

## Organizational Performance Achievements at The Tanjungpinang City District Office

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**ABSTRACT:** The Tanjungpinang Kota District Office is a public organization located in the Tanjungpinang City area. Tanjungpinang Kota sub-district has the task of carrying out the wheels of government and public services at the sub-district level. The achievement of these goals is certainly influenced by the performance of the organization as a whole. As a sub-district located in the City, this is certainly a representation of other sub-districts that researchers are interested in discussing. This study aims to analyze how the performance of the Tanjungpinang City District organization in achieving goals according to the vision and mission. To see the performance of Tanjungpinang City, the researchers looked at various aspects, namely, productivity, responsiveness, service quality, cooperation, resource use and timeliness. The second objective is to describe the factors inhibiting organizational performance in Tanjungpinang Kota District. This research is a qualitative descriptive study with reference to the concept of performance indicators coupled with the existing conditions at the research locus. Based on the results of the study, it can be explained that the organization's performance has been going well, such as the indicators of productivity, responsiveness, service quality, cooperation and timeliness. The indicators that still have obstacles are human resources and infrastructure.

**Keywords:** Organizational Performance, Tanjungpinang City, District

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## **INTRODUCTION**

Facing competition in the global era, organizations are required to work more efficiently and effectively. The increasingly fierce competition causes organizations to be able to increase competitiveness in order to maintain the survival of the organization. Every organization is required to display excellent performance in various fields, especially those related to its stakeholders. The current increasingly complex environmental situation requires an organization to be able to satisfy the interests of various stakeholders. In an organization there must be human resources who have a role as an implementing element or driver of an organization. If there are no human resources in the organization, it will only be a word, there is no activity in real life. Human resources become an obstacle that is often faced by every organization, because not all human resources can always carry out a task well. This can affect an organization's performance in obtaining good results to achieve a goal.

The increasingly complex public needs are expected by public officials to continue to show their excellent performance. The importance of realizing excellent organizational performance is certainly not an easy thing. Must meet several performance indicators of the organization. Every organization must have a goal, vision, and mission. It's the same with Tanjungpinang City District. The same goal in smaller work units, with division of labor, and. clear mechanism of action. The performance of an organization is the accumulation of the performance of all individuals who work in it. This is where the role of human resources is needed in an effort to achieve organizational goals. Employees who carry out their performance effectively and efficiently the results can affect the increase in organizational work performance so that the organizational goals that have been set will be achieved. Performance is an achievement or level of success achieved by an individual or an organization in carrying out work in a certain period. Performance can also be interpreted as an achievement achieved in carrying out services to the community in a period. Performance improvement cannot be realized if there is no good management or management, which can encourage institutional efforts to improve performance.

Every performance management effort is intended to be used to encourage performance to reach the highest level in every organization. In an organization, clarity of vision is very important, because a clear vision in the organization will make an organization run properly. The vision of Tanjungpinang Kota Subdistrict in accordance with its main tasks and functions is: "Realizing the Tanjungpinang City SKPD as an institution that is clean and provides excellent public services". As a follow-up to the implementation of PP 8 of 2006 concerning Financial Reporting and Performance of Government Agencies and Presidential Regulation Number 29 of 2014 concerning the Performance Accountability System of Government Agencies, as well as Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 53 of 2014 concerning technical guidelines for Performance Agreements, performance reports Government Agencies and procedures for reviewing the performance reports of Government Agencies,

each Government Agency is required to compile a performance report that reports the progress of the performance of the mandate and the human resources it uses.

The strategic target of TanjungpinangCitySubdistrict in realizing its vision, mission, and goals in 2020 there are several performance indicators that have not reached the targets previously determined, and in 2020 is the lowest achievement when compared to 2018 and 2019. Targets that have not reached the target This must be improved in order to improve organizational performance.

Based on this background, it can be seen that the performance of Tanjungpinang Kota District is still not optimal. Seeing the less than optimal performance, it is necessary to improve and improve the performance of TanjungpinangCity District. Therefore, it is necessary to measure organizational performance based on indicators that affect organizational performance.

## LITERATURE REVIEW

### Organizational Performance

A good organization is an organization that has succeeded in achieving its vision, mission, and goals. The success of the organization is certainly supported by a maximum performance by the individuals in it. Many experts define what performance is. According to Wibowo (2013) explains that performance comes from the notion of Performance. There are also those who give an understanding of performance as the result of work or work performance, but actually performance has a broad meaning, not only the result of work, but including how the work process takes place. Moehersono (2012) said that performance is a description of the level of achievement of the implementation of an activity program in realizing the goals, objectives, vision and mission of the organization as outlined through the strategic planning of an organization.

Regarding the concept of performance, Rummler and Brache in (Sudarmanto, 2009) suggest that there are three levels of performance, namely:

- a. Organizational performance: Is the achievement of results at the level or unit of organizational analysis. Performance at the organizational level is related to organizational goals, organizational design, and organizational management.
- b. Process performance: It is the performance of the stages in the process of producing a product or service. Performance at this process level is influenced by process objectives, process design and process management.
- c. Individual/job performance: Represents achievement or effectiveness at the employee or job level. Performance at this level is influenced by job objectives and job management as well as individual characteristics.

According to Amitai Etzioni (Keban, 2008) organizational performance describes how far an organization realizes its ultimate goal. Meanwhile, according to Bastian (Tangkilian, 2005) organizational performance is a

description of the level of achievement of the implementation of tasks in an organization, in an effort to realize the goals, objectives, mission and vision of the organization. So organizational performance is the organization's ability to carry out every task given to the organization to achieve the goals, objectives, mission and vision of the organization that has been determined. Organizational performance does not only focus on achieving results or goals, but also emphasizes the implementation process and resources to achieve its goals.

There are various dimensions in measuring organizational performance put forward by experts, including John Miner (Sudarmanto, 2009) who suggests that there are four dimensions that can be used as benchmarks or indicators in assessing organizational performance, namely:

- a. Quality, namely: the level of error, damage, accuracy.
- b. Quantity, namely: the number of jobs produced.
- c. The use of time at work, namely: absenteeism, tardiness, effective working time/lost working hours.
- d. Cooperation with others at work.

According to AgusDwiyanto (2008), there are several indicators used to measure the performance of the public bureaucracy, namely as follows:

a. Productivity

The concept of productivity does not only measure the level of efficiency, but also effectiveness. Productivity is generally understood as the ratio between inputs and outputs. The concept of productivity was deemed too narrow and then the General Accounting Office (GAO) tried to develop a broader productivity measure by including how much the public service had the expected results as an important performance indicator.

b. Service Quality

The main data source of service quality is obtained from service users or the community in assessing service quality. The issue of service quality tends to become increasingly important in explaining the performance of public service organizations. Many negative views that are formed about public organizations arise because of public dissatisfaction with the quality of services received from public organizations.

c. Responsiveness

Responsiveness is the organization's ability to recognize the needs of the community to set service priorities, as well as the development of public service programs in accordance with the needs and aspirations of the community. Responsiveness is included as one of the performance indicators because responsiveness directly describes the ability of a public organization to carry out its mission and goals, especially to meet the needs of the community. Low responsiveness is indicated by the misalignment between services and community needs. This clearly shows the failure of the organization in realizing the mission and goals of public organizations.

d. Responsibility

Responsibility explains whether the implementation of the activities of a public organization is carried out in accordance with correct administrative

principles or in accordance with organizational policies. This can be assessed from the analysis of the documents and reports of the organization's activities by matching the implementation of the organization's activities and programs with organizational procedures and provisions within the organization.

Meanwhile, the measurement of organizational performance delivered by Jerry Harbor (Sudarmanto, 2009) recommends with six aspects, namely:

- a. Productivity: the ability to produce goods and services.
- b. Quality: producing goods and services that meet quality standards.
- c. Timeliness (timelines): the time required to produce these goods and services.
- d. Turnaround time: the time required in each process of changing these goods and services, then arriving at the customer/consumer.
- e. Use of resources: the resources needed to produce these goods and services.
- f. Cost: required fee.
- g. In the implementation of activities or programs to achieve success, there are factors that can affect the success of the organization

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## **METHODOLOGY**

The research method is descriptive qualitative. Descriptive research, a study that describes what happens when doing research. This study seeks to describe, record, analyze and interpret the conditions that occur at the research site and see the relationship between variables. Descriptive research aims to conduct research on the conditions that occur in the research location which will then be described with what has been researched.

This research was conducted at the Tanjungpinang City District Office. The population in this study were employees of the Tanjungpinang City District Office. The sample in this study amounted to 3 people consisting of the Camat, the Camat Secretariat, and the Head of Development using a purposive sampling technique which is the selection of a group of subjects based on certain characteristics or traits that are considered to have a close relationship with the characteristics or characteristics. previously known population traits. The technique to test the quality of the data used is the triangulation technique. Triangulation is defined as checking data from various sources in various ways, and at various times. Ways that can be done, among others, are conducting interviews with informants, combining the results of interviews with informants with the contents of a related document, comparing observational data with interview data, and comparing the results of interviews between one informant and another informant.

## **RESULTS**

### **1. Productivities**

TanjungpinangCity Sub-performance district's results have not been fully executed in accordance with the aim. This is due to changes in center-issued regulations, which has resulted in one of the programs failing to meet the strategic goals set forth. Productivity is also constrained due to Tanjungpinang Kota District's limited workforce and the funding allocated to each initiative, which means that each program is carried out in stages. The community thought that some productivity was subpar, such as road development, which had been neglected for a long time by the TanjungpinangCity District.

### **2. Responsivities**

The availability of a suggestion box, which is used to gather complaints from the community and will subsequently be used to rectify the problems of TanjungpinangCity District, demonstrates organizational responsiveness. Through musrenbang, desires from the community are absorbed. The Musrenbang program can assist in addressing the demands of each community in order to carry out development and meet the Kelurahan's needs. TanjungpinangCity District, in addition to the Musrenbang program, has a priority scale for selecting the most pressing needs to be addressed first. The Tanjungpinang Kota District can then act promptly and precisely in response to community issues thanks to the suggestion box.

### **3. Service Quality**

The application of PATEN is able to improve the quality of services in Tanjungpinang Kota District. Because the patent service has the intent and purpose to always maximize service to the community so that it can be carried out properly. With the patent service itself, the public services provided are quite excellent, so that the service process can be carried out quickly which makes people feel satisfied with the quality of services in Tanjungpinang City District.

### **4. Cooperation**

Cooperation in TanjungpinangCity Subdistrict is carried out internally and externally, internal cooperation is carried out between sections or sections in TanjungpinangCity District while external collaboration is carried out with other agencies or other OPD. The cooperation carried out as a whole is quite good, but looking at the strategic plan of activities and programs in the Tanjungpinang City District, it must be further improved, because in the strategic plan there are still several performance indicators that have not reached their targets.

### **5. Resource Usage**

Human resources (ASN) are limited in number which makes some employees sometimes concurrently work in TanjungpinangCity Subdistrict, in addition to limited personnel in Tanjungpinang Kota Subdistrict, facilities and infrastructure are not adequate to support each implementation of activities and

programs in TanjungpinangCity Subdistrict. The arrangement of space is felt to be cramped in the service room and there are some spaces that are not used properly. Lack of budget allocation for the improvement of facilities and infrastructure that makes these improvements hampered, but in carrying out repairs carried out in stages according to priorities.

#### 6. Timeliness

Implementation of activities according to a schedule that makes programs and activities run properly. And this makes the TanjungpinangCity District able to carry out its duties properly in accordance with what has been previously determined. Timeliness carried out according to the schedule will make it easier for TanjungpinangCity District because all needs have been prepared in advance. The Camat schedule has been arranged properly, where the Camatschedule is written on the Camat schedule board which makes all employees at the TanjungpinangCity District Office able to find out the Camat schedule for the future.

### DISCUSSION

As can be seen from the graph, organizational success is linked to metrics of effectiveness. Productivity is measured by the alignment of policies with task and work implementation, as well as task and work implementation with the outcomes achieved, all of which are in line with the Tanjungpinang City District's vision and mission. Employee knowledge of the need of understanding and always coordinating in the execution of tasks is critical to completing work in line with established provisions and within a predetermined time frame. As a result, the Tanjungpinang City District Office's vision and goal can be realized.

While responsiveness indicators indicated the amount of sensitivity of work assignments with the results accomplished, priorities for urgent tasks and activities, as well as compliance to community demands, organizational performance is linked to them. Not everything can be done in accordance with the rules that have been established. In terms of the level of comprehension of the tasks and work, the leader must first provide direction to subordinates; otherwise, regular work would undoubtedly obstruct the organization's ultimate goals. While the level of sensitivity to duties and work is relatively high, there has been cooperation among colleagues to assist one another, even though responsibility remains in their separate areas of responsibility.

Similarly, public satisfaction with government bureaucratic services in Tanjungpinang Kota Subdistrict is used to gauge employee or government official performance in Tanjungpinang Kota Subdistrict, in this case as a public service. Because the service is confusing and difficult, it can be used as one indicator of public-sector service performance. So that the service quality appears to be simple, inexpensive, and satisfactory. This is due to the public's satisfaction with the service. As a result, in the government bureaucracy, the quality of this service becomes extremely crucial.

Furthermore, organizational performance is measured by collaboration, which influences the performance of the apparatus at the Tanjungpinang District Office of Hulu City in this study. This factor has an impact on the equipment' ability to achieve satisfactory results in the organization. This condition describes how the success of the apparatus in achieving good performance in the organization is heavily influenced by the teamwork aspect in terms of cooperation, trust, and dedication of the work team. Because of this feature, the apparatus will be able to work together openly and effectively in carrying out their responsibilities. The advantage is that the job given to each device may be accomplished correctly and on schedule. Because each apparatus has faith in and dedication to working together so that the work may be done more efficiently and effectively.

The use of human resources, essentially the existence of good cooperation between employees and between employees, create mutual confidence that all work can be accomplished with cohesiveness and togetherness, is used to measure organizational performance. Factors that impede performance can be seen in the existing resources, such as a lack of employees at the Tanjungpinang City District Office, the employees' level of discipline is still not up to par, and employees at the Tanjungpinang City District Office who are appointed as technical implementing officials (PPTK) when carrying out programs and activities don't always understand their role. Because of a lack of understanding, jobs were overlapping.

Then the organizational success is judged by the timeliness with which tasks are completed in accordance with the timetable, making life easier for Tanjungpinang Kota District because all requirements have been anticipated. The Camat schedule has been well organized, with the Camat schedule being written on the Camat schedule board, allowing all Tanjungpinang Kota District Office staff to see the Camat schedule for the future.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the findings of organizational performance measurement research conducted at the Tanjungpinang Kota District office, researchers used six performance measurement indicators, namely productivity, responsiveness, service quality, cooperation, resource use, and timeliness, it can be concluded that Tanjungpinang Kota District's organizational performance is good but not optimal. Productivity and resource utilization are two of the six indications of organizational performance measurement that do not fulfill the criteria because issues and impediments persist, but responsiveness, service quality, cooperation, and timeliness are indicators that have been performing well.

Based on the findings of research into the Tanjungpinang Kota Subdistrict Office's organizational performance, it can be concluded that the Tanjungpinang Kota Subdistrict Office's organizational performance is not as it should be. As a result, in order to improve organizational performance, the researcher tries to present some suggestions as input and consideration for the Tanjungpinang City District Office.



The following are some of these ideas:

1. To increase the productivity of Tanjungpinang Kota Subdistrict, it can be done by taking into account the level of efficiency and effectiveness, which can be done by planning an annual program by setting a priority scale that looks at the conditions and capabilities in Tanjungpinang Kota Subdistrict. Then pay more attention to public services in the village sector by looking at the conditions or conditions in each village in Tanjungpinang Kota District.
2. To increase the use of resources, it can be done by utilizing the efficient use of the budget by looking at the priority scale. Maximizing the use of existing resources, both human resources and facilities and infrastructure so that optimal results are obtained.
3. Human resources both in terms of quality and quantity are still lacking. To improve quality, it can be done by involving in training or coaching in order to increase the insight and motivation of personnel or human resources. Then for the quantity of human resources to add personnel and prioritize those who have competencies in accordance with their fields.
4. Rejuvenating and adding facilities and infrastructure so that their existence can be more effective to support or support performance at the Tanjungpinang City District Office.

#### **FURTHER STUDY**

This research is only limited to the indicators mentioned for each variable, and the sample is limited to Tanjungpinang City. For further studies, a more in depth research by using quantitative research could be made that covers a larger sample group globally.

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