An Analysis of Work Program Evaluation of Regional Level Mass Organizations in North Sumatra

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Abstract. The implementation of the function of work program evaluation of a mass organization was not something new to discuss. It was very difficult and was always neglected by most organizations in North Sumatra. The objectives of this research on evaluating work programs at a regional level mass organization management in North Sumatra were 1) to ascertain whether a work program had been implemented properly or not; 2) to find out the factors supporting and inhibiting the implementation of a work program in an organization; 3) to ensure that a work program would not be carried out again if it was not needed by an organization (not by its vision and mission) or was not needed by the community. The research method used was the descriptive method with a case study approach. The data were collected by using interviews and were analyzed by using categorization analysis. The results revealed that the work programs of most regional mass organizations in North Sumatra were running well and were reported to have been completed at the end of a management period. However, the completed work program had never been properly evaluated whether it was beneficial for organizational development or for the community.

Keywords: Analysis · Evaluation · Work Programs · Organizations · Social Organizations

1 Introduction

The implementation of the work program is a measure of the success of an organization's management. Work programs that have been completed are often considered successful in perfecting the performance of a leader or a management. Regardless of whether a work program can have an impact on the vision and mission of the organization or have an effect on the community in which the organization is located. Until now, most mass organizations have not considered it important to monitor and evaluate their work programs. If the monitoring and evaluation is not getting enough attention, then the audit activities on ongoing or completed work programs are also not given serious attention.

We can say that money as well as audits of work programs are considered unimportant by mass organizations. In fact, this activity is related to the vision and mission and the existence of an organization in the community.

The implementation of evaluation in the form of money and work program audits has many obstacles, ranging from expert management resources, implementation time, and others. The application of the evaluation function to the organization's work program will certainly bring many benefits to the development of the organization and the benefit of an organization in the community.

1.1   Aims of the Research

The objectives of conducting a work program evaluation process on the management of community organizations at the provincial level in North Sumatra are 1) to ascertain whether a work program has been implemented properly or not; 2) to determine the factors that support and hinder the implementation of a work program within the organization; 3) to ensure that a work program will not be repeated in the same form if it does not provide an improvement in the vision and mission of the organization, or a work program will not be made again if it is not needed by the community.

1.2   Significances of the Research

Many benefits can be obtained from this evaluation activity, including 1) to answer questions about the follow-up of an organization's program in the future; 2) to ensure the postponement of decision making; 3) to make it easier to shift responsibility; 4) to facilitate program justification; 5) to meet the need for accreditation; 6) to facilitate accounting reports for financing activities; 7) to respond at the request of the assignor; 8) to provide the necessary information; 9) to help staff develop programs; 10) to study the impacts/consequences that are not in accordance with the plan; 11) to carry out improvement efforts for ongoing programs; 12) to assess the benefits of ongoing programs; 13) to provide input for new programs in the future; 14) to help determine the best approach in overcoming obstacles.

1.3   Literature Review

Muhaimin and Prabowo [1] state that a program is a statement that contains conclusions from several interdependent and interrelated expectations or goals to achieve a common goal. Usually, a program includes all activities that fall under the same administrative unit, or interdependent and complementary objectives, all of which must be carried out simultaneously or sequentially. In line with that, Mudasir [2] reveals that a program is often associated with planning, preparation, and design. When associated with the existence of a work program, Hetzer [3] reveals that a work program is an activity that describes in advance the section on the work to be carried out along with instructions on how to implement it.

Munthe [4] argues that program evaluation can be translated as a process of searching for information, finding information and determining information that is presented systematically related to planning, values, goals, benefits, effectiveness and conformity of

something with predetermined criteria and objectives. Furthermore, Rutman [5] states that a program evaluation is an activity that requires a scientific method to measure implementation and program outcomes that aim to make decisions.

The previous statements indicate that program evaluation activities are a series of systematic activities to collect data and information as input in making decisions on the evaluated program. Thus, program evaluation contains three important elements, namely: 1) its activities are systematic; this can be interpreted that the systematic activity of a program evaluation is carried out through an orderly procedure based on scientific principles; 2) contains data collection and information delivery activities; What is meant by data and information here is that which is collected for consideration by decision makers; and 3) serves as input for decision making on the program; As for the purpose of making decisions on the program, it means that the data presented will be of value if they become input for making decisions that will be taken on the program.

Arikunto and Jabar [6] further reveal that the purpose of the program evaluation is to determine the achievement of program objectives by knowing the implementation of program activities. I. In line with that more specifically, Roswati explained that the objectives of program evaluation are as follows: (1) answering questions about the follow-up of a program in the future; (2) postponement of decision making; (3) shift of responsibility; (4) program justification/justification; (5) fulfill the need for accreditation; (6) accounting reports for funding; (7) answer at the request of the assignor; necessary information; (8) assisting staff in developing programs; (9) study the impacts/consequences that are not in accordance with the plan; (10) carry out improvement efforts for ongoing programs; (11) assessing the benefits of ongoing programs; (12) provide input for the new program.

Amrizal [7] states that the existing work program has not been evaluated properly and when the program is running or completed it is found that the vision, mission, goals and objectives are not used as a measure of success. In addition, it was also found that each program had not analyzed its outcomes and benefits for the community.

2   Method

This research uses a descriptive method with a case study approach. Data were collected using interviews and analyzed using categorization analysis.

3   Result and Discussion

3.1   Implementation of Work Programs in Mass Organizations

Work programs in a community organization are never considered problematic because they have been implemented or realized. This activity is considered successful in its implementation because it is in accordance with the current management work plan. The work plans that have been prepared so far can be realized in real terms and can be accounted for. The management of the organization even feels that this is a proud achievement without the need to be evaluated and studied in more depth for its impact internally and externally.

Internally, an evaluation is important because it can assess whether a work program of the community organization has had an impact on the implementation of the vision and mission of the organization. In fact, it appears that there is no awareness to evaluate the management of community organizations. Data from the research findings reveal that the completed work program is considered a follow-up to the vision and mission and will not conflict. It is not necessary to study whether the work program is in accordance with the vision and mission of the community organization, nor has it ever been studied for its positive influence in supporting or developing the vision and mission so that it is always in line with future needs.

Externally, a work program has never been assessed for its impact on the community. Nor has it been reviewed whether the completed work program provided benefits or not. Furthermore, it has never been studied whether the work program has provided benefits or not to the community. So far, the implementation of work programs in community organizations has been carried out without a clear evaluation for the development of the organization's vision and mission and has not been evaluated properly when it has been completed in the community.

3.2 Factors that Indicate the Success and Obstacles to the Implementation of the Work Program

The work program of mass organizations has been carried out according to the previous plan. The problem is that when planning is made, it is not included how to evaluate it properly. In addition, there are several supporting factors for the completion of a work program, namely, planning that is reported to the central management of the organization, financial support, reports on the results of activities to regional administrators, and the required skills and supervision from the chairman of the regional management.

There are also inhibiting factors for the completion of a work program, including the busyness of organizational management, lack of supervision, and lack of funds to complete a work program.

3.3 Output and Outcome of a Work Program

Basically, a work program originates from the vision and mission as well as the goals of a mass organization. If there is a work program from the central management, the regional administrators should bring it closer to the vision-mission that has been made. A work program related to the development and sustainability of an organization should be evaluated in terms of the vision, mission and goals of a mass organization. The apparent fact is that a work program is only associated with organizational planning. As long as it does not deviate from the planning that has been made, then the completion of a work program is considered not to need to be reviewed or evaluated. It should be necessary to evaluate the work program that has been completed to examine its relationship to the vision, mission and goals of mass organizations.

A work program that has been completed must be able to prove the existence of a mass organization. Existing work programs must have a visible impact on the community. So far, no serious attention has been paid to the evaluation of the impact this work program has on the community. In fact, the benefits are very large for the mass organization itself,

namely that there is no duplication of the same work program every year. The existence of duplication of work programs, if evaluated, will show little benefit for the community and also for the existence of the organization in the community.

4   Conclusion

The results of this study indicate that the work programs of most mass organizations in North Sumatra are running well and are reported to have been completed at the end of the management period. However, the work program that has been completed has never been properly evaluated whether it is beneficial for organizational development or for the community. The obstacle faced by these mass organizations is the lack of a supervisory function in the form of evaluation of work programs. of a supervisory function in the form of evaluation of work programs. A work program must be monitored at the time the activity is carried out and audited when the work program has been completed. This is done so that we can see whether the work program has anything to do with the vision and mission of the organization (internal organization). In addition, we can also see whether there are benefits and effects on the community or the sustainability of the organization in the community (external organization).

Authors' Contributions.   The contribution that can be made from this research is to make mass organizations aware that the work programs they have carried out are only slightly related to their vision and mission. The work program they have implemented has not been evaluated whether it provides many benefits to the community or not.

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