

# Rekonstruksi pemicu dan pembentuk budaya yang mendorong kinerja dalam siklus manajemen kinerja pada pemerintahan Provinsi Jawa Timur = Reconstruction of enabler and building block of performance driven culture in performance management cycle at East Java Province

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## Abstrak

[<b>ABSTRAK</b><br>

Kajian ini membahas tentang pemicu dan pembentuk budaya yang mendorong kinerja untuk meningkatkan efektivitas manajemen kinerja di pemerintahan daerah. Penelitian ini menggunakan soft systems methodology (Checkland & Scholes, 1990) dengan dual imperative of action research (McKay & Marshall, 2001) melalui 4 (empat) tahapan SSM (Checkland & Poulter, 2006). Kajian ini memetakan permasalahan faktual di Pemerintahan Provinsi Jawa Timur yang menunjukkan tidak efektifnya tahapan pembelajaran dikarenakan kurangnya budaya yang mendorong kinerja. Kajian ini merekonstruksi konsep Marr (2009) tentang pemicu dan pembentuk budaya yang mendorong kinerja. Hasil rekonstruksi menunjukkan ada 5 (lima) pemicu budaya yang mendorong kinerja, yaitu adanya rasa kesatuan sebagai komunitas, tanggung jawab dan akuntabilitas, integritas dalam kejujuran dan keterbukaan, kesamaan visi dan persepsi tentang budaya kinerja, dan kepemimpinan yang memberdayakan dalam kemitraan. Hasil rekonstruksi juga menghasilkan adanya 5 (lima) pembentuk budaya yang mendorong kinerja, yaitu kepemimpinan yang mendorong kinerja, pengakuan dan penghargaan kinerja, pelaporan kinerja yang efisien, reviu kinerja secara interaktif, dan peta kinerja. Selain itu, bersama-sama dengan para aktor di Pemerintahan Provinsi Jawa Timur, kajian ini melakukan pemecahan masalah (problem solving) terkait pengelolaan unsur-unsur pembentuk budaya yang mendorong kinerja dan menghasilkan rekomendasi yang disepakati berupa keterlibatan gubernur dalam Musrenbang, dimulainya program apresiasi kinerja, penyederhanaan proses penyusunan laporan kinerja, reviu periodik secara dialogis, pembangunan Pusat Data Kinerja dan penyusunan indikator kinerja yang terintegrasi;

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<b>ABSTRACT</b><br>

The implementation of performance management has its own drawbacks. When a particular performance management technology is applied in an organization, it does not always come to fruition. Sometimes it ends as a formality, sometimes it stops at measurement phase and never reaches the management phase. This assertion is supported by a number of factual problems found in the local government of East Java province, and a number of conceptual problems from the pervious theories. To solve these

problems, we need to employ a set of enablers and building blocks of Performance-Driven Culture; which are expected to bring improved effectivity in the application of Performance Management. Mar (2009) states that, to achieve the desired Performance-Driven Culture, a set of factors that consist of five enablers and five building blocks are required. This study has successfully reconstructed those factors. This study finds that in Indonesian government, especially in East Java province, there are 5 (five) building blocks of performance-driven culture, namely: (1) leadership that encourages performance, (2) acknowledgement and appreciation of performance, (3) efficient performance reporting, (4) interactive performance review, and (5) performance map. Furthermore, together with the actors in the Government of East Java Province, this study also performed problem solving upon the problem related to the management of elements that construct Performance-Driven Culture. The result of this problem solving process leads to a number of agreed recommendations, namely the involvement of the governor in Musrenbang, the initiation of performance appreciation program, the simplification of performance report framing, dialogic periodical review, establishing Performance Data Center, and the framing of integrated performance indicator; The implementation of performance management has its own drawbacks. When a particular performance management technology is applied in an organization, it does not always come to fruition. Sometimes it ends as a formality, sometimes it stops at measurement phase and never reaches the management phase. This assertion is supported by a number of factual problems found in the local government of East Java province, and a number of conceptual problems from the pervious theories. To solve these problems, we need to employ a set of enablers and building blocks of Performance-Driven Culture; which are expected to bring improved effectivity in the application of Performance Management. Mar (2009) states that, to achieve the desired Performance-Driven Culture, a set of factors that consist of five enablers and five building blocks are required. This study has successfully reconstructed those factors. This study finds that in Indonesian government, especially in East Java province, there are 5 (five) building blocks of performance-driven culture, namely: (1) leadership that encourages performance, (2) acknowledgement and appreciation of performance, (3) efficient performance reporting, (4) interactive performance review, and (5) performance map. Furthermore, together with the actors in the Government of East Java Province, this study also performed problem solving upon the problem related to the management of elements that construct Performance-Driven Culture. The result of this problem solving process leads to a number of agreed recommendations, namely the involvement of the governor in Musrenbang, the initiation of performance appreciation program, the simplification of performance report framing, dialogic periodical review, establishing Performance Data Center, and the framing of integrated performance indicator, The implementation of performance management has its own drawbacks. When a particular performance management technology is applied in an organization, it does not always come to fruition. Sometimes it ends as a formality, sometimes it stops at measurement phase and never reaches the management phase. This assertion is supported

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