

# THE ORGANIZATIONAL PERFORMANCE OF THE HUMAN RESOURCES DIVISION ON THE MINISTRY OF RESEARCH, TECHNOLOGY, AND HIGHER EDUCATION

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## ABSTRACT

The purpose of this study was to analyze and describe organizational performance in the Human Resources Bureau, describing the factors that influence performance and describe the organizational performance strategy of the Human Resources Bureau at the Ministry of Research, Technology and Higher Education (Kemenristekdikti). This study uses a qualitative approach using procedures for collecting data through observation, documentation and in-depth interviews. The data technique used is the procedure of data reduction, data presentation, and conclusion. The results of the study indicate that the performance of the organization of the Human Resources Division at Kemenristekdikti has not been implemented optimally, it still needs improvement based on the dimensions of quality, quantity, cooperation, responsibility, responsiveness and organizational commitment. The factors that influence the organizational performance of the Bureau of Human Resources are motivational factors, ability factors and environmental factors. The strategy to improve the performance of the Human Resources Bureau at Kemenristekdikti is expected to be a more flexible organizational leadership, but also does not violate the rules; manage employees who prioritize teamwork, agreement, participation of all employees, focus more on internal management of problems; organizational adhesives reduce the formality of the rules underlying the organization's adhesives; strategic emphasis, focus on internal employees; Success criteria emphasize the development of human resources, employee conditions, team work and commitment and concern for fellow employees.

**Keywords:** Organizational Performance, Human Resources, Employees.

## INTRODUCTION

Performance is a result achieved by workers in their work according to certain criteria that apply to a job. Human resources are the drivers of changes in management practices in organizations, because human resources have a strategic role in structuring the organization, arranging staffing, planning education and training programs, developing a system of employee appraisal and employee awards (Robbins, 2006).

Organizations that are a collection of people who have the same goals. Organizations are divided into two large groups based on the objectives to be achieved, namely: social organizations that have the aim to improve the welfare of its members, business organizations that are organizations that have the goal of achieving / obtaining profits. Human resources are considered to be one of the most important factors playing a major role in maintaining organizational sustainability, credibility and the creation of public trust. The emphasis on human resources as valuable capital in organizations reflects more emphasis on intangible

resources than real ones. Becker (1964), argues that investment in human resources aims to benefit the organization in the long or short term.

According to Smith quoted by Sedarmayanti (2001), revealing that performance is output drive from process, human or otherwise performance is the result or output of a process. While according to Hariandja (2002), said that: "Performance is the performance that is the work produced by employees or real behavior that is displayed in accordance with its role in the organization. "Performance is the result and output produced by an employee in accordance with its role in the organization in a certain period. Good employee performance is one of the most important factors in the agency's efforts to increase productivity. Performance is a translation of performance which is often interpreted as appearance, demonstration, or achievement. Experts suggest several definitions of the concept of performance. Performance is a description of the level of achievement of an activity / program / policy in realizing the goals, objectives, mission, and vision of the organization contained in the strategic planning of an organization (Mahsun, 2006). In addition, performance is a set of outputs (outcomes) produced by the implementation of certain functions over a period of time (Tangkilisan, 2003).

Civil Servants (PNS) often get the spotlight on their performance, because the image created by civil servants is already bad, such as being less productive, likes corruption and wasting state money, low work ethic, frequent truancy, and so on. The level of performance of employees is still low because most of them only come, fill out absences, chat, then go home without providing their services in work that can realize the common goal of a government organization. Seeing the various problems that arise, then the new Law No.5 of 2014 was made specifically on the State Civil Apparatus which covers merit-based recruitment standards, the work regulations of state apparatus employees, and sanctions imposed if they do not comply with the Act.

The Ministry of Research, Technology and Higher Education (Kemenristekdikti) is a ministry within the Indonesian government that organizes research, technology and higher education affairs under and is accountable to the President. The Ministry of Research and Technology functions to formulate and determine policies in the quality standards of research institutions, human resources, facilities and infrastructure and technology as well as technology development, giving written permits for research activities and development of applied high-risk and dangerous science and technology in accordance with statutory regulations. invitation. Coordination of task implementation, guidance and administration support for all organizational elements within the Ministry of Research, Technology and Higher Education. Meet the demands of employees throughout Indonesia to provide good and timely services.

The number of services served and Ministerial changes is one of the efforts to make the service not possible to achieve maximum performance. This is due to changes in Ministerial changes and the prevailing rules and regulations. John Miner (Sudarmanto, 2009) who argues that there are six dimensions that can be used as benchmarks or indicators in assessing organizational performance, namely Quality, Quantity, Cooperation, Responsibility, Responsiveness, and Organizational Commitment. The purpose of this study was to analyze and describe organizational performance in the Human Resources Bureau, describing the factors that influence performance and describe the organizational performance strategy of the Human Resources Bureau at the Ministry of Research, Technology and Higher Education.

## METHODOLOGY

This study uses a type of research on organizational performance studies at the Human Resources Bureau at Kemenristekdikti qualitatively. A qualitative research approach is used by conducting observations and in-depth interviews at the Human Resources Bureau office at the Ministry of Research, Technology and Higher Education. The research method used is qualitative research. Qualitative research methods as revealed by Bogdan and Taylor in (Maleong, 2014), as a research procedure that produces descriptive data in the form of written or oral words from people and observable behavior.

The data analysis technique used in this study is a qualitative technique, which is analyzed using an interactive model. In the interactive model there are three components of analysis, namely: data reduction, data presentation and conclusion drawing. Furthermore, the analysis is carried out by combining interactive ways with the three main components in question. Data collection instruments that are applied are observation, interview and documentation and literature review.

## RESULTS AND DISCUSSION

Analysis of the data obtained in principle is carried out together with improving data between the two that cannot be separated. Therefore, in an indirect data collection, a data analysis process is also carried out. This is so that the data and information obtained from the field can be directly differentiated so that it is easier to analyze and process data. Based on the analysis in this study, the things that influence the course of policy implementation as the theory put forward by Miner (1980), the focus of the research is on six organizational performance indicators, namely:

### Quality of performance

The dimensions of performance quality using input variables which consist of the availability of human resources at Kemenristekdikti from the results of the study show that the number of employees in the Human Resources Division is 120 people starting from supervisors to honorary employees which are divided into four subsections namely (1) Planning and Development Section, (2) Section of Mutation, Discipline, and Dismissal, (3) Section of Functional Position, (4) Information System and Performance Section. The Human Resources Bureau at Kemenristekdikti implements 18 (eighteen) types of tasks by serving all universities in Indonesia, both public and private. While the availability of facilities and infrastructure is still inadequate. Based on the results of the study indicate that the availability of facilities and infrastructures is not sufficient.

### Quantity

Describes the amount generated and expressed in terms such as the number of units or the number of cycles of activities completed. Based on the results of the research shows that there is no certainty of the time given, for completion of work. Each sub-division is different in the completion of the time for the completion of the work and the work charged by the leadership of the Human Resources Bureau is too much. This is due to the fact that there is too much work given that the number served is universities throughout Indonesia, both state and private, as well as high schools. The amount of work produced by the Human Resources Bureau at the Kemenristekdikti in a single day is unpredictable because it depends on the work faced by the existing workers.

### Teamwork

Describe the highest competitive advantage in an organization. Collaborative groups within

organizations can also be realized by the formation of work relations, both work relations between members of the organization and between the leadership of the organization and its subordinates or other members. The goal of fostering work relations in the office of the Human Resources Bureau of the Ministry of Research and Technology is to achieve a harmonious and compact cooperation between fellow members of the organization or existing human resources.

### **Responsibility**

Describes a measure that shows how much the level of suitability between the administration of the government and the law or regulations and procedures has been set. Based on the results of the research on the responsibility of the organization, the Bureau of Human Resources of the Ministry of Research, Technology and Higher Education was implemented in accordance with applicable laws or regulations. Service procedures based on the law of Law Number 5 of 2014. Responsibility of the Office of the Human Resources Bureau of the Ministry of Research, Technology and Higher Education is in accordance with the existing administration or SOP. although the time needed to complete the service does not match the time with the SOP.

### **Responsiveness**

This dimension shows that the implementation of public organization activities is carried out in accordance with the principles of administration that are in accordance with the policy implicitly or explicitly. The bureaucratic ability of the Human Resources Bureau to recognize the needs of the community, set the agenda and priority of services, and develop public service programs not in accordance with the needs of the community and the aspirations of the community, are still expected by stakeholders in this matter. The Dimension of Organizational Commitment is the attitude or form of a person's behavior towards the organization in the form of loyalty and planning vision, mission, values and organizational goals (Nahrudin & Tambajong, 2017). Someone is said to have a high commitment to the organization, and can be identified with characteristics such as trust and strong acceptance of organizational goals and values, a strong willingness to work for the organization and a strong desire to remain a member of the organization.

Based on the results of the research on organizational commitment that the strong trust of the Kemenristekdikti Human Resources Bureau employees towards the organization, the employees carry out tasks with sincerity, the success of their work is not claimed as individual work but as the work of the organization.

The factors that influence the performance of the Human Resources Bureau are first, motivational factors are conditions that motivate employees to be directed towards achieving organizational goals. The mental attitude taken by employees is a mental condition that encourages employees to strive to achieve work performance to the fullest. The mental attitude of an employee must be psychophysically prepared (mental, physical, goal and situation attitudes). This means that an employee must be mentally prepared, physically capable, understand the main goals and work targets to be achieved and be able to utilize and create work situations.

Based on the results of research on the influence factors of motivation from the leadership is still very lacking, even employees say that the leadership does not provide motivation. Furthermore, the second factor is the ability of work to show someone's skills such as

intelligence and skills. Ability is closely related to the physical and mental abilities that people have to carry out work.

Based on the results of research on the influence factors of ability shows that there is still a lack of work ability in the Human Resources Bureau this is disbursed because it is still waiting for instructions from superiors to carry out their duties. The third factor is the work environment can be in the physical condition of the office which includes lighting, air temperature, etc. that can improve the conducive atmosphere and morale and influence employee performance.

Based on the results of the study that environmental factors greatly influence employees at the Kemenristekdikti Human Resources Bureau, where employees complained about the narrowness of their work space coupled with a lot of work piled on the table due to the large number of archives not stored in the archive due to lack of archives and very narrow room. Organizational performance is not only focused on achieving results or goals, but also emphasizes the implementation process and resources to achieve its objectives. Discussing performance is definitely related to size or standard performance (Terziovski & Samson, 1999; Kaplan, 2001).

Performance measurement or performance appraisal is defined as the process used by the organization to evaluate the implementation of performance which of course is influenced by the factors described (Becker & Gerhart, 1996; Gunasekaran et.al., 2004). Organizational performance is based on an overview of the level of achievement of tasks in an organization, in an effort to realize the goals, objectives, mission and vision of the organization. So organizational performance is the ability of the organization to carry out every task assigned to the organization to achieve its goals, objectives, mission and determined organizational vision. Strategies that can be done to improve performance in the Ministry of Education and Human Resources Bureau, organizational leadership that is more flexible, but also does not violate the rules, manage employees who prioritize teamwork, agreement, participation of all employees, focus more on managing internal issues, organizational glue reduces the formality of the rules underlying the organization's glue.

## **CONCLUSION**

The quality of work in each subdivision is very diverse, while the amount of work produced is also uncertain resulting from the large number of jobs given to employees. The level of appropriateness and implementation of bureaucratic activities of the Ministry of Research and Technology Human Resources division is not yet in line with what is expected by the community. Quality cannot be separated from quality management that studies each area of operations management from product line planning and facilities, to scheduling and monitoring results. Quality is part of all other business functions (marketing, human resources, and finance). Motivation is expected to come from stakeholders, because employees are organizational support resources from the office of the Human Resources Bureau. Employees at the Human Resources Bureau still lack the ability so training needs to be carried out according to their respective fields of work. The work environment has a large impact on the performance of the Human Resources Bureau organization.

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