

Values Adoption of Benchmarking to Best Practice (Case Study of East Java Government in South Borneo, Indonesia)

Hary Wahyudi

*Senior Expert Widyaiswara at Human Resource Development Institution of East Java Province Government,
 Indonesia.*

E-mail: hary_wahyudi2003@yahoo.com

ABSTRACT

Benchmarking to Best Practice is intended to allow participants to identify the success of innovations, obstacles in its implementation as well as the strategies undertaken in order to overcome obstacles. So that when the implementation is done, there is already an alternative treatment to be carried out. When the concept of change is associated with the issue of free trade, the role of the domestic trade is increasingly important and strategic. The implication that we face is the integration of the domestic market into the global market, especially with the emergence of the Asean Economic Community (AEC). Benchmarking is an approach that continuously measure and compare goods and services, and processes and practices to the stringent standards set by competitors, or those that are considered to excel in the field. Through benchmarking, an organization can determine how far they have been compared to their best. Benchmarking should involve research and understanding of its own internal working procedures, search for "best practices" in organizations or institutions, and then match it to be identified and eventually adapting these practices within their own organizations to improve performance. Basically, benchmarking is a way of learning from others systematically, and change what needs to be changed in the School of Leadership.

Keywords : *Benchmarking, Best Practices, School of Leadership*

1. INTRODUCTION

The province consists from 11 districts and 2 cities. South Kalimantan parliament by decree No. 2 of 1989 dated May 31, 1989 August 14, 1950 set as the day of the establishment of South Kalimantan Province. It is recognized that in many respects East Java province has more competitive advantages compared to South Kalimantan. However, South Kalimantan, in fact has several competitive advantages in certain contexts which are more superior compared to East Java. It can be seen from various aspects, especially in the three (3) supporting factors, namely the strengthening of the Education Sector, Health and Transportation Sector. These three sectors could be perceived as the dominant factor in driving the acceleration of the development in the province of South Kalimantan.

Thus, in addition to seeing the success of the implementation of cooperation with South Kalimantan province that has been a partner with the province of East Java, especially with regard to cooperation in the field of trade. Then we must also be able to see and do a comparison of how the three sector support, such as with the strengthening of the Education Sector, Health Sector and Sector Transportation, are able to contribute

services to the public and at the same time is able to be the driving factor in the progress of construction and public services in South Kalimantan Province.

Furthermore, the question that arises is, why the South Kalimantan province with the quality of human resources slightly lower compared to East Java, in terms of quality and quantity. But in the context of per capita income, infrastructure, and where the level of poverty, Province of South Kalimantan still better from East Java Province, particularly in macroeconomic indicators. It is not impossible that the South Kalimantan province has been able to innovate with the progress that exceeds the province of East Java.

2. THEORY AND METHODOLOGY OF BENCHMARKING

Benchmarking does not mean uncritical copying which can be very risky when the company does not understand the essence of their individual condition. Benchmarking cannot be limited to comparison or ranking (false benchmarking). The limits of benchmarking application are primarily inside the company. Benchmarking as a process of learning from others requires modesty, because firstly you have to

admit that somebody is better than you in some field. Benchmarking is one of the basic pillars of learning organization because it encourages people to watch other and learn from them (J. Nazarko, 2007).

Benchmarking is an approach that continuously measure and compare goods and services, and processes and practices against the standards set by competitors, or they are considered to excel in the field. By doing or through benchmarking, an organization can determine how far they have been compared to the best. Benchmarking should involve research and understanding of its own internal working procedures, and then search for "best practices" in organizations or institutions, and then match it to be identified and eventually adapting these practices within their own organizations to improve performance. Basically, benchmarking is a way of learning from others systematically, and change what we do (Watson, 2010).

There are several definitions of benchmarking include 1) a process to measure performance against the best companies in the class, and then use the analysis to meet and exceed the company (Pryor, 1993), 2) the search of best practices that lead to performance excellent when such practices are applied (Partovi, 1994), 3) the process of identifying and learning from best practices elsewhere in the world (Allan, 1993) and 4) a systematic comparison of the processes and performance to create a new standard and or improve the process (Camp, 1989).

2.1 Requirements for Benchmarking

There are some requirements or conditions to conduct benchmarking:

1. Willingness and commitment.
2. Linkage of strategic goals.
3. Objectives to be the best, not only for repair.
4. Openness to ideas.
5. An understanding of processes, products and services.
6. The process documentation, for:
 - a. Everyone associated with the process should have the same understanding of the relevant processes.
 - b. Documentation before any changes are useful in measuring performance improvement after the implementation of benchmarking.
 - c. Benchmarking partners not necessarily familiar with the processes of an organization.
7. Skill to analyse the process
8. Research skills, communication, and team building.

This benchmarking process has many advantages. Benchmarking encourages the creation of a culture of continuous improvement, respect for others and

achievements, and build senses and intuition of the importance of improvements that run continuously. If a network and partnership in benchmarking has been formed, it is good and best practices can be mutually shared among them. Benefits of benchmarking is that it can reduce costs due to errors, lowering prevention before the error occurred, and simplifying the process. The goal is to determine the key to the success of the organization's most superior competitors. Indicators of success in changing the culture of the organization for the better is the performance improvement and increased human resources capabilities.

The implementation of benchmarking activities are: (1) select service or product to be compared, (2) identify the key to the success of the product, (3) select the partner organizations as a benchmark, (4) collect data, information, and practices, (5) perform analysis for opportunities for improvement, and (6) implement best practices.

Technical program that generates the public service and particular program that is not duplicative: their performance should be evaluated based on the achievement of certain time period, carried out in the medium-term period; in this case changes can only be made after a phase of evaluation. The general program of internal services which supports service personnel and / or administration: nomenclature is made unique by differentiating program source code, aimed at supporting the implementation of the technical program. (Eg: administration services office program).

Benchmarking is done by adopting the best practices of government bureaucracy into synergies to be partners in the benchmark, which is to collect data and information related to policy, implementation of government policy on the theme. Benchmarking is carried out using the method of experiential learning, interactive discussions and presentations from stakeholders associated with the theme, the next benchmark success could be assessed from the ability to identify, adopt or adapt best practices for managing the innovative changes according to the theme in the respective agencies.

Furthermore, to encourage the success of the Action Plan for institutional change is done through the identification of learning problems according to the theme institutional level, the establishment of areas of change and institutional action plan, based on the theme adopted the results of the benchmarking study.

2.2 Adoption of Leadership Competencies

There are at least three (3) types of competence of the 12 values that can be adopted during the

performance benchmarking, and adapted in the respective agencies, namely:

- a. Adoption of best practices: managerial leadership competencies, adapted from the best practices of leadership experience, which can be learned and used in the project values change (7 values);
- b. Adoption of religious competence: adoption of work experience, best practices with regard to experience leading a pluralistic society that has insight into the religious, social, cultural, nationalism, which is used as the values in the project of change (3 values).
- c. Adoption of best practices: technical competence of functional, adoption of best practices of functional work experience, which can be picked and used as values in change projects (2 values).

2.3 Adoption of Managerial Leadership Competencies

1. A leader is able to adjust the model of leadership in accordance with the circumstances. A leader is present and formed, a leader must be able to face the problems and provide alternative solutions according to the situation. Because of that, when the leader of the project lead institutional change, then a project leader must be able to provide solutions to overcome the problems within the agency with projects of change;
2. A leader must have a passion to always build networks and establish a good personal relationship, even putting their position as a family. Because of that, in implementing the project changes, the leader should be able to adopt the values such as trust, concern in establishing networking with stakeholders in the project changes - either internal stakeholders, external stakeholder, key stakeholder, major stakeholders and stakeholder support;
3. Leaders of character are leaders who always motivated to maximize their own potential and give the best of them; the motivation is not intended to compete but to actualize their motivation. Adoption that can be adapted to the change project is the enthusiasm to motivate the project team members, so that changes can optimally develop the potential role in carrying out the project changes;
4. Leaders who always keep the spirit of togetherness, recognizes the meaning of virtue, the role of partnerships, joint success, realizing personal potential and the potential of the team into managerial leadership; not a one man show leadership, but leadership with managerial ability to internalize the role of cooperation, synergy and

collective success. Adoption that can be adapted in the project change is the spirit cohesion in the change project team members to overcome the resistance that exists, and to accommodate proposition appear to be resistance can be overcome by the spirit of solidarity and togetherness in realizing the goal of the project of change;

5. Leaders who practice synergistic leadership model, the ability of leaders to make changes together with many stakeholders to generate mutually reinforcing action to address the problem, through cooperation in an inclusive and synergistic bureaucratic leadership, sharing the experience of self-assessment. What can be adapted and adopted in the project of change is a project leader who is able to practice synergy between various institutions in order to establish institutional relations in realizing institutional changes;
6. Leadership transformational managerial competence is the ability to lead innovation in service quality improvement, showing self-awareness of the strength of character and virtue possesses, recognize opportunities and threats changing strategic environment, and recognizing the steps of leadership with the ability to build an effective coalition with stakeholders internal and external to manage innovative changes through learning stakeholder mapping, a strategy to communicate and build effective coalitions. Values that can be adopted and adapted in a change project by project leader is the ability to show leadership model, the ability to share the role with project team members as well as other coalition of team project with similar interest;
7. Competence of leader in facilitating, forming receptacle, solid forum to support governance and development activities, such as facilitating the establishment of educational communication forum and others. In implementing the project of change, a project leader should be able to facilitate the formation of forums, associations, and members of the community in the form, diversified but able to support the change project.

3. CONCLUSION

Benchmarking to Best Practice implementation is very helpful to improve the understanding and adopting the successes made by the locus benchmarked; making it easier to adopt, adapt, and modify According to the project of change in order to achieve the set targets.

Some of the barriers that often happens towards the implementation of benchmarking, namely:

- 1) Team Solidity
The implementation of benchmarking requires the involvement of persons pertinent and responsible for implementing the organization's daily processes. It is indicated resources that the team only concentrates on the collection of data. In fact, the most important aspect is the process when the team members adapt to the institution, but it is rather difficult to apply due benchmarking team members come from a variety of different agencies and membership on the team Adhoc.
- 2) Lack of approach to partners.
Benchmarking partners should provide access to view the process and also provide time and key personnel to assist the process of benchmarking to other organizations; however this does not occur in this process, because of the short time limit.

Some things that can be adopted and adapted in the project of change, namely:

- a. Project of change must follow the standards both in terms of planning and implementation, and follow the rules of the guidelines that had been developed.
- b. A good project of change also requires good control of the leadership and other stakeholders, to avoid abuse of the administrative, financial, and authority.
- c. There must be rewards for the stakeholders who had been instrumental in the Project of Change in achieving the set targets.

4. RECOMMENDATION

Benchmarking to Best Practice Implementation for the next generation should be heading to the same locus with a background institution participants and two (2) different Local Government so that it can make it easier to compare between innovation in each region.

After taking the values of best practices, should be developed a project change by each participant by strategic steps for the further implementation, in accordance with the theme of change projects and values.

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