



Differences of Organizational Effectiveness Between Sapordanco Village and Bonkawir Village District of Waisai City Raja Ampat Regency

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Key words: Organizational effectiveness, Sapordanco village, village district, result, apparatus

Abstract: Research on the differences of organizational effectiveness of Sapordanco village and Bonkawir village in Waisai City of Raja Ampat regency is done by taking entire apparatus in both villages (total sample) as respondents. The comparative approach is used to analyze the differences between the two villages as the lowest government organizations that play a role in people's interests as they are close to the people. It can be studied from functions or dimensions such as leadership, coordination, morale, motivation, efficiency level, satisfaction, structure, communication and management. The results of analysis of all functions or dimensions show that there are differences between the two villages in improving the effectiveness of the functions or dimensions. These differences contribute differently to the level of organizational effectiveness in each village. The results of the analysis show that Sapordanco village is more effective than Bonkawir village. There are differences between the two villages; all Sapordanco village apparatus are committed to perform governmental tasks, services and development in accordance with maximization of main tasks and functions because the village lies downtown while Bonkawir village apparatus have lower discipline level because the location of the village is far from downtown.

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INTRODUCTION

Humans cannot live alone but they must live side by side with others and work together, so that what is desired can be achieved. This is in accordance with the opinion of Siagian that cooperation between two or more people to achieve various needs or objectives requires a social unit called organization. One of the organizational institutions

that play a role in cooperation to improve services and development in rural areas is village organization. Darwanto says that village is the lowest government organization institution closest to the people and serves to improve the welfare of society.

As a government organization or public organization, a village is expected to effectively realize various development activities and political services. In addition,

it is also demanded more effectively to process all the capabilities of capital and potential in the region in order to be utilized with various policies and measures to help, guide growth and enhance greater ability for the community as well as for the community to be able to participate in the development process, so that, it can stand alone for the progress and welfare of the people in the region.

In relation to the above elaboration, the results of research by Triyono show that the ineffectiveness of an organization in implementing cooperation to achieve the objectives is due to various obstacles such as internal obstacles in (e.g., low employment discipline, ineffective leadership, limited apparatus knowledge, etc.) and external obstacles (unfamiliar regulation). In view of this fact, government organizations must be reformed, upgraded and strengthened in order to effectively manage the organization towards the achievement of objectives^[1, 2].

This is the case with Raja Ampat regency which is a new government resulting from the expansion of the Sorong regency and is known as the archipelago (maritime area). As a new regional division, the regional government has implemented development in various sectors to improve the welfare of the community and one of the mainstay sectors is tourism^[2]. Raja Ampat tourism potential is extraordinary either the beaches, islands, underwater beauty (snorkelling and diving) or the marine potential such as manta ray, sharks, mackerel, shrimp, crabs and other kinds of fish^[3].

On the other hand, the level of life of the rural community shows that the background of conditions are still limited. It is indicated, among others by the low level of education, socio-cultural conditions that are still binding and tend to be less capable to exploit the potential in the village. Therefore, it is considered necessary for the village to improve the existing potential resources by increasing the role of village government institutions or organizations.

The government organization in the Raja Ampat regency is now actively conducting development and service in all fields, including the construction of road infrastructure, bridges, marine docks, airports, housing and others. In addition, the level of government services for the community is expected to service more quickly, precisely and satisfactorily (excellent service). government organizations, both at the district and village have committed to seriously undertake tasks for the sake of regional progress and satisfaction for the public and especially the travelers enjoying the natural beauty of the land, beaches, coasts and seas of the Raja Ampat.

The success that has been achieved and enjoyed by the community at the moment is inseparable from the effectiveness of the Raja Ampat regency administration as an organization that constantly strives to carry out various activities, whether conducted by the regency, district or village. Triyono states that the effectiveness of

government organizations (regencies, districts, villages) is determined by the implementation of good management and human resources who are capable, skilled, innovative have integrity, accountable and always transparent in the implementation of tasks^[2].

Despite the success achieved by the Raja Ampat Regency Government as an organization, the government also often faces various obstacles in performing governmental duties, including village organizations. Even today, the effectiveness of government organizations in realizing the various tasks for the progress and welfare of the people, especially the foremost and closest government organizations to the community, has become the public concern.

Obstacles or problems leading to ineffectiveness of foremost government organizations such as villages in Raja Ampat regency can be seen in the administrative organizations of villages in Waisai Kota of Raja Ampat regency. Waisai Kota as the capital city of the regency has 4 villages among others; Waisai village, Sapordanco village, Bonkawir village and Warmasen village. Various obstacles or problems that cause government organizations in the four urban villages not effective in carrying out the task of development and governance as well as good service among others; poor leadership (rarely present in the office and undisciplined), poor administration and management can be seen from the lack of administrative discipline, low levels of apparatus/staff education (although some are undergraduate but they have low competence and discipline, lack of responsibility, evidenced by job delays and even jobs not are completed on time, services that should be a day may take three days (due to delayed)), low level of apparatus discipline (sign in and out of office by ignoring the rules), sometimes staff are not available at the office, low level of regulation understanding, etc.

Based on the above description, in this research the author would like to examine and discuss "how effective the implementation of organizational functions of Bonkawir village and Sapordanco village is what factors affect the different implementation of tasks in both villages and what the contribution of the functions on the effectiveness of both organizations in Waisai Kota of Raja Ampat regency".

The objectives of this research are: to know the difference of organizational effectivity between Bonkawir village and Sapordanco village, to know the factors that influence the difference in both villages and to know the contribution of organizational functions to the effectiveness of organization in both villages.

The benefits expected from the results of this study are as follows: provide an alternative idea for the top government for the improvement of village organization as an organization that is aligned with the village community can be used as a reference to study the problem of village government.

Literature review

The concept of organizational effectiveness: Detailed any kind of organization has objectives to achieve. Objectives can be achieved effectively if the organization has resources, both qualified human resources (professional) and other resources such as funds and other supporting facilities. The various measures of organizational effectiveness can be^[4]:

The overall effectiveness is the extent to which the organization performs all its essential tasks or achieves all its objectives. General assessment with as many single criteria as possible and generating a general assessment of organizational effectiveness.

Productivity, i.e., the quantity or volume of a product or service that the organization produces, is measured from the individual, group and overall levels of the organization.

Profit or income, i.e., income on investments used to run the organization from the point of view of the owner. The amount of resources remaining after all costs and obligations are met, sometimes expressed as a percentage. Quality is the quality of the services or the primary product produced by the organization.

Efficiency is the ratio that reflects the comparison of some aspects of unit achievement to the cost to produce such achievement.

Growth is a comparison between the present state of organization and the state of the past seen from labor, facilities, profits and others. Environmental beneficiaries are the limit of organization success in interaction with the environment. Stability is maintenance of structures, functions and resources over time, especially in difficult circumstances.

The spirit of work is the tendency of members of the organization to try harder to achieve the goals and objectives of the organization including feelings bound. So, enthusiasm is a group phenomenon that involves additional effort, similarity of purpose and feeling of belonging. Groups are excited while individuals are motivated (and satisfied).

Motivation is the power of an individual's tendency to engage in targeted activities in the work. It is not a feeling of pleasure that is relative to the results of various jobs as well as satisfaction but rather the feeling of being willing to work to achieve the purpose of the job.

Satisfaction is the level of pleasure that a person feels for his role or work in the organization. The level of individual satisfaction that they are rewarded for, from the various aspects of the work situation and the organization they are in.

Acceptance of organizational objectives, meaning the acceptance of organizational goals by each person and by units within the organization. Their belief is that the organization's goals are true and worthy.

Conflict cohesiveness and harmony conflict. The existence of a two-pole dimension. What is meant by cohesive pole is the fact that the members of the

organization like each other, work well, communicate fully and openly and coordinate their work effort. At the other pole there is a contentious argument both in words and in physical terms, poor coordination and ineffective communication.

Adaptation flexibility is the organizational ability to change the standard procedure of its perfection if its environment changes, to prevent freezing of environmental stimuli.

Assessment by outsiders is an assessment of the organization or organizational unit by them (individual or organization) in its environment, i.e., the parties with whom it relates. Loyalty, trust and support provided to the organization by groups such as customers, shareholders, officers and the general public.

Then to examine the effectiveness of an organization, Tohidi^[5] states that there are 3 interrelated things: understanding of goal optimization, systemic perspective and pressure on human behavior and organizational mood.

The goal optimization objective allows for a clear understanding of conflicting objectives, in addition to some of the obstacles in achieving goals. Thus, the organizational effectiveness is judged by the measure of how far the organization achieves its worthy goals.

In the second approach the system's perspective is complementary where the organizational goals are not required as static final states but as something that can change over time. So, the achievement of short-term goals can certainly provide input for the determination of the next goal.

The next approach is pressure on the role of each worker's performance to the success of the organization. This is because the fact shows that the only way to achieve goals is through the behavior of the members of the organization because each organization consists of individuals and groups. This is understandable because reality has proven that organizational effectiveness is more determined by the effectiveness of individuals within groups within the organization through cooperation.

Furthermore, if the organization is defined as an element of a larger system (environment), the final test of organizational effectiveness is whether the organization is able to survive long and live in the circle^[6]. Therefore, it is necessary to indicate the possibility that the organization will sustain. Some indicators which are also criteria of organizational effectiveness are Gibson and Anderson^[6].

It appears that in the short term the criteria involve production, i.e., the ability of an organization to produce a number of goods or services according to the demand of the environment. The efficiency criterion is the comparison between out-put and in-put. While satisfaction indicates the extent to which the organization meets the various needs of its members (Fig. 1).

For the medium term, it is intended to what extent the organization can adapt to existing changes, both internal

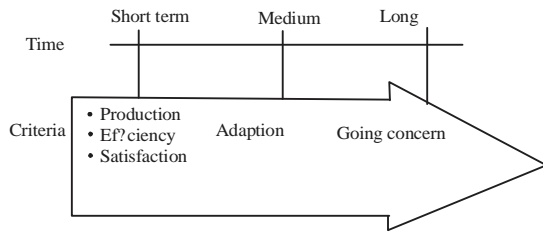


Fig. 1: Criteria of organizational effectiveness

and external while the development of the organization refers to investing the organization itself to expand its ability to survive in a long time (long term).

Robbins states that in studying organizational theory to answer what makes the organization effective, then the answer is the right organizational structure. This is in accordance with what Soetarto proposes that the organizational structure gives an idea of the division of work on the parts that exist within the organization. So, with the organizational structure, it can be seen that the work done by the top leader goes to the units or other parts in organization as presented by Waldo that the organization is a structure between personal relationships based on formal authority and habits in an administrative system^[7]. So, with the organizational structure, work division in an organization becomes obvious, both details of grouping of similar activities such as those carried out by certain organizational units as well as details of grouping of similar tasks or closely related to each other and performed by a particular official.

Robbins states that the organizational structure determines how the task will be divided who reports to whom, and the formal coordination mechanisms and patterns of interaction that follow. In addition, it also determines the level of specialization or level of work division, the number of levels within the organizational hierarchy as well as extent to which organizational units are geographically dispersed.

Furthermore Gibson state that with the organizational structure, the organization can employ individuals to perform certain jobs^[6]. Besides, with the leader's understanding of the organizational structure, one can work effectively because of the clarity of work tasks and lines of authority from the parts of the organization. In addition, the organizational structure allows the determination of the basis of grouping work in a specialization, that is to divide the work into groups or parts^[6]. Thus, the work division is intended to centralize the activities, specializing people in the field (specialization) in order to obtain high efficiency.

In addition, Gibson and Anderson^[6] state that organizational effectiveness is the result of a number of variables, including technology, constraints, environment and opportunity, skills and motivation. Another variable that can make the organization effective based on Gibson's opinion is coordination, where Gibson state that

in effective organizations, management helps to contribute to organizational achievement, as suggested by Silalahi that management consists of planning, organizing, giving orders, coordination and supervision. Furthermore, Streers etc., states that the coordination of work between sections within the organization can improve the effectiveness of a job within the organization^[8].

The effective organizations need to meet two different and sometimes contradictory things, namely: Specialization or differentiation; coordination or integration^[9].

A small organization may not require any specialization. But if the organization grows up and has many different activities, it is necessary to share the important tasks in the responsibilities of the parts. Then the organization is not only a number of sections that each has its own goals. To be able to realize work successfully, organizations need to bring together contribution given by special units. Since, coordination relates to the effectiveness of the organization and its units, it is an important supporting factor to the overall success of the organization. Therefore, without a coordination, people or departments within the organization will lose sight of their role in the organization, so that the activity of a unit with other units within an organization requires coordination and the form of prompt task communication.

Related to that, then Silalahi (states that the effective principles of an organization include: clear objectives, specialization, coordination and authority. If every person or individual involved in the organization understands the organization's objectives clearly, he or she will be aware and adjust his or her personal goals with the goals of the organization. Specialization provides an overview of the work division for every individual involved in the organization based on competencies and skills possessed. Coordination is needed in unifying cooperation relationships between parts and individuals that exist within the organization while authority is the responsibility given to be implemented and must be accountable to the authorizer.

In addition, Gibson and Anderson^[6] also state that there are 4 behavioral processes that contribute to the achievement of an effective organization, namely: communication, decision-making, evaluation of achievement, socialization and career.

Organizational sustainability is related to management's ability to receive, deliver and perform communication. The communication process connects with its environment including its parts. The decision-making problem of an organization depends on the right objectives and the identification of means to achieve that goal. By integrating behavioral and structural factors well, management can increase the chances of making high-quality decisions.

In addition, managers must evaluate individual and group achievements within the organization to facilitate the determination of rewards such as wages, promotions,

and transfer of duties. There is also a need for alignment between individual goals and organizational goals, so that, the implementation of activities within the organization will be more effective.

The criteria of organizational effectiveness proposed by Robbins consist of Gibson and Anderson^[6]:

- Productivity is the result obtained or produced by the organization in the form of goods and services
- Efficiency is an effort to make savings or reduce waste
- Profit is the rest of the business results that become capital for the organization
- Quality is the quality of the various goods and services produced by the organization
- Growth is a dynamic state of the organization to sustain organization
- Employee turnover is one of the efforts to improve the performance of employees or the effort to lay off employees
- Job satisfaction is the attitude of pleasure shown by someone because it can complete the job assigned to him
- Motivation is an attitude that arises from an individual to perform the job tasks because of the fulfillment of needs
- Control is an effort to constantly supervise the activities that take place, so that, it can be repaired if there is a mistake in the implementation
- Conflict is a contadiction that arises within the organization that is the driving force in improving achievement
- Flexibility, that an organization must be able to adjust to the progress
- Planning/goal setting is the initial activity to set organizational goals
- Managerial skills, the leader of the organization must be competent and skilled in leading and managing the organization
- Information and communication management is an attempt to manage information and communication links both within the organization and outside the organization
- Stability is the organization's ability to use various organizational means for further development
- The use of the environment is mainly related to the market
- Focus on performance is the improvement of work or employees' work achievement to move forward

Yuwono states that a good and effective organization will improve communication within the organization, either upward, downward or horizontal communications.

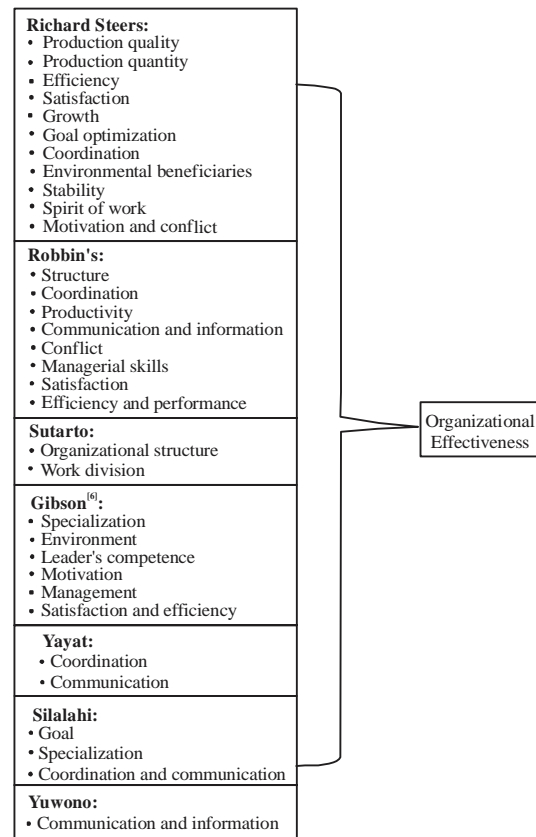


Fig. 2: Scheme on the underlying theory

Upward communication is the communication of the subordinates to the leader of the organization such as giving ideas, suggestions, and other inputs for the benefit of decision making.

Downward communication is communication from the leader to the subordinates, such as giving orders, reprimands and praise. While horizontal communication is communication that occurs between people with equal positions. Silalahi states that the effectiveness of managed communication and information will have a significant impact on the effectiveness of organization as a whole.

Based on the theoretical, conceptual and argumentative elaboration above, a scheme on the underlying theories can be illustrated as follows Fig. 2.

Because the research problem is the effectiveness of village organization (public organization), the above theories and concepts become the guidance in assessing the difference of organizational effectiveness, especially, the factors or functions that influence and are shown by both of village organizations. This is understandable because if the theories and concepts are studied, factors that can affect the effectiveness of the organization can be derived.

Thus, to know the difference of effectiveness between two organizations Sapordanco village and Bonkawir village, the theories underlying this research are then generalized according to the organizations, so that, the indicators can be listed as follows: leadership, coordination, morale, motivation, level of efficiency, level of decision, structure, communication and management.

MATERIALS AND METHODS

This research uses comparative approach to see the effectiveness of organizations of Bonkawir village and Sapordanco village based on the functions, among others: Leadership which focuses more on influencing and directing subordinates; Coordination, especially internal and external; Satisfaction which focuses on trust to carry out and accomplish tasks; Efficiency, emphasizes on cost savings and personnel; Morale, especially on the ability to complete the work; Motivation, including the fulfillment of needs, the desire to work and connect with others; Structure, focused on task details and work division; Communication, especially, communication within the organization and Management, especially, involvement in planning, execution and evaluation.

The target of this research is village administration, which is located in Bonkawir village Office and Sapordanco village office, while the research instrument is a questionnaire, interview guide and direct observation related to the issues discussed. Since, the population in Sapordanco village is 10 employees and in Bonkawir village there are 8 employees, the population is considered limited and no sample is taken (total sampling), so, there are 18 respondents. Descriptive quantitative method is used to interpret data with the help of frequency tabulation and analyze the differences in organizational effectiveness.

RESULTS AND DISCUSSION

The discussion section presents the factors that influence or support the effectiveness of the organization

according to the above theories which include: leadership, coordination, morale, motivation, level of efficiency, level of satisfaction, structure, communication and management. After the data are presented with frequency tabulation, the cross-table can be seen as follows Table 1.

From the cross-table, it is known that there are differences between Sapordanco village and Bonkawir village in increasing the factors or dimensions being studied. It can be seen from each sub-indicator (item) that is analyzed differently in both villages which appear on cross indicator table, among others: leadership, coordination, morale, motivation, level of efficiency, job satisfaction, organizational structure, communication and management. Sapordanco Village is known to have a high percentage between very high and high of all indicators and sub-indicators; while in Bonkawir village, all of the analyzed indicators and sub-indicators are in the category of low that is between high until not high.

By looking at the differences of factors or dimensions, there is a tendency of different contribution in improving the effectiveness of organizations in each village. While the results of descriptive analysis show the difference of organizational effectiveness, because all of the factors or dimensions give better contribution values for Sapordanco village which means that Sapordanco village has better (high category) effectiveness level than Bonkawir village (low category).

There is a difference of organizational effectiveness between the two villages. Sapordanco is a village located in the center of Waisai Kota and all of its apparatus are committed to constantly strive to improve performance and responsibility in realizing government tasks, development tasks and duties of good and maximum service for the people of Waisai and the tourists (domestic and Foreign) primarily in providing information services on tourist destinations. In contrast, Bonkawir village apparatus have low level of discipline, since, the location of the office is far from Waisai downtown.

Table 1: Cross-table of organizational effectiveness indicators Sapordanco and Bonkawir village

Indicator/Sub indicator	Sapordanco village				Bonkawir village			
	Vh (%)	H (%)	L (%)	Total (%)	Vh (%)	H (%)	L (%)	Total (%)
Leadership	3/30	7/70	-	10/100	-	5/60	3/30	8/100
Coordination	2/20	8/80	-	10/100	-	7/70	1/10	8/100
Spirit of work	1/10	6/60	3/30	10/100	1/10	3/30	2/20	8/100
Motivation	2/20	8/80	-	10/100	1/10	3/30	2/20	8/100
Efficiency	1/10	6/60	3/30	10/100	-	5/50	3/30	8/100
Job satisfaction	2/20	8/80	-	10/100	-	7/70	1/10	8/100
Structure	2/20	8/80	-	10/100	1/10	3/30	2/20	8/100
Communication	3/30	7/70	-	10/100	2/20	6/60	-	8/100
Management	1/10	6/60	3/30	10/100	-	7/70	1/10	8/100

Recapitulation of sub-indicator from frequency tabulation. Vh = Very high, H = high, L = low

CONCLUSION

Conclusions that can be taken from the results of this study are: There is a difference between the two villages in improving the factors or dimensions studied. These different factors or dimensions contribute differently to the level of organizational effectiveness in each village. From the analysis, Sapordanco village is more effective in implementing its main tasks and functions than Bonkawir village.

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