at the Community Empowerment Service and the Village Government of Lanny Jaya Regency, Papua Province. While this quantitative research design is to conduct a survey of the population of Lanny Jaya Regency in order to answer the problem formulations that have been compiled.

The population in this study is the people of Lanny Jaya Regency, Papua Province who have visited the Community Empowerment Service and the Village Government of Lanny Jaya Regency, Papua Province, as many as 47,256 people.

The sample of this research is residents of Lanny Jaya Regency, Papua Province who provide public services to the Community Empowerment Service and Village Government of Lanny Jaya Regency, Papua Province. So the total sample is 100 people or people.

The data collection method is based on questions submitted to respondents which are designed to obtain information from respondents. The data collection technique used in this study is a direct approach.

This study uses data analysis techniques used is regression analysis using PLS (Partial Least Square).

Table 2. Research Variable Indicators

Variable	Indicator
Independent Variable	
Strategic Environment (X1)	Strategic Management (X1.1) Institutional or organizational mandate (X1.2) Mission and institutional values (X1.3) Opportunities and threats (X1.4) Strengths and weaknesses that exist. (X1.5) Identification of strategic issues (X1.6) Handling strategic issues (X1.7) Vision of the institution (X1.8) (Bryson, 2005)
Organizational Culture (X2)	Innovation and the courage to take risks (X2.1) Attention to detail (X2.2) Result orientation (X2.3) Orientation of people (X2.4) Team orientation (X2.5) Aggressiveness (X2.6) Stability (X2.7) (Robbins and Judge in Diana Angelica, 2010: 256)
Strategic Planning (X3)	Objectives or objectives (X3.1) Policy (X3.2) Action or program stage (X3.3) (Winardi, 2003: 112)
Dependent variable	
Public Organization Performance (Y)	Input (Y.1) Process (Y.2) Output (Y.3) Result (Y.4) Benefits (Y.5) Impact (Y.6) (Mardiasmo, 2002: 61)

RESULTS AND DISCUSSION

Data analysis

Table 2. Outer Loading (Factor Loading)

* Combined loadings and cross-loadings *							

	Lingkung an Strategis	Budaya Organisa si	Perencanaa n Strategis	Kineja Organisas i	Type (a)	SE	P value
X1.1	0.688	0.271	0.201	-0.144	Reflect	0.083	<0.001
X1.2	0.734	0.162	0.572	-0.299	Reflect	0.082	<0.001
X1.3	0.711	-0.317	0.051	0.501	Reflect	0.082	<0.001
X1.4	0.755	0.130	-0.580	0.139	Reflect	0.081	<0.001
X1.5	0.724	-0.322	0.065	-0.068	Reflect	0.082	<0.001
X1.6	0.766	-0.004	-0.100	0.154	Reflect	0.081	<0.001
X1.7	0.824	0.047	0.121	-0.230	Reflect	0.08	<0.001
X1.8	0.819	0.024	-0.277	-0.027	Reflect	0.08	<0.001
X2.1	0.549	0.763	-0.309	0.130	Reflect	0.081	<0.001
X2.2	0.193	0.770	-0.146	0.122	Reflect	0.081	<0.001
X2.3	-0.110	0.861	-0.187	0.079	Reflect	0.079	<0.001
X2.4	-0.413	0.781	0.149	0.171	Reflect	0.081	<0.001
X2.5	0.588	0.638	0.308	-0.420	Reflect	0.084	<0.001
X2.6	-0.156	0.815	-0.162	-0.108	Reflect	0.08	<0.001
X2.7	-0.503	0.789	0.417	-0.050	Reflect	0.081	<0.001
X3.1	-0.413	0.723	0.802	-0.118	Reflect	0.08	<0.001
X3.2	-0.056	0.065	0.918	-0.248	Reflect	0.078	<0.001
X3.3	0.457	-0.763	0.838	0.385	Reflect	0.08	<0.001
Y.1	0.960	-0.111	0.109	0.580	Reflect	0.085	<0.001
Y.2	-0.093	-0.155	0.275	0.831	Reflect	0.08	<0.001
Y.3	-0.404	0.243	0.269	0.870	Reflect	0.079	<0.001
Y.4	-0.164	-0.051	-0.219	0.848	Reflect	0.079	<0.001
Y.5	0.141	-0.091	-0.372	0.808	Reflect	0.08	<0.001
Y.6	-0.118	0.113	-0.045	0.875	Reflect	0.079	<0.001

Source: Processed data

Factor Loading is the correlation between the indicator and the variable, if it is greater than 0.5 and or the p-value = significant, then the indicator is valid and is an indicator or measure of the variable.

Based on the outer loading table above, Loading Factor (load factor), for example for indicators on the Strategic Environment variable, $X1.1 = 0.688$; $X1.2 = 0.734$; $X1.3 = 0.711$; $X1.4 = 0.755$; $X1.5 = -0.724$; $X1.6 = 0.766$; $X1.7 = 0.824$; $X1.8 = -0.819 > 0.5$ then it fulfills the convergent validity. The results of the analysis in the table above indicate that all the indicators in the research variables, namely the Strategic Environment, Organizational Culture, Strategic Planning and Organizational Performance variables have a loading factor of > 0.4 (Hair et al., 2013), so these indicators meet convergent validity.

Based on the outer loading table above, the significance value (p-value) on Factor Loading (load factor) for indicators on the Co Management variable (for example for $X1.1 = <0.001$, $X1.2 = <0.0010$, $X1.3 = <0.001$, $X1.4 = <0.001$, $X1.5 = <0.001$; $X1.6 = <0.001$; $X1.7 = <0.001$; $X1.8 = <0.001$) smaller than 0.05, it fulfills convergent validity. The results of the analysis show that all indicators in the research variables, namely variables, strategic environment, organizational culture, strategic planning and organizational performance are significant, because the p-value <0.001 is less than 0.05, this indicator fulfills the convergent validity.

Table 4.3. *Correlations Variables*

* Correlations among latent variables and errors				

1				
Correlations among l.vs. with sq. rts. of AVEs				

	Lingkungan Strategis	Budaya Organisasi	Perencanaan Strategis	Kineja Organisasi
Lingkungan Strategis	0.754	0.625	0.722	0.659
Budaya Organisasi	0.625	0.776	0.684	0.724
Perencanaan Strategis	0.722	0.684	0.854	0.751
Kineja Organisasi	0.659	0.724	0.751	0.808

Source: Processed data

If the root of AVE is greater than the correlation of the variable, the discriminant validity is fulfilled. For example, the Strategic Environment variable with 8

indicators (X1.1 to X1.8) has an AVE root of 0.754, which is greater than the correlation value with other variables of 0.625; 0.722; 0.659; Likewise for other variables so that the Strategic Environment variable is met with discriminant vailditas. Overall, it shows that all research variables, namely Strategic Environment, Organizational Culture, Strategic Planning and Organizational

Performance have a square root value of AVE greater than their correlation value with other variables, so discriminant validity is met.

Table 4.4. R^2 (R-square)

R-squared coefficients	

	R Square
Lingkungan Strategis	
Budaya Organisasi	
Perencanaan Strategis	0.556
Kineja Organisasi	0.746

Source: Processed data

R^2 value (Strategic Planning) = 0.556. It can be interpreted that the model is able to explain the Strategic Planning phenomena / problems by 55.60%. While the rest (44.40%) is explained by other variables (besides the Strategic Environment, Organizational Culture,) which have not been included in the model and errors. This means that Strategic Planning is influenced by the Strategic Environment, Organizational Culture, at 55.60%, while 44.40% is influenced by variables other than the Strategic Environment, Organizational Culture.

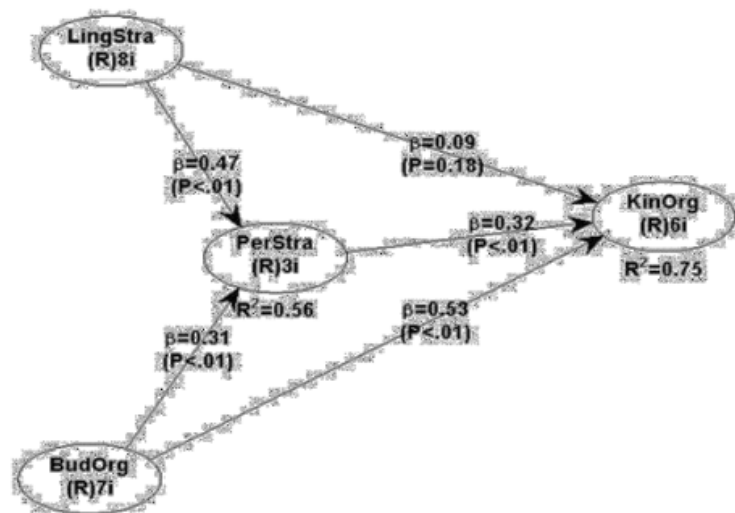


Figure 2. Structural Model Testing Results

Table 5. Inner Weight

* Path coefficients and P values *			

	Path Coefficients	Standard Error for Path Coefficients	P-Values
Lingkungan Strategis -> Perencanaan Strategis	0.465	0.088	<0.001
Budaya Organisasi -> Perencanaan Strategis	0.312	0.092	<0.001
Lingkungan Strategis -> Kinerja Organisasi	0.089	0.098	0.182
Budaya Organisasi -> Kinerja Organisasi	0.527	0.087	<0.001
Perencanaan Strategis -> Kinerja Organisasi	0.316	0.092	<0.001

Source: Data Processing Attachment

1. Strategic environment has a significant positive effect on strategic planning with a path coefficient of 0.465 where the p-value = <0.001 is smaller than the value of $\alpha = 0.05$ (5%).
2. Organizational culture has a significant positive effect on strategic planning with a path coefficient of 0.312, where the p-value = <0.001 is smaller than the value of $\alpha = 0.05$ (5%).
3. The strategic environment has a non-significant effect on organizational performance with a path coefficient of 0.089 where the p-value = 182 is greater than the value $\alpha = 0.05$ (5%).
4. Organizational culture has a significant positive effect on organizational performance with a path coefficient of 0.527 where the p-value = <0.001 is smaller than the value of $\alpha = 0.05$ (5%)
5. Strategic planning has a significant positive effect on organizational performance with a path coefficient of 0.316 where the p-value = <0.001 is smaller than the value of $\alpha = 0.05$ (5%).

DISCUSSION

The Influence of Strategic Environment on Strategic Planning

Based on the statistical test above, the strategic environment variable is proven to have a positive effect on strategic planning. This can indicate that the more detailed and detailed the strategic environment is in formulating and formulating strategies, the clearer and more concrete strategic planning will be in overcoming problems that exist in the community of Lanny Jaya Regency.

This result is in accordance with the hypothesis (H1) that the strategic environment can have a positive effect on strategic planning. This means that the strategic environment, which is indicated by environmental uncertainty, greatly influences strategic planning. So even though the strategic environment is not certain to be a reference and consideration in carrying out strategic planning, the strategic planning can be achieved with maximum results. Thus the hypothesis (H1) which states that the strategic environment has a positive effect on strategic planning can be accepted or supported by facts.

The Influence of Organizational Culture on Strategic Planning

Based on the statistical test above, organizational culture variables are proven to have a positive effect on strategic planning. This indicates that the better the organizational culture at the Community and Village Empowerment Office of the Lanny Jaya Regency Government, the better it will be in the preparation and formulation of strategic planning both in the short term, medium term and long term.

This result is consistent with the hypothesis (H2) that culture can positively influence strategic planning. This means that in the preparation of strategic planning in an organization, the existing organizational culture must be considered because of the culture that distinguishes one organization from another even though the organization is of the same type.

Effect of Strategic Environment on Organizational Performance

Based on the statistical test above, strategic environmental variables are not proven to have an effect on organizational performance. This indicates that a good strategic environment cannot improve the organizational performance of the Community and Village Empowerment Service of the Lanny Jaya Regency Government even though the performance has been maximal.

This result is not in accordance with the hypothesis (H3) that the strategic environment can have a positive effect on strategic planning. This means that the strategic environment which is indicated by environmental uncertainty greatly affects organizational performance. So even though the organization's performance has been maximized, if the environment is uncertain then that performance cannot be achieved. Thus, the hypothesis (H3) which states that the strategic environment has a positive effect on strategic planning cannot be accepted or supported by facts.

The Influence of Organizational Culture Influences Organizational Performance

Based on the statistical test above, organizational culture variables are proven to have a positive effect on organizational performance. This indicates a positive relationship between organizational culture and organizational performance, the better the organizational culture brings an increase in the implications of organizational performance.

This result is in accordance with the hypothesis (H4) that culture can have a positive effect on the performance of the Lanny Jaya Regency Community and Village Empowerment Service. This means that an organizational culture that is built with innovation and courage to take risks, attention to details, result orientation, people orientation, team orientation, aggressiveness and stability have implications for organizational performance. Thus the hypothesis (H4) which states that culture has a positive effect on the performance of the Lanny Jaya District Government's Community and Village Empowerment Service can be accepted or supported by facts.

The Effect of Strategic Planning on Organizational Performance

Based on the statistical test above, the strategic planning variable is proven to have a positive effect on organizational performance. This indicates that the more important strategic planning is, the higher the organizational performance will be.

This result is in accordance with the hypothesis (H5) that strategic planning can have a positive effect on the organizational performance of the Community and Village Empowerment Office of the Lanny Jaya Regency Government. This means that strategic planning is an important tool for deciding changes (innovations) in the organization that lead to increased company performance. Thus the hypothesis (H5) which states that strategic planning has a positive effect on the organizational performance of the Community and Village Government Office of Lanny Jaya Regency can be accepted or supported by facts.

CONCLUSIONS AND SUGGESTIONS

Conclusion

1. The unstable and rapidly changing strategic environment in the Community and Village Empowerment Office of the Lanny Jaya Regency Government is able to be translated into the formulation and preparation of strategic planning to overcome problems in Lanny Jaya Regency.

2. The organizational culture of the Lanny Jaya District Government's Community and Village Empowerment Service provides wide space for the formulation and preparation of strategic planning so that problems that arise in Lanny Jaya Regency can be resolved properly.
3. The strategic environment is not able to provide performance results that include input, process, output, results, benefits and impacts that have not been on target and have not been able to solve the problems that occur in Lanny Jaya Regency.
4. The organizational culture in the Community and Village Empowerment Service of the Lanny Jaya Regency Government is able to provide encouragement to improve organizational performance in achieving the vision and mission of the Lanny Jaya Regency Government.
5. Strategic planning formulated and compiled by the Community and Village Empowerment Service of the Lanny Jaya Regency Government is able to increase organizational performance, so that the performance impact can be optimal according to the needs of Lanny Jaya community services.

Suggestion

1. Implementation of a participatory governance system or community participation in the formulation and preparation of strategic planning.
2. Community participation in implementing strategic steps in overcoming problems that occur.
3. Forming an independent team in monitoring and evaluating the planning and implementation of policies as well.
4. Formation of a strategic planning policy formulation team that knows and understands local and national problems.
5. The active role of employees is in accordance with their skills and expertise in performing tasks optimally.
6. Intensive supervision of subordinates from their subordinates.
7. Giving attention and space to subordinates by the leadership.

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