

Bureaucratic Innovation and Motivation in Implementing Programs and Activities

(Study on the Implementation of Activities with a Limited Budget at the General Election Commission of the City of Probolinggo)

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Abstract

For the Regency/City General Election Commission (KPU) that does not hold the 2020 Regional Head General Election (Pilkada), the annual budget is only sufficient for operational and personnel expenditure. The lack of operational budget led the KPU leadership to look for ways to make operational activities run with innovation and using the minimum budget or without the budget.

This study aims to determine how programs and activities can run with minimal or no budget with innovation and motivation from leaders and staff. This research method uses qualitative methods with primary data collection techniques through in-depth interviews and secondary data through literature studies. The results showed that programs and activities could run with minimal or no budgets accompanied by strong motivation from the leadership and staff. The conclusion of this research is that programs and activities can run along with strong innovation and motivation.

Keywords:

programs and activities; minimal budget; no budget; innovation; motivation

Introduction

During the pandemic period in 2020 which was filled with an atmosphere of grief, it had an impact on work in the government bureaucracy, especially in the General Election Commission (KPU) of Probolinggo City (Doramia Lumbanraja, 2020). Usually, bureaucratic activities run nominally but with this condition all activities run slowly, plus the KPU which does not hold the 2020 Pilkada. Of the 38 Regencies / Cities in East Java, only 19 districts/cities hold Regional Head Elections on 9 December 2020. Commission Budget Regency / City General Elections are revised and reduced and allocated for procurement programs and

activities to overcome Covid-19, namely hand sanitizers, sprays, and masks (Sutera Aru Persada, 2020).

The absence of crucial activities led the KPU leadership to think about how the bureaucracy could run in achieving organizational goals through the vision and mission through the strategic plan. Every Monday a week, a plenary meeting is held, namely, a meeting held by the KPU leadership consisting of the Chairperson, Commissioner, Secretary, Head of Subdivision, and Treasurer which discusses planned activities to be carried out by the organization with activities that can inspire Regency / City KPU in East Java, namely Launching Network Legal Information Documentation (JDIH) for which there are no standard regulations for the Regency / City KPU in East Java.

For Regency / City KPUs that carry out simultaneous Pilkada set on 9 December 2020, budgets and activities will run according to APBN planning and Pilkada APBN grants for 19 districts/cities in East Java. The 19 districts / cities in East Java that did not carry out the Pilkada did not have sufficient budgets to carry out programs and activities. Activities carried out are routine activities for office operations and personnel expenditure as well as a small operational budget for each division in the KPU. Operational Activities that have been revised have made the KPU leadership to carry out innovative activities with the motivation of organizational performance to remain even though the budget is limited or without a budget. In accordance with Law number 23 of 2014 concerning Regional Government article 386 (Republik Indoneisa, 2015), innovation is carried out in the framework of implementation performance with the principles of efficiency, effectiveness, quality of service, no conflict of interest, oriented to public interests, openness, fulfills the values of propriety and can be accounted for.

In the Probolinggo City KPU JDIH program which does not have a budget and there are no KPU regulations for Regency / City KPUs that have not yet been determined, it has been initiated first at the Probolinggo City KPU by launching the JDIH and inviting the Mayor, Chairperson of DPRD, Forkompimda which is attended by the Dandim Chief of Staff, the Attorney General's Office, and the Police.

The results of the launching of the Probolinggo City JDIH in a replica of the KPU of Jombang Regency by conducting a Reference Study on Thursday, October 15, 2020. This visit was related to the launching of the Legal Documentation and Information Network (JDIH)

held by the Probolinggo City KPU. Also to gather information about the JDIH program that has been launched, this program informs the public that districts/cities that do not carry out Pilkada are still implementing program activities. With programs and activities that do not have a budget that is running well and has appreciation from other KPU districts/cities and this indicates that the programs and activities are running well.

Management functions consist of planning, organizing, resourcing, communicating, leadership, motivation, and controlling (Silalahi, 2017: 40). Motivation is a behavioral activity that works in an effort to meet desired needs (Irham, 2018: 143) and Innovation refers to Government Regulation No. 38 of 2017 concerning Regional Innovation are all forms of reform in the implementation of local government (Kementerian Sekretariat Negara, 2017). In the book Innovation (Nasution & Hermawan, 2018: 3) in essence, innovation is a continuation of invention and value creation innovation activities that involve increasing technology, innovation must significantly be able to provide added value to welfare, which does present whether the product/service is suitable for sale (market acceptance) or not.

Motivation is a factor that influences program implementation and the activities besides the innovations that color it (Idris, 2012; Deby et al., 2018). Of these two bureaucratic factors affecting the implementation of programs and activities, it is necessary to conduct research on innovation and motivation to what extent its role in the implementation of activities with a limited or no budget.

1. Problem Formulation

The existing problems based on the description above can be put forward research questions as follows:

- What is the role of innovation and motivation of the bureaucracy in implementing programs and activities with a limited budget and without a budget?

2. Research Objectives

In accordance with the formulation of the problem above the objectives of this study are:

- Assess and analyze innovation and motivation of the bureaucracy in implementing programs and activities with limited budgets?

3. Research Benefits.

The benefits of this research are as follows:

- a. This research is expected to contribute ideas, especially for the development of public administration and improving organizational performance
- b. This research is expected to add academic insight and a horizon of thought and valuable experience for researchers.

Methods

The method in this research uses qualitative descriptive qualitative research. Rukin (2019), Qualitative research is descriptive research and tends to use analysis with an inductive approach. The highlighting of the research process and the utilization of the theoretical basis is carried out so that the research focus is in accordance with the facts in the field. In addition, the theoretical basis is also useful for providing an overview of the research background and as material for discussion of research results. Qualitative descriptive method is a research method that aims to make a description of a social or natural phenomenon in a systematic, factual, and accurate manner. Data that appears in the form of words and not a series of numbers is obtained in several ways, namely observation, interviews, document digestion, or in other ways which can be processed before they are ready for use, but the qualitative analysis still uses words, which are usually compiled into text which is expanded (Miles, 1992: 15-16). Primary data study through data collection techniques with in-depth interviews and secondary data review through data in the Probolinggo City KPU (Creswell, 2013).

The phenomenon to be studied is the innovation and motivation of the Probolinggo City Election Commission bureaucracy in implementing programs and activities with limited funds and without a budget. These phenomena will be described systematically, factually, and accurately.

Results and Discussion

In the programs and activities of the Probolinggo City KPU as outlined in the 2020 DIPA Revision POK (*KPT 481 THN 2020 KPU*, n.d.), it is clear that the program will be implemented but the budget is only minimal in its implementation by Table 1 that the management support program and task implementation are with a percentage of 98.43% with the implementation of financial administration accountability with a percentage of 78.42 greatest of all activities. Meanwhile, the implementation of KPU Division activities with

programs to strengthen democratic institutions and improve processes was only 1.56%. The KPU DIPA programs and activities can be seen in Table 1 below:

Table 1.

Programs and Activities of the Probolinggo City KPU Revision of the 2020 DIPA POK

No	Programs/Activities	Programs	Activities
		(%)	(%)
I	Management Support and Technical Task Implementation Program	98.43	
1.	Implementation of Financial Administration Management Accountability		78.42
2	Data management, etc. and an inventory of election facilities and infrastructure.		0.33
3	Implementation of Planning and Data Management		059
4	Operation and Maintenance of Offices (KPU)		18.78
5	Examination within the KPU Secretariat.		0.32
II	Program for Strengthening Democratic Institutions and Improving Political Processes.	1.56	
1	PKPU preparation, dispute resolution etc.		0.47
2	Facilitating the implementation of the election stages		1.09
	Total	100	100

Source: KPU City of Probolinggo, 2020.

In its development, the KPU leadership initiated activities that did not have a program aimed at holding KPU extended family ties. Existing activities can be seen in Table 2 below:

Table 2.
Innovation in Probolinggo City KPU Activities

No	Activity	Purpose	Description
1	Presentation of the theme of bureaucracy	Informing the KPU of Probolinggo City	Conducted by the KPU leadership, the Secretary and the Head of Subdivision in turns with an Urgent Theme
2	Gathering of KPU staff	Arisan and recitation	Arisan and recitation is conducted every month at the house of KPU members who get a social gathering
3	Improvement of Bureaucratic Administration	Administration Management of official manuscripts	Coaching staff on archiving.

4	Bureaucratic Reform through Human Resources Development	carries out coaching and job training for KPU security guards.	Increase security guard competence
5	Socialization of KPU Activities through the Website	Notifying KPU Activities in an accountable manner	In accordance with KPU activities related to the Public
6	Tiered Electoral Course	Informs about the latest election developments	Election courses virtually for the public

Source: KPU City of Probolinggo, 2020.

In the implementation of government administration, one thing that the legal division needs to do is to manage the official script administration. This improvement is not only aimed at improving the management of official script management for the better but also increasing the capacity of human resources in the Probolinggo City Election Commission. This was discussed in an evaluation meeting conducted by the Legal Division and the Legal Sub-Division, Monday (9/28/2020), and led directly by the Commissioner for the Legal and Supervision Division, Akhmad Faruk Yunus Putra. The commissioner, who is familiarly called Faruk, explained that this activity to evaluate the management of the official script is one part of the implementation of the Government's Internal Control System.

Meanwhile, the management of official manuscripts refers to PKPU Number 17 of 2015 concerning KPU Service Manuscripts, Aceh Provincial KPU / KIP, and Regency / City KPU / KIP.

"The issuance of this regulation is based on the mandate of legislation. One of them is Law Number 43 of 2009 concerning Archives. So things that are general to the technical level need to be corrected, have clear regulatory references because they have been regulated in them," he explained.

He further explained, to improve towards a better direction, there are 5 targets to be aimed at from this activity in the ranks of the Probolinggo City KPU. First, achieving a common understanding and understanding in the administration of official script administration.

Second, the realization of integrated administration of official manuscripts in the KPU ranks with elements outside the KPU ranks within the scope of general administration. Third, the realization of ease and fluency in written communication. Fourth, achieving effectiveness

and results for the administration of official manuscripts. Fifth reduced overlaps and waste in administering official script management.

"As regulated in PKPU Number 17 of 2015, apart from the 5 targets to be aimed at, there are 6 principles that we must also guide. They are the principle of security, the principle of standardization, the principle of accountability, the principle of speed, the principle of accuracy, and the principle of relevance," added Faruk.

Meanwhile, Head of Law and Supervision of Qori Mughni Kumara explained PKPU Number 17 of 2015 concerning KPU Official Manuscripts, Provincial KPU / KIP Aceh, and Regency / City KPU / KIP. Followed by juxtaposing several official texts with the regulations that regulate them as a measuring tool.

"In this way, we will find out at any point in the official script that still needs improvement. For example, the official script is an official note. We first look for the regulations. Then we put it together for review," he explained.

According to the man who is familiarly called Oyik, the study starts from the type of official note, the procedure, and mechanism for filing it, the technicality of its preparation, to other technical matters.

One of the participants in the evaluation meeting, Rachmat, admitted that it is faster and easier to understand with this evaluation method. According to him, participants can directly examine the source of the rules as a measuring tool. So that it is known for sure, the shortcomings that become joint corrections need to be corrected immediately.

A program that is also carried out by the Probolinggo City KPU to fill bureaucratic reform programs and activities is to carry out coaching and job training for KPU security guards which have 3 members, incidentally, one person replaced the security guard who had just died. This replacement is carried out by an internal test by conducting written tests and interviews conducted by 5 commissioners, secretaries, and Head of Sub-division of KUL.

According to KPU Commissioner for the Legal and Supervision Division, Akmad Faruk Yunus Putra, this is the first step for the KPU to optimize public services. *"Even though there are no technical instructions from the Indonesian KPU, we dare to guard them. Even if there is something that needs to be addressed, we will comply with the rules and recommendations of the Indonesian KPU".*

He also conveyed that the motivation to carry out programs and activities with a limited budget and without a budget internally was to improve the performance of organizational structuring and externally to disseminate election and election education to the public.

The implementation of programs and activities by table 2 of innovation activities of the Probolinggo City KPU with a limited budget and without a budget that has been implemented runs well and meets the motivation and goals of the KPU leadership. This is in the enthusiasm of the public with the enthusiasm of many who gave voice on YouTube, the Probolinggo City KPU has won 2,100 subscribers at the election education workshop and the awarding of the winners of Poetry Reading and Stand Up Comedy competitions which were held on Tuesday, November 3, 2020.

In the workshop on Democracy and Prizes for poetry competitions and stand-up comedy on Tuesday, November 3, 2020, the Chairperson of the East Java KPU recommended that non-election friends could study with friends from the Probolinggo City KPU. Amid limited resources, it turned out to be able to make a well-conceptual, sustainable, attractive, and attractive pickle for the public in large numbers. Starting with a tiered electoral course, webinars, poetry competitions, and stand-up democracy virtually ending with conferment and workshop.

Conclusion

From the results and discussion in the previous discussion, the following conclusions can be drawn:

1. Innovation can improve the implementation of programs and activities with a limited budget and without a budget
2. Motivation by the vision and mission of the organization in improving performance goes well as expected with a limited budget and without a budget.
3. Innovation and motivation which are implemented simultaneously have a very vital role in improving the implementation of programs and activities with a limited budget and without a budget.

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