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## **Organizational Transformation of Regional Secretariat in Ende Regency: An Approach the Four R's**

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### **ABSTRACT**

*When the region autonomy implemented in Indonesia, the responsibility was change fundamentally in the level of local governance of regency-city belonging to the regional organizations as well. An organization requires the transformation to be able adapt toward the changes in external environment as well as the regional secretariat organization in Ende regency is the right transformation requires to run the government and to answer the problems in organizations environmental that are complex increasingly. This article aim to describe the concept of organization transformation through four R's approach (Reframing, Restructure, Revitalization and renewal) that are can be applied in doing the organizational transformation of regional secretariat in Ende regency. The methods used in this paper is a qualitative in the descriptive approach through literature review.*

**KEYWORD:** *Regional Organization, Reframing, Restructure, Revitaliztion, Renewal*

### **1. INTRODUCTION**

An organization of the implementation inside can not be seperated from the exsternal impact of the smalll scale or extensive scala. So that an organization have to improve their capacities to reach the target of the demands. The organization is required to make a changes for develop of the quality in order to be able to providing the products, or the competitive of services. According to Ulrich (1996) and Espejo, et.al (1996), this era of the competitive landscape is changing, and new models of competitiveness are needed to deal with the challenges ahead ". Therefore an organization have to adapting the challenges which is presenteds by external impact so that keep up the era globalization of changing.

By that, in the context of government's organization to improve the performance through the plan and development strategy is required to fit the circumstance. In Indonesia when the Law no. 22 of 1999 implemented about Local Government which have revised in several time until the Law no. 23 of 2014 about Local Government has create the Indonesia administration to the new era which is carrying the regional autonomy concept.

Through the law of regional autonomy concept which is the product of decentralization principle is reflecting of central government willingness which hand over the authority of partially. The surrender of responsibility which is gave by central government is making the big of responsibility of the local government especially the regency and city. The big responsibility is probable to improve an efficient, effectivity and the local government performance in order to give the best services to the public.

In accordance with the juridical request as required by the regulations above and internal organizations needs to improve the performance of the Organization's governance, so the adjustment of institutional structure quantity of local governance is one of the logical consequence unavoidable (Adisasmita, 2011). In responding these demands, the local governments must make the adjustment rapidly to the regional organizations. (OPD). Organizational adjustments can be done by performing a transformation of the Organization for responding the organizational dynamics that ever-changing, as well as answering the demands of competition and problems in the environmental organizations that are increasingly complex. This paper presents the concept of organizational transformation by Gouillart and Kelly (1995) which was made an approach to review the regional organization transformation especially in the Secretariat of Ende regency. It is based on some indication of the problem, that are:

1. The organization transformation that exist in the regional secretariat structure of Ende regency turned out to have an impact for enlarging the number of structural officials and increasing the operational costs.
2. Organizational transformation of the regional secretariat in Ende regency has not been followed by the change of mindset civilian state apparatus (ASN) at the agency.
3. The organizational transformation has not reach out the aspect of administration attendance and staff at the regional secretariat that are using a manual system and has not been integrated with the other technical units.

## **2. METHODOLOGY OF THE STUDY**

This article using of the qualitative method and the data collection through limited observation and literature study. The author did the observation a relatively short time, then the observation result described in the form of written narrative as reference the preparation of the articles. Next to the enrich of the idea the author utilizes informations and data from the reading materials such as books, articles in online media as well as.

## **3. RESULT AND DISCUSSION**

Ende Regency is the administrative area in the Flores island, East Nusa Tenggara province with population in 2009 about 258,658 inhabitants (Population Registration Statistics Indonesia (BPS) in 2010). As geographically, Ende regency has a strategic location that is in the middle of Flores island which flanked by four regency in the western, namely Ngada, Nagekeo, Manggarai, and West Manggarai. In the East with two Districts namely, Sikka and East Flores Regency. Administratively the Ende regency has 21 subdistricts, 191 villages and Villages and 23 Wards (<http://portal.endekab.go.id>). For the smooth holding of the regional administration in the provincial or regency-city, the organizers of local governance namely regional head and the people's representative council (DPRD) in Ende regency was assisted by the Regional organization (OPD). Referring to the Government Regulation number 18 of 2016 about Regional Level Public Officials, then the definition of regional organization in the level of regency/city is an auxiliary element of regent/mayor and people's representative council (DPRD) regency/city in the conduct of the affairs of the Government which became

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the authority of regency/city. Regional organizations was formed by the local government with the consideration of characteristics, potential and regional needs.

The regional organization grouping based on the concept of the organizational structuring of organizations by Mintzberg (1993), consisting of five basic part or element, namely the regional head (strategic apex), Regional Secretary (middle line), regional Office (operating core), agency/function support (the technostructure) and support staff. The regional office is implementing core functions (operating core) who implement the duties and functions as a subordinate of regional head in execute the functions set and take care the affairs of the government was submitted, either a compulsory affair or choices affair. Regional bodies implement the ancillary functions (the technostructure) that perform the duties and functions as subordinate of regional head for supporting the success implementation of core functions (operating core).

### **Transformation of Regional Organization (OPD): An approach of 4 R's (Reframing, Restructuring, Revitalization, Renewal)**

The transformation is an important action which undertaken by the organization to survive in the deteriorate of external conditions. As the background of a transformation process is the state of the situation and condition of the external organizations that demand the changes rapidly and massive for the sake of improvement of organizational performance (Siagian, 2002). The transformation should be made as well as in order to anticipate the challenges that arise both being faced and what will happen in the future (Kotnour, 2009). As for the reasons that causing the transformation in organization stated by Kotnour as follows: “The need to transform is caused by our current business model being irrelevant, unresponsive, and unready”

The Analysis of transformation in regional organizations, especially the regional secretariat in Ende regency in this article used the Four R's approach by Gouillart and Kelly (1995) in his book "Transforming the Organization" this theory was put four aspects that are influential in transforming the organization i.e. Reframe, Restructure, Revitalize and Renew. The transformation of the organization according to the theory will be described in four concepts bellow:

#### **1. Reframe**

The “reframing: approach is shifting the organization's concept of what an organization can achieve the goal. An organization sometimes hindered by a certain mindset that the organization loses its ability for developing mental models in accordance with organization requirement. Transformation process is starting with a changes both of view and frame of mind about the philosophy, the concept and background of the establishment of organization. This is accorded by Gouillart and Kelly (1995, p.7) in his statement as follows: “reframing is the shifting the company's conception of what it is and what it can achieve. It address corporate mind, opens and infuses it with new vision's and new resolve”. So the approach of “Reframing” will open a new mindset in attempt to achieve organization goals through new vision and mission. The dimensions of “reframing” consists of three elements such as: (1) achieve mobilization, (2) create vision and, (3) build a measurement system.

Related to the Regional Secretariat Organization of Ende regency based on those reframing dimensional, at least the organization should be able to give encouragement and motivation

as well as a commitment to individuals in organization. It for realizing the organization's transformation rapidly because there are linking mental energies to individual in organization. Then, the regional secretariat organization at Ende regency should be designed or create a vision of organization clearly and prepared the organization in the future. The vision was created must be accordance with the goals to be achieved by the organization and includes challenges that can stimulate the performance and thinking ability of individuals within the organization as well as provide the new energy so that have a high commitment on them to achieve the vision of the organization. Then, a required step in the process of the transformation of the organization of the Regional Secretariat in Ende on the basis of reframing concept is to Build a measurement system. In this case the leader of the organization needs to determine the size or targets to achieve in sustainability of regional organization which is led. The size and the specified target needs to be actualized into real actions so that it is easily achieved. In this case most important to have a performance management and employee commitment. According to Levy and Merry (1986) transformational leaders need to transform their vision into reality, their missions into ctions, their philosophies into practice.

## **2. Restructure**

The next approach can be done by the regional secretariat organization of Ende regency is "Restructure". It is related to the organization form and competition level within organization. The form of organization of a lean, flat and in accordance to organization needs is the primary consideration in doing "Restructure". On this aspect, the part that will transform is "body within" that formed the organization in operating the functions of the organization. It is similar to Gouillart and Kelly, (1995) statement, that "Restructuring is a girding of loins the corporate, getting a company to achieve a level of performance. It deals with the body of the corporation and competitiveness, the need to be lean and fit is the primary consideration

The concept of restructuring accorded by the expert has different definitions, like Hasibuan (1999) expressed the organization's restructuring as a change in organizational structure, either vertically or horizontally, to make it more effective in achieve the goals expected. While Robbins (2006) defines a restructuring as a process 'redesign' or organizational realignment in order to face the dynamics of internal and external environment of organization. By those definitions above can be concluded that the restructuring is a rearrangement process structure of the organization in order to increase competitiveness on the development of external and internal organization environment. The most important being a consideration in the restructuring of the organization in particularly the regional secretariat of Ende regency is organizational structure forms must lean, and appropriate with organization needs.

On the dimension of "Restructure" as stated by Gouillart and Kelly, is contained three elements, (1) construct an economic model. it is concerned about important values that need to be maintained, created or removed (2) align the physical infrastructure. it is collect and integrate the main physical components as well as supporting component for the strengthening the organization. The leader of organization need to formulate the targets, strategies, and policies of the organization, as well as is able to align the strategic goals of organization with physical components in unity which strengthen the organization, and (3) Redesign the work architecture. In the process of organization has network working system

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where if there is a change in policy or forms of work unit then it will affect the organization performance for achieve its goals and targets. Referred by that, in the organization of regional secretariat of Ende regency that use the maximum scale in its works unit formation has change the structure in the organization. it is necessary to redesign a working system units involved in order to being able to adapt or conform themselves against the challenges of the new work that became organization goals.

### **3. Revitalize**

The revitalization system which is a way to propel organization growth that connect to all of organizations with its external. It is differed than restructure concept who accentuate the organization of downsizing. This statements are presented by Gouillart and Kelly (1995) in the statement as a follow:

*“Revitalization is about igniting growth by linking the corporate body to the environment. Everybody wants to grow, but the sources of growth often are elusive, making the processing of achieving growth more challenging and protected than restructuring. Of all the four R’s, revitalization is the single greatest factor that clearly distinguishes transformation from mere downsizing “*

The revitalization of organization based on Gouillart and Kelly, consists of three components are a) The strategy which is market focusses (achieve market focus) (b) The strategy to finding a new business (invent new business) and (c) The approach to changing of the rule through information of technology (changes the rules through information technology). In the public organization context such as territory secretariat Ende regency, the arrangement of institutional which is clear, well planned and appropriate is need to renewal of organization that prioritize the performance and the quality of services. Determination of the services standard is done comprehensive and integrated. The development and institutional changed is lead to raising of creativity, productivity and quality, so that able to understand the external impact of requirement for revitalization the organization which convenient of purpose and standard of determined, and integrated the progression of technology implementation progress or an organization of the system work. The development of technology and communication have accredited which bring up big implication for all of live hood sector is including in the organization or public institution. Technology development is offers to an organization efficiency of performance, to facilitate massive information access and to make speed of communication relate.

### **4. Renewal**

Renewal is a new aspect who relate with human being and organization spirit is changes into better than it was. These is match of Gouillart and Kelly (1995) statements are as follow:

*“Renewals deals with the people side of the transformation, and with the spirit of the company. It is about investing individuals with new skills and new purposes, thus allowing the company regenerate itself. It involves creating the new kind of metabolism, the rapid dissemination of knowledge inside the firm, and it involves the cultivation of a reflex of adaptation to environment changes”*



Renewal strategy is related to human resources that is increasing of transformation progress and organization spirit. Renewal of investment human resources is concern so that an organization human resources get an expertise and new ability to reaching the missions of organization. Through of renewal, it can create a new metabolism and increasing the dissemination of knowledge in the organization environment. Thus, an organization is able to adapt in the environment which is always changes. Renewal strategy is a power of strength in the organization transformation of dimension. In the renewal strategy, there are 3 elements are: 1) creating reward structure, 2) building individual learning, 3) develop of the organization.

The implementation of three elements of the renewal is need to makes human resources organization going to strong. “Reward system” strategy will become element of motivate the staffs and drives productivity appears and all of organization productivity. This element also gives award attempt to individual participation in the organization of bring up the individual commitment into organization. The secondly “Renewal system” organization of transformation is hard to come without the transformation of individual or human resources who impose the organization, that’s why it is need to raising staff capacity. In this case, the region secretariat organization of Ende regency have to make a commitment for improvement person/individual or organization staff including skill development, proficiency and competency through learning process. So that it is create individual who able to have innovation for an organization. Third elements that are development of the organization. An organization transformation certain is adapting process of learn and new knowledge for increasing the organization productivity. In this case the organization development is comprehensive also refers to human resources development is relating of organization. An organization of human resources have to able to creates commitment integrity and responsibility of human resources. Moreover, an organization should be created human resources which independent working or team work, and understanding of organization system work, in other words the organization must able to create a sense of community.

#### **4. CONCLUSION**

The concept of regional autonomy that have been held by Indonesia at this time, cause the impact of the changes in authorities of local government in particular the governments of regency-city that the responsibility would be handled became greater. Therefore, must be adaptation process by local governments i.e. by doing regional organization’s transformation in order to improve the efficiency, effectiveness and performance as well as the better public services. The transformation process of regional organization, especially at the regional secretariat organization of Ende regency is requires optimum preparation. Organizational transformation of regional secretariat in Ende regency currently has not been accompanied by changes the mindset of civilian state apparatus on the agencies. The organization’s transformation has not yet reached the aspect of administrative services and staffing of regional secretariat that are still using manual system and has not been integrated with the other technical units. Thus the four R’s approach by Guillert and Kelly (1995) has being one of the ways to be applied in doing the organization transformation. Four elements in this approach (reframe, restructure, revitalize, and renew) are sequence in organization development that were start from changes in framework to the implementation of renewing the organization.

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## ENDNOTES

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