

Internal Survey of NADFC Organization Capacity in 2015

1. Background

National Agency for Drug and Food Control (NADFC) has committed to conducting Bureaucratic Reform as instructed in Presidential Regulation No. 81 of 2010 on the Grand Design of Bureaucratic Reforms 2010-1025 which, in 2014, had come into its 4th year implementation. In 2012 NADFC implemented Self-Assessment Implementation of Bureaucratic Reforms (PMPRB) with the *online system* from the Administrative and Bureaucratic Reform Ministry (KeMenPAN-RB), which was used as an instrument to measure the progress of the Bureaucratic reforms' implementation independently (*self assessment*).

In line with the development of the Bureaucratic reforms' implementation, NADFC performs continuous improvement toward a proper-function and right-sizing government organization, so that it can increase the use of information technology in the process of implementing efficient and effective government management in order to bolster business process and working mechanisms/procedures in an optimal management system. The increase of work capacity and accountability of NADFC Bureaucratic has become mandatory and has to be carried out by all employees and later to be answered to the society. Therefore, NADFC conducted an internal survey about the organization capacity as one of the benchmarks for the enhancement of work capacity and accountability of the bureaucracy.

2. Purposes and Objectives

This survey is expected to provide the real picture of the development of NADFC in undertaking its tasks. The survey's appraisal will be used by NADFC to enhance government officers' capacity in carrying out their duties as civil servants. Therefore, this survey aims to:

- a. Implement institutional reforms in order to increase state apparatus' effectiveness in carrying out their main tasks and functions in the forms of:
 - 1) adjustment of organizational structure
 - 2) adjustment of authority
 - 3) organization of working mechanisms and regulations
 - 4) reinforcement of institutional capacity .

b. Build a clean, effective and trustworthy government management by prioritizing public service.

3. Target

To acquire primary data of NADFC capacity to be used as one of the references in measuring the capacity and accountability enhancement of Bureaucratic performance.

4. Scopes

a. Collecting Primary Data

The survey is a primary data collecting activity that uses descriptive observation methods by noting:

- 1) employees' perception towards the implementation of Bureaucratic Reform; and
- 2) employees' satisfaction and motivation on NADFC policies.

b. Number of Samples and Work Unit

2014 survey was carried out at the central to 23 work units in the Permanent Secretary, Centers, Deputy of Therapeutic Products and Narcotics, Psychotropic and Addictive Substance Control, Deputy of Traditional Medicines, Cosmetics and Complementary Product Control, and Deputy of Food Safety and Hazardous Substance Control.

c. Survey Material

The survey contains the materials included in the questionnaires, which consist of:

- 1) Employees' perception of the implementation of Bureaucratic reforms, comprising:
 - a) 8 (eight) changes area in Bureaucratic reforms *road map* have been implemented and working properly;
 - b) leaders are consistent in encouraging and becoming *role models* in the implementation of Bureaucratic reforms;
 - c) all members of the organization are involved in the preparation of Bureaucratic reform policy direction and actively participate in the implementation of the Bureaucratic reform within the organization;
 - d) work culture and mindset within the organization has supported the implementation of Bureaucratic reforms;
 - e) there are mechanisms and media to promote and accommodate suggestions from members of the organization in policy formulation and implementation of Bureaucratic reforms;

- f) there is monitoring and evaluation of the implementation of Bureaucratic reforms by management; and
 - g) a follow-up on the results of monitoring and evaluation of the implementation of Bureaucratic reform has been conducted.
- 2) Employees' satisfaction and motivation on NADFC's policies comprising:
- a) my opinion about the suitability of the job that I do with the actual tasks and functions;
 - b) my opinion about the tasks I do/ the position I have with the interest and competence that I have;
 - c) my opinion about divisions of work;
 - d) my opinion about and leaders' feedback appreciation towards the results of my work;
 - e) my opinion about the flexibility and availability of office facilities such as papers, computers, telephones, etc;
 - f) my opinion about within-the-unit as well as cross-unit cooperation among staff/employees;
 - g) my opinion about communication between staff and managers;
 - h) my opinion about coaching and leaders' strategies to achieve goals;
 - i) my opinion about the opportunity to participate in education and training;
 - j) my opinion about chances and career opportunities within the organization; and
 - k) my opinion about leaders' support towards promotion opportunities related with my employment performance targets.

d. Methodology

There are 2 (two) main questions used in determining the capacity of NADFC. Both questions are derived into 18 (eighteen) closed questions that have the same scale of answer choices and are summarized in a single questionnaire.

e. Respondent Profiles

The total number of respondent targets at NADFC is 280 respondents. The respondents are employees working at the central level work units, which are divided into:

- 1) Respondents Echelon II : 23
- 2) Respondents Echelon III : 47
- 3) Respondents Echelon IV : 84
- 4) Respondents Functional : 126

Statement	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Total Score per element	934	938	930	944	893	974	915	986	979	887	899	966	933	922	873	948	892	899
Average Score per Element	3.34	3.35	3.32	3.37	3.19	3.48	3.27	3.52	3.50	3.17	3.21	3.45	3.33	3.29	3.12	3.39	3.19	3.21
Weighted Average	0.19	0.19	0.18	0.19	0.18	0.19	0.18	0.20	0.19	0.18	0.18	0.19	0.19	0.18	0.17	0.19	0.18	0.18
Organization Capacity	3.32																	

6. Conclusions and Recommendations

a. Conclusions

Based on the result of the survey, there are several things that get lower scores from respondents, among others are the following statements:

- 1) There is a mechanism or media to promote and accommodate suggestions coming from members of the organization in policy formulation and the implementation of Bureaucratic reform.
- 2) my opinion about division of work.
- 3) my opinion about and leaders' feedback appreciation towards the results of my work.
- 4) my opinion about coaching and leaders' strategies to achieve goals.
- 5) my opinion about chances and career opportunities within the organization.
- 6) my opinion about leaders' support towards promotion opportunities related with my employment performance targets.

b. Recommendations

- 1) Implement development and control of the organization by facilitating through assistance, giving direction, guidelines, guidance, supervision, training, and cooperation thus increasing employees' adherence to institutional rules in order to reform the bureaucracy.
- 2) Implement systemic evaluation covering inputs, process, output, and outcome to improve the effectiveness of the organization which includes adjustment of the authority, mechanisms structuring, and corporate governance.