



## Relational Bond between the Organization and Employees to Enhance the Synchronization of Organizational and Individual Performance in Bone District

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### **Abstract**

This research examines the critical role of Human Resource (HR) quality in fostering sustainable development and addressing socio-economic and environmental challenges. Through a qualitative descriptive methodology, the study explores the synchronization of individual and organizational performance within the Civil Registration and Population Service (Disdukcapil) in Bone District, South Sulawesi Province. Data were gathered from interviews, field notes, personal documents, and official records from 25 informants, including leaders and employees from various administrative and functional groups within Disdukcapil. The study reveals that HR quality significantly impacts an organization's adaptive capability to business and technological changes, influencing economic growth and the establishment of a positive organizational culture. High-performing individuals not only contribute to efficiency and productivity but also drive innovation, which is vital for organizational evolution and competitiveness in a dynamic market. Empirical data suggest that Disdukcapil's current performance is suboptimal, with public complaints highlighting complex document processing and inadequate technological applications. The findings highlight the necessity of a 'sense of crisis' to drive competence development and performance improvement. Additionally, the study emphasizes the importance of relational bonds, encompassing social, structural, and financial ties, as foundational to public service effectiveness and employee satisfaction. The conclusion underscores the need for a multi-aspect approach in fostering relational bonds within the workplace, ensuring efficient communication, and considering various factors beyond communication for economic and career advancement of employees. The integration of formal and informal communication, leveraging modern technologies like WhatsApp, enhances both the efficiency and supportive nature of the work environment. This research contributes to the understanding of HR development and its alignment with organizational goals, advocating for strategic investments in HR to ensure public service institutions meet societal needs and expectations efficiently and effectively.

**Keywords:** *Organizational Adaptability; Relational Bonds; Performance Synchronization*

## **Introduction**

Quality human resources significantly contribute to sustainable development by creating solutions to various social, economic, and environmental challenges. Dynamic adaptation to changes in the business and technological environment is also determined by the quality of human resources, which are crucial for the growth and survival of an organization. Human Resource Management is the process of planning, organizing, directing, and supervising human resources within an organization to achieve an expected goal (Suseno et al., 2023).

The quality of human resources also directly affects a country's economic development. Countries with quality human resources experience faster economic growth (Ndou 2004, Chang 2011, Rodrik 2014). HR plays a vital role in shaping a positive organizational culture, enhancing productivity, job satisfaction, and employee loyalty. The quality of decision-making within an organization depends on the quality of its HR. This is consistent with research findings by Daryanto et al. (2023), which found that understanding the aspects that can impact employee performance is crucial for organizations to improve the quality and productivity of their workforce.

Increased productivity, effective change management, and the creation of a conducive work environment are the results of smart investment in HR development. Developing skills, knowledge, and employee well-being are essential aspects of creating competent, innovative, and productive human resources. Therefore, investment in HR development is a necessity for organizations and countries that want to develop and sustain.

Performance reflects the extent to which an organization, team, or individual succeeds in achieving set goals or targets. Efficiency, effectiveness, and productivity are the primary indicators of successful performance, all of which must not sacrifice the quality of work results. Excellent individual performance plays a crucial role in optimizing organizational performance. Employee performance refers to the work achievements that an individual can obtain in carrying out their responsibilities and the extent of the influence they can contribute to the organization (Sugiantara, 2023). When individuals make significant contributions to their work, this directly impacts the efficiency and productivity of the entire organization. Consistently high-performing employees drive productivity improvements, naturally elevating the overall performance of the organization.

Moreover, high-performing individuals often become sources of innovative ideas and creative solutions (Burkus 2013, Kör et al. 2021, Asbari et al. 2021). They can identify and solve problems quickly, often finding new and more efficient ways to perform tasks and achieve goals. This, in turn, helps organizations to grow, evolve, and remain competitive in an ever-changing market. The innovation offered by well-performing employees strengthens the organization's market position, driving growth and creating new opportunities for further success.

Empirically, the performance of employees and the organization at Disdukcapil in Bone District has not shown optimal performance in achieving goals according to its vision and mission. Based on empirical data, public complaints indicate that document processing at Disdukcapil remains complex, time-consuming, and some supporting facilities for technology use are uncomfortable and not well implemented. Although Disdukcapil has developed an integrated application to facilitate the creation of Population Administration for the public, many complaints have arisen that may be caused by performance issues.

Considering these phenomena, the only way to address the performance issues of employees and the organization at Disdukcapil in Bone District as a public organization is for the government to have a sense of crisis, thus finding a solution for the crisis within the public organizational body in developing employee competencies.

Furthermore, according to Li et al. (2021), the fundamental success of an organization depends on hard work, a proactive attitude, positive behavior, and harmonious interactions among its workers. All these factors are closely related to the role of each individual in achieving the strategic goals set by the organization. This is supported by experts who say that the positive attitudes and behaviors of employees have a significant impact on organizational performance indicators. Relationship Quality and Relational Bonds, according to Li et al. (2021), are defined as how positively an employee perceives the relationship between the organization and its employees. This includes the level of trust in their immediate superiors, their commitment to the organization, and employee job satisfaction with the organization.

In public organizations, the synchronization between organizational performance and individual performance is crucial for realizing effective and efficient public services. As institutions directly responsible to the public, public organizations need to demonstrate optimal performance to meet public needs and expectations. Synchronization of performance between individuals and the organization is the key to helping public organizations achieve their goals. With close coordination and aligned objectives, quality services to the community can be achieved with greater efficiency and effectiveness, ensuring that the needs and expectations of the community are well met.

The synchronization between individual and organizational performance in public institutions significantly contributes to human resource development (Sima et al. 2020, Guastello et al. 2020, Zhao et al. 2020, Carnes et al. 2022). This supports the formation of more competent and professional civil servants, who are more capable of meeting the demands and expectations of the community. Good performance from both individuals and the organization as a whole enhances the public organization's image. This is important for building and maintaining public trust and support, which is fundamental to the long-term success of public organizations. Performance synchronization ensures higher efficiency and effectiveness in achieving organizational goals. By ensuring that all individuals and organizational units move towards the same objectives, resource utilization can be optimized, creating greater value for the community and the organization.

## **Method**

The research method utilized by the researcher is descriptive research with a qualitative approach. Qualitative means that the collected data are not in numerical form but rather derived from interview transcripts, field notes, personal documents, researcher's notes or memos, and supporting official documents. The informants, totaling 25 individuals, who will serve as sources of information related to performance issues concerning the synchronization of employee and organizational performance within the Civil Registration and Population Service (Disdukcapil) of Bone District, include: the Head of the Civil Registration and Population Service of Bone District, the Secretariat of the administrative information sectors of population, the groups of executive positions, and functional position groups. The research location is within the Bone District area in South Sulawesi Province, with a focus on Disdukcapil of Bone District as a government organization. According to Lofland as cited in Moleong (2004: 157), the primary data sources in qualitative research are words and actions, with additional data such as documents and others. The data sources for this study will be derived from documents, interview results, field notes, observation outcomes, and library studies deemed competent and containing information relevant to the research focus and locus, aiming to describe the problems concerning the facts and characteristics of the regional population systematically, factually, and accurately. Analysis is a continuous process that involves constant reflection on data, posing analytical questions, and writing brief notes throughout the research. In data analysis, the researcher employs an interactive model, which elements include data reduction, data display, and verification (conclusion drawing) as presented by Sugiyono (2007).

## **Result and Discussion**

### **Relational Bond**

According to Li et al. (2001), building effective long-term service relationships with the community heavily relies on the strength and quality of the relationships between the organization and its employees. To achieve the organization's objectives, it is crucial to develop and maintain relationships by understanding the community's needs and meeting their expectations. Organizations need to remain focused and aware of the importance of the relationship between the served community, the employees, and the organization, by providing a work environment filled with trust and support, and by adding value to services to establish enduring relationships. In summary, the Relationship Bond (RB) is about the closeness of the relationship between an employee and their organization. This also pertains to the relationship between an employee and their immediate superiors or colleagues, associated with social, structural, and financial ties.

### **1. Social Bonds**

Social bonds refer to how organizational members form connections through individual and social relationships with their peers. These bonds are personal and include mutually beneficial friendships that result in positive interpersonal relationships and shared preferences through the process of social exchange.

In enhancing the performance and well-being of its employees, an organization does not only focus on formal tasks but also involves various other activities. At the Civil Registration and Population Service (Disdukcapil) of Bone District, regular study sessions attended by employee mothers every Tuesday reflect the organization's efforts to support their spiritual growth. Reflecting the importance of work-life balance, the organization holds a Family Gathering at the end of the year, where employees can spend quality time with their families. The solidarity of the Disdukcapil staff in Bone District is shown through social support during times of misfortune or other significant events. Monthly social gatherings and a Social Fund serve as a platform to strengthen bonds and assist those in need. To increase familiarity and understanding among employees, outings and divisional activities are organized as relaxed moments with colleagues. Disdukcapil of Bone District also actively participates in community engagement, with various programs such as stunting eradication and the "Healthy Bone" initiative, as well as collaboration with the Child Protection Agency for child protection. Visits to other departments or institutions become a platform where employees can learn and share experiences, broaden their perspectives, and build ongoing cooperation.

The Civil Registration and Population Service of Bone District not only strengthens internal relationships among its employees but also builds good relations with the community. The concept of social bonds adopted by the department reflects a holistic approach in developing positive relationships both within and outside the organization.

Building barrier-free relationships between superiors and subordinates is key to creating an inclusive and harmonious work environment. This allows every member to feel valued and have equal opportunities to participate. Through regular activities like morning roll-calls, the organization creates opportunities for superiors and subordinates to interact, communicate, and share information. These activities facilitate information exchange and strengthen the relationship among all elements in the office.

Understanding and correctly executing each role within the team can reduce misunderstandings and improve cooperation. The importance of maintaining professionalism at work, including respecting time, maintaining confidentiality, and completing tasks well and on time, is a key element in building constructive work relationships. Integrating organizational ethics with local cultural values, as done by

the informants from the Bugis tribe, can strengthen work relationships by creating an environment that respects differences and encourages collaboration. Attending informal events gives team members a chance to interact outside the formal work environment, deepen their understanding of each other, and strengthen social bonds.

From the various perspectives above, it is clear that a multi-aspect approach is required to build strong social bonds in the workplace. This not only improves the performance of individuals and teams but also supports the quality of service provided by the Civil Registration and Population Service of Bone District to the community.

## 2. Structural Bonds

Structural bonds are relationships related to the structure, control, and institutionalization of employees and organizations. They indicate the extent to which certain connections keep employees and organizations together in a relationship because of mutual benefits, technology, organizational strategy, or shared goals. These bonds are the organization's efforts to stimulate employee job satisfaction through value enhancement programs and to improve employee performance through the enhanced value of services provided by the organizational system.

In today's digital era, organizations have quickly responded by adopting technology as the primary means of communication. WhatsApp and email, with their speed, ease, and flexibility, have revolutionized the way communication occurs within organizations, ensuring efficiency in message delivery and quick responses. WhatsApp groups dedicated to each field or division optimize discussion and coordination, ensuring that specific and relevant information is conveyed to the concerned parties. Amid challenges like a global pandemic, the ability to switch to virtual meetings reflects the organization's adaptability and resilience in responding to changes. Furthermore, the implementation of online service systems and consultations via WhatsApp demonstrates the organization's commitment to improving service access for the community, especially in remote areas. Technology, with all its conveniences, is not just a tool for formal requirements but has also become central to daily interactions, strengthening relationships among employees and facilitating smoother operations.

The Civil Registration and Population Service of Bone District has been actively utilizing technology in its operations, particularly electronic media such as WhatsApp and email, to enhance work efficiency and services to the community. This reflects how technology has become a key element in strengthening structural bonds between employees and the organization. The adoption of this technology illustrates the department's progressive vision in creating a modern work environment and enhancing the quality of public services. Technology has facilitated faster communication, better coordination, and broader service access for the community.

Although the organization maintains a familial approach in its communications, systematic and regular communication remains a priority. This ensures that all important information is conveyed clearly and effectively according to organizational hierarchy and protocols. A unique aspect of the Civil Registration and Population Service of Bone District is its emphasis on familial nuances. Even when communicating within a formal framework, members of the organization still feel valued and respected. This may be a reflection of local culture and the importance of maintaining good relationships and a sense of togetherness.

Many informants emphasize a combinative approach in communication, where the organization blends formal procedures with familial interactions. This creates a balance that allows the organization to remain efficient while ensuring the well-being of its employees. The use of WhatsApp groups as informal communication channels shows how the organization has adapted to modern technology to facilitate communication among members.

The Civil Registration and Population Service of Bone District has successfully integrated formal and informal communication to create a productive and supportive work environment. This approach not only ensures efficiency and effectiveness in work but also promotes respect, appreciation, and camaraderie among team members.

### **3. Financial Bonds**

Financial bonds refer to the level of economic benefits derived from relationship exchanges in the form of short-term purchasing incentives (provision of recognition and awards) that stimulate employee performance or increases in financial incentives (wages or salaries) that motivate financial satisfaction among employees.

Through effective communication, emerging problems can be quickly detected. This allows the entire team to jointly search for and implement solutions promptly. Open discussions between superiors and subordinates ensure that subordinates receive proper guidance, thereby reducing potential misunderstandings and increasing work efficiency. In an environment that often experiences changes in rules or policies, effective communication ensures that the entire team remains informed and understands the implications of these changes.

Effective communication strengthens the relationship between superiors and subordinates, fortifying trust and cooperation within the team. This creates a more harmonious and productive work atmosphere. Good communication can detect and address potential conflicts before they develop into more serious issues, maintaining team stability and welfare. With good communication, budget management can be more efficient, ensuring proper allocation and avoiding errors. In organizations where members feel valued and understood, deep emotional bonds emerge, with colleagues seen as part of a family. This not only enhances morale and motivation but also the overall productivity of the team.

Communication is a crucial aspect of enhancing the performance and productivity of an organization. Through effective communication, problems can be addressed quickly, team relationships can be strengthened, and the overall organization can function more efficiently and productively.

Almost all informants stress the importance of good communication within the organization, both internally and externally. Communication is considered foundational for achieving various goals and future accomplishments. While most informants acknowledge that good communication can influence work dynamics within the organization, their opinions vary regarding the direct impact of communication on economic improvement or career ease. Some informants believe that good communication can affect career opportunities, while others think that many other factors play a role.

Some informants emphasize that although communication is an important component, there are many other factors, such as performance, competence, and experience, that also influence an individual's economic success and career. Some informants hold a realistic view that while effective communication is important for daily operations, its impact on economic advancement and career may not be proportional or direct. From some statements, it appears that organizational policies and culture also play a role in how communication affects employee careers and earnings. For instance, a fair and achievement-based reward system can provide proper recognition to employees, which in turn can influence their career progression.

While good communication is an essential aspect of an organization's success, its direct impact on economic enhancement and an individual's career advancement may be more complex and influenced by various other factors. As an organization, it is important to understand the role of communication and also consider other factors that may affect the success of its employees.

## Conclusion

The Civil Registration and Population Service of Bone District implements a multi-aspect approach in building relational bonds within its work environment. Firstly, through social bonds, the Department has successfully enhanced the performance of individuals and teams while also improving the quality of service to the community. Secondly, structural bonds have created an efficient and supportive work environment, where modern technologies such as WhatsApp groups are utilized to facilitate communication. Lastly, in terms of financial bonds, while communication plays a significant role, the economic success and career advancement of employees are influenced by other factors such as performance, competence, and experience. The Department must consider all these aspects to ensure optimal development for its employees.

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