# THE EFFECTIVENESS OF OFFICE MANAGEMENT SYSTEMS IN POSO KOTA DISTRICT

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## Abstract

*This study aims to explore and analyze the effectiveness of office management systems in Poso Kota District, focusing on goal achievement, departmental integration, and adaptation to change. Using a qualitative descriptive approach, the study describes, analyzes, and interprets current conditions in Poso District, Poso Regency. The research was conducted over one fiscal year using primary data from in-depth interviews and systematic observations, as well as secondary data from literature and official documents. Informants were selected purposively based on their understanding of the phenomenon under study. The research instruments included interview guidelines and the researcher as the main instrument. Data analysis followed an interactive model, encompassing data collection, condensation, presentation, verification, and conclusion drawing. Findings indicate that despite structured steps to manage policy and technological changes, the office management system faces significant challenges in achieving administrative efficiency, optimal public service, effective integration between departments, and adaptation to a dynamic work environment. In terms of the three main dimensions—goal achievement, integration, and adaptation—the office management system in Poso Kota District still requires improvements in internal communication, enhanced use of information technology, and staff training to optimize operations and organizational responsiveness.*

***Keywords:*** *Office management, organizational effectiveness, goal achievement, integration, adaptation.*

## INTRODUCTION

An effective office management system is crucial in ensuring smooth operations and public service delivery in a region. Poso Kota District plays a strategic role in government administration and public service in Poso City. However, there has been no specific research examining the effectiveness of the office management system in this district. Therefore, this research aims to fill that knowledge gap and provide a deeper understanding of the office management system in Poso Kota District.

The problem to be investigated in this research is the effectiveness of the office management system in Poso Kota District. This system's effectiveness covers aspects of administrative management, archiving, information management, and coordination between work units in the district. In a district context, an effective office management system directly impacts the quality of public services provided to the community. Hence, it is important to assess the effectiveness of the office management system in this district and identify potential areas for improvement.

The specific objectives of this study are:
1. To analyze the effectiveness of the office management system in Poso Kota District.
2. To identify the existing problems within the office management system in this district.

This research is of high urgency because an effective office management system directly impacts public services in Poso Kota District. By identifying the existing problems and providing recommendations for improvement, this study is expected to contribute significantly to enhancing the office management system's effectiveness in the district. Additionally, this research may serve as a reference for other districts in optimizing their office management systems. More broadly, this research also contributes to the development of knowledge in office management and public administration.

## LITERATURE REVIEW
### Organizational Effectiveness Concepts

The concept of organizational effectiveness has not yet reached a consensus among scholars due to different perspectives and approaches. This has led to varying concepts in measuring organizational effectiveness. However, many researchers and scholars have expressed their opinions on how to measure organizational effectiveness.

According to Price (1968, 1972), Steers (1975), and Etzioni (1975), as quoted in Azhar Kasim (1993: 9), organizational effectiveness depends on how successful the organization is in achieving its goals.

Stephen P. Robbins (1994:56) defines organizational effectiveness as the extent to which an organization achieves its short-term (goal) and long-term objectives (means), reflecting strategic constituencies, evaluation interests, and the organization's vitality. Robbins (1994) further outlines the approaches to organizational effectiveness:

1. Goal Attainment Approach

   The goal attainment approach assesses organizational effectiveness based on the achievement of objectives (ends) rather than the means. The focus is on the bottom line: maximizing profits, winning competitions, healing patients, and so forth. The commonality among these objectives is that they focus on the organization's goals (ends), as organizations are created to achieve specific goals.

2. System Approach

   The system approach evaluates an organization's effectiveness based on its ability to obtain inputs, process them, produce outputs, and maintain stability and balance. This approach does not disregard end goals but views them as one element among many criteria. The focus is on the means required to achieve the end goals.

3. Strategic Constituency Approach

   This approach posits that an organization is effective when it meets the demands of key constituencies within its environment that are essential for its survival. While similar to the system approach, this approach is distinct in its emphasis on critical stakeholders and their expectations.

4. Competing Values Approach

   The competing values approach assesses organizational effectiveness based on different criteria, such as flexibility versus control, internal versus external focus, and the balance between these dimensions. Flexibility values innovation and change, while control values stability and predictability.

Gibson (1984:38) identifies six approaches to organizational effectiveness:

1. **Goal Approach**

   This is one of the most widely used methods for defining and evaluating effectiveness. It focuses on the central role of achieving goals as a criterion for effectiveness.

2. **System Theory Approach**

   System theory emphasizes maintaining input-process-output elements and adapting to the broader environment that supports the organization. System theory describes the relationship between an organization and the larger system it is a part of, highlighting the importance of feedback to guide organizational actions. It also emphasizes the importance of feedback information.

   Criteria for Effectiveness must reflect the input-process-output cycle rather than a simplistic output. It also needs to reflect the relationships between the organization and the broader environment in which it operates. In this context, effectiveness is a comprehensive concept involving various component elements.

   The managerial task is to maintain the optimal balance between these components and their parts.

**Multiple Constituency Approach**

This approach focuses on the importance of the relative relationships between various interest groups and individuals within an organization. This approach allows for the combination of goals and system perspectives to find the best approach for organizational effectiveness.

From the opinions above, it is evident that the goal approach is based on the view that organizations are created as tools to achieve specific objectives. The system theory approach views the organization as one element among many interconnected elements. The multiple constituency approach combines the goal and system approaches to create a more accurate approach for achieving organizational effectiveness. Meanwhile, the competing values approach unifies the three approaches to align them with a specific group's needs.

Quinn and Rohrbaugh (as cited in Azhar Kasim, 1993:8) classify organizational effectiveness into four models:

1. **Rational Goal Model**

   This model assumes that the organization's goals are determined by the owners or stakeholders who have legitimate rights over the organization. In the public sector, such as governmental bureaucracy, the "owners" are the public, especially citizens with voting rights. Organizational goals are established based on an analysis of opportunities, constraints, and environmental threats.

2. **Human Relations Model**

   In this model, organizational effectiveness is viewed from the employees' perspective, focusing on how the organization contributes to their welfare, morale, and

cohesion. It considers the employees' sense of belonging and the cohesiveness of the organization's members.

3. **Open Systems Model**

This model assumes that an organization's survival depends on its transactions with its external environment. Effectiveness is viewed from the organization's flexibility and responsiveness to environmental changes, as well as its ability to acquire the resources necessary for growth and stability.

4. **Internal Process Model**

Internal processes in an organization include the management of information, communication, decision-making participation, planning, and supervision. Effective information management supports the organization's primary tasks by collecting, updating, storing, retrieving, and communicating data.

**Measuring Effectiveness**

Output effectiveness is often difficult to quantify, especially in terms of intangible outcomes. The challenge arises because the results are not immediately visible and may only become apparent in the long term. For example, when a program is successful, effectiveness is usually expressed qualitatively through statements of judgment (e.g., if the outcome is high-quality, the effectiveness is also considered high).

David Krech, Richard S. Crutchfield, and Egerton L. Ballachey, in their book *Individual and Society* (quoted by Sudarwan Danim), provide the following measures of effectiveness:

1. Output quantity – The physical output or form of the organization, program, or activity, measured as a ratio between input and output.
2. Satisfaction level – This includes both quantitative (amount) and qualitative (quality) measures of satisfaction.
3. Creative output – The creation of a conducive work environment that fosters creativity and abilities.
4. Intensity – A high level of commitment or attachment to organizational goals, reflecting a strong sense of belonging.

Based on this description, effectiveness must involve a comparison between input and output, satisfaction levels, and the creation of a conducive work environment with high intensity.

Campbell (as cited in Richard M. Steers) suggests several measures of effectiveness, including:

1. Quality – The quality produced by the organization.
2. Productivity – The quantity of services provided.
3. Readiness – The overall assessment of the ability to complete a specific task successfully.
4. Efficiency – The ratio of various performance aspects to the cost of producing that performance.
5. Income – The resources remaining after all costs and obligations are met.

6. Growth – A comparison of the organization's current existence with its past.
7. Stability – The maintenance of structure, function, and resources over time.
8. Accidents – The frequency of interruptions that result in lost time.
9. Morale – A sense of commitment to achieving goals, involving additional effort, shared goals, and a sense of belonging.
10. Motivation – The internal force within each individual to achieve goals.
11. Cohesion – The fact that organization members like and collaborate with each other.
12. Flexibility and Adaptation – The ability to stimulate procedural changes in response to environmental conditions.

Duncan (quoted by Richard M. Steers) outlines the following measures of effectiveness:

1. Goal Achievement
2. Integration
3. Adaptation

Based on the above measures, there are seven key indicators affecting effectiveness, which are crucial for implementing information systems. These indicators include goal achievement, integration, and adaptation, which form the basis of the research model used in this study.

## METHOD

This study employs a qualitative descriptive research method, which involves collecting descriptive data in the form of written or spoken words from observed people and actors. The aim is to describe current conditions, record, analyze, and interpret existing conditions to gather information about the present situation and examine the relationships between variables. According to Nazir (2003:54), descriptive research aims to systematically, factually, and accurately describe facts and relationships between phenomena. Masyhuri and Zainuddin (2009:13) stated that qualitative research solves problems using empirical data.

Research Location: Poso Kota District, Poso Regency

Research Duration: One fiscal year, starting from the issuance of the research permit by the postgraduate school.

Informants: Selected based on the characteristics of the social situation, including background, actors, events, and processes, using purposive sampling techniques. Five informants were chosen based on their understanding of the phenomenon under study.

Secondary Data: Archives obtained from literature and official documents from various sources.

Primary Data Sources: Results of interviews with informants. Secondary Data Sources: Literature, laws, local regulations, and other official sources.

## Data Collection Techniques

1. Observation: Systematic observation of the phenomena being studied.

2. In-depth Interviews: Using interview guidelines to remind the researcher of aspects to discuss.
3. Documentation: Collecting important records related to the researched issue.

Researcher as the Main Instrument: The researcher must validate themselves through self-evaluation regarding their understanding of qualitative research methods, mastery of theory, and readiness to enter the research subject. Research instruments such as interview guidelines or checklists are used to collect primary data from informants.

**Data Analysis Techniques**

According to Miles, Huberman, and Saldana (2014:12-14), data analysis in an interactive model consists of:
1. Data Collection: Using observation, interviews, and documentation techniques.
2. Data Condensation: Selecting and analyzing important and useful data.
3. Data Presentation: Organizing information to enable conclusion drawing and action-taking.
4. Verification and Conclusion Drawing: Interpreting the displayed data and testing its validity.

**RESULTS AND DISCUSSION**

**Goal Achievement**

This research revealed that the primary goals of the office management system in Poso Kota District include administrative efficiency, public service improvement, transparency, accountability, human resource development, and the utilization of information technology. However, achieving these goals in recent years has been challenging.

The indicators used to measure goal achievement showed significant obstacles. Administrative tasks still take a long time, public satisfaction levels are not optimal, compliance with procedures is lacking, staff training quality is insufficient, and information technology adoption has not been maximized.

Several factors support goal achievement, including leadership commitment, resource availability, collaboration and cooperation between work units, and staff training and development programs. However, challenges such as limited resources, resistance to change, lack of training, bureaucratic complexity, and suboptimal information technology utilization continue to hinder progress.

Overall, more intensive and coordinated efforts are needed to overcome these obstacles. There should be improvements in resource provision, continuous training, simplification of bureaucracy, and increased adoption of information technology to support better operations and service. By implementing these measures, the office management system in Poso Kota District is expected to achieve its intended goals.

Goal achievement is a process consisting of several factors: the predetermined time frame for achievement, concrete targets, and the legal basis supporting them (Duncan, in Steers 1985:53). The research findings indicate that the primary goals of the office

management system, such as administrative efficiency and public service improvement, have not been fully achieved due to resource limitations, lack of training, and resistance to technological change. To ensure better goal achievement, clear steps need to be defined for each part of the process.

**Integration**

Research findings on coordination, internal communication, information dissemination methods, integration challenges, and conflict resolution within the Poso Kota District office revealed several key issues that need to be addressed.

Effective coordination requires clear communication and a good understanding of the responsibilities of each department. The research showed miscommunication and a lack of coordination, which led to task overlap and inefficiencies. According to Henri Fayol's classical management theory, coordination is one of the main management functions needed to achieve organizational goals. The lack of coordination here indicates that basic management principles are not being properly applied. Lawrence and Lorsch's integration theory emphasizes that integration is the process of coordinating different parts of an organization to achieve alignment in goals and activities, which has not been fully realized at the Poso Kota District office.

Effective internal communication is key to the smooth functioning of an organization. The research found that internal communication at the Poso Kota District office occurs through regular meetings, emails, and memos, but these methods are not yet effective. According to Chester Barnard's organizational communication theory, communication is a vital function that enables coordination and collaboration. The ineffectiveness of communication may be due to inadequate communication channels or the absence of proper feedback.

The methods of information dissemination, such as regular meetings, emails, memos, and notice boards, are used in the Poso Kota District office, but their effectiveness is still low. According to Shannon and Weaver's communication theory, communication effectiveness depends on the successful transmission of messages from the sender to the receiver without distortion. The research showed that meetings were not attended by all relevant parties, and emails or memos were often ignored, indicating disruptions or barriers in these communication channels.

The main challenges in achieving integration and cooperation between departments include ineffective communication, resistance to change, limited resources, and complex bureaucracy. Kurt Lewin's change management theory suggests that resistance to change can be addressed through an 'unfreezing-change-refreezing' approach. Management must work harder during the 'unfreezing' phase to reduce resistance to change. Additionally, Nazarudin (in Claude, 1994:13) asserts that integration consists of procedures and socialization processes that need to be improved to overcome these challenges.

Management has tried several approaches to resolve internal conflicts or integration issues, such as problem-solving meetings, mediation, training programs, and developing new procedures. However, the outcomes have not been fully effective. Thomas and Kilmann's

conflict management theory suggests that a more systematic conflict management strategy is needed to handle conflicts effectively. Management should adopt various conflict resolution styles depending on the situation, such as collaboration and compromise, to ensure more comprehensive solutions.

**Adaptation**

Based on the findings from interviews with informants regarding management adaptation at the district government office, several important conclusions can be drawn:

1. Structured Approaches to Policy Changes

   The office has adopted a structured approach to adapting to policy and regulatory changes. These steps include forming special teams and establishing monitoring systems to ensure regular evaluations of policy changes. However, the implementation of these practices often faces challenges due to ineffective internal communication, which can slow down the process of adaptation. Improving internal communication is a key focus area to enhance the office's responsiveness and ensure that all team members are fully engaged in the adaptation process.

2. Digitalization Efforts

   In the context of digital transformation at Poso Kota District, active steps have been taken to introduce new technologies aimed at improving operational efficiency and public services. While these efforts are commendable, there is an urgent need to improve the strategy for adopting technology. This is crucial to ensure that the full potential of the implemented technology is realized. The next step is to strengthen the integration of technology into work processes more comprehensively and efficiently.

3. Proactive Strategies in Facing External Changes

   The office has developed proactive strategies to address external changes, such as economic, political, and social factors. However, the analysis of external trends and developments needs to be deepened. Closer collaboration with external stakeholders is required to ensure strong social responsibility and support for the policies implemented. This is an area where improvements in strategic analysis and external collaboration can strengthen the positive impact of the policies enacted.

4. Staff Training and Development

   Regular staff training and development programs have been implemented to improve adaptability. Nevertheless, challenges such as limited resources and internal resistance to change remain significant barriers. More effective communication and education strategies are needed to overcome these challenges. This will ensure that staff have the necessary skills and a high level of motivation to cope with and respond to changes in the work environment.

   Overall, the study highlights the structured steps that have been taken by the office to manage complex changes. However, there are still specific areas that require improvement, such as internal communication, technology integration, deeper external analysis, and staff skill development. By continuing to improve these areas, the office can achieve optimal effectiveness in adaptation and change management in the future.

Based on relevant theories, the steps taken by the office in managing adaptation to policy changes, digitalization, proactive strategies for addressing external environmental changes, and staff skill development align with proven management principles. As Daft (2009) states, "Organizations that effectively manage change have structured systems to monitor, evaluate, and adapt to external environmental changes" (Daft, 2009). Rogers (2003) emphasizes the importance of adopting new technology to enhance operational efficiency, supporting the shift towards digitalization. Furthermore, Simon (1997) highlights that deep analysis of external trends and developments is essential to ensuring social responsibility and strong support for enacted policies. Guest et al. (2013) reinforce that regular staff training and development are effective strategies for improving adaptability, which is crucial for overcoming challenges such as resource limitations and internal resistance. Thus, it is important for the office to continuously develop comprehensive strategies to strengthen its adaptability and responsiveness to dynamic workplace environments and policies (Daft, 2009; Rogers, 2003; Simon, 1997; Guest et al., 2013).

## CONCLUSION

Overall, the office management system in Poso Kota District faces challenges in three main dimensions: goal achievement, integration between departments, and adaptation to change. Goals such as administrative efficiency and optimal public service have not been fully achieved due to communication breakdowns and resistance to change. Integration between departments needs improvement to reduce task overlap and enhance operational efficiency. Furthermore, efforts to manage adaptation to policy and technological changes are still hindered by limitations such as inadequate resources and insufficient staff training. Improvements in these three dimensions are necessary to enhance the effectiveness and efficiency of the office management system in the future.

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