

Government Management Analysis with a System Approach at the Office of Settlements and Infrastructure

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ABSTRACT

This study aims to explain and describe how government management processes are seen from the analysis of the organizing system which consists of division of labor, departmentalization, authority distribution and coordination in achieving efficiency and effectiveness in the Office of Settlements and Infrastructure in the Jenepono District. This study uses the desk riptif method with high quality. Data collection techniques used are literature studies and field studies in the form of observations, interviews and documentation. This research was conducted at the relevant government agencies, namely the Department of Settlements and Prasana Jenepono Regency. Based on the results of the research, the division of labor is considered to be still less than the basic work Departemenisation has been carried out quite well in both individual and group assignments. Authority distribution is poorly implemented, coordination is still not carried out so that it cannot be efficiently and effectively integrated.

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1. INTRODUCTION

Regional development carried out so far far cannot be separated from national development. The regional development program will achieve the realization of regional autonomy through increasing regional capacity so that a clean and authoritative government is carried out free from elements of corruption, collusion and nepotism. Strong human resources, reliable knowledge and mastering technology and having faith and piety will answer the challenges in the future well.

The implementation of a centralized government system as mandated by Law Number 32 of 2004 concerning Regional Government where regional autonomy is placed in its entirety in the Regency / City area, which is held on the basis of broad, real and responsible autonomy. Thus, the authority of regional autonomy is a complete authority, except for the authority in the field of defense security, justice, foreign policy, monetary and religious as well as other authorities regulated by higher laws and

regulations. The Department of Settlement and Regional Infrastructure of Jenepono Regency is one of the regional technical institutions that has the main task of assisting the Bupati in coordinating all the tasks of regional authority in the field of Irrigation, Highways, Cipta Karya and Bina Teknik. As an autonomous region besides carrying out decentralized tasks, it must also carry out co-administration and deconcentration tasks as an integral part of national development planning.

In order to carry out government, development, and community factually faced with various problems and challenges in the field of economic development, socio-cultural, legal, and political as well as various other disturbances. To overcome these problems and constraints, a strategy for sustainable human resource development in the area of regional development planning is needed as part of the system of integrating regional development systems. In the context of this thinking, the actualization of the development of human resources is needed through an organizing system in accordance with the main tasks and functions carried out by the Department of Settlement and Housing in the Jenepono Regency.

Organizing systems become part of human resource planning so that the consolidation of local government organizations has institutional instruments that are efficient, effective, and capable of accommodating, coordinating, controlling resources and behavior in order to achieve autonomy goals. Even through organizational design instruments, regions can plan, implement, monitor and evaluate a goal, program and activity in achieving regional vision and mission. In designing organizations must adhere to the principles of organizational structuring so that they are designed efficiently, effectively and consider the potential possessed by the organization. Efficient will reflect a function-rich organization so that the organization's professional competence can be built in achieving its vision and mission. Therefore, structural positions do not need to be fat to avoid waste of organizational resources. One approach that is very important in organizing is the system approach.

Literature Review

Management is an art and science of planning, organizing, drafting, directing and supervising resources, especially human resources to achieve predetermined goals. (Widanarto, 2016). While Handoko (2000) argues that management includes functions of planning, organizing, compiling, and directing human resources. According to Terry and Rue (2005) management is an activity, the implementation is management while the executor is a manager or manager (As'ari, n.d.).

From some of the opinions mentioned above, management is generally associated with activities of planning, organizing, implementing, controlling, placing, directing, motivating, communicating and making decisions, evaluating and monitoring which aims to coordinate various resources owned by the organization so that it can produce a product or services efficiently.

Human resources are the most important factor for the success of nation building because human resources are assets that are used as supporting development through knowledge, expertise, skills and labor (Rohman et al., 2021). Another opinion of Usmara is that human resource management is the utilization, development, assessment, remuneration and management of individuals, members of organizations or groups of workers (Machfuz et al., 2022). Dessler management is the process of using resources effectively and to reach an arrangement so that human resource management (*Human Resource Management*) is an activity planned to prepare and coordinate human resources in an organization (Qotimah & Priyanti, n.d.).

Good human resources have the ability to work reliably, a high work ethic, able to work effectively according to the tasks and functions that have been given by the organization will have a big impact. Employees who have high work productivity, are marked at the level of ability, knowledge, skills and mentality in carrying out the tasks and responsibilities given (Nur Hakim et al., 2022).

An organization is a group of people who are coordinated collaboratively to achieve goals through the division of labor and functions and through a hierarchy of authority and responsibility. Scanlan and Keys in (Dewi et al., 2021). Effectiveness is the utilization of certain amounts of resources, funds, facilities and infrastructure which are consciously set in advance to produce a certain amount of goods or services of a certain quality in a timely manner (Sofianto, 2019).

The local government organization is an instrument designed to achieve the Government's vision / mission. As an instrument (apparatus, tools), it must be in accordance with the needs of the objectives to be achieved. Berger (1994) sees that there are four things which are the main levers of change in organizations that must be *realigned*, namely: *strategy*, *operations*, *culture* and *compensation*. The intervention of structuring government institutions by delivering services to the community in order to support the realization of the paradigm of the *good governance* can be linked to the indicators offered (introduced) by Mc. Kinsey (Fatimadia, 2022).

Taufik in (Iqbal & Jamaluddin, 2023), among others, are: (a) operational and standardization procedures that are complete, clear, and firm so that they are easy to implement and can become *Standard Operational Procedures (SOP)*, (b) clear, decisive, and easy implementation of delegation of power and coordination consistently and consistently, supported by an inherently rigorous inherent supervision system, and (c) the effectiveness of the number of government bureaucracies must be analyzed in order to obtain optimal results. Bureaucratic downsizing, both structural and functional, needs to be studied and implemented in accordance with the development of needs. Government organizations change as the principles of modern organizations are not just the tastes of the authorities, as an implication of the amount of discretion in the local government (Regent / Mayor). There is an assumption that the tendency that occurs is that all organizations become large, so that the impression of the opportunity to share power is reasonable.

The system approach views organizations as a unitary system consisting of interrelated parts, thus giving the possibility of leaders seeing the organization as a whole and as part of a wider external environment. The core approach to the system is that the leader does not function only within the boundaries stated in the organization, but must connect with the organization as a whole, so that it must communicate with various parties and understand the importance of the network so that the organization has synergies.

The process is carried out through the organizational subsystem, namely the systems contained in the organization, each of which performs a unique function. An organization consists of the following subsystems: (1) production subsystems, namely subsystems that make products or services which are organizational outputs, (2) border subsystems (*boundary spanning*), namely subsystems that handle transactions that occur at the boundary between with its environment, which consists of two types, namely: (a) borders on the input side, such as purchases, and (b) borders on the output side, such as marketing, (3) maintenance subsystem, namely subsystems in charge of maintaining marketing operations, both maintaining equipment, humans, etc., (4) Adjustment subsystem (adaptation), namely subsystems that make changes (organizational adaptation to changes in their environment). This subsystem makes observations of the environment to see problems, opportunities, changes, etc., which occur in the environment, and in adaptation to these changes, and (5) the referring subsystem (management), which is a separate subsystem, functions as directors of all other subsystems (in determining direction, strategy, goals, and wisdom), developing organizations and regulating and coordinating all other subsystems (Widanarto, 2016).

The organizing system approach to the Department of Settlement and Infrastructure of Jeneponto Regency is always directed towards achieving efficiency and effectiveness in order to achieve the objectives of the office of Settlement and Infrastructure of Jeneponto regency. Some aspects of the organizing system approach to the Department of Settlement and Infrastructure in jeneponto Regency

are division of labor, department, authority distribution and coordination. These aspects inspired the author to establish a research framework that can be seen in the following figure.

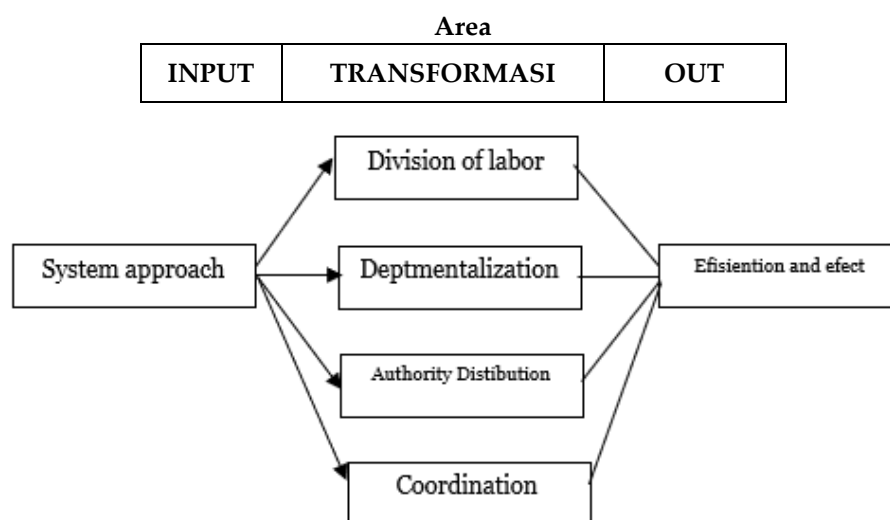


Figure 2. Research Framework for Organizational System Approach at the Department of Settlement and Infrastructure of Jeneponto Regency

2. METHODS

Based on the subject matter and purpose of the study, the research method used in this study is a descriptive research method that describes the Organizational approach to the Department of Settlements and Infrastructure of Jeneponto Regency. Descriptive research is trying to describe or describe the objective conditions that occur. So, the research method used in this study is a survey research method with a descriptive approach, namely the method of research conducted through an observation effort to obtain information on a particular problem in order to get an idea of a phenomenon that is in the Department of Settlement and Infrastructure of Jeneponto Regency.

The population in this study were all employees at the Department of Settlement and Infrastructure in Jeneponto Regency, amounting to 105 people. But for the sake of the objectivity of the results of the research, researchers only used 5 informants as samples in this study. The sample of this study were all employees of the Department of Settlement and Infrastructure of Jeneponto Regency, which were as many as 100 people. The sampling technique used is a saturated sampling technique, that is, all populations are sampled.

Data collection techniques in this study consisted of questionnaires, interviews and observations. Data analysis techniques obtained from the distribution of questionnaires, interviews and observations tabulated and then analyzed in the form of analysis using frequency and percentage tables which were analyzed qualitatively descriptive and then generalized.

3. FINDINGS AND DISCUSSION

The division of labor system at the Department of Settlement and Infrastructure of Jeneponto Regency

The division of labor is an organizational requirement that is absolutely necessary at this time, organizations that will be able to survive in such high competition are organizations that have structured management which of course there is a clear division of labor.

The interview with the Head of the Department of Settlement and Regional Infrastructure of the Jeneponto Regency said that the suitability of the implementation and determination of the division of

labor with the basic tasks and organizational functions of the Department of Settlement and Infrastructure in Jeneponto district was still in the process of alignment. This is because the Department of Settlement and Regional Infrastructure consists of fields which were previously in the form of offices so that the authority in the implementation of general tasks and organizational functions that should be carried out by the public section is sometimes still carried out by their respective fields.

The observation of the writer as the head of the Administration section of the Department of Settlement and Infrastructure of Jeneponto Regency that the suitability of the division of labor with the main tasks and functions has been carried out correctly is only fully realized that the implementation of these tasks is still lacking due to position mutations which cause limited technical capacity of officials limited so that it requires efforts to improve technical skills both through technical training and through the on the job training that is available to gain experience in improving their capabilities. In this regard, a learning group needs to be built as a driving force in building capabilities and changes in the organization to help solve problems in the implementation of basic tasks and functions to improve service to the community and the business world as an application of Good Governance. The interview with the Head of the Regional Settlement and Infrastructure Office of Jeneponto Regency said that the determination of work given by each individual or because of his position had been optimally cultivated adjusted to the expertise and educational background that had been passed. Why is that, because it is very expected that the assignment that is given to him is not a burden to him so that he is expected to work in accordance with the tasks he has observed. The suitability of the division of work with clumps of work in the Department of Settlement and Infrastructure in Jeneponto Regency is in the inappropriate category. As for the suitability of the division of labor with the work mechanism at the Department of Settlement and Infrastructure of Jeneponto Regency. The results of the interview with the Head of the Cipta Karya Department said that there was still a lack of systematic procedures and working mechanisms at the Office of Settlements and Infrastructure. This is very clearly seen in almost all fields, the operationalization of activities not institutions, but rather leads to excessive personification. On the one hand there are employees or staff whose implementation of work is not carried out in the office but in other places that interfere with the work mechanism because communication is not built or running properly.

The division of labor system in the Department of Settlement and Regional Infrastructure of Jeneponto Regenc

The interview with Jeneponto Regency Head of Engineering and Settlement Office said that the division of labor had not run optimally, this was influenced by the ability of technical planners to be less supportive because the existing planning staff sometimes served in the engineering field only a few times and the age of it's old so the division of labor is not optimal. Like irrigation survuyor staff who need excellent physical abilities. Very heavy field conditions that must be passed. While the author's observations in addition to the two things above the terrain factors that are the object of the survey for planning activities, especially irrigation and the development of supporting infrastructure facilities.

Ministry of Settlement and Infrastructure System at Jeneponto Regency

Departmentalization is the process of determining the sequence and depth of individual work is analytical; that is, the number of organizational tasks (functions of the Regional Government) are broken down into several smaller, sequential tasks. But then we have to combine the divided tasks into groups. The group produced is the command group. The process of merging work into groups is called departmentalization. Implementation of Grouping Individual Tasks into Organizational Units at the Office of Settlements and Infrastructure of Jeneponto Regency in a sufficiently implemented

category. the suitability of task grouping with clarity of duties / work in the Department of Settlement and Infrastructure in Jeneponto Regency is in the less appropriate category.

Authority Distribution System at the Department of Settlement and Infrastructure of Jeneponto Regency

We can see the distribution of authority through units and among individuals called distribution of authority or grouping authority in the Department of Settlement and Infrastructure of Jeneponto Regency. The implementation of the distribution of authority in each organizational unit in the Department of Settlement and Infrastructure of Jeneponto Regency in the Department of Settlement and Infrastructure of Jeneponto Regency is in the less implemented category. the implementation of the distribution of authority to each individual in the Department of Settlement and Infrastructure of Jeneponto Regency in the Department of Settlements and Infrastructure of Jeneponto Regency is in the less implemented category. Based on the results of the interview with the Head of the Cipta Karya Division, the Distribution of Authority to Each Individual at the Office of Settlements and Infrastructure did not work in accordance with the established working mechanism. Because the closeness to the leadership of his authority is very large because sometimes they are the ones who regulate the section head. The suitability of the authority distribution with the principle of authority distribution in the Department of Settlement and Infrastructure in Jeneponto Regency is in the less appropriate category. The suitability of the authority distribution with the organizational rules that apply to the Office of Settlements and Infrastructure in Jeneponto Regency is in the inappropriate category. The suitability of the distribution of authority with the clarity of the orders that apply to the Department of Settlement and Infrastructure of Jeneponto Regency is in the inappropriate category.

Authority Coordination System at the Department of Settlement and Infrastructure of Jeneponto Regency

Coordination as an element of management plays an important role in advancing all abilities and potential possessed by providing services and availability of infrastructure for the community in accordance with regional characteristics. The coordination of the scope of the Settlement and Infrastructure department is less running, this is indicated by the frequency of meeting meetings not scheduled or not carried out continuously so that the understanding of all employees regarding the vision and mission and organizational functions is uneven. the implementation of coordination in each organizational unit in the Department of Settlement and Infrastructure of Jeneponto Regency in the Department of Settlement and Infrastructure of Jeneponto Regency is in the less implemented category. The suitability of the implementation of coordination with the principle of coordination in the Department of Settlement and Infrastructure of Jeneponto Regency is in the appropriate category. The coordination with the agreement on the Office of Settlements and Infrastructure of Jeneponto Regency was in the inappropriate category. Conformity of the implementation of coordination with the principle of integration in the Department of Settlement and Infrastructure of Jeneponto Regency is in the less appropriate category. The conformity of the implementation of coordination with the principle of synchronization at the Department of Settlement and Infrastructure in Jeneponto Regency is in the inappropriate category. The suitability of the implementation of coordination with the principle of complication in the Office of Settlement and Infrastructure in Jeneponto Regency is in the inappropriate category. The suitability of the implementation of coordination with the principle of efficiency and effectiveness in the Department of Settlement and Infrastructure of Jeneponto Regency is in the less appropriate category.

4. CONCLUSION

Based on the conclusions in the above research, the researcher suggests several things: There needs to be an effort to clear the division of labor between parts and fields in order to realize the tasks and functions that must be carried out by the Office of Settlements and Infrastructure ; Departmentalization is not just solving into several smaller sequential tasks. But it must combine the tasks and functions that exist in the Department of Settlement and Infrastructure that are divided up into groups; Distribution of authority must be clear and transparent and must be able to be accountable and coordination between parts and fields must be more optimized so that the Vision and Mission of the Office of Settlements and Infrastructure can be realized.

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