

## **EMPLOYEE PERCEPTION IN THE REINVENTION OF ORGANIZATIONAL BEHAVIOR MANAGEMENT AT THE HIGHER EDUCATION SERVICE INSTITUTE (LLDIKTI) REGION XVI**

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### **ABSTRACT**

This study aims to analyze employee perceptions regarding the approach of Reinventing Organizational Behavior Management at the Higher Education Service Institution (LLDIKTI), specifically in Region XVI. The research data was collected through interviews and observations and analyzed using an interactive model. The findings indicate that employee participation in the decision-making process within the LLDIKTI Region XVI work environment remains uneven. The study found that leadership figures, such as the Head of LLDIKTI Region XVI and Team Leaders, primarily control the decision-making process within LLDIKTI Region XVI. This results in lower-level staff merely accepting decisions that have already been made. While this approach may be more efficient in terms of time, it could significantly impact employees' perceptions of their roles if it continues over an extended period. Employees may develop sentiments of being undervalued or excluded from the formulation of policies, potentially leading to a decline in their motivation to contribute to the organization's goals. This, in turn, may result in apathy among employees, consequently hindering the organization's performance and preventing it from achieving its intended objectives. Increasing employee participation in decision-making would provide various stakeholders opportunities to contribute and assume responsibility for achieving organizational goals, thereby fostering a more engaged and accountable workforce.

**Keywords:** *Higher Education Service Institution, Employee Perception, Reinventing Organizational Behavior Management*

## INTRODUCTION

The Higher Education Service Institution (LLDIKTI) Region XVI is a work unit/Technical Implementation Unit under the Secretariat General. This institution is based in Gorontalo, covering the working areas of Gorontalo Province, North Sulawesi, and Central Sulawesi. To achieve the performance targets outlined in the LLDIKTI Region XVI Strategic Plan for 2021-2024, strategic goals and performance indicators have been established to be achieved annually, namely: (1) enhancing the quality of services provided by the Higher Education Service Institution (LLDIKTI); (2) increasing the effectiveness of higher education policy dissemination; (3) enhancing higher education innovation to improve education quality; and (4) improving LLDIKTI governance. In this study, the researcher focuses on improving the quality of LLDIKTI services, with the performance indicator being the percentage of LLDIKTI services delivered on time.

The data obtained from the LLDIKTI Region XVI Performance Report for 2022 reveal that the percentage of timely LLDIKTI services in 2022 reached only 81% of the target set at 90%, with a performance percentage of 90%. This performance also declined compared to 2021, which recorded an achievement of 87% or a performance percentage of 96.67%.

The performance indicator for measuring the percentage of timely LLDIKTI services is calculated using a comparison between the number of services delivered on time in LLDIKTI Region XVI and the total number of services provided over a one-year period. Out of 45 service standards, only 29% of services were delivered on time. The failure to meet the performance target for the percentage of timely LLDIKTI services is attributed to several challenges, including the following: Firstly, LLDIKTI Region XVI lacks adequate facilities and infrastructure to support IT-based services. Secondly, service delivery is still conducted using conventional methods. Thirdly, implementing Standard Operating Procedures (SOPs) related to services has not been optimized and is not yet supported by an adequate application system.

In response to these challenges, the researcher identified several fundamental issues related to employee behavior. One key issue is the presence of various work perceptions among employees. Employees' comprehension of their roles and responsibilities remains limited, particularly in aligning their tasks with service standards. The majority of LLDIKTI Region XVI employees originate from structural positions within the Gorontalo Provincial Government, the Gorontalo City Government, and the Pohuwato Regency Government. Upon their transition to LLDIKTI, they are required to transition into functional positions, which may contribute to their challenges in adapting to new work expectations.

The effectiveness of an organization's public service performance is reflected in its public satisfaction, which serves as a benchmark for service quality. The Reinventing Organizational Behavior approach is a multifaceted strategy that aims to foster positive organizational changes, enhancing adaptability, effectiveness, and innovation. As asserted by Utaminingsih, A. (2014), comprehending the underlying factors influencing employee behavior enables the Reinventing Organizational Behavior approach to cultivate a favorable organizational culture characterized by employees motivated to contribute positively and collaborate effectively.

Guided by this premise, the researcher embarked on a study entitled "**The Perception of Employee in The Reinvention of Organizational Behavior Management in the Higher Education Service Institute (LLDIKTI) Region XVI.**" This study aims to analyze employees' perceptions regarding the Reinventing Organizational Behavior Management approach within the Higher Education Service Institution (LLDIKTI), particularly in Region XVI.

## **METHODS**

This study employs a descriptive qualitative approach, with primary research data obtained through interviews with predetermined informants, namely the Head of LLDIKTI Region XVI and the Functional Position Group at LLDIKTI Region XVI. In addition, the researcher will also conduct interviews with service users. Secondary research data is collected from documentation and other reports relevant to the research focus. Data analysis will be conducted using the interactive model proposed by Miles, M.B., Huberman, A.M., & Saldana, J. (2018). This model involves four distinct stages: data collection, data condensation, data presentation, and conclusion drawing.

## **RESEARCH RESULTS AND DISCUSSION**

### **Research Results**

In order to comprehend the perception aspect within the Reinventing Organizational Behavior Management approach at the Higher Education Service Institute (LLDIKTI) Region XVI, the researcher conducted interviews with informants directly involved in the services provided by LLDIKTI Region XVI. The key aspect identified in this study regarding perception is employee involvement in decision-making.

The interview results indicate deficiencies in Organizational Behavior Management, particularly in participation in decision-making processes at LLDIKTI Region XVI. The involvement of staff members in decision-making remains uneven, with leadership and team heads typically attending decision-making meetings and all staff members occasionally invited to general meetings. However, these meetings primarily serve as information-sharing sessions about upcoming activities rather than participatory decision-making forums.

While this approach is considered adequate in decision-making, with the Head of LLDIKTI Region XVI primarily handling decision-making, the researcher identified deficiencies in the involvement of staff members in the decision-making process. This arrangement fosters a state of dependency among staff members on leadership decisions, diminishing their propensity to engage in decision-making proactively. Conversely, higher education leaders frequently engage in policy-making discussions at LLDIKTI Region XVI. Consequently, university leaders are well-informed about the policies formulated by LLDIKTI Region XVI that directly impact higher education institutions in the region.

A review of documented meeting minutes within the LLDIKTI Region XVI reveals that these meetings are predominantly led by senior leadership, including the Head of LLDIKTI Region XVI and Team Leaders. In contrast, staff members exhibit minimal involvement in the meeting process. This phenomenon deleteriously affects organizational performance, as employees may feel undervalued or excluded from policy formulation. Consequently, their motivation to work towards organizational goals may decline, potentially leading to apathy. Increasing employee participation in decision-making processes would create opportunities for broader contributions and foster a sense of responsibility toward achieving the organization's objectives.

### **Discussion**

In the context of organizations, Jewell, L.N., & Siegall (1989) posit that perception is defined by stimuli received by organizational members through incoming messages, information, or tasks, thereby facilitating comprehension of organizational requirements.

Additionally, they contend that perception is influenced by an individual's experiences and learning processes. Conversely, Pratiwi and Himam (2014) contend that performance perception constitutes a cognitive process through which an individual discerns or interprets information regarding attainable work outcomes, manifesting in behaviors or actions that align with the realization of organizational objectives.

In this study, the researcher has identified findings related to employee perception indicators at LLDIKTI Region XVI, particularly concerning the decision-making process, which has not yet incorporated active employee participation. Consequently, employees may experience a lack of motivation to contribute effectively to organizational goals and may even become apathetic. Increasing employee participation in decision-making would provide opportunities for broader contributions and foster a sense of responsibility for achieving the organization's objectives.

Employee participation, as previously defined by Noe (2011), refers to the extent to which employees are engaged and involved in their work, reflecting their concern for the tasks they perform. According to Gibson (2012: 202), employee engagement and participation represent the extent to which employees are willing to work. Employees with high engagement and participation exert their best efforts in their jobs, often going beyond their required duties, directly impacting their performance.

Scooter (2010) posits that employee performance is influenced by multiple factors, including employee attitudes toward their work, empowerment, and participation in work-related activities. Employee participation is a pivotal factor that drives work performance, a notion corroborated by the study of Rahmawati and Herlina (2022), which identified a positive and significant influence of employee participation on performance in the Department of Agriculture and Food Security of Ciamis Regency. This finding suggests that when employee participation is high, their performance improves accordingly.

Based on these studies, employee participation is a crucial factor affecting organizational performance and the achievement of organizational goals. When employees demonstrate strong engagement, care, and willingness to contribute to their tasks, their overall performance improves, benefiting the organization.

The term "Organizational Citizenship Behavior" (OCB) refers to behaviors exhibited by employees that go beyond the prescribed role descriptions within an organization or company. In essence, OCB can be defined as voluntary individual behavior (in this case, by employees) that contributes to organizational effectiveness without being directly related to rewards.

According to Miao (2011), as cited in Husniati and Pangestuti (2018), the following dimensions comprise OCB: (1) Altruism – the behavior of helping other employees voluntarily with tasks closely related to organizational operations, (2) Civic Virtue – voluntary participation and support for organizational functions, both professionally and socially, (3) Conscientiousness – performing role-related duties beyond the minimum required standards, (4) Courtesy – behaviors that help alleviate work-related problems faced by others, and (5) Sportsmanship – avoiding behaviors that create unnecessary conflict or negative issues, even in frustrating situations (Miao, 2011).

Given the significance of employee participation, it is crucial to internalize this aspect within organizational culture, as it is reflected in concern and willingness to support organizational performance (Husniati & Pangestuti, 2018). The fundamental principles of Organizational Citizenship Behavior (OCB) should be embedded as core work values within an

organization. Robbins and Judge (2008) further affirm that organizations with employees exhibiting strong OCB tend to achieve higher performance levels than those without.

## CONCLUSION

This study aims to analyze employees' perceptions of the Reinventing Organizational Behavior Management approach at the Higher Education Service Institution (LLDIKTI), specifically in Region XVI. The research findings and the analysis of the collected data demonstrate that the low level of employee participation in the decision-making process affects their perception of improving organizational performance. As previously described, employee participation in decision-making within the LLDIKTI Region XVI work environment remains uneven. Leadership figures, such as the Head of LLDIKTI Region XVI and Team Leaders, primarily orchestrate the decision-making process. At the same time, lower-level staff members are largely relegated to a passive role, receiving and implementing decisions that have already been made. From an efficiency perspective, this approach is practical in reducing the decision-making process. However, if this practice persists over an extended period, it may have a negative impact on employees' perceptions of their roles and responsibilities. Employees may experience a sense of underappreciation or exclusion from the formulation of policies, which can lead to diminished motivation and engagement. Consequently, employees may not exert their utmost efforts to achieve organizational goals and may even develop an apathetic attitude, ultimately hindering overall organizational performance. Therefore, increasing employee participation in the decision-making process is expected to provide opportunities for various stakeholders to contribute actively and take ownership of the organization's objectives, leading to enhanced organizational effectiveness and performance.

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