

Organizational Performance in Implementation of Mamminasata Urban Area Development: Working Mechanisms and Human Resource Capacity

Widyawati¹, Sulmiah², Herlina Sakawati³

¹Universitas Sembilanbelas November Kolaka

^{2,3}Universitas Negeri Makassar

E-mail: widyawati@usn.ac.id

ABSTRACT

The management of the Mamminasata urban area is often focused solely on the performance of the cooperative agency that was formed. Implementation of the development of Mamminasata urban area also involves participation of district/city regional apparatus organizations, to formulate and make development policies. To be able to present research data authentically, qualitative research methods are used. Research data does not only come from results. The data that has been collected is then grouped according to their respective dimensions. After that, the data is presented in the form of tables, pictures, and narratives, to make it easier to draw research conclusions. By the results of research data processing, it was found that the lack of clarity in the institutional model had an impact on the tasks and functions that ultimately each organization involved could not determine the working mechanism in the implementation of development. Employees involved in the implementation of development do not have the skills and expertise. Government efforts are needed to increase the capacity of each regional apparatus organization in implementing the development of the Mamminasata urban area.

Keywords: Development, Organization, Mamminasata Urban Area, Mechanism of Work, Implementation of Development;

INTRODUCTION

The implementation development of the Mamminasata urban area in South Sulawesi Province is intended to improve access to public services, infrastructure development, and increase regional competitiveness through the potential possessed in administrative areas of Makassar City, Maros Regency, Gowa Regency, and Takalar Regency, as has been implemented by several other metropolitan areas, (Hudalah et al., 2014; Mikula & Kaczmarek, 2017; Sulmiah et al., 2019). In the implementation of the development, each local government has the same authority, as described in Law no. 26/2007 on Spatial Planning, (Widyawati et al., 2018).

The implementation of the development of the Mamminasata urban area has a cooperation system that is cross-administrative so that this can trigger collective problems. One of the things that can be done by the local government in the Mamminasata urban area, to minimize the occurrence of these problems, is to increase institutional capacity in development management. This is because institutional capacity can form the basis for individuals and organizations to interact with each other, so that cooperative relationship are realized in solving

problems, (Bhagavan & Virgin, 2004; Dang et al., 2017; Willems & Baumert, 2003). Of the five levels of institutional capacity according to (Willems & Baumert, 2003), organizational performance is a key dimension in the implementation of development.

Organizational performance in implementing the development of the Mamminasata urban area does not only discuss effectiveness and efficiency, (Ding et al., 2021). However, the organization's performance in implementing the development of urban areas also includes aspects of equality and justice (Ding et al., 2021), this is intended so that development policies can be implemented properly. To maximize these two aspects, every organization needs to maximize its basic management, such as work mechanisms, and human resource capacity, (Willems & Baumert, 2003).

The importance of organizational performance in the implementation of urban area development, especially the Mamminasata urban area has never been studied by previous researchers. In general, previous researchers studied the implementation of the development of the Mamminasata urban area from the aspects of policy, social and economic, (Anggun Widiatri et al., 2014; Radhinal & Ariyanto, 2017; Ramli & Indradjati, 2021; Sulmiah et al., 2019). Based on the facts on the ground, one of the problems in implementing the development of the Mamminasata urban area is caused by the performance of the organizations involved in the implementation of the urban area development.

At the beginning of the implementation of the Mamminasata urban area development, the local government established a functional organization, called the Mamminasata Metropolitan Development Cooperation Agency (BKSPMM), (Sulmiah et al., 2019). This organization plays a role in improving coordination relations for local governments in the Mamminasata urban area, to create good cooperative relations in preparing development plans, and overcoming development problems, (Sulmiah et al., 2019). However, since it was formed in 2003, this organization has not been able to create good cooperative relations between local governments who are members of the Mamminasata urban area, and resolve existing development problems, (Widyawati et al., 2018). One of the reasons is that BKSPMM lacks authority in carrying out development tasks. This is influenced by the decentralization policy. With this policy, every local government in the Mamminasata urban area has the power to plan and manage development, (Firman, 2008), so that in the management of the Mamminasata urban area, the local government maximizes the role of regional apparatus organizations.

Although regional apparatus organizations have a role in formulating and implementing development, this role has become unclear after the regional government formed a new organization in implementing the development of the Mamminasata urban area. From 2009 to 2018 the local government had formed the Mamminasata Technical Implementation Unit and became a structural part of the South Sulawesi Provincial Spatial Planning and Settlement Service. UPTD Mamminasata has duties and functions to assist BKSPMM tasks and as technical implementers in the field, (Sulmiah et al., 2019; Widyawati et al., 2018). Although now the Mamminasata UPTD has been dissolved, the tasks and functions of the organization are now delegated to the Division of Ar Resources and Spatial Planning of the Office of Water Resources, Human Settlements and Spatial Planning of South Sulawesi Province, (Sulmiah et al., 2019; Widyawati et al., 2018). The presence of this field makes BKSPMM lose its authority and makes the task and function of the regional apparatus organizations involved in managing the development of the Mamminasata urban area unclear.

The ambiguity of the duties and functions of each regional apparatus organization in carrying out the tasks of developing the Mamminasata urban area has made the mission of the urban area development policy unclear. This causes obstacles in preparing and determining development activity plans by local governments through the role of regional apparatus organizations, to realize the objectives of the development of the Mamminasata urban area. The coordination relationship that exists between each of the organizations involved is also increasingly unclear. The local government does not have a development strategy in implementing the development of the Mamminasata urban area. In addition, another problem that is caused is that most of the employees in regional apparatus organizations who are members of the implementation of the development of the Mamminasata urban area consider that the development of the Mamminasata urban area is no longer running. Employees only focus on implementing the development of national strategic areas.

Based on the problems above, it is known that these problems lead to the performance of organizations involved in implementing the development of the Mamminasata urban area. So this study was conducted to analyze the performance of organizations incorporated in the Mamminasata urban area. The organizational performance described is directed at the working mechanism and capacity of human resources. This is because the two aspects have a major contribution to organizational performance in creating justice and equality in the implementation of development.

METHOD

As previously explained, in implementing the development of the Mamminasata urban area, there are several organizations involved, both in the form of functional organizations and regional apparatus organizations. The diversity of organizations in implementing the development of the Mamminasata urban area creates various obstacles in carrying out development. This is due to the lack of performance of any existing organization. To overcome the problem of organizational performance in implementing the development of the Mamminasata urban area, an in-depth research is needed to reveal the root of the problem. The theoretical aids used to facilitate analysis are sourced from theory (Willems & Baumert, 2003). Where according to (Willems & Baumert, 2003), the capacity of the organization in carrying out the task can be determined from the working mechanism and the capacity of its human resources.

For the research data to be explained authentically, the research was conducted using qualitative research methods. Through these research methods, researchers can more easily describe views, and perceptions as a whole related to the data obtained in the field, (Creswell, 2009). To obtain research data, researchers do not only conduct unstructured interviews. Observations were also made, although in making these observations the authors were not directly involved in the implementation of development in urban areas. In addition, to maximize the research data obtained, the researcher also conducted a literature study related to organizational performance in the development of the Mamminasata urban area. Each data obtained is then analyzed using Interactive Model Analysis, (Miles et al., 2014). Where each research data is triangulated to get saturated data. After that, the researchers grouped the data according to the dimensions used to analyze the performance of the organizations involved in implementing the development of the Mamminasata urban area. To present data related to the duties and functions of each organization, it is presented in tabular form. The data that discusses the working

mechanism of the organization in addition to being presented in narrative form is also presented in the form of images. Meanwhile, data related to human resource capacity are mostly presented in narrative form. The presentation of data in different forms is done to make it easier for researchers to understand what is happening and plan further research. After the data is presented, and analyzed by comparing various literature, the researcher then concludes.

RESULT AND DISCUSSION

Organizational Working Mechanism

Implementation of the development of the Mamminasata urban area according to the research results involved ten organizations, consisting of one functional organization and nine regional apparatus organizations. Each of these organizations has had its duties and functions, as shown in the following table:

Table 1.
Duties and Functions of Organizations Involved in the Development of the Mamminasata Urban Area.

Organization	Duty	Function
BKSPMM	Carry out control and supervision of space utilization in the Mamminasata urban area	<ol style="list-style-type: none"> 1. Identify cross-regional problems. 2. Inventory of data to overcome cross-regional problems and efforts to solve them. 3. Analyze and formulate steps for each area that needs to collaborate. 4. Conducting socialization, both to each region as well as to the community and other stakeholders. 5. Conducting the process of coordination, integration, and synchronization of cross-regional development. 6. Controlling agreed cross-regional development activities. 7. Reporting the results of cooperation activities to all Regional Heads in the Mamminasata urban area, to the Governor, and the Central Government every three months.
Natural Resources and Spatial Planning, Department of Natural Resources, Human Settlements and Spatial	Assist the Head of Service in coordinating and implementing technical policies for water resources management based on their working areas as well as the management of the Mamminasata national strategic area.	<ol style="list-style-type: none"> 1. Formulate the technical policy for the implementation of the Mamminasata KSN management. 2. Implement technical policies for the management of the Mamminasata National Park. 3. Carry out evaluation and reporting on the implementation of the management of the Mamminasata KSN. 4. Carry out other functions assigned by the Head of Service related to its duties and functions

Planning Prov. Sul-Sel		
Bappeda Makassar City	Planning the administration of government, implementing the formulation of regional planning policies, coordinating the preparation of plans that contain a vision. Mission, strategic objectives, policies, programs, and development activities of each SKPD	<ol style="list-style-type: none"> 1. Formulate a technical policy for regional planning. 2. Coordinate the preparation of regional development planning 3. Fostering and implementing tasks in the field of regional development planning. 4. Prepare RPJP which contains the vision, mission, and direction of regional development. 5. Prepare the Medium Term Development Plan. 6. To coordinate the planning and implementation of regional development. 7. Prepare basic budget plans and changes to the APBD together with related units, in coordination with regional secretaries. 8. Assessment and control of the implementation of development. 9. Implementation of control and operational planning of financial management, staffing, and management of the regional property under its management. 10. Secretarial implementation
Bappeda Gowa Regency	Planning the administration of government, formulating, coordinating and evaluating regional development activities.	<ol style="list-style-type: none"> 1. Formulation of regional development technical policies. 2. Coordinate the preparation of regional development planning. 3. Guidance and implementation of tasks in the field of regional development planning. 4. Evaluating the implementation of regional development. 5. Carry out official duties assigned by the regent.
Bappeda Maros Regency	Planning the administration of government, formulating, coordinating, and evaluating regional development activities by statutory regulations	<ol style="list-style-type: none"> 1. Formulation of regional development technical policies. 2. Coordination of regional development planning. 3. Guidance and implementation of tasks in the field of regional development planning 4. Implementation of evaluation and monitoring of regional development implementation. 5. Implementation of supervision and control of regional development implementation. 6. Carry out other official duties assigned by the Regent.
Bappeda Takalar Regency	Carry out affairs in the field of development planning based on the principle of	<ol style="list-style-type: none"> 1. Formulate technical policies in the field of development planning. 2. Carry out coordination in the preparation of development planning

	decentralization and co-administration	<ol style="list-style-type: none"> 3. Carry out coaching in the implementation of tasks in the field of regional development planning. 4. Carry out supervision and control of the implementation of regional development. 5. Carry out evaluation and monitoring of the implementation of development planning tasks. 6. Prepare reports on the results of the implementation of tasks. 7. Carry out other official duties assigned by the regent.
Makassar City Spatial Planning Office	Carry out government affairs in the field of spatial planning which is the authority of the region and assistance tasks assigned to the regions	<ol style="list-style-type: none"> 1. Formulation of policies for the administration of government affairs in the field of spatial planning. 2. Implementation of government affairs policies in the field of spatial planning. 3. Implementation of evaluation and reporting of government affairs in the field of spatial planning. 4. Implementation of the administration of government affairs in the field of spatial planning. 5. Fostering, coordinating, managing, controlling, and supervising programs and activities in the field of spatial planning. 6. Implementation of other functions assigned by the mayor related to its duties and functions
Department of Public Works and Spatial Planning Gowa Regency	Carry out some of the authority or affairs of the Regional Government based on the principle of autonomy and assistance tasks in the field of Public Works and spatial planning which are their responsibilities and authorities based on the applicable laws and regulations.	<ol style="list-style-type: none"> 1. Formulation of technical policies in the field of Public Works affairs and spatial planning which includes the affairs of Highways, Human Settlements, Engineering and Planning, Spatial Planning, Operations, and maintenance of irrigation and irrigation. 2. Implementation of government affairs and public services which include Bina Marga, Cipta Karya, Engineering and Planning, Spatial Planning, Operations and maintenance of irrigation and irrigation. 3. Guidance and implementation of duties by the scope of duties and authorities. 4. Management of general administration, including management, finance, personnel, equipment, and tools. 5. Management of the Service Technical Implementation Unit. 6. Implementation of other tasks assigned by the Regent by his duties and functions.

Department of Public Works and Spatial Planning Maros Regency	Carry out regional government affairs in the field of public works and spatial planning based on statutory regulations and co-administration tasks	<ol style="list-style-type: none"> 1. Develop technical policies in the field of public works and spatial planning. 2. Implement technical policies in the field of public works and spatial planning. 3. Carry out evaluation and reporting in the field of public works and spatial planning. 4. Carry out control and supervision in the field of public works and spatial planning. 5. Make a report on the results of the implementation of activities in the field of public works and spatial planning. 6. Carry out other tasks assigned by the regent by their duties and functions.
Department of Public Works and Spatial Planning, Housing, and Settlement Areas, Takalar Regency	Carry out affairs in the field of public works, spatial planning, housing, and settlement areas based on the principle of decentralization and assistance tasks	<ol style="list-style-type: none"> 1. Formulate and stipulate technical policies in the field of water resources, clan development, creation of works, construction development, spatial planning, housing, and settlement areas 2. Implement policies in the field of water resources, clan development, creation of works, construction development, spatial planning, housing, and residential areas 3. Carry out monitoring, evaluation, and reporting in the fields of water resources, clan development, creation of works, construction development, spatial planning, housing, and residential areas 4. Organizing coordination and consultation with ministries, non-ministerial government agencies, and other institutions in the context of implementing public works affairs, spatial planning, housing and settlement areas 5. Prepare reports on the results of the implementation of tasks. 6. Carry out other official duties as ordered by the regent.

From the table above, it is clear that BKSPMM has a role related to cooperation and coordination, as well as solving cross-regional problems. For Water Resources and Spatial Planning, the Department of Water Resources, Cipta Karya and Spatial Planning of South Sulawesi Province has a role related to the management of the Mamminasata national strategic area. Furthermore, Bappeda and the Regency/City Spatial Planning Service in the Mamminasata urban area have a role in managing the development of the Mamminasata urban area in their area.

Furthermore, in managing the development of the Mamminasata urban area, Takalar Regency has differences with other areas in the Mamminasata urban area. The Regional Spatial Planning (RTRW) and Detailed Spatial Planning were not formulated by the Takalar Regency Spatial Planning Office. The task was delegated to the Bappeda of Takalar Regency. This was done by the directives of the Regent of Takalar Regency and reinforced by Regent Regulation No. 41/2008. In the regulation, it is explained that one of the functions of the Bappeda of Takalar

Regency is to carry out other tasks given directly by the Regent of Takalar Regency. Furthermore, each district/city government organization in implementing development programs related to the development of the Mamminasata urban area is based on the decision of the regent/mayor. More details can be seen in the following figure:

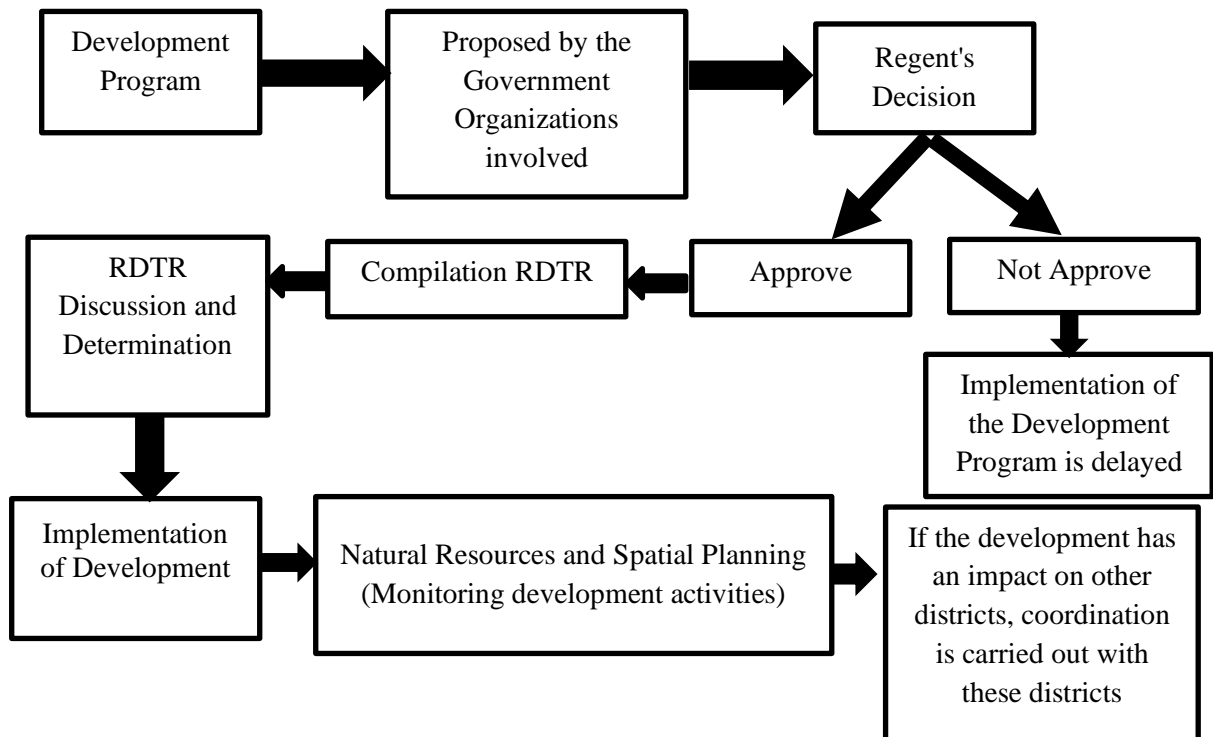


Figure 1. Organizational Working Mechanisms in the Implementation of Mamminasata Urban Area Development, (Processed by the Author, 2018)

If you look at the figure above, the government organization, namely the Spatial Planning Office, has the authority to propose the implementation of the Mamminasata urban area development program, such as submitting a proposal for the implementation of new city development to the Regent of Maros Regency. The next step is the Maros Regency Spatial Planning Office awaiting a decision from the Regent regarding the submission of the proposal.

Human Resources Capacity

The capacity of human resources in this study is related to the performance of employees in carrying out their duties. The function of employee performance is the basis for the success of the policy. About organizational capacity, the effectiveness of individual performance is influenced by the suitability between the skills and work of the employee, the provision of training, and the availability of the number of employees.

The implementation of the management of the development of the Mamminasata urban area, as described previously, involves several government organizations, namely BKSPMM, the Natural Resources and Spatial Planning Division at the Natural Resources, Cipta Karya, and Spatial Planning Office of South Sulawesi Province, BAPPEDA and the Spatial Planning Office in the area. Mamminasata city.

The Mamminasata Metropolitan Development Cooperation Agency (BKSPMM) has a large number of members, consisting of 48 offices in districts/cities in the Mamminasata area, 11 offices at the provincial level, heads of government in districts/cities, governors and deputy governors, BAPPEDA, and local government offices. Spatial. Employees who become members of the BKSPMM are delegates from each local government agency involved in the management of the development of the Mamminasata urban area, (Badan Kerjasama Internasional Jepang, 2006). In managing the development of the Mamminasata urban area, BKSPMM employees carry heavy duties and functions. BKSPMM employees are not only required to carry out their duties and functions as members of BKSPMM but are also required to continue to carry out their duties and functions in the institution where they come from (Badan Kerjasama Internasional Jepang, 2006). This resulted in a split in the concentration of employees in managing the development of the Mamminasata urban area and increased the workload of employees, which in turn resulted in the less than optimal performance of BKSPMM members in managing the development of the Mamminasata urban area.

DISCUSSION

Organizational Working Mechanism

The Water Resources and Spatial Planning sector which plays a role in the management of the Mamminasata national strategic area also has the authority to manage the implementation of the National Strategic Area development program, such as the construction of the Railway Line and the construction of the Makassar New Port (MNP). Bappeda and the Office of Spatial Planning, have the authority to manage the implementation of the eleven priority programs for the development of the Mamminasata urban area.

Based on the findings in the field, the Water Resources and Spatial Planning Sector does not only play a role in planning the development of the Mamminasata national strategic area program, but it also plays a role in the development plan of eleven priority programs for the development of the Mamminasata urban area, such as the development of industrial estates in Maros Regency. The occurrence of a mismatch of duties and functions in carrying out the work was caused by a lack of budget in the development of the Mamminasata urban area, so to overcome these problems, the Water Resources, and Spatial Planning Division was forced to carry out tasks outside of its responsibilities. This is if it is associated with the view (Hudalah et al., 2014) including one of the institutional models of the rational choice approach, where according to this view, governance in metropolitan areas is considered as an instrumental rule and incentive among local governments to reduce costs. Through this approach, the local government can save costs to provide collective benefits to each area that is part of the Mamminasata urban area, (Heeg et al., 2003; Hudalah et al., 2014).

Furthermore, about the formulation of the development plan, the Water Resources and Spatial Planning Division at the Water Resources, Cipta Karya, and Spatial Planning Office of South Sulawesi Province coordinates with the district/city spatial planning office where the

development of the priority program will be implemented. Meanwhile, for the making of technical policies for the development of priority programs, the formulation and implementation of the Regional Spatial Plan and the Detailed Spatial Planning, as well as the issuance of development, construction, and land use permits are submitted to the respective Regency/City Spatial Planning Offices. Furthermore, for the preparation and determination of strategic plans, long-term development plans, medium-term development plans, and short-term development plans and development budget plans, it is the task of the Regional Development Planning Agency.

Based on the findings in the field, it is known that the Office of Spatial Planning in the Mamminasata urban area since 2016 has not had the authority to issue development permits. The authority to issue development permits is delegated to the Investment and One-Stop Service Office. The change of authority is based on Government Regulation no. 18/2016 concerning Regional Apparatus and Regional Regulation No. 8/2016 concerning the Formation and Composition of Regional Apparatuses, which mandates the merging of several agencies to improve licensing and non-licensing services to the public, by establishing a one-stop integrated service unit. The existence of this one-stop integrated service unit has a positive influence on the management of the development of the Mamminasata urban area. The community and the private sector who will take care of the development permit in the Mamminasata urban area will not be bothered by difficult service procedures. This is in line with research conducted by (Baharuddin, 2020; Rosyada, 2016; Yusriadi & Farida, 2019) that the government's performance in the implementation of development, especially in the implementation of public services through the establishment of rules on one-stop integrated services, has provided good changes to the improvement of the current quality of public services.

The Regent of Maros Regency in determining the decision to develop a new city development pays attention to the availability of the budget and the clarity of the disbursement of the state budget. To determine the availability of the budget, the Regent coordinates with the Bappeda of Maro district. When the budget is deemed insufficient, the proposal submitted is rejected, which means that the construction of a new city area cannot be implemented, and the budget is waiting for the availability of the program. However, when the budget is deemed sufficient to finance the construction of a new city area located in Maros district, the Regent will approve the implementation of the program and proceed with the next step, namely the Maros District spatial planning office formulating a detailed spatial plan for the new city area, which is then discussed in the forum by involving all stakeholders in Maros Regency who are involved in managing the development of the Mamminasata urban area. The next step is to report the results of the determination of the Detailed Spatial Plan for the new city area to the Water Resources and Spatial Planning, to supervise the implementation of development programs, evaluate and make reports on the implementation of joint development programs with related organizations. When in the process of developing a new city area in the Maros district, it has an impact on other districts, coordination will be carried out. The coordination relationship involved the Regent of Maros Regency, members of the Maros Regency regional organization involved in the development of the Mamminasata urban area, the Division of Resources and Spatial Planning at the Department of Water Resources, Cipta Karya, and Spatial Planning of South Sulawesi Province and BKSPMM.

Based on the description above, the organizational capacity of the working mechanism indicators in the development of the Mamminasata urban area still needs to be improved. Each

organization involved in the development of the Mamminasata urban area has not yet fully carried out its duties by its respective obligations. The problem is influenced by the unclear institutional model in the implementation of the development of the Mamminasata urban area so that it has an impact on the organizational structure involved. So that these problems have an impact on several things, namely, the organization has not been able to show any achievements in performance, while managing the development of the Mamminasata urban area. Several development activities in the Mamminasata urban area have not yet been able to be carried out in the allotted time. Although there are still many shortcomings in the working mechanism of the organization, from the work process of each organization there are positive points, namely the coordination and communication relationship between every employee and organizational leader in the Mamminasata urban area, especially in Bappeda and the Spatial Planning Office.

Human Resources Capacity

Furthermore, there are 20 employees in the Water Resources and Spatial Planning Department at the Water Resources, Cipta Karya, and Spatial Planning Office of South Sulawesi Province. Employees in this field were initially employees from the South Sulawesi Provincial Spatial Planning and Settlement Service, who were employed at the Mamminasata Service Technical Implementation Unit in 2009-2018. While carrying out the duties and functions to disseminate information, formulate and implement technical policies for the management of the Mamminasata urban area, coordinate, monitor and control, evaluate and compile reports on spatial use activities in the Mamminasata urban area, the employee has never been provided with adequate training.

Seeing the duties and functions of employees in the Water Resources and Spatial Planning Division at the Water Resources, Cipta Karya and Spatial Planning Office of South Sulawesi Province as technical implementers, of course, the skills and expertise of employees related to urban spatial planning and implementation are very much needed, and this It should have been one of the duties of the leader to provide training to employees. In addition, based on applicable regulations, every State Civil Apparatus is required to attend training for a minimum of 20 hours per year. Furthermore, according to (Dessler, 2010) providing training to new employees is a process of providing basic skills for employees to carry out tasks. In addition, the provision of training also makes a major contribution to employee performance, (Rudhaliawan et al., 2013).

According to the results of the study, the training that was given to employees was carried out nine years ago, to be precise in early 2012. At that time, the local government conducted training on the use of Geographic Information System (GIS) technology. The training was conducted in connection with the application of the use of GIS technology for IT-based spatial planning of the Mamminasata urban area. The target of the training was officials involved in the management of the development of the Mamminasata urban area. However, the training did not continue, due to the lack of facilities and infrastructure. In addition, operators who have been given training in the use of GIS are promoted to other places. And based on the results of the study, only 2 employees have mastered the use of GIS technology. With the capacity of these employees, it is considered that it will be very difficult to manage the development of the Mamminasata urban area which includes 3 districts and 1 city.

Furthermore, based on the results of research in the field, employees at Bappeda and the Spatial Planning Service in the Mamminasata urban area, generally carry out their duties not based on their main duties and functions. However, on the orders of the leadership. From the information

obtained, employees are required to be able to carry out all tasks by the direction of the leadership. So that employees are required to always be ready and able to carry out all the tasks assigned by the leadership at any time. As in the management of the development of the Mamminasata urban area, the employee who is sent to attend the meeting is appointed directly by the leadership, even though the employee does not know about the Mamminasata urban area and is in conflict with the role, the employee must continue to attend the meeting because the task given is a direct instruction from the leadership. Based on the discussion above, the capacity of employees in every government organization involved in managing the development of the Mamminasata urban area still has poor performance. This is due to the lack of skills possessed by employees in carrying out tasks related to the development of the Mamminasata urban area. According to (Gibson & Donnelly, 2000) employee skills have a considerable influence on performance if employees can apply their skills in carrying out their work. In addition, according to (Dunnete, 1976) employee skills can be developed through the provision of training. Therefore, in managing the development of the Mamminasata urban area, the local government needs to increase the provision of training and education related to the management of the development of the metropolitan area, to employees in every organization involved in the management of development.

CONCLUSION

The discussion on organizational performance is not something new, but in the implementation of the development of the Mamminasata urban area, organizational performance has a big challenge. Every organization involved in the management of the Mamminasata urban area is not able to work in realizing equality and justice. The unclear institutional model is one of the causes of the non-optimal work mechanism of the organization in the Mamminasata urban area. Several organizations carry out tasks that are not by their respective duties and functions, however, coordination and communication are maintained in the implementation of development. The capacity of employees in implementing the development of the Mamminasata urban area is also an obstacle in improving organizational performance. Employees do not have the skills and expertise by the work they have. The local government does not pay attention to the need for education and training which is the obligation of employees in improving their competence in implementing development, so this has an impact on the lack of employee knowledge about the implementation of the development of the Mamminasata urban area.

The implementation of the development of the Mamminasata urban area, which involves more than one organization, should have an institutional model that can pattern organizational work mechanisms to create cooperative relationships to increase the work motivation of every organization in the environment. It is a challenge for the local government in the Mamminasata urban area today, to design an institutional model that can also direct the organization to adapt to environmental changes. This is because the implementation of urban area development in recent years is strongly influenced by environmental influences.

The importance of employee competence in implementing the development of the Mamminasata urban area requires increasing competence not only in providing education and training, but employees also need to gain soft skills to make it easier for employees to carry out their duties and functions. This research still has limitations in revealing problems in the dimensions of research related to the performance of organizations involved in the development of the Mamminasata urban area. Thus, the authors hope that further researchers can overcome

these limitations, by discussing other dimensions that are related to the dimensions used by researchers in this study, such as the dimensions of organizational capacity development.

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