

Conference Paper

Organizational Design Management of Traditional Village Keitemung in Jayapura Regency

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Abstract.

Organization design is a crucial process that orchestrates various factors within an organization, such as structure, processes, and people. In Papua Province, specifically in Jayapura Regency, the formation of Traditional Villages is affected by the implementation draft of special autonomy for Papua Province. This study aims to analyze the organization design of the Traditional Village Institution Keitemung in Jayapura Regency. The research method used in this study is qualitative research, with the location being the Traditional Village Keitemung in Jayapura Regency. The informants in this study are individuals in authority who provide information about the organization of the Traditional Village Keitemung, particularly the institution's managers. The research findings reveal that the organization design of Traditional Villages in Jayapura Regency, especially in Keitemung, is not yet completely ideal. This assessment is based on two organizational dimensions. Firstly, on the structural dimension, the organization does not possess standard characteristics that serve as a baseline for measuring activities and orientation within the organization. Secondly, on the contextual dimension, the Traditional Village Keitemung does not fully describe the entire organization, including its forms and support for the structural dimension. To improve governance, it is necessary to design the organization of the Traditional Village with relevant drafts and appropriate rules, aiming to create an ideal organization that fulfills the needs of the public.

Keywords: organizational design, institutions, traditional village

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1. Introduction

Organization in a manner experience like a small world, which is in it There is rules, regulations, rituals, beliefs, philosophies, and patterns archetypes that emerge and form culture participatory new. Temporary part big organization own unique culture and Morgan [1] emphasizes that organization as culture Actually try for reconstruct reality through “interpretative schemes that underpin systems of control” or “schemes supporting interpretation system control”. Many organizations try for configure repeat perceptions and assumptions about life organization No only through the direct process, but through methodology No direct with understand hope the expectations of its

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members. Morgan [1] states that "organizational society" (society organization) always cultivate routines, etiquette, and rituals that depend on the number time needed for the required work process completed by workers. Morgan also stated even in organization also exists formed subcultures from group individual Work like department, and even groups like -minded individual same. Organization design designed to fit the need norms, values, rituals, and traditions as the basis of the organization fulfilled Result of this shared meaning make perpetrator organization own commitment and direction in various activity organization.

Discussion about design organization Still become theme important in administration public. it caused phenomenon change organization Keep going emerge in the organization sector public. Effort designing repeat various organization public Keep going done For increase performance organization. With thereby change organization Still be an important strategy in effort enhancement performance organization [2]. Change organization through change structure and process as well development system personnel is part important from reform administration. Farazmand [3] stated that reform and reorganization in developing countries develop done through change and development in design structure and process. Because it, explained more carry on that ability adapt is key essential in change organization. Through good adaptation so change the can give significant impact for enhancement performance organization.

Chockheli [4] states that design organization is important thing in activity organizational for all company business. Election design organization very depending on variety challenges faced and fulfillment various demands from review strategic can ensure success company. Richard L. Daft [5] stated dimensions design organization consists from two type that is Dimensions structural which is describing dimensions internal characteristics of the organization and being base measurement and comparison organization as well as dimensions contextual is describing dimensions whole demonstrating organization arrangement shaping and influencing organizations dimensions structural organization. In context organization government, design organization mature This very experience enough change significant especially since enactment autonomy area. one among them is the Most are in the province of Papua who get policy autonomy special.

Autonomy specifically Papua to be unique compared to with three area autonomy special other. kindly substantive Papua 's specialties framework autonomy special is at three sector at a time that is economic, political and social. In sector economy, Papua Province among others has right on management resource natural or balance funds finance center - more area big from area autonomous others in Indonesia. In sector politics, the privileges of Papua include, among other things Papua 's specialties

formation institutional legislative area or the Papuan People's Representative Council (DPRP), whose composition consists of element party politics and representation public custom or the specialty of indigenous Papuans for occupy Governor nor Regent / Mayor [6]. In sector social privilege That is exists interest for establishment of a traditional village in Jayapura Regency. Formation of Traditional Villages in Papua Province and by way of specifically in Jayapura Regency, once again, no regardless from implementation draft autonomy special for Papua Province as arranged in Act Number 21 of 2011.

One of the Traditional Villages formed by the government Jayapura Regency is a Traditional Village Keitemung. Traditional Village Keitemung is a traditional village pilot selected, besides the Traditional Village Bundru, in the region reserve Grimes realm. Selection of Traditional Villages meet on consideration, the location of this village near road central or road connecting highway Mother city District Nimboran with Mother city Jayapur Regency. Traditional Village meet including in one of the Traditional Villages pilot, deep development mentioned the ongoing pilot project done by the Regional Government of Jayapura Regency. But at the start its formation, the Traditional Village Organization Keitemung Still have a number of design - specific problems the organization. it can seen based on observation in the field that: First, No There is determination tasks and functions Work from traditional village apparatus in help ondoafi in work, Second, People are set in structure traditional village organization not the people they should be occupy positions the so that screw up the actual structure of the Traditional Village, because position ondoafi and his staff is position hereditary; third, Ondoafi in do his job as the head of the Traditional Village always just get problem caused Not yet There is clear rules that protect ondoafi and his staff can work.

With reality like that, can concluded that unfinished condition stable in Traditional Village Keitemung based on two matter main as stated by Richar L. Daft [5] in draft design stated organization that ordesign organization can seen from two dimensions main that is from side structural and from side contextual. From the side structural drawn based on formal rules that apply to traditional village organizations Not yet fully enforced in accordance with applicable regulations. First, on design structure organization, Traditional Village Keitemung Still use pattern from old rules set in Regional Regulation Number 6 of 2018, meanwhile moment this, with publication Regional Regulation No. 1 of 2022 already very contrary with the existing structure of the Traditional Village moment this. Second, closely relation with implementation function and authority of each position in structure traditional village organization. Not yet exists clarity function and each overlap problem authority in position in the structure of Kampung Ada Keitemung Already should

fixed after with mandate from The latest regional regulations so as not to raises matter the principle in organization.

Based on situation described previously about importance emphasis draft design organization for arrange institutional sector public especially in traditional villages in Jayapura Regency study This aim for analyze design organization in Traditional Village Institutions Keitemung in Jayapura Regency with use approach draft design relevant organization with phenomenon that occurs.

2. Methods

This study used qualitative research methods. The qualitative research method in this study is a method that aims to explain or describe problems in a systematic, factual and accurate manner regarding facts [7]. The research location is in the Traditional Village Keitemung Jayapura Regency, the selection of these locations was based accordingly on the problem that is design traditional village organization can said Still not appropriate with condition ideally based on which concept appropriate, in particular in accordance with existing regulations. Informants in this study are people who are authorized to provide information about the design traditional village organization Keitemung specifically for administrator institutions as well as society located in the administrative area of the traditional village keitemung.

The data obtained includes primary data and secondary data. Primary data is data obtained directly from original sources (not through intermediary media) which can be in the form of individual or group subject (person) opinions, observations of an object (physical), events or activities and test results. While secondary data is data obtained in a ready-made form or in the form of publication data. The primary data in this study are the results of direct interviews with informants and observations about traditional village institutions keitemung, while the secondary data consists of data related to the structure customary village institutions as well as design organization in a manner general obtained from the internet, books, journals and previous researchers.

In this study, the main data collection technique was in-depth interviews (*depth interview*), participatory observation (*participant observation*), namely observation in which the researcher is involved with the daily activities of the person being observed or used as a source of research data. And the study of documentation, namely studying documents or records of events that have passed. The data analysis technique in this study uses the data analysis model from Miles, Huberman and Saldana namely interactive analysis.

3. Results and Discussion

Organizational design as a result of a management decision which will lead to the formation of a structure, can be done in two ways, namely once made or a developing model. A one-time model means that the structure formed has been carefully considered by taking into account all possibilities, then it is decided and not changed again. The developing model will be decided more quickly but the decision is not permanent. By taking into account changes in circumstances and environmental conditions as well as changes in needs, the structure that has been formed can be changed at any time as needed. However, the content of the decision will be more or less the same, although the process may vary [8]. On the side it, there is another thing that also doesn't lost important in designing organization, that is How form mechanism coordination between sections that appear after division of labor [9].

In the Traditional Village institution keitemung in Jayapura Regency which became object in study This design organization rated from draft design organization by Richard L. Daft [5]. Organization design is a process of selecting and managing aspects structural and cultural practices by managers so that organization capable control activity What just what is necessary done for reach objective together. In study This draft design organization refers to what was stated by Richard L. Daft [5] who stated that dimensions design organization consists from type dimensions structural and dimensional contextual.

Dimensions structural is describing dimensions internal characteristics of the organization and being base measurement and comparison organization. dimensions This consists of: formalization, specialization, authority in hierarchy, centralization, professionalism, and member ratio. Whereas dimensions contextual is describing dimensions whole demonstrating organization arrangement shaping and influencing organizations dimensions structural organization. Dimensions This consists from: size, technology organization, Environment, goals and organizational strategy, as well culture organization [5]. So that findings from results research on traditional village institutions Keitemung in Jayapura Regency explained and discussed through two approach dimensions design organization the

Dimensions Structural

as one dimension to be focus attention in see design organization in a manner intact so dimensions structural can rated level measurement and comparison the organization it consists of from: formalization specialization, authority in hierarchy, centralization, professionalism, and member ratio.

Formalization related with amount documentation written in organization. Documentation covers procedure, description duties, regulations, and policy manuals. Document written This describe behavior and activity [5]. Formalization often be measured with only count amount page documentation in organization. In traditional village institutions Keitemung formalization can seen from description assigned tasks Where in a manner whole description task, however related with rules and descriptions task in a manner whole Still Not yet complete. this because Still there is internal polemic customary village institutions that have not find road meeting between all party. *Specialization* concerns How far are the assignments? organization shared become jobs apart. If specialization very broad, each member organization only do series narrow task. If specialization low, member organization do various task in work them. Specialization sometimes called as distribution work [5]. Specialization in traditional village organizations keitemung seen from form distribution task in organization which is where the results are field findings moment This Not yet perfect because Still need adjustment with rule new happened. Besides that, specialization is also seen from to what extent level understanding member about which task Still Lots member traditional village organization Keitemung who haven't understand task principal and their respective functions due to Not yet exists description task the in a manner legitimized written and formal.

Authorization in hierarchy, Describe Who report to who and range control For every manager. Hierarchy depicted with a vertical line on the chart organization and related with range control or amount member reporting organization to the supervisor [5]. When span control narrow, hierarchical tend high. When span control width, hierarchy authority will more short. Authorization in hierarchy in Traditional Village institutions keitemung the reporting model applies from lower up, that described from structure customary village institutions that contain about level or levels that exist in the deep organization matter this is the lower level filled in by a few affairs start from, economy, justice, development, welfare and affairs women and children. While the top level filled in by the Head institution adat and customary village councils as holder authority highest. *Centralization*, refers to the level hierarchies that have authority for take decision. When taking decision kept in level above, organization centralized [5]. In traditional village institutions Keitemung, taker decision highest called as Ondoafi or most influential person in something group custom. Ondoafi as as leader highest delegate in a manner direct to parties executor in organization in accordance with letter published decision. But in practice Still very happen centralization less task empower other members inside organization due to factors level understanding between them.

Professionalism, concerned level formal education and training of employees. Professionalism considered tall when member organization need training period long For hold work in organizations [5]. Professionalism generally be measured as the average amount year education member organization. On findings results field research, documents related level member education in traditional village organization Keitemung Not yet there. this become constraint alone because For delegate task based on capacity of each still Not yet capable maximum and also have an impact on identification projection development source Power human in organization in the future. *Member ratio*, refers to the spread of people to various functions and departments. Ratio personnel covers ratio administration, ratio administration, ratio staff professional, and ratio power Work No direct to power Work directly [5]. Ratio personnel be measured with share amount member organization in something classification with total number of members organization organization. In the traditional village institutions Keitemung, member ratio be in position equalization of 1.88%, in meaning Still very Not yet happen equity ratio member in organization. Besides that in composition Traditional Village membership Keitemung Still dominated from group custom keitemung That himself who is also relatives near between them.

Dimensions Contextual

After viewing from side structural, management design organization offered by Richard L Daft [5] is dimensions contextual. Dimensions This focus to How size, technology organization, Environment, goals and organizational strategy, as well culture organization in compile design A organization. So that in research in Traditional Village Keitemung found a number of concerning matters part from dimensions contextual:

Size, Due to the organization is system social, size usually be measured with amount member organization [5]. Other measures such as total sales or total assets also reflects size, however No show size part man from system. From the results findings research, amount member in structure traditional village organization Keitemung there is six members and total member in the customary village council keitemung totaling 7 people. this reflect Still minimal organization This from side due size lack of amount existing members in organization. *Technology*, refers to the tools, techniques, and actions used for turning inputs into outputs. This concerns How organization truly produce the products and services it provides for customer. If seen from side utilization technology in the Traditional Village Keitemung, got said Still very minimal or barely there, like use of a laptop or computer, as well device electronic other. Utilization technology only Still limited smartphone use for do communication and coordination between fellow member organization.

Environment, includes all outside elements limit organization. Element key covers industry, government, customers, suppliers, and communities finance. Element most influential environment organization often is organization others [5]. In Traditional Village Keitemung organization external outside the customary village that becomes partners main is Church. Church Still become the only one organization outside the internal customary village that builds coordination and cooperation in various aspect, mainly in empowerment community as well as activities religious and social other. this show from aspect environment, traditional village Still very minimal in give influence to the internal organization. *Organizational goals and strategy*, determine goals and techniques competitive that sets it apart from organization other. Target often written as statement objective long - lasting organization. Strategy is plan describing action allocation source power and activity for face environment and for reach objective organization. Traditional Village Keitemung as one of the new Traditional Villages formed and approved Still Not yet have document that describes goals and objectives organization. it become constraint because organization No own clear direction in do activity Work Because No have a target and size achievements performance in organization.

Culture organization, network values, beliefs, understandings, and norms main possession shared by members organization. Underlying values and norms This Possible related with behavior ethical, commitment to member organization, efficiency, or service customers and them give adhesive For unite member organization. Culture organization No written but can observed in story, slogan, ceremony, dress, and layout his office. If seen from aspect values and beliefs, in formal form belief or espoused values in traditional village organization Not yet there. Condition That impact on yet exists commitment with being reference for members organization in operate activity. Besides it, no exists value, norm nor standard and applicable rules in organization also makes traditional village organization Keitemung belong as organizations that haven't find the main value the organization.

4. Conclusion

Organization design is the process how organization orchestra factors in organization like structure, process and people and that design organization own influence to performance organization. as one exists fulfillment - oriented organization need public, Traditional Village demanded for own design good and purposeful organization in accordance with ideal concept. Traditional Village Keitemung in Jayapura Regency in reality Still own design not yet ideal organization that can seen from two aspect, that

is from side concept and from side applicable rules in traditional village organization. From aspect concept, traditional village keitemung Not yet presenting design ideal organization. First from dimensions structural in design traditional village organization Keitemung Not yet have standard characteristics that become base measurement activity and orientation Work organization. Second from dimensions contextual, Traditional Village Keitemung Not yet describe whole organization that shows and forms as well as support dimensions structural organization. Besides that is, design traditional village organization Keitemung Not yet adapt with regulation applicable area in the related Jayapura Regency Traditional Village Institutions. So that governance is required design organization in the Traditional Village with relevant draft design appropriate organization applicable rules for presenting design the ideal organization for fulfillment need public.

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