

## THE EFFECT OF GOAL SETTING TRAINING ON WORK EFFECTIVENESS OF ASN IN SURABAYA

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### ABSTRACT

Organizational development is a structured approach oriented towards systematic change to improve organizational effectiveness. This study was conducted at BKPSDM Surabaya City Government, focusing on diagnosing problems and designing interventions based on *goal setting* to improve the alignment of organizational and individual goals. This study uses Cummings & Worley's (2015) organizational development model, which consists of five main stages: *entering and contracting*, *diagnosing*, *planning and implementing change*, *evaluating*, and *institutionalizing*. The diagnosis process was conducted using the *Organizational Diagnosis Questionnaire* (ODQ) developed from Weisbord's *Six Box Model* (1976), including six main components: purpose, structure, leadership, relationships, rewards, and helpful mechanisms. The diagnosis results showed that the *purpose* component had the lowest score, indicating employees' weak understanding of the organization's vision, mission, and strategic goals. Based on these findings, a *goal setting* intervention was designed collaboratively to increase employee engagement, role clarity, and synchronization between personal and organizational goals. The intervention design included group goal setting, meetings between superiors and subordinates, creation of individual action plans, and periodic evaluation of achievements. The findings suggest that a participatory OD approach can provide an effective framework for building a more adaptive, transparent, and long-term results-oriented goal-setting system in public sector organizations.

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### INTRODUCTION

In the ever-growing era of globalization and digitalization, Organizational Development has become an important foundation for companies to survive and thrive. Organizational Development is not just a temporary intervention to improve performance, but a comprehensive approach that aims to improve organizational effectiveness in a sustainable manner. According to Cummings and Worley (2015), Organizational Development is a planned effort that uses behavioral science principles to facilitate changes in a company's strategy, structure, and processes. It aims to help organizations adapt to dynamic external changes, such as technological developments, regulatory changes, and market fluctuations. Changes that occur in



developing organizations are not always easy to manage, especially when they involve all aspects of the organization from the individual level to the organization as a whole. Brown and Harvey (2006) emphasize that the success of Organizational Development relies heavily on a collaborative approach, where the active involvement of all organizational members is essential. This approach creates a sense of ownership and commitment to the change, thereby reducing resistance and accelerating the implementation process.

Peter Senge (1990) introduced the concept of "learning organization," which highlights the importance of organizations constantly learning and adapting. Organizational Development helps create a culture of continuous learning, where every member of the organization engages in a collective learning process to face new challenges and develop innovations. Organizational development is very relevant in the modern era, companies must be adaptive to stay relevant to the growing advances in technology and information. Burke (2008) also highlights that Organizational Development is an important tool for aligning organizational strategy with changes in the external environment. Organizational Development focuses not only on improving internal efficiency but also on how companies can remain competitive by adjusting their strategies according to market dynamics. This includes everything such as human resource capacity building to ensure that companies can respond to changes quickly and effectively.

Therefore, Organizational Development can be an effective solution in providing companies with a framework that allows them to not only survive amidst intense competition but also to thrive and create long-term value. Organizational Development ensures that companies not only focus on short-term goals but also build a strong foundation for future sustainability. BKPSDM is a government agency in charge of managing and developing the human resources of the state civil apparatus within the Surabaya City government. Each implementation period at BKPSDM has a 2021-2026 strategic plan as a guide for the future implementation process. Based on the 2021-2026 annual report, BKPSDM Surabaya has several strategic plans in responding to changes, which can be seen in table 1.

**Table 1. Strategic Plan 2021-2026**

Strategic Plan/Goal	Result/Achievement	Description
Improving ASN competence through training and development	Training is mostly conducted online; 89% of the technical training target was achieved.	Not all employees have access/understanding of digital platforms. Target not yet fully achieved
Strengthening the merit system and bureaucratic reform	Merit System Index increased, but not yet optimal in the aspect of career management	Implementation of merit has not been uniform in all units. Objectives are not formulated in clear operational indicators.
Digital transformation in civil service	E-office is increasing, but HR adaptation is low	Not all areas are ready for digital transformation. Lack of integration between systems and strategic goals
ASN competency alignment with OPD needs	Mapping of HR needs is complete, but the implementation of training has not been maximized	Training targets do not directly refer to the mapping results
Improved work culture and ASN leadership	Decreased internal complaints and increased service satisfaction	There is no goal monitoring system based on employee behavior indicators and work culture achievements

The table above provides an explanation that there is a gap between the plan and the realization, which causes the need for the preparation of more structured and measurable goals with the involvement of all sections or levels. Then although there is a macro-level strategy, the implementation in each work unit is still uneven, which proves that there is a need for

strategic goals to be reduced to work unit and individual goals. Then the lack of goal-based monitoring and evaluation where the report does not show the systematization of goal-based evaluation, but rather the evaluation is output-oriented rather than outcome-oriented. The existence of big goals such as digitalization is also not matched by the readiness of human resources both in terms of competence and work culture, which requires setting goals in stages, clear and measurable. Improving work culture can also be accompanied by a clear behavioral indicator or *reward* system. When referring to the diagnosis of problems and interventions of Cummings and Worley (2015), the problems faced by BKPSDM Surabaya City require *Human Resource Management* interventions with *goal setting* specifications which involve setting clear and challenging goals. The goal is to improve organizational effectiveness by creating a better match between personal and organizational goals.

## METHODS

The method used in this report refers to the *Organizational Development* (OD) model of Cummings & Worley (2015), which includes five main stages: *entering and contracting*, *diagnosing*, *planning and implementing change*, *evaluating*, and *institutionalizing*. The process begins with the initial identification of organizational problems through information gathering and contracting with relevant parties. Next, diagnosis was conducted using the *Organizational Diagnosis Questionnaire* (ODQ) based on Weisbord's *Six Box Model* (1976), which aims to identify weaknesses in organizational components such as *purpose*, *structure*, *leadership*, and others. The diagnosis results showed that the *purpose* component had the lowest score, indicating employees' weak understanding of the organization's *purpose*. Based on these findings, the intervention chosen was *goal setting*, which is the formulation of organizational goals collaboratively between superiors and employees to create alignment between individual and organizational goals. The design of this intervention was not only formulated with the support of *subject matter experts*, but also designed to be evaluated and institutionalized in the organization's work system. An analysis of this method shows that the OD approach is holistic and long-term oriented, as it not only identifies problems, but also develops a planned change strategy and continuous evaluation system. It emphasizes the active participation of all organizational members and the use of scientific methods to improve overall organizational effectiveness.

## RESULTS & DISCUSSION

The analysis of organizational problems begins with the organizational diagnosis stage using the diagnosis model from Cummings & Worley (2015). In this stage, a tool is used in the form of *Organizational Diagnosis Questionnaire* (ODQ) to map to evaluate the internal condition of the organization systematically and thoroughly. *Organizational Diagnosis Questionnaire* (ODQ) helps in identifying components that require special handling, evaluating ongoing dynamics, and designing appropriate improvement strategies. The implementation of the *Organizational Diagnosis Questionnaire* (ODQ) was carried out through distributing questionnaires to several related parties, which were prepared based on the development of Weisbord's *Six Box Model* (1976). The *Six Box Model* was chosen because it is known to be practical and easy to understand by leaders and consultants with limited experience, and easy to explain to others. The main components developed in the questionnaire include aspects of *purpose*, *organizational structure*, *rewards*, *helpful mechanisms*, *relationships*, and *leadership*.

The results of the Organizational Diagnosis Questionnaire (ODQ) to a number of related parties were then analyzed. Based on the results of this analysis, the purpose component shows the lowest average score of 29.6 compared to other components. This indicates that there is a need for intervention in the purpose component. Referring to Weisbord's (1976) explanation, purpose includes understanding the mission and goals of the organization and employee involvement in achieving them. Low scores on this component indicate that there is a possibility that some employees do not clearly understand the strategic direction of the organization and the relationship between work and the organization's mission. In addition, suboptimal communication regarding the vision and mission may exacerbate the situation. As a result, the lack of understanding of the purpose component reduces intrinsic motivation and lowers the level of active participation of employees towards achieving organizational goals.

**Tabel 2.** Results of Organizational Diagnosis Questionnaire (ODQ) Based on Weisbord's Six Box Model

Component	Average
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<i>Purpose</i>	29.6
<i>Structure</i>	110
<i>Leadership</i>	113
<i>Relationships</i>	111.6
<i>Rewards</i>	130.6
<i>Helpful Mechanism</i>	111.8
<i>Attitude Toward Change</i>	96.6

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Referring to the results of organizational diagnosis, the suggested intervention strategy is improvement in the formulation of organizational goals (goal setting). This is necessary to build a common understanding between the organization and all employees in order to achieve effective collaboration. According to Cummings & Worley (2015), the process involves firstly workgroup engagement, where key team members jointly set individual and group goals and develop implementation plans. Then joint goal setting between supervisors and employees, with an in-depth review of each other's roles and contributions. Then the development of action plans by employees, both individually and in groups, that reflect their individual work styles and are directed by their immediate supervisors. Next is the collaborative development of success criteria, so that all individuals have a uniform understanding of work tasks and expectations, so that they are aligned with the direction of organizational goals. And periodic reviews, where managers and employees review progress made and discuss obstacles, future goals, future work plans and aspirations.

The results of the organizational diagnosis using Cummings and Worley's (2015) model revealed that the purpose component obtained the lowest average score (29.6), indicating a significant gap in employees' understanding of the organization's mission and strategic goals. According to Weisbord (1976), purpose represents the clarity of an organization's direction and the degree to which its members understand and identify with its objectives. When such clarity is absent, confusion about roles and responsibilities emerges, weakening collective commitment and employee engagement (Burke, 2008; McLean, 2006). Furthermore, Brown and Harvey (2006) emphasize that ineffective communication of an organization's vision and mission can lead to disorientation and declining performance. Similar findings were echoed by French (1969), who argued that the success of organizational change depends on mutual understanding and shared values between leaders and employees. Therefore, addressing the purpose component through systematic communication and alignment efforts becomes crucial for reinforcing organizational coherence and motivation.

The low score in the purpose component reflects broader systemic issues such as misaligned strategic communication and inconsistent goal integration across departments. According to Locke and Latham's (2002) Goal Setting Theory, goals that are specific, challenging, and mutually agreed upon lead to higher motivation and performance. Antoni et al. (2015) further explain that when goals are clearly defined and linked to measurable outcomes, employees demonstrate stronger task focus and intrinsic motivation. The findings of Arnold et al. (2013) also highlight that leadership behaviors that support goal clarity improve followers' psychological well-being and engagement. Hence, the intervention through goal setting aims to create alignment between individual aspirations and the organization's broader strategic objectives, ensuring that each employee's efforts contribute meaningfully to the organizational mission.

Cummings and Worley (2015) describe goal setting interventions as structured processes consisting of workgroup engagement, joint goal formulation, action planning, and periodic evaluation. Through this approach, managers and employees collaboratively establish performance standards and measurable success indicators, thereby enhancing accountability and teamwork (Latham & Pinder, 2005; Yukl, 2013). Empirical studies, such as those by Gagné and Deci (2005) and Antonakis and Day (2018), suggest that participatory goal setting not only improves performance but also fosters psychological empowerment, autonomy, and job satisfaction. Moreover, incorporating regular feedback sessions ensures adaptability and continuous learning, aligning with Senge's (1990) concept of a learning organization. In this framework, the ODQ functions not only as a diagnostic tool but also as a feedback mechanism that reinforces participatory change.

In the context of public organizations like BKPSDM Surabaya, implementing goal setting interventions serves as a dual-purpose strategy: it corrects deficiencies in communication and strengthens organizational culture. This participative process encourages employees to take ownership of their goals, promotes mutual trust, and builds adaptive capacity within bureaucratic systems (Burke, 2018; McLean, 2006). As supported by recent studies (Antoni et al., 2015; Brown & Harvey, 2006), collaborative goal setting also bridges the gap between strategy formulation and execution by embedding learning and



reflection into daily practices. Over time, such interventions can institutionalize a culture of performance excellence, transparency, and innovation. Therefore, combining Weisbord's (1976) diagnostic approach with Cummings and Worley's (2015) OD model provides a holistic and evidence-based strategy to enhance effectiveness, motivation, and sustainable organizational transformation.

## CONCLUSION

Based on the results of organizational diagnosis using the Organizational Diagnosis Questionnaire (ODQ) which refers to Weisbord's Six Box Model (1976), it was found that the *purpose* component obtained the lowest average score compared to other components. The most relevant intervention is *goal setting* or collaborative organizational goal setting. This intervention is designed to build alignment between individual goals and organizational goals, increase role clarity, and strengthen employee commitment. In line with Cummings & Worley's (2015) theory, this intervention integrates aspects of human behavior with organizational strategy, holistically improving organizational effectiveness. By implementing a *goal setting* intervention, organizations gain a more structured framework for goal formulation, while creating a work environment that supports the achievement of high performance and sustainability of change.

The *goal setting* intervention designed in this organizational development project made a real contribution to the company, especially in building a more structured and integrated goal management system. Through a collaborative process between the students as facilitators of change and the organization, the organization received help in accurately diagnosing the areas that needed improvement, namely the weak understanding of the organization's *purpose*. In addition, the company was helped in designing a goal-setting system that was able to align individual aspirations with the strategic direction of the organization. This intervention is not only conceptual, but also practical in the form of a design that is applicable, can be implemented directly, and is tailored to the context of public organizations.

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