# Organizational Strengthening Through the Application of Managerial Aspects in the Framework of Capacity Building at the Batam City Culture and Tourism Office

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# Organizational Strengthening Through the Application of Managerial Aspects in the Framework of Capacity Building at the Batam City Culture and Tourism Office

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## Abstract

This study aims to analyze organizational empowerment through the application of management aspects to enhance the capacity of the Batam Culture and Tourism Office. The method used in this study is a qualitative descriptive model. The focus of the research is on organizational empowerment through capacity building through the introduction of managerial aspects, which includes: planning, mobilization, monitoring and evaluation. The results of the research show that the implementation of the management aspects is going well, which is reflected in the planning process, in particular in the presence of strategic plans, work plans, which include subdivisions in their preparation. Implementation, which was regulated and implemented in accordance with the main regulation No. 58 of 2016 on the main responsibilities, functions, job description of the Department of Culture and Tourism. The mobilization or referral process takes place every Monday at regular meetings to show the role of the service's secretary: secretary in directing and resolving the tasks faced by the work units in carrying out their duties. The control process is carried out in two ways: internally and externally. Internal control is carried out every Monday through the mechanism of regular meetings Accountability monitoring for the implementation of activities through the e-procurement system (SPSE). While external oversight is conducted through a Hearing Meeting with two Regional Representative Council (BSEC) Committees in Batam, in particular, Commission II (economic, mobilization or referral process attends regular meetings every Monday, demonstrating the role of President ադի Secretary կոդմիիզ to their responsibilities Supervision is carried out in two ways: internal and external. Internal control is carried out through a mechanism. through a meeting of the two committees of the council (RDP): city, in particular commission II (economic, mobilization or referral process In ordinary meetings on Monday, to demonstrate the role of the President  Secretary in the work units զործուս in directing  solving the tasks faced in the performance of their duties. The control process is carried out in two ways: internally and externally. Internal control is carried out every Monday through the mechanism of regular meetings  Accountability monitoring for the implementation of activities through the e-procurement system (SPSE). While external oversight is carried out through a Hearing Meeting with two committees of the Batam Regional Representative Council (SDF), in particular Commission II (economic, the oversight process is carried out in two ways: internal and external. Internal oversight is carried out every Monday) External oversight is carried out through a Hearing Meeting (RDP) with two committees: the Regional Representative Council (DPRD) in Batam, in particular Committee II (economic, oversight process). Internal  External control: Internal control is carried out every Monday through the mechanism of regular meetings  Accountability monitoring: Implementation of activities through the Electronic Procurement

System (SPSE): While real External oversight is carried out through a Hearing Meeting (RDP) held in

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Batam with two committees of the Regional Representative Council (DPRD), namely Committee II (Economic)

**Keywords:** Capacity Building, Organizational and Managerial Strengthening

## 1. Introduction

Regional autonomy has provided a new direction in the administration of local government. Regional government policies in carrying out government affairs certainly indicate an effort to strengthen the role of local governments. Strengthening local government means that development will be more oriented to the needs of local communities. Local governments through the existence of bureaucracies or regional apparatus organizations need to manage and utilize regional potentials in order to have a positive impact on people's lives in their regions. Currently, the tourism sector is one of the potentials that continues to be developed in various regions in Indonesia. The city of Batam also has strategic potential in the tourism sector where Batam is the entrance to western Indonesia which borders Singapore and Malaysia. Mayor of Batam, Muhammad Rudi admitted that he is currently working in the tourism sector due to the sluggish Batam industry which was triggered by the departure of several companies. In addition, the mayor also directed that the city of Batam be included in religious tourism, one of the icons is visible from the Grand Mosque (Masjid Raya) with Malay ornaments (Tribun Batam, 2018). Based on Batam Mayor Regulation Number 58 of 2016 concerning Main Duties, Functions and job descriptions, the Culture and Tourism Office has the main task of carrying out several regional affairs in the field of Culture and Tourism as well as the function of the Department as technical policy formulation, implementation, guidance and implementation of tasks in the tourism sector. Culture and Tourism. Therefore, the management of the tourism sector is the responsibility of the Batam City Culture and Tourism Office. As mentioned earlier, the implementation of regional autonomy shows the strengthening of the role of local governments in providing public services. However, strengthening the role of local government requires efforts to increase the capacity of the organization itself so that it is able to respond to community demands for desired services and adapt to environmental changes. In order to optimize the tasks carried out and at the same time it is necessary to carry out the expectations that have been conveyed by the Mayor, the Department of Culture and Tourism needs to take a series of actions to ensure that every activity that is designed can run well. goes well. Therefore, agencies need to carry out a series of planning, organizing, mobilizing and evaluating actions which are generally referred to as managerial aspects. The managerial aspect plays an important role in measuring the strength of the management of activities that have been designed to fulfill the mandated tasks. The managerial aspect concerns how the implementation of existing tasks in an organization can be managed using good management principles so that the implementation of a program or project can run optimally. Grindle (1997) said "Capacity building is intended to cover a variety of strategies related to improving the efficiency, effectiveness and responsiveness of government performance". According to Grindle, there are 3 dimensions in capacity building, namely human resource development, organizational strengthening, and institutional reform. Meanwhile, the implementation of the managerial aspect is one of the focuses of the organizational strengthening dimension.

Previous research that became a reference was carried out by Imam, R., Anwar, SP, & Dida, SI (2013). Increasing the Organizational Capacity of the Research and Development Agency (BPP) of the Ministry of Home Affairs Journal of Bina Praja, 5 (3), 177-188. The purpose of this research is focused on increasing the organizational capacity of the Ministry of Home Affairs BPP by focusing on aspects of organizational development. Further research conducted by JeniviaDR, Mochamad, M., & Heru, R. (2013) regarding Institutional Capacity Building at the Regional Personnel Agency of Jombang Regency, Journal of Public Administration (JAP), 1 (3), 103-10. This study aims to describe and analyze the development of institutional capacity as well as the supporting factors and obstacles faced in developing institutional capacity

at the Regional Personnel Agency of Jombang Regency. Finally, the research conducted by Syifa, D. (2017) with the title Analysis of Institutional Capacity Development at the Personnel Agency, Semarang City Education and Training, *Journal of Public Policy and Management Review*, 6(2), 215-225. This study aims to identify and analyze institutional capacity building in personnel, education and training institutions in the city of Semarang.

## 2. Literature Review

Grindle (1997) says that capacity building is intended to cover a variety of strategies related to improving the efficiency, effectiveness and responsiveness of government performance" Eade (1998) explains "capacity building is often used simply to mean enabling institutions to be more effective in implementing development projects. ". Brown (2001) also adds that capacity building is a process that can improve the ability of a person, organization, or system to achieve goals. Thus it can be conveyed that capacity building is an effort made to improve organizational and individual capabilities so as to improve performance in achieving goals.

A more comprehensive study by Grindle (1997) reveals that capacity building is seen as a variety of strategies that include dimensions, focus and various types of activities. First, the dimension of human resource development, with an emphasis on the availability of professional and technical personnel, while the types of activities include training, payroll systems, working conditions and recruitment. Second, the dimension of organizational strengthening, focused on the management system, improving the performance of certain tasks and functions, then the micro structure. These types of activities include incentive systems, personnel utilization, leadership, organizational culture, communication, and managerial structures. Third, the dimension of institutional reform, focused on institutions and systems; macro structure,

In the context of the study of public administration, organizations have an important role because they can see that service delivery is still abstract in the study of public administration. Organizations are always faced with the phenomenon that they must improve their capabilities in line with the demands of change. In this context, organizational development or organizational renewal is very necessary. Attention to this issue is directed at the challenge of organizational strengthening, a second focus on capacity building initiatives. Ways to strengthen the organization that are widely recommended to achieve the desired goals are through activities such as; (1) Improving staff recruitment and utilization; (2) Introducing a more effective incentive system; (3) Restructuring of working relations and authority; (4) Improving the flow of information and communication; (5) Increase physical resources; (6) Introducing better management practices, and (7) Decentralizing and opening up decision-making processes(Grindle, 1997). According to Grindle, management practice is one of the recommended activities in strengthening the organization. The focus of attention lies on the problem of how to design a managerial structure.

The managerial aspect concerns how the implementation of existing tasks in an organization can be managed using good management principles so that the implementation of a program or project can run optimally. Management principles generally refer to those conveyed by Terry (1977) namely Planning, Organizing, Actuating and Controlling. Hill and McShane (2008) define planning as a process in which managers choose goals or objectives, choose actions (strategies) to achieve those goals, allocate responsibility for implementing those actions to specific people or units, measure the success of actions by comparing actual results against goals. and revise plans accordingly. Furthermore, Gomez-Mejia & Balkin (2012) explains that planning is a process that helps managers set goals for the future and map out activities and enable them to achieve these goals. The result of the planning function is the "plan itself" which is formulated in a written document that outlines a series of actions to be taken by an organization. These steps should be described to provide information about the actions that can be taken strategically. DuBrin (2012) defines strategic planning as the overall master plan of the company that shapes its destiny. Meanwhile, Kreitner (2009) states that strategic planning is the process of determining how to achieve the long-term goals of an organization using available resources. Apart from strategic planning, there are also tactical plans. DuBrin (2012) explains that tactical planning is planning that translates the strategic plans of an organization or company into certain goals by organizational units. Meanwhile, according to Kinicki and William (2010), tactical planning is determining what contribution the department or work unit will make in proportion to the resources

determined for the next 6 months or 2 years by middle management. Tactical planning is defined as a strategic plan into specific goals for certain sections, units, or departments within the organization. As a result, tactical planning has a shorter time frame and narrower scope. Middle management is responsible for developing and implementing tactical plans to achieve the strategic objectives of the organization.

Furthermore, Certo and Certo (2012) provide several reasons regarding the importance of organizing for organizations. First, it is the primary mechanism by which managers or leaders activate plans. Therefore, each existing sector or division can take part in the plans that have been prepared and determined that are tailored to the scope of their respective duties. Second, it is used to minimize waste, such as duplication of effort and idle organizational resources. Third, create and maintain relationships between all organizational resources. Meanwhile, according to Holt (1993) "Organizing... The function of collecting resources, allocating resources and compiling tasks to fulfill organizational plans". So management needs to determine what tasks need to be done, who should carry them out, and who will make decisions about these tasks. If examined more deeply, organizational functions cannot be separated from organizational structure as stated by Colquitt, Lepine and Wesson (2013) "organizational structure formally dictates how work and taxes are divided and coordinated between individuals and groups within the company". In this case, the organizational structure determines how work and tasks are divided and coordinated among individuals and groups within the organization. The third basic function of management is to move or move. Mobilization is closely related to human resources (HR) which ultimately becomes the center of all management activities. Mobilization exists at every level, location, and operation throughout the organization. To achieve and sustain success in management, Mobility is absolutely necessary. Furthermore, Schermerhorn (2012) provides a definition of control as a process of monitoring performance and taking action to ensure the desired results. Priansa (2018) states that the purpose of control is so that activities are aligned or consistent with the expectations set in the planning, or in order to achieve all the performance standards that have been set.

## 3. Research Method

This study uses a qualitative research method with a descriptive model (qualitative descriptive). The focus of the research is organizational strengthening by paying attention to the application of managerial aspects. The information collected is related to the observed research, using the triangulation method. Collecting data using observation techniques through triangulation methods. The location of the research was carried out at the Department of Culture and Tourism which is one of the Regional Apparatus Organizations (OPD) within the Batam City Government. Determination of research informants was carried out by purposive procedures using key persons. While the informants are structural officials consisting of the head of the department, secretary of the department, Head of Division and Head of Section at the Batam City Culture and Tourism Office. The method of data collection is done through interviews and documentaries conducted with informants who have mastered the required information and documentaries. In addition, data collection is also carried out through documentation which includes photos of activities, organizational profiles and strategic plans.

## 4. Results and Discussion

In the planning aspect, it can be seen that there have been guidelines for implementing activities in the Strategic Plan of the Batam City Culture and Tourism Office from 2016 to 2021. The preparation of the strategic plan (renstra) involves each field and section of the Batam City Culture and Tourism Office. The strategic plan (renstra) of this department is a five-year planning document, which will then become a guideline for achieving the goals and objectives of activities for the next 5 (five) years. Gomez-Mejia and Balkin (2012) state that planning is a process that helps managers or leaders set goals for the future, map activities, and achieve those goals. The definition of planning as mentioned above has been translated into strategic plans and official work plans that contain goals, objectives, targets, program of activities and use of resources used within a period of five years. The result of the planning function is a "plan" which is formulated in a written document that describes a series of actions to be taken by an organization. These steps should be described to provide information about the actions that can be taken strategically. This is

related to the explanation of DuBrin (2012) that strategic planning is the overall master plan of the company that shapes its destiny. Meanwhile, Kreitner (2009) states that strategic planning is the process

of determining how to achieve the long-term goals of an organization using available resources. The Strategic Plan (Renstra) of the Batam City Culture and Tourism Office is used as a reference in the Office's Work Plan (Renja) every year and the preparation of a budget based on predetermined performance. The next work plan will be a guideline in carrying out activities and performance indicators that have been carried out by the agency in one year. Apart from strategic planning, there are also tactical plans. Kinicki and William (2010) define tactical planning as determining what contribution a department or work unit will make similar to the determination of resources for the next 6 months or 2 years by middle management. Tactical planning is defined as a strategic plan into specific goals for certain sections, units, or departments within the organization.

Furthermore, in the organizational aspect, it is seen that there are work arrangements and human resources that are tailored to each work unit. The description of the duties and functions of each work unit at the Batam City Culture and Tourism Office is regulated by Mayor Regulation Number 58 of 2016. This is related to the Main Duties, Functions, Job Descriptions of the Culture and Tourism Office. Furthermore, in carrying out the main tasks, functions and job descriptions as mentioned above, the Department of Culture and Tourism consists of several structures which include the secretariat, the head of the field and the head of the section. In the arrangement of work units, employees are placed to support the implementation of the work carried out.
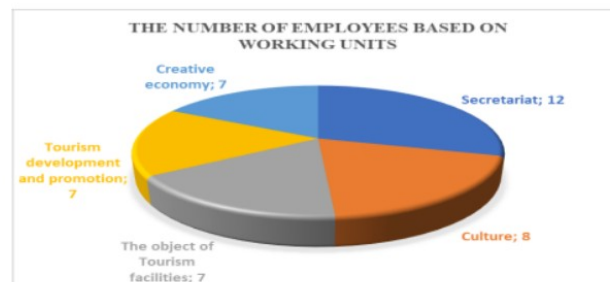


(Source: Batam City Culture and Tourism Office, 2020)

The secretarial sector has the highest number of employees compared to other fields because it coordinates and controls various activities, including budget management, staffing, program assets and other field tasks. Holt (1993) says that "Organizing... The function of gathering resources, allocating resources and structuring tasks to fulfill organizational plans". So management needs to determine what tasks need to be done, who should perform them, and who will make decisions about those tasks. If examined more deeply, the function of the organization cannot be separated from the organizational structure as stated by Colquitt, Lepine and Wesson (2013) "organizational structure formally dictates how work and taxes are divided and coordinated between individuals and groups within the firm". In this case, the organizational structure determines how work and tasks are divided and coordinated among individuals and groups within the company/organization. The work unit in this case the field or division in the service plays an important role in realizing the predetermined plan without conflict or duplication of activities with each other. Certo and Certo (2012) provide several reasons regarding the importance of organizing for organizations. First, it is the primary mechanism by which managers or leaders activate plans. Therefore, each sector or division that exists can take part in the plans that have been prepared and determined that are tailored to the scope of their respective duties. Second, minimizing waste such as duplication of effort and idle organizational resources. Third,

Furthermore, in the aspect of moving or directing employees in carrying out their duties, this is done through a routine meeting mechanism every Monday. In this activity the chairman and secretary of the service provide direction on activities that have been reported, will be implemented or are experiencing problems. Employees can also provide input related to improving their abilities, such as conducting independent

training. At a routine meeting on Monday, the head of the field reports the activities that have been carried out, the process of preparing activity reports to the obstacles faced. All activities carried out were discussed in the meeting and were considered very effective to see the progress of the implementation of activities. In terms of mobilization, leaders and office secretaries serve as examples in motivating or moving employees to try to achieve goals with joint coordination. The head and secretary make regular meetings the realm of coordination of various matters relating to the implementation of tasks, including field problems faced by employees, the desire for training programs, reporting, and evaluation. Joint meeting activities are also part of routine coordination to build the enthusiam of all employees in solving problems encountered and achieving targets. These activities are important assets in encouraging employee participation, building team solidarity and organizational success. Terry (1977) explains that mobilization is moving members of a group or organization to like and try to achieve organizational group goals. The head and secretary make regular meetings the realm of coordination of various matters relating to the implementation of tasks, including field problems faced by employees, the desire for training programs, reporting, and evaluation. Joint meeting activities are also part of routine coordination to build the enthusiam of all employees in solving problems encountered and achieving targets. These activities are important assets in encouraging employee participation, building team solidarity and organizational success. Terry (1977) explains that mobilization is moving members of a group or organization to like and try to achieve organizational group goals. The head and secretary make regular meetings the realm of coordination of various matters relating to the implementation of tasks, including field problems faced by employees, the desire for training programs, reporting, and evaluation. Joint meeting activities are also part of routine coordination to build the enthusiam of all employees in solving problems encountered and achieving targets. These activities are important assets in encouraging employee participation, building team solidarity and organizational success. Terry (1977) explains that mobilization is moving members of a group or organization to like and try to achieve organizational group goals. desirability of training programs, reporting, and evaluation. Joint meeting activities are also part of routine coordination to build the enthusiam of all employees in solving problems encountered and achieving targets. These activities are important assets in encouraging employee participation, building team solidarity and organizational success. Terry (1977) explains that mobilization is moving members of a group or organization to like and try to achieve organizational group goals. desirability of training programs, reporting, and evaluation. Joint meeting activities are also part of routine coordination to build the enthusiam of all employees in solving problems encountered and achieving targets. These activities are important assets in encouraging employee participation, building team solidarity and organizational success. Terry (1977) explains that mobilization is moving members of a group or organization to like and try to achieve organizational group goals. build team solidarity and organizational success. Terry (1977) explains that mobilization is moving members of a group or organization to like and try to achieve organizational group goals. build team solidarity and organizational success. Terry (1977) explains that mobilization is moving members of a group or organization to like and try to achieve organizational group goals.

Furthermore, control is carried out internally and externally. External control is carried out in the form of a hearing (RDP) between the Department of Culture and Tourism and the Regional Representative Council (DPRD) in the city of Batam. This activity is carried out on a quarterly basis and in accordance with the information needs of the board members. This activity aims to convey information about the achievements that have been made and the obstacles faced so that they can be given input by members of the council as representatives representing the people of Batam City. The hearing meeting with the Batam City DPRD is one means of controlling the implementation of activities, both those that have been and those that have not been realized. This meeting was held with two commissions in the Batam City DPRD, namely Commission II (economic, finance and industry) and Commission IV (people's welfare and human resources). In commission II, the matters discussed relate to programs in the tourism sector. Meanwhile, the audience held with Commission IV discussed cultural programs. In addition to the control mechanism carried out through hearings, there is also internal control. Internal control is carried out through the mechanism of routine

meetings held every Monday, as previously stated. In addition, the control of the implementation of activities in each sector can also be seen through the Electronic Procurement System (SPSE). Every activity that has been completed must be made a report or known as a Letter of Accountability (SPJ). Accountability is documentary evidence relating to the completeness of the administration of accountability for the realization of activities and finances. The mandatory accountability letter is then inputted into the SPSE system. Monitoring can be carried out on the SPSE system whose activities have been carried out but have not yet been reported. In this case the term control is used instead of supervision. Supervision means watching an employee at work, but not judging whether he or she is right or wrong in doing the job. While controlling, in addition to supervising employees, also assesses the work achieved by employees. Schermerhorn (2012) defines control as the process of monitoring performance and taking action to ensure the desired results. Therefore, the implementation of the management control function for an organization becomes a leader's tool in carrying out activities to achieve goals. Priansa (2018) states that the purpose of control is so that these activities are aligned or consistent with the expectations in planning, or in order to achieve all the performance standards that have been set. In addition, control also functions to detect and correct errors or irregularities, both intentional and unintentional. Priansa (2018) states that the purpose of control is so that these activities are aligned or consistent with the expectations in planning, or in order to achieve all the performance standards that have been set. In addition, control also functions to detect and correct errors or deviations, both intentional and unintentional. Priansa (2018) states that the purpose of control is so that these activities are aligned or consistent with the expectations in planning, or in order to achieve all the performance standards that have been set. In addition, control also functions to detect and correct errors or irregularities, both intentional and unintentional.

## 5. Conclusion

Based on the discussion that has been carried out above, it can be concluded that the implementation of general managerial aspects which include Planning, Organizing, Mobilizing and Controlling has been running at the Batam City Culture and Tourism Office. The application of managerial aspects is a strategic effort in determining the success of the Department of Culture and Tourism in realizing program activities. Overall, the implementation of the managerial aspect has been going well and has provided support for strengthening the organization in carrying out the assigned tasks. Organizational strengthening is an effort to influence the capacity of the institution in carrying out the tasks under its control. In addition, organizational strengthening through the application of managerial aspects also shows the strength of the organization in designing,

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