



Research Article

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Institutional Development of the Local Water Company Tirta Lematang Lahat to Improve Service Quality through Diagnosis and Intervention: Weisbord's Six-Box Model Approach

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Abstract

This research aims to diagnose and provide intervention to the Tirta Lematang Water Supply Company which is included in the "sick" category due to its continuous losses and several public complaints about the services being provided. Weisbord's Six-Box method was applied by distributing questionnaires to 60 respondents that are employees of the company. The results showed that the factor with the highest score is the reward while the lowest was recorded for organizational structure. It was more specifically discovered that (1) the goals and personal expectations of employees have not been aligned and the targets and strategies are not well understood, (2) the organizational structure does not guarantee the implementation of good cooperation between work units and the division of tasks and authorities also overlaps, (3) there are obstacles in completing cross-sector tasks, (4) the incentives given to all staff are not in line with their responsibilities and workload, (5) the leader pays less attention to the subordinates, and (6) the work program prepared every year is not line with the goals of the institution and does not involve all the staff.

Keywords: Institutional_development, Tirta Lematang water supply company, Weisbord's Six-Box Model

1. Introduction

Water, especially clean water, is required by humans every day and is considered very important and strategic. There are abundant clean water reserves from the springs, ground, and wells in some mountainous residential areas but some barren and dry areas without the reserve have problems in accessing clean water. The government is obliged to fulfill these needs, especially in areas lacking clean water, and this is the reason for the establishment of Water Supply Companies. Several of these companies have succeeded in providing and distributing clean water to the people due to professional management but some are problematic and have become a budget burden for their local

governments. An example of this is the Lahat Regency Water Supply Company established through the Lahat Regency Level II Regional Regulation Number 3 of 1989 concerning the Establishment of the Lahat Regency Level II Water Supply Company and later amended through the Lahat Regency Regional Regulation Number 15 of 2006 concerning the Establishment of Tirta Lematang Water Supply Company. The company has been existing for 30 years and operating professionally but its performance is below expectation. This was confirmed through the findings of the Performance Assessment of the Agency for the Improvement of Drinking Water Supply System Implementation (BPP-SPAM) in 2019, which revealed that the company had a score of 1.63 and was classified in the "sick" category. The weak performance was associated with several factors, including a) non-optimal utilization of facilities and infrastructure, b) operational losses, c) a large debt burden, and d) a lack of optimal professionalism among the human resources (Agustina, 2021). Additionally, another study by Suhery & Nurofik (2020) on "The Effect of Work Conflict and Work Stress on Local Work Spirit of South Solok Regency Water Supply Company Employees" demonstrated that work conflict and work stress accounted for 61.7% of the influence on work spirit, while other factors contributed to the remaining 38.3%.

The President Director has stated that the Tirta Lematang Water Supply Company was classified as chronically sick in 2016 due to its annual deficit of IDR 268 million instead of recording profits, as well as its limited serving ability of only 4,500 customers. In 2015, the revenue generated was IDR 5.4 billion, while expenditure on operational needs was IDR 5.7 billion (Dayat, 2016). Additionally, Susanti (2020) reported several customer complaints regarding the company's clean water services, including the ineffective flow of water due to soil entering the pipe through openings, frequent disruptions to distribution due to a lack of clean water from Lematang River, and insufficient volume of clean water to meet customer needs. As a result, the Lahat Regent requested special assistance for the company from the Tirta Musi Palembang Water Supply Company to cover the money expended on water treatment and other management issues, leading to a total contribution of IDR 55 billion and the provision of subsidies for the company (Anonymous, 2019).

Furthermore, the research conducted by Sari et al. (2019) categorized the company as unhealthy based on its liquidity and solvency ratio. This was associated with three annual problems identified by Wulansary et al. (2014), including budget constraints, inadequate infrastructure, and insufficient human resources, both in quality and quantity. The findings of these previous studies highlight the need to determine the basic and comprehensive institutional problems of the company through organizational diagnosis, and the results are expected to be used in developing its institutional capacity.

There are several reasons why Tirta Lematang Lahat Water Supply Company is the focus of this research? Firstly, water is a vital need for humans. Secondly, the data and facts previously described indicate that the company is responsible for providing clean water to the local community, but it has not been able to fulfill this responsibility optimally. Thirdly, there have been several public complaints about the company's clean water supply services. Therefore, there is a need to develop the institutional capacity of the company through scientific research and diagnosis in order to understand the basic problems and provide adequate intervention.

The research aims to prepare an academic paper on the root causes of the problems facing the company to apply appropriate institutional intervention and developmental efforts to make the company healthy again. Therefore, the research focuses on the "Institutional development of Tirta Lematang Water Supply Company through diagnosis and intervention: Weisbord's Six-Box Model Approach.

The term 'organization' is derived from 'human organ,' which refers to the parts of the body such as the head, shoulders, knees, and feet. It is also referred to as an 'institution,' which represents the continuous growth of a plant. This means that an organization or institution is something that continues to evolve and develop. It is dynamic and refers to the specific activities being performed, as well as static, referring to the structure. Additionally, organizations can be healthy, sick, or even die, with the sick conditions observed to have only two possibilities: becoming healthy again or dying

(Burke & Litwin, 1992; Lidinillah & Abdul, 2013; Purwanto, 2014; Tumengkol, 2017; Serrat & Serrat, 2017).

This condition is common in organizations where most people expect to be healthy and continue to develop efficiently, providing benefits to both their internal and external environments. It is important to note that while some organizations survive for hundreds of years, others only exist for a limited time. Organizations are generally divided into three categories: business, public or government, and social. Business organizations are profit-oriented, public organizations focus on providing services to the public, and social organizations emphasize charity. The Water Supply Company is a state-owned business organization formed by local governments with a business orientation, but also to provide public services (Nugroho, 2017). It is designed to contribute to regional income and improve the quality of public services by providing clean water.

Denhardt & Denhardt (2003) argued that the government is typically evaluated based on legal and political, economic and market, as well as democratic and social criteria. The first criterion is the traditional focus of public administration, the second is at the forefront of "new public management (NPM)," and the third is the center of "new public service (NPS)."

In correlation with the current situation of Tirta Lematang Lahat Water Supply Company, the head of state and regional heads, including governors, regents, or mayors in Indonesia, have been directly elected by the people since 1998 or the reformation and regional autonomy era to the present time. This indicates that the country has moved towards democratic and social criteria, and the company can be more accurately categorized as an NPS, since its services prioritize the community in implementing democracy defined as "government from the people, by the people, and for the people."

However, in reality, the company seems to combine the three existing models of traditional public administration, new public management, and new public services, when observed from the public administration perspective. It is important to note that the NPS paradigm was designed to counter the current mainstream administration paradigm, which is the NPM, established on the principle of "run government as a business" or "market as a solution to the ills in the public sector."

The NPS theory views the bureaucracy as a tool of the people and requires it to submit to the voice of the people as long as their desires are rational, legal, and constitutionally valid. Furthermore, the leader operating in the bureaucracy is not only an economic creature, as expressed in the NPM theory, but also an entity with a socio-political dimension, required to operate as a public servant. The NPS theory promises real changes to the conditions of the previous government bureaucracy to improve democratic public services. This is indicated by the alternative it offers, which focuses on the need for the government to listen to the voice of the community in managing its affairs. It is important to note that this is not easy for the government, which has grown accustomed to being arbitrary towards the community.

The NPS theory allows the involvement of everyone, and no one is just a spectator. Denhardt & Denhardt's idea of NPS emphasizes that the government should not be run as a company, but rather serve society in a democratic, fair, equitable, non-discriminatory, honest, and accountable manner. The rights of citizens need to be guaranteed, and the government also needs to fulfill its responsibilities to the community by prioritizing their interests. The grip or motto of the government is expected to be "Citizens First" (Denhardt & Gray, 1998).

Organizations can sometimes be healthy, sick, or even die, just like humans, and these conditions are normal. Despite the expectation that organizations will exist for a long time, be healthy, and grow to provide many benefits to humans (Purnomo, 2019), they also experience ups and downs. Therefore, it is necessary to monitor, maintain, and treat the organization immediately when it is affected by any disease to avoid further spread to all other parts. This is important because serious illnesses are difficult to treat and cure, often leading to the death of the organization (Muhammad, 2015).

The determination of symptoms associated with organizational health problems usually requires a rapid diagnosis to provide adequate intervention, in order to prevent the disease from

spreading to other areas. This means that organizational diagnosis is an effort to detect symptoms of organizational disease as early as possible, through a method appropriate to the characteristics of the organization (Widyarini, 2001; Saleem & Ghani, 2013; Soetjitro, 2016; Hardiyansyah & Firmansyah, 2017; Ihsani, 2020; Adebayo et al., 2021). Organizational diagnosis is the process of determining how an organization performs its functions, by finding relevant information, analyzing it, and making conclusions and recommendations for organizational development (Weisbord, 1976; Ahn & Kwon, 2018; Thoha, 2020; Pederi & Benitez, 2022). Several organizational diagnostic models have been developed by experts, but the ones most often used are the Six-Box Weisbord model and the Nadler and Tushman model (Lok & Crawford, 2000; Shakya, 2010; Hamid et al., 2011; Rahimi et al., 2011; Kontić, 2012; Zhang et al., 2016; Thoha, 2020; Serrat & Serrat, 2021). Organizational diagnosis requires rational and objective thinking without emotional attachments. Therefore, the Weisbord model shows that an organization has six boxes (Figure 1.) covering goals, structure, rewards, work mechanisms, relationship management, and leadership, and each needs to be diagnosed using formal and informal systems, as indicated in the following figure (Weisbord, 1976).

The Six-Box Weisbord model has been reported to be more comprehensive than others, as it involves all parts of the organization. Currently, it is very relevant for diagnosis, due to the six variables' ability to explain the organization completely and systematically, as stated by Zaffar et al. (2018), Stegorean et al. (2010), Adebayo et al. (2021), and Zhang et al. (2016). The model is quite appropriate as a reference to analyze organizational problems. It was also discovered that when elaborated more broadly, the variables of objectives, structure, rewards, work methods, relationships, and leadership have the ability to produce a large number of different indicators regarding the effectiveness and efficiency of an organization. This description allows for the formulation of a hypothesis that an efficient and effective organization can be realized when the six variables of the model function well.

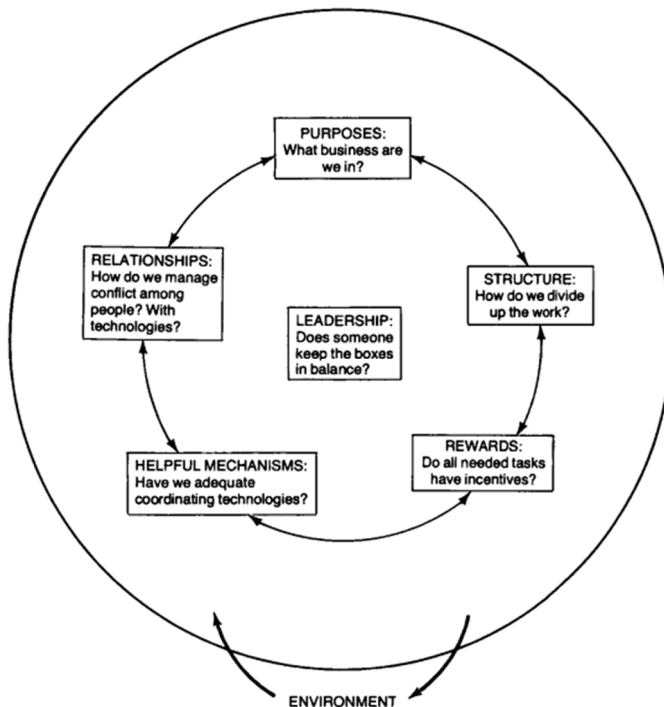


Figure 1. Weisbord's Six-Box Model

2. Methods

2.1 Data sources and collection methods

This research aimed to diagnose the organization of Tirta Lematang Lahat Water Supply Company using a quantitative approach in the form of a survey. The main instrument used was a questionnaire and the population included all 77 employees, consisting of 60 permanent and 17 non-permanent. Moreover, all the 60 permanent employees were selected as samples using a purposive sampling technique. The criterion was that they were the only ones provided with full tasks and responsibilities while the non-permanent employees only played assistant role.

The questionnaire had closed-ended questions and was also divided into six parts using the six-box Weisbord approach to discuss the goals, structure, relationships, rewards, leadership, and work mechanisms. Each box or section was further divided into 10 indicators and statements. Furthermore, a document review was used to gain a deeper understanding of organizational diagnosis and development in the selected company while field observations and brief interviews were conducted with the company's executives or managers to enrich the analysis.

The respondents were allowed to select the answer that best suit their condition based on a scale consisting of five categories including 1 - strongly agree, 2 - agree, 3 - neutral, 4 - disagree, and 5 - strongly disagree. The responses to the questionnaires filled by the respondents were tabulated based on the highest and lowest values in order to calculate the average. It was important to note that the questionnaire used was based on those used in previous studies such as Stahl (1997), Kontić (2012), Hardiyansyah & Firmansyah (2017), Zaffar et al. (2018), Hardiyansyah et al. (2019), and Ihsani (2020). All the statements in the questionnaire had been already standardized and found to be valid in previous studies.

2.2 Data Analysis Techniques

Weisbord's Six Box model was used for the organizational diagnosis with each provided with 10 questions and responses with scores ranging from 1 to 5. The scores for each box were summed and averaged and the same method was applied to all the boxes. Furthermore, the diagnosis was measured using the class interval method calculated by subtracting the lowest score from the highest score and dividing the answer by the highest score, for example, $\frac{5-1}{5} = 0.8$.

Table 1. Interval Classification

Interval	Classification
4.24 - 5.00	Very Good/Strongly Agree
3.43 - 4.23	Good/Agree
2.62 - 3.42	Less Good/ Less Agree
1.81 - 2.61	Bad/Disagree
1.00 - 1.80	Very Bad/Strongly Disagree

The diagnostic results were analyzed by comparing the average for each box or the overall average.

3. Results and Discussion

3.1 Description of Goal Variable

The responses provided to the statements or constructs associated with the goal variable are presented in Table 2.

Table 2. Goal Variable (GV)

Indicador	Score					Total Score	Maximum Score	Achievement Score
	1	2	3	4	5			
GV1	0	0	0	50	10	250	300	83.33
GV2	0	0	0	50	10	250	300	83.33
GV3	0	0	15	38	7	232	300	77.33
GV4	0	0	1	48	11	250	300	83.33
GV5	0	0	1	50	9	248	300	82.67
GV6	0	0	15	38	7	232	300	77.33
GV7	0	0	0	52	8	248	300	82.67
GV8	0	0	0	52	8	248	300	82.67
GV9	0	0	3	40	17	254	300	84.67
GV10	0	0	15	37	8	233	300	77.67
Average	0	0	5	46	10	245	300	81.50

Table 2 shows that the average respondents' perception of the goal is 81.50% and this means the organizational goals of the company are in the high category. It was also observed that the perception is almost the same for all the indicates with the highest recorded for the second indicator (GV9), "In order to achieve the goals of the Tirta Lematang Water Supply Company optimally, at the end of every fiscal year evaluation is always sought for the determined programs" at 81.50%. Meanwhile, the lowest score is on the third indicator (GV3 and GV6), "The goals of the Tirta Lematang Water Supply Company have been in line with my personal expectations as well as the targets and strategies set have been clearly understood" with 77.67%. This shows that the goals and targets were not optimally planned.

There is also the need to focus on the mismatch between the company's goals and employees' expectations. This was found to be due to the non-involvement of several employees in the formulation and planning of the company's vision, mission, goals, and work programs. Therefore, the employees feel the established goals were not aligned with their expectations and aspirations. The condition leads to the development of apathetic attitude by some employees and this can subsequently disrupt both employees and company performance.

3.2 Description of Organizational Structure Variable

The responses provided to the statements or constructs associated with the organizational structure variable are presented in Table 3.

Table 3. Organizational Structure Variable (OSV)

Indicador	Score					Total Score	Maximum Score	Achievement Score
	1	2	3	4	5			
ETC1	0	0	1	50	9	248	300	82.67
ETC2	0	0	2	49	9	247	300	82.33
ETC3	0	0	16	36	8	232	300	77.33
ETC4	0	0	15	37	8	233	300	77.67
ETC5	0	0	1	52	7	246	300	82.00
ETC6	0	0	0	52	8	248	300	82.67
ETC7	0	0	2	49	9	247	300	82.33
ETC8	0	1	16	33	10	232	300	77.33
ETC9	0	0	14	39	7	233	300	77.67
ETC10	0	0	1	50	9	248	300	82.67
Average	0	0	7	45	8	241	300	80.47

Table 3 shows that the average respondents' perception of the organizational structure is 80.47% and this means the level of organizational structure at the Company is in the high category. The perception of all the indicators was almost the same but the highest score was recorded with the first, sixth, and tenth indicators on "Water Supply Company Tirta Lematang's goals and targets, job descriptions, and structure are perfect" with 82.67%. Meanwhile, the lowest score was on the third and eighth indicators (OSV₃ and OSV₈) which is "The existing structure of the Tirta Lematang Water Supply Company guaranteed the implementation of good cooperation between work units and ensure there is no overlap in the division of tasks and authorities " with 77.33%. This shows that the cooperation between units as well as the division of tasks and authorities are not yet optimal.

3.3 Description of Relationship Management Variable

The responses provided to the statements or constructs associated with the relationship management variable are presented in Table 4.

Table 4. Relationship Management Variable (RMV)

Indicador	Score					Total Score	Maximum Score	Achievement Score
	1	2	3	4	5			
RMV ₁	0	0	2	50	8	246	300	82.00
RMV ₂	0	0	1	49	10	249	300	83.00
RMV ₃	0	0	1	51	8	247	300	82.33
RMV ₄	0	1	17	36	6	227	300	75.67
RMV ₅	0	0	1	50	9	248	300	82.67
RMV ₆	0	0	14	37	9	235	300	78.33
RMV ₇	0	0	14	39	7	233	300	77.67
RMV ₈	0	0	1	51	8	247	300	82.33
RMV ₉	0	0	0	53	7	247	300	82.33
RMV ₁₀	0	0	2	52	6	244	300	81.33
Average	0	0	5	47	8	242	300	80.77

Table 4 shows that the average respondents' perception of the relationship management variable is 80.77% and this indicates the level of relationship management at the company is in the high category. It was also discovered that the perception is almost the same for all the 10 indicators but the highest score was found with the second indicator, "In completing tasks, always cooperate with colleagues" at 83.0%. Meanwhile, the lowest score was the fourth indicator (RMV₄), "never face any obstacles in completing cross-sector tasks" with 75.67%. This shows that relationship management through inter-sectoral cooperation can be implemented optimally despite the present obstacles being experienced.

3.4 Description of Reward Variable

The responses provided to the statements or constructs associated with the reward variable are presented in Table 5.

Table 5. Reward Variable (RV)

Indicator	Score					Total Score	Maximum Score	Achievement Score
	1	2	3	4	5			
RV ₁	0	0	2	52	6	244	300	81.33
RV ₂	0	1	2	49	8	244	300	81.33
RV ₃	0	1	17	33	9	230	300	76.67

Indicator	Score					Total Score	Maximum Score	Achievement Score
	1	2	3	4	5			
RV4	0	0	5	26	29	264	300	88.00
RV5	0	0	1	28	31	270	300	90.00
RV6	0	0	3	29	28	265	300	88.33
RV7	0	0	3	26	31	268	300	89.33
RV8	0	1	0	26	33	271	300	90.33
RV9	0	1	1	30	28	265	300	88.33
RV10	0	3	13	27	17	238	300	79.33
Average	0	1	5	33	22	256	300	85.30

Table 5 shows that the average perception of respondents toward the reward variable is 85.30% and this means the reward level at the company is in the high category. The 10 indicators were also observed to have relatively diverse scores with the highest recorded for the eighth indicator, "Position promotion is more emphasized on the professionalism and work performance of each staff", at 90.33%. Meanwhile, the lowest score was on the third indicator (RV3), "the incentives given to all staff are in accordance with their responsibilities and workload" with 75.67%. This shows that the career development of Tirta Lematang Water Supply Company employees is optimal because it is professional but complaints were made about the incompatibility between incentives and job responsibilities.

3.5 Description of Leadership Variable

The responses provided to the statements or constructs associated with the leadership variable are presented in Table 6.

Table 6. Leadership Variable (LV)

Indicator	Score					Total Score	Maximum Score	Achievement Score
	1	2	3	4	5			
LV1	0	0	1	41	18	257	300	85.67
LV2	0	0	2	51	7	245	300	81.67
LV3	0	0	2	42	16	254	300	84.67
LV4	0	0	2	44	14	252	300	84.00
LV5	0	0	1	48	11	250	300	83.33
LV6	0	1	1	49	9	246	300	82.00
LV7	0	0	3	50	7	244	300	81.33
LV8	1	1	1	36	21	255	300	85.00
LV9	0	0	1	52	7	246	300	82.00
LV10	0	1	16	29	14	236	300	78.67
Average	0	0	3	44	12	249	300	82.83

Table 6 shows that the average score provided for the Leadership variable by the respondents is 82.83% and this means the level of leadership at the company is also in the high category. It was further observed that the scores for the 10 indicators are relatively homogeneous with the highest found with the first indicator, "The leader gives full confidence to subordinates in completing their work in accordance with the authority given" at 85.67%. Meanwhile, the lowest score was recorded for the tenth indicator (LV10), "The leader is very concerned about the subordinates" at 78.67%. This shows that there is optimal leadership at the Tirta Lematang Water Supply Company considering the trust imposed on the subordinates but there is still a need to focus more on their concerns.

3.6 Description of Work Mechanism Variable

The responses provided to the statements or constructs associated with the work mechanism variable are presented in Table 7.

Table 7. Work Mechanism Variable (WMV)

Indicator	Score					Total Score	Maximum Score	Achievement Score
	1	2	3	4	5			
WMV ₁	0	1	15	39	5	228	300	76.00
WMV ₂	0	0	1	44	15	254	300	84.67
WMV ₃	0	0	2	51	7	245	300	81.67
WMV ₄	0	0	0	52	8	248	300	82.67
WMV ₅	0	0	1	52	7	246	300	82.00
WMV ₆	0	0	2	50	8	246	300	82.00
WMV ₇	0	0	3	50	7	244	300	81.33
WMV ₈	0	0	2	52	6	244	300	81.33
WMV ₉	0	0	3	50	7	244	300	81.33
WMV ₁₀	0	0	15	40	5	230	300	76.67
Average	0	0	4	48	8	243	300	80.97

Table 7 shows that the average score provided for the work mechanism variable by the respondents is 80.97% and this means the work mechanism level of the company is in the high category. Moreover, the scores for the 10 indicators are relatively homogeneous with the highest found with the second indicator, "The work program is sought to be understood by all staff" to be 84.67%. Meanwhile, the lowest was recorded for the first indicator, "Work program prepared annually is in accordance with the goals of the Tirta Lematang Water Supply Company and involves all staff" to be 76.00%. This shows that the work mechanism of the company is optimal considering the fact that the employees understand the programs, but they were prepared without involving all employees.

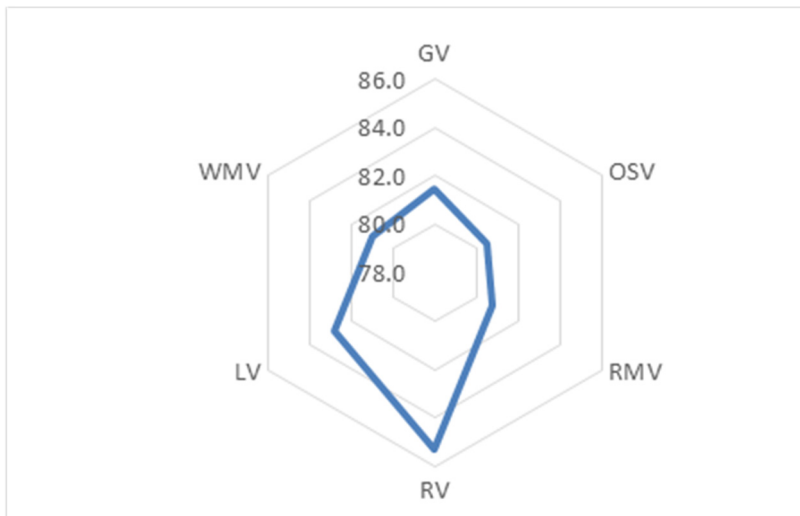


Figure 2. Distribution of Respondents' Perceptions on the Diagnosis of Tirta Lematang Water Supply Company

The general perceptions of the respondents concerning each variable used to diagnose Tirta Lematang Water Supply Company are presented in the following Figure 1.

The responses to the diagnosed factors were found to be relatively diverse, with the highest scores recorded for rewards and the lowest for organizational structure. This indicates that the company has relatively good rewards, and the most important factor that needs improvement is the organizational structure, which must adapt to the demands of current society and provide optimal and quality services. These results align with the responses provided by the leadership of Tirta Lematang Lahat Water Supply Company during an interview, where they acknowledged that the company's organizational structure is fat. The main problem was identified as structural positions with large job allowances without effective implementation of the service function. This leads to inadequately organized work procedures due to less harmonious relationships between employees, a lack of fast and precise problem-solving mechanisms, and ultimately, hampered services to the community. It was discovered that the organizational structure, relations between employees, as well as investment from local governments and banks need to be improved to expand the clean water network (interview, 2022). These findings are in line with Maryati et al.'s (2022) research, which identifies three important factors to ensure the sustainability of the decentralized drinking water supply system (DWSS) in Bandung: organizational structure, community participation, and financial resources. This research offers policy recommendations to improve the sustainability of existing and future DWSS.

The answers from the staff and the interviews conducted with the leadership of Tirta Lematang Lahat Water Supply Company revealed that the organization is facing a funding problem, with the institutional aspect being the most dominant factor. Specifically, the organizational structure was found to be unable to accommodate the interests of the institution as a whole. As a public service organization, Tirta Lematang Lahat Water Supply Company should be more agile, streamlined, and flexible in its service processes to promptly address public complaints, as its main goal is to serve the community by providing clean water. However, based on research results, McFillen et al (2013) stated that diagnosis is very important in carrying out organizational change and selecting appropriate alternative interventions and contributing to the organization's readiness to make changes. However, only a few researchers pay attention and are thorough in this diagnostic process, as a result there are many errors in diagnostics and this is most likely the cause of the failure of organizational change initiatives.

Hamid et al's (2011) findings in research at universities found that the average organizational diagnosis in the dimensions of leadership, relationships motivation and rewards was greater than in the dimensions of goals, structure, and work mechanisms. However, so that the diagnosis carried out can produce an accurate report according to the existing facts, the diagnosis process must be carried out precisely and carefully. As stated by McFillen et al (2013), diagnosis is very important in carrying out organizational change choosing appropriate alternative interventions, and contributing to the organization's readiness to make changes. However, only a few researchers pay attention and are thorough in this diagnosis process, as a result, there are many errors in diagnosis and this is most likely the cause of the failure of organizational change initiatives. If a misdiagnosis occurs in the medical field, it will have an impact on several people. Still, if a misdiagnosis occurs in a public service organization such as the Tirta Lematang Lahat Regional Drinking Water Company, then the negative impact is very broad. It could be that the community will have problems with the availability of clean water for various need.

4. Conclusion

Based on the results of research and analysis, it shows that the reward factor has the highest score while the organizational structure has the lowest score. In addition, there is not full alignment between company goals and employees' personal expectations, and company targets and strategies are not well understood. Further findings show that there is no good cooperation between work units

and an overlapping division of tasks and authority. There are obstacles in completing cross-sectoral tasks and the incentives given to all staff are not in accordance with their responsibilities and workload. Apart from that, the leadership pays little attention to the concerns of subordinates, and the work program is prepared every year without employee involvement and is considered not in line with the company's goals.

5. Recommendation

Based on the research results and conclusions, the recommendations made are as follows: 1) that companies align their goals with employee expectations and the same methods must be applied in formulating targets and strategies. 2) the existing organizational structure needs to be reorganized with clear main tasks and functions to avoid overlapping duties and authority. 3) incentives given must be in accordance with responsibilities and workload. 4) leaders need to give full attention to their subordinates and involve them in every work program preparation. 5) companies need to focus more on redesigning the current structure, namely lean and service-oriented which prioritizes functional positions over structural positions.

It was, therefore, recommended that the company harmonize its goals with the expectations of the employees and the same method should be applied to the formulation of targets and strategies. Moreover, the existing organizational structure needs to be rearranged with clear main tasks and functions to prevent overlap between tasks and authorities. There is also the need to ensure incentives are provided according to responsibilities and workload. Furthermore, leaders need to give full attention to subordinates and involve them in every preparation of the work program. It is also discovered that the organizational structure has the lowest value. This indicates the company needs to focus more on redesigning the existing lean and service-oriented structure that prioritizes functional positions over structural positions.

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