

Strengthening Organization through the Implementation of Managerial Aspects in the Framework of Capacity Building at the Department of Culture and Tourism in Batam City

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Abstract

The aimed of the reseach is to analyze organizational strengthening through the implementation of managerial aspects within the framework of capacity building at the department of Culture and Tourism in Batam City. The method used in this research is qualitative with a descriptive model. The focus of research is organizational strengthening through the implementation of managerial aspects in a capacity building framework which includes: planning, mobilizing, controlling and evaluating. The results showed that the implementation of managerial aspects had gone well, which was reflected in the planning process, namely the existence of a strategic plan and a work plan which in its preparation involved the working unit. Organizing that has been regulated and carried out in accordance with Mayor Regulation Number 58 of 2016 concerning Main Duties, Functions, Job descriptions of the Department of Culture and Tourism Service. The process of mobilizing or directing was seen in the regular meeting activities in every Monday and in showing the role of the head and secretary of the service in providing direction and solving problems faced by working units in carrying out tasks. The control process is carried out in two ways, namely internally and externally. Internal control is carried out through a routine meeting mechanism every Monday and monitoring the accountability of the implementation of activities through the Electronic Procurement System (SPSE). Meanwhile, external control is carried out through a Hearing Meeting (RDP) conducted with Two Commissions in the Regional Representative Council (DPRD) in Batam city namely Commission II (in the field of economy, finance and industry) and Commission IV (in the field of people's welfare and human resources).

Keywords: Capacity Building, Organizational Strengthening and Manajerial

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1. Introduction

Regional autonomy has provided a new direction in the implementation of regional governance. The discretion of local governments in carrying out government affairs certainly showed that there are efforts to strengthen the role of local governments. Strengthening local government means that the development will be more oriented towards the needs of the local community. The local government through the existence of the bureaucracy or regional apparatus organizations needs to manage and utilize the potential of the region so that it could have a positive impact toward the people life in its region. Currently the tourism sector is one of the potentials that continue to be developed in various regions in Indonesia. Batam City also has strategic potential in the tourism sector where Batam as the entrance to western Indonesia that borders with Singapore and Malaysia. The Mayor of Batam city, Muhammad Rudi admitted that he is currently pursuing the tourism sector due to the sluggishness of the Batam industry which was triggered by the departure of several companies. In addition, the mayor also directed that the Batam city could be included in religious tourism, one of the icon could be seen from Big mosque (Masjid raya) with a Malay ornament (Tribun Batam, 2018). Based on Batam Mayor Regulation Number 58 of 2016 concerning Main Duties, Functions and job descriptions of the Culture and Tourism Departments has the main task of carrying out some Regional affairs in the field of Culture and Tourism as well as the function of the Service as formulating technical policies, organizing, fostering and implementing tasks in the field of Culture and Tourism. Therefore, the management of the tourism sector is under the responsibility of the Culture and Tourism Department in Batam city. As mentioned earlier, the implementation of regional autonomy showed the strengthening of the role of local governments in providing public services. However, strengthening the role of local government require the capacity building efforts of the organization itself so that it is able to respond to community demands for the desired services and adapt to environmental changes. In order to optimize the tasks that are carried out and at the same time it is necessary to implement the expectations that have been conveyed by the Mayor, so the Department of culture and tourism needs to take a series of actions to

ensure every activity designed can run well. Thus, the agency needs to carry out a series of planning, organizing, mobilizing and evaluating actions, which in general terms are referred to as managerial aspects. The managerial aspect plays an important role in measuring the strength of the management of activities that have been designed as the fulfillment of mandated tasks. The managerial aspect concerns how the implementation of existing tasks in an organization can be managed using good management principles so that the implementation of a program or project can run optimally. Grindle (1997) said “*Capacity building is intended to encompass a variety of strategies that have to do with increasing the efficiency, effectiveness and responsiveness of government performance*”. According to Grindle, there are 3 dimensions in capacity building, namely human resource development, organizational strengthening, and institutional reform. Meanwhile, the implementation of managerial aspects is one of the focuses of the organizational strengthening dimension.

The previous research that became the reference was done by Imam, R., Anwar, S.P., & Dida, S. I. (2013). Increasing the Organizational Capacity of the Research and Development Agency (BPP) the Ministry of Internal Affairs *Jurnal Bina Praja*, 5 (3), 177-188. The purpose of this research is focused on increasing the organizational capacity of the BPP Ministry of internal Affairs by emphasizing the organizational development aspects. Further research conducted by Jenivia D. R., Mochamad, M., & Heru, R. (2013) about Institutional Capacity Building at the Regional Civil Service Agency of Jombang Regency, *Jurnal Administrasi Publik (JAP)*, 1 (3), 103-110. This study aimed to describe and analyze the development of institutional capacity and supporting factors and obstacles faced by the development of institutional capacity at the Regional Civil Service Agency of Jombang Regency. Last, the research was conducted by Syifa, D. (2017) entitled the Analysis of Institutional Capacity Development in Semarang City Personnel, Education and Training Agency, *Journal Of Public Policy And Management Review*, 6 (2), 215-225. This study aimed to identify and analyze institutional capacity building in personnel, education and training institutions in Semarang.

2. Literature Review

Grindle (1997) said that the capacity building is intended to encompass a variety of strategies that have to do with increasing the efficiency, effectiveness and responsiveness of government performance” Eade (1998) explained “capacity building is often used simply to mean enabling institutions be more effective in implementing development projects”. Brown (2001) also added that capacity building as a process that could increase the ability of a person, an organization, or a system to achieve the goals. Thus it can be conveyed that capacity building is an effort made to improve organizational and individual capabilities so that they can improve performance in achieving the goals.

A more comprehensive study by Grindle (1997) revealed that capacity building is seen as a variety of strategies which includes dimensions, focus and various types of activities. First, the human resource development dimension, with focused on the availability of professional and technical personnel, while the types of activities included training, payroll systems, working conditions and recruitment. Second, the dimensions of organizational strengthening, it is focused on management systems, improving the performance of specific tasks and functions, then microstructure. The types of activities are included into the incentive systems, personnel utilization, leadership, organizational culture, communication, and managerial structures. Third, the dimension of institutional reform, it is focused on institutions and systems; macrostructure, while the types of activities include economic and political regime play, policy and legal changes, and constitutional reform.

In the context of public administration studies, organizations have an important role because they could see that service delivery is still abstract in public administration studies. The organization is constantly faced with the phenomenon that it must increase its capabilities in line with the demands of change. In this context, organizational development or organization renewal is needed. The attention to this issue directed the focused to the challenge of strengthening organizations, a second focus in capacity building initiatives. The widely recommended ways of strengthening the organization to achieve the desired goals is through activities such as; (1) Improving staff recruitment and utilization; (2) Introducing a more effective incentive system; (3) Restructuring work and authority relations; (4) Improving the flow of information and communication; (5) Upgrading physical resources; (6) Introducing better management practices, and (7) Decentralizing and opening up decision-making processes (Grindle, 1997). According to Grindle, management practice is one of the recommended activities in strengthening the organization. The focus of attention lies in the problem of how to design managerial structures.

The managerial aspect concerned on how the implementation of existing tasks in an organization can be managed using good management principles so that the implementation of a program or project can run optimally. Management principles generally referred to those conveyed by Terry (1977) namely Planning, organizing, actuating and controlling. Hill and McShane (2008) defined the planning as a process in which managers select goals or objectives, select actions (strategies) to achieve that goal, allocate responsibility for implementing those actions to specific people or units, measure the success of actions by comparing actual results against goals and revise the plan accordingly. Furthermore, Gomez-Mejia & Balkin (2012) explained that

the planning is a process that helps managers set goals for the future and map the activities and make it possible to achieve these goals. The result of the planning function is a "plan itself" which is formulated in a written document that defines a series of actions to be carried out by an organization. These steps should be described to provide information about actions that can be taken strategically. DuBrin (2012) defined that the strategic planning is a firm's overall master plan that shapes its destiny. Meanwhile, Kreitner (2009) stated that the strategic planning is the process of determining how to achieve the long-term goals of an organization by using the available resources. Apart from strategic planning, there is also a tactical plan. DuBrin (2012) explained that tactical planning is a planning that translates the strategic plan of an organization or company into specific goals by organizational units. Meanwhile, according to Kinicki and William (2010), tactical planning is to determine what contribution the department or work unit will give which is similar to the resources determined for the next 6 months or 2 years by middle management. Tactical planning is interpreted as the strategic plans into specific goals for specific sections, units, or departments in the organization. Consequently, tactical planning has a shorter time frame and a narrower scope. Middle management is responsible for developing and executing tactical plans to achieve the strategic objectives of the organization. The tactical plan details how the company will use its resources, budget, and employees to achieve specific goals related to its strategic goals for the next five years.

Furthermore, Certo and Certo (2012) provided the several reasons regarding the importance of organizing for organizations. First, it is the main mechanism by which managers or leaders activate plans. Therefore, each existing sector or division could take part in a plan that has been compiled and determined which is tailored to the scope of its respective duties. Second, it used for minimizing waste, such as duplication of effort and idle organizational resources. Third, creating and maintaining relationships between all organizational resources. Meanwhile, according to Holt (1993) "Organizing ... The function of gathering resources, allocating resources and structure tasks to fulfill organizational plans". So the management needs to determine what tasks need to be carried out, who should carry it out, and who will make decisions about these tasks. If examined more deeply, the organizational function cannot be separated from the organizational structure as stated by Colquitt, Lepine and Wesson (2013) "an organizational structure formally dictates how jobs and tax are divided and coordinated between individuals and groups within the company". In this case, the organizational structure determines how work and tasks are divided and coordinated among individuals and groups within the organization. The third basic function of management is actuating or mobilizing. Mobilizing is closely related to human resources (HR) which ultimately is the center of all management activities. Mobilizing exists at every level, location and operation throughout the organization. To achieve and maintain success in management, the ability to mobilize is absolutely necessary. Furthermore, Schermerhorn (2012) provided a definition of control as the process of monitoring performance and taking action to ensure the desired results. Priansa (2018) stated that the purpose of controlling is so that activities are aligned or consistent with the expectations set forth in planning, or in order to achieve all predetermined performance standards.

3. Method of Research

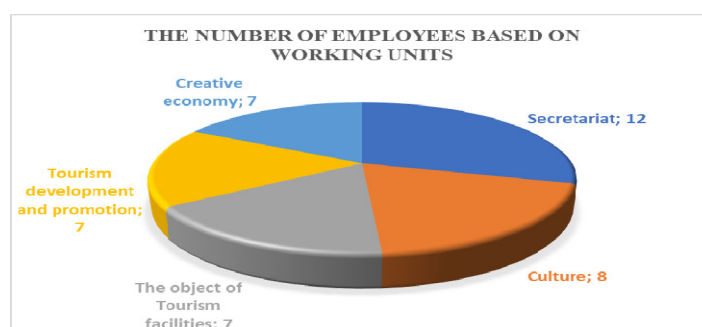
This research used qualitative research methods with a descriptive model (descriptive qualitative). The focus of research is organizational strengthening by paying attention to the implementation of managerial aspects. The information collected is related to the observed research, using the triangulation method. The collecting data is used observation technique through the triangulation method. The research location was conducted at the Department of Culture and Tourism which is one of the regional apparatus organizations (OPD) in Batam city Government. Determination of research informants was carried out with a purposive procedure using a key person. Meanwhile, the informants are structural officials consist of the head of the Department, the Department secretary, the head of the field and the head of the section in the Batam city department of Culture and Tourism. Methods of data collection were carried out through interviews and documentaries which were conducted with informants who had mastered the required information and documentaries. In addition, data collection is also carried out through documentation which includes photos of activities, organizational profiles and strategic plans.

4. Results and Discussion

In the planning aspect, it can be seen that there has been a guideline for implementing activities in the Strategic Plan of the Culture and Tourism Department in Batam city since 2016 until 2021. The preparation of a strategic plan (renstra) involves the respective fields and sections at the Department of Culture and Tourism in Batam City. The strategic plan (renstra) of this department is a five-year planning document, then it will become a guideline in order to achieve the goals and objectives of activities for the next 5 (five) years. Gomez-Mejia and Balkin (2012) stated that planning is a process that helped managers or leaders setting the goals for the future, mapping the activities, and achieving these goals. The definition of planning as stated above has been translated into strategic plans and official work plans which contain goals, objectives, targets, program activities and the use of resources used within the period of five years. The result of the planning function is a "plan" which is formulated

in a written document that defines a series of actions to be carried out by an organization. These steps should be described to provide information about actions that can be taken strategically. It is related with DuBrin (2012) explanation that the strategic planning is a firm's overall master plan that shapes its destiny. Meanwhile, Kreitner (2009) stated that the strategic planning is the process of determining how to achieve the long-term goals of an organization by using the available resources. The Strategic Plan (Renstra) of the Culture and Tourism Department in Batam city is used as a reference in the Work Plan (Renja) of this department every year as well as budget preparation based on predetermined performance. The next work plan will serve as a guideline in implementing activities and performance indicators that have been carried out by the agency in one year. Apart from strategic planning, there is also a tactical plan. Kinicki and William (2010) defined the tactical planning as a determination what the department contribution or working unit will give that is similar to the resources determination for the next 6 months or 2 years by middle management. Tactical planning is interpreted as the strategic plans into specific goals for specific sections, units, or departments in the organization.

Furthermore, in the organizational aspect, it can be seen that there are work arrangements and human resources that are adjusted to each work unit. Job descriptions and functions of each working unit at the Department of Culture and Tourism in Batam City are regulated through Mayor Regulation Number 58 of 2016. It is concerned on the Main Duties, Functions, Job descriptions of the Culture and Tourism Department. Furthermore, in carrying out the main tasks, functions and job descriptions as mentioned above, the Department of Culture and Tourism consists of several structures which include the secretariat, heads of fields and heads of sections. In the arrangement of the work unit, placed employees to support the implementation of the work carried out. The number of civil servants (PNS) assigned to each work unit (field of duty) is shown in the following figure:



(Source : The Department of Culture and Tourism in Batam City, 2020)

The secretariat sector has the largest number of employees compared to other fields because this field coordinates and controls a variety of activities including budget management, staffing, program assets and tasks in other fields. Holt (1993) said that "Organizing ... The function of gathering resources, allocating resources and structure tasks to fulfill organizational plans". So the management needs to determine what tasks need to be carried out, who should carry it out, and who will make decisions about these tasks. If examined more deeply, the organizational function cannot be separated from the organizational structure as stated by Colquitt, Lepine and Wesson (2013) "an organizational structure formally dictates how jobs and tax are divided and coordinated between individuals and groups within the company". In this case, the organizational structure determines how work and tasks are divided and coordinated among individuals and groups within the company / organization. Working units, in this case the fields or divisions in the service, play an important role in realizing the plans that have been determined without the occurrence of a conflict or duplication of activities with each other. Certo and Certo (2012) provided the several reasons regarding the importance of organizing for organizations. First, it is the main mechanism by which managers or leaders activating plans. Therefore, each existing sector or division could take part in a plan that has been compiled and determined which is tailored to the scope of its respective duties. Second, minimizing waste such as duplication of effort and idle organizational resources. Third, creating and maintaining relationships between all organizational resources.

Furthermore, in the aspect of mobilizing or directing employees in carrying out their duties, this is carried out through a routine meeting mechanism every Monday. In this activity, the head and secretary of the service provide direction about activities that have been reported, will be implemented or those that have encountered problems. Employees could also suggest input related to improving their abilities such as organizing independent training. At regular meetings on Monday, heads of field reported the activities that have been carried out, the process of compiling activity reports to the obstacles faced. All of the activities carried out were discussed in the meeting and it was felt very effective to see the progress of the implementation of the activities. In the aspect of mobilization, the head and secretary of the service have become an example in motivating or mobilizing employees to try to achieve goals with joint coordination. The head and secretaries made routine meetings as the

domain of coordinating for various matters related to the implementation of tasks, including field problems faced by employees, desiring training programs, reporting, and evaluation. Joint meeting activities are also part of routine coordination to build enthusiasm for all employees in solving problems faced and achieving targets. This activity is an important asset in encouraging employee participation, building team solidarity and organizational success. Terry (1977) explained that actuating is a mobilizing member of a group or organization in order to like and try to achieve the goals of the organization group.

Furthermore, controlling is carried out internally and externally. In external control, it was done in the form of a hearing meeting (RDP) between the Culture and Tourism Department and the Regional Representative Council (DPRD) in Batam city. This activity was carried out every quarter and according to the needs regarding the information by board members. This activity aimed to convey information on the achievements that have been carried out and the obstacles faced so that it can be given input by members of the council as representatives representing the people of Batam City. The hearing meeting with the Batam City Regional Representative Council was a means of controlling the implementation of activities, both those that have been and those that have not been realized. This meeting was carried out with two commissions in the Batam City Regional Representative Council, namely Commission II (in the field of economy, finance and industry) and Commission IV (in the field of people's welfare and human resources). In commission II the matters discussed were related to programs in the tourism sector. Meanwhile, a hearing held together with Commission IV discussed cultural programs. In addition to a control mechanism that is carried out through hearings, there is also internal control. Internal control is carried out through a routine meeting mechanism which is held every Monday, as previously stated. Apart from that, the control of the implementation of activities in each sector could also be seen through the Electronic Procurement System (SPSE). Every activity that has been completed must be made a report or what is known as a letter of accountability (SPJ). Accountability is documentary evidence relating to the completeness of the administration of accountability for the realization of activities and finance. The mandatory accountability letter is then inputted into the SPSE system. Monitoring could be carried out in the SPSE system, which activities have been carried out but there is no report yet. In this case the term controlling is used instead of supervision. Supervision means supervise an employee who is working, but not assessing whether he or she is right or wrong in doing the job. While controlling, besides supervising employees, also participates in assessing the work achieved by employees. Schermerhorn (2012) defined controlling is the process of monitoring performance and taking action to ensure the desired results. Therefore, the implementation of the control management function for an organization becomes a leader's tool in carrying out activities to achieve the goals. Priansa (2018) stated that the purpose of controlling is to make the activities aligned or consistent with the expectations in planning, or in order to achieve all predetermined performance standards. In addition, control also functions to detect and correct errors or deviations, whether intentionally or unintentionally.

5. Conclusion

Based on the discussion that has been done above, it could be concluded that the implementation of general managerial aspects which include Planning, Organizing, Actuating and Controlling has been running at the Department of Culture and Tourism in Batam City. The implementation of managerial aspects was a strategic effort in determining the success of the Department of Culture and Tourism in realizing program activities. Overall, the implementation of managerial aspects has been going well and provided support for organizational strengthening in carrying out the assigned tasks. Organizational strengthening was an effort to influence the agency's capacity to carry out tasks under its control. In addition, organizational strengthening through the implementation of managerial aspects also showed the strength of the organization in designing, regulating, mobilizing and evaluating so that it could prepare the preparation of new activities in the future that were adjusted to the demands and expectations directed at the Department of Culture and Tourism in Batam City.

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