

THE ROLE OF INSTITUTIONS IN OPTIMIZING EMPLOYEE PERFORMANCE AT THE DINAS KETAHANAN PANGAN PEKANBARU CITY

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ABSTRACT

This study aims to determine the role of institutions in achieving employee work optimization at the Dinas Ketahanan Pangan Kota Pekanbaru. Optimization is an action or process that makes something better and more effective. If optimization is associated with the role of institutions, then there are institutional norms that encourage the achievement of work optimization. This study used the Hardjanto indicators, namely equality, consensus orientation, participation, and responsiveness. The research method in this study is qualitative. The result shows that the Dinas Ketahanan Pangan Kota Pekanbaru encourages institutional role in running its organization. Leaders live up certain norms such as giving every employee fair and equal rights and obligations following their duties and functions, prioritizing deliberation in the policy process, respecting active participation, and encouraging a responsive and serving work culture. Of the four indicators, the responsiveness dimension has not worked well, while the other three dimensions have been implemented properly.

Keywords: *Institutional Roles, Work Optimization, Employees*

ABSTRAK

Penelitian ini bertujuan untuk mengetahui peran kelembagaan dalam mencapai optimalisasi kerja pegawai pada Dinas Ketahanan Pangan Kota Pekanbaru. Optimalisasi adalah tindakan atau proses yang membuat sesuatu menjadi lebih baik dan lebih efektif. Jika optimalisasi dihubungkan dengan peran kelembagaan, maka ada norma-norma kelembagaan yang mendorong tercapainya optimalisasi kerja. Penelitian ini menggunakan indikator Hardjanto dimana peran kelembagaan ditentukan dari 4 dimensi yang melekat, yaitu *equality, consensus orientation, participation, dan responsiveness*. Metode penelitian dalam studi ini adalah kualitatif. Hasil penelitian yaitu Dinas Ketahanan Pangan Kota Pekanbaru menghidupkan peran kelembagaan yang kuat dalam menjalankan organisasinya. Pimpinan menghidupkan norma-norma tertentu seperti memberikan setiap pegawai hak dan kewajiban yang adil dan setara sesuai dengan tugas pokok dan fungsinya, mengedepankan musyawarah dalam proses kebijakan, menghargai partisipasi aktif, dan mendorong budaya kerja yang tanggap dan melayani. Dari keempat indikator tersebut, dimensi *responsiveness* belum berjalan dengan baik, sedangkan tiga dimensi yang lain sudah dijalankan sebagaimana mestinya.

Kata Kunci: Peranan Kelembagaan, Optimalisasi Kerja, Pegawai

PRELIMINARY

Organizations own and manage a wide variety of resources. These resources are inputs to produce outputs in the form of goods or services. Resources include capital or money, technology to support the production process, methods or strategies used to operate, people, and so on. Among the various types of resources, human resources are a very vital element. Employees are actors who play an important role in optimizing other resources (Sulistiyani, 2018).

As public servants, the priority of employees is to serve and facilitate the public in their needs. That makes the process of planning, managing, and controlling human resources require a managerial tool called human resource management (HRM, in Indonesian abbreviated as MSDM) (Hasibuan, 2017). HRM can be understood as a process within the organization. In addition, HRM can also be interpreted as a policy (Bangun, 2012). HRM that is successful in its implementation is HRM that meets related indicators according to standards to achieve employee work optimization (Syafri & Alwi, 2014; Sedarmayanti, 2016). Optimization is an action or process that makes something better and more effective. So in this case optimal employee performance requires an institutional role (Hardjanto, 2002). This study places the role of institutions and employee work optimization as the locus of discussion.

Institutional is a binding norm. If the organization is likened to a body, then the institution is the spirit that fills the body. Institutional is a rule that is known, followed, and enforced as well as possible. Each organizational unit certainly has an institution or a set of norms, including the Dinas Ketahanan Pangan (Food Security Service) Pekanbaru City. From the explanation above, the researcher decided to conduct a study entitled "The Role of Institutions in Achieving Optimizing Employee Work at the Pekanbaru City Food Security Service".

Optimization

The definition of optimization according to the Indonesian Dictionary (2008) is a process, method, and action to optimize (make the best, the highest, and so on). Whereas in the Oxford dictionary (2008): "Optimization is the process of finding the best solution to some problem where "best" accords to pre-stated criteria". So optimization is a process, method, and action (activity/activity) to find the best solution in several problems, where the best fits certain criteria.

Institutional Role

Indicators of the role of institutions in an agency were put forward by Hardjanto (2002). He describes the four dimensions inherent in the role of institutions as follows:

1. Equality. One of the dimensions inherent in the role of institutions is equality. The definition of equality is: "The dimension of government officials provides equal opportunities to be involved in the policy-making process, in this case, policy-making".
2. Consensus Orientation. The second dimension attached to the institutional role is consensus orientation. Consensus orientation namely prioritizing policies based on needs.
3. Participation. The third dimension attached to the institutional role is participation. Participation means the involvement of all parties starting from the planning, implementing, monitoring, and evaluation processes. Institutions related to the participation dimension are very vital because they ensure that every policy taken reflects the aspirations of the leadership and all employees (Fauziah, 2019).
4. Responsiveness. The fourth dimension attached to the institutional role is responsiveness. Responsiveness means that all forms of policies that have been agreed upon are responded to quickly together. Or in other words, awareness and responsibility emerge.

RESEARCH METHODS

This research was conducted with the type of qualitative research, namely case studies with descriptive analysis. The research location is at the Dinas Ketahanan Pangan Pekanbaru City office, which is located at Jalan Cut Nyak Dien No.1, Jadirejo Village, Sukajadi District, Pekanbaru City, Riau 28156. This organizational unit was chosen because there was a decrease in the percentage value of bureaucratic reform in 2018 and 2019. The data used in This research consists of two types. Primary data is in the form of interviews and observations, while secondary data consists of the Strategic Plan of the Dinas Ketahanan Pangan Pekanbaru City for 2017-2022, Law Number 43 of 1999 concerning Basic Staffing, and other documents. Thus, the data collection techniques in this study were carried out using observation, interviews, and documentation. The informants in this study were officials and employees of the Dinas Ketahanan Pangan Pekanbaru City including the Secretary of the Service, Head of General Affairs, Young Expert Food Security Analysts, Head of the Food Diversity Section, 2 freelance daily workers, and 3 people from the community. Data analysis is carried out when data from informants or other sources have been obtained (Afrizal, 2017). Huberman & Miles in Idrus (2009) proposed a data analysis model which he called an interactive model. This model consists of three main things, namely (1) data reduction; (2) data presentation; and (3) drawing conclusions or verification.

RESULT AND DISCUSSION

1. General Description of the Dinas Ketahanan Pangan Pekanbaru City

Law Number 18 of 2012 concerning Food has mandated that the state is obliged to realize the availability, affordability, and fulfillment of food consumption that is sufficient, safe, quality, and nutritionally balanced, both at the national and regional levels to individuals evenly throughout the region at all times by utilizing local resources, institutions, and culture. Therefore, food security absolutely must be achieved for the prosperity and welfare of the community. The achievement of Food Security is carried out based on food independence and food sovereignty. Food independence means that diverse foods must be fulfilled from domestic capabilities by utilizing the potential of natural, human, social, economic, and local wisdom resources in a dignified manner. Meanwhile, food sovereignty emphasizes the right of the state and nation to independently determine food policies that guarantee the right to food for the people and give the community the right to determine a food system that is following the potential of local resources.

Based on the Pekanbaru City Regulation Number 9 of 2016 concerning the Formation and Structure of the Pekanbaru City Regional Apparatus which is clarified by the Pekanbaru Mayor Regulation Number 101 dated 30 September 2016 concerning the Details of Duties, Functions and Work Procedures of the Dinas Ketahanan Pangan Pekanbaru City, the Dinas Ketahanan Pangan has the main task carry out government affairs in the food sector and other assistant tasks. To carry out the main tasks, the Dinas Ketahanan Pangan Pekanbaru City has the following functions:

- a. Formulation and implementation of technical policies in the field of food availability, food insecurity, food distribution, food reserves, consumption diversification, and food security.
- b. Coordinating the provision of infrastructure and support in the fields of food availability, food insecurity, food distribution, food reserves, diversification of consumption, and food security.
- c. Improving the quality of human resources in the fields of food availability, food insecurity, food distribution, food reserves, diversification of consumption, and food security.
- d. Monitoring, supervision, evaluation, and reporting of operations in the fields of food availability, food insecurity, food distribution, food reserves, consumption diversification, and food safety.
- e. Implementation of the administration of the Department of Food Security.
- f. Preparation of official programs and budgets.
- g. Office financial management.
- h. Management of equipment, administrative affairs, household, and regional property.
- i. Implementation of other tasks assigned by the leadership under their duties and functions.

The Dinas Ketahanan Pangan Pekanbaru City in carrying out its main tasks and functions is supported by four Echelon III work units assisted by two or three Echelon IV. The organizational structure of the Dinas Ketahanan Pangan Pekanbaru City consists of:

- 1) Head of Service
- 2) Secretary, in charge of:
 - a) General Sub-Section
 - b) Finance Sub Division
- 3) Food Availability and Insecurity Sector, in charge of:
 - a) Food Availability Section
 - b) Food Resources Section
 - c) Food Insecurity Section
- 4) Food Distribution and Reserve Sector, in charge of:
 - a) Food Distribution Section
 - b) Food Price Section
 - c) Food Reserve Section
- 5) Food Consumption and Safety Sector, in charge of:
 - a) Food Consumption Section
 - b) Food Consumption Diversification Section
 - c) Food Safety Section
- 6) Functional Position Group

The Department of Food Security has 36 employees of which 5 have a Masters (S-2) educational background, 28 Bachelors (S-1), 1 D-3, and 2 SMA. Based on the Pekanbaru City Regulation Number 9 of 2016 concerning the Formation and Structure of the Pekanbaru City Regional Apparatus, which is clarified by the Pekanbaru Mayor Regulation Number 101 dated 30 September 2016 concerning the Details of Duties, Functions and Work Procedures of the Dinas Ketahanan Pangan Pekanbaru City, the Food Security Service has the task of principal in carrying out government affairs in the food sector and other assistant tasks. The Dinas Ketahanan Pangan Pekanbaru City in carrying out its duties and functions in the period 2017-2022 has a vision of "The Realization of Household Food Security Towards Food Independence in Pekanbaru City".

2. Institutional Role in Achieving Employee Performance Optimization

Optimizing employee performance is a process, method, and action to optimize the implementation of the main tasks and functions performed by human resources. This study

examines the role of institutions in achieving the optimization of employee performance at the Pekanbaru City Food Security Service. The author uses the theory proposed by Hardjanto in 2002 as the basis for reference. This theory states that there are four dimensions to achieve employee work optimization, namely:

a. Equality

In the dimension of equality, the leadership of the organizational unit at the Pekanbaru City Food Security Service provides equal opportunities for all employees to participate in providing input on each policy. Leaders view equality as a space for getting good results. In this case, the Pekanbaru City Food Security Service in making decisions considers the ideas submitted by the employees. That encourages the optimization of employee work because employees are empowered in the policy formulation process. That means a sense of ownership arises in employees because the policy is from, by, and for them.

Awards and career opportunities are also given fairly by achievements or achievements. On the other hand, the punishment is given strictly without discriminating against the employee's background. The workload is also delegated proportionally so that each employee carries out work following the position he holds.

The spirit of equality that is turned on at the Pekanbaru City Food Security Service provides positive energy to employees who work to serve the needs of the community. The employees have internalized the values of equality by providing inclusive and non-discriminatory services to people from various backgrounds.

b. Consensus Orientation

The consensus orientation dimension is realized by prioritizing deliberation between leaders and all staff in determining plans and evaluating activities that have been carried out. Deliberations are usually held at the beginning of each month on the agenda of regular meetings. Meanwhile, the annual working meeting is held once a year to formulate important organizational steps for the current year.

The spirit of deliberation is not only carried out in meetings of the leadership and all staff but also spreads at the work unit level. The Subdivision Head is used to conferring with his subordinates before making an important decision. In the process of community empowerment in the field, the staff is also encouraged to consult with policy target groups. This is done because the community is the subject of development.

c. Participation

The participation dimension means the involvement of all staff in every stage of the policy. Employees have direct access to policy formulation, policy implementation, to policy monitoring and evaluation. Employees are also given space for freedom of expression in the implementation of programs and activities. If an idea is felt to make a positive contribution to the running of the organization, the leader facilitates it. Some of the work programs of the Pekanbaru City Food Security Service are the ideas of employees including SICANTIG (Integrated Food Reserve System) which is planned to be in three places (only 5 hectares in Rumbai, while two more in Tenayan and East Rumbai). Another program is PPM (Civil Food Week) which is open every Thursday. This program is intended to market local food that is harvested and processed by farmers in Pekanbaru City with a price advantage (cheaper). Farmers or owners directly market their crops free from the intervention of “middlemen”.

d. Responsiveness

The responsiveness dimension is manifested by the responsiveness of leaders who are quick in responding to complaints from below because every problem submitted by subordinates is considered a catalyst in helping the organization achieve its goals. So far, the responsiveness dimension has not run optimally. This was because the employees felt that some of the complaints they encountered in the field were not responded to quickly by the leadership in the office. On the other hand, many staff is also trapped in rigid bureaucratic procedures so that they cannot provide a quick response in the community service process. In addition, this responsiveness aspect is not going well because there are still many functional positions that are not occupied. This automatically reduces employee performance.

KESIMPULAN DAN SARAN

The institutional role at the Pekanbaru City Food Security Service has been going well, although there are still some shortcomings. In the dimension of equality, the aspect of fair treatment for all employees has been applied. In the consensus orientation dimension, the leader prioritizes deliberation in decision-making. In the participation dimension, employees are involved in every stage of public policy. Meanwhile, on the responsiveness dimension, there are still several obstacles.

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