

The Practice of the Division of Labor System in the Government Organization of the Awangpone District Office, Bone Regency

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ABSTRACT

The division of labor is not solely based on gender. On this basis, in the division of labor system, the placement of employees must be in accordance with their educational background and skills to support the work process in carrying out their duties and responsibilities. This study aims to determine the system of division of labor in government organizations in Bone Regency and to find out the practice of division of labor at the Awangpone District office with differences in the practice of division of labor at the Awangpone District office with regulations issued by the Bone regent. This writing uses a qualitative approach. Qualitative writing aims to reveal qualitative information so that it puts more emphasis on process issues and meaning by describing a problem. Writing location is a place or area where writing will be done. The place where the writer will write is located at the Awangpone District Office, Bone Regency. In this writing, data sources can be obtained based on facts in the field and the rest is supplemented by existing documents in the field. Most of the employees at the Awangpone sub-district office also do not know the authority and work performance that must be achieved so that this has an impact on unsatisfactory work performance, in terms of coordination it is also still lacking so that cooperation cannot run well in carrying out its functions as an organizer general government affairs at the sub-district level, several positions that are displayed on the organizational structure in Awangpone Sub-district also still appear empty or have not been filled, this indicates that there are several divisions of labor that will be delegated to other sections outside of their duties so that they can be resolved.

Keywords: System, Division of Work, Awangpone District

INTRODUCTION

Division of labor is absolutely necessary, because without division of labor , employees will work according to their own will regardless of overall organizational goals which results in not achieving organizational goals or at least achieving organizational goals will be hampered. Therefore, in an organization it is very necessary to have a good division of labor which can provide an explanation for employees to carry out their duties properly according to the workload they are responsible for, so that organizational processes can run smoothly.

Effective division of labor must be followed by placing employees in the right place (Darwis et al., 2022; Niswaty et al., 2021; Suprianto & Arhas, 2022). In addition to placing employees in the right place, it is also necessary to pay attention to the adjustment of workload. Definition of division of labor According to Hasibuan, division of labor is written information outlining duties and responsibilities, working conditions, relationships work, and aspects of work in a particular position in the organization. The division of labor must be adjusted to the abilities of an employee, because perhaps an employee can be given many tasks, but what about the completion.

The division of labor is carried out with the assumption that the smaller the task assigned, the faster the completion process will be. Hasibuan Malayu, *Human Resource Management* (Jakarta: Pt Bumi Aksara, 2007), p. 33 the lighter in terms of the energy used, the easier it is to use the mind, the more cost-effective it is used.

Regarding the division of labor, Abdul Syani defines the division of labor as a division of tasks in such a way that each person or employee in the organization is responsible for carrying out certain activities only. The division of labor is not solely based on gender. On this basis, in the division of labor system, the placement of employees must be in accordance with their educational background and skills to support the work process in carrying out their duties and responsibilities.

The division of labor according to Sutarto (2012), namely the division of labor is the detail and grouping of tasks that are related to one another to be carried out by certain officials. Hasibuan (2016) The division of labor, namely the grouping of tasks, jobs, or the same activities into one work unit (department) should be based on the close relationship of the work. Division of labor, namely written information outlining duties and responsibilities, working conditions, employment relationships, and aspects of work in a particular position within the Organization. Rivai (2004) states that the benefits of division of labor are to determine the summary of work and tasks, work situations and conditions and agreements

Awangpone District is one of the sub-districts located in the northern part of Bone Regency which has 18 villages including: Abbanuang Village, Awolagading, Bulumpare, Cakkebone, Carebbu, Carigading, Cupiga, Jaling, Kading, Kajuara, Lappo Ase, Lattekko, Maccope, Mallari, Mappalo Ulaweng, Matuju, Pacing and Unra. In carrying out its functions as the delegation of authority from the Regent to handle some regional autonomy affairs in the sub-district, the division of labor in the sub-district must proceed in accordance with the regulations issued by the Regent of Bone Number 94 of 2016 Challenge of Position, Organizational Structure, Duties and Functions and Administration of the Sub-District.

This study aims to find out the system of division of labor in government organizations in Bone Regency and to find out the practice of division of labor at the Awangpone District office with differences in the practice of division of labor at the Awangpone district office with regulations issued by the Bone regent, so the authors are interested in conducting research on the system division of labor in the Awangpone District office with the title "Practice of the Work Division System in Government Organizations in Bone Regency (Case Study in the Awangpone District Office)" to analyze the practice of the division of labor system in the Awangpone District office.

METHOD

This writing uses a qualitative approach. Qualitative writing aims to reveal qualitative information so that it puts more emphasis on process issues and meaning by describing a problem. Writing location is a place or area where writing will be done. The place where the writer will write is located at the Awangpone District Office, Bone Regency. In this writing, data sources can be obtained based on facts in the field and the rest is supplemented by existing documents in the field. Primary data was obtained directly from informants, using data collection techniques in the form of *interviews* (interviews). Secondary data is data obtained from library materials. The data collected is data that has suitability and is related to the needs of the writing being done.

The writing instrument referred to here is as a means of collecting data. The main instrument is the author himself who immediately goes down to the writing location to find and collect information using assistive tools in the form of an interview guide. In this writing, the authors use three data collection techniques, namely observation, in-depth interviews and documentation. In this case the writer makes non-participant/obvious or covert observations where the writer is not involved as a participant and is only an independent and frank observer in writing from the beginning of writing to the end and sometimes it is disguised. Interviews are a way to obtain and collect data through questions and answers and dialogue or discussion with informants who are considered to know a lot about objects and writing problems.

RESULT AND DISCUSSION

The Practice of Division of Labor at the Awangpone District Office

The division of labor is basically the breakdown of work tasks so that each individual in the organization is responsible for and carries out a limited set of activities, the division of labor usually consists of written information outlining duties and responsibilities, working conditions, work relationships, and aspects of work in a particular organization. Certain position in the Organization. The division of labor will provide firmness and standard of work that must be achieved by an official holding the position. This division of work forms the basis for setting job specifications and job evaluation for officials holding that position.

An unclear division of labor will result in an official not knowing his duties and responsibilities. This causes work to go wrong. Therein lies the importance of the role of the division of labor in every company or organization as well as in government organizations, requiring an effective and efficient division of labor so that the goals of government organizations can be achieved. One of the many regional apparatuses is the sub-district level government organization, the sub-district is an element of the regency regional apparatus as a regional technical implementer that has a specific work area and is led by the sub-district head, the sub-district head is located under and is responsible to the regent through the regional secretary.

In carrying out the main tasks and functions of the sub-district as a regional technical executor, an effective system of division of labor is needed, so that the government's presence in the midst of the community as a public servant can be realized. Organizational structure, tasks and functions as well as sub-district work procedures. The regent's regulations serve as work guidelines for government employees who are assigned to the sub-district office.

If we refer back to the concept and definition of the division of labor, that the division of labor is a written record regarding the responsibilities of a particular job, then the regent's regulation Number 94 of 2016 concerning position, organizational structure, duties and functions and sub-district work procedures is an expressive form of the district government Bone in determining, detailing, and classifying the division of tasks and responsibilities of the sub-district government. In the Regent's Regulation, it is stated in detail regarding the position, organizational structure of the sub-district government, duties and functions, and how the sub-district works.

Based on the practice of the system of division of labor in government organizations in Bone Regency, it must be in line with what is applied to the Awangpone sub-district office. However, in practice, is it in accordance with what is expected by the government of Bone Regency or not, do these rules guide employees in carrying out their duties and functions or are they merely rules of formality?

In response to this, we tried to dig up information and conducted a brief research at the Lawapone sub-district office, to see how the government's division of labor system was practiced. To measure the division of labor, according to Sutarto in Arif Rahman Azhari (2012: 33), the following indicators were used, namely Employee Placement, workload and job specialization. In order to create an effective division of labor system within the Awangpone sub-district office government organization, the Awangpone sub-district government needs to do the following:

Each individual employee has a clear job description so that they know what to do and how to do it. The division of labor system is a method used to group tasks and responsibilities into smaller parts according to the expertise and abilities of each individual. This is done so that the organization can operate effectively and efficiently. The division of labor can also help reduce excess workload on certain individuals, as well as facilitate decision making and work control. Division of labor is a formal document that contains summary information about a position to make it easier to distinguish one position from another in a company.

The division of labor will provide firmness and standard of work that must be achieved by an official holding the position. This division of work forms the basis for setting job specifications and job evaluation for officials holding that position. An unclear division of labor will result in an official not knowing his duties and responsibilities. This causes work to go wrong. Therein lies the importance of the role of the division of labor in every company or organization

Each individual must be given tasks according to their respective skills and abilities in order to do them effectively. In practice, the division of labor at the Awangpone District office must also be in accordance with their respective abilities. Placement of employees is an activity carried out by managers to place an employee in a job and position in the organization. The placement of employees should be that every employee or employee has been placed according to their abilities, skills and education because inaccuracy in determining employee positions will cause the work to be less smooth and not optimal. The placement of employees or human resources in an organization is very important in administering administration. The division of labor within the organization must adjust the existing organizational structure by conducting a job analysis to determine what work is being done and who has to do the work. The activities carried out are efforts to create quality workers. or employees and the quality of the total performance of an organization.

Task specialization is prepared based on job descriptions by answering questions about characteristics, characteristics, education, experience, and others of people who will carry out the job properly (Hasibuan, 2011: 33). In general, task specialization contains a clear summary of work and quality definitive requirement of the incumbent. Task specialization provides a description of information regarding the following according to expert opinion (Hasibuan, 2011: 34): 1) Employees Education Level; 2) Worker gender; 3) Physical condition of workers; 4) Worker knowledge and skills; 5) Age limit for workers; 6) Married or not; 7) Worker interest; 8) Emotions and temperament of workers.

The organizational structure must be clear in order to make it easier for each individual to know who their superiors and subordinates are and the workflow that must be carried out. The system of division of labor in the government organization of the Awangpone sub-district office must be adapted to the needs and conditions of the organization. An effective division of labor can help increase work efficiency and productivity, as well as facilitate decision making and work control

In the government organization of the Awangpone sub-district office, an organizational structure has also been created which consists of the sub-district head, sub-district secretary, sub-district secretariat consisting of: General Affairs and Personnel Sub-Division, Program and Finance Sub-Division, then several Sections consisting of: Government and Population Section, then Section Peace and Public Order, as well as the Development Section, Community Empowerment. Each section is then divided into smaller groups according to the task to be performed. For example, in the financial sector, there are several task groups such as managing budgets, preparing financial reports, and managing receivables. Each individual in the group has specific responsibilities according to their respective expertise and abilities.

An organization will be good if its human resources are able to carry out their respective jobs clearly, specifically, and do not have multiple roles that can hinder the process of achieving performance. Designing the organizational structure is the foundation for achieving the goals to be achieved. To achieve the goals of course we have to apply the principle of division of labor which means that each organization needs to do the division of work to avoid the accumulation of work in certain work units, while in other work units there is actually less work .

The principle of division of labor in administering administration in Bone Regency based on the existing PERBUP can be used as a guide in determining the division of tasks in work units. , in practice, it is not uncommon for employees of the Awangpone sub-district office to not know exactly their main duties and functions, as well as the roles of employees sometimes still overlapping with other employees so that service performance is not optimal. The determination of employees to fill vacant positions or vacant positions is not carried out by a fit and proper test, so there is no standardization, sometimes even the positions are not filled by the right people, but by people close to them. Practices like this seem to be an open secret in the Bone district administration.

The problem of placing employees does not end there, the placement of employees in the Awangpone sub-district office is also not fully in line with their educational background and competency skills. This is due to the lack of human resources owned by the Awangpone sub-district office. The researcher also assumes that the Bone district government, in this case the Bone Regent, does not prioritize human resources in the sub-district offices. Including in the Awangpone sub-district office, this is evidenced by the fact that there are still vacancies in various organizational structures, so inevitably, other fields must work on it.

The division of labor system must be used as a reference in making decisions so that mistakes do not occur in carrying out tasks. In terms of carrying out its functional duties, an employee carries a predetermined workload. Workload is a work task that is entrusted to be carried out and is responsible for by a certain organizational unit or employee. According to Munandar (2011), workload is the tasks assigned to the workforce or employees to be completed at a certain time by using the skills and potential of the workforce. Meanwhile, according to Sunarso and Kusdi (2010), workload is a group or number of activities that must be completed by an organizational unit or position holder within a certain period of time.

In terms of division of labor, the main actor is Human Resources where Human Resources is a very vital organizational asset. Roles and functions cannot be replaced by other resources. Human resources have a big contribution in determining the advancement or decline of an organization. Therefore, the progress of an organization is also determined by the quality and capabilities of the human resources within it. Task specialization / job specification (job specification) is a description of the minimum quality requirements for an acceptable person in

order to be able to carry out a position properly and competently. Concentration of activities helps a person become an expert in certain jobs, but specialization is not done too far. Division of tasks on the basis of expertise is needed especially if special skills and knowledge are needed.

The division of labor system must be able to be changed according to changes that occur in the organization so that it remains effective and according to needs. One of the management functions is organizing and one of the organizing activities is managing employees by determining the division of labor or task specialization. Job specification is a description of the minimum quality requirements of acceptable people in order to carry out a position properly and competently.

To adapt the division of labor system to the changes that occur, the following steps can be taken: 1) Determine the changes that occurred. Before adjusting the division of labor system, it is necessary to determine in advance what changes are occurring. This can be done by identifying changes that occur within the organization, such as changes in organizational structure, changes in policies, or changes in the work environment; 2) Analysis of the impact of these changes on the division of labor system. After the changes that have occurred are determined, it is necessary to analyze the impact of these changes on the existing division of labor system. This can help to understand how the changes affect the existing division of labor and what needs to be changed; 3) Create a plan for changing the division of labor system. After knowing the changes that have occurred and their impact on the division of labor system, it is necessary to make a plan for changes to the division of labor system that will be carried out. The change plan must include what changes will be made, how these changes will be made, and who will be involved in the change process; 4) Implement changes to the division of labor system. After the plan for changing the division of labor system has been made, the next step is to implement the change. This can be done by providing information about the changes to be made to all members of the organization, carrying out a new division of labor in accordance with the changes that have been planned, and monitoring the implementation of these changes; 5) Evaluation of the results of changes to the division of labor system. After changes to the division of labor system have been made, it is necessary to evaluate the results of these changes. This can help find out whether the changes made have been as expected or if there are things that need to be fixed again.

All members of the organization must know the division of labor system that is applied in order to work as expected. After the job descriptions and organizational structure are made, this information must be conveyed to all members of the organization so that they can work as expected. Such information can be conveyed through meetings, letters, or other appropriate media. It is important for all members of the organization to know the system of division of labor that is applied.

In order to communicate the division of labor system to all members of the organization, it is first necessary to make clear job descriptions so that each individual can know what to do and how to do it. In addition, the organizational structure must also be clear so that it can make it easier for each individual to know who is superior and subordinate and the workflow that must be carried out. After the job descriptions and organizational structure are made, the information must be conveyed to all members of the organization so that all members of the organization know their job duties.

Factors that can influence the success of the division of labor system

The division of labor system is a way of managing a job by dividing tasks and responsibilities into small, more focused groups. By using a division of labor system, a job can be done more efficiently and effectively. However, there are several factors that need to be considered in managing a division of labor system, which we will discuss further in this discussion. Some of the factors that can influence the success of the division of labor system in the government organization of the Awangpone sub-district office are quality of job descriptions, leadership the good one, availability required resources, quality of communication between members, availability effective control system, and application effective reward system.

Clear and complete job descriptions will make it easier for each individual to carry out their duties and avoid mistakes. The quality of the job description is how clear and detailed the job description is given to each individual. A clear job description will make it easier for each individual to know what to do and how to do it, so as to avoid mistakes in carrying out tasks.

A good job description must include information about the types of tasks to be performed, the responsibilities to be fulfilled, the performance standards to be achieved, the deadline for carrying out tasks, and the resources needed. In addition, job descriptions must also be made in clear and easy-to-understand language so that all members of the organization can understand it. Good quality job descriptions will help increase work effectiveness and efficiency, and make it easier for each individual to carry out their duties as expected. Therefore, it is necessary to pay attention to the quality of job descriptions in the division of labor so that the work distribution system that is applied can run well.

Good leadership can motivate each individual to work well and increase work productivity. Good leadership is an important factor in managing the division of labor in an organization. Good leadership can help create a positive work atmosphere, increase work motivation, and manage change effectively. Good leadership can also help provide clear vision and goals and provide proper direction to members of the organization. This can help each individual know what to do and how to do it, so as to increase work effectiveness and efficiency.

In addition, good leadership can also help manage the changes that occur in the organization. Good leadership can help manage change by identifying changes that occur, analyzing the impact of these changes, and managing the implementation of changes effectively. Therefore, good leadership is an important factor in managing the division of labor system in an organization so that it can run well.

Each individual must have the resources needed to do his job in order to work effectively. The availability of the required resources is an important factor in managing the division of labor system within the organization. The resources needed can be in the form of human resources, financial resources, technological resources, or other resources needed in carrying out tasks.

The availability of the required resources will affect the ability of each individual to carry out the assigned tasks. If the required resources are available sufficiently, then each individual will be able to carry out the task effectively and efficiently. Conversely, if the required resources are not available sufficiently, then each individual will have difficulty doing the task properly.

Therefore, it is important for the organization to ensure that the required resources are available sufficiently so that the division of labor system that is implemented can work properly. In addition, the organization must also ensure that available resources are used effectively and efficiently in order to increase productivity

Good communication between members can assist in decision making and avoid mistakes in carrying out tasks. The quality of communication between members is an important factor in

managing the division of labor within the organization. Good quality communication can help maintain work coordination and synergy among members, increase trust between members, and create a positive work atmosphere.

To maintain the quality of communication between members, organizations can implement several steps such as facilitating communication forums that allow each member to communicate openly and honestly, implementing good communication ethics, and providing communication training to improve the communication skills of each member.

In addition, organizations can also implement effective communication systems such as creating clear communication channels, providing appropriate communication media, and providing information systems that make it easier for each member to communicate with each other. By implementing these steps, it is expected to be able to maintain the quality of communication between members of the organization so that the work division system that is implemented can run well.

An effective control system can assist in controlling the implementation of tasks so that they are as expected. The availability of an effective control system is an important factor in managing the division of labor within an organization. An effective control system can help ensure that each individual works as expected and achieves the goals set. To provide an effective control system, organizations can implement several steps such as establishing clear performance standards, establishing an appropriate evaluation system, and providing an effective feedback system.

In addition, the organization can also implement a control system that is in accordance with the characteristics and needs of the organization, such as using a control system that is preventive, a control system that is corrective, or a control system that is early detection. By implementing these steps, it is hoped that it will be able to provide an effective control system so that the division of labor system that is applied can run well.

Implementation of an effective reward system can motivate each individual to work well and increase work productivity. Implementation of an effective reward system is an important factor in managing the division of labor within an organization. An effective reward system can help increase work motivation, retain qualified employees, and increase employee loyalty to the organization.

To implement an effective reward system, organizations can implement several steps such as establishing a reward system that is in line with organizational goals, establishing clear performance standards, and providing an appropriate measurement system. In addition, organizations can also implement a reward system that suits the characteristics and needs of employees, such as providing financial rewards, non-financial rewards, or symbolic rewards. By implementing these steps, it is hoped that an effective reward system will be implemented so that the work distribution system that is implemented can run well. By paying attention to these factors, it is hoped that an effective division of labor system can be created in the government organization of the Awangpone sub-district office.

CONCLUSION

From the research that has been done, it can be concluded that an effective division of labor system in the government organization of the Awangpone sub-district office can be achieved by taking into account several important factors, such as the quality of clear and detailed job descriptions, good leadership, the availability of the required resources, the quality of communication between members, the availability of an effective control system, and the

implementation of an effective reward system. To increase work efficiency and productivity by using a work-sharing system, organizations can implement several steps such as adjusting the work-sharing system to changes that occur, managing the work-sharing system with good leadership, ensuring that the required resources are sufficiently available, maintaining the quality of communication between members, provide an effective control system, and implement an effective reward system.

The Bone Regency Government and the Awangpone sub-district office should pay more attention to the division of labor so that employees can work according to their competencies and there is no overlapping division of labor between fellow employees and existing fields. For the sake of carrying out the duties and functions of employees properly in accordance with Regent Regulation Number 94 of 2016 concerning Position, Organizational Structure, Duties and Functions and District Work Procedures. So that work performance can also be achieved by all employees within the Bone Regency government in general and the Awangpone District office in particular. Therefore, it is necessary to have effective communication to all members of the organization regarding the division of labor system that is implemented, so that it can be understood and implemented properly by each individual. Thus, it is hoped that an effective division of labor system will be created in the government organization of the Awangpone sub-district office, Bone Regency.

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