

Analysis of The Effectiveness in National Unity and Political Agency of South Tangerang City

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Abstract—The National and Political Unity Agency (Kesbangpol) in South Tangerang City experienced a change in organizational structure after the issuance of Regulation number 23 of 2014 concerning Regional Government from the original 3 (three) fields to 2 (two) fields. The research method is descriptive with a qualitative approach, the determination of informants using Purposive. Theory used to measure Organizational Effectiveness from Richard M. Steers namely Adaptability, Productivity, and Job Satisfaction. The results of the study show that the South Tangerang City National Unity and Political and Security Agency is not effective in its performance. F supporting actors are government policy, leadership commitment, and networking while the inhibiting factors are unclear institutional status, lack of budget allocation and lack of employee discipline.

Keywords—effectiveness, organization

I. PRELIMINARY

Applicability of Number Law. 23 of 2014 concerning Regional Government as a substitute for Law Number 32 of 2004 has given a new color in the implementation of constitutionality and demands for the implementation of regional government. The host - at of the publication of this Act in principle put forward a better bureaucracy make government good governance. One of the government affairs that until now has not been resolved institutionally is general government affairs, because until now the legislation has not been issued.

Mentioned in Article 25 paragraph 3 states that to carry out general government affairs the Governor and Regent / Mayor are assisted by Vertical Agencies. Until now the implementation of general government affairs was carried out by the Regional Organizations (OPD) in charge of national and political unity. That is, indirectly the policy explains that regional apparatuses that handle the national unity and politics will change their status to vertical institutions.

The regional apparatus that carries out government affairs in the field of national unity and politics is regulated in Government Regulation Number 18 of 2016 concerning Regional Apparatus, in Chapter XIII Transitional Provisions, article 122 which states that when this Government Regulation comes into force, all Regional Apparatus that carries out Government Affairs in the field national and political unity, still carrying out their duties including in the case of the implementation of the Government Affairs in the

field of national and political unity charged to the Regional Revenue and Expenditure Budget until the legislation implementing general government affairs was promulgated.

This issue was recognized by the Directorate General of Politics and Public Administration on one occasion stating that there was a lack of clarity after post-regional restructuring based on PP 18/2016, unclear and clear rules regarding the duties and functions of Kesbangpol in the transition period, unclear organizational structure with needs so that strategic programs are not accommodated. (Soedarmo: January 24, 2019).

The condition of the dilemma was experienced by the South Tangerang City Scoping Agency (Tangsel) . First, changes in the organizational structure of the Agency Kesbangpol South Tangerang City previously has 3 (three) field into two (2) fields, where its switch is a field of Civil Protection. This is due to adjustments to the provisions of concurrent matters related to basic services in terms of peace, public order and protection of the people who become the affairs of the Civil Service Police (Satpol PP).

So that the South Tangerang Mayor Regulation Number 26 Year 2017 concerning Position, Organizational Structure, Tasks, Functions and Work Procedures of the National Unity and Political Bodies is stipulated which then affirms the status and magnitude of institutions with 2 (two) fields, namely Politics and Inter-Institutional Relations (Polhal) and the field of National Unity (Kesbang).

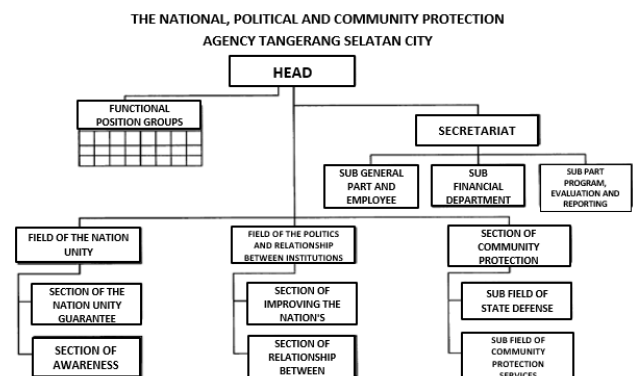


Fig. 1. Organizational structure before changing.

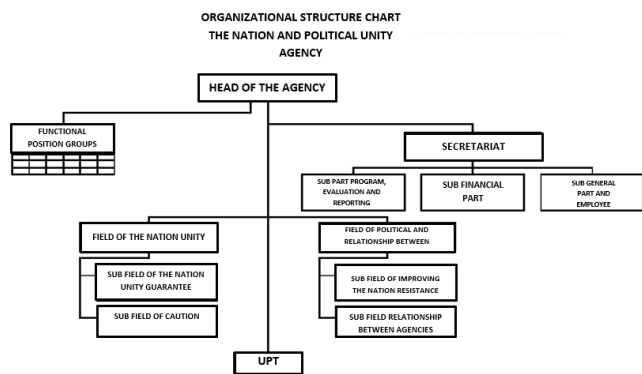


Fig. 2. Organizational structure after changing.

This condition is felt to be less effective and influential organization in the implementation of the Plan of S certain strategic R (Plan) which refers to the South Tangerang City Medium-Term Government Plan (RPJMD) especially in the distribution assignments, the Polhal field task load is much smaller with a target of 10 coaching times than the National Unity Sector with a target of 40 times per year.

Secondly, the condition of direct budgetary Kesban Agency gpol South Tangerang City who experience a decrease of annually, as seen below:

TABLE I. DIRECT BUDGET YEAR BUDGET (PER . 1000)

| Tahun | Anggaran (Per. 1000) | Ket |
|-------|----------------------|-----|
| 2017 | 8,772,400,- | |
| 2018 | 4,723,932,- | |
| 2019 | 4,500,000,- | |

Source: South Tangerang Kesbangpol Agency, 2019

Of course, the budget is not sufficient in increasing output / outcome. This can be seen from the activities carried out which cannot absorb the maximum volume of participants and activities are not carried out thoroughly to all circles of society.

The performance based budgeting, attaining planned targets, aims and budget has gained more importance for the sustainability of effective public management. (Emine Yılmaz, Gökhan Özerb, Mehmet Günlük: 2014).

The lack of a budget also causes inadequate office infrastructure. At present the National Unity and Political Science Agency is still riding in the South Tangerang City Environmental Office, which is very less representative and conducive to working primarily in providing services to the community . This condition employee uncomfortable working some even have to share a table with other employees.

Third, lack of leadership eselon IV (four) Head of Sub Division (Kasubid) which gives bad example with no discipline and rarely enter work , other than that known to the official less competent in mastering tasks and functions so that assignments are often transferred to the executor or directly handled by the Head of the Division. According to

effective leadership is significant and does effect to organizational outcomes (Mitra Madanchin, Norashikin Hussein, Fauziah Noordin, Hamed Taherdoost: 2017).

Being an important and quite serious problem in achieving expected organizational effectiveness given the conditions currently experienced. In the Tangel City Kesbangpol Strategic Plan there are 2 (two) objectives that are guiding, namely :

- 1) Realizing responsive and responsible communities in the process and political participation;
- 2) Increase public awareness of the values of unity and unity in the life of the nation and state in a variety of cultures, races, and religions.

Based on these conditions and seeing the many problems at the South Tangerang City National Unity and Political Agency, the right handling and solution is needed in the completion of tasks and functions in order to be effective. That is what makes interest so that this study takes the title: "Analysis of the Effectiveness of the National Unity Agency and the Politics of the City of South Tangerang".

The formulation of the problem in this study are:

- a) What is the effectiveness of the South Tangerang City Kesbangpol Agency in carrying out its duties and functions?
- b) What are the supporting and inhibiting factors in the effectiveness of the South Tangerang City Kesbangpol Agency

The objectives in this study are:

- a) To analyze the effectiveness of the South Tangerang City Kesbangpol Agency in carrying out its duties and functions.
- b) To analyze the supporting factors and obstacles in the effectiveness of the South Tangerang City Kesbangpol Agency.

Richard M. Steers (1985: 216), gives the view that effectiveness is seen as a continuous process and not as a final condition. That is in moving, directing and maintaining the business of the aiming worker. In research on organizational effectiveness, human resources and human behavior emerge as the primary focus and efforts to improve effectiveness must always begin by examining this behavior in the workplace .

Given the fact that organizations now face greater difficulties in obtaining the scarce and valuable resources needed to meet both individual and organizational goals, the necessity to understand the nature and process of organizational effectiveness is very important for modern managers (1985: 2-3).

Daft (2010: 13) explains Organizational effectiveness can be expressed as the level of success of the organization in an effort to achieve its goals and objectives. There are several approaches that are most often used in measuring organizational effectiveness, one of which is through the goal

approach . What is meant by organizational goals is a condition or condition that an organization wants to achieve. Goals can be interpreted as organizational goals, both long-term and short-term goals, also include goals from the whole or a certain part of an organization. The target approach suggests that organizational effectiveness is measured or assessed based on achievement or final results.

Referring to the explanation above, then to achieve organizational goals effectively there needs to be harmonization of resource capabilities by using other means so that the objectives to be achieved become clear. Achieving these targets can be said to be effective if there is harmony.

Every employee's work in the organization is very decisive for achieving the results of activities as planned in advance. For this reason, many effectiveness factors affect the ability of apparatus and organizations to carry out their duties and functions. It is essential to change the management paradigm from the one who sees humans only as a means of production in the direction that sees humans as the primary resource in the production of output.(Diah Astrini Amir: 2019).

The level of achievement of the objectives of the apparatus in an organization is said to be effective if the achievement is in accordance with the objectives of the organization and provides useful results. Therefore interactions within organizations must be harmonic and coordinated in order to minimize the ambiguities which will be resulted in higher certainty of fulfillment of responsibility within the organization (Sam Rahimzadeh Holagha, Hossein Bodaghi Khajeh Noubarb, Babak Valizadeh Bahadorc: 2015).

Furthermore Steers (1985: 206) suggested five criteria in measuring effectiveness in measuring organizational effectiveness, namely:

- a) *Adaptability or flexibility*
- b) *Productivity*
- c) *Job satisfaction*
- d) *Profitability*
- e) *Resource search*

This study does not use the criteria of profitability because the organization of the National Unity and Political Body is a public organization, namely a government agency that provides non-profit oriented services in the sense that it does not offer products directly and give consumers but the organization seeks to carry out general government affairs in national and political activities which has been regulated through applicable laws and regulations. Likewise, the criteria for search and utilization of human resources are also not used by the author, because in the organization of the National Unity and Political Organization the human resources are managed and determined directly by the Personnel Agency, in this case the National Unity and Political Body does not have the authority to find or accept employees because the arrangement.

Based on the above criteria, the effectiveness of the National Unity and Political Body was measured from the first three criteria, namely adaptability, productivity and job satisfaction.

1) *Adaptability*

The ability to adjust is an ability of an organization to follow, anticipate and utilize changes that occur in an environment

2) *Productivity*

The ability of an organization to anticipate changes that occur in the external environment and to carry out efficient management of the resources it has determines the level of productivity. Progress achieved in increasing organizational productivity is carried out in stages, where each change is carried out by a planning, formulation and evaluation process. The level of productivity is chosen as an indicator of the measurement of organizational effectiveness, because the organization as a forum for business groups of people to achieve the goals specified, these goals can be achieved by using existing resources in the organization. Utilization of resources is very necessary for the survival of the organization. For this reason, productivity which is often interpreted as a measure of the extent to which existing resources are included and integrated to achieve a certain outcome is a matter that can be used as a benchmark factor for organizational effectiveness. Because basically organizational effectiveness is the success of the organization in achieving its goals. Productivity is the ratio between input and output, while in public organizations productivity can be interpreted to what extent the targets set by the organization can be realized properly.

For the National Unity and Political Body organization productivity can be seen to what extent the targets of the Regional Medium-Term Government Plan (RPJMD) and Strategic Plans (Renstra) by the National Unity and Political Body are realized in the Government Agency Performance Accountability System (SAKIP).

3) *Productivity*

Job satisfaction is the level of pleasure someone feels for his role / work in the organization. This results from the perception of workers regarding their work. So job satisfaction fully concerns the psychological individual in the organization, which is caused by the perceived state of the work environment, this psychological condition will manifest in the individual's work attitude which in turn will affect work performance.

It seems likely that when organizational conditions are supportive and satisfactory, engagement and trust could be the key drivers of increased job satisfaction among professionals, among other outcomes. Therefore, the dynamic nature of the situation itself leads us to take a holistic view of all the possible influences or relationships it could predict (Juan Menga, Bruce K. Berger: 2018).

Yet, the true impetus behind all these attributes of business success comes from the employees. They are the success catalysts that make the competitive firms and their absence could create a vacuum through which history making

organizations sink into obscurity. (Maniam Kaliannan and Samuel Narh Adjovu: 2015).

The theoretical framework in this research is that it starts from the enactment of Law Number 23 Year 2014 concerning Regional Government and Government Regulation Number 18 Year 2016 concerning Regional Devices, ending with South Tangerang Mayor Regulation Number 26 of 2017 concerning Position, Organizational Structure, Tasks, Functions and Administration of National Unity and Political Bodies. Where all of these policies led to the institutional status of the National Unity and Political Body which finally changed and one of them was the organizational structure.

To see the extent to which the National Unity and Security Council faces these problems so that goals and objectives are achieved effectively, this research is carried out using criteria from Richard M. Steers (1985: 206), 1) Adaptability, 2) Productivity, and 3) Job Satisfaction. Then an analysis is carried out to find supporting factors and obstacles in the effectiveness of the South Tangerang City National Unity and Political and Political Body.

II. RESEARCH METHODS

In the research on the Effectiveness Analysis of the National Unity and Political Sciences Agency in South Tangerang City, using descriptive research with a qualitative approach, the data was explained and presented with quotations of words. The test is not done statistically, but rather non-statistically, namely by an argumentative explanation that contains logical reasoning and interpretation processes.

According to Creswell (2010: 4), qualitative research is methods for exploring and understanding meaning that by a number of individuals or groups of people are ascribed to social or humanitarian problems.

This study uses qualitative methods, in qualitative research the research instrument is the researcher himself. In this study, the data sources used include primary data and secondary data. The primary data is data that is obtained or collected by researchers directly from the data source either through the process of face-to-face interviews between researchers and informants, as well as through observation or observation not participating in the place that is the object of research. While secondary data sources were obtained from documentation studies related to the effectiveness of the South Tangerang City Kesbangpol Agency.

Data collection methods used include:

1) *Observation*,

Based on the purpose of the study, the researcher tries to go directly to the field to identify the situation and condition of the object of the research, namely specifically regarding organizational effectiveness and the factors that influence effectiveness

2) *Interview*,

In this study also used interviews conducted based on interview guide indicators so that they can conduct interviews with deeper questions. In an interview, a guideline is certainly needed. Interview guidelines are used by researchers in

finding data from informants and facilitating researchers to explore information to obtain information.

3) *Decommentation*,

Documentation as a written report of an event whose contents consist of explanations and thoughts on those events and deliberately written to store or find information about the event.

This study uses the determination or selection of informants using Purposive methods. The purpose of the purposive is to take informants who feel they have criteria that are in accordance with the topic of the problem.

The process of data analysis begins by examining all available data from various sources, namely from interviews, observations that have been written in field notes, personal documents, official documents, pictures, photographs and so on (Lexy J. Moleong, 2017: 247). The data analysis techniques used in this study are data analysis techniques from Miles and Huberman, namely:

a) Data collection, in this study data collection was done by searching, recording and collecting data through interviews, documentation and observations.

b) Data reduction obtained from the field is quite a lot, for that it needs to be recorded carefully and in detail. Reducing data means summarizing, choosing the main things, focusing on important things, looking for themes and patterns.

c) Presentation of data after data has been reduced, then the next step is to display data. In presenting data, the data is organized, arranged in a relationship pattern, so that it will be more easily understood. The presentation of the data is done to make it easier for researchers to be able to describe the data so that it will be easier to understand the effectiveness of the South Tangerang City Kesbangpol Agency.

d) The conclusion and verification of the next stage is drawing conclusions and verification. The initial conclusions put forward are still temporary, and will change if there is no strong evidence to support the next stage of data collection (Sugiyono, 2017: 252).

III. RESULT AND DISCUSSION

A. *Ability to Adjust*

Organizations must be able to maintain its existence (exist) and can function (functional). This is the first basis for the organization. Because times always change according to their development, then as a second basis, organizations must develop towards progress. This shows that organizations must be able to survive in an ever-changing environment. Because of that, the responsiveness of the organization in responding to any environmental changes that occur both coming from outside the organizational environment and from within the organization is very necessary.

Increased attention to the importance of the role of environmental factors is also supported by the development of the view that the organization is an open system. As an open system, every organization receives input in the form of information on technological developments, the direction of social and political development. The organization also provides output for the benefit of its environment in the form of goods or services. Against these outputs, the organization

must pay attention because it will have a direct effect on the organization's evaluation activities. Therefore, high flexibility is needed to anticipate any changes in the external environment that occur, so that the organization still exists.

Organizations often experience difficulties in dealing with changes that occur, this seems to be caused by the culture (cultur) that has been attached and the concern to make changes that will not have an influence on the performance of an organization. This is also inseparable from a centralized structure.

Many international researches confirmed that relations between employees and developing organizational culture, is key to success. (Juris Iljins, Viktorija Skvarciany, Elina Gaile-Sarkane: 2015). That main element that helps to attain good performance is to develop a strong organizational culture. Moreover, the culture can even represent a barrier when trying to implement new strategies. (Ovidiu-Iliuta: 2014)

The South Tangerang City Kesbangpol Agency, as the executor of government affairs in the field of national unity and politics is required to always be responsive to the environmental changes that occur, both in their internal environment and the external environment. If the organization is not responsive and able to respond to environmental changes occur, then this organization will not survive in improving conduciveness, safety and comfort of the environment and of course peningatan comfortable environment will not be increased, which ultimately affects the area that will always count on help from the government center.

Based on the results of the interview, it was impressed that the organizational structure of the South Tangerang City National Unity and Political and Security Agency was compiled because of the changing laws and regulations, efforts to wait for clarity made the National Unity and Political Body work to just complete the task. Including the placement of official esolon IV not based on job analysis, which should be carried out in advance so that it is known that the position needed to support the organization is the same as filling positions that are not in accordance with formal education or technical education. Basically these positions have been filled in accordance with the existing bezzeting, while the placement of employees is based on the Rank Rank, not on the expertise or education that the employee has. This condition does not support the achievement of organizational productivity so that it will affect the effectiveness of the organization.

In addition, the impression is that the organizational effectiveness of the South Tangerang City National Unity and Political and Security Agency is not yet stable due to the unclear authority and responsibility of each organization unit, which is caused by unclear division or details of tasks. Defines willingness to change as "a positive behavioral intention towards the implementation of modifications in an organization's structure, or work and administrative processes, resulting in efforts from the organization member's side to support or enhance the change process" (Joris van der Voet: 2014).

Based on the description above, it can be concluded that the South Tangerang City National Unity and Political and Security Agency has the ability to adjust to its environment. Issues that are still being faced in the form of organizational

structures that do not divide the affairs and magnitude of the budget that has not supported the tasks and functions as well as the use of technology that is still under development will become obstacles and challenges in achieving organizational productivity. While Organizational performance is a tool for measuring efficiency which can be achieved through gained knowledge from the Information Technology (IT). (Nima Jafari Navimipoura, Farnaz Sharifi Milania, Mehdi Hossenzadeh: 2018).

B. Productivity

Assessing whether an organization is effective or not, as a whole is determined by whether the goals were achieved with good organization or vice versa, but in reality it is difficult to see the effectiveness of the organization with the level of success in achieving the goal. Organizational top performance is one of the most important components for managers as the ultimate objective of the organization (Nima Jafari Navimipoura, Farnaz Sharifi Milania, Mehdi Hossenzadeh: 2018). This is due to the fact that there is always an adjustment in the target to be achieved, also in the process of achieving it there is often pressure from the surrounding situation, besides the targeting process that is not based on actual potential. This fact further causes that rarely can the target be achieved as a whole.

Based on the results of observations and interviews, the results obtained that the target indicators are still output based have not reached the outcome. Towards the outcome of the main task must have a potential map that describes the targets and targets that are a measure of their achievement. The South Tangerang City Kesbangpol Agency has not yet had an accurate data base because the management is still manual and there has never been a calculation based on conditions in the community .

The realization of RPJMD Board Kesbangpol South Tangerang demonstrate achievement of organizational goals Salama 2 (two) years, although productivity target has been exceeded from the targets set annually, but it does not look how the outcome (impact) on the achievement of the program that felt by the public. This is because the annual target setting uses the unit indicator "times" in the sense of output.

Besides that, all this time in setting the target of the RPJMD and the Strategic Plan with its components by the South Tangerang City National Unity and Political and Security Agency, it was only based on the realization of activity development.

The productivity measurement of the Kesbangpol Agency is shown in the achievement of the Government Institution Performance Accountability System (SAKIP) value carried out by the Inspectorate as the Regional Devices supervisor.

The South Tangerang Kesbangpol Agency for the last 2 (two) years has achieved an increase in value where in 2016 amounted to 60.53 (Good), and in 2017 amounted to 68.13 (Good) means Good, Accountability has good performance, has a system that can be used for performance management , and need a little change. On the basis of this achievement, the South Tangerang City National Unity and Political and Security Agency can be said to have achieved good results in productivity targeting.

If this is seen from productivity, which is the ability of an organization to efficiently utilize its resources, then the productivity of the South Tangerang City National Unity and Political and Security Agency is still not optimal. This seems to be influenced by the ability of human resources, regional budget and organizational structure that is not optimal. This weakness must be gradually changed where there is a process of planning, formulation and monitoring in every change, besides that the existing resources must be used efficiently so that the increase in internal strength can lead to the achievement of optimal final results.

However, the shortcomings faced do not necessarily relax the potential and mechanisms of good planning and programming. The Kesbangpol Agency has so far fulfilled all responsibilities in the delivery of performance reports.

1) The first goal is to increase the system and democratic political culture and the supra and infra-political relations in the region.

To achieve the goal of increasing the system and democratic political culture as well as the steady supra and infra-political relations in the regions, the National Unity and Political Body targets 10 times the number of demonstrations to decrease by 10% and the percentage decrease in the number of political background conflicts (no incident this year and the previous year). For 2018 the performance achievement includes 3 (three) performance indicators with overall performance (average) of 100%.

- a) *Community Counseling*;
- b) *Facilitation of Organizing Democracy*;
- c) *Extension of prevention of circulation of alcoholic and Narcotics abuse*;
- d) *Enhancing Community Intelligence Performance (KOMINDA)*;
- e) *Development of Political Parties*.

With the existence of political education it is expected that each individual can recognize and understand the ideal values contained in the political system that is being applied and each individual not only knows but also can become a citizen who has political awareness, and is able to carry out the responsibilities that must indicated by changes in attitudes and increased levels of participation in ethical politics and moral grounds with adult attitudes in democracy. This can be seen from the level of community participation in elections and post-conflict local elections and how to respond to conflicts that arise in the process of organizing elections and post-conflict local elections.

In 2018, which is the year of preparation for the 'political' year (2019), namely the direct election of the President / Vice President, Central / Regional Legislative Members and DPD Members. This of course raises a lot of spark and nuances of politics, both those that emerge on a national scale which pro- critically impact on the political area (region).

However, efforts to anticipate problems with all limitations, we have carried out programs and activities to the community in providing political education in order to increase public understanding and awareness that politics is not to divide / divide choices and interests, but rather as a solution to improve state welfare and sovereignty.

As a result of the political year, there were many conflicts and demonstrations carried out by the community and interest groups. This can be said to be understandable, because demonstrations are also part of the indicator of participation in democracy (freedom of expression). The principle is how we deal with and handle these events diplomatically and solutively.

In accordance with the 2016-2021 RPJMD target as many as 10 times the Community Political Development and up to 2018 Political Education has been carried out 16 times Community Political Development, where the figure is the achievement of the National Unity and Political Body Agency that has met and exceeded the South Tangerang City RPJMD target..

2) The second goal is to increase knowledge, understanding, and public awareness about the importance of 4 (Four) Pillars of Nationality (Pancasila, UUD 1945, Bhineka Tunggal Ika, and the Unitary State of the Republic of Indonesia).

Achieve the target of increasing knowledge, understanding and public awareness of the importance of 4 (empat) Pilar Kebangsaan (Pancasila, the 1945 Constitution, national unity, and the Republic of Indonesia), the Agency Kesbangpol targets to 40 times the amount of coaching level pe mahaman society towards tolerance harmony and cooperation between religious communities, religious values, social and solidarity and preservation of the noble values of national culture, the percentage decrease in the number of conflicts with social background as much as 10%, the percentage increase in the number of organizations / NGOs with SKT as much as 10% and the percentage of the decline in the number of conflicts with religious background is 0% (there were no incidents this year and the previous year). In 2018 the performance achievement included 4 (four) performance indicators with an overall performance score (average) of 100%.

Some of the activities that have been carried out by the National Unity Board to support these goals are:

- a) *Nationality Insight Partnership*
- b) *Monitoring and Settlement of Border and Foreign Issues*;
- c) *Strengthening National Insight Education (PPWK)*;
- d) *Increased Economic, Socio-cultural and Religious Resilience*;
- e) *Increasing Supervision and Guidance on the Flow of Trust among Communities*;
- f) *Increasing Tolerance and Harmony in Religious Life*;

Based on the 2016-2021 RPJMD target, 40 times the amount of guidance for the level of public understanding of tolerance and cooperation between religious people, religious values, social values and solidarity and preservation of the noble values of national culture. Up to 2018 t ear have been conducted 40 times the amount of fostering tolerance level of people's understanding of harmony and cooperation among religions, religious values, social and solidarity as well as the preservation of the nation's cultural values noble-value where the figure is the performance achievements that have reached

Kesbangpol Agency South Tangerang City RPJMD target for 2016 - 2021

3) The Third Target is the increasing performance of office administration services and systematic institutional performance standardization.

To achieve the goal of increasing the performance of office administration services and systematic institutional performance standardization, the National Unity and Political Sciences Agency targets 100% Development Planning Coverage at the National Unity and Political Body according to the provisions, Increased SAKIP Predicate of Kesbangpol Agency with Predicate B, targeting 100% Financial report coverage at the National Unity and Political Body targeting 100% Percentage of Quality Improvement of Personnel from the National Unity and Political Sciences Agency and targeting 100% Percentage of timely, effective Office Administration Services and timely apparatus for infrastructure services. For 2018, the performance achievement includes 5 (Five) performance indicators with overall performance achievement (on average) of 100%, which are functionally well realized. In fact, the value of SAKIP has increased where 2016 amounted to 60.53 (Good), and in 2017 amounted to 68.13 (Good).

Some of the activities that have been carried out by the National Unity Board to support these goals are :

- a) Planning, Controlling, Evaluating and Reporting Program Performance and activities;
- b) Preparation of Financial Performance Reports and Asset Balance Sheet;
- c) Guidance, Institutional Capacity Building and Apparatus;
- d) Supply and Maintenance of Office Goods and Services.

Comparing the achievements of the South Tangerang City Kesbangpol Agency we combined with the results of the community satisfaction survey conducted by LSIN institutions, mentioned for productivity by seeing results in political awareness Nowadays voter participation is quite high at 60%, the reason for participation in democratic parties is to get leaders who both 31% later due to factors wanting to use their voting rights as 27% Indonesian Citizens. While for important issues related to national insights it is considered good at present conditions where the level of harmony of the community so far 73% assesses good, then aspects of people's tolerance where 77% assess current good, mutual cooperation aspects and cooperation among citizens currently 76% judge good and the level of cultural preservation and 83% religiosity values both in South Tangerang City.

The current situation in South Tangerang City is still quite conducive, events such as disputes and social conflicts do not occur widely. The people of South Tangerang City still uphold cultural wisdom in terms of maintaining harmony between citizens, and this conduciveness is not only a work factor of the National Unity and Political Body, elements of nationalism and values of Pancasila in the community are still functioning properly.

Based on the results of interviews, observations and documents obtained, it can be concluded that the productivity

of the South Tangerang City National Unity and Political and Security Agency is well achieved from the achievements and achievements of the RPJMD, so far South Tangerang City is still in a conducive condition. However, when compared to the outcome outcome, it can be concluded that productivity is not optimal in the validity of the data, but the records for services of the South Tangerang City National Unity and Political Body are still not optimal because the community is still waiting long enough and not literate technology. . All these conditions are due to the ability of human resources (apparatus), the organizational structure in carrying out its functions and the amount of the budget that can support the optimization of activities.

C. Job Satisfaction

Job Satisfaction is defined as feeling happy from the members of the organization by recognizing the results of their work as part of a member of the organization. This can be seen from the extent to which employees are motivated to achieve.

Job satisfaction becomes very important in an organization, because if each member of the organization is coordinated in carrying out their respective tasks and work properly and they feel satisfaction in working, then the overall effectiveness of the organization will arise. For the measurement of work satisfaction there are or not employee work performance.

We believe human resource's (HR's) reason for being is to make people and organizations more effective. We also believe that this will not change in the future. However, it's clear that HR needs to find ways to do its work faster, with less bureaucracy and more business relevance. (John W. Boudreau, Ian Ziskin: 2011).

Based on the results of direct observation at the South Tangerang City Kesbangpol Agency and the results of the interviews indicate that the reward system was not given to either civil servants or honorary employees. Every year employees are only given a holiday allowance (THR) and that is not included in the reward. In fact, the condition of advice and infrastructure owned by the National Unity and Political and Security Agency can be said to be less feasible. In addition, employee job dissatisfaction can occur because of the internal factor of the employee's motivation or the other motivation can be from the management of the division of labor .

Not only on the issue of rewards in the form of rewards, another thing that becomes a concern for job satisfaction is the division of tasks. In this section is the management of work applied by the leadership. Each unit and employee must be clear about their duties and responsibilities. Someone given trust is also an effort to provide job satisfaction for the appreciation of their abilities .

Based on the observations and results of interviews, the role carried out by employees at the South Tangerang City National Unity and Political and Social Welfare Agency is not going well, because the work is only based on the leader's guidance, on the basis of past experience or routine, without any tendency to make a breakthrough breakthrough. This can be seen in the process of preparing activities every year based on the past copy of the activities of the previous year.

Based on the results of observations on the influence of internal environmental factors and the external environment, it can be seen that internal factors have not been running properly, the role of staff on the basis of leadership trust, this can be seen in the placement of staff, which affects the effectiveness of the organization itself.

Another thing that can be seen is that employees do not have their creativity and activities not focused in the future. The motivation of most employees is to increase their income apart from salary, but not motivated to improve work performance by making breakthroughs to improve their performance. Commitment of employees to further optimize overall organizational goals is still lacking.

The level of employee commitment to organizational goals is seen in the absenteeism of employees, where many employees only arrive in the morning to attend the morning apples and shortly afterwards leave the office and return to the afternoon apples in the afternoon.

This condition resulted in many delinquent work that was supposed to be completed on that day, which could not be completed. This lack of employee commitment to organizational goals will result in overall organizational goals not being achieved so as to affect the effectiveness of the organization.

From this description, it can be seen that the influence of human resource factors on the organization of the South Tangerang Kesbangpol Agency, can not be said to be optimal both in terms of quantitative and in terms of quality, which can be seen in terms of utilization and in terms of the education it follows, its commitment to organizational goals, job stability and sense of attachment of employees to the organization, all of which will have an effect on increasing organizational productivity which directly affects the effectiveness of the organization.

Thus, it can be mapped the level of job satisfaction of the Kesbangpol Agency staff is low, this is caused by the supervisory system, the budget for activities is lacking so that the income from the honorarium also contributes to the lack of motivation of employees. This will have a direct effect on organizational productivity which will ultimately have an impact on the effectiveness of the National Unity and Political Body.

The factors that support and influence effectively the National Unity and Political Body are caused as follows :

1) Supporting factors

In terms of supporting factors for the effectiveness of the National Unity Agency and Politics in South Tangerang City, it is known that based on the results of data collection and analysis, it is conveyed as follows:

a) Government policy

Government policies that support that are by the enactment of Minister of Home Affairs Regulation Number 11 of 2019 concerning Regional Apparatus that Implement Government Affairs in the Field of National Unity and Politics. This policy is a supporter for proposing changes to the Organizational Structure. Based on the institutional evaluation conducted by the South Tangerang City Kesbangpol Agency structure, it can be developed into 4 (four) fields. The following is the organizational structure

that will be formulated for the South Tangerang City Kesbangpol Agency.



Fig. 2. Proposed change of organizational structure kesbangpol badan kota tangerang selatan

Source : Kesbangpol Agency, 2019

b) Leadership Commitment

The leadership's commitment in this matter is the South Tangerang Mayor, in the implementation of the Joint Regional Organizational Organization (OPD) Forum stating that "Kesbangpol is" his eyes and ears' Regional Head "(Serpong, 11 March 2019). For this statement, the leadership indirectly revealed that Kesbangpol has a significant role in deciding regional policies. Governance starts with the host organization whose board insures that projects, programs and portfolios are properly managed (Irja Hyväri: 2016). For this reason, it is felt as a good support for developing the South Tangerang City National Unity and Political and Security Agency to be an effective organization in carrying out its duties and functions in the field of national unity and politics.

c) Network (networking)

The existence of political parties, mass organizations / NGOs and OKP as partners of regional governments in supporting regional development policies is an important network (networking), especially to create political stability and regional conduciveness. At present the number of CSOs registered by more than 300 organizations is a supporting factor in building partnerships that are beneficial for regional development.

2) Obstacle factor

The inhibiting factors for the effectiveness of the National Unity Agency and the Politics in South Tangerang City are known based on the results of data collection and analysis, then presented as follows:

a) Unclear institutional status

The postponement of laws and regulations concerning general government which became the legal basis for the institutional status of Kesbangpol caused the apprehension of the apparatus in carrying out their duties and functions. One of the things that became a concern was the employment status, with the making of the Kesbangpol vertical agency, then the regional employees automatically became central employees, and this was not all employees received.

b) Lack of budget allocation

The lack of budget allocations that have so far been received with the limited support of the operational budget of the Regional Government has led to less fulfillment of all tasks and functions to the fullest. Based on the results of the research, the amount of the budget has a greater share of employee expenditure than direct expenditure. For this condition, the guidance function is not optimal and the impact is felt by the community. As a result of not meeting the budget, infrastructure has not been optimally fulfilled, such as the availability of office buildings and the use of information systems.

The development of technologies such as computers and service information systems at the South Tangerang City Kesbangpol Agency is not yet available. Currently only the Web that contains Profiles, news and information is available, but there is no online-based service available. As what was planned in the Strategic Plan of the National Unity and Political Body, which is currently not realized.

1) Community service system in obtaining SKT (Registered Certificate) as a mass organization, based online;

2) Community service system in obtaining SIP (Research Permit / Research) based on Information Technology, while maintaining awareness of objects and research results in the context of intelligence;

The South Tangerang City National Unity and Political and Security Agency does not use an online system, only using computers to facilitate typing. The use of a computer with an online system actually is needed by organizations such as the South Tangerang City Kesbangpol Agency, to facilitate services to the public will, but of course would require no small cost and human resources are trained to operate it.

3) Lack of employee discipline

The lack of discipline of employees of the South Tangerang City National Unity and Political and Security Agency is an inhibiting factor in creating an effective organization. We know that human resources are a component that greatly influences the effectiveness of the organization. In this case the organization must be responsive to anticipate it, because if not, it can have fatal consequences for the organization. Achieving the goals of an organization is also influenced by the ability of its workers because the smoothness of the final results achieved depends on the strength of its human resources. This determines the effectiveness of the organization, because basically the organization is a collection of people to achieve organizational goals, and these variables always exist in every organization. They make goals, innovations and achieve organizational goals.

IV. CONCLUSION

Based on the data and analysis conducted, it can be concluded that the South Tangerang City National Unity and Political Body has a relatively low level of organizational effectiveness. Even though the achievement of the RPJMD target is achieved and the assessment of LAKIP increases in each year, several points that are of concern to the organization have not been optimal in making the National Unity and Political Sciences Agency effective.

Based on the research that has been done, the conclusions obtained are as follows:

- A. Adaptability (adaptability) of National Unity and the South Tangerang City Political quite optimal, in anticipation of regulatory changes and the implementation of government policies. However, for the demands of the development of time for the fulfillment of technology in new services as limited as information has not yet reached the online-based service system.
- B. Macro productivity is achieved, because the indicators are still based on output, which quantitatively can be fulfilled, it is evident from the results of LAKIP and the achievement of the RPJMD is good. but if based on outcome / impact is still not optimal. This is because the organizational structure does not fulfill all tasks equally, so the division of tasks in the workload is not balanced.
- C. Job satisfaction has not been felt either by employees where the supporting elements of infrastructure are inadequate, undisciplined apparatus and budgets that do not support employees are not satisfied.

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