

CHAPTER XII

DEVELOPMENT AND ARRANGEMENT OF PUBLIC ORGANIZATIONS

A. INTRODUCTION

Public organizations as non-profit organizations that are oriented towards providing services to the community must of course be diligent in improving themselves so that they remain in line with the developments and needs of the times but do not lose their original identity as service providers to the community. Conflicts that occur in a public organization are definitely more complex when compared to private organizations, this is because public organizations have a wider reach, covering the size of the country and even including the private organization. Public organizations with the possibility of more complex problems must pay more attention to their organization, especially for routinely carrying out organizational development or even rearrangement.

Organizational development is not only needed for market-oriented private organizations, but in our opinion, public organizations are much more in need of organizational development and or structuring. The government must have the courage to develop and reorganize organizations when organizational conditions are no longer in line with public needs. This action really needs to be done to improve and maintain government accountability for the implementation of public service programs. Good and clean governance will help create a successful government.

Implementation of public programs is certainly not as easy as formulating them, there are more problems that hinder it coupled with constant changes in the environment, both internal and external. This environmental change is the main demand for an organization to develop and even reorganize the organization. Changes in the environment will always be directly proportional to the demand and service needs of the community. The decision to develop and or reorganize an organization is also not a simple thing to do, there are many stages and considerations before carrying out organizational development and or restructuring.

After following this teaching material, students are expected to be able to explain the development and arrangement of public organizations (cases in the central government, regional governments, and other public organizations). The indicator is that after attending lectures students can:

1. citing legal and policy reviews for the development and arrangement of organizations in the public sector;
2. cite examples of cases that occurred in the development and arrangement of public organizations both state (central/regional) and other types of public organizations.

The objectives of learning in this material are:

1. to provide students with an understanding of legal and policy reviews for the development and management of organizations in the public sector;
2. to provide understanding to students about cases that occur in the development and arrangement of public organizations both state (central/regional) and other types of public organizations.

B. THEORETICAL STUDY

According to Admosudirdjo (1980; 323-324) in Wursanto, organizational development or Organizational Development has two meanings, namely organizational development as an administrator function or administrative function, and organizational development as a specialist function (*specialist functions*) or as a management technique. Organizational development as an administrative function is an activity that is an administrative function and obligation to always develop and adjust the organization by taking into account the influence of environmental factors, technology, and the progress of existing human resources. While the specialist function aims to change beliefs, mental attitudes, values, and organizational structures to adapt to changes in technology, the environment and the challenges.

The legal review of organizational development and structuring actions is clearly written in Permendagri Number 57 of 2007 concerning Technical Guidelines for Organizational Arrangement of Regional Apparatuses. Article 2 states that the

arrangement of regional organizations is carried out through job analysis and workload analysis in accordance with statutory regulations. This Permendagri becomes a legal force for the right of every public organization to carry out organizational development. How then forms and ways of organizational development

is the right of each public organization. Public organizations and private organizations certainly have different ways of using techniques or methods of development within their organizations. Generally, according to Sutarto, public organizations use the following development techniques:

- a. Sensitivity training or the T-Group approach, "T" comes from "Training". This technique intends to sharpen sensitive power, speed of reaction, and sharpen feelings in dealing with problems.

- b. Network Training (Grid Training)

This technique is based on managerial networks. Its use is to assess the leadership style of the organization's leadership that is being used by providing a list of questions to each employee to provide an assessment of the leadership style that is being used. That way, organizational leaders will know how to develop their organization according to opinion polls by their employees.

- c. Survey feedback (survey feedback)

The technique developed by Kurt Lewin is carried out by collecting data from members of the organization related to attitudes, behavior, job satisfaction, and so on. By using this technique, it will be known how the feedback is between members of the organization and the leader or between members of the organization and other members of the organization. This will be the first step for organizational development.

- d. Consultation process (process consultation)

Edgar Schein, with this technique offers the involvement of consultants in improving the internal conditions of an organization by helping them to feel, understand, and act more on all the processes that occur in the organizational environment.

- e. Peace by a third party (third-party peacemaking)

Richard Walton through this technique provides solutions to problems that occur with the help of third parties.

- f. Team Building

The formation of this team as one of the organizational development techniques is intended to be able to adjust to the problems that arise that need to be solved.

Teams are temporary, always changing according to changing problems

which arise. Problem solving or work implementation by the team is relatively easy because team membership is expected, according to the problem or work implementation at hand.

C. ARRANGEMENT OF PUBLIC ORGANIZATIONS

The policy of implementing organizational development contained in Permendagri Number 57 of 2007 is of course not much different from private organizations in that every organization must be open to the surrounding environment in order to adapt to the environment that is the object. When the environment changes, the organization must also change flexibly if it wants to maintain its existence in the surrounding environment. It is not easy to adapt an organization to a new environment, but this situation should have been properly considered by the leadership of the organization. Fatal consequences if a public organization does not move towards a moving society, meaning that people who still need to be provided with services will still automatically follow changes in their environment and must be pursued by adjustments from the government in providing services. Of course, the flexibility between the government and private organizations cannot be equated. Private organizations will find it easier to apply their flexibility because there are no binding laws and a market competition orientation that must be pursued. Public organizations with clear legal rules starting from the beginning of policy formulation to evaluation make the flexible nature of the government must be according to the rules that have been set, there are rules about what and how a policy is carried out.

According to Sondang, Organizational development and/or structuring is a planned change which, when applied OD techniques correctly, means placing a focus on changes in organizational systems with an emphasis on the situational nature of a problem and the impact on the organization as a whole. In other words, management absolutely needs to use a systemic approach. Some of the reasons that are obstacles in managing and developing a career in an organization are as follows:

1. It is difficult to make career plans for employees for the long term;
2. Huge amounts of money are required to organize various types of programs

- training and development for all employees who will experience promotion;
3. Career planning is seen as the business and interests of the employees themselves and the human resources manager is only obliged to help employees.

Legal and policy reviews for the development and management of public sector organizations originate from the success of the private sector, which first developed and or managed its organization with the aim of dealing with its business competitors. With different goals, the public sector adopts the way that private organizations do with thorough adjustments to other relevant laws and regulations. Like the regulations on hiring and dismissing employees, it will not be easy to develop and organize organizations in the public sector because they often contradict other regulations. This is the reason why there are still very few public organizations that dare to develop and organize within their organizations. The supporting regulations are still very minimal. only to the extent that it is permissible to arrange public organizations. There has not yet been a regulation regarding the necessity of developing and structuring public organizations for predetermined reasons.

Like the courage carried out by Prof. Dr. Dahlan Iskan when he led SOEs for a term of 2011 to 2014. Dahlan, who held the ministerial position when the reshuffle replaced Mustafa Abubakar in 2011, made a breakthrough in BUMN. SOEs, which were previously known as escape institutions for retired state officials who only wanted to make a profit, in the hands of Dahlan Iskan SOEs were rejuvenated through various fast and innovative moves. Dahlan started by replacing employees who were no longer competent or had entered retirement age with creative and intelligent young men, one of which was the appointment of leaders. PT Borobudur Prambanan and Ratu Boko Temple Tourism Park by a 28 year old woman. Starting from this decision, Dahlan did the same thing to almost all state-owned companies.

There were 14 moves made by the Jawa Pos leadership towards 142 state- owned companies. Spreading the wings of SOEs to Iraq and Myanmar is the priority step to restore the existence of SOEs. Furthermore, what is also a sensation is the step that was decided to develop an electric car

national. Produced by domestic children, Dahlan hopes that electric cars will become nationalized cars. To accelerate the construction of the Nusa Dusa-Benoa airport toll road in Bali, Dahlan directly supervised the implementation of the BUMN program in various regions. Every weekend Dahlan travels around the archipelago to check on the progress of SOE programs. Automatic Toll Gate (GTO) was successfully realized by cooperating with PT LEN and PT Telkom. GTO is an original product made by the nation's children which is intended to reduce traffic jams in an automatic way. Dahlan also abolished the ceremony for every inauguration at all levels of the BUMN internal government. There are still many other forms of breakthroughs made by Dahlan Iskan such as the development of the Jabodetabek monorail, postal banks, accelerating the merger of BUMNs, making Dhuafa BUMN healthy, developing modern fruit plantations,

What was done by Dahlan Iskan is an action that needs to be emulated by leaders of other public organizations. Doing what should be done, changing what should have been changed for the sake of the true functioning of a public organization. Organizational management does not always go according to plan, the differences in character and perspective of each individual make every organizational development policy in a public organization there will always be bolder resistance.

It is not only public organizations in the central government that have to develop and or organize within their organizations, it is also important for public organizations at the regional level to carry out organizational development and or arrangements. The Regional Government as an institution that is closer to the community must take bolder actions from the central government because the Regional Government is a derivative of the Central Government in implementing service programs. Such as the improvement of the CPNS recruitment system in several regions that are already able to implement this system. The CAT system, which became the decision of the Central Government, was delegated to the Regional Government as the CPNSD recruitment organizer.

Another example is that of the Mayor of Bandung, Ridwan Kamil. Kang Emil, Ridwan Kamil's nickname, who is a successful urban planning expert

make Bandung better. Setting an example of a healthy, pollution-free life and reducing traffic jams, Kang Emil often goes to the office using his bicycle rather than his official car. Kang Emil also has his own way of intertwining the aspirations of the people of Bandung with his government in a unique and modern way, namely by requiring all SKPDs in the city of Bandung to have Twitter social media accounts. In this way everyone can see as well as give suggestions or criticize everything that the City Government is doing and become everything that is the *unek-unek* of society.

Ridwan Kamil, who managed to make Bandung City beautiful again, banned gadgets during the meeting. His efforts to discipline the city of Bandung are showing results now, Bandung is becoming more beautiful and neat and clean. Any information about the city of Bandung can be obtained by anyone through the official website or the official Twitter account. That's how Kang Emil uses modern methods to develop his government. Kang Emil is able to read and understand the developments of his people so that he can then get a place in the hearts of the people of Bandung.

D. SUMMARY

Organizational Development or Organizational Development According to Admosudirdjo (1980; 323-324) in Wursanto, has two meanings, namely organizational development as an administrator function or administrative function, and organizational development as a specialist function or as a management technique. Organizational development as an administrative function is an activity that is an administrative function and obligation to always develop and adjust the organization by taking into account the influence of environmental factors, technology, and the progress of existing human resources. While the specialist function aims to change beliefs, mental attitudes, values, and organizational structures to adapt to changes in technology, the environment and the challenges.

The legal review of organizational development and structuring actions is clearly written in Permendagri Number 57 of 2007 concerning Technical Guidelines for Organizational Arrangement of Regional Apparatuses. Article 2 states that the arrangement of regional organizations is carried out through job analysis and workload analysis in accordance with statutory regulations. This Permendagri becomes a legal force for the right of every public organization to carry out organizational development. Legal and policy reviews for the development and management of public sector

organizations originate from the success of the private sector which did it first

development and or arrangement of its organization with the aim of facing its business competitors.

In the development of public organizations there are several techniques used, namely: sensitivity training, grid training, survey feedback, process consultation, third-party peace. peacemaking), Team Building (Team Building).

E. EXERCISE

- 1.State what techniques are used in the development of public organization arrangements!
2. Describe a reality example of development and arrangement in public organizations!
3. In terms of organizational development according to Admosudirdjo (1980; 323-324) in Wursanto, it has two functions, namely as an administrative or administrator function and a specialist function, explain what are the differences between these two functions!
- 4.How did the emergence of legal and policy reviews for the development and management of public sector organizations originate?
5. How important is organizational development and structuring for public organizations?

ANSWER

1. There are several techniques used in the development of public organizations, namely: sensitivity training, grid training, survey feedback, process consultation, third-party peacekeeping. party peacemaking), Team Building (Team Building).
- 2.As done by Prof. Dr. Dahlan Iskan when leading SOEs for the 2011-2014 term.
Dahlan, who held the ministerial position when the reshuffle replaced Mustafa Abubakar in 2011, made a breakthrough in the BUMN body. Where Dahlan started by replacing employees who were no longer competent or had entered retirement age with creative and intelligent young men.The Jawa Pos leader made 14 moves against 142 state-owned companies. Spreading the wings of SOEs to Iraq and Myanmar is the priority step to restore the existence of SOEs. Furthermore, the acceleration of the construction of the Nusa Dusa-Benoa airport toll road in Bali, direct supervision was carried out by Dahlan of the implementation of the SOE program in various regions, every weekend Dahlan traveled around the archipelago to check the progress

SOE programs. Automatic Toll Gate (GTO) was successfully realized by cooperating with PT LEN and PT Telkom. GTO is an original product made by the nation's children which is intended to reduce traffic jams in an automatic way. What Dahlan did was what should have been done, changed what should have been changed for the sake of the true functioning of a public organization. Organizational management does not always go according to plan, the differences in character and perspective of each individual make every organizational development policy in a public organization always face bolder resistance.

3. A. Organizational development as an administrative function, namely activities that are an administrative function and obligation to always develop and adapt the organization by taking into account the influence of environmental factors, technology, and the advancement of existing human resources.
B. specialist function aims to change beliefs, mental attitudes, values, and organizational structure to adapt to changes in technology, environment and challenges.
4. The legal review of organizational development and structuring actions is clearly written in Permendagri Number 57 of 2007 concerning Technical Guidelines for Organizational Structuring of Regional Apparatuses. Legal and policy reviews for the development and management of public sector organizations originate from the success of the private sector, which first developed and or managed its organization with the aim of dealing with its business competitors. With different goals, the public sector adopts the way that private organizations do with thorough adjustments to other relevant laws and regulations. Such as the rules of hiring and dismissing employees.
5. Organizational development for public organizations is very important, even more important than organizational development for private organizations. This is because public organizations must maintain their existence in the eyes of the public as objects of implementation of policies that have been formulated. People who are increasingly demanding for their needs because of the times must be accompanied by the readiness of the government to facilitate in a way that also follows the trend so that what is conveyed by the Government can be accepted by the community.

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