

Structuring Policy of the Organizational Structure on Regional Devices in Makassar, Indonesia

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Abstract: *The purpose of this study is to find out how was the restructuring implementation on the organizations of the regional devices in Makassar related to the alterations of the local government regulations for three times. In order to describe these changes, this study uses a qualitative approach to explain the secondary data, as the primary data, descriptively concerning to the government Regulations, PP, on the organizational guidelines of regional devices started from the government regulation, PP, of 84 of 2000, regulation of No. 8 of 2003 up to regulation of 41 of 2007. The results showed that the results of structuring organizational structure are, as outlined in the Regional Regulation of Makassar on the organization, quite well. However, some improvements are still needed in some aspects of organizational structure dimensions. The results of the study also showed that the number of devices such as the number of regional departments were, on those government regulations, fluctuated, as in the regulation of No.84 of 2000 amounted to 19 institutions whereas in LAW of No. 8 of 2003 was reduced to 14, then in the regulation of No. 41 of 2007 increased again to 17 offices. It also occurs in the Regional Secretariat, the Secretariat of the Regional Technical Institute and in the Parliament. This condition appears as the references used by each of the local government regulation, as PP, are different.*

Keywords: Dimension, Makassar, Organizational Restructuring, Policy, Regional Regulation

1. Introduction

The formation of regional institutions, which was regulated in Law No. 32 of 2003 section 120, reveals that the district/city area consists of the secretariat, the secretariat of Parliament, the local agencies, the local technical institute, district and village. By forming institutions, local governments can govern efficiently to improve their service and welfare of the community. Since the reformation, the institutional establishment of the local government has changed for 3 times. The first one was the Government Regulation of no. 84 of 2000, as PP in Indonesian, and then followed by the Government Regulation no. 8 of 2003, and the last one was Government Regulation of No. 41 in 2007. The government regulation, PP, changes not only on the number of the regions but it also happens to the nomenclature.

In line with the application of Government Regulation of No. 8 of 2003 on Guidelines for the regional organization as well as the issue of the Law No. 32 Year 2004 on Regional Government, the local governments were required to make some adjustments to their regional organizations. The quickly alteration of the central government policy was based on the evaluation conducted on the implementation of the Government Regulation of No. 84 of 2000 on Guidelines for the regional Organization. The implementation of the Government Regulation of No. 84 of 2000 allowed the local institutional structuring based on the needs of the region concerned. Unfortunately, in practice, not all the regional institutions arranged their institutional structures based on the principle of frugal structure and rich function. This means that the institutional arrangements were done by some the efficient measures in of the form of savings the organizational structure. It is in line with Haw Widjaja's idea (2002:16) that the institutional arrangement is defined as the arrangement of tasks and functions without the addition of new units and the elimination of work units that are considered ineffectively and inefficiently anymore.

In reality, most of the local regions have large enough institutional structures compared with the power of their authority and the functions of their public service which were really implemented. The enlargement of these institutional structures has resulted in increasing the budget burden so much absorbed from to the budget of the regional revenue expenditure, APBD in Indonesian. Therefore, generally most of the regions are more allocated their budgets to the operational implementation of the government activities undertaken regional organizations as well as local funding employee salaries. This is certainly detrimental to the community because it means a reduction in the budget for the implementation of development costs as well as the provision of public facilities to the community.

2. Research Questions and its Objective

After the Act No. 32 of 2004 was enacted the revision of the Law of 22. 1999, some regional devices encountered some fundamental shifts started from their philosophical level, organizational structure, up to their functions and authority. The purpose of this change is to further concentrate the focus of the regional institutions as the frontline in the delivery of their services to the community. Therefore, some of the local institutions have been running their new function since institutional design based on the PP. 84 of 2000 until the formation of PP. 8 PP 2003 replacement. 84 of 2000 and the last one is PP 41 PP 2007 replacement on 8 of 2003. However, based on the results of the evaluation conducted by the government that the design is considered less government organizations succeeded in creating an efficient organization. The above problems are also factors that can lead to several devices that have formed some areas did not reflect the effective functioning of organizations in the public service.

Therefore, the question that arises is;
How was the restructuring implementation of the arrangement on the organizations of the regional devices in Makassar related to the alterations of the local government regulations for three times, as they will, these organizations

of the regional devices, affect the performance of the service to the society.

2.1 Methodology

The study used the qualitative approach descriptively to give an explanation of the changes in the organizational Regulations on the guidelines for the regional devices since the changes of Law of No. 84. 2000, Law of No. 8. 2003. to Law of No. 41. 2007.

3. Theoretical Framework

a. Organization

In general, the definition of an organization is a series of cooperative activities undertaken by several people in an effort to achieve the goals set. Therefore, organization is an operational organization, support, consultation, or enforcement of rules so there will be some overlap where the organization should have served as a service organization but on the other side of the organization is also an enforcement tool of the rules, this will affect the effectiveness of the organization.

Furthermore, according to Lopez & Huseini there are three (3) approaches that are commonly used in analyzing the organization, namely: (1) Classical approach, (2) Neo-Classical approach, and (3) Modern approaches or systems approach. First, classical approaches by Taylor who emphasize the efficiency of the organization in achieving its goals. In this approach the role of the workers are separated from the role of manager. They are classified in one field only the task of implementing the work alone, while the manager in charge of managing. Second, Neo-Classical approach further emphasized that the importance of human relationships for the success of an organization and less attention to the structure of the division of duties, authority, and responsibility of the organization. Social interaction or human relations will bring informal groups in an organization that has its own norms and becomes a guide for all members of the group. This group norms influence the attitudes and achievements of the group members. This social interaction needs to be directed so as to help achieve organizational goals. The third one is the Modern approach which emphasizes the importance of environmental factors that can affect and be affected by organization, where the organization is part of the environment.

b. Restructuring the Organization

According to Nugroho restructuring means "rearrangement, with a new understanding of the necessary rearrangement of public organizations." While for Ingraham & Romzek (1994; in Wasistiono) rearrangement (reinventing) is defined as "a fundamental redesign of the system of government, the civil service system." The main agenda includes:

- i) Decrease the size of government organizations;
- ii) Privatization;
- iii) Renewed management in all aspects.

The purpose of this rearrangement as proposed by Bennis & Mische that, "this rearrangement is intended to optimize the competing organization, the value for our shareholders, and its contribution to society." Besides structuring the

organization should pay attention to the type of unit organization, whether that organization is an operational organization, support, consultation, or enforcement of rules so there will be some overlap where the organization should have served as a service organization but on the other side of the organization is also a organization enforcement of rules, this will affect the effectiveness of the organization. Of the several theories which have been described earlier, it can be concluded that the restructuring could be seen not only on streamlining the organization, human resources, or performance alone but must also be noted that the restructuring is a system that interplay with each other.

c. Local Government

Organizational management policies must take into account the regional and local attention to the potential and capabilities that impact the financing aspects, personnel and equipment completely and thoroughly regarding the area. In connection with the amendment of Law No. 22 of 1999 to Act No. 32 of 2004, which became the major basis of preparation of the area in the form of an organization is the presence of government affairs that need to be addressed But it does not mean that any handling of government affairs should be formed into a separate organization. The scale of regional organizations at least considers the financial capability factor, the area needs, a task which includes target coverage task to be realized, the type and number of tasks, work area and geographical conditions, the number and density of population, potential areas related to the affair will handled, facilities and infrastructure tasks. Hence the need for regional organizations for each region is not always equal or uniform. In recommending the design of the desired organizational structure, need to determine the classification as a framework. In the classification of local government are grouped into two basic forms, namely: a. Line structure, and b. Staff structure. Unit line (line structure) are implementing elements of local government derive the authority to set policy formulation (policy formulation) or the implementation of policies (policy application) over field units that carry out their duties and tasks are operational, while the unit staff (staff structure) is organizational unit that serves to give support or assistance for the achievement of organizational objectives of local government.

According to the provisions of Law of No. 32 of 2004, in Article 3 paragraph (1), "The local government referred to, in paragraph stated that; (1) consists of the heads of regional and local." This composition shows the presence of two basic elements of local government, namely, Head of Region and the Region. Regional Head is chief executive who led the regional administration. Head of Regional Governors, Regents and Mayors. The regional organization is the local government who is responsible to the head area and assist him in the implementation of regional heads of government programs which consisted of the Regional Secretariat, the Regional Office and the Regional Technical Institute, District and Sub-District areas as needed.

For Technical Institute District/City shall be stipulated in Article 10 paragraph (6), which is expressed as follows, "Technical Institute District/Municipality as referred to in paragraph (2), consists of a maximum of 8 (eight)." As for the Secretariat of the District / City setting forth in Article 14 paragraph (1), which reads: Secretariat of the Council of

Representatives District/City hereinafter referred Secretariat Regency/City is an element of service to the District/City, headed by a Secretary who is responsible to the Governing Council and administratively supervised by the District Secretary/ City.

4. Results and its Discussion

The error institutional arrangement of local government is due to the Regulation No. 84 of 2000 which guided the regional institutional construction that only contained some limitations to the qualitative institutional areas have been prepared on the needs and characteristics of the region, without any reference to the standardization. The need for the standardization of these references as there were not any clear and measurable criteria for the extent of the amount of institutional ideal areas in accordance with the carrying capacity of resources owned by the areas, namely human resources personnel, budgeting, facilities and infrastructure areas . These conditions are also experienced in structuring the process of regional organizations in Makassar. Structuring the organization that has been set forth based on the law of No. 14 of 2000 to the law of No. 37 of 2000, were deemed to be not in accordance with the principle of saving the rich structural function, however it looked like a rich

poorly structural function, because there are organizational units with a too large span of control (span of control), in which the hierarchy level echelon II to echelon III has the number 7 in 1 (one) official.

Before restructuring the regional organizations, the organizational structure of the Makassar area based on the Law of No. 14 of 2000 to No. 37 of 2000 which refers to the formation of Government Regulation of No. 84 of 2000 and Government Regulation No. 41 of 2000. Overall picture of the institutional environment in Makassar before restructuring the regional device comprised of;

4.1 Regional Secretariat

In Article 16, paragraph 1 of Government Regulation No. 8 of 2003 stated that the Secretariat of the District/City consists of a maximum of three (3) Assistant Secretary of Regency/City. Assistant Regional Secretariat consists of a maximum of 4 (four) parts and consists of a maximum of three (3) sub-sections. Thus the number of sub- units within the regional secretariat required under this government regulation is a maximum of 52 sub-units of work. The result of the process of structuring the organization's secretariat will be analyzed in the following table:

Table 1: Comparison of the Structure on the Regional Device Secretariat in Makassar, Before and after the Restructuring Arrangement

No	Nomenclature Of Assist. & Units based on Local Regulation of No. 14. of 2000	No	Nomenclature Of Assist. & Units based on Local Regulation of No. 4. Of 2005	No	Nomenclature Of Assist. & Units Based on Local Regulation of No. 3 of 2009
1	Assistants of Governance 1.1. Governance Section 1.2. Law Section 1.3. Unit of Cooperation	1	Assistants of Governance 1.1. Governance Section 1.2. Law Section 1.3. Organizational & Management Section 1.4. Public Relation Section	1	Assistants of Governance Governance Section Organizational & Management Section Law & Human Rights Section
2	Assist. Of Economics & Development 1.1. Financial Unit 1.2. Programming Unit	2	Assist. On Economics, Development & Social Matters 1.1. Economic & Development Section 1.2. Community Welfare Section 1.3. Women Empowerment Section	2	Assist. On Economics, Development & Social Matters Economic & Development Section Community Welfare Section
3	Public & Welfare Assit. 1.1. Public Relation Unit 1.2. Equipment Unit 1.3. Common Unit	3	Assist. On Administration 1.1. Common Unit 1.2. Personnel Unit 1.3. Financial Unit 1.4. Equipment Unit	3	Assist. On Finance & Asset Financial Unit Equipment Unit
4	Human Resource Assist. 1.1. Organizational Unit 1.2. Personnel Unit 1.3. Unit of Women Empowerment			4	Assist. On Public Administration Public & Civil Service Unit Ceremonial Unit Public Relation Unit

Source: Secondary Data Processing of 2011

In Table 1 above, it appears that overall has been correspondence with between the sub- unit formed by the arrangement of organizational structure by Government Regulation No. 8 of 2003. The organizational structuring process was based on the regional secretariat basic tasks according to the regional secretary of Law of 8 of 2003, Article 8, paragraph 1 to 3, it stated that it helps the mayor in performing the tasks of governance, administration, organization and management and provide administrative services to all the districts/cities. Thus the organizational structure of the regional secretariat should be established referring to the basic tasks.

In Table 1 above shows that the number of assistants who previously 4 (four) assistants after the arrangement has been adjusted under the provisions of Regulation No. 8 Year 2003 to three (3) assistants. Nomenclature and Welfare Assistant and Assistant General Resources their classification removed and transferred functions. It looks new in the nomenclature of the assistant is the word " field ", said sticking this field is intended to clarify and facilitate the identification of the organizational unit area under the coordination of the concerned assistant.

Assistant Government which formerly consisted of three (3) Section: Section Governance, Legal Department, and Section Cooperation adjusted to Assistant Government Sector

consisting of Governance Section, Legal Department, Section of Organization and Procedures, and Public Relations. Cooperation Division at the previously existing Assistant Government abolished and its functions transferred to the Governance section. Formerly, the organization is under the Resources Assistant position after the arrangement, it was placed on the Government Affairs Assistant based on the studies that implement functions structuring the local government affairs. There is 1 (one) new section under which the Government Sector Assistant Public Relations posited. The placement is based on the analysis of the proximity function which positioned as the Public Relations Department of the city government's public relations or as a Boundary Spanning across the various government policies in Makassar.

Then, Assistant Economic Development consisting of the Finance Section and Section Preparation Program expanded functionality with the addition of a social function that nomenclature turned into Assistant for Economic, Social Development and the three (3) Section: Section The economy and Development, The People's Welfare and Women's Empowerment Section. The addition of social nomenclature Assistant for Economic, Social Development and the addition of new sections because there are parts that carry Welfare handling functions Hajj, the religious holidays, home help and assistance for the organization of worship and religious activities, youth and sport. Programming section changed its nomenclature to the Economy and Development Section is based on the view that there has been a shift function which during the process of planning and evaluation of development carried out centrally by the new regulations that the functions of planning must be done individually by each work unit. So that the function of Economic and Development Section is currently only limited to managing the administrative functions of development control. However, there is a new function that is attached to the Section for Economic and Development is the function of policy formulation and management of regional economic development function and control of company policy areas.

Part of the Women's Empowerment once situated at the Resource Assistant then placed on the Economy, Social Development and on the basis of studies that women's empowerment policy is an integral part of the general development policy, especially for the social problems. While the Finance Department transferred the functions of the Assistant for Administration into the financial affairs of an internal service functions within local government organizations so that the implementation of the financial tasks are administrative functions.

Assistant for the Administration consisted of the Division of Human Resources, the Finance, the Supplies and the General Section were formed by a clustering analysis study that carried elements of the administration as an internal service organization, which include personnel, finance, equipment and general (protocol).

In the regulation, PP. of No. 41 of 2007 of the Regional Secretariat was adding to the amount that the Assistant Government Regulation No. 8 of 2003 consisted of only three assistants but in the Government Regulation No. 41 of 2007 consisted of 4 Assistant namely: Assistant Administration Assistant for Economic Affairs, Development, and Social Assistant Finance and Asset and Assistant General Administration.

4.2 Parliament Secretariat

In Article 17, paragraph 2 of Government Regulation No. 8 of 2003 stated that the Secretariat regency/city consists of a maximum of four (4) Section. The result of the process of structuring the parliament secretariat organizational structure will be analyzed in the following table:

Table 2: Comparison of the Parliament Secretariat Organizational Structure in Makassar Before and After Institutional Arrangement.

<i>Law of No. 84 of 2000</i>		<i>Law of No. 8 of 2003</i>		<i>Law of No. 41 of 2007</i>	
No	Nomenclature of Regional Law No. 14 of 2000	No	Nomenclature of Regional Law of No. 5 of 2005	No	Nomenclature of Regional Law of No. 3 of 2009
1	General Section	1	General Section	1	General Section
2	Trial Section	2	Trial Section	2	Meeting Section
3	Financial Department	3	Financial Department	3	Financial Department
		4	Equipment Section	4	Equipment Section

Source: Secondary Data Processing of 2011

Before structuring organizational structure, the Parliament Secretariat consists of only three (3) sections: Section General, Trial Section and Finance Section and after arrangement of organizational structure, the Parliament Secretariat to 4 (four) parts, namely the General Section , Trial Section, Division of Finance and Equipment Section. In PP No. 41 of 2007 the number of parts has not changed, but there is a change to the nomenclature of the section that is turned into a trial of Meetings section. Expansion of the main duties and functions of the secretariat of Parliament not only services to legislators, but a variety of additional tasks that require basic administration tasks better member of Parliament, was held for the development of equipment to carry out the functions of Parliament the main tasks for the better.

4.3 Regional Office

In Article 16, paragraph 2 of Regulation No. 8 of 2003 stated that the Department consists of one (1) Division of Administration and 4 (four) Field, Division of Administration consists of 2 (two) of Sub-Section and Field consists of two (2) Section. The table below shows a comparison of the organizational structure of Makassar local agencies before and after the institutional arrangement.

Table 3: Comparison of Organizational Structure In Makassar Regional Offices, Before and after the Institutional Arrangement

<i>Law of No. 84 of 2000</i>		<i>Law of No. 8 of 2003</i>		<i>Law of No. 41 of 2007</i>	
No	<i>Nomenclature Of Regional Agencies</i>	No	<i>Nomenclature Of Regional Agencies</i>	No	<i>Nomenclature Of Regional Agencies</i>
1.	Depart. Of Food Crops & Live Stocks	1	Depart. Of Marine & Food Security	1	Depart. Of Marine, Fishery, Agriculture & Live Stocks
2.	Depart. Of Marine & Fishery	2	Depart. Of Industry, Trade & Investment	2	Depart. Of Trade, Industry & Investment
3.	Depart. Of Cooperative, Small & Medium Enterprises	3	Depart. Of Culture & Tourism	3	Depart. Of Cooperative, Small & Medium Enterprises
4.	Depart. Of Investment	4	Depart. Of Information & Communication	4	Depart. Of Culture & Tourism
5.	Depart. Of Tourism	5	Depart. Of Regional Revenue	5	Depart. Of Communication & Information
6.	Depart. Of Labor	6	Depart. Of Health	6	Depart. Of Regional Revenue
7.	Depart. Of Health	7	Depart. Of Education	7	Depart. Of Health
8.	Depart. Of Education & Culture	8	Depart. Of Social Service	8	Depart. Of Education
9.	Depart. Of Social Service	9	Depart. Of Labor	9	Depart. Of Social Service
10.	Depart. Of Planning Building	10	Depart. Of Spatial Planning & Building	10	Depart. Of Labor
11.	Depart. Of Human Settlements	11	Depart. Of Public Works	11	Depart. Of Spatial Planning & Building
12.	Depart. Of High Ways	12	Depart. Of Transportation	12	Depart. Of Public Works
13.	Depart. Of Town & Beauty	13	Depart. Of Fire Service & Disaster Management	13	Depart. Of Transportation
14.	Depart. Of Emergency & Fire Services	14	Depart. Of Environmental & Beautiful Management	14	Depart. Of Park & Sanitation
15.	Depart. Of Transportation			15	Depart. Of Fire Service & Disaster Management
16.	Depart. Of Regional Revenue				Depart. Of Youth & Sport
	Depart. Of Civil Registration				Depart. Of Population & Civil Registration
	Depart. Of Information & Communication				

Source: Secondary Data Processing of 2011

In the table above, it appears that in the prior institutional arrangement there were 19 (nineteen) service areas within the scope of the Government of Makassar, but after the arrangement, the regional offices only 14 (fourteen) remained. This amount is in accordance with the maximum numbers of local agencies tolerated by the regional regulation of No. 8 of 2003. It seems that these 14 (fourteen) local agencies was an amalgamation of 19 (nineteen) ones that existed before with regard to their compatible duties and functions.

In the regulation of No. 41 of 2007 there were changes in both the number and the nomenclature. In Government Regulation No. 8 of 2003 the number of work units consists of 14 departments, while on the regulation of No. 41 of 2007 consisted of 17 Offices. There were some nomenclatures changed, among others are department of Marine, Fisheries, Agriculture and Livestock, department of Communication

and Information, department of Communications and Informatics. While the new institutions included: the department of Cooperatives, Small and Medium Enterprises, department of Parks and Sanitation, department of Youth and Sports, and department of Civil Registration.

4.4 The Regional Technical Institute

In the local rule of, PP, No. 8 of 2003 in Article 10, paragraph 6, it states that the technical institutes in the regency/city maximum consist of 8 ones. Furthermore, in paragraph 5, it states that the technical institutes in the districts/cities can shape Agency, and the Office of the Regional Hospital. Therefore, in this government regulation, there is not separated the number of each office and the agency should be established for the number of comparisons in this study are separated into four (4) bodies and four (4) offices.

Table 4: Comparison of The Organizational Structure on the Regionally Technical Institutes, Before and After The Institutional Arrangements

Law of No. 84 of 2000		Law of No. 8 of 2003		Law of No. 41 of 2007	
No	Nomenclature of Regional Technical Institutions	No	Nomenclature of Regional Technical Institutions	No	Nomenclature of Regional Technical Institutions
	Technical Boards		Technical Boards		Technical Boards
1.	Regional Planning Board	1.	Regional Planning Board	1.	Regional Inspectorate
2.	Regional Monitoring Agency	2.	Inspectorate	2.	Regional Planning Board
3.	Education & Training Board	3.	Education & Training Board	3.	Regional Employment Board
4.	Agency for Community Empowerment	4.	Agency for Community Empowerment & Family Planning	4.	Education & Training Boards
5.	Regional Environmental Impact Agency			5.	Agency for Community Empowerment
	Engineering Offices		Engineering Offices	6.	Family Planning Board
1.	Licensing Service Office	1.	Office of Administrative Licensing Service	7.	Regional Environmental Agency
2.	Office of National Unity	2.	Office of National Unity		
3.	Civil Service Police Unit	3.	Filing, Library & Data Processing Office	1.	Engineering Offices
4.	Electronic Data Processing Unit	4.	Office of Population & Civil Records	2.	Civil Service Police Unit
5.	Filing Office			3.	Filing, Library & Data Processing Office
				4.	Office of National Unity & Community Protection
				5.	Food Security Office
				6.	Office of Makassar Women Empowerment
					Office of Administrative Licensing Service

Source: Secondary Data Processing of 2011

In Table 4 above, it appears that in the prior institutional arrangement there are 10 (ten) Regional Technical Institutes within the scope of Makassar Government, which consist of 5 (five) Bodies and 5 (five) Offices and in the following institutional arrangement appear 8 (eight) regional technical institutes which consisted 4 (four) bodies and 4 (four) offices. This amount is in accordance with the maximum number of regional technical institutions tolerated by the regional regulation of No. 8 of 2003.

The study analyzes through the following discussion, the Agency for Community Empowerment and Family Planning is a merger of Community Empowerment Board and the National Family Planning Coordinating Board (BKKBN) in Makassar. The merging of the two units on this organization through the analysis of the study include, firstly, the family planning program is part of a community development activities (community empowerment), so its function should be integrated with BKKBN on Community Empowerment Board. Secondly, the area was already largely in Makassar family planning activities handled by the public (independent KB) via the private family planning clinics, physician practices, and the nature of the functional extension work more on the facilitation of family planning, not contraception pairing. Thirdly, a new awareness has been growing among the people to accept family planning programs do not have to go through the extension of government agencies but solely through all channels of information available and accessible to be free. Fourthly, the proximity and the similarity of the function on the task object between the Agencies for Community Empowerment and National Family Planning are to empower the families and the households.

Makassar Inspectorate was the nomenclature changing of the previous one, it was the Regional Monitoring Agency based on the Letter of No. PAN Minister. B/2009/M.PAN/10/2004. This nomenclature change was followed by some fundamental changes in the organizational structure as the

separation of managerial positions with functional positions (Auditor). It clearly appeared from the removal of all areas of the organizational structure of the Inspectorate. This structure changes were aimed at improving the independence of auditors in performing their functional tasks of monitoring and improving the professionalism of auditors in performing their task.

The Education and Training Board and the Regional Planning Board did not change the nomenclature and structure downsized pursuant to Article 10 paragraph (3) and Article 16 paragraph (3) of Government Regulation No. 8 of 2003.

Office of Archives, Libraries and Data Processing is a merger and change of nomenclature from the Office of the Regional Archives, the Library Sub-Division of Organization, and the Office of Electronic Data Processing. The merger study is, firstly, the function handled by the technical institute management functions and the management of documents, written or electronic. Secondly, unify management functions documents and archival services within the scope of the Government in Makassar. Thirdly, the rapid growth in the archives and documentation systems produced in electronic "digital office."

The Office of Administrative Services Licensing changed the nomenclature of Licensing Services Office meant that the addition of the nomenclature "Administration" to clarify and confirm that the office was only carrying out the process of licensing and technical activities. The Civil Registry Office also changed their status and the nomenclature of the Office of Civil Registration. The study area of the institutional change is, firstly, on some districts that have been given the authority to carry out their administrative services such as data input and population demographic data printing in the form of identity cards (KTP) and Family Card (KK). Secondly, the Office of Civil Registration was limited to produce regulations and administrative reporting population.

Thirdly, Civil Registration Affairs are very specific and universal.

Department of National Unity does not change the nomenclature and just to adjust the organizational structure at the level of the sections. The Civil Service Police Unit is a change from the Office of Civil Service Police Unit and increased their echeloning status of a third echelon into echelon II b. The changes in the organizational structure of the Civil Service Police Unit were based on the local regulation of No. 32 of 2004 on the Guidelines for Civil Service Police Unit.

Local regulation of 41 of 2007 for good technical entity or agency nomenclature changed and got the addition of both agencies and offices. The number of Board and Office of regulation of No. 41 of 2007 in the form of Blacksburg included: Regional Inspectorate, Regional Development Planning Agency, the Regional Employment Board, Board of Education and Training, Agency for Community Empowerment, Family Planning Agency, the Environment Agency Regions. While the form of technical institutions are department of Civil Service Police Unit, department of Archives, Libraries and Data Processing, department of National Unity and Community Protection; Food Security Office, department of Women's Empowerment and department of Administrative Services and Licensing.

5. Conclusion

The process of structuring the regional organizations in Makassar, is not just a one-off event that was based solely on the determination of Makassar Regional Regulation on the Organizational Structure of the Region, but the arrangement of this organizational structure was an activity that continued over time (never ending) in order to increase the institutional capacity of Makassar Government. Thus, the process of structuring the organizational structure of the regional city in Makassar was a process of improvement and development organization (Organization Development) that was integrated with the other comprehensive city and government policies.

6. Suggestions

Activities need to be carried out periodically to the overall evaluations of the organization's internal systems in relation to the efforts of increasing the organizational properly structuring and efficiently.

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