2021 IAPA ANNUAL (VIRTUAL) INTERNATIONAL CONFERENCE

PROCEEDING

GOVERNANCE AND PUBLIC POLICY IN THE SOCIETY 5.0

October 27th, 2021

Hosted by
Faculty of Social and Political Sciences
Universitas Sebelas Maret Surakarta

In Collaboration with



PROCEEDINGS
IAPA Annual Conference 2021
"Governance and Public Policy in The Society 5.0"

Abdul Wahab Podungge, Yanti Aneta
Alya Raissa Abiel, Kristina Setyowati
Amaliah An Nuur
Dadang Mashur, Geovani Meiwanda, Khairul Amri, Mayarni Mayarni
Djoko Putro Utomo
Dominikus Dalu Sogen, Dewa Ayu Putri Asvini, Detty Kristiana Widayat
Dwi Putranto Riau; Ridho Harta; Ricky Patra Hakim
Dyah Mutiarin, Ririn Sudiro, Misran Misran
Elly Asmara, Dwi Ratmono
Entang Adhy Muhtar, Darto Miradhia, Rd Ahmad Buchari, Riki Satia Muharam
Ganjar Asdi Sudrajat
Hana Ni'ma Rosida, Kristina Setyowati
I Nyoman Dwija Putra
Imran Kahar
Jopang, Faturachman Alputra Sudirman
Kristina Setyowati, Salsabila Almas Nadhifa, Retno Suryawati, Priyanto Susiloadi
Lussi Agustin, Moh Yusron Solikin
Malihatul Fuadah
Mawar, Soesilo Zauhar, Endah Setyowati, Suryadi, Dini Gandini P
Nawir Rahman, Risma Niswaty, Afridha Noor Pewara
Nenden Siti Khodijah
Neni Susilawati, Vallencia Lim
Restu Rahmawati, Clara Cindy
Sitti Chaeriah Ahsan, Risma Niswaty, Irsyad Dhahri
Sri Hilmi Pujihartati, Argyo Demartoto

Indonesian Association for Public Administration
Surakarta, October 27th, 2021

PROCEEDINGS
IAPA Annual Conference 2021
"Governance and Public Policy in The Society 5.0"

Advisory Board:
Prof. Dr. Agus Pramusinto, MDA.
Dr. Bevaola Kusumasari, M.Si
Dr. MD. Enjat Munajat, S.Si., M.Ti., Ph.D.
Dr. Asal Wahyuni Erlin Mulyadi, S.Sos., MPA.
Dr. M R Khairul Muluk
Oscar Rahadiyan Danar, Ph.D.
Prof. Dr. Ismi D A Nurhaeni, M.Si.

Technical Committee:
Chairman : Rino A Nugroho Ph.D
Secretary : Tiyas Nur Haryani, S.Sos., M.Si.
Treasurer : Dr. Rutiana Dwi Wahyunengseh, S.Sos., M.Si.

Reviewers:
Dr. Bevaola Kusumasari, M.Si (Universitas Gadjah Mada, Indonesia)
Indri Dwi Apriliyanti, S.I.P., MBA, Ph.D. (Universitas Gadjah Mada, Indonesia)
M. Prayoga Permana, MPP (University of Groningen, Netherland)
Defny Holidin (Universität Osnabrück, Germany)
Tauchid Komara Yuda (Lingnan University, Hong Kong)

ISBN: 978-623-92005-3-4

Editor:
Dr. Bevaola Kusumasari, M.Si

Cover Design:
Mohammad Arifin

Publisher:
Indonesian Association for Public Administration
Jl. Sosio Yustisia No. 2, Bulaksumur, Yogyakarta, 55281
Website : https://journal.iapa.or.id/proceedings
Email : iapaproceedings@gmail.com

Preface

On behalf of Indonesian Association for Public Administration (IAPA), I would like to welcome you all to this year's IAPA International Conference. This annual conference can be considered as an ambitious conference, as we tried our best to hold the conference every year in order to keep up with the development issues in the study of public administration and related fields. As a response to the growing needs of knowledge and sharing expertise in the recent era where technology information advancement, post-Covid-19 pandemic and people are blended into a society that also known as Society 5.0, we chosen "Governance and Public Policy in the Society 5.0" as our main theme. This year's conference raised live sub-theme namely: (1) Agile Governance in the Society 5.0; (2) Disaster Mitigation in the Society 5.0; (3) Public Management in the Society 5.0; (4) Public Policy in the Society 5.0; and (5) Regional Governance.

I also would like to thank all of the speakers, presenters, participant, and all stakeholders who have given their best and are willing to share their knowledge and expertise in oreder to make this year's IAPA conference happen. I would like to also express my gratitude to Universitas Sebelas Maret as our counterparts ro hold this year's conference. Although that most phases of the conference is done online as a result of the Covid-19 Pandemic just like last year, it is still become our pleasure that the 2021 IAPA conference is held in Surakarta, Central Java, a beautiful city which most people in Indonesia tipped a s the indicator of Indonesia's government stability. Last but not least, I would like to thank the publication partners of the conference, which we, as the committee, depend on to ensure the quality of the outcome from this conference.

Finally, I wish this conference a great success and will be fruitful to every academician who is involved. We from IAPA hope to see you again in The 2022 IAPA conference next year.

Sincerely,
Surakarta, October 27, 2021
Chairman of Indonesian Association for Public Administration

Prof. Agus Pramusinto, MDA.

Table of Contents

PROCEEDINGS....i

PROCEEDINGS....ii

Preface.... iii

Table of Contents iv

Sub Theme: Agile Governance in the Society 5.0 1

Strengthening Supervision Government Internal Control System (SPIP) at The General Election Commission East Kalimantan Province 1

Design of E-Public Service in Realizing Agile Government Based on Information Technology: Case Study in Indonesia 17

1000 HPK Parenting Promotion Program in Kepulauan Seribu 2018-2020: Reviewed from The Theory of Hafied Cangara Communication Strategy 33

The Acceleration of Digital Transformation in the Ministry of Finance: What Are the Driven Factors?....45

The Effect of Internal Control on the Financial Performance of the North Gorontalo Regency Government 60

Modification of District Integrated Administrative Services (PATEN) and Super Service Delivery Models at Polewali Mandar 78

Innovation and Archive Management in Improving the Performance of the Probolinggo City DPRD....98

Sub Theme: Disaster Mitigation in the Society 5.0....108

The Complexity of Abrasion Disaster Mitigation on Rupat Island....108

The Urgence of Disaster Applications in The Era of Community 5.0 117

Sub Theme: Public Management in the Society 5.0 125

Quality of Building Information System Services in the Management of Building of Merauke Regency....125

The Effect of Perceived Usefulness , Perceived Ease of Use On Attitudes and Interest in Using Regional Financial Management Information Systems 134

Public Service Innovation in Issuance of Building Permits in Sidoarjo Regency 144

Social Control through Public Disclosure on Tax: A New Approach to Enhance Tax Compliance 155

Sub Theme: Public Policy in the Society 5.0 175

Dismissal of KPK Employees from Legal Positivism and Alternative Solutions 175

Sub Theme: Regional Governance 203

The Empowerment of Tourism Community Through Corporate Social Responsibility (CSR) Program 203

The Strategy of Improving Complaint Management in Surakarta City Toward Society 5.0-Based Public Service 217

The Maladministration Alleviating Strategy in The Attempt of Facing Society 5.0 In Surakarta 238

Analysis of Medical Legal Order as A Basis For Settlement of Medical Malpractice Disputes 255

Innovative and Collaborative Governance in The Implementation of Regulation No. 84 of 2017 Sidoarjo 270

The Impact of Toll Road Infrastructure Development Policy in Cipali for Social Economic Changes in The Majalengka District 288

Evaluation of Smoke Free Area Policy in Enrekang Regency 298

Empowerment of Relocation Community Affected by Covid 19 Pandemic in DKI Jakarta with *Collaborative Governance* 315

Public Transportation Development in Surakarta City in Partnership Governance Perspective 331

Community Changes in Pregnancy Services 343

The Inconsistency a Village Planning and Budgeting (a Study Muna Regency, Southeast Sulawesi Province) 363

Sub Theme: Agile Governance in the Society 5.0

Strengthening Supervision Government Internal Control System (SPIP) at The General Election Commission East Kalimantan Province

Amaliah An Nuur[1], Daryono[2]

[1]Public Administration Department, Faculty of Social and Political Sciences, Mulawarman University;

General Election Commission of East Kalimantan Province

(Corresponding Author, email: lia.samarinda@gmail.com)

[2]Public Administration Department, Faculty of Social and Political Sciences, Mulawarman University

(email: daryono@fisip.unmul.ac.id)

Abstract

The purpose of this research is to know and understand specifically about the implementation of bureaucratic reform through the Grand Design 8 Bureaucratic Road Map, one of which will be examined, namely Strengthening Supervision through a form of system application called the Government Internal Control System (SPIP) with its implementation at the Provincial General Electi on Commission Secretariat. East Kalimantan. This research was conducted to determine the extent to which this control system was successfully implemented at the General Election Commission of East Kalimantan Province with the technical implementation by the Government Internal Control System Task Force Team with a comprehensive assessment covering Gratification, Public Complaints, Conflicts of Interest, Integrity Zones, and SPIP itself. Research Methodology in the form of Qualitative Creswell using Phenom enological Data Analysis in the form of an understanding of experience about phenomena, the existence of philosophy and sociology, and interviewing informants as the owner of research sources who will provide statements, meanings, and general descriptions of experiences. The number of informants in the study was 14 (fourteen) people consisting of 13 (thirteen) people from the General Election Commission of East Kalimantan Province and 1 (one) person from the Inspectorate General of the General Elections Commission of the Republic of Indonesia.

Keywords:

bureaucratic reform; strengthening supervision; government internal control system (SPIP)

Introduction

Along with the issuance of Presidential Decree Number 81 Year 2010 concerning the Grand Design Reforms 2010-20 2 5, the Election Commission of the Republic of Indonesia has formulated Program Re formation of bureaucracy as part of activities primary target

in achieving the performance of the Institute. In bureaucratic reform, there are 8 areas of change along with strategies, programs, and indicators of success, including:

1. Change Management
2. Organizational Commitment and Strengthening
3. Arrangements and Regulations and Legislation
4. Human Resources Management
5. Arrangement of Management
6. Strengthening Supervision
7. Strengthening Performance Accountability
8. Improving the Quality of Public Services

Under the reform targets Bureaucracy National to be achieved and have been developed for the Purpose of Reforms 2020-2024 characterized by through more quality public services and effective governance and efficient with reinforcement 3 as follows: 1) Increasing supervision and accountability to realize good governance, clean, free of corruption, collusion and nepotism; 2) Develop service standards and strengthen public service units to improve the quality of public services; and 3) Realizing human resources of apparatus with character supported by a recruitment system, promotion of competency-based apparatus, training programs, character development, as well as commensurate salaries and welfare guarantees

The author quotes from the Presidential Decree Republic Indonesia Number 81 Year 2010 (2010: 2) that Reforms start since the year 2011, the entire Organization / Ministry / Non Ministry both central and local levels have a shared commitment to implement bureaucratic reform process , and start gradually in 2014 it continues until now so that it is hoped that by 2025 a professional and high-integrity government bureaucracy can be realized. Quoting from the Presidetial Regulation of the Republic of Indonesia Number 81 of 2010 (2010:3) "Democratic Reform is interpreted as a Change Movement in a process and cycle of state administration in Indonesia to meet the global challenges of the 21st century". "The main objectives of the Bureaucratic Reform, including" :

1. minimize any abuse of power and public by officials at the institutions concerned
2. make the country have a high level of bureaucracy

3. Improving the standard of public service to the community
4. Improving the process of analysis and preparation and implementation of policies or decisions issued by agencies
5. Improving the effectiveness and efficiency of the agency's tupoksi implementation process
6. Improving the governance process in Indonesia so that it is more adaptive, responsive, effective and targeted towards a new era of changing conditions and strategic environment.

Current State Conditions related to Bureaucratic Reform:

1. Even though economic conditions have begun to improve and have made Indonesia a re-enter the *Middle income countries (MICs)* and are considered successful through the crisis, it is still unable to align Indonesia with countries in Southeast Asia, so it is still necessary to continue to make improvements in the current economic movement. sustainable;
2. Still not clean from Corruption , Collusion, and Nepotism and "homework" which still has to be completed and cleaned up for the sake of a government that is which is clean from the problems above with the main point being that the Financial Statements from Ministries/Agencies must continue to be upgraded to Fair without Exceptions (WTP) ;
3. There is still a lack of public services which according to the community are not of maximum quality and quality in accordance with global challenges that continue to run in line with community needs;
4. There are still difficulties in large-scale business processes which, according to investors, are obstacles that place Indonesia in the 122th position out of 181 countries or the 6th rank out of 9 ASEAN countries;
5. There is still a lack of ability and responsibility in the process of administering the government, especially regarding public services to the community

The desired conditions in Bureaucratic Reform namely the existence of a continuous process that must be continuously improved every era towards a better and it has begun to change and be strengthening since 2014 on how things include:

- Implementation of the Government and Administration process that is clean and free from Corruption, Collusion, and Nepotism ;
- Improvement of Public Service Standards to the Community;
- Ability and responsibility in the implementation of the bureaucratic work system;
- Expertise and Capabilities of Civil Administrative State through a system of Acceptance, of promotion / Position on the basis of ability, expertise, open, and encourage the development of performance Civil Servant both between regions and between the central and local income and life assurance accordingly.

The objectives of Bureaucratic Reform include:

- Develop and improve policies and regulations to create better governance;
- Make changes and improvements in organizational governance, administration/management, capacity management of the state civil apparatus, supervision, accountability/capabilities, public service standards ;
- Develop an effective and targeted monitoring process;
- Manage administrative legal issues in an effective and targeted manner.

Government Internal Control System (SPIP) The author quotes from KPU Decree No. 443/KPTS/KPU/2014 About Technical Guidelines for the Implementation of SPIP in Environmental Election Commission (2014: 3) that SPIP is a series of activities performed by suistanable by the leadership and employee device to provide assurance on the achievement of organizational goals through activities that are appropriate and well targeted, the strength of financial reporting, security of states assets , as well as the devout premises of laws and regulations.

General Principles of Implementing a Government Internal Control System (SPIP) The author quotes from the Decree of the Indonesian General Elections Commission Number 443/Kpts/KPU/2014 concerning Technical Guidelines for the Implementation of SPIP within the General Election Commission (2014: 4) :

1. The system of internal control s sa divulging rang Kaian interconnected with one institution as Berkes inambungan;
2. System controlled and influenced by man ;
3. A system that provides satisfying beliefs and not authoritarian beliefs;
4. The implemented system is in accordance with the needs, form, special scale, nature, duties and functions of the Agency .

Methods

This research will be carried out at the General Election Commission of East Kalimantan Province, especially at the Secretariat from July to August 2021 (Decree of the Task Force Team for the Internal Control System of the Provincial General Election Commission of East Kalimantan Province in 2021. This study is Kualitatif Creswell with data analysis techniques Phenomenology of interviewing 13 informants in internal General Election Commission of East Kalimantan Province, namely Commissioner, Secretary, Structural office and Functional Officer Special and 1 (one) of the Inspector at the General Election Commission of the Republic Indonesia as a guide for the direction of this research . Some points of study that will be discussed in this study include:

1. Gratification
2. Public Complaints
3. Conflict of Interest
4. Integrity Zone
5. SPIP

Five points above which a right become the locus of p eneliti a n this by clicking use understanding acceptable per the scales logical and reasonable, based on the experience gained from observations through interviews as well as fully formed, a comprehensive, integrated, and able to explain the object .

Discussion

Some points of study that will be discussed in this study include:

1. **Gratification**

   In carrying out the bureaucratic system, General Election Commision of East Kalimantan as a state Election Organizerstrictly avoid and prohibit receive a gift in the form of anything that leads to the practice of gratification, either related to or beyond stages Elections. The act of receiving gratuities is an act of betrayal purpose of governance as well as efforts as opposed to bureaucratic reform movement. Gratification is part of a form of corrupt practice which is a serious criminal offense as well as a violation of ethics in the administration of elections/elections . If it is proven that he has received gratification, in addition to criminal penalties, there is also a permanent dismissal as a member of the KPU from the Election Organizing Honorary Council (DKPP). KPU in running the bureaucracy as vertical and tiered hierarchy, Provincial KPU secretariat and the secretariat of the Commission districts / cities with tagline "KPU SERVE" . In order to provide maximum service and excellent Application of Internal Control System of Government (SPIP) d natural bureaucratic process can not only be implemented on paper but k e seriously late and the accuracy of the audit process, Digitized ew , evaluation, monitoring and supervisory activities more must followed by the effort to build a mentality capable of easel ga int egritas the organizers of the bureaucracy as civil servants and public servants. It can be said to run properly if there is a real indicator performance improvement, the trans p aransi, the accountability of the financial statements, am a n her state assets and observance of the norms of law and to enforce it applied lah internal control KPU Secretariat worldwide level, namely the Government Internal Control System (SPIP).

2. **Public Complaints**

   Receiving public complaints is a form of public involvement in an effort to improve the quality of bureaucratic services , the community can assess and criticize the process of government administration and then be facilitated in the form of complaint services so that they are able to optimally carry out an evaluation process for input and criticism in order to take corrective steps for always directed to the goals of the

organization. Involve the public in public complaints services aimed at the government administration through Leadership Organisasi Government or officials having authority/designated organizing SPIP with a variety of channels or pathways that facilitated Application SPIP as a form of supervision of the naturally optimally so that the institution where the par a pegaw ainya always maintained credibility and integrity, always conduct self- introspection and improve the performance of clean and authoritative governance. In the KPU's Bureaucratic Work System in terms of Public Complaints, it includes the sub- theme of the DUMAS application through the official website of the General Election Commission of Republic on of Indoensia. Over the SPIP currently Election Commission is preparing a new program is in the process of Reforms Strengthening Supervision namely Program Whistle Blowing System is a program and how the related reporting and complaints from the public that are not only limited to the working system/performance of the delivery but also complaints to personal/individual inside General Election society considers doing offense.

3. Conflict of Interest

With the implementation of SPIP within the Commission other than the positive impact on the organization of the bureaucracy in the internal General Election Commission of East Kalimantan Province, also had a positive impact on the external service, especially the parties concerned with not adany a difference in service for routine activities and especially during the implementation stages of Election / Selection , all served to the fullest. SPIP if it is run in an orderly, accurate with a strong mentality is certainly able to minimize conflicts of kepenting late of the parties. That every personal government administrator will have a conflict of interest, but as long as clean bureaucratic procedures are enforced with a consistent Government Internal Control System, conflicts of interest can be maximally avoided in the process of administering the bureaucracy. Complaints, it includes the sub- theme of the DUMAS application through the official website of the General Election Commission of Republic on of Indoensia. Over the SPIP currently Election Commission is preparing a new program is in the process of Reforms Strengthening Supervision namely Program Whistle Blowing System is a program and how the related reporting and complaints from the public that are not only limited to the working

system/performance of the delivery but also complaints to personal/individual inside General Election society considers doing offense.

4. **Integrity Zone**

   The formation of the Integrity Zone Team is not only at the General Election Commission of Republic of Indonesia (KPU) level but at the regional level for the Provincial KPU and Regency/City KPU , filling out the ZI Evaluation Worksheet . The Integrity Zone and its relation to the Government Internal Control System (SPIP) is an effort to maintain clean behavior within the government bureaucracy and its processes with the aim of being built to realize a clean government. Correct and sustainable implementation of SPIP is a joint effort to continuously improve the quality of services and accountable government administration within the corridor of legal norms and governance norms . The General Election Commission as an Independent Non-Ministry Institution at every level has implemented ZI and has become a tagline through the massive implementation of SPIP through regular monthly reporting from both the Work Units and Regional Offices.

5. **SPIP**

   Writer quote of Regulation Government of the Republic of Indonesia Number 60 of 2008 that the Internal Control System of the Government is a series of activities and actions performed on an on going basis by shed leaders and employees to d apat convince the sake of achievement of organizational goals, k e activeities that effective and efficient financial reporting, safeguarding state assets, and compliance with laws and regulations. The Government's Internal Control System as an effort to keep the wheels of the government organization can be run or implemented in an effective and targeted manner and can be accounted for in accordance with applicable legal norms.

Reformasi Bureaucracy Strengthening Supervision is one theme area Reforms which we will discuss in this study which is the elaboration of Government Regulation No. 60 of 2008 about Government Internal Control System (SPIP) which has required the entire Institute of the Ministry/Agency Ministry of Non Government by organizing

internal control systems and as a liability in every level of management to ensure that organizational goals can achieved according to the vision and mission that has been set. It is this responsibility that underlies the General Election Commission of the Republic of Indonesia to compile and legalize a guideline, namely the Government Internal Control System abbreviated as SPIP which must obeyed with by the Provincial KPU and Regency/City KPU throughout Indonesia. Commission Election of the Republic of Indonesia in a tiered hierarchy of Non Ministerial Agency vertical have implemented Reforms to the implementation to the local level by publishing some internal rules on Bureaucracy Reforms include :

1. Decree of the General Elections Commission of the Republic of Indonesia Number: 175/HK.03.1- Kpt/05/KPU/X/2017 concerning technical guidelines for the implementation of bureaucratic reform within the Provincial KPU and Regency/City KPU; and
2. Decision of the General Election Commission of the Republic of Indonesia Number: 612/ORT.04-Kpt/05/KPU /XII/2020 concerning the Road Map for Bureaucratic Reform of the General Elections Commission for 2020-2024 as a form of Grad Design for Bureaucratic Reform in Non-Ministerial Institutions of the General Election Commission until regional level for 5 (five) years, namely 2020-2024. **Program Activity Road Map Bureaucracy Reforms** that have been implemented Elections Commission throughout the levels Election since 2015 s/d in 2019 include:
    a. Application of one-stop service;
    b. Deregulation in order to speed up the KPU service process;
    c. Development/development of the use of information technology in KPU services;
    d. Development of KPU service innovations;
    e. Implementation of private participation in the provision of public services ;
    f. Implementation of public participation in an effort to improve service quality;
    g. Monitoring and evaluation of public services;

h. Strengthening the effective and nationally integrated management of public complaints;
i. Application of reward and punisment in administering public services;
j. Survey of Community Satisfaction Index (IKM)
k. Program quick wins KPU, namely the strengthening and development of applications Selection Stages Information Systems **(SiTap).**

General Election Commission Regulation Number 17 of 2012 concerning the Implementation of the Government's Internal Control System within the KPU Secretariat General, Provincial KPU Secretariat , and Regency /City KPU Secretariats as well as **General Election Commission Decree Number: 443/Kpts/KPU/Year 2014 concerning Technical Guidelines for Implementation Government Internal Control system (SPIP) in Environmental Election Commission** be a reference in organizing SPIP all each work unit Election Commission to ensure the alignment of Technical Guidelines for the implementation of SPIP to other provisions of the higher, as determined by Regulation of the Head of BPKP Number: PER-1326/K/LB/2009 dated 7 December 2009 concerning Technical Guidelines for the Implementation of the Government's Internal Control System.

Guidelines for the Implementation of SPIP within the General Election Commission to the regional level are prepared with the following objectives:

1. Creating a common perception in the implementation of SPIP within the General Election Commission while still taking into account the characteristics of each activity at KPU, Provincial KPU and Regency/City KPU ;
2. Provide guidance on processes, stages, guidelines and forms that can be used in the implementation and implementation of SPIP;
3. Provide examples of risk assessment.

Election Commission of East Kalimantan Province as a hierarchical institution vertical also have issued Decree East Kalimantan Provincial Election Commission Number : 16/HK.03.1-Kpt/64/Prov/I/2021 on the Establishment of Bureaucracy Reform Team in Environmental Election Commission of East Kalimantan Province in 2021 which

then followed up on the Technical Guidelines and Decisions of the Indonesian General Election Commission by issuing:

1. Decision of Election Commisson of East Kalimantan Provincial Election Commission Number: 49 / HK.03.1-Kpt / 64 / Prov / III / 2020 on the formation of the Task Force on Internal Control System of the Government of East Kalimantan Province KPU Year 2021; and
2. Decision of Election Commission of East Kalimantan Province Number : 56/HK.03.1-Kpt/64/ Prov/V/2021 concerning Amendment to Decision of KPU of East Kalimantan Province Election Commission Number : 16 / HK.03.1-Kpt/64/Prov /I/2021 on the Establishment of Bureaucracy Reform Team in Environmental Election Commission of East Kalimantan Province in 2021 which then followed up on the Technical Guidelines and Decisions of the Indonesian General Election Commission by issuing:

   The SPIP Implementation Process at the KPU in East Kalimantan Province by supervising 4 Subdivisions which have routine responsibilities for processing SPIP data and documents which are then submitted to the SPIP Responsible Unit Work Unit no later than the 2nd of each month including:

   a. Organization and Human Resources Sub-Section with Staffing Data and Official Travel Recap;
   b. Sub-Division of Programs and data with Accountability System Agency Performance Goverment (SAKIP);
   c. General Logistics Sub-Section with Data on Procurement of Goods and Services from the State Budget and Inventories and Assets/BMN;
   d. Finance Sub-Section with Data on Administration Completeness of Grant Fund Management , Fund Management Mechanism Data , BPK TL LHP Progress Matrix data , and several routine financial reports with nominal differences every month.

This Supervision process will be conveyed and applies to all Civil Servant in each Sub Section so that they are directly required to understand what they do every day that all must be reported during the current month so that Civil Servant, Functional, and Structural can understand the flow of their responsibilities in This SPIP and can run the SPIP

process according to the research focus on the 5 main points above. Work Unit that involve all team of the Secretariat from the staff, the General Functional h i guns Structural shall participate in the preparation of the same, which is broadly as follows:

1. Filling in the Control Card for the East Kalimantan Provincial KPU Work Unit Level is carried out in the first Plenary Meeting forum every month;
2. The Head of Sub Division/Sub Coordinator as Responsible Person for each Sub Division is required to prepare complete files according to the format of the Control Card and the required documents in the form of Softfile and Hardfile and fill out the Control Card in accordance with the existing documents and submit it to the Sub Coordinator Person in Charge of the East Kalimantan Provincial KPU Work Unit no later than the 2nd day of each month;
3. The Sub Coordinator in Charge of the Work Unit makes an Official Memorandum to submit the completed Hardfile Control Card Form to the Sub Coordinator in Charge of the Province of East Kalimantan no later than the 3rd of each month;
4. The Sub-Coordinator in charge of the Region no later than the 4th of every 4th shall make a Memorandum of Service to the SPIP Coordinator to submit;
5. On the 5th of every month held Discussion Meeting SPIP Working unit level led by the Chairman of the Task Force SPIP and was attended by Sek retaris and coordinator as well as the Secretariat t Task SPIP result mentioned dala News Events Discussion Meeting discharges ar iat Task Force SPIP, if there is non-conformance between softfile and hardfile, the Control Card will be returned for repair on the same day but if it is appropriate then the Secretary of the KPU of East Kalimantan Province will sign the Control Card and Official Report.
6. After the Minutes along with supporting documents are complete, it is continued with the making of an Official Memorandum to submit the SPIP Control Card Discussion to the Plenary Meeting with the KPU Commissioner of East Kalimantan Province no later than the 7th of each month.
7. After the issuance of the Minutes of the Plenary Discussion of SPIP at the Work Unit Level, the Head of the SPIP Task Force asks the SPIP Task Force Coordinator to process the Plenary Meeting Results and fill out the Control Card for the

East Kalimantan Province KPU Task Force Area which includes all softfile documents from 10 Regency/City KPUs throughout -East Kalimantan.

Conclusion

Suggestions and Recommendations for this Research include:

1. Suggestion:

a. The study is expected to be sed adi j embatan to the gap between the understanding and mem provide a guideline / reference for leaders, officials of structural, functional, or all employees in SPIP held in the General Election Commission , especially in East Kalimantan Provincial Election Commission .

b. Routine by changing the bureaucratic system predicate long and has been attached inherent in every individual Civil Servant with an incorrect understanding form the reform of the bureaucracy latest change of thinking and follow the entire Civil Servant then apply SPIP itself each work unit, throughout the activity's daily routine and finally can become an organizational culture towards a better organized, measurable, and valuable in the eyes of the general public.

2. Recommendations: In order to make one form application well in forms of offline / online for all Team Task Force Government Internal Control System (SPIP) especially Civil Servant because in order to understand more about the document's SPIP which routinely in date 29 each month to perform and upload SPIP documents in control card that will be displayed on the screen and can be used connected directly to the Website Election Commission of East Kalimantan Province

Acknowledgments to the respondents who have provided assistance and advice through the interview method using the goggle form and answered all questions and provided a better understanding to the author especially for the 5 main points in the Government Internal Control System Implementation process, they are:

1. Mr. Rudiansyah, Chairman of the General Election Commission of East Kalimantan Province
2. Mrs. Iffa Rosita, Member of the General Election Commission of East Kalimantan Province, Data, Information and Planning Division

3. Mr. Suardi, Member of the General Election Commission of East Kalimantan Province, Technical Division of Organizers
4. Mr. Mukhasan Ajib, Member of the General Election Commission of East Kalimantan Province Division of Human Resources and Participation Masyarakat
5. Mr. Fahmi Idris, Member of the General Election Commission of East Kalimantan Province Legal and Supervision Division
6. Mr. Basir, Secretary of the General Election Commission of East Kalimantan Province 7) Mr. Irwan, auditor from the Inspectorate General of the General Election Commission of the Republic of Indonesia
7. 5 (five) people from the Secretariat who serve as special functional positions and structural officials.

References

Abd. Rohman, Dewi Citra Lestari, (2020) Open access scientific journal Jornal Reform of Social and Political Sciences, Vol 10 Nomor 2, University Tribhuwana Tunggadewi General Election Commission of Republic of Indonesia Decree Number: 443/Kpts/KPU/YEAR 2014 concerning Technical Guidelines for the Implementation of the Government's Internal Control System within the General Election Commission General Election Commission of Republic of Indonesia Decree Number: 175/HK.03.1- Kpt/05/KPU/X/2017 concerning Technical Guidelines for the Implementation of Bureaucratic Reform within the Provincial KPU and Regency/Municipal KPU. General Election Commission of Republic of Indonesia Decree Number: 612/ORT.04- Kpt/05/KPU/XII/2020 concerning the Road Map for Bureaucratic Reform of the General Election Commission for 2020-2024.

General Election Commission of Republic of Indonesia Decree Number: 3 1 4 / ORT .0 7 - Kpt/ 01/KPUV /2021 concerning Technical Guidelines for the Implementation of Bureaucracy within the General Election Commission, East Kalimantan Provincial General Election Commission and Regency/City General Election Commission

General Election Commission of East Kalimantan Provincial Decree No. 16 / HK.03.1-Kpt / 64/ Prov/I/2021 on the Establishment of Reform Team Birokrasi in Environmental Election Commission of East Kalimantan Province Year 2021

General Election Commission of East Kalimantan Provincial Number: 56/HK.03.1-Kpt/64/Prov/V/2021 concerning Amendments to the Decision of the KPU of East Kalimantan Province Number: 30/HK.03.1-Kpt/64/Prov/III/2021 concerning the Establishment East Kalimantan Provincial KPU Internal Control System Task Force in 2021

Lumbanraja, A. D. (2020). The Urgency of Public Service Transformation through E Government in the New Normal and Bureaucratic Regulatory Reform. *Administrative Law & Governance Journal*, *3*(2), 220-231.

Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025

Government Regulation of the Republic of Indonesia Number: 60 of 2008 concerning the Government's Internal Control System

Regulation of the Head of BPKP Number: PER-1326/K/LB/2009 dated 7 December 2009 concerning Technical Guidelines for the Implementation of the Government's Internal Control System

General Election Commission Regulation Number 17 of 2012 concerning the Implementation of Government Internal Control Systems within the Secretariat General of the General Elections Commission, Provincial KPU Secretariats, and Regency/Municipal KPU Secretariats

Rohman, A., & Trihardianto, W. T. (2019). *Bureaucratic Reform and Good Governance*. Malang: Intrans Publishing.

Circular of the Secretary General of the General Elections Commission of the Republic of Indonesia Number 1406/PW.01-SD/08/SJ/X/2017 dated 20 2017 Regarding Sultan Syarif Kasim Islamic University Riau, Retrieved 20 June 2021 from http://repository.uin suska.ac.id/17420/7/7.%20BAB%20II%20%281%29.pdf downloaded on 20 June 2021 Website of the Minahasa KPU Work Unit (2017), June 20, 2021 retrieved from http://www.kpu-minahasakab.go.id/berita-157-inilah-8-area-change-program reformasi-burokrasi-kpu-minahasa.html

Website of the General Elections Commission Work Unit, June 20, 2021rerieved form jdih.kpu.go.id

Design of E-Public Service in Realizing Agile Government Based on Information Technology: Case Study in Indonesia

Dyah Mutiarin[1], Ririn Sudiro[2], Misran[3]

[1,3] Master of Government Affairs and Administration, Universitas Muhammadiyah Yogyakarta, Yogyakarta, Indonesia (email: mutiarin@umy.ac.id)

[2]Public Administration, Universitas Muhammadiyah Yogyakarta, Yogyakarta, Indonesia

Abstract

E-Public services based on information technology have been improved during the industrial revolution 4.0. Implementing E-Public Service leads to transforming public services in government from the old designs to the new designs that can assist in realizing agile government models. The agile government model is a model of government that creates a culture of agile and intelligent bureaucracy. This model focuses on the requirements of speed and ease in government processes, including public services. This study aims to explain the design of e-Public Service in realizing the Agile Government model. This study uses a qualitative descriptive approach assisted by NVivo 12 software in processing data. This study shows that the design of public Service in realizing an agile government model based on information technology is creating responsive public services, facilitating and accelerating the process of public services, and improving the quality of effective and efficient public services

Keywords:

e-public service; agile government; information technology; Indonesia

Introduction

The concept of e-government is a way for the government to use new technology to comfortably serve public access to information and government services, improve service quality, and provide greater opportunities to participate in democratic processes and institutions(1Universitas 2019). e-Government is concerned with the delivery of government services to the public through an integrated and operable network of legacy systems, enhanced with the latest technology. Overall, e-Government requires the use of Information and Communication Technology (ICT) by the government in the provision of public services (Joseph 2017).

The application of e-Government includes, among others, the interests of services that lead to the transformation of public services in government from old designs to new designs. According to Rowley the term electronic services (short for electronic services) or e-government services can be interpreted as: "actions, efforts or performance whose delivery is mediated by information technology (including web, information kiosks, and mobile devices). The e-service includes elements of e-tailing services, customer support and service, and service delivery.

E-Government-based public services are one of the government's efforts to improve public services. With the existence of e-government-based public services, the needs of the community in various fields can be met (Ramdani 2020). Technological developments create innovations in public services. The application of public services can be done digitally so that public services can be applied effectively and efficiently. According to Ramdani, many public service innovations have been carried out by the government, both central and local governments, both on a macro scale to a micro-scale, starting from the creation of public service malls such as in Banyuwangi to micro matters in the form of digitizing services that do not need to be needed. face-to-face service (Ramdani 2020).

Public services based on Information and Communication Technology (ICT) are not only a demand for technological developments, but e-Public Services are also very much needed by the community. With e-Public Services, the government can implement effective and efficient public services. This effective and efficient public service can be linked to the agile government model. The agile government model is a government model that creates a bureaucratic culture that is alert, agile, and intelligent. This model focuses on the requirements for speed and convenience in the government process, including public services. The application of e-Public Service in an agile government model can be packaged for the benefit of public services such as population administration services, tax services, or health services based on Information and Communication Technology (ICT).

Thus, public services have become the center of attention of the government and society at the same time, in the last two decades. Public services that are fast, efficient, and in line with public expectations will be achieved with the help of information technology. Public services in the era of the industrial revolution 4.0 have the characteristics of all information technology-based services or what is often referred to as e-public services. "Internet of Things"

has encouraged automation of registration in all fields, such as education, economy, society, and politics (B. Mokone, T. Eyitayo, and Masizana- Katongo 2018).

E-Public Service not only has the advantage of facilitating and accelerating the process of public services and improving the quality of effective and efficient public services but also empowering the community through distribution and transparency in decision making. According to Yusuf for the public sector to innovate is a demand for accountability, transparency, and various principles of good governance that lead public organizations to perform higher.

E-Government and e-Public Services have long been implemented in various provinces, including in West Java Province. Based on the results of the Provincial Level e-Government Indonesia conducted by the Ministry of Communication and Information Technology, it was identified that at the start of the 2012 assessment West Java Province occupied the first position while in 2015 it fell to the second position after DKI Jakarta Province. West Java Province has 3 (three) superior public service innovations based on Information and Communication Technology (ICT), namely the first, online tax service innovation (Sambara Application), second about innovation in digital coffee seed distribution (Sibulubabeh), and third about the program economic empowerment of Islamic boarding schools (OPOP).

Of the three leading e-public service innovations above, the authors are interested in researching application-based online tax service innovations in West Java. This online tax service innovation is an innovation that can speed up and make it easier for people to pay Motor Vehicle Tax to be on time wherever and whenever. With this online tax payment, people don't have to worry about being late paying taxes and don't have to come to the SAMSAT office to queue.

Basic Theory

Information and Communication Technology

Technology is the knowledge that is aimed at creating tools, processing actions, and extracting objects. The term "technology" is widely known and everyone has their way of understanding technology. Technology is used to solve various problems in our daily lives,

in a nutshell; we can describe technology as a product, process, or organization (Dan et al. 2018).

Meanwhile, according to Kistanto, there are three meanings of the word information. The first is information as a process, which refers to activities to become informed. The second meaning is information as knowledge (Ati et al. 2014). Here, information refers to all occurrences in the world (entities) that are infinite, untouchable, or something abstract. As something abstract, information is seen from the meaning contained in the entire medium used, then it can be interpreted differently between the sender and the receiver. Information is considered an abstract part of the human mind according to the content and meaning of the message received.

The third meaning is that information is considered as a real object or presentation of knowledge. As a real object, information is seen from a series of symbols and can be captured by the human senses and can be exchanged. Information is considered as real raw materials, which are outside humans which require further processing.

William & Sawyer defines that information technology as a technology that combines computers with high-speed communication lines, which carry data, voice, and video. The concept of information technology is the most important public discourse of the world community in the 21st century because it is suspected that various world-scale changes are spurred by the presence of information technology, whose practice is supported by telecommunications technology and media technology in a unified communication technology system. Information and Communication Technology is the application of knowledge and skills used by humans in distributing information or messages to help solve human problems (social activities) to achieve communication goals (Setiawan 2018).

E-Government

Electronic Government is a government system process using ICT (information, communication, and technology) as a tool to facilitate communication and transaction processes to citizens, business organizations, and between government agencies and their staff. So that efficiency, effectiveness, transparency, and government responsibility to society can be achieved (Atthahara 2018).

e-Government is concerned with the delivery of government services to the public through an integrated and operable network of legacy systems, enhanced with the latest technology. Overall, e-Government requires the use of Information and Communication Technology (ICT) by the government in the provision of public services(B. Mokone et al. 2018).

According to Putra, there are 6 benefits of e-Government, namely (Bahruni et al. 2018).

1. E-Government increases efficiency. ICTs help increase the efficiency of mass processing tasks and public administration operations. Internet-based applications can store data collection and transmission, as well as provide information and communication with customers. Significant future efficiency is achieved through the process of sharing data between governments.
2. E-Government improves services. Adopting a customer focus is at the heart of the current reform agenda. Successful service is built on understanding customer needs. Customer focus implies that users do not need to understand government structures and relationships to interact with the government. The Internet can help achieve this goal by bringing governments into integrated organizations that provide seamless online services. As with all services, E-Government services must also be developed based on user demand and value.
3. E-Government helps achieve specific policy outcomes: ICTs can help stakeholders share information and ideas, and then contribute to determining policy outcomes.
4. E-Government contributes to economic policy objectives: E-Government helps reduce corruption, promotes openness and trust in government, and contributes to economic policy goals.
5. E-Government is a major contributor to reform: The majority of countries face problems of modernization and public management reform. Current development means the reform process must be sustainable.
6. E-Government helps build trust between Government and citizens: Building trust between government and citizens is fundamental to good governance.

Agile Government

An agile government is a government that can act flexibly, adaptively, and quick in responding to public problems (Joseph 2017). In practice, agile government (Agile Government) displays four characteristics, namely responsiveness, strategic adaptation, focus on results, and management of anticipating future problems (Reid 2020).

The agile approach to the organization was initially used by the information technology (IT) industry two decades ago. Agile methods and practices are used to overcome problems often faced by the IT industry, namely budget overruns, unfulfilled deadlines, low-quality output, and customer dissatisfaction (Amalia 2020) According to Denning, the agile mindset consists of (Bartakova et al. 2017):

1. Goals, attitudes, and values are focused on adding value and innovation for users and customers, not on short-term gains.
2. Managers see themselves as part of the team and act as drivers, not controllers so that they can take full advantage of employees' capacities and talents.
3. Forming autonomous and networked teams to operate complex and important tasks on a large scale.
4. The coordination mechanism uses structured, repeatable, and customer-oriented practices.
5. Routinely realizing the value of transparency and continuous improvement of products, services, and work methods;
6. Communication is conducted in an open and two-way manner, not top-down and hierarchical.
7. Physical workspaces that are designed to be open, egalitarian, and encourage collaboration.

E-Public Service

The E-Service concept is a leading application by leveraging the use of information and communication technology (ICT) in different areas. Even though researchers have different meanings, they agree that technology has a role in facilitating the delivery of a service (Pada et al. 2016). According to Mualidin in e-Service, employees are involved in the interface, mediated by the Internet(Mualidin 2017). In addition, during an e-Service meeting, customers are limited to hearing and seeing, in traditional services, customers can experience the service

using all of their senses. In addition, traditional services are limited by distance and opening hours, whereas e-Service has substantially removed these barriers.

E-Service or e-Public Service, which is a necessity for urban communities in particular, of course, has benefits contained in it. There are several benefits to E-Service, some of which are:

1. Access a larger customer base
2. Expanding market reach
3. Lowering barriers to entry to new markets and the cost of acquiring new customers
4. Alternative channels of communication to subscribers
5. Improve company image
6. Gaining a competitive advantage
7. Potential for increased customer knowledge.

According to Buchari, the quality of E-Service is determined by consumers, all assessments are good from service excellence to the quality of E-Service offered (Corbu et al. 2020). Meanwhile, based on the content analysis conducted by Yang (2003), there are 14 service quality dimension points, namely Responsiveness; Credibility; Ease of use; Reliability; Convenience; Communication; Access; Competence; Courtesy; Personalization; Continuous improvement; security/privacy; and aesthetics.

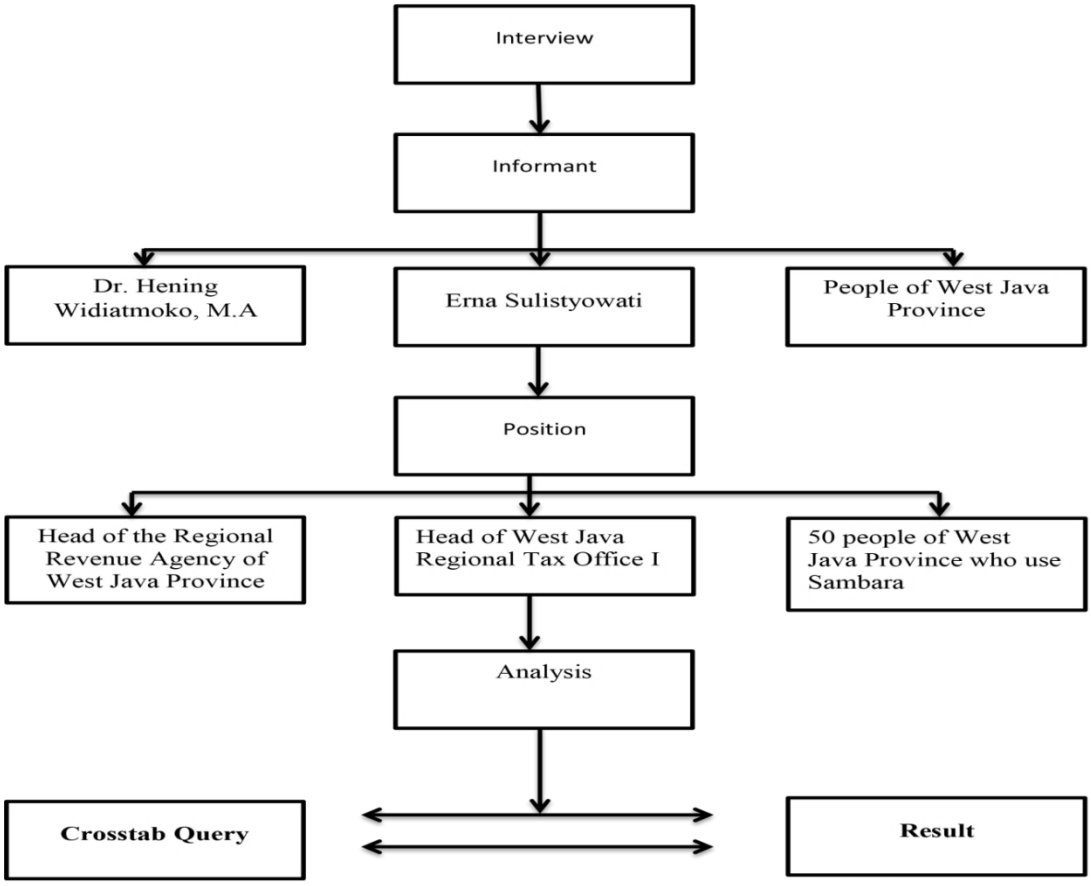
Methods

The type of research used in this research is qualitative research with a descriptive approach. Qualitative research is collecting data in a natural setting to interpret the phenomena that occur where the researcher is the key instrument, sampling of data sources is carried out purposively and snowballing, collection techniques are triangulation (combined), data analysis is inductive/qualitative, and research results Qualitative research emphasizes meaning rather than generalization(Setiawan 2018).

Data Collection Techniques Data

Collection techniques are the most important step in a study, where the main purpose of a study is to obtain data. According to Anggito and Setiawan (2018), there are many ways

to be able to conduct a qualitative research method. One of them is observation or observation. The research conducted in this study are as follows:



Data Analysis Techniques Data

Analysis techniques in qualitative research make data objectivity an instrument by providing broad opportunities for objects to convey information. Data analysis is more directed at organizing a finding which then constructs the findings into units that can be managed into important information (Pranata, 2019). From this analysis, conclusions will then be obtained on the object of research, so that it is useful in strengthening data in the research being conducted. One of the computer programs that can be used is the latest Nvivo application version 12(Hamid et al. 2002).

Results and Discussion

Efficiency

e-Government and e-Public Services have long been implemented in various provinces, including in West Java Province. Based on the results of the Provincial Level e-Government Indonesia conducted by the Ministry of Communication and Information

Technology, it was identified that at the start of the 2012 assessment West Java Province occupied the first position while in 2015 it fell to the second position after DKI Jakarta Province (Dhaou and Renard 2017). West Java Province has 3 (three) superior public service innovations based on Information and Communication Technology (ICT), namely the first, online tax service innovation (Sambara Application), second about innovation in digital coffee seed distribution (Sibulubabeh), and third about the program economic empowerment of Islamic boarding schools (OPOP).

The SAMBARA application (West Java Mobile Samsat) was first launched in 2017 because the management of the West Java Motor Vehicle Tax Payment service was constrained by the long distance of Samsa's physical services from residents' settlements and workplaces due to the location and geographical conditions of West Java. The limited time to pay taxes and the long-distance traveled have resulted in low public interest in paying motor vehicle taxes (Accessed from tuxedovation. inovasi.it bang.kemendagri.go.id on 20 June 2021 at 20.30 WIB).

This innovation helps create public services with an agile government model because it increases the convenience, speed, practicality, and accuracy of motor vehicle tax services. With the SAMBARA application, people can pay taxes anywhere and anytime as long as an internet network is available.

Figure 1.

SAMBARA Application Main Menu



Source: Play Store 2021

On the main menu of the Sambara application, there is a novelty of SAMBARA in the availability of various digital PKB service features, such as vehicle brand, model, year of vehicle issuance, color, frame number, engine number, amount of PKB, amount of PKB fines, SWDKLLJ, PNPB STNK, tax date the due date must be paid, owned by how much, to block the vehicle, plus various updates to the latest information on other Samsat services.

Figure 2.

PKB Info



Source: play store 2021

In Sambara Version 3, there is an update in the form of a news page related to motor vehicle taxes in West Java Province, a new FAQ menu about frequently asked questions related to Sambara, information on the amount of PKB discounts obtained (in the framework of the Triple Untung Plus program), the addition of Tokopedia, Kaspro, and Indomaret in the payment menu complements the pre-existing payment methods, namely bank bjb, and Bank Mandiri.

Figure 3.

SAMBARA Application Payment Method



Source: play store 2021

The existence of this application increases public interest in paying taxes because it is very efficient, namely no need to leave the house and no need to queue. The payment method is also very easy, you can choose according to the bank used or choose to pay at Indomaret, Tokopedia, or Kaspro.

Trust

Table 1.

Descriptive Analysis

Information Quality	83.27%	Agree
System Quality	82.89%	Agree
Services Quality	83.18%	Agree
User Satisfaction	83.52%	Agree

Source: Processed Data by (Armeliadinda and Azis 2020)

Based on (Armeliadinda & Azis, 2020), the table above shows that all variables in the study are included in the category agreement. Categories are obtained by grouping the total value divided by five measurement scales so that a range of values is obtained by 16%. With that obtained a range of values of 20%-36%: strongly disagree, 36%-52%: disagree, 52%-68%: neutral, 68%-84%: agree, and 84%-100%: strongly agree. This means that the value of information quality, system quality, service quality, and user satisfaction in West Java can be said to be good/agree (Armeliadinda and Azis 2020).

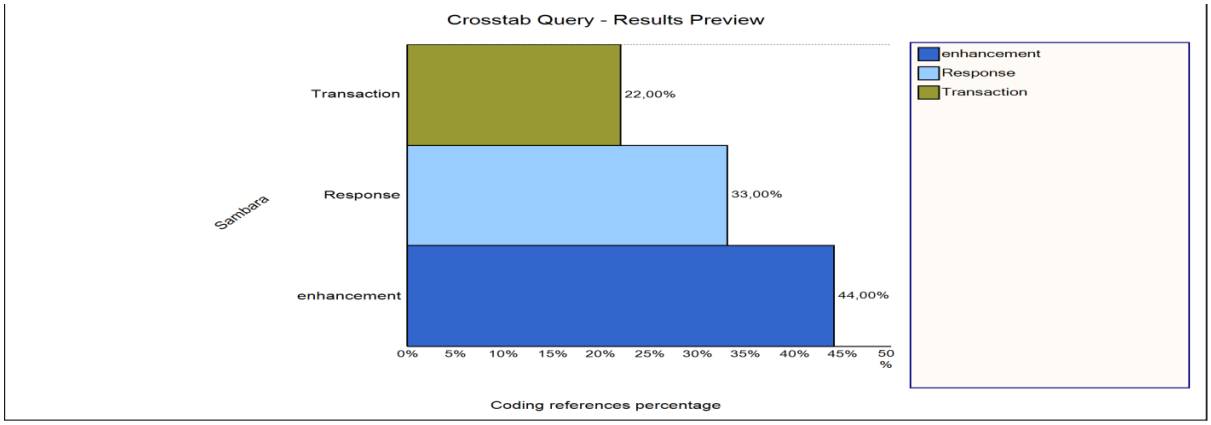
The descriptive analysis above proves that the community believes and agrees with the innovation of the SAMBARA application, which can make it easier for people to pay taxes. West Java Province motor vehicle tax payment data shows that PKB receipts through the SAMBARA innovation in 2018 were 181,383 vehicles, worth Rp. 109,306,859,300,-. In 2019 it increased significantly to 545,652 vehicles, worth Rp. 406.620,726,100, - or an increase of 300.83% from 2018. It is also proved that public interest in paying taxes has increased with the SAMBARA application.

Reliability

Reliability here means suitability and speed in accessing, using, and receiving services from the site.

Figure 4.

SAMBARA App User Reviews



Source: play store 2021

The results of the reviews that have been obtained, the researchers found several problems or obstacles from the application of information, systems, and services for the SAMBARA application, including:

1. In the transaction system in the SAMBARA application, there are still obstacles, so the transaction cannot be processed.
2. The response from the SAMBARA application service is still fairly slow in response.
3. The app still needs UX/UI improvement

Every mobile application must have quality in operation, the quality of the application will make consumers feel facilitated by the features in the application(Setyawan and Adiwidjaja 2013). Therefore, a good application quality can increase user satisfaction and the number of users of the application itself. However, in this indicator, the SAMBARA application is still lacking in suitability and speed in accessing, using, and receiving services from the site. The problem with this application is that it is repaired too often and the service response is slow, which makes people wait too long. On this indicator, the authors suggest for the West Java provincial government to make overall improvements both in terms of service and UX/UI quality so that public satisfaction with the SAMBARA application increases.

Conclusion

Based on the indicators that the author has used to analyze the e-Public Service Design in realizing Agile Government in West Java Province (Case Study of the SAMBARA Application for Online Tax Services in West Java), the authors conclude that:

1. The existence of this application increases public interest in paying taxes because it is very efficient, namely no need to leave the house and no need to queue. This innovation helps create public services with an agile government model because it increases the convenience, speed, practicality and accuracy of motor vehicle tax services. With the SAMBARA application, people can pay taxes anywhere and anytime as long as an internet network is available.
2. The descriptive analysis above proves that the community believes and agrees with the innovation of the SAMBARA application, which can make it easier for people to pay taxes. West Java Province motor vehicle tax payment data shows that the number of taxpayers increases after the launching of SAMBARA application. It is also proved that public interest in paying taxes has increased with the SAMBARA application.
3. However, the SAMBARA application is still lacking in suitability and speed in accessing, using, and receiving services from the site. The problem with this application is that it is repaired too often and the service response is slow, which makes people wait too long. It can be the advice for the West Java Government to improve the quality of the SAMBARA application.
4. The quality of Customer Service on the SAMBARA application is fairly good and helps the community in using the application.

The four indicators that have been used by the author can conclude that e-Public Service in terms of online tax services using the SAMBARA application in West Java is a great e-Public Service design in realizing Agile Government.

References

Books

Ati, Sri, Nurdien, Kistanto, and Amin Taufik. 2014. "Pengantar Konsep Informasi, Data, Dan Pengetahuan." *Universitas Terbuka* 230.

Bartakova, G. P., J. Brtkova, K. Gubiniova, and M. Hitka. 2017. "Actual Trends in the Recruitment Process at Small and Medium-Sized Enterprises with the Use of Social Networking." *Economic Annals-XXI*.

Journal article

Diki Suherman. 2019. "Penyelenggaraan E-Government Di Kabupaten Bandung Sebagai Upaya Meningkatkan Kualitas Pelayanan Publik " *Angewandte Chemie International Edition, 6(11), 951–952.* 12(2):15–39.

Armeliadinda, and Elvira Azis. 2020. "Pengaruh Kualitas Informasi, Kualitas Sistem, Kualitas Layanan Terhadap Kepuasan Pengguna Aplikasi Pajak (Studi Kasus Pada Aplikasi SAMBARA Di Jawa Barat)." *Jurnal of E-Proceeding of Management* 7(2):2406–15.

Atthahara, Haura. 2018. "Inovasi Pelayanan Publik Berbasis E-Government : Studi Kasus Aplikasi Ogan Lopian Dinas Komunikasi Dan Informatika Di Kabupaten Purwakarta." *Jurnal Politikom Indonesiana* 3(1):66–77.

Dan, Analisis, Perancangan E-goverment Dalam, Dede Abdurahman, and Tri Ferga Prasetyo. 2018. "(Studi Kasus : Desa Tenjo Layar Dan Desa Tanjung Sari Majalengka)." 05(01):246–55.

Hamid, Abdul, Program Studi, Ilmu Administrasi, Universitas Sultan, and Ageng Tirtayasa. 2002. "Aplikasi E Government Dan Dampaknya Studi Kasus Kabupaten Sragen." 1–19.

Pada, Implementasi E-service, Organisasi Publik, D. I. Bidang, Pelayanan Publik, and R. Ahmad Buchari. 2016. "ABSTRAK. Penelitian Ini Dilakukan Karena Tuntutan Masyarakat Yang Sangat Besar Dalam Penyediaan Pelayanan Yang Memberikan Informasi Sesuai Dengan Kebutuhan Masyarakat. Untuk Menjawab Kebutuhan Tersebut Pemerintah Menggunakan Teknlogi Informasi Dan Komunik." 18(3):235–39.

Journal article with DOI

Amalia, Shafiera. 2020. "Melalui Pandemi Dengan Organisasi Dan Kebijakan Publik Yang Agile." *Jurnal Wacana Kinerja: Kajian Praktis-Akademis Kinerja Dan Administrasi Pelayanan Publik* 23(1):2018–21. doi: 10.31845/jwk.v23i1.678.

Bahruni, Siti Mahzurah, Marlita Mat Yusof, Siti Noraini Mohd Tobi, Ramita Abdul Rahim, and Murni Zarina Mohd Razali. 2018. "Continuance Intention of E-Government's Applications Adoption - The Moderating Effect of Trust." *Proceedings of the 31st*

International Business Information Management Association Conference, IBIMA 2018: Innovation Management and Education Excellence through Vision 2020 2019:5865–76. doi: 10.5171/2019.409607.

B. Mokone, Christopher, Oduronke T. Eyitayo, and Audrey Masizana- Katongo. 2018. "Critical Success Factors for E-Government Projects: The Case of Botswana." *Journal of E-Government Studies and Best Practices* 2018:1–14. doi: 10.5171/2018.335906.

Corbu, N., A. Bârgăoanu, R. Buturoiu, and O. Ştefăniţă. 2020. "Does Fake News Lead to More Engaging Effects on Social Media? Evidence from Romania." *Communications*. doi: 10.1515/commun-2019-0152.

Dhaou, Soumaya I. Be., and Laurent Renard. 2017. "Categorization of E-Government Capabilities: Lessons Learned from a Canadian Public Organization." *Proceedings of the 29th International Business Information Management Association Conference - Education Excellence and Innovation Management through Vision 2020: From Regional Development Sustainability to Global Economic Growth* 2017:3929–41. doi: 10.5171/2017.

Joseph, Bwalya Kelvin. 2017. "Determining Factors Influencing E-Government Development in the Developing World: A Case Study of Zambia." *Journal of E-Government Studies and Best Practices* 2017:1–16. doi: 10.5171/2017.143795.

Mualidin, Isnaini. 2017. "Implementasi New Public Management (Npm) dalam Pelayanan Working Paper 2015 Implementasi New Public Management (Npm) dalam Pelayanan Perizinan di Dinas Perizinan Kota Yogyakarta Isnaini Muallidin Dosen Ilmu Pemerintahan Universitas Muhammadiyah Yogyak." (October). doi: 10.13140/RG.2.2.33461.17128.

Ramdani, Ari. 2020. "Analisis Deskriptif Terhadap Inovasi Layanan Aplikasi Sambara (Samsat Mobile Jawa Barat)." *Jurnal Academia Praja* 3(01):37–43. doi: 10.36859/jap.v3i01.141.

Reid, B. E. 2020. "Internet Architecture and Disability." *Indiana Law Journal* 95(2):591–647.

Setiawan, Daryanto. 2018. "Dampak Perkembangan Teknologi Informasi Dan Komunikasi Terhadap Budaya." *JURNAL SIMBOLIKA: Research and Learning in Communication Study* 4(1):62. doi: 10.31289/simbollika.v4i1.1474.

Setyawan, Dody, and Ignatius Adiwidjaja. 2013. "Strategi Meningkatkan Kesadaran Politik Dan Menolak Money Politic Pemilih Pemula Pada Pilkada Kota Malang." *Jurnal Reformasi* 3(2):90–95.

1000 HPK Parenting Promotion Program in Kepulauan Seribu 2018-2020: Reviewed from The Theory of Hafied Cangara Communication Strategy

Restu Rahmawati[1], Clara Cindy[2]

[1,2] Program Studi Ilmu Pemerintahan Fakultas Ilmu Sosial dan Ilmu Politik, Universitas 17 Agustus 1945 Jakarta, Indonesia (email: 1restu.rahmawati3@gmail.com)

Abstract

This study aims to determine about 1000 HPK Parenting Promotion Program In Kepulauan Seribu 2018-2020: Reviewed from the Theory of Hafied Cangara Communication Strategy. This type of research is descriptive research using qualitative methods. Collecting data by conducting observations, interviews, and documentation. The communication strategy carried out by the Thousand Islands PPAPP Sub-Department refers to Hafied Cangara's theory, where in this case the communication strategy in the KIE promotion program for the Care of 1000 HPK is carried out through the first stage and then continues with planning, implementation, evaluation and reporting. The results showed that the communication strategy carried out in the 1000 HPK KIE Promotion Program was carried out through a 1000 HPK parenting training program directly face to face while practicing using the tools provided and online through webinars. In the process of implementing the program, referring to the 2018 National Priority Promotion Projection Technical Guidelines and KIE for the First 1000 Days of Life (HPK). According to Hafied Cangara's theory, the failure of the communication strategy of the 1000 HPK KIE Parenting Promotion Program for 2018-2020 is the absence of a research process first carried out Kepulauan Seribu Sub-Department PPAPP. 1000 HPK 2018-2020. Thus, to realize the 1000 HPK Care KIE program 2018-2020 to the fullest, a process is needed before the program is implemented so that it is right on target and the community is enthusiastic about participating in the 1000 HPK Care KIE Promotion program.

Keywords:

communication strategy; stunting; promotion program for KIE Parenting 1000 HPK

Introduction

Indonesia has succeeded in reducing the stunting problem. In 2013, stunting cases in Indonesia reached 37.2%. Then, the Basic Health Research (Riskesdas) stated that in 2018 this stunting case managed to decrease compared to the previous year, which was 30.81% (Kemkes.go.id, 2019). In 2019 it decreased again to 27.67% (Kabar24.bisnis.com, 2019).

Although Indonesia has succeeded in reducing the stunting problem, its achievements still need to be continuously improved because the World Health Organization (WHO) standard sets a 20% stunting case limit standard (CNN Indonesia, 2017). Stunting is also a serious public health problem in developing countries (Indriani & Retno, 2018) Stunting refers to the condition of a child's height that is shorter than his age, caused by a lack of nutritional intake for a long time in the first 1000 days of life (HPK). As adults, children are vulnerable to attacks from non-communicable diseases such as heart disease, stroke, diabetes, or kidney failure; hampering Indonesia's demographic bonus where the ratio of the non-working age population to the working age population decreases; threat of reducing intelligence level by 5-11 points. In addition to nutritional factors, stunting is caused by a lack of public knowledge, especially pregnant women, mothers of toddlers and posyandu cadres about stunting (Astuti, 2018) Information Communication and Education Promotion Program (KIE) Parenting for the First 1000 Days of Life itself aims to improve the knowledge, skills, attitudes, and behaviors of parents, families with children under the age of five, pregnant women, and expectant mothers regarding child care and development in the first 1000 Days of Birth to prevent stunting.

Various efforts have been made by the Government of Indonesia to continue to reduce stunting cases. One of the programs carried out for health development and preventing stunting is the First 1000 Days of Life (HPK) program which is stated in the Presidential Regulation of the Republic of Indonesia Number 42 of 2013 concerning the National Movement for the Acceleration of Nutrition Improvement. This 1000 HPK KIE Promotion Program is carried out by the Department of Empowerment, Child Protection and Population Control (DPPAPP). Department of Empowerment, Child Protection and Population Control (DPPAPP) to carry out their duties and functions assisted by the Sub-Department for Empowerment, Child Protection, and Population Control (Suku Dinas PPAPP) who are in each city of DKI Jakarta in preventing stunting in each city of DKI Jakarta.

The data from the 2018 basic health research on the proportion of nutritional status in the 2013-2018 provinces explains that the province in Indonesia with the highest stunting problem is Nusa Tenggara Timur. Nusa Tenggara Timur Province has a high prevalence of stunting in children aged 0-23 months of 29.8%. According to the NTT Health Office, the percentage of stunting in children aged 0-23 months in Kupang, the capital of NTT province,

is 25% (Ilma et al., 2019) while the lowest proportion of stunting cases is DKI Jakarta Province. DKI Jakarta with the lowest proportion of stunting cases, it turns out that there are still areas in DKI Jakarta that still have a high stunting rate, namely the Thousand Islands. All areas in DKI Jakarta should have lower stunting cases, however, the Kepulauan Seribu still have a high rate of stunting cases while DKI Jakarta is one of the provinces with the lowest stunting cases in Indonesia. This is then what we want to explore why the Kepulauan Seribu still has a high rate of stunting cases. In addition, the Kepulauan Seribu is also one of the priority loci of stunting reduction set by Badan Perencanaan Pembangunan Nasional (BAPPENAS).

The focus to be seen is the communication strategy of the relevant agencies to increase the success of the 1000 HPK KIE Promotion program based on Hafied Cangara's theory of communication strategy which consists of 5 indicators, namely research, planning, implementation, evaluation, reporting indicators. The reason the author uses the Hafied Cangara theory is because in literature there is no study of communication strategy using the Hafied Cangara approach and most of the previous studies have not used Hafied Cangara. Therefore, this study examines how the communication strategy of Kepulauan Seribu Sub-Department PPAPP is related to stunting prevention through the KIE promotion program for the care of 1000 HPK 2018-2020; and how are the obstacles faced by Kepulauan Seribu Sub-Department PPAPP service tribe in carrying out communication strategies in stunting prevention through the promotion program for the 1000 HPK parenting KIE 2018-2020.

Methods

Judging from the type of data, the research approach used in this study is a qualitative approach. Qualitative research is a special research object that cannot be examined statistically or quantified to understand by describing it in the form of words and language according to Basrowi and Kelvin (Suwandi, 2008). Where this type of research uses descriptive research. Descriptive method, namely research that aims to describe as accurately as possible about something that is a particular object, symptom or group and to answer questions about phenomena and events that are currently happening. (Sugiyono, 2009). Data collection techniques used in this study were interviews and observation.

Results and Discussion

The KIE promotion program for the care of 1000 HPK started with the Presidential Regulation of the Republic of Indonesia Number 42 of 2013 concerning the National Movement for the Acceleration of Nutrition Improvement which aims to accelerate the improvement of community nutrition with priority in the First 1000 Days of Life. The Promotion of Information Communication and Education (KIE) Program for Care for the First 1000 Days of Life itself aims to improve the knowledge, skills, attitudes, and behaviors of parents, families with under-fives, pregnant women, and expectant mothers regarding child care and growth in the 1000-day period. First Birth to prevent stunting. This goal is carried out through physical, motor, intelligence, social, emotional and moral stimulation that takes place in the interaction process.

The target of the KIE promotion program for the care of 1000 HPK is pregnant women and mothers with two year old toddlers (baduta). In 2018, the target given to Kepulauan Seribu Sub-Department PPAPP was 893 targets and was fully realized. Then, in 2019 it was trusted with the same target (893 targets) to be given counseling and in 2020 the target was 983 targets. Message delivered by the Family Mobilization and Resilience field (PK2), PKB in the Kepulauan Seribu, poktan cadres, dasawisma, PKK, PKKBB, and PKBRW as managers and implementers in the field have the goal of giving the desired effect to the communication target. The effect is to increase parents' knowledge about the importance of caring for 1000 HPK, family care when pregnant women or two year old toddlers (baduta), healthy lifestyle so that it can be applied in the family. In the implementation of the communication strategy, the success of effective communication activities is determined by the determination of the communication strategy. To discuss how the communication strategy of Kepulauan Seribu Sub-Department PPAPP in the implementation of the KIE promotion program for the care of 1000 HPK, the researcher refers to the theory according to Hafied Cangara, that the communication strategy is carried out through the stages of research, planning, implementation, evaluation, and reporting. (Cangara, 2013).

The first indicator in communication strategy according to Hafied Cangara is research. The importance of this research is to see the problems in the field so that the program made is right on target. In addition, this research strategy is carried out to find the problems that will be faced so as to produce good strategy formulation materials and plan

what needs to be provided for the 1000 HPK IEC promotion program and determine how to distribute it.(Khoeroh et al., 2017). However, in the implementation of the research strategy, the Thousand Islands PPAPP Sub-Department was not carried out when formulating the IEC promotion program for the care of 1000 HPK 2018-2020. In the implementation of the program, Kepulauan Seribu Sub-Department PPAPP is guided by the technical guidelines made by the National Population and Family Planning Agency. (BKKBN) related to the promotion of KIE for nurturing 1000 HPK 2018-2020. The impact of not carrying out the research process first in the communication strategy of Kepulauan Seribu Sub-Department PPAPP. in the promotion program for the 1000 HPK KIE, namely the implementation of the program makes it less than optimal because it is only based on technical instructions from the BKKBN and the Seribu Islands PPAPP Sub-Department cannot directly improve the program if the program is carried out. still need updates in accordance with the conditions in the field. The second indicator is planning which includes the communicator, message, media, target (communicant), and the desired effect. Communicator as a messenger to the target of communication. The role of the communicator is an important step in developing a communication strategy. In this step the communicator must have the attractiveness and credibility of the source balanced with a sense of empathy for the communication target. In the implementation of the KIE promotion program for the care of 1000 HPK the communicator is in the field of Family Mobilization and Resilience (PK2), PKB in the Thousand Islands, poktan cadres, dasawisma, PKK, PKKBB, dan PKBRW as managers and implementers in the field must have attractiveness and credibility. To build the attractiveness and credibility of the appointed communicator, namely the field of Family Mobilization and Resilience (PK2), PKB in Kepulauan Seribu, poktan cadres, dasawisma, PKK, PKKBB, and PKBRW as managers and implementers in the field before carrying out their duties they are given training first as a debriefing to disseminate information and procedures for the implementation of the KIE promotion program for the care of 1000 HPK.

Based on the results of the study, if you look at the role of communicators in the implementation of the KIE promotion program for the care of 1000 HPK, the public's assessment of the delivery of the message is very good because the information given by the message reaches the audience in providing directions to improve the quality of child care in

the first 1000 days of life. Messages will fail to be understood if communication goes badly and the selection of communication strategies is not appropriate (Mona Ganiem, 2019)

At the stage of determining the message, the message can attract attention if the message concerns the needs and interests and is useful for the communication target. Based on the results of the study, the message conveyed by Kepulauan Seribu Sub-Department PPAPP in the implementation of the KIE promotion program for the care of 1000 HPK was in the form of a verbal message. Verbal messages conveyed in the form of oral and written. Oral messages are carried out during program implementation directly face to face between the implementer and the recipient of the message or target. This verbal message is also carried out with additional practice of stimulating ways using educational game tools. The message conveyed through the KIE promotion program for nurturing 1000 HPK is information on how to stimulate children during pregnancy and after birth to produce healthy, intelligent and characterful children, the role of fathers or husbands when the child is in the womb or already born, and mental and physical health. while pregnant and breastfeeding. Materials or messages conveyed by the Family Mobilization and Resilience field (PK2), PKB in the Thousand Islands, poktan cadres, dasawisma, PKK, PKKBB, and PKBRW as managers and implementers in the field are carried out based on technical guidelines for priority promotion projects and KIE for the First 1000 Days of Life (HPK) in 2018 and 2019.

The delivery of the right message is also influenced by the media used. The media used to convey the message must be in accordance with the characteristics and objectives of the message content and the media owned by the communication target. Kepulauan Seribu Sub-Department PPAPP is to be able to reach the dissemination of information regarding the delivery of messages for the promotion of the KIE for the care of 1000 HPK through group and individual meetings directly in every village in Kepulauan Seribu and online through social media, such as Instagram, Facebook, YouTube, and zoom meetings in the form of webinars. Not only online media is used in delivering the material, but also the delivery of material using flashback books (pictures back and forth) and posters The use of social media as said by executor, on In fact, not all of the social media mentioned are used in the implementation of the program. One of them on Facebook was that no materials or messages were found regarding the KIE promotion program for the care of 1000 HPK. In

addition, flashback books and posters can only be found if the program is implemented face-to-face or face-to-face. In Kepulauan Seribu, POKTAN, cadres, dasawisma, PKK, PKKBB, dan PKBRW as managers and implementers in the field are said to have succeeded in achieving the targets that have been set given for the implementation of the KIE promotion program for the care of 1000 HPK. The KIE promotion program for the care of 1000 HPK carried out by the Kepulauan Seribu Sub-Department PPAPP from 2018 to 2019 was carried out directly face to face through group meetings.

The third indicator in the communication strategy according to Hafied Cangara is implementation. Implementation is the step of implementing the communication strategy for the KIE promotion program for the care of 1000 HPK that has been formulated previously. The implementation of the program is carried out in accordance with predetermined plans starting from the communicator, the message to be conveyed, the target of the program implementation, the media used to convey the message and the desired effect of the message. Family and Individual Mobilization and Resilience. Then, in 2020, during the Covid-19 pandemic, Kepulauan Seribu PPAPP Sub-department began to focus on online media. Where the implementation is carried out by holding a webinar through a zoom meeting. The webinar is also uploaded to YouTube so that the public can review the materials provided during the webinar. Through online media, the scope of program implementation is wider so that not only pregnant women and mothers with two-year-old toddlers (baduta) who attend the webinar can see, but other people who are not included in the target can see and learn about the care of 1000 HPK.

The implementation of this program is very beneficial for pregnant women and mothers of two-year-old toddlers (baduta) because with this program the community understands that the care of 1000 HPK is very important to prevent stunting and the pattern of parenting for children to change for the better. From this research, the researcher sees that the material provided in this program is quite complete and can add to the knowledge of parenting 1000 HPK. Not only about the care of 1000 HPK but also about the impact of HIV and Aids on 1000 HPK. The response from the community with this program is also very good regarding the delivery of messages that are easy to understand, the material is very useful, even the community provides input for the implementation of the program that can be carried out every month so that the community or those who need knowledge of caring

for 1000 HPK get it and there is also input for targets not only to pregnant women and mothers of two-year- old toddlers (baduta), but broaden the target to young newly married mothers and mothers who are preparing to have children.

Not only about the care of 1000 HPK but also about the impact of HIV and Aids on 1000 HPK. The response from the community with this program is also very good regarding the delivery of messages that are easy to understand, the material is very useful, even the community provides input for the implementation of the program that can be carried out every month so that the community or those who need knowledge of caring for 1000 HPK get it and there is also input for targets not only to pregnant women and mothers of two-year-old toddlers (baduta), but broaden the target to young newly married mothers and mothers who are preparing to have children. Changes after being given counseling or parenting training for 1000 HPK. At the evaluation stage based on the strategic management process, evaluation is a process of assessing the results of the performance of program implementers by looking at the implementation of the strategy and comparing it with the expected performance so that it can be seen whether the current strategy is going well or needs changes. From the research results of the Kepulauan Seribu Sub-Department PPAPP in implementing this program, it is still not good at evaluating communication strategies because it only relies on reports after program activities are completed.

Kepulauan Seribu Sub-Department PPAPP does not yet have a special application or forum for evaluating program strategies. The special application or forum for evaluating is very important and facilitates the implementation of evaluation so that the communication strategy for the implementation of the next program can be better than before. Kepulauan Seribu Sub-Department PPAPP also does not have a place to submit criticism or suggestions from the target of the KIE promotion program for the care of 1000 HPK. The program target can only provide criticism or suggestions directly to the implementers in the field. This criticism or suggestion is very important in the evaluation of the program so that the communication strategy in implementing the next program can meet the needs and desires of the target of the 1000 HPK KIE promotion program. The last indicator, namely reporting. The form of reporting carried out by Kepulauan Seribu Sub-Department PPAPP with reporting on each activity and every month. The activity report can be in the form of activity minutes as a complementary archive document for the administration of activities. Report

as evidence of the KIE promotion program activities for the care of 1000 HPKs that have been carried out by the Kepulauan Seribu Sub-Department PPAPP. Reports are submitted to the BKKBN and through the BAPPENAS monitoring and evaluation application. The report contains the number of targets that have been achieved and the realization of activities. This report is carried out to see whether the activities are running according to the plans that have been made or less than optimal in their implementation.

In addition to conducting an evaluation, this report can also be taken into consideration by the Kepulauan Seribu Sub-Department PPAPP in subsequent activities. Currently the government is encouraged to develop and implement E-government based on Presidential Instruction No. 3 of 2003 on National Policy and Strategy for E-government Development, but Kepulauan Seribu PPAPP Sub-department in making reports is still manual. So, Kepulauan Seribu Sub-Department PPAPP should carry out the development of E-government in reporting the KIE promotion program for the care of 1000 HPK to be more effective, efficient and transparent. With reporting through E-government, all information on activities that have been carried out are stored properly. This makes it easier if you need previous data to be searched and found.

The obstacles of Kepulauan Seribu Sub-Department PPAPP in implementing the stunting prevention communication strategy through the KIE promotion program for the care of 1000 HPK 2018-2020 were experienced in 2020 due to the covid-19 pandemic. Although previously also using online media, but not entirely done online. So, in 2020 Kepulauan Seribu Sub-Department PPAPP starts holding webinars through zoom meetings. In the webinar, many obstacles are encountered because the two-way communication webinar is not fully implemented. The spirit of mothers is more inclined to face-to-face training or counseling. The community mostly only listens to the material presented by the resource person regarding the care of 1000 HPK, cannot directly submit complaints or questions they want to ask.

According to the results of the study, the obstacles faced when offline or face-to-face were regarding the presence of fewer BKB mothers than their students and the number of face-to-face implementations was more limited than the online implementation which could cover more targets in one meeting. With the training webinar not being able to directly practice the materials that have been given, it is difficult to see if the materials provided are

also carried out by the community. In addition, if there are people who still do not understand technology, the implementer must provide a place to be able to view the webinar together. In the Thousand Islands, it is also undeniable that the signal is sometimes a bit difficult, thus hampering webinar activities. The webinar is held for more than 2 hours causing boredom so that people don't focus on receiving webinar material. Basically, every program or policy implementation has obstacles that must be faced in its implementation, both internal and external constraints. To add enthusiasm and reduce existing obstacles, participation and cooperation from the Family Mobilization and Resilience Sector (PK2), PKB in Kepulauan Seribu, Poktan, Dasawisma, PKK, PKKBB, and PKBRW cadres are needed as managers and implementers in the field with pregnant women or children under two. which is the target in the implementation of the program so that the implementation can be well coordinated and in accordance with the objectives.

Conclusion

Based on the results of the study, it was shown that the communication strategy of Kepulauan Seribu Sub-Department PPAPP in preventing stunting through the KIE promotion program for the care of 1000 HPK 2018-2020 seen by the five stages of the communication strategy according to Hafied Cangara, did not fulfill the five stages. The first stage that must be carried out by the Thousand Islands PPAPP Sub-Department is research. However, the Thousand Islands PPAPP Sub-Department did not conduct previous research before implementing the KIE promotion program for the care of 1000 HPK. This first stage affects the next stage of communication strategy. Kepulauan Seribu Sub-Department PPAPP continues to rely on technical guidelines for national priority promotion projects and KIE for the First 1000 Days of Life (HPK). This can be seen at the evaluation and reporting stages. Kepulauan Seribu Sub-Department PPAPP does not have a special application or platform for the KIE promotion program for the care of 1000 HPK, but is only obliged to submit reporting to the BKKBN and reporting through the BAPPENAS monitoring and evaluation application. So, the communication strategy carried out by the Kepulauan Seribu Sub-Department PPAPP can be considered less than optimal.

Kepulauan Seribu Sub-Department PPAPP faces several obstacles in the implementation of the KIE promotion program for the care of 1000 HPK in the context of

stunting prevention, namely the Kepulauan Seribu PPAPP Sub-Department needs to change the implementation of the program directly to online media due to the covid-19 pandemic, during the webinar implementation there is no communication in a two-way manner, which sees the spirit of the target mothers more inclined to direct implementation because they can practice the material provided, the community cannot directly submit complaints or questions regarding the care of 1000 HPK, it is difficult to see whether the training or materials provided through webinars carried out into their daily activities, and the most basic obstacle faced was the signal in Kepulauan Seribu which was rather difficult to obtain.

References

Astuti, S. (2018). Gerakan Pencegahan Stunting Melalui Pemberdayaan Masyarakat Di Kecamatan Jatinangor Kabupaten Sumedang. *Dharmakarya*, *7*(3), 185–188. https://doi.org/10.24198/dharmakarya.v7i3.20034

Cangara, Hafied. 2013. Perencanaan dan Strategi Komunikasi. Depok : PT Raja Grafindo Persada

Ilma, N. N., Salimo, H., & Pamungkasari, E. P. (2019). Prevalence and Path Analysis on the Effects of Diarrhea and Life Course Determinants on Stunting in Children Under Two Years of Age in Kupang, East Nusa Tenggara. *Journal of Maternal and Child Health*, *4*(4), 230–241. https://doi.org/10.26911/thejmch.2019.04.04.02

Indriani, D., & Retno, Y. (2018). *Prenatal Factors Associated with the Risk of Stunting*. *4*, 294–300.

Khoeroh, H., Handayani, O. W. K., & Indriyanti, D. R. (2017). Evaluasi Penatalaksanaan Gizi Balita Stunting Di Wilayah Kerja Puskesmas Sirampog. *Unnes Journal of Public Health*, *6*(3), 189. https://doi.org/10.15294/ujph.v6i3.11723

Normaisa. *Strategi Dinas Kesehatan Dalam Menekan Laju Penderita Stunting Di Kabupaten Enrekang*. Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Muhammadiyah Makassar, 2020.

Pratiwi, Soraya Ratna. 2019. *Manajemen kampanye komunikasi kesehatan dalam upaya pengurangan prevalensi balita stunting*. Jurnal Manajemen Komunikasi, Vol 4, 1-19.

Priyono. 2020. *Strategi Percepatan Penurunan Stunting Perdesaan (Studi Kasus Pendampingan Aksi Cegah Stunting Di Desa Banyumundu, Kabupaten Pandeglang*). Jurnal Good Governance, Vol 16, No. 2.

Purba, Sri Hajijah. *Analisis Implementasi Kebijakan Penurunan Stunting Di Desa Secanggang Kabupaten Langkat*. Fakultas Kesehatan Masyarakat, Universitas Islam Negeri Sumatra Utara, 2019

Rahmawati, Luluk Atmi, Fathinah Ranggauni Hardy, dan Ayu Anggraeni Dyah Purbasari. 2020. *Faktor-Faktor Yang Berhubungan Dengan Stunting Sangat Pendek Dan Pendek Pada Anak Usia 24-59 Bulan Di Kecamatan Sawah Besar*. Jurnal Ilmiah Kesehatan Masyarakat, Vol 12 (2).

Rosha, Bunga CH, dkk. 2016. *Peran Intervensi Gizi Spesifik dan Sensitif dalam Perbaikan Masalah Gizi Balita di Kota Bogor*. Jurnal Buletin Penelitian Kesehatan, Vol. 44 (2).

Silpia, Febi Rama. *Pemberdayaan Masyarakat Dalam Penanggulangan Stunting (Gangguan Pertumbuhan Pada Anak) Didesa Pancasila Kecamatan Natar Lampung Selatan*. Fakultas Dakwah dan Ilmu Komunikasi, Universitas Islam Negeri Radin Intan Lampung, 2019

Sugiyono. 2009. Metode Penelitian Administrasi. Bandung : Alfabeta. Suwandi, B.&. 2008. Memahami Penelitian Kualitatif. Jakarta : Rineka Cipta.

The Acceleration of Digital Transformation in the Ministry of Finance: What Are the Driven Factors?

Ganjar Asdi Sudrajat

Faculty of Social and Political Sciences, Universitas Airlangga (email: ganjar.asdi.su-2020@fisip.unair.ac.id)

Abstract

The development of technology, communication, and information has had a major impact and has also changed people's perceptions of public services. People want public services that are fast, transparent, accountable, and accessible. Digital transformation is an effort made by the government to meet people's expectations for public services. The Ministry of Finance is one of the institutions that has been able to implement digital transformation programs in the public sector. The digital transformation program carried out allows the Ministry of Finance to quickly adapt to new habits at work during the Covid-19 pandemic to maintain the continuity of the organization's tasks. This study aims to determine the various factors that support the implementation of the digital transformation program at the Ministry of Finance. The study used a descriptive method with a qualitative approach. The data was obtained through a literature study by examining various literatures related to the Ministry of Finance's digital transformation program. The results of the study show that the digital transformation program at the Ministry of Finance is strongly supported by the commitment and full support of the leader, resources (infrastructure, system, human resources, and regulations), and employee engagement.

Keywords:

digital transformation; technology; information

Introduction

The massive development of information and technology has a major impact on human life. Technology has changed the perspective of individuals in viewing the world about how they live and relate to others (Chi et al., 2017). As an illustration, the existence of smartphone technology that provides various features has replaced the existence of conventional telephones. Because of the development of information technology, smartphones are not only limited as a tool to communicate both verbally and in writing but also as a medium to access various information and even as a means to do online transactions through various e-commerce platforms that can be installed on smartphones. Technological advances are also rapidly replacing books, newspapers, and other printed sources of

information with digital-based ones. The development of information and technology ultimately affects people's lives.

Every individual wants the convenience of doing various things. No exception in obtaining public services, technological developments have changed people's perceptions of public services that are increasingly fast, transparent, and easily accessible (Mergel et al., 2019). People expect the services provided by the government to be at least equivalent to the services they receive when transacting online with private parties (Benjamin & Potts, 2018). As an institution in charge of providing services to the community, the government has a great responsibility to meet the expectations of the community. Dramatic changes must be made to give birth to public service innovations that are able to provide fast, easy, and quality services to the community. In order to achieve this, the government changed its operating model to be more effective and efficient by transforming public services into digital-based ones. The application of technology, information, and communication in government as well as the enormous digital influence in society will be able to create a more efficient, effective, and transparent government (Gil-garcia et al., 2017).

Digital transformation is related to the use of technology, information and communication to create new foundations and capabilities in business activities, the public sector, and human life that can significantly improve performance (Martin, 2008). In the context of governance, digital transformation also includes efforts to be able to integrate services so as to increase added value and community satisfaction as service users. Not only focusing on information systems and technology factors but also digital transformation as a work method is also fully supported by the reliability of technology (Benjamin & Potts, 2018). Digital transformation is a must for public institutions in facing a digital era that is full of disruption and challenges of very fast data development. Public institutions are required to be able to quickly adapt to changes that occur in the digital transformation program carried out.

As a large country consisting of thousands of islands, digital transformation in Indonesia plays an important role in creating national connectivity in addition to the physical infrastructure development that has been carried out to make Indonesia advanced. This is as stated by the President of the Republic of Indonesia, Joko Widodo that:

> "Digital transformation is a quick and strategic solution to bring Indonesia into the future. However, it is also very important to continue to create digital sovereignty and independence" (Presidenri.go.id, 2021)

This means that digital transformation is an important factor that is indispensable for the future of the nation. Digitalization will further accelerate programs and policies that will be carried out by the government in an effective and efficient manner. In relation to public services, digital transformation is carried out to provide public services that are able to adapt and meet the expectations of the community (Menpan.go.id, 2021).

As a manifestation of the government's commitment to realizing digital transformation in public services, the government has set presidential regulation no. 95 of 2018 concerning Electronic-Based Government Systems to realize quality public services and clean, effective, transparent and accountable electronic-based governance. However, in its development, the implementation of SPBE implementation still needs to be further improved. Based on a survey conducted by the United Nations in 2020, the implementation of SPBE in Indonesia is still ranked 88th out of 193 countries. This indicates that Indonesia is still far behind other countries (djkn.kemenkeu.go.id, 2020).

The application of digital transformation has been practised in Ministries/Agencies, one of which is the Ministry of Finance. As an institution that is responsible for managing state finances with stakeholders covering all regions of Indonesia, digital transformation is a necessity that must be carried out to be able to accelerate quality, effective, efficient, transparent and accountable public services. Since 2019, the Ministry of Finance has included a digital transformation program in the strategic initiatives of Bureaucratic Reform and Institutional Transformation. In supporting the digital transformation program in the internal environment, the Ministry of Finance has compiled four strategic initiatives, namely strengthening organizational culture: New Thinking of Working; implementation of Office Automation in order to build a Digital Workplace; HR Development; and Modern use of e-learning as the main tool for human resource development (KMK.302/KMK01/2019). In addition, services to external stakeholders have also been changed in the form of digital services that allow service delivery without being physically present (directly) at the Ministry of Finance office (Kemenkeu.go.id, 2020).

The digital transformation program is also a program to respond to the needs of the community and stakeholders who are increasingly accustomed to the use of technology and the expectations of the Ministry of Finance's employee needs which have changed greatly because almost 70% of employees are millennials who are already digital natives (Kemenkeu.go.id, 2020). According to the Minister of Finance, Sri Mulyani, the Ministry of Finance has carried out a series of transformation programs since before the pandemic, including digitizing documents, official documents, digital signs, and flexible working (Sindonews, 2020). However, the digital transformation program is still in its infancy. The Covid-19 pandemic has accelerated digital transformation efforts. The existence of social restrictions that change various aspects of life, giving rise to new habits or new normal demands transformation efforts. The development of digital transformation at the Ministry of Finance is increasingly rapid when there is a Covid-19 pandemic in 2020 which causes changes in work mechanisms due to social restrictions to prevent transmission of Covid-19. 19 in the office environment. The suggestion to work from home (Working From Home) makes the use of technology a necessity to keep working smoothly with optimal performance.

The digital transformation program that has been carried out has been able to support the smooth implementation of the duties of employees and institutions during the Covid-19 pandemic. Vice Minister of Finance, Suahasil Nazara stated that 90% of Ministry of Finance employees feel that the work they do online can still run effectively. The success of implementing the Ministry of Finance's digital transformation is certainly strongly influenced by various factors. It is important to know the various factors that support the successful implementation of digital transformation in the hope that it can be applied to other public institutions that are in the process of digital transformation. Therefore, the focus of this article is to find out the research question about the supporting factors for the digital transformation program at the Ministry of Finance.

Methods

This study uses a descriptive research method with a qualitative approach. According to Moleong (2014), a qualitative approach produces descriptive data in the form of words or writings from people and observed behaviour. In this study, researchers used a qualitative approach to obtain an overview of the digital transformation carried out by the Ministry of

Finance and the factors that support the transformation program. The data used is secondary data obtained from a literature study. In this study, data and information related to digital transformation at the Ministry of Finance were collected from various sources such as books, journals, reports, and information from the Ministry of Finance's official website. Various data that have been collected including the results of interviews with Ministry of Finance informants that have been published in the form of reports are then analyzed using theory and concluded.

Results and Discussion

Laseau (1980: 120) in Najoan and Johansen (2012) means that transformation is a process of change that takes place continuously until it reaches the final stage, change is a response made to internal and external influences. Concerning the organization, transformation is a process of change carried out by the organization to adapt to the external environment and integrate it into the organization by empowering its resources. Environmental conditions with very fast and complex dynamics of change require organizations to be able to adapt so as not to be left behind by the times. The organizational transformation aims to improve organizational capabilities in responding to the challenges of a rapidly changing environment. Likewise, with the public sector, transformation is a must to respond to various challenges and changes that occur to deliver services that meet public expectations effectively and efficiently while still implementing transparency and accountability.

Digital transformation is related to the use of technology, information and communication to create new foundations and capabilities in business activities, the public sector, and human life that can significantly improve performance (Martin, 2008). According to Westerman et al (2011), digital transformation is the use of technology to improve organizational performance. Another opinion says that digitalization is an important improvement in public sector organizations to be more effective and efficient in achieving output but not only limited to available technological advances (Alford & Flynn, 2009). Information technology is a key factor in determining the success of digital transformation, but a fundamental commitment is needed to improve processes, policies and leadership (Mergel et al., 2019).

In responding to the times with the rapid development of technology and information, Transformation is a necessity that must be carried out by public sector organizations. As an institution that has a central role in the administration of government, the Ministry of Finance always strives to improve the system and organizational culture so that it can always adapt to changes so that it can provide optimal services. The Ministry of Finance has begun to integrate aspects of digitalization into its transformation initiatives. The Ministry of Finance's digital transformation is carried out to realize service improvements that focus on the community and stakeholders (citizen-centric); improve the efficiency of business processes and operations; improve service quality through digitization; build a data-driven organization for more efficient policy formulation; encourage a collaborative and digitized work culture, and increase collaboration with other Ministries and Institutions, to enhance the reputation of the Ministry of Finance as a modern world-class institution (Kemenkeu.go.id, 2020)

As a basis for implementing digital transformation, through the Minister of Finance Decree No. 302/KMK01/2019 concerning Implementation of Strategic Initiatives and Institutional Transformation, the Ministry of Finance has compiled four strategic initiatives that become the central theme in the transformation process, namely strengthening organizational culture: New Thinking of Working; implementation of Office Automation to build a Digital Workplace; HR Development; and Modern use of e-learning as the main tool for human resource development. These four central themes underlie the digital transformation program at the Ministry of Finance. The various digital transformation programs carried out have also had a major impact on the smooth implementation of work during the Covid-19 pandemic. The digital transformation program that has been launched and is part of the strategic initiative in Bureaucratic Reform and Institutional Transformation (RBTK) in 2019 has become very applicable and relevant to the new normal concept during the Covid-19 pandemic which requires changing mechanisms in working by utilizing technology. The digital transformation carried out by the Ministry of Finance has also received appreciation from the Ministry of PAN-RB with the highest score for an electronic-based government system (Buletin Kinerja, 2019)

The success of implementing digital transformation in the Ministry of Finance is influenced by various factors. The factors that support the digital transformation program at

the Ministry of Finance when viewed from the perspective of Osmundsen (2018) are presented in the following table.

Table 1.

Supporting Factors for Ministry of Finance's Digital Transformation

No.	Criteria	Implication
1.	Supportive and agile organizational culture	• Leadership • Organizational culture that is open to change • Implementation of New Thinking of Working (NTOW) through Flexible Working Hour (FWH), Flexible Working Space (FWS) including Remote Working
2.	Well-managed transformation activities	• IT and HR infrastructure • HR training and development through e-learning
3.	Leverage Knowledge	• Benchmarking
4.	Engage Managers and Employees	• Change Management Program
5.	Develop a digital business strategy and align business and IS	• Digital Workplace and Office Automation

Source: the results of the author's data processing based on the perspective of Osmunsend (2018)

Based on the table 1, it can be seen that several aspects support the digital transformation program at the Ministry of Finance, including:

1. Supportive and agile organizational culture

   One of the most important things in realizing a digital transformation program is the existence of a supportive organizational culture to be able to adapt to the changes made. Digital transformation requires significant changes through an organizational strategy which may be difficult to carry out without drastic changes in organizational systems and culture (Kotey & Sharma, 2015). These efforts require the full support of creative leaders and have the ability to make decisions that have a significant impact (Sow & Aborbie, 2018). Thus, the leadership aspect is important in encouraging the transformation process and strengthening organizational culture. As a manifestation of the leadership's commitment, the Minister of Finance, Deputy Minister of Finance, and all Echelon I Unit Leaders at the Ministry of Finance have held a series of strategic meetings in the Leaders Offsite Meeting (LOM) forum on 15-18 December 2018 to strengthen the digital vision in the organizational transformation of the Ministry of Finance. . Furthermore, the LOM results were reviewed again by the Echelon I unit leaders and discussed again in the RBTK Steering Committee Meeting (SCM) forum on January 31, 2019. The LOM and SCM results were followed up by setting

KMK/302/KMK.01/2019 as guidelines for implementing digital transformation Ministry of Finance as the focus of RBTK (Kemenkeu.go.id, 2019).

Organizational culture is an important aspect in supporting the changes made. Therefore, organizational culture is needed that can provide convenience and facilitate the transformation program carried out. To achieve this, the Ministry of Finance has incorporated the New Thinking of Working (NTOW) concept as a new paradigm and work mechanism that can be carried out by employees. NTOW aims to create an adaptive, digital-based work culture, by upholding integrity to increase the productivity and performance of the Ministry of Finance. Sudarto, Assistant of Minister for Organization, Bureaucracy, and Technology (OBTI) Ministry of Finance in Financial Media said that:

> "This is a concept where we will be more flexible regarding the time, place and space to work and with the support of information technology. The hope is, delivering results according to the expectations of our stakeholders or following the vision and mission of the ministry of finance" (Media Finance, 2020)

This means that NTOW is the development of a new culture and mechanism in working by utilizing information technology. Through this concept, Ministry of Finance employees are expected to remain productive in their work without being limited by space and time. The efforts made in NTOW are by establishing a Flexible Working Hour (FWH) policy, Flexible Working Space (FWS) including remote working to encourage the achievement of work-life balance, increase work productivity, and bureaucratic efficiency (LAP PMO SJ, 2019).

2. Well-managed transformation activities

According to Berghaus and Back (2017) activities before and during transformation are important. The transformation process is not something that can be done instantly but requires preparation and integrated efforts that require support from all organizational components. One of the important activities is to always increase digital capacity by managing the initiation and simplification of processes and infrastructure updates. This is also done by the Ministry of Finance in overseeing the digital transformation program carried out, namely by preparing basic infrastructure and IT human resources which are the main supports in digital transformation. This is as conveyed by Sudarto, Assistant of Minister for Organization, Bureaucracy, and Technology (OBTI), Ministry of Finance:

> "The IT infrastructure aspect is like a table stake in a poker game, which is something that must be owned before playing" (Buletin Kinerja, 2019)

This means that before carrying out digital transformation, the Ministry of Finance has built IT infrastructure including its human resources as the main capital in implementing the digital transformation program. This was also emphasized by Herry Siswanto, Head of the Financial Technology and Information System Center of the Ministry of Finance, who said that:

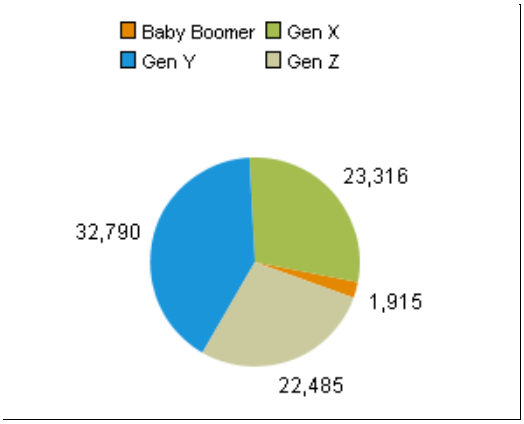
> "….aspects of data centre (DC) technology. With an area of around 900 m2, the Ministry of Finance DC has a very sufficient capacity in managing system operations to support the Ministry of Finance's business processes," he said optimistically. The Ministry of Finance DC is also supported by the Data Recovery Center (DRC) as redundancy for disaster recovery" (Media Finance, 2020)

This means that in supporting business processes in digital transformation, the Ministry of Finance has prepared IT infrastructure that can accommodate the needs of digital services and ensure data security in the event of a disruption.

In addition, to prepare human resources capable of adapting to technological developments, the Head of the Ministry of Finance's HR Bureau, Humaniati emphasized the importance of implementing three aspects, namely organization and culture, strengthening human resources, and regulations (Media Finance, 2020). From the organizational and cultural aspects, by cultivating a technology-based organizational environment and culture so that employees become familiar with the use of technology. In addition, when viewed from the HR side, based on the Ministry of Finance's HR Bureau, the total number of employees as of September 2021 is 80,506 employees with a composition based on generation as shown in graph 1 below.

Graph 1.

Employee Composition by Generation



Source: Ministry of Finance HR Bureau, 2021

Based on graph 1, it is known that the Ministry of Finance employees consist of the baby boomer generation (1946-1960), generation X (1961-1980), generation Y (1981-1994), and generation Z (> 1995). Ministry of Finance employees are dominated by Generation Y and Z with a total of 68.7%, followed by Generation X at 28.9% and the baby boomer generation at 2.4%. Generation Y is a generation that was born during a transitional period of technological development, while Generation Z was born in an era of technological development (Dadvari & Do, 2019). Thus, both generations thrive in an environment that is already familiar with the use of technology. This allows Ministry of Finance employees, who are dominated by both generations, to quickly adapt to various changes resulting from digital transformation.

In addition, to improve employee competencies, HR strengthening programs are carried out by developing hard competencies and soft competencies through digital-based learning media (e-learning) implemented by the Finance Education and Training Agency (BPK) of the Ministry of Finance. Lastly, regulatory strengthening is carried out to harmonize the implementation of the use of technology in all units of the Ministry of Finance. (Financial Media, 2020).

3. Leverage knowledge

According to Osmundsen (2018), increasing internal and external knowledge is very important in digital transformation. External studies play a very important role in improving the quality of digital products and services. In addition, digital transformation that focuses on the internal environment will be able to encourage employees to use

technology to be more innovative in carrying out their work (Mueller and Renken, 2017). To support the Ministry of Finance's digital transformation, comparative studies and benchmarking to external parties were carried out to dig deeper information about best practices and important knowledge as capital in the transformation process. This is in line with what was conveyed by the Secretary General of the Ministry of Finance, Hadiyanto who said that:

> "To be able to play an optimal role, the Ministry of Finance increases the capacity of employees in the field of digital transformation by providing education and training to employees who are directly involved in digital transformation efforts" (Mix.co.id, 2018)

In line with the opinion of the Secretary General of the Ministry of Finance, as an effort to increase employee knowledge and competence in the field of digital transformation, in 2018 the Ministry of Finance in collaboration with the Rajawali Foundation has sent 18 selected employees to take part in the non-degree executive education program "Digital Transformation in Government: Innovating Public Policy and Services" at Harvard Kennedy School, United States. (Mix.co.id, 2018). In addition, in developing the concept of FWS as a new culture at work (NTOW), to determine the success of the implementation of FWS which has previously been applied to private institutions, the Ministry of Finance has carried out benchmarking to several private offices, such as PT. Unilever Indonesia Tbk, PT. Telkom Tbk, and PT. Bank DBS Indonesia (SJ PMO LAP, 2019).

4. Engage managers and employees

HR capital from the organization has an important role in the process and impact resulting from the digital transformation carried out. Therefore, it is important to be able to involve employees in various aspects of the digital transformation process carried out. In the digital transformation process at the Ministry of Finance, the program carried out to involve employee participation and as a means to increase employee understanding of change so that in the end it will create employee engagement with change is Change Management (CM). Some of the stages in CM include:

a. Inform, to provide understanding to every employee regarding the transformation program carried out

b. Support, to provide support for the implementation of the transformation
c. Excite, to attract employees to transformation
d. Enable, to provide opportunities for employees to be actively involved in the transformation process.

Several activities were carried out such as the transformation ambassador program which involved 945 employees consisting of 206 Echelon III officials as change agents and 739 Echelon IV officials and implementers as the lighthouse team. In addition, other forms of activity are holding transformation talks, Focus Group Discussions (FGD), and Sharing Sessions on transformation programs to various agencies (LAP CTO, 2019).

5. Develop a digital business strategy and align business and IS

According to (Nsights et al., 2013), digital business strategy is an organizational strategy that is prepared and implemented by utilizing digital resources to create value differences. In implementing digital transformation at the Ministry of Finance, changes in business processes are carried out by integrating administrative activities in an Office Automation (OA) system. OA is the digitization of office administration business processes towards a digital workplace. OA is a process of digitizing general organizational activities (such as archives, staffing, assets), and collaboration/communication (mail, electronic mail, chat, video conferencing) carried out by all employees through simplification and interoperability of business processes using the concept of sharing with others. utilizing technology and information systems to improve quality, productivity, and work efficiency as well as support the realization of a green organization. (SJ PMO LAP, 2019)

Based on the five aspects of supporting the Ministry of Finance's digital transformation from the perspective of Odmunsen, it is known that the implementation of digital transformation requires full support and commitment from the leadership to prepare various resources and systems that can support the digital transformation program launched. The change from conventional work mechanisms to digital-based is supported by the internalization of organizational culture that can create an adaptive digital work environment.

Conclusion

The development of technology and information has also changed people's perceptions of public services. Public services are expected to be faster and easier to access using digital technology. Therefore, digital transformation is an effort that must be made to provide services that are following the wishes of the community. The Ministry of Finance is one of the public institutions that has been able to implement a digital transformation program. Various factors supporting the digital transformation program at the Ministry of Finance can be viewed from 5 aspects, the first aspect is a supportive and agile organizational culture, this aspect is related to the commitment and full support of the leadership at the Ministry of Finance to create a digital work system and build an organizational culture that supports change; the second aspect is well-managed transformation activities, this aspect is related to the preparation of infrastructure resources, human resources and regulations as capital in building and maintaining the continuity of the transformation program; the third aspect is leverage knowledge, this aspect relates to increasing the capacity of the Ministry of Finance employees and organizational readiness in realizing digital transformation programs through various benchmarking activities; the fourth aspect is engaging managers and employees, this aspect is related to the Ministry of Finance's efforts to build a sense of belonging among employees by developing a Change Management (CM) program; the fifth aspect is developing a digital business strategy, this aspect is related to the steps of the Ministry of Finance in building a digital office through the automation of various services and work administration through the Office Automation (OA) platform.

Various factors supporting the success of the digital transformation program at the Ministry of Finance can be used as additional references to support the implementation of digital transformation programs in other institutions. The more government institutions that implement digital transformation will be able to realize a clean, transparent, and accountable government and improve services to the community. However, this research only focuses on the factors that support the digital transformation program at the Ministry of Finance. Therefore, to find a more comprehensive related to digital transformation, further research can discuss implementation studies and the impact of implementing digital transformation for organizations, employees, and the community as recipients of public services.

References

Alford, J., & Flynn, J. O. (2009). *Making Sense of Public Value : Concepts , Critiques and Emergent Meanings*. 171–191. https://doi.org/10.1080/01900690902732731

Benjamin, K., & Potts, H. W. (2018). Digital transformation in government: Lessons for digital health? *Digital Health*, *4*, 205520761875916. https://doi.org/10.1177/2055207618759168

Chi, M., Zhao, J., George, J. F., Li, Y., & Zhai, S. (2017). The influence of inter-firm IT governance strategies on relational performance: The moderation effect of information technology ambidexterity. *International Journal of Information Management*, *37*(2), 43–53. https://doi.org/10.1016/j.ijinfomgt.2016.11.007

Dadvari, A., & Do, B. (2019). *Modeling Gen Z Continuance Intention toward Ubiquitous Media System : Applying Technology Readiness and Technology Acceptance Model*. *30*, 37–56. https://doi.org/10.6186/IJIMS.201903

Gil-garcia, J. R., Dawes, S. S., Pardo, T. A., Dawes, S. S., & Digital, T. A. P. (2017). Digital government and public management research : finding the crossroads. *Public Management Review*, *00*(00), 1–14. https://doi.org/10.1080/14719037.2017.1327181

Kotey, B., & Sharma, B. (2015). *Predictors of flexible working arrangement provision in small and medium enterprises (SMEs)*. *5192*(December). https://doi.org/10.1080/09585192.2015.1102160

Mergel, I., Edelmann, N., & Haug, N. (2019). Defining digital transformation: Results from expert interviews. *Government Information Quarterly*, *36*(4), 101385. https://doi.org/10.1016/j.giq.2019.06.002

Nsights, G. E. O. F. I., Sawy, O. A. El, & Pavlou, P. A. (2013). *D IGITAL B USINESS S TRATEGY : T OWARD A N EXT*. *37*(2), 471–482.

Sow, M., & Aborbie, S. (2018). Impact of Leadership on Digital Transformation. *Business and Economic Research*, *8*(3), 139. https://doi.org/10.5296/ber.v8i3.13368

Martin, A. (2008). Digital Literacy and the "Digital Society". In C. Lankshear, & M. Knobel (Eds.), Digital Literacies: Concepts, Policies, and Practices (pp. 151-176). New York: Peter Lang

Mergel, I., Edelmann, N., & Haug, N. (2019). Defining digital transformation: Results from expert interviews. *Government Information Quarterly*, *36*(4), 101385. https://doi.org/10.1016/j.giq.2019.06.002

Minister of Finance's Decree No. 302/KMK01/2019. Concerning the Implementation of the Strategic Initiatives for the Bureaucratic Reform and Institutional Transformation Program.

Ministry of Finance. (2019). Mengawal Perubahan. Buletin Kinerja. Jakarta. Edisi XXXIX/Semester I 2019

Moleong, J.Lexy. (2014). Metodologi Penelitian Kualitatif. Bandung, Indonesia: Remaja Rosda Karya

Mueller, B., & Renken, U. (2017). Helping Employees to be Digital Transformers – the Olympus .connect Case. In *ICIS 2017 Proceedings* (pp. 1–19). Retrieved from https://aisel.aisnet.org/icis2017/

Najoan, Stephanie Jill dan Johansen Mandey. 2011. Transformasi Sebagai Strategi Desain. *Media Matrasain*, 8(2):117-130

Nsights, G. E. O. F. I., Sawy, O. A. El, & Pavlou, P. A. (2013). *Digital Business S Trategy : Toward A Next*. *37*(2), 471–482. Retrieved from https://papers.ssrn.com/

Osmundsen, Karen; Iden, Jon; and Bygstad, Bendik, "Digital Transformation: Drivers, Success Factors, and Implications" (2018). *MCIS 2018 Proceedings*. 37. Retrieved from https://aisel.aisnet.org/mcis2018/37

Project Management Office (PMO). (2019). Report of the Secretariat General of the Ministry of Finance for 2019

Setiawan. (2018, September 7). Pegawai Kemenkeu Ikuti Pelatihan Transformasi Digital di Harvard. Retrieved from https://mix.co.id/marcomm/news-trend/pegawai-kemenkeu-ikuti-pelatihan-transformasi-digital-di-harvard/

Sow, M., & Aborbie, S. (2018). Impact of Leadership on Digital Transformation. *Business and Economic Research*, *8*(3), 139. https://doi.org/10.5296/ber.v8i3.13368

The Effect of Internal Control on the Financial Performance of the North Gorontalo Regency Government

Yanti Aneta[1], Abdul Wahab Podungge[2]

[1]Gorontalo State University (email: yanti_aneta@yahoo.com)

[2]University of Gorontalo (email: podunggewahab@gmail.com)

Abstract

This study aims to determine and describe whether there is an influence of internal supervision on the financial performance of the North Gorontalo Regency Government. Design/Methodology/Approach: The sample involved 84 respondents of local government officials from the planning division, and those in charge of activities at all regional organizations in North Gorontalo District-Indonesia. This study used an explanatory method with a quantitative approach. Furthermore, the reflective model measurement used convergent and discriminant validity. In addition, the Partial Least Square-Structural Equation Modeling (PLS-SEM) technique was used as the data analysis.

The results showed that Internal Control had a positive but not significant effect on the Government's Financial Performance of North Gorontalo Regency. The results of data analysis explain that the higher the Internal Control carried out by APIP, the significant value of the influence of the North Gorontalo Regency Government's Financial Performance, on the contrary, the lower the Internal Control carried out by APIP, the lower the significant value of the influence of the North Gorontalo Regency Government's budget performance. The supervision in question is the supervision carried out internally by the local government by the Government Internal Supervisory Apparatus (APIP), and is directly responsible to the regional head of the Regent/Deputy Regent. In carrying out its functions, APIP conducts independent assessments within the organizational unit based on the relevant authority, with the aim of knowing the entire process of activities starting from planning, implementation, programs and activities, until the evaluation of audit reviews, monitoring, and other supervisory activities on the implementation of tasks. and organizational functions.

Keywords:
internal control; performance; local government

Introduction

In the context of the preparation of the Regional Revenue and Expenditure Budget (APBD), of course it cannot be separated from a process of General Budget Policy (KUA) and Provisional Budget Ceiling Priorities (PPAS) in planning and determining the APBD each year based on the provisions and applicable laws and regulations. The process of policy formulation, especially regarding budgeting, is ideally very important/urgent to do. This is

due to the phenomenon of APBD policies, in most regions not involving the role of the community in the process of formulating KUA-PPAS so that the budget policies formulated by local governments do not accommodate the needs of the people in the regions. Ideally the form of public participation in the budget policy formulation process here is realized by providing space for public participation in the policy formulation process, especially regarding the budget which is voiced through the Development Planning Consultation (Musrenbang). With this forum, people's aspirations can be captured so that the contents of the policy are representative of the needs of the community at the regional level. The guarantee of a space for public participation in planning is mandated in Law no. 25 of 2004 concerning the National Development Planning System which mandates the existence of a public consultation forum in the development planning process in every government unit. The public consultation forum in the perspective of public policy is part of the policy formulation process to become a policy that will later be implemented.

The importance of budget policy formulation is in line with the opinion of Mardiasmo (2002), namely: "the importance of local government budgets (regional budgets) can be seen from two aspects, namely, 1). The budget is a tool for local governments to direct and ensure sustainable development and improve the quality of life of the community. 2. The budget is needed because the needs and desires of the community are unlimited and continue to grow, while the available resources are limited. Budget is needed because of limited resources (scarify resources), choice (choice), and trade offs.

In intervening in the implementation of various affairs, regional governments are given the broadest authority and are responsible for managing and determining the regional revenue and expenditure budget (APBD) in accordance with the needs of government affairs. Therefore, the amount of authority and responsibility in question must be managed wisely and carefully while still taking into account the principles of regional financial management, Law 17 of 2003, namely: based on the principles of effective, efficient, economical, transparent and accountable (responsible) budget management by taking into account the principles of justice, propriety, and benefits for the community.

This is also in the opinion of Mardiasmo, (2002) that: "management of regional budgets in improving regional financial performance must be based on the principles of a). Budget Transparency and Accountability. b). Budget Discipline, c). Budget efficiency and

effectiveness and, d). Budget Format. In principle, regional financial capacity is the most urgent aspect in the administration of regional government affairs, therefore an autonomous region can be said to be able and successful in managing the budget, with all forms of policies for the use of regional revenue and expenditure budgets (APBD) that have been formulated, managed in an orderly, effective, efficient, transparent and accountable (accountable) manner, in the sense that the determination of the posture of public spending (capital expenditures) must be greater than the expenditure on apartur (goods expenditure, honorarium expenditure, official travel expenditure, etc.). Regional governments are also not only able to plan and manage budgets but are also able to transfer all the natural resources potential of each region which is then used as a source of regional income and revenue to finance government programs that are directly related to the public interest. This is in line with Halim's opinion (2001:167) which explains that:

The main characteristics of a region that is capable of implementing autonomy are: 1) regional financial capacity, meaning that the region must have the authority and ability to explore financial sources, manage and use its own finances that are sufficient to finance the administration of its government; and 2) dependence on central assistance must be kept to a minimum, so that local revenue (PAD) can become the largest part of the financial source so that the role of regional governments becomes larger. regions in managing regional finances, how much revenue potential will be optimized.

Table 1.

Trends in Revenue and Percentage of Increase in the Regional Revenue and Expenditure Budget of North Gorontalo Regency in 2014-2018.

Years	Revenue /APBD	Percentage of Increase and Decrease in APBD
2014	469,971,903,039.00	
2015	559,610,521,971.00	0.19
2016	710,998,000,000.00	0.27
2017	748,772, 997,457.00	18.82
2018	721, 992,330,522.00	27.96
Total	1,740,580,425,0100	47.24

Data Source: DPKAD 2014-2019 APBD document

Table 1. above shows that the total regional revenue and expenditure budget (APBD) for 5 (five) years 2014-2018 in intervening various policies, programs and activities of the

North Gorontalo Regency Government is Rp.1,740,580,425,0100 Trillion. The budget, if observed every year, has increased, although not significantly. As was the case in 2014, the regional revenue and expenditure budget (APBD), only amounted to Rp.460,425,281,994 billion, an increase of Rp.559,610,521.971.00, or 0.19% in 2015. Then in 2016 the APBD was Rp.710,998,000,000.00 or 0, 27%, an increase of Rp.748,772,997,457.00 in 2017 or 18.82%, and in 2018 a slight decrease from the previous budget of Rp.721,992,330,522.00 or 27.96% of the previous budget.

The importance of internal control aims that the results of the implementation of activities can be efficient (efficient) and effective (effective), in accordance with a predetermined plan. All organizational activities must be supervised by good, effective and efficient supervision which must be carried out systematically. Systematic monitoring will provide optimal results. According to Kusnadi et al (2002:265), the objectives of supervision generally include: a) Measurement of compliance with applicable policies, plans, procedures, regulations and laws; b) Maintaining the resources owned by the organization; c) Achievement of the goals and objectives set by the organization; d) The trustworthiness of information and the integration of existing information within the organization; e) Ongoing performance and then compare the actual performance with the standard and increase the deviation rate and then look for the right solution.

According to Sondang P. Siagian (2005: 152): "Supervision must be comprehensive in the sense that no single implementation of operational activities should escape the target and scope of supervision. In order for supervision to be carried out effectively, in the sense of succeeding in factually finding things that occur in the implementation of all operational activities, both positive and in the form of deviations, deviations, or errors, various instruments are needed, such as: 1) Standard results that are planned to be achieved Are the targets to be achieved in an activity that must be used as a guide in all operational activities; 2) Budget The budget is a monitoring instrument because it is easy to know how much funds are available to finance certain activities, such as purchasing the necessary equipment and paying wages and salaries; 3) Statistical data Statistical analysis of various operational aspects of an organization is a very important monitoring tool for management; 4) Report The report is used as an instrument of supervision if the supervision is carried out remotely, the report can be in the form of a written report and can also be an oral report; 5) Auditing Auditing is a

systematic verification effort aimed at various operational and organizational aspects, auditing can be aimed at the personnel, logistics and financial sectors; 6) Direct observation The use of direct observation can be implemented as a monitoring technique, namely: a) Managers see directly the implementation of operational activities carried out by their subordinates; b) Psychological in the sense that subordinates will feel cared for by their superiors.

The next researcher focuses this article on indicators of internal control (X), including: 1) Control Environment; 2) Risk Assessment; 3) Control Activities; 4) Information and Communication; and 5) Internal Control Monitoring. Furthermore, regional financial performance indicators (Y) which include: 1) Effectiveness; 2) Efficiency; 3) Accountability; and 4) Transparency.

Methods

The object of the research is the regional apparatus organization within the Gorontalo Regency Government of North-Indonesia. Furthermore, an explanatory method with a quantitative approach is used which is useful for analyzing the relationship between variables through hypothesis testing (Creswell and Creswell, 2018). In addition, this research is descriptive and verification using survey technique. Population refers to government regulation no. 18 (2016) regarding regional apparatus, North Gorontalo Regency regional regulation no. 7 (2016) which is explained in detail through Regent Regulation no. 45 (2016) concerning the composition and number of officials in regional apparatus organizations.

This study is based on a survey that aims to test several hypotheses. The population is determined based on the number of officials who have served as technical implementers and in charge of all regional apparatus organizations, namely 514 people. Based on the population, the sample size was calculated using the Slovin (1960) formula, namely 84 respondents with a sampling error of 10%. The data collection instrument also use a quantitative method in the form of a questionnaire. The technique used is primary data through questionnaires and direct interviews. While secondary data includes studies of journals, textbooks, conferences, reports on budget planning and realization documents, budget work plans, regional government work plans, regional revenue and expenditure budget documents. In addition, it includes a

study of statutory regulations, ministerial regulations, technical guidelines, regional regulations, and regional head regulations related to research variables.

The Partial Least Square-Structural Equation Modeling (PLS-SEM) approach was used for data analysis because it allows minimal data measurement and relatively small sample size (Chin et al., 2003; Hair et al., 2006). Furthermore, the validity, reliability, and the relationship between variables were tested using the Cronbach coefficient (1963). Based on the conceptual framework, this research consists of two exogenous variables, namely internal control (X1), while the endogenous variable is financial performance (Y2). In addition, the indicators used are reflective models. Structural model evaluation was used to determine the significance of the relationship between constructs (Fornell and Larcker, 1981). The exogenous latent variable measurement model X1 uses 3 dimensions, namely the control environment, risk assessment, internal control activities, information and communication, and internal control monitoring with 11 measurement indicator questions. Furthermore, the exogenous latent variable X2 has 2 dimensions, namely the effectiveness of regional finance and regional financial efficiency with 14 question indicators.

Results and Discussion

The results of the hypothesis test explain that Internal Control has a positive but not significant effect on the Financial Performance of the North Gorontalo Regency Government, where the t-statistic value generated is greater than the t-table value determined in this study, which is 0.992 (> 1.96). at the 5% alpha level. The results of this test mean that the Financial Management Performance of the Government of North Gorontalo Regency, becomes more effective, efficient, transparent and accountable if the supervision pattern of the Government Internal Supervisory Apparatus (APIP) is carried out properly. However, if the pattern of the Government Internal Supervisory Apparatus (APIP) is not implemented properly, it tends to cause many problems such as budget wastage, personnel expenditures are still larger than the portion of capital expenditures. Absorption of the budget is not optimal, frequent findings are repeated, budget irregularities and other problems that result in the fulfillment of public rights being sidelined.

The importance of Internal Control is carried out on the Performance of Budget Management so that there is no inefficiency or budget leakage. According to Sabeni and

Gozali (1997) the essence of supervision is to prevent as early as possible the occurrence of irregularities, waste, abuse, obstacles, errors and failures in achieving goals and carrying out organizational tasks. Meanwhile, according to Effendi, (2005:4). Supervision is an action or activity to ensure that the implementation of an activity does not deviate from a predetermined plan with the main purpose of supervision not to find fault but to direct the implementation of activities so that the predetermined plan can be carried out optimally.

Furthermore, according to Government Regulation No. 60 of 2008 internal control is: "The entire process of auditing, reviewing, evaluating, monitoring, and other supervisory activities on the implementation of organizational tasks and functions in order to provide adequate assurance that the activities have been carried out in accordance with the established benchmarks. has been determined effectively and efficiently for the benefit of the leadership in realizing good governance.

The importance of Internal Control on regional financial management as the opinion of the experts described above, is also supported by several previous research journals that have a close relationship with hypothesis testing including research conducted by, Research conducted by Marus Eton et al (2018), reveals that the internal control system affects financial accountability. Research conducted by Cecilia Lelly Kewo (2017), where higher internal control will increase the financial accountability of district/city government institutions in Indonesia. In other words, it can be interpreted that managerial performance can be improved if the government tool unit (SKPD) further improves the implementation of internal control, Research conducted by Eko Suyono and Eko Hariyanto (2012), Internal control has an effect on the financial performance of the Bandung Regency government, Research conducted by Sukma Listari et al, (2018) The Government's Internal Control System has a positive and significant effect on the implementation of Good Governance. Research conducted by Almanda Primadona (2014) shows that internal control has a significant effect on the performance of the Bandung City government, and research conducted by Mohamed Hassan Abdullahi (2016) that the relationship described between internal control (Information and Communication systems, internal audit and monitoring) and financial performance has a significant influence.

The influence of supervision on the competence of the apparatus and the modeling of internal control on planning supported by competent human resources is not only limited to testing hypotheses or modeling which is supported by theory, expert opinions, and some related previous research findings, but according to the researcher a commitment from regional leaders is needed in implementing modeling as a solution for handling problems based on research findings as follows:

The need for APIP to socialize PP regulation number 60 of 2008 concerning the government's internal control system, where the purpose of SPIP socialization is basically to provide guidance and increase the knowledge of planning officials and regional financial managers to better understand and have awareness and concern about risks and how to manage the risks faced organizations within the limits of their respective powers, with the hope that there will be no findings that result in the risk of state losses. This is in accordance with the responses of respondents where as much as 84.48%, respondents want the need for socialization of government regulation No. 60 of 2008. Besides that, it is not only necessary to socialize the regulations in question, but also to strengthen the internal control environment, especially in the scope of risk analysis, and to measure the impact of the risk of failure of program/activity implementation and budgeting in order to minimize findings. According to the researcher, several strategies are important to be carried out by the North Gorontalo Regency Government related to risk management, including: 1) Identifying risks. Risk identification is carried out to identify what risks are faced by an organization/OPD; 2) Conduct Evaluation. to risk The purpose of risk evaluation is to better understand the characteristics of the risk. If we gain a better understanding, then the risk will be easier to control. A more systematic evaluation is carried out to measure these risks; 3) Risk Measurement, and Risk Management. After risk analysis and evaluation, the next step is to manage risk. Risk must be managed. If the organization fails to manage risk, the consequences can be quite serious

From several opinions and supported by several previous studies as described above, basically regional financial management which begins with the stages of planning, implementing, monitoring and evaluating, as well as supervision that is carried out properly, integrated, effectively and efficiently from the beginning to the end of the implementation of programs and activities will have an impact to increase the welfare of the people. In this study,

what is meant by supervision of local government financial performance is the supervision carried out by the Government Internal Supervisory Apparatus (APIP) which is carried out through the application of the Government Internal Supervision System (SPIP) as stated in the Government Regulation of 60 of 2008 concerning the Internal Control System, which includes the following elements: 1) Control Environment with a strong commitment from the leadership and all parties to make SPIP a means to achieve better organizational goals; 2) Risk Assessment with documented mapping; 3) Control activities with the implementation of a review become a reference in evaluating for improvements for the coming year; 4) Information and Communication by carrying out new innovations in the application of information technology by immediately realizing plans for making information systems for financial management at Puskesmas and other UPTs, and 4) Monitoring, taking into account recommendations for follow-up monitoring by APIP so that the effectiveness of achieving organizational goals can be achieved. materialized.

According to COSO in Hariayanto Jusup (2001:257); Messier (2000: 188), said that internal control has 5 components, namely: 1) Control environment (); 2) Risk interpretation 3) Accounting information and communication systems; 4) Control activities; and 5) Monitoring. With the implementation of the Government Internal Supervision System (SPIP) as stated in the Government Regulation of 60 Year 2008 of course, it is hoped that it can be implemented well in the regions. Therefore, a joint commitment is needed in the implementation of the Government Internal Control System (APIP) in the regions starting from the leadership to all employees who are at the level of implementing administrators to the level of Primary Leadership, where the implementation is continuous and sustainable, starting from planning, monitoring, implementation, to implementation. accountability runs in an orderly, controlled and effective and efficient manner. The successful implementation of these regulations is not only supported by the commitment of Internal OPD officials but the Inspectorate with all its powers based on the legislation must play an active role in ensuring that the implementation of SPIP is managed.

The regional government has been running well in accordance with the provisions/guidelines as well as conducting regular monitoring so that the implementation of programs/activities can run effectively and efficiently, which in turn has an impact on the budget management performance reporting system giving a very good impact on the

predicate of Unqualified Opinion. There are several problems as well as research findings that cause the implementation of SPIP not to run optimally in North Gorontalo Regency so that it needs to be followed up and made improvements in the future by the North Gorontalo Regency Government, as well as research findings on the influence of Organizational Commitment on the development of Apparatus Competence in preparing the Renja-RKA Planning in the OPD that must be followed up, in order to make future improvements include the following:

First, the monitoring of internal control on evaluating the success of program planning/budgeting and activities, as part of the implementation of government regulation No. 60 of 2008 in North Gorontalo Regency has not run optimally, where as many as 81.90% of respondents want an evaluation of the success rate of program planning and budgeting and activities in OPD, so that the public/community can feel the benefits of implementing programs and activities. This is done as an effort to determine the extent of success and failure in the implementation of a program and activity which later the results of this evaluation can be used as a recommendation to be followed up by stakeholders in making a policy (Decision maker) in making decisions whether the program and its activities are the implemented activities are appropriate and still appropriate or feasible to continue or are still lacking, so that revisions, future improvements are needed or even it is decided not to continue.

Second, there has not been socialization of the risk assessment of the program and activity budget allocation policy, of which 75.24%, respondents assessed that so far APIP has not been optimal in terms of conducting guidance and supervision either through socialization of risk control.)/Inspectorate socialize in OPD how to conduct risk analysis, and measure the impact of failure risk in program/activity implementation and budgeting in order to minimize findings. The risk assessment referred to here is to see the compatibility between the goals, objectives and targets of programs and activities carried out by each OPD in one fiscal year, so that the implementation of programs and activities is carried out effectively, efficiently, transparently and accountably based on the vision and mission of the organization. This is in accordance with Government Regulation (PP) Number 60 of 2008 concerning the Government's Internal Control System (SPIP), especially in the third part of article 13 paragraph (1), which states that: "Leadership of government agencies is required to conduct a risk assessment. In Government Regulation No. 60 of 2008, article 13, it is stated that risk

assessment is an activity of assessing the possibility of events that threaten the achievement of the goals and targets and targets of government agencies. Furthermore, the government regulation states that risk assessment consists of risk identification and risk analysis". Thus, the determination of the objectives of implementing programs and activities, the regional inspectorate as an element of organizing the government's internal supervisor (APIP) in the region is required to identify internal and external risks that can affect the success of achieving the goals, objectives and targets of each OPD based on the vision and mission in order to obtain risks. which has a very high probability of occurrence and impact to a very low risk.

Third, the achievement of the vision and mission of the regional head as set out in the 5-year RPJMD document includes the objectives and targets of programs and activities, strategies and policies for budget allocation for programs and activities, as well as regional strategic program priorities that have not yet taken into account the ability of budgeting to finance regional needs. Therefore, it is necessary for APIP's role to be more optimal in monitoring the control of the realization of the achievement of OPD performance indicator targets and regional performance indicator targets, by revising/reviewing the non-achievement of the targets that have been planned into a planning document that has been prepared and planned for. five year period. This is in accordance with the responses of respondents where as many as 79.76%. respondents want the internal control apparatus (APIP) to revise/review/change the indicators and measures of achievement of targets for the success of program/activity performance in the OPD according to the needs and budget capabilities of each OPD. Monitoring of Internal Control System in dil implement through continuous monitoring, separate evaluation, and follow-up on recommendations from audit results and other reviews. Continuous monitoring is carried out through routine management activities, supervision, comparison, reconciliation, and other related actions in the implementation of tasks. Separate evaluation is carried out through self-assessment, review, and testing of the effectiveness of the Internal Control System which can be carried out by government internal control officials or government external parties using the internal control test list.

Fourth, the socialization of ethical guidance and supervision and the principles of effective, efficient, transparent and accountable budget management by the government internal control apparatus (APIP) has not been optimal. This is in accordance with the

responses of respondents where as many as 79.76%. respondents want guidance at the level of echelon IV and III officials on the importance of implementing integrity and ethical values, in budget management, as a form of implementing environmental control through socialization, oral communication, etc. Internal control (APIP) not only helps monitor whether the local government has done what it should be doing, utilizes the budget in accordance with the planned objectives, and complies with applicable laws and regulations (oversight), but also provides consulting or coaching services in in order to improve the performance of government budget management and be able to identify trends/developments and challenges that will be faced by the government (foresight).

From the results of the assessment of respondents' perceptions of several indicators of internal control that affect the performance of regional financial management, it can be concluded by researchers that there is a need for Government Internal Supervisory Apparatus (APIP) to continuously make improvements and changes in carrying out the internal control process more effectively, efficiently in carrying out its functions effectively. independent based on the relevant authority, with the aim of knowing the entire process of activities starting from planning, implementation, programs and activities, until the evaluation of audit reviews, monitoring, and other supervisory activities on the implementation of organizational tasks and functions in order to provide adequate assurance that programs and activities have been implemented. carried out in accordance with predetermined benchmarks and planned into a planning document. In addition, according to researchers, it is necessary for APIP in the area to build intense communication with OPD and BPKP as Regency/City SPIP coaches as an effort to carry out SPIP development starting from increasing capacity building, conducting training to equalize perceptions of all OPDs, coordinating with each other, conducting periodic evaluations through meetings. , being a consultant and providing understanding in solving OPD problems, as well as providing information through socialization about SPIP in every supervisory activity in the area, especially in the North Gorontalo Regency area.

Based on Presidential Decree Number 74 of 2001 concerning Procedures for Supervision of Regional Government Administration. Article 1 paragraph (6) states that regional government supervision is a process of activities aimed at ensuring that regional governments run in accordance with the plans and provisions of applicable laws and

regulations. Supervision According to Fatchurrochman (2002) can be divided into two, namely:

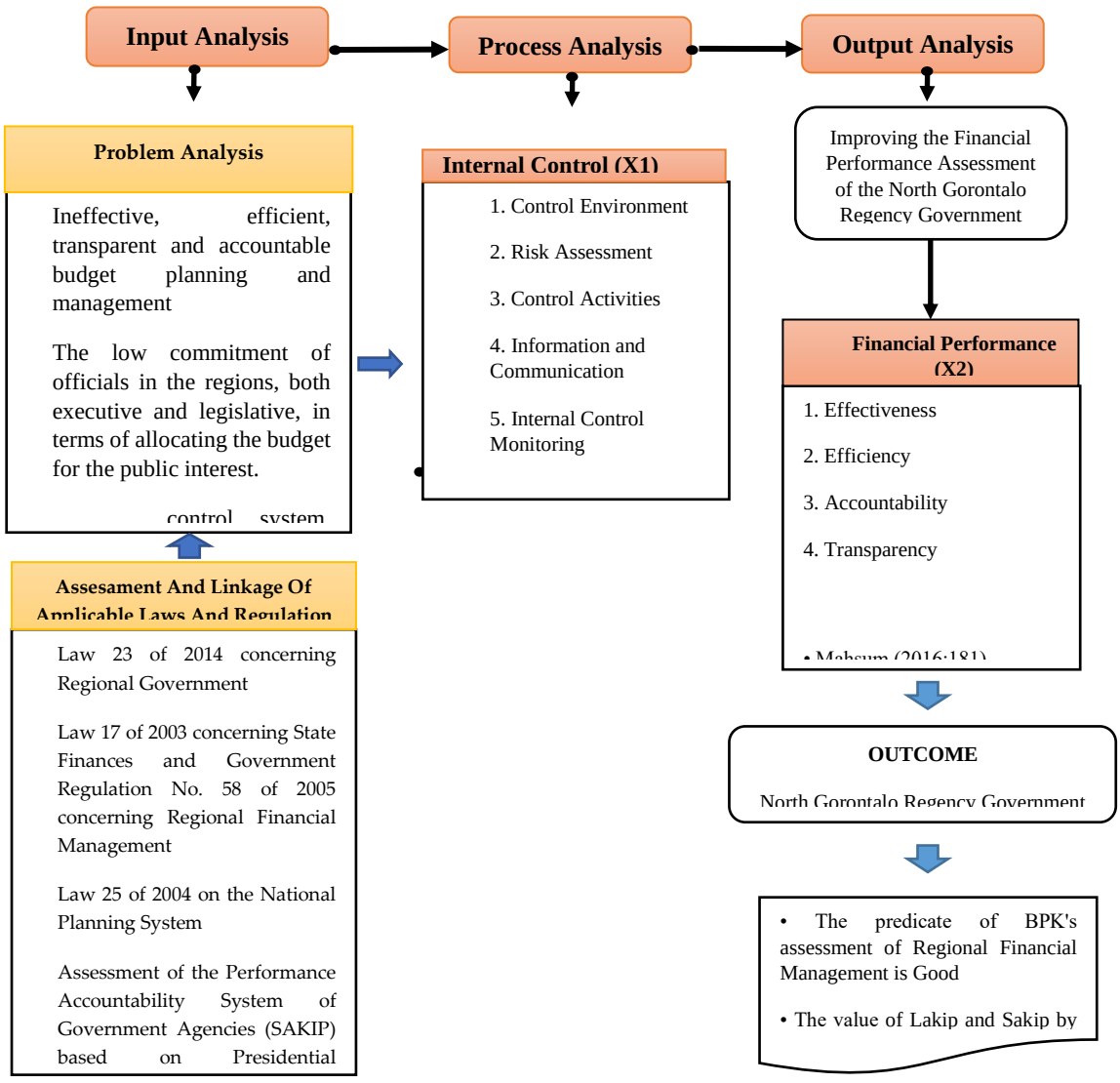
1. Internal supervision which consists of inherent supervision and functional supervision. Inherent supervision is supervision carried out by the leader or direct supervisor of an organization on the performance of subordinates with the aim of knowing or assessing whether the work that has been determined has been carried out in accordance with the provisions or laws and regulations that apply. This supervision is also known as APIP (Government Internal Supervisory Apparatus). APIP consists of BPKP (Financial and Development Supervisory Agency), Inspectorate General Department (Irjen) or Non-Departmental Institution Supervisory Unit, Regional Inspectorate (Itwil), and Internal Supervisory Unit (SPI). Embedded supervision is supervision carried out by the leader or direct supervisor of an organization on the performance of subordinates with the aim of knowing or assessing whether the work specified has been carried out as directed. in accordance with the provisions or applicable laws and regulations. Meanwhile, functional supervision is internal supervision carried out by functional officers, both from the internal environment of departments, state institutions or state-owned enterprises, including supervision from special supervisory institutions.
2. Direct supervision is carried out personally by observing, researching, checking, self-checking at work and asking directly from the executor by means of inspection. Meanwhile, indirect supervision is carried out by studying the reports received from the executor. Preventive supervision is carried out through pre-audit, namely before work begins. Repressive supervision is carried out through a post audit with an on-site inspection (inspection).
3. The supervision carried out by the DPRD on the executive is intended to guarantee the creation of a regional budget management pattern that avoids collusion, corruption and nepotism (KKN) practices, starting from the planning, ratification, implementation and accountability processes. Besides the DPRD directly overseeing the budget mechanism, the DPRD also uses an external government supervisory apparatus, which is independent of the regional executive body, namely the Supreme Audit Agency (BPK).

From the definition above, it can be concluded by the researcher that "Internal Control is one part of internal control activities that function to carry out independent assessments

carried out by people or agencies / institutions within the organizational unit environment based on the relevant authority, with the aim of knowing the entire process of activities starting from planning, implementation, programs and activities, until the evaluation of audit reviews, monitoring, and other supervisory activities on the implementation of organizational tasks and functions as an effort to provide adequate assurance that programs and activities have been implemented in accordance with the planned benchmarks and determined effectively, efficiently, and if necessary, implement corrective actions so that the work results are in accordance with the predetermined plan as an effort to realize the achievement of an organization's success based on the vision and mission that has been set, where the main elements of supervision/control consist of, Control Environment, Risk Assessment, Accounting information and communication systems, Control Activities and Monitoring.

Figure 3.2

Research Result Framework



Conclusion

Based on the results and discussion that the researchers described above, the conclusions in this article are:

1. Internal Control has a positive but not significant effect on the Financial Performance of the North Gorontalo Regency Government. The results of data analysis explain that the higher the Internal Control carried out by APIP, the significant value of the influence of the North Gorontalo Regency Government's Financial Performance, on the contrary, the lower the Internal Control carried out by APIP, the lower the significant value of the influence of the North Gorontalo Regency Government's budget performance. The supervision in question is the supervision carried out internally by the local government by the Government Internal Supervisory Apparatus (APIP), and is directly responsible to the regional head of the Regent/Deputy Regent. In carrying out its functions, APIP conducts independent assessments within the organizational unit based on the relevant authority, with the aim of knowing the entire process of activities starting from planning, implementation, programs and activities, until the evaluation of audit reviews, monitoring, and other supervisory activities on the implementation of tasks. and organizational functions as an effort to provide adequate assurance that programs and activities have been implemented in accordance with the planned and established benchmarks effectively, efficiently, and if necessary, APIP implements corrective actions so that the work results are in accordance with the plans that have been set as an effort encourage the performance of the North Gorontalo Regency Government's Budget to get better.
2. Internal Supervision has a positive and significant effect on Apparatus Competence. The results of this analysis mean that planning and budgeting supported by ASN/Employees who have competence in terms of knowledge, skills and attitudes will be of good quality if from the beginning it involves the role of the Government Internal Supervisory Apparatus (APIP). in the process of planning stages it will prevent inefficiency of failure in building. On the other hand, if planning and budgeting are designed and compiled without involving APIP's role as internal control, and are not supported by unqualified human resources, it will result in "some loss" or inefficiency in existing development programs in the area. In the Planning and Budgeting Process, development programs

are essentially carried out in an integrated manner, through a planning and budgeting approach from the previous Money Follows Program, to a Money Follows Function, by carrying the concept of THIS approach (thematic, holistic, integrative and spatial), so that the output of development planning and budgeting is more result oriented efficiently, effectively and transparently and accountably.

Suggestions

Based on the conclusions and implications of the research above, the following suggestions can be put forward: To improve the performance of regional financial management which is planned annually based on the mechanism of political, technocratic, participatory and bottom-up approaches (bottom-up) and top-down approaches (top-down), well managed by taking into account the principles of budget management as regulated in Law 17 of 2003 concerning State Finances article 3, and Law 23 of 2014 concerning Regional Government article 1, mandates that in the management of regional finances, implemented effectively, efficiently, transparently, and accountably and with due regard to a sense of justice and propriety. This is done as an effort to realize the vision and mission of the regional head, regent/deputy regent in implementing the programs and activities that have been promised to the community. In addition, the Government of North Gorontalo Regency is deemed necessary to make improvements in internal budget management based on respondents' responses, which are then analyzed by researchers including:

1. Accountability dimension with assessment items, respondents on the importance of each OPD measuring the achievement of program/activity implementation, so that the public/community can feel the impact of success or failure on the implementation of programs and activities, as an effort to support accountability of the planning process and accountability of allocation policies budget
2. Transparent dimension with assessment items, respondents to the obligations in each OPD in terms of implementing transparency, good use of the budget including targets, objectives and budget utilization, into the general budget policy (KUA) so that the regional revenue and expenditure budget (APBD) does not only allocate or accommodate political interests and the interests of regional apparatus organizations (OPD)

3. Dimensions of Budget Efficiency (effectiveness), with the items of respondents' assessment of the implementation of the budget allocation policy the program/activity budget in the OPD Renja-RKA document applies at least ± 70% of the APBD budget for public/community spending, and ± 30% for apparatus expenditure or ± 60% for public/community expenditure and ± 40% for apparatus

References

Books and Journal:

Abdullahi, M. H., Abdullahi, M. H., & Muturi, W. (2016). Effect Of Internal Control Systems On Financial Performance Of Higher Education Institutions In Puntland. *International Journal Of Economics, Commerce And Management*, *4*(12).

Bosenberg, M., Muthusamy, V., Curley, D. P., Wang, Z., Hobbs, C., Nelson, B., ... & Chin, L. (2006). Characterization Of Melanocyte-Specific Inducible Cre Recombinase Transgenic Mice. *Genesis*, *44*(5), 262-267.

Cronbach, L. J., Rajaratnam, N., & Gleser, G. C. (1963). Theory Of Generalizability: A Liberalization Of Reliability Theory. *British Journal Of Statistical Psychology*, *16*(2), 137-163.

Creswell, A., White, T., Dumoulin, V., Arulkumaran, K., Sengupta, B., & Bharath, A. A. (2018). Generative Adversarial Networks: An Overview. *IEEE Signal Processing Magazine*, *35*(1), 53-65.

Fornell, C., & Larcker, D. F. (1981). Structural Equation Models With Unobservable Variables And Measurement Error: Algebra And Statistics.

Halim, Abdul Dan Muhammad Syam Kusufi. 2012. *Teori, Konsep, Dan Aplikasi Akuntansi Sektor Publik.* Jakarta. Salemba Empat.

Kewo, C. L. (2017). The Influence Of Internal Control Implementation And Managerial Performance On Financial Accountability Local Government In Indonesiaf. *International Journal Of Economics And Financial Issues*, *7*(1), 293-297.

Kusnadi, Dkk. 2002. *Pengantar Manajemen*. Malang : Universitas Brawijaya.

Mardiasmo, 2002. Akuntansi Sektor Publik Penerbit Andi Yogyakarta

Mulyana, M. (2010). Manajemen Sumber Daya Manusia (Sdm) Ritel Dalam Meningkatkan Kinerja Perusahaan. *Jurnal Ilmiah Ranggagading*, *10*(2), 164-170.

Podungge, A. W., & Aneta, A. (2020). Profesionalisme Pegawai Ditinjau Dari Aspek Pengorganisasian Dalam Pelayanan Publik. *Publik (Jurnal Ilmu Administrasi)*, *9*(1), 55-65.

Robby, H., & Abdul, P. W. (2020). The Existence Of Management Policies And Practices For The Information Of Regional Regulations On Development Progress In Bone Bolango Regency.

Sabeni, Arifin Dan Imam Ghozali, 1997. Akuntansi Pemerintahan. Yogyakarta: Penerbit: BPFE Yogyakarta.

Slovin, E. (1960). Slovin's Formula For Sampling Technique. *Retrieved On February*, *13*, 2013.

Suyono, E., & Hariyanto, E. (2012). Relationship Between Internal Control, Internal Audit, And Organization Commitment With Good Governance: Indonesian Case. *China-USA Business Review*, *11*(9).

Siagian, Sondang. 2005.Manajemen SDM. Jakarta: Bumi Aksara.

Regulations:

Undang-Undang No. 25 Tahun 2004 Tentang Sistem Perencanaan Pembangunan Nasional

Undang-Undang Nomor 23 Tahun 2014 Tentang Pemerintahan Daerah

Undang-Undang 17 Tahun 2003 Tentang Keuangan Negara

Peraturan Pemerintah (PP) Nomor 58 Tahun 2005 Tentang Pengelolaan Dan Pertanggungjawaban Anggaran

Peraturan Pemerintah Nomor 60 Tahun 2008 Tentang Sistim Pengendalian Intern Pemerintah

Keputusan Presiden Nomor 74 Tahun 2001 Tentang Tata Cara Pengawasan Penyelenggaraan Pemerintah Daerah.

Peraturan Daerah Kabupaten Gorontalo Utara Nomor 7 2016 Tentang Pelayanan Publik

Modification of District Integrated Administrative Services (PATEN) and Super Service Delivery Models at Polewali Mandar

Sitti Chaeriah Ahsan[1], Risma Niswaty, Irsyad Dhahri

Universitas Tadulako (email: risma.niswaty@unm.ac.id)

Abstract

In order to realize the demands of the community in service, the government will seek several things to improve the quality of services provided by bringing up a policy. To produce a quality policy requires good cooperation by the local government. Improving public services to optimize services in the regions can be done by reforming the administration at a level that is directly dealing with the community, namely at the sub-district level and implementing innovation. The innovation in question is the sub-district integrated administrative service system (PATEN). PATEN is held with the aim of realizing the sub-district as a community service center and becoming a service node for the one-stop integrated service agency/office (PTSP) in the district for sub-districts whose geographical area will be more effectively and efficiently served through the sub-district. With a qualitative method, this research on the implementation of PATEN in Polewali Mandar was studied based on the concepts of communication, resources, disposition, and bureaucratic structure. Obstacles encountered in communication due to limitations in providing patent services to the public during the covid 19 pandemic, PATEN service providers were provided with training, related to disposition, clearer supervision standards were needed regarding the use and supervision of budgets by districts so that achievements and obstacles could be evaluated on a regular basis ; and simplification of standard operating procedures on aspects of bureaucratic structure.

Keywords:

Implementation; policy; paten; sub-district level

Introduction

As a consequence of the implementation of Regional Autonomy, especially after the enactment of Law Number 23 of 2014 (President, 2015) concerning Regional Government, in which the Regional Government is given such broad authority by the Central Government to regulate its own regional household, including the provision of services. to the community in the area. Public service is a form of service provided by the government/bureaucrats to the community in meeting the necessary needs. Public services referred to in Kemenpan Number 63 of 2003 (Ministry of Administrative Reform of the Republic of Indonesia, 2003) are all public

service activities as an effort to fulfill the needs of service recipients as well as the implementation of statutory regulations. The community will have more demands to get optimal service for the satisfaction of services received from the organizers.

In order to realize the demands of the community in service, the government will seek several things to improve the quality of services provided by bringing up a policy. To produce a quality policy requires good cooperation by the local government. One of them is to improve the quality and bring services closer to the community in the region, it is necessary to optimize sub-district services as the leading regional apparatus in providing public services. The quality of public services in the regions still needs to be improved in a better direction. Improving public services to optimize services in the regions can be done by reforming the administration at a level that directly deals with the community, namely at the sub-district level. Traditionally, administrative reform has been identified with efforts to improve organizational efficiency and effectiveness. In a narrow sense, the goal of administrative reform is to improve administration, or in the term (Caiden, 1991) to treat maladministrative.

In accordance with the regional autonomy policy paradigm (based on Law Number 32 of 2004 followed by Law Number 23 of 2014) concerning Regional Government, it has been explicitly mandated that to improve people's welfare, it will be pursued through 3 channels, namely: improving public services, increasing community participation and empowerment and increasing competitiveness. But here what is more dominant is the improvement of public services so that it appears that public services have a very important role as one of the general tasks of the government in addition to regulation and empowerment (Law No. 23 of 2014 concerning regional government, 2014). Because improving public services has changed the main tasks of local governments from being development promoters to public servants, so that government units that deal with and provide direct services to the community need to be prioritized, including services at the sub-district level.

The underlying thing related to service improvement in sub-districts is strengthened by Government Regulation No. 19 of 2008 concerning sub-districts which is a reference for increasing the contribution of the Camat and sub-district apparatus in carrying out their duties optimally. The issuance of this regulation explains that the sub-district has an important meaning in local government and the implementation of autonomy (Government, 2008). The government is expected to innovate to improve its performance. In this context,

innovation is intended as an effort to improve public services provided through new approaches, methods, or tools in public services. The innovation in question is the sub-district integrated administrative service system (PATEN).

Strengthened by the policy of the Minister of Home Affairs:

1. Minister of Home Affairs Regulation No. 4 of 2010 concerning guidelines for integrated sub-district administration services (PATEN) (Menpan, 2010).

"Article 1 paragraph 4 which reads District Integrated Administrative Services, hereinafter abbreviated as PATEN, is the implementation of public services in the sub-district from the application stage to the issuance stage of documents in one place"

2. Decree of the Minister of Home Affairs No. 138-270 of 2010 concerning Technical Guidelines for Sub-District Integrated Administration Services (PATEN) (Kepmdagri, 2017).
3. Regulation of the Regent of Polewali Mandar Number 10 of 2013 concerning Job Descriptions for Implementing Integrated District Administrative Services within the Polewali Mandar Regency Government (Perbub No 10, 2013)

PATEN here is a macro policy because it comes from the center so that it can be applied thoroughly in the region in Indonesia. District Integrated Administrative Services (PATEN) to facilitate and bring the government closer to the community, especially in public services. With PATEN, to take care of small-scale licensing and non-licensing services, people no longer need to go to the Regency Office because PATEN can save time and cost in fulfilling the services desired by the community.

Polewali Mandar Regency has 17 sub-districts, 4 (four) of the 17 (seventeen) sub-districts are Polewali District, Wonomulyo District, Campalagian District and Tinambung District which have implemented the District Integrated Administrative Service (PATEN) and has been implemented since 2013 as stated in "Polewali Mandar Regent Decree Number: KTSP/138/51/HUK (Polewali Mandar Regent Decree, 2013) regarding the determination of Polewali District, Wonomulyo District, Campalagian District and Tinambung District as the organizer of integrated sub-district administrative services within the Polewali Mandar district in 2013.

District Integrated Administrative Service (PATEN) is the implementation of public services in the sub-district whose management process, starting from the application to the

issuance stage of the document, is carried out in one place. This one place here means enough to go through one table or service counter. This PATEN system positions the community members to only relate to the service desk/counter staff in the sub-district. The District Integrated Administrative Service (PATEN) is held with the aim of realizing the sub-district as a community service center and becoming a service node for the one-stop integrated service agency/office (PTSP) in the district for sub-districts whose geographical area will be more effectively and efficiently served through the sub-district. The community service center means that in the future, the sub-district must be able to provide services to the community proportionally based on the criteria and the sub-district scale in the field of licensing and non-licensing. This improvement in service quality is mainly seen from the aspect of time and service costs.

Through the implementation of PATEN, citizens can receive faster and measurable services that are clearly faster than before the existence of PATEN. If previously to take care of a type of letter or recommendation, a resident who came to the sub-district office had to wait for the completion of the letter/recommendation, it could be within an hour, a few hours to several days, because the Camat or the authorized officer was not in place, then through PATEN, Citizens are guaranteed to receive fast and clearly measurable services in accordance with service standards. In the service operational standard, it is stated that the completion time of one type of public service has been determined, whether it is 15 minutes, 30 minutes or 1 hour, the required documents to be completed, the officer serving and the service fee (if any). If the authorized officer is not in place, his duties are delegated to another appointed officer, so that services to the community can still be guaranteed.

According to George Edward III. In the public policy cycle, policy implementation is a very important stage. Implementation is often considered only the implementation of what has been decided by the legislature or decision makers, as if this stage has less effect. However, in reality, the implementation stage is very important because a policy will mean nothing if it cannot be implemented properly and correctly. In other words, implementation is the stage where a policy is implemented optimally and can achieve the policy objectives themselves. In addition, Robert Nakamura and Frank Smallwood in Winarno (2004:201) matters relating to policy implementation are success in evaluating problems and then translating into specific decisions.

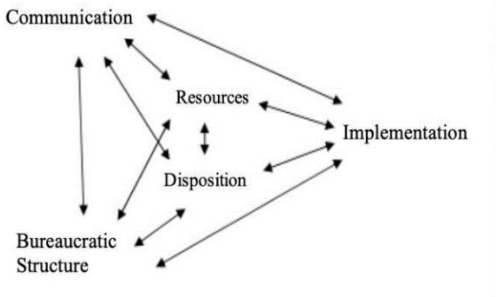
A policy implementation involving many organizations and levels of bureaucracy can be viewed from several perspectives. According to Wahab (2005:63) "policy implementation can be seen from the point of view of (1) policy makers, (2) implementing officials in the field, and (3) policy targets (target group)". The main concern of policy makers according to Wahab (2005:63) focuses on "the extent to which the policy has been achieved and what are the reasons that led to the success or failure of the policy". From the implementor's point of view, according to Wahab (2005:64) implementation will focus on "the actions of officials and agencies in the field to achieve program success". Meanwhile, from the point of view of target groups, according to Wahab (2005:64) implementation will be more focused on "whether the implementation of the policy really changes their lifestyle and has a long positive impact on improving the quality of life, including their income".

It should be realized that implementing a policy does not always run smoothly. Many factors can affect the success of a policy implementation.

According to George Edward III in Widodo (2010: 96) there are 4 factors that influence the success or failure of policy implementation, including (1) communication, (2) resources, (3) disposition and (4) bureaucratic structure.

Figure 1.

Determinants of Successful Implementation according to Edward III



Customer satisfaction on service, service performance and service quality are interrelated with one another. Service quality will determine how much customer satisfaction and reflect the performance of the service. Goetsch and Davis (Fandy Tjiptono and Anastasia Diana 2003: 4), mention quality is "a dynamic condition associated with products, services, people, processes, and the environment that meet or exceed expectations. The concept of quality includes efforts to meet customer expectations, including products, services, people,

processes and the environment. In addition, quality is a condition that is always changing, for example, what is considered quality today may be considered less quality in the future". Meanwhile, Vincent Gaspersz (2011: 6) states that: There are two definitions of quality, namely conventional and strategic definitions. The conventional definition of quality describes the slim characteristics of a product such as performance, reliability, ease of use, aesthetics, and so on. While the definition of quality in terms of strategic is everything that is able to meet customer needs (meeting the needs of costumeers).

In administering a PATEN there is a substantive requirement, namely the delegation of part of the authority of the regent/mayor to the camat. The delegation of part of the authority of the regent/mayor is carried out so that the efficiency and effectiveness of the service delivery is achieved. The implementation of this PATEN includes licensing and non-licensing services. The PATENT service standards include:

a. Kind of service

b. Service requirements

c. Service process/procedure

d. The official responsible for the service

e. Service time

f. Service fee

As part of efforts to improve the quality of public services, especially the type of administrative services, PATEN adheres to the principles of public services in accordance with Law Number 25 of 2009 concerning Public Services. These principles are:

a. Public interest, which means that the provision of services by PATEN implementing officers may not prioritize personal or group interests.
b. Legal certainty means that there is a guarantee for the realization of rights and obligations between service recipients (citizens) and service providers (districts) in the administration of PATEN.
c. Equality of rights means that the provision of services in PATEN does not discriminate against ethnicity, race, religion, class, gender, and economic status.
d. The balance of rights and obligations means that the fulfillment of these rights must be proportional to the obligations that must be carried out, both by the provider and the recipient of the service.

e. Professionalism means that every PATEN implementer must have competence in accordance with his/her field of work.
f. Participatory means increasing community participation in the administration of PATEN by taking into account the aspirations, needs, and expectations of the community.
g. Equality of treatment/non-discrimination means that in the administration of PATEN, every citizen has the right to receive fair services.
h. Openness means that each recipient of the service can easily access and obtain information about PATEN.
i. Accountability means that the process of administering a PATEN must be accountable in accordance with the laws and regulations.
j. Facilities and legal treatment for vulnerable groups means that there are facilities for vulnerable groups so as to create justice in services.
k. Timeliness means that the completion of each type of service that is managed is carried out on time in accordance with the PATEN service standard.
l. Speed, convenience, and affordability mean that every type of service in PATEN is carried out in a precise, easy, and affordable manner by the community receiving the service.

One study that is in line with this is that conducted by (Ananda Gayatri et al., 2021) who found that in carrying out general government tasks such as recording and archiving files in the Sumbawa sub-district office, there is still a large book that is still difficult for staff in the integrated district administration or commonly known as PATEN and will be traced large enough to prevent damage and data loss.

Table 1.

Difference between Conventional Services and PATEN

Aspect	Conventional Service	PATEN
Physical	Consists of several tables and separate	Counters / tables that are specifically used for service. This counter consists of two parts that are directly related, namely the recipient of the file and the submission of the resulting document
Process	Residents bring the required documents and meet directly with interested officials, namely section heads, secretaries and sub-district heads If the official who needs to be met is not present, the residents must return on another day If residents do not know the management process, then residents have to ask here and there, thus slowing down the service completion process.	Residents simply submit the required documents through the service counter, wait in the waiting room and receive the result documents. There is a delegation of authority so that if the official concerned is not in place, it can be delegated directly to the appointed officer. The process flow is displayed clearly and transparently
Human Resources	There is no division of tasks in providing services, so there is the potential for overlapping tasks between employees and tend to be inefficient.	There are special officers who serve residents Each employee has a clear role Improving the performance of existing employees
Information Availability	1. Availability of information regarding requirements, costs and time; so that people tend to spend more in the hope that it will be finished quickly 2. Information is usually given directly by sub-district officials to residents who are taking care of services 3. The sub-district head has difficulty controlling the service costs received by employees 4. Can trap the sub-district head on charges of "wild citations"	Information is available regarding the type of service, time, cost and service procedures There is socialization regarding the implementation of public services Service fee receipts can be monitored directly because payments are recorded transparently and accountably Provide certainty to the sub-district head in carrying out public services
Citizen participation	No citizen participation Citizens only accept the public service process as it is	1. Citizens can access service information, 2. Residents can submit complaints if the service received is not in accordance with the specified standards

The practice journey of the One Stop Integrated Service (PTSP) in Indonesia is one manifestation of the factual problem of the complexity of integrating various aspects that affect the quality of service. Especially focusing on the phenomenon of additional costs that

must be borne by the community when reaching and getting services at PTSP which are located in district, city and provincial government centers in Indonesia. Therefore, the theoretical prescriptions referred to still refer to the "traditionality" conception of the gaps model of service quality by Parasuraman, Zeithaml & Berry (1985, 1988 and 1994).

According to the concept of 'gaps model of service quality', the development of service quality is influenced by four quality factors which, if ignored, have the potential to create service problems. The four factors that should be addressed are: (1) The service provider must be able to understand well the public's expectations of the desired service; minimal attention to this factor will create a management perception gap; (2) Pouring the results of the identification of the community's expectations into service quality specifications, which in practice are commonly equated with service SOPs; if you don't carry out this step properly, it will create a gap in service quality specifications; (3) The provision of services must be as accurate as possible in accordance with the service SOP; otherwise, it will create a service delivery gap; and (4) the promise of service to the community must be reliable, able to be fulfilled in order to avoid the emergence of a marketing communication gap (Parasuraman, Zeithaml & Berry: 1985, 1988 and 1994). In these four factors, various kinds of public complaints related to the services they receive are sourced. (5) Information regarding the gaps that arise through each of these factors is then reviewed through a survey which will provide an overview of the difference between the perception of customer experience on the service received and the service expected.

Chronologically, according to (Hasan et al., 2019) the dimensions of the hypothetical model of the "Super Service Delivery" concept consist of: (1) Cohabitation of integrative service functions; and (2) Approaching the customer corpus.

The indicators of cohabitation of the integrative service function consist of; (1) Service packages that have been integrated under one roof are provided again through the front line office network; (2) The service is delivered through the leading government network dealing with the community; (3) Front line office services are managed and operated by integrative service personnel; (4) The role of front line office personnel may include recording and transaction services.

Meanwhile, indicators of public services approaching the customer corpus consist of; (1) Integrative services can be received through the leading government network dealing with

the community; (2) Approaching services so that they are closer to the customer community; (3) Public services that cover the gap in non-service costs.

Methods

This study is a qualitative descriptive study that emphasizes data in the form of words, pictures, and not numbers caused by the application of qualitative methods. In addition, all that is collected is likely to be the key to what has been researched. This research was conducted in Polewali Mandar Regency which focused on the Analysis of Improved Quality of District Integrated Administration Services (PATEN) in Polewali District, Polewali Mandar Regency. Determination of an informant considers the role and responsibilities of the informant in his position during the interview. Furthermore, based on the data or information obtained from the previous sample, the researcher can determine other samples that are considered to provide more complete data. The informants in this study are: the sub-district head, the sub-district secretary, the service counter staff, and the public or service users.

Results and Discussion

Results

1. Implementation of sub-district integrated services (PATEN) in Polewali sub-district

Based on the Minister of Home Affairs Regulation Number 4 of 2010 concerning Guidelines for Integrated District Administration Services (PATEN), PATEN is to improve quality and bring services closer to the community. Public services are basically all activities in the context of fulfilling basic needs in accordance with the basic rights of every citizen and resident of an item, service and or administrative service provided by service providers related to the public interest.

District Integrated Administrative Services abbreviated as PATEN is the implementation of Public Services in the District from the application stage to the issuance of documents in one place. As a service center, in the sense that in the future the sub-district is expected to be able to provide services to the community proportionally based on the criteria and scale of the sub-district in the field of licensing and non-licensing. The implementation of the sub-district integrated service policy (PATEN) at the Polewali sub-district office, Polewali Mandar district has been implemented since 2013. Polewali Mandar Regent Regulation

Number 40 of 2012 concerning Delegation of Part of the Regent's Authority to the Camat within the Polewali Mandar Regency Government. This PATEN policy is also regulated in the decision of the Polewali Mandar Regent Number: KPTS/138/15/HUK concerning the Designation of Polewali District as the Provider of Integrated District Administration Services within the Polewali Mandar District Government.

A. Communication

In this study, it is focused on the Implementation of the Integrated Administrative Service Policy in Polewali District related to the communication carried out. PATEN is a public service in the field of licensing and non-licensing. With this PATEN, it is hoped that it will be able to provide the best possible service to the community. The delegation of part of the authority which is one of the requirements for implementing a PATEN must be fulfilled by the region in order to support the successful implementation of the Subdistrict Integrated Administrative Services (PATEN) policy. Based on the results of observations made by researchers, since PATEN was implemented in 2013, there have been several positive changes, including making it easier for the community in terms of managing administrative issues in the sub-district and providing excellent service to the community, every employee in the sub-district must also understand and be responsible for their duties each in terms of the administration of PATENTS.

B. Resources

Edward III in Widodo (2010: 98) suggests that the resource factor has an important role in policy implementation. According to Edward III in Widodo (2010: 98) that these resources include human resources, budget resources, and equipment resources and authority resources.

The completeness of the facilities at the sub-district office is considered complete, even though during the pandemic, the procedures in the service have changed in terms of file management, because for file management services the sub-district government delivers files. These additional tasks overwhelm service providers due to limited means of transportation.

This is in line with Edward III's theory in Widodo (2010:102) which states that equipment resources are the means used for the operationalization of the implementation of a policy which includes buildings, land, and facilities, all of which will make it easier to provide services in policy implementation.

The budget resources for implementing the policy are sourced from the Annual Budget Draft in the District and then taken from the District Revenue and Expenditure Budget. This is in line with the theory of Edward III in Widodo (2010: 100) which states in the conclusion of his study "budgetary limitation, and citizen opposition limit the acquisition of adequate facilities. This is turn limit the quality of service that implementors can provide to the public". According to Edward III, the limited available budget causes the quality of services that should be provided to the community is also limited.

C. Disposition

The definition of disposition according to Edward III in Widodo (2010:104) is said to be "the willingness, desire and tendency of policy actors to carry out the policy seriously so that what is the policy goal can be realized".

Position determination in the appointment of PATEN officers is determined by the sub-district head and then discussed with the subdistrict secretary and other officials in a meeting. After obtaining an agreement through the meeting, then a Decision Letter is made. This is in line with Edward III's theory of bureaucratic appointments. The disposition or attitude of the implementers will create real obstacles to policy implementation if the existing personnel do not implement the policies desired by officials at a higher structural level. Therefore, the appointment and selection of policy implementing personnel must be people who are dedicated to the policies that have been set, more specifically to the interests of the community.

The role of the government in this regard is considered to be very large, ranging from providing an annual budget for sub-districts to supervising and giving full responsibility for managing the PATEN program. This is in line with Edward III's theory regarding incentives that incentives are one of the recommended techniques to overcome the attitude problem of policy implementers by manipulating incentives. Basically people move based on their own interests, then manipulate incentives by policy makers to influence the actions of policy implementers. By increasing certain profits or costs, it may be a driving factor that makes the implementers carry out orders well. This is done as an effort to fulfill personal or organizational interests.

D. Bureaucratic Structure

Edward III in Widodo (2010:106) states that "policy implementation may still be ineffective because of the inefficiency of the bureaucratic structure". This bureaucratic structure according to Edward III in Widodo (2010:106) includes aspects such as bureaucratic structure, division of authority, relationships between organizational units and so on.

The organizational structure of PATEN, in this case the Camat as the decision maker, was previously a General Functional Service Officer/JFU who was in charge of receiving data/receipts of community reports, then the Head of the relevant subdivision drafted a data report or community file. Furthermore, the Head of the relevant Section verifies the draft file that has been prepared by the Head of the relevant Sub-section. The Camat Secretary receives and initials the File Verification Report, then the Camat signs the file that has been initialed by the Secretary, and JFU sends, Resubmits and archives the data/file report. This is in line with Edward III's research in Winarno (2005:152) which explains that: Standard Operating Procedures (SoP) are very likely to be an obstacle for the implementation of new policies that require new ways of working or new types of personnel to implement new policies. policy. Thus, the greater the need for policy changes in the usual ways in an organization, the greater the probability that the SoP will hinder implementation.

The division of authority and responsibility of the patent service apparatus, in this case the JFU service officer, receives the data/file of the community report, then, the relevant Head of Sub-section compiles a draft of the data report or community file, then the Head of the relevant Section verifies the file drafted by the Head of the relevant Sub-Division, the Secretary of the Camat receives and initials the File Verification Report, then the Camat signs the file that has been Paprafed by the Secretary of State, and the JFU sends, then resubmits and archives the data/file report.

This is in line with Edward III's theory in Widodo (2010:107) which states that: as well as whether or not operating standards are clear, both regarding mechanisms, systems and procedures for implementing policies, division of main tasks, functions and authorities, and responsibilities among actors, and the inharmonious relationship between implementing organizations with one another also determines the success of policy implementation.

2. Obstacles in the implementation of District Integrated Administrative Services (PATEN) in Polewali District.

The Polewali sub-district office as the agency that organizes the sub-district Integrated Administrative Services (PATEN) program must convey information to the public regarding the objectives of the Patent so that the goals and objectives can be achieved optimally.

To find out the obstacles in implementing integrated sub-district administrative services in this study, the approach proposed by Edward III was: 1) Communication; 2) Resources; 3) Disposition; and 4) Bureaucratic structure, for more details can be described as follows:

A. Communication

Communication Edwar III in Widodo (2010: 97) communication is defined as the process of delivering communicator information to the communicant "information about public policy according to Edward III means that it needs to be conveyed to policy actors regarding what they need to prepare and do to carry out the policy so that the goals and objectives of the policy can be achieved as expected.

The implementation of patent services is considered to be running, both because the community is facilitated and it is not complicated, but when faced with conditions during the covid 19 pandemic, the sub-district patent program issued a regulation regarding file transfers and pick-ups, but this was not supported by the availability of supporting transportation so that the service process Patents in the management of administrative settlements for the public are limited.

The implementation of patent services is considered not to be going well because of the limited provision of patent services to the community during the covid 19 pandemic. What the sub-districts have done is to issue regulations regarding file transfers and pick-ups, but there are transportation constraints in the process. Likewise, the obstacles faced by officers regarding communication in the implementation of the patent service procedure, such as when the complementary files in the issuance of documents are incomplete. This indicates that there are still some people who do not understand this Patent Program.

a. Resource

Edward III stated that the resource factor has an important role in policy implementation according to that these resources include human resources, budgetary

resources and equipment resources as well as authority resources. related to resources, it is still not running optimally, this is evidenced by the obstacles found in the implementation of patents from the aspect of budget resources and equipment resources, namely the need to fulfill additional welfare costs for patent officers and the lack of supporting transportation for maximum PATENT services.

b. Disposition

The definition of disposition according to Edward III is said to be the willingness, desire and tendency of policy actors to carry out the policy seriously so that what is the goal of the policy can be realized, if policy implementation wants to run effectively and efficiently, the implementers do not only know what to do and have the ability to carry out the policy but they must have the will to implement the policy, but they must also have the will to carry out the disposition in implementing the policy consisting of the appointment of the bureaucracy and incentives. There is a need for clearer monitoring standards related to the use and supervision of budgets by districts so that achievements and obstacles can be evaluated on a regular basis.

c. Beaureaucratic Structure

Ripley and Fraklin in Winarno (2005:149-160) identified six characteristics of bureaucracy as a result of observing the bureaucracy in the United States, namely:

1. Bureaucracy was created as an instrument in dealing with public needs
2. Bureaucracy is the dominant institution in the implementation of public policy which has different interests in its hierarchy
3. Bureaucracy has a number of different purposes.
4. The function of the bureaucracy is in a complex and broad environment
5. Bureaucracy has a high survival instinct with so rarely found dead bureaucracy,

Edward III stated that implementation may still be ineffective due to the inefficiency of the bureaucratic structure including Standard Operating Procedures and fragmentation. Standard Operational Procedure is a development of internal demands for certainty of time and resources as well as the need for uniformity and a complex and extensive work organization. In this regard, the implementation of patent administration must be ensured to run well.

Based on the results of the interview with SW, it was stated that: the sub-district head as the decision maker, previously the JFU service officer Received the data/files of the community report, then the head of the related sub-section compiled a draft of the data report or community file, then the head of the relevant section verified the files drafted by the sub-section head related, the Secretary of the Camat Receives and initials the Report on the Verification of Files, then the Camat Signs the File that has been initialed by the Secretariat, and JFU sends, Returns and archives the report data / Files. With these several stages, it is enough to make it easier for the community but still needs evaluation in order to cut bureaucratic time which is not long.

Based on the results of the interview, it can be concluded that there is a need for a better SOP so that the service process needed can be more concise than now, this is very important for achieving the goals of the PATEN Program, because a successful strategy implementation requires relevant information traffic and also which includes all parts of the organization, the intended service implementation strategy means that the service does not only require all participants to have to understand the strategy and standard operational procedures, but they must also be able to develop the knowledge and skills to implement the strategy and Standard Operational Procedure (SOP) successfully.

Discussion

Implementation of the Smart Government policy in the Soppeng Regency Government in terms of the system approach has been quite good. From the research results that have been described above, it can be described the discussion of the results of research on the Implementation of PATEN Policy in Polewali District, Polewali Regency along with the obstacles faced can be described as follows;

1. Communication

Communication Edwar III in Widodo (2010: 97) communication is defined as the process of delivering communicator information to the communicant "information about public policy according to Edward III means that it needs to be conveyed to policy actors regarding what they need to prepare and do to carry out the policy so that the goals and objectives of the policy can be achieved as expected.

The understanding of the patent implementer regarding communication in this case is considered to follow the PATEN implementation instructions, and the sub-district has provided training on duties in providing PATEN services.

The obstacles faced in communication on the implementation of patent services are considered not to be going well because of the limitations of providing patent services to the community during the covid 19 pandemic, things that are done by the sub-district are issuing regulations regarding file transfers and pick-ups, but there are transportation constraints in the process as well as obstacles faced by officers regarding communication in the implementation of the patent service procedure, such as when the complementary files in the issuance of documents are incomplete, this indicates that there are still some people who do not understand this Patent Program.

2. Resources

Edward III stated that the resource factor has an important role in policy implementation according to that these resources include human resources, budgetary resources and equipment resources as well as authority resources.

The resources related to the facilities in question which are completeness related to the facilities at the sub-district office are considered complete, even though during the pandemic the procedures in the service changed in terms of file management, because for file management services the sub-district government delivered files, therefore we lacked transportation.

In terms of the ability of the apparatus in providing patent services, it is considered quite good, before being assigned at the counter we provide understanding through training plus the available SOPs and the source of the budget for implementing policies obtained from the Annual Budget Draft in the District and then taken from the Regency APBD.

However, there are obstacles related to resources that are still not running optimally, this is evidenced by the existence of obstacles found in the implementation of patents from the aspect of budget resources and equipment resources, namely the need to fulfill additional welfare costs for patent officers and the lack of supporting transportation for maximum service PATENT.

3. Disposition

The definition of disposition according to Edward III is said to be the willingness, desire and tendency of policy actors to carry out the policy seriously so that what is the goal of the policy can be realized, if policy implementation wants to run effectively and efficiently, the implementers do not only know what to do and have the ability to carry out the policy.

The disposition in question is related to determining the position in the appointment of PATEN officers determined by the sub-district head and then discussing it with the secretariat and other officials in a meeting after which a decree is made. Likewise, the government's role in this matter is considered very large, starting from providing an annual budget for sub-districts to supervising and giving full responsibility for managing patents.

The obstacles faced are related to disposition, in this case the need for clearer supervision standards regarding the use and supervision of the budget by the district so that achievements and obstacles can be evaluated on a regular basis.

4. Bureaucratic Structure

Edward III stated that implementation may still be ineffective due to the inefficiency of the bureaucratic structure including Standard Operating Procedures and fragmentation. Standard Operational Procedure is a development of internal demands for certainty of time and resources as well as the need for uniformity and a complex and extensive work organization. In this regard, the implementation of patent administration must be ensured to run well.

PATEN organizational structure in this case the Camat as the decision maker, previously the JFU service officer Received the Community report data/file, then, the Head of the relevant Sub-section compiles a draft of the data report or Community File, then the Head of the relevant Section. Secretary of the Camat Receives and initials the Report on the Verification of Files, then the Camat Signs the File that has been initialed by the Secretary of State, and JFU sends, Submits Back and archives the report data / Files.

The obstacles faced related to SOPs are the need for better SOPs so that the service process needed can be more concise than now, this is very important for achieving the goals of the PATEN Program, because a successful strategy implementation requires relevant information traffic and also which includes all parts of the organization, the intended service implementation strategy means that the service does not only require all participants to have

to understand the strategy and standard operational procedures, but they must also be able to develop the knowledge and skills to implement the strategy and Standard Operational Procedure (SOP) successfully.

Conclusion

Based on the results of the description above, it can be concluded about the implementation of the PATEN Policy in Polewali District, Polewali Regency and the obstacles faced.

1. Communication

The understanding of the patent implementer regarding communication in this case is considered to follow the PATEN implementation instructions, and the sub-district has provided training on the duties of providing PATEN services. Barriers encountered in the communication of the implementation of patent services are considered not to be going well due to the limitations of providing patent services to the public during the COVID-19 pandemic.

2. Resources

Resources related to facilities, budget resources and the ability of the apparatus at the early stage are running well, although there are obstacles related to resources that are still not running optimally, this is evidenced by the obstacles found in the implementation of patents from the aspect of budget resources and equipment resources, namely the need for fulfillment of additional welfare costs for patent officers as well as the lack of supporting transportation for maximum patent services.

3. Disposition

The role of the government in this regard is considered to be very large, starting from providing an annual budget for the sub-districts to supervising and giving full responsibility for managing patents. The obstacles faced are related to disposition, in this case the need for clearer supervision standards regarding the use and supervision of the budget by the district so that achievements and obstacles can be evaluated on a regular basis.

4. Bureaucratic Structure

The bureaucratic structure in this case is considered very procedural to the most technical part. The obstacles faced related to SOPs are the need for a better SOP so that the

service process needed can be more concise than now, this is very important for achieving the goals of the PATEN Program

References

Ananda Gayatri, N., Nawassyarif, Ismiyarti, W., Khair, S., & Muti'ah. (2021). Sistem Informasi Pendataan Dan Pengarsipan Berkas Pelayanan Administrasi Terpadu Kecamatan (Paten) Di Kecamatan Sumbawa Dengan Metode Waterfall. *Jurnal Informatika, Teknologi Dan Sains*, *3*(1). https://doi.org/10.51401/jinteks.v3i1.983

Caiden, G. E. (1991). What Really Is Public Maladministration? *Public Administration Review*, *51*(6). https://doi.org/10.2307/976599

Hasan, I. R., Agustang, A., Kahar, F., & Tahir, H. (2019). "Super Service Delivery": An advanced conceptual model of one-stop service for wide administrative region. *Problems and Perspectives in Management*. https://doi.org/10.21511/ppm.17(1).2019.17

Kementerian Pendayagunaan Aparatur Negara Republik Indonesia. (2003). *Keputusan Pendayagunaan Aparatur Negara Nomor : 63/KEP/M.PAN/7/2003 Tentang Pedoman Umum Penyelenggaraan Pelayanan Publik* (p. 21).

Kepmendagri. (2017). Berita Negara. *Menteri Kesehatan Republik Indonesia Peraturan Menteri Kesehatan Republik Indonesia*, *Nomor 65*(879), 2004–2006. https://doi.org/10.1093/bioinformatics/btk045

Keputusan Bupati Polewali mandar. (2013). *Bupati polewali mandar*. 19–20.

Menpan. (2010). *Peraturan Mentri Dalam Negeri Nomor 4 Tahun 2010 Tentang Pedoman Pelayanan Administrasi Terpadu Kecamatan*. *45*, 39.

Pemerintah, P. (2008). Peraturan pemerintah Republik Indonesia Nomor 19 tahun 2008 tentang Kecamatan. *Peraturan Pemerintah*.

Perbub No 10. (2013). *Bupati polewali mandar*.

Presiden, R. (2015). *Undang-Undang RI No 9 tahun 2015 tentang Perubahan Kedua atas Undang-Undang no 23 tahun 2014 tentang Pemerintah Daerah*. 1–14. https://doi.org/10.1016/S0021-9800(68)80014-6

Undang-Undang No. 23 Tahun 2014 tentang Pemerintahan Daerah. (2014). No Title ر. *Peraturan Pemerintah*, *8*(33), 44.

Innovation and Archive Management in Improving the Performance of the Probolinggo City DPRD

Dwi Putranto Riau[1], Ridho Harta[2], Ricky Patra Hakim[3]

[1]Lecture of Public Administration Department Faculty of Law, Social and Political Sciences Universitas Terbuka (email: dwiputranto@ecampus.ut.ac.id)
[2]Head of Public Administration Department Faculty of Law, Social and Political Sciences Universitas Terbuka (email: ridho@ecampus.ut.ac.id)
[3]archive program study Student Universita Terbuka (email: patrahakim@gmail.com)

Abstract

The current condition of the COVID-19 pandemic has made government offices implement work from home this has resulted in a large number of official archives, , especially the letter of responsibility (SPJ) for official travel and the letters that come in every day make the archives pile up and also the archives that do not fit to accommodate the archives, the implementation of activities that are hampered because the disposition letter of the leadership has not been dropped and the use of Simaya's correspondence application by The leadership of the DPRD and the DPRD Secretariat who have not been integrated into accelerating the disposition of program implementation policies. This makes SKPD leaders need a strategy to reduce the archives that keep coming and integrate programs and activities. One of the strategies is to digitize archives.

This study uses a qualitative method by conducting interviews with related actors, namely archivist functional officers and structural officials as well as secondary data staff.

The results of the study show that innovation and archive management, one of which is archive digitization, can reduce the place to accommodate archives, work faster in data access, and can support improving the performance of the Probolinggo City DPRD.

Keywords:

innovation; management; digitizing; data; archives

Introduction

Many archives that accumulate need to be managed archives so that archives as agency assets are managed effectively and efficiently based on related information. Many archives exist and enter the database, so information is increasingly difficult to monitor. Information management plays a role in arranging information to be recorded and recorded into reports that facilitate the information needed. One source of data is archived. Archives are evidence and records of activities or all activities ranging from service activities at the counter for technical service SKPD or Public Service Malls. Archives can be processed

manually or electronically into information that can be used as a basis for decision-making by agency leaders.

Management or archive management encountered obstacles in the agency, one of which was the activities of the SKDP Leader attending ceremonial events and official trips for the DPRD leadership, both the Secretary of the Council and the DPRD Leader, making the policy of disposition of letters hampered and stopped at the leadership desk, many letters and activities which cannot be directly implemented by staff.

The role of archives as a "memory center" source of information and as a tool "as an indispensable tool in every organization in the context of activities" planning, analyzing, developing, formulating policies, decision making, reporting, accountability, assessment, and control as appropriate. (Mas, 2014)

Archives play a very important role in the process of presenting information for leaders to make decisions and formulate policies. To be able to produce fast and credible information, systems and work procedures are needed in archive management. Also the process of digitizing archives, namely the process of converting media/information that is printed, written, and/or drawn into digital form or format.(*Digitaslisasi Arsip Statis*, 2020) While the purpose of digitizing archives is so that archives or recorded information can be accessed through computer systems (online, offline, anytime and anywhere); One of today's archive preservation strategies is to keep abreast of technological developments and so that archives can be maintained and maintained in local repositories or cloud storage.

The role of archives is very important in presenting information for organizations in making decisions for leaders, so archives need to be managed by procedures agreed upon by the organizational team in achieving the vision and mission. For this reason, good records management is needed so that the presentation of transparent and credible data can be accounted for. Archival management or archive management needs to be managed specifically so that archives can be maintained properly. By following the times and technology, archives are managed with information technology or digitization so that it does not need a place that takes up a large space.

Fast and credible information in archive management is the digital application of letters, namely Si Maya, which has been implemented within the Probolinggo City Government. At the DPRD Probolinggo Simaya, it was only implemented by the leadership

of the DPRD Secretariat but at the DPRD leadership level there was still no manual, only through letters and disposition decisions waiting for the leadership's policy, in the end, many activities were waiting.

The problem with archives in the Probolinggo City DPRD is the number of archives that enter into archive management/management tasks, the implementation of activities that are hampered because of the leadership disposition letter that has not come down due to the DPRD leadership busy carrying out routine tasks and the use of Simaya correspondence applications by the DPRD leadership and DPRD Secretariat who have not integrated into accelerating the disposition of letters into the DPRD leadership strategy in improving DPRD performance.

Formulation of the problem

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

• What is the strategy of the DPRD leadership in managing records to improve organizational performance?

1. Research Objectives

By the formulation of the problem above, the objectives of this study are:

• Review and analyze records management in improving performance to achieve organizational goals

2. Research Benefits.

The benefits of this research are as follows:

a. This research is expected to contribute ideas on archive management for the development of public administration and improving organizational performance

b. This research is expected to add academic insight and horizons of thought as well as valuable experience for researchers.

Methods

The method used in this research is descriptive qualitative/quasi-qualitative. (Bungin, 2017).The qualitative descriptive method is a research method that aims to make a systematic, factual, and accurate description of a social phenomenon or natural phenomenon. Data that is in the form of words and not a series of numbers is obtained in various ways, namely

observation, interviews, document digests, or in other ways that are usually processed first before they are ready to be used, but the qualitative analysis still uses words, which are usually compiled into text that is expanded. (Moleong, 2006)(Miles, 1992: 15-16). The study of primary data through data collection techniques with in-depth interviews (In-depth Interviews) and secondary data studies through data collection at the secretariat of the DPRD Probolinggo City.

The data analysis technique used in this research is descriptive research as proposed by Sugiyono (2003) where the aim is to analyze the data by describing or describing the data that has been collected as it is without using the analysis that is usually put forward based on statistical analysis techniques (Rachman, 2018)

The phenomenon to be studied is the problem of archive management in improving the performance of the Probolinggo City DPRD. The phenomena of filing problems at the DPRD secretariat will be described in a systematic, factual, and accurate manner.

Result and Discussion

The number of archives in the DPRD Secretariat during 2020 and 2021 is 3867 letters and from 2021 to August 2021 as many as 2565 with information on security classifications and closed archive access with details as shown in Table 1 below:

Table 1.

Number of incoming letters

No	Tahun	Jumlah Surat	Ket. Klasifikasi Keamanan dan Akses Arsip
1	2020	3867	Tertutup
2	2021 (s/d agustus)	2565	Tertutup

Source: Probolinggo City DPRD Secretariat 2021

Table 2.

Contents of Active Files of the Probolinggo City DPRD Secretariat 2020

DAFTAR ISI BERKAS - ARSIP AKTIF
SEKRETARIAT DPRD KOTA PROBOLINGGO

Instansi : Sekretariat DPRD Kota Probolinggo

No	No Berkas	No Item Arsip	Kode Klasifikasi	Uraian / Informasi Arsip	Tanggal	Jumlah	Ket. Klasifikasi Keamanan dan Akses Arsip	Lokasi Simpan
000/								
	1			*Surat Masuk tentang Pemberitahuan tentang kembalian santri dan santri baru dari Pondok Pesantren Assulthon ditujukan kepada Ketua DPRD Nomor : 026/PP-AS/V/2020 Tanggal 02-Jun-20 diterima tanggal 05-Jun-20*				
1		1	000	Surat Masuk tentang Pemberitahuan tentang kembalian santri dan santri baru dari Pondok Pesantren Assulthon ditujukan kepada Ketua DPRD Nomor : 026/PP-AS/V/2020 Tanggal 02-Jun-20 diterima tanggal 05-Jun-20	05-Jun-20	1 Asli	Tertutup	
	2			*Surat Masuk tentang Laporan Informasi dari Kelurahan Pakistaji ditujukan kepada Ketua DPRD Nomor : 000 Tanggal 27-Jul-20 diterima tanggal 27-Jul-20*				
2		2	000	Surat Masuk tentang Laporan Informasi dari Kelurahan Pakistaji ditujukan kepada Ketua DPRD Nomor : 000 Tanggal 27-Jul-20 diterima tanggal 27-Jul-20	27-Jul-20	1 Asli	Tertutup	
	3			*Surat Keluar tentang Penayangan Vidio ditujukan kepada Bappeda Litbang Nomor : 005/1385/425.050/2020*				
3		3	005/	Surat Keluar tentang Penayangan Vidio ditujukan kepada Bappeda Litbang Nomor : 005/1385/425.050/2020	31 Agustus 2020	1 Asli	Tertutup	

Source: Probolinggo City DPRD Secretariat 2021

In the archive format at the Probolinggo City DPRD Secretariat in 2020, the archive arrangement is still not standardized(Dev & Patgiri, 2015), Table 2 contains no, no file, no archive item, these three numbers into one should be arranged just one number consisting of file number and archive item number. classification code, description/archive information, date, number, description of security classification, and access to archives as well as the location where they are stored are not stored. The number of archives in 2020 is said to be 3867 while in 2021 there is no letter-number so you have to manually calculate the number of letters in 2021.Table 1 Number of incoming letters.

Table 3.

Contents of Active Files of the Probolinggo City DPRD Secretariat 2021

DAFTAR ISI BERKAS - ARSIP AKTIF
SEKRETARIAT DPRD KOTA PROBOLINGGO

INSTANSI : Sekretariat DPRD Kota Probolinggo

No	No Berkas	Nomor Item Arsip	Kode Klasifikasi	Uraian / Informasi Arsip	Tanggal	Jumlah	Ket. Klasifikasi Keamanan dan Akses Arsip	Lokasi Simpan	Ketr.
000 UMUM									
00001 UMUM									
0000101 UMUM									
0000101.001 Pemotretan Kartu Tanda Pengenal CPNS dan PPPK									
2021-SM-0115	0000101.001	2021-SM-0115	000 UMUM	Surat Masuk tentang Pemotretan Kartu Tanda Pengenal CPNS dan PPPK dari Bagian Organisasi ditujukan kepada Sekwan Nomor: 006.2/430/425.022/2021 Tanggal 2021-01-25 diterima tanggal 2021-01-26	26/01/2021	1 Asli	Tertutup	Filling Cabinet	000
0000101.002 Pemberitahuan alamat baru Sekretariat FKUB Probolinggo									
2021-SM-0553	0000101.002	2021-SM-0553	000 UMUM	Surat Masuk tentang Pemberitahuan bahwa pindah alamat dari FKUB KOTA PROBOLINGGO ditujukan kepada KETUA DPRD Nomor: 12/B/FKUB/III/2021 Tanggal 2021-04-17 diterima tanggal 2021-03-26	26/03/2021	1 Asli	Tertutup	Filling Cabinet	000
003 Hari Raya/Besar									
00301 Hari Raya/Besar									
0030101 Hari Raya/Besar									
0030101.001 Pemasangan Umbul-umbul dan Kerja Bakti									

Source: Probolinggo City DPRD Secretariat 2021

The Archive Administration Arrangement in 2021 is neat and by archival procedures by filling in the table columns according to the fields as shown in Table 3 above.

The administration of the DPRD secretariat regarding letter registration has used the Si Maya application, but its use is still limited to registration of incoming letters, while registration of outgoing letters is still manually using paper, this is due to the quantity of incoming and outgoing letters that must be registered quickly so that it will be more effective if it is carried out by 2 (two) people, namely 1 (one) person registering incoming mail using the application and 1 (one) other person registering outgoing mail manually. However, over time, the use of manual methods in registering outgoing mail was deemed less than optimal when searching for outgoing mail. Apart from that, they also have difficulty when doing Correspondence Archives. (Judge Ricky Patria, 2021)

Requests for archive registration services and information on activity schedules outside of working hours and days, in the Simaya application, there is no registration/letter numbering feature. From these problems, the Probolinggo City DPRD Secretariat needs an application that can be used by more than 1 (one) person simultaneously and reduces human error when numbering letters. The archive management application is very necessary for carrying out archive management so that it remains

The schedule of the work plan of the leadership and members of the DPRD which is dense with programs and activities according to Table 4 for a year shows that a reference study plan needs to be carried out on a planned schedule and communicated with the local government in carrying out activities according to the rules, especially the RAPERDA APBD which already has regulations from the Ministry of Home Affairs. and the Ministry of Finance regarding the fulfillment of the target for the completion of the APBD. The schedule of the agenda plan may change due to refusing or budget reductions in the APBD changes for handling the covid-19 pandemic.(Ridho, 2021)

The activities of the DPRD leadership and members, as well as the DPRD Secretariat, affect the activities of implementing office administration, especially the disposition of pending letters from the leadership.

Table 4.

Agenda for the Work Plan of Probolinggo City Leaders and Members of DPRD

No	Programs and Activities	Schedule planning
I	Regional Representative Institution Capacity Building Program	
1	Discussion of Draft Regional Regulations	
1.1	Discussion of the Regional Budget Draft	

No	Programs and Activities	Schedule planning
	LHP BPK RI; Accountability Report for the Implementation of the 2020 APBD; KUA and PPAS Amendments to the 2021 APBD; Amendments to the 2020 APBD; KUA and PPAS 2022; 2022 FY Budget.	7 times a year
1.2	Discussion of non-APBD Raperda 2020 Mayor's Accountability Statement Report; 2021 Non-APBD Draft Regional Regulation	4 times a year
2	Regional House of Representatives Meeting Plenary Meeting; DPRD Leadership Meeting; Faction Meeting; Consultation Meeting; Deliberative Body Meeting; Commission Meetings; joint Commission meetings; budget board meetings; meeting to determine regional regulations; honorary body meetings; special committee meetings; hearings; meeting with public opinion	For a year
3	Reses Activities	3 times a year
4	Working Visits of Leaders and DPRD members in the Regions sudden inspection (sidak) in the city	For a year
5	Capacity Building for DPRD Leaders and Members Reference Study/Consultation of DPRD Commission outside the region	
6	Adeksi	Once a year
7	DPRD technical guidance (Bimtek); Addition once a year; Reference Study of the Agency for the Establishment of Regional Regulations; Honorary Agency Reference Study/Consultation; Study of Reference/Consultation of the Budgetary Body and Study of Reference/Consultation of the Muswarah Board..	3 times a year

Source: Probolinggo City DPRD Secretariat 2021

From the problems discussed above, several innovation strategies and archive management at the Probolinggo City DPRD secretariat can be taken, namely:

1. It is necessary to plan the digitization of static archives so that archives can be maintained and maintained in local repositories or cloud storage, long-term and high resolution plans in storage and archive maintenance/preservation; maintain the security, safety & integrity of the transferred archives(Diamond et al., 2003).
2. Implementing the standard operating procedure (SOP) for digitization: 1. Preparation (Pre-Digitization) 2. Implementation/Process 3. Verification / QC 4. Making Minutes 5. Authentication
3. Increasing the competence of Human Resources or archiving officers in archive management through increasing knowledge, skills and motivation. Knowledge through improving education, skill refers to the ability to do work through training and motivation is encouragement and enthusiasm to do work through improving work culture.
4. Improvement of archival facilities and infrastructure through filing cabinets

5. Increasing the archive budget every year
6. Create a Web-Based Archive Management/Management Application to support the main tasks and functions of the Probolinggo City DPRD Secretariat by accelerating the process of letter registration and filing of incoming and outgoing mail and integrated with existing applications such as the Si Maya application.
7. Preparation of Leadership Policy in the form of a Decree on the management of archives within the DPRD based on a management information system (SIM) as a legal umbrella so that archive management can be managed and implemented according to the development of information technology that supports the development of e-government Government.

Conclusion

From the results and discussion above, conclusions can be drawn:

1. Archives as memories and memories, material for consideration and decision making, as legal support or evidence if needed and as historical references.
2. It is necessary to plan digitalization of static archives so that archives can be maintained and maintained, long-term plans and high resolution in storage and maintenance / preservation of archives; maintain security, safety & integrity of the transferred archives and implement standard operating procedures in digitizing archives.
3. Increasing organizational resources through increasing human resource competencies, increasing archival facilities and infrastructure and increasing archive budgets every year.
4. Create an Archives Management. Application that is integrated with other administrative applications.
5. Drafting of the Decree of the Secretary of the DPRD regarding the Management of Archives within the DPRD based on the Management Information System (SIM) as a legal umbrella for the implementation of archive management.

References

An, X., Bai, W., Deng, H., Sun, S., Zhong, W., & Dong, Y. (2017). A knowledge management framework for effective integration of national archives resources in China. *Journal of Documentation*, *73*(1), 18–34. https://doi.org/10.1108/JD-04-2016-0040

Bungin, H. M. B. (2017). *Penelitian Kualitatif. Komunikasi, Ekonomi, Kebijakan Publik, dan Ilmu*

Sosial Lainnya. (Kedua). KENCANA.

Dev, D., & Patgiri, R. (2015). HAR+: Archive and metadata distribution! Why not both? *2015 International Conference on Computer Communication and Informatics, ICCCI 2015, June 2015*. https://doi.org/10.1109/ICCCI.2015.7218119

Diamond, H. J., Bates, J. J., Clark, D. M., & Mairs, R. L. (2003). Archive management: The missing component. *Proceedings - 20th IEEE/11th NASA Goddard Conference on Mass Storage Systems and Technologies, MSST 2003*, 40–48. https://doi.org/10.1109/MASS.2003.1194834

Farida, I. (2020). the Influence of Employee Participation on Archive Management in the City of Bandar Lampung. *Sosiohumaniora*, *22*(2), 140–145. https://doi.org/10.24198/sosiohumaniora.v22i2.24988

Fathurrahman, M. (2018). PENTINGNYA ARSIP SEBAGAI SUMBER INFORMASI Muslih Fathurrahman. *Jurnal Ilmu Perpustakaan Dan Informasi*, *3*(2), 215–225.

Kriswanto Remetwa, M. G., Ardianto, Y. T., & Sisharini, N. (2018). Analisis Strategi dan Sistem Informasi Manajemen dengan Menggunakan Strengths, Weaknesses, Opportunities, Threats (SWOT) Pada Kantor Pos Malang 65100. *Jurnal Riset Inspirasi Manajemen Dan Kewirausahaan*, *2*(1), 38–45. https://doi.org/10.35130/jrimk.v2i1.34

Mas, H. (2014). *Adminsitrasi Perkantoran* (Enceng (ed.); Cetakan Pe).

Moleong, R. J. (2006). *Metodologi Penelitian Kualitatif*. Rosda.

Digitaslisasi Arsip Statis, (2020).

Patil, M. B. (2020). Improved performance in multi-objective optimization using external archive. *Sadhana - Academy Proceedings in Engineering Sciences*, *45*(1). https://doi.org/10.1007/s12046-020-1309-4

Pertiwi, H., & Ranu, M. E. (2014). Keefektifan sistem informasi manajemen kearsian (semar) terhadap penemuan kembali arsip di kantor perpustakaan dan kearsipan kabupaten Sidoarjo. *Journal Informatika*, 1–17.

Ridho, R. D. P. and H. (2021). The schedule of the work plan of the leadership and members of the DPRD which is dense with programs and activities according to Table 5 for a year shows that a reference study plan needs to be carried out on a planned schedule and communicated with the l. *ICOGPASS LAN RI*.

Rumere, H. M., Tanaamah, A. R., & Sitokdana, M. N. N. (2020). Analisis Kinerja Tata Kelola

Teknologi Informasi Pada Dinas Perpustakaan Dan Kearsipan Daerah Kota Salatiga Menggunakan Framework Cobit 5.0. *Sebatik*, *24*(1), 14–21. https://doi.org/10.46984/sebatik.v24i1.926

Zulhalim. (2019). Pengembangan Sistem Informasi Manajemen Arsip Statis (SIMARS-PLUS) Berbasis Web dengan Pendekatan Extreme Programming pada Dinas Perpustakaan dan Kearsipan Provinsi DKI Jakarta Tahun Anggaran 2018. *Journal of Information System, Informatics and Computing (JISICOM)*, *3*(2), 64–78. http://journal.stmikjayakarta.ac.id/index.php/jisicom/article/view/141/122

Sub Theme: Disaster Mitigation in the Society 5.0

The Complexity of Abrasion Disaster Mitigation on Rupat Island

Dadang Mashur, Geovani Meiwanda[1], Khairul Amri, Mayarni

[1]Study Program Public Administration, Faculty of Social and Political Sciences, Universitas Riau

(email: geovani.meiwanda@lecturer.unri.ac.id)

Abstract

Abrasion disasters and environmental issues are strategic issues that are widely studied from various study perspectives, this article is the result of research conducted by researchers from the perspective of public administration. The Abrasion Disaster on Rupat Island is a disaster that can cause various social and economic impacts on the community. In 2019, the abrasion rate on Rupat Island reached 6-8 meters. Rupat Island is also one of the outer islands of Indonesia which borders with neighbouring countries, namely Malaysia and is included in the National Tourism Strategic Area (KSPN). Therefore, the abrasion disaster that occurred on Rupat Island, Bengkalis Regency must be managed in order to minimize the impact of theabrasion disaster that occurred. Abrasion disaster management can be done one of them by means of abrasion disaster management or efforts made to regulate the reduction of abrasiondisaster risk. The purpose research is to know abrasion disaster management actors in Rupat Bengkalis and determine what course the limitations in disaster management abrasion in Rupat Bengkalis. This type of research is qualitative research using data collection methods through interviews and documentation. The findings in this study is that the management effort abrasion disaster in Rupat actor countermeasures abrasion in Rupat not maximized This is caused by things still are limitations in disaster management is done. The value in this study is that disaster management actors at the regional and central levels cooperate with each other in order to maximize disaster management efforts

Keywords:

disaster mitigation; abrasion disaster; disaster management; risk reduction

Introduction

Rupat Island is the outermost island in Riau Province, with a strategic coastal area because it is directly opposite neighboring Malaysia. On the other hand, Rupat Islandforces the local government and the central government to have extra attention, this is because, it is a critical coastal area because it is eroded by abrasion every year. (Rahmat Hidayat, 2014). The uniqueness of Rupat Island is the National Coastal Strategic Area (KSPN) which

experiences severe abrasion every year, but quantitatively in 2019 the length of abrasion on Rupat Island reached 6 -8 meters. (BWSS III Pekanbaru, 2021).

Abrasion is a natural disaster that requires special, serious and appropriate attention by the local government and also the central government because the abrasion disasteron Rupat Island has a socio-economic impact on the community. (Rahmat Hidayat, 2014). The social and economic impact of abrasion, ideally, requires special attention from the local government by seeking appropriate abrasion disaster management according to the characteristics of the abrasion that occurred on Rupat Island.

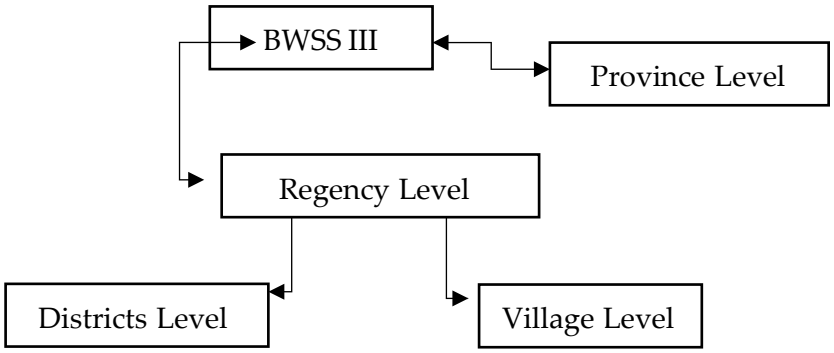
Disaster management is an effort to minimize the impact of a disaster that is supported by planning before the disaster occurs, when a disaster occurs or after a disaster (Soehatman, Ramli 2010). This impact reduction is carried out by disaster management actors starting before the disaster occurs, is happening and after the disaster occurs. Disaster management is carried out with a pattern of structural development and non-structural development. The construction of structures and non-structural developments is the result of the coordination process between actors in the management of abrasion disasters. (Soehatman, Ramli 2010).

Rupat Island is included in the Strategic Development Area (WPS). Ensuring regional-based infrastructure with strategic development is the task of the Ministry of Public Works and Public Housing (PUPR) through the Regional Infrastructure Agency (BPIW) regulated in Presidential Regulation No. 15 of 2015.

The Sumatra River Region III (BWSS III) Pekanbaru City is a representative of the Ministry of Public Works and Public Housing (PUPR) at the provincial level, tasked with handling abrasion disasters on Rupat Island. BWSS III carries out abrasion disaster management, through coordination between actors in the Village to related Regional Apparatus Organizations.

Figure 1.

Roles of coordination of actors for Abrasion in Rupat Island



Based on Figure I, it can be seen that the ideal coordination pattern must be carried out in the abrasion disaster coordination pattern. however, the complexity of planningand realization as well as the focus of development needs are limitations. collaborationat the district government level, namely the Bengkalis Regency BAPPEDA, the Bengkalis Regency Environmental Service and the PUPR Office. At the district government level, it is also acknowledged that currently the Bengkalis Regency, especially on Rupat Island, Bengkalis Island and several sub-districts located in mainland Riau, are under construction, and it is impossible to focus solely on abrasion.high-cost abrasion management, while the district is still fixing its infrastructure, personnel expenditures and other development sectors

This article will show the complexity of abrasion disaster management on Rupat Island. Abrasion disasters are different from disasters in Riau Province such as the Haze. The complexity that arises between development priorities, communication between actors and classic problems in the budget becomes the grassroots in the abrasion disaster. on the other hand, the higher the abrasion especially the peat soil structure.

Methods

Through qualitative research methods, by examining the condition of objects naturally and emphasizing research results on the meaning of the actual data (Sugiyono, 2014). Primary and secondary data were obtained through interviews, observation and documentation. The primary and secondary data were analyzed using the Interactive Analysis Model system. This analysis system starts from data collection, data reduction, data presentation and conclusion drawing.

The author involves all the actors in Figure I, as the primary data source and a number of secondary data obtained from the actors in the abrasion disaster management. thereare some limitations of the author in terms of analysis, a number of invalid data because the budget posture of each actor is different. and the non-disclosure of the exposure of each actor related to their respective functions, this has not yet reached the pattern of coordination carried out.

Results and Discussion

The complexity of abrasion disaster management is of particular concern, in this article. This article is the result of research related to abrasion disaster management in Bengkalis Regency, namely Rupat Island. begins by looking at the abrasion disaster mitigation that has been carried out. Usually, if a disaster occurs, it will be the responsibility of the regional disaster management agency (BPBD Bengkalis Regency).Abrasion disaster, is not a disaster with human victims, but human life in the future will be very influential. and BPBD is not the central actor for Abrasion Disasters like disasters in general.

There are three stages in disaster management that should be fulfilled, such as the first stage, namely before a disaster occurs in the form of preparedness, mitigation and early warning. The second stage is when a disaster occurs and the third stage is post-disaster by conducting rehabilitation and reconstruction (Soehatman, Ramli 2010). The ideal disaster management is to prepare a layout for these three stages, but as in the previous paragraph, abrasion disaster management is different from other disasters. regardless of the stage of a disaster, interpreting an abrasion event is certainly very difficult to interpret because it occurs naturally.

The number of agencies which means multi-actor plays a very important role here, and the key point in the management of abrasion disaster is very heavy on the disaster mitigation department. In the pre-disaster stage, BWSS III mostly carried out preparedness actions. Preparedness stages such as collecting secondary data by BWSSIII in coordination with the sub-district and village parties, related to the abrasion thatoccurred. Community characteristics certainly affect the rate of abrasion, especially ifMangrove plants do not support it naturally.

In general, coastal structures in Riau have the characteristics of peatlands. Abrasion

that occurs on peatlands is much faster than on non-peat soils. Based on the data, theeastern coast of Rupat Island is directly opposite the Malacca Strait. Every year there is an abrasion of 2-3 meters per year (BWSSS III, 2021). Geographically, it is also facingthe South China Sea, which allows currents for natural abrasion to occur.

Abrasion disaster mitigation, carried out to minimize the impact of abrasion disaster. Abrasion Disaster Mitigation is carried out by BWSSS III Pekanbaru City, the most basic stage is protecting the coast. Coastal protection is carried out by, based on recommendations from the sub-district and village government. The form of coordination carried out in mitigating the abrasion disaster was carried out by BWSSS III Pekanbaru City through Vertical coordination with the Ministry of Public Works and Public Housing (PUPR). Horizontal communication is carried out with local government to village levels.

Budget-based planning is very important and has the power to be carried out with a pattern of vertical coordination between actors. Coordination is carried out vertically between the central and regional governments, this is because it is realized that in carrying out abrasion disaster mitigation it requires large costs. for the last eight years for the prevention or mitigation of abrasion disasters that have been carried out have spent Rp. 326,575,506,736,. Rupat Island administratively has two sub-districts, from these two sub-districts there are 9 coasts with critical categories for abrasion achievement.

The construction that has been built in an effort to mitigate the disaster, which also indirectly becomes the rehabilitation stage for the abrasion disaster in Rupat Island and Bengkalis Regency as a whole. the following data obtained from BWSSS III Pekanbaru City.

Table 1.

Construction Abrasion Disaster Mitigation

No	Construction	Description
1	Break Water from Stones	1. As a breakwater. Naturally helps in strengtheningMangrove plants. Because Mangroves are natural plants that are able to prevent or slowdown abrasion
2	Sedimentation	2. Sedimentation is carried out in the form of planting mangroves, planting that is carried out intentionally to fillbreakwaters and form natural mitigation patterns from coastal plants.

Source: Bengkalis Regency Government, 2021

The first construction, namely the breakwater, is very expensive. especially abrasion occurs almost along the coast.

Horizontal coordination carried out by local governments is realized in the form of preventive activities only. Because, abrasion disaster mitigation requires action with careful planning and preparation in line with regional development. The limitations of the regional budget and indeed the situation in the area in Bengkalis Regency is in dire need of attention.

Horizontal coordination carried out by local governments is realized in the form of preventive activities only. Because, abrasion disaster mitigation requires action with careful planning and preparation in line with regional development. The limitations of the regional budget and indeed the situation in the area in Bengkalis Regency is in dire need of attention. The abrasion disaster mitigation pattern that is carried out is by bit by bit. A number of proposals submitted cannot be carried out directly, so they are carried out partially.the effect is that the abrasion continues, but of course it is not in accordance with the current planning and abrasion conditions.

Conclusion

Abrasion Disaster Mitigation, in Bengkalis Island is very complex in terms of the need for critical land that has been eroded very widely. The dependence of the vertical coordination pattern is very high, but of course Rupat Island is not the main focus of the central government. The local government does not make abrasion disaster mitigation the main focus, because the district government's development priority is in infrastructure development. the mitigation efforts carried out require high costs, and have not presented the right mitigation pattern because they are carried out partially while the rate of abrasion increases every year.

References

Books

Johnston, M. (2009). *Perspective, persistence, and learning.* Thaosand Oaks, CA: Sage.

Book chapter

Adiyoso,W.2018.*ManajemenBencana.*Jakarta:Bumi Aksara

Ajiwibowo, H, Nita. Y, 2011. *Model Fisik Pengamanan Pantai* Bandung: ITB

Anies. 2017. *Negara Sejuta Bencana: Identifikasi, Analisis, dan Solusi Mengatasi Bencana dengan Manajemen Kebencanaan.* Yogyakarta: Ar-Ruzz Media.

BNPB.2010. *Buku Panduan Pengenalan Karakteristik Bencana Dan Upaya Mitigasi-nya di Indonesia*

Danar Oscar Rayian.*Disaster Governance*.2020.10.Juli 2020. Http://Play.Google.Com/Store/Books/Details?Id=Ewvbdwaaqbaj

Khambali. I. 2017. *Manajemen Penanggulangan Bencana*. Yogyakarta. CV.ANDI OFFSET.

Kusumasari, Bevaola. 2014. *Manajemen Bencana dan Kapabilitas Pemerintah Lokal*. Yogyakarta : Gava Media .

Nurjanah, dkk. 2012. *Manajemen Bencana*. Bandung: Alfabeta.

Paripurno, E. T., & Jannah, N. M. 2018. *Panduan Pengelolaan Risiko Bencana Berbasis Komunitas (PRBBK) (2 ed.)*. Yogyakarta: Deepublish.

Purnomo, Hadi dan Ronny Sugiantoro. 2010. *Manajemen Bencana: Respons dan Tindakan terhadap Bencana.* Jakarta: MedPress.

Rianse, U., & Abdi. 2008. *Metodologi penelitian sosial dan ekonomi: teori dan aplikasi*. Bandung: Alfabeta.

Sara, L. (2014). Pengelolaan wilayah pesisir: Gagasan memelihara aset wilayah pesisir dan solusi pembangunan bangsa. Penerbit Alfabeta.

Subarsono, Agustinus. 2016. *Kebijakan Publik dan Pemerintahan Kolaboratif Isu-Isu Kontemporer*. Yogyakarta: Penerbit Gava Media.

Sugiyono. 2017. Metode Penelitian & Pegembangan (Research and Development). Bandung: Alfabeta

Sugiyono. 2017. *Metode Penelitian Kualitatif*. Bandung: Alfabeta.

Sugiyono.2016.*Metode Penelitian Kuantitatif Kualitatif dan R&D*. Bandung:Alfabeta

Sujarweni, V. Wiratna, dan Poly Endrayanto. 2012. *Statistika untuk Penelitian.* Yogyakarta:Graha Ilmu

Sutirto, dan Trisnoyuwono, D. 2014. Gelombang Dan Arus Laut Lepas. Yogyakarta: Graha Ilmu.

Ulum, M. C. 2014. *Manajemen Bencana: Suatu Pengantar Pendekatan Proaktif.* Malang: UB Press

Journal article

Gading Sadewo, M., Perdana Windarto, Wanto, 2018. *Komik (Konferensi Nasional Teknologi* Gading Sadewo, M., Perdana Windarto, Wanto, 2018. *Komik (Konferensi Nasional Teknologi*

Informasi Dan Komputer) Penerapan Algoritma Clustering Dalam Mengelompokkan Banyaknya Desa/Kelurahan Menurut Upaya Antisipasi/ Mitigasi Bencana Alam Menurut Provinsi DenganK-Means. *2*, 311–319.

Maulana, E., Wulan, T. R., Wahyuningsih, D. S., Mahendra, & Siswanti, E. 2016. Strategi Pengurangan Risiko Abrasi Di Pesisir Kabupaten Rembang, Jawa Tengah. *Prosiding Seminar Nasional Geografi Ums*, 2007, 389–398.

Niode, D. F., Rindengan, Geographical Information System (Gis) Untuk Mitigasi Bencana Alam Banjir Di Kota Manado. *Jurnal Teknik Elektro Dan Komputer*, *5*(2), 14–20. Https://Doi.Org/10.35793/Jtek.5.2.2016.11646

Arifin, R. W. 2016. *Pemanfaatan Teknologi Informasi Dalam Penanggulangan Bencana Alam Di Indonesia Berbasiskan Web*. *3*(1), 1–6.

Nugroho, R. B., Mustam, M., & Lituhayu, D. (N.D.). *Manajemen Bencana Dalam Penanggulangan Bencana Di Badan Penanggulangan Bencana Daerah (Bpbd) Kota Semarang*. 1–13.

Muhamad. (N.D.). *Peranan K 3 Dalam Manajemen Bencana*. 37–40.

Damaywanti, K. 2013. *Dampak Abrasi Pantai Terhadap Lingkungan Sosial (Studi Kasus Di Desa Bedono, Sayung Demak)*. 363–367.

Jokowinarno, D. (N.D.). *Mitigasi Bencana Tsunami Di Wilayah Pesisir Lampung*.

Suleman, S. A., Apsari, N. C., & Bencana, M. 2007. *6 Peran Stakeholder Dalam Manajemen Bencana Banjir*. (24).

Wilonoyudho, S. (N.D.). *Perencanaan Kota Berbasis Manajemen Bencana*. 163–170.'

Diana Astuti. 2014. *Kearifan Lokal MasyarakatFkip Ump*, 2015. 6–30.

Yongki Fajar Mustofa, .2008. *Kajian Risiko Longsorlahan, Fkip Ump 2*013 14. (24), 4–14. Rahmat hidayat,2014.*Upaya Pemerintah Kabupaten Bengkalis Dalam Penanggulangan Abrasi.*

Syaifudin, H., Studi, Malang, U. M. 2019. *Identifikasi Pengetahuan Dan Sikap Tentang Kesiapsiagaan Bencana Pada Relawan Bencana*.

Suleman, S. A., Apsari, N. C., & Bencana, M. 2007. *6 Peran Stakeholder Dalam Manajemen Bencana Banjir*. (24).

Suri, N. K., & Utara, U. S. 2015. *Analisis Kinerja Badan Penanggulangan Bencana Daerah Kabupaten Karo Dalam Upaya*. 456–477.

Giles, D. W. N.D.. *Natural Disaster Management In The Asia-Paci C*.

Abda, M. K., Geografi, P., & Samudra, U. 2019. *Mitigasi Bencana Terhadap Abrasi Pantai Di Kuala Leugekecamatan Aceh Timur*. *02*(01), 2–5.

Cecep, R., Permana, E., Nasution, I. P., & Gunawijaya, J. (2011). *Pada Masyarakat Baduy Local-Wisdom Of Disaster Mitigation On Baduy Abstract*. *15*(1), 67–76.

Maulana, E., Wulan, T. R., Wahyuningsih, D. S., Mahendra, W. W. Y., & Siswanti, E. (2016). Strategi Pengurangan Risiko Abrasi Di Pesisir Kabupaten Rembang, Jawa Tengah. *Prosiding Seminar Nasional Geografi UMS*, (2007), 389–398.

Mohit, M.A. & Sellu, G.M., 2013. Mitigation of climate change effects through non-structural flood disaster management in Pekan Town, Malaysia. Procedia-Social and Behavioral Sciences, 85, pp.564–573.

Smith, K., 2013. Environmental hazards: assessing risk and reducing disaster, Routledge. of global trends in wind speed and wave height, Sci., 364(6440): 548-552

Jackson N.L., Nordstrom K.F. & Farrell E.J. 2017. Longshoresediment transport and foreshore change in the swash zone of an estuarine beach, Mar. Geolog., 386:88-97

The Urgence of Disaster Applications in The Era of Community 5.0

Imran Kahar

Universitas Padjadjaran (email: imrankahar2@gmail.com)

Abstract

People have been familiar with applications since the introduction of computers as a tool in completing work, whether in offices, companies and other businesses, where applications are now not a rare item because almost all people have smartphones. The Inarisk Disaster Application and BMKG Info that have been issued by BNPB and BMKG is an application that can be accessed by the general public to find out the possible places where disasters will occur around us, both natural and non-natural disasters. Indonesia is one of the countries that is very prone to disasters where Indonesia has several tectonic plates and is also traversed by the ring of fire zone which is very susceptible to various kinds of disasters so that a breakthrough is needed in making applications that can be connected and accessible to the public, not only those who have smartphones. live in urban areas but people live in remote areas. The government's efforts in realizing a more comprehensive disaster application need to be realized immediately because society is currently moving towards society 5.0. where all work and activities are supported by application-based technology, in addition to the existence of disaster applications, it means that the community and government can carry out early detection and prevention of possible disasters that will occur.

Keywords:

disaster applications; government and society 5.0

Introduction

Indonesia as one of the rich countries with abundant natural resources that we cannot necessarily find in other countries so that as Indonesian citizens we should be grateful for it. But on the other hand, apart from abundant natural resources, Indonesia also has several disasters, both natural and non-natural. the existence of several tectonic plates and traversed by the ring of fire which at any time can move and emit fire so that the Indonesian people must be more careful when traveling in other words, first seek accurate information about when and where a disaster will occur.

Natural and non-natural disasters such as earthquakes, landslides, volcanic eruptions and forest fires have become news that we often see and hear through electronic and print media, but in this digital era, we also cannot fully know when and where the disaster will

occur. will occur so that a disaster application is needed that can be a liaison to find out the possibility of a disaster.

Currently, in the digitalization era, several disaster applications can be found that are easily and accessible via smartphones or news from other electronic media. Indonesia currently has two disaster applications, namely the Inarisk application and BMKG info from the two disaster applications, of course it cannot be said to be perfect. However, the application can be a means of finding initial information related to disasters that will occur in the future so that they can make wise decisions before carrying out a trip or activity carried out outside the home or in other places that are not yet known whether the area is prone to disasters or not.

The Inarisk application was developed by the National Disaster Management Agency (BNPB) where this application system can detect potential disasters and can be accessed by the Regional Disaster Management Agency (BPBD) and the wider community. Inarisk is a web-based system and application that displays disaster risks in Indonesia. The information includes, disaster hazard information and what actions the community should take when a disaster occurs. For example, before and after a flood occurs, the community can know what actions to take. Not only that, Inarisk also utilizes basic information, such as base maps from the Geospatial Information Agency (BIG), hazard maps from data trustees, such as flood maps from the Ministry of Public Works and Public Housing (PUPR), landslide and volcanic maps from the Meteorological Agency. So, Inarisk combines three pieces of information, such as one hazard information, vulnerability information and capacity information whether the local government already has a disaster map or not, whether the local government has a disaster regulation or not.

BMKG Info is an application that has been launched by BMKG. Where there are several features provided such as earthquake notifications, weather early warnings, and actual information about BMKG. Users can get information about weather forecasts based on location. including earthquake information, although currently only earthquakes with a magnitude above 5 on the Richter scale will appear as notifications, equipped with the distance from the epicentrum to the user's location.

The existing applications, both InaRisk and BMKG Info, are applications that are very much needed by the community in the era of digitalization of society 5.0. is a must or must

have it because Indonesia is a country that has many disaster-prone areas, both natural and non-natural disasters.

Methods

The method that the author uses is a qualitative method by collecting data and looking at existing reports both from print and electronic media as well as statements from several resource persons or experts so that they can provide additional data that can be included in this paper. According to Sugiyono in his book entitled Understanding Qualitative Research, that qualitative research methods are "Qualitative research is a process of inquiry about understanding based on separate methodological traditions; clear examination that explores social or human problems. The author constructs a complex, holistic picture, examines words, reports and details the views of native speakers, and conducts the study in a natural setting. (Sugiyono 2007).

Results and Discussion.

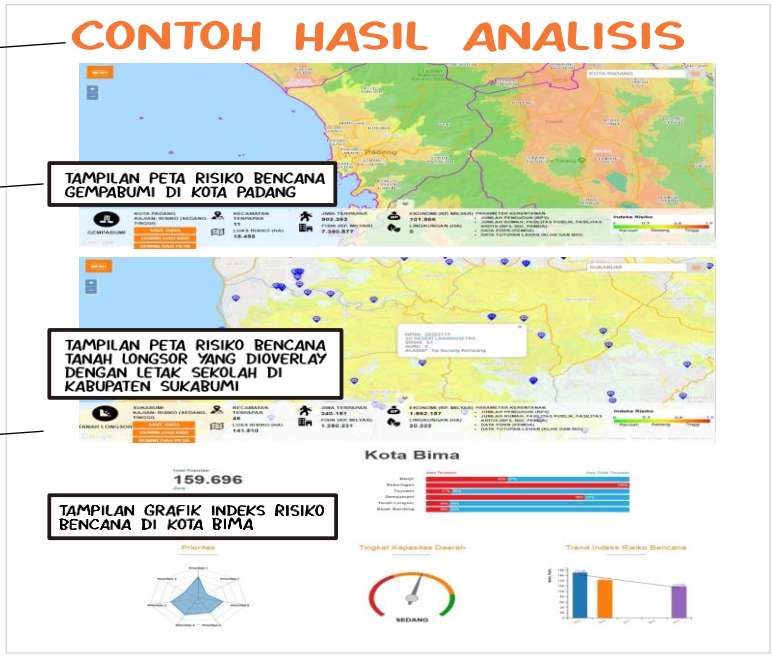
a. Inarisk application.

In the Inarisk Disaster Application, users can find out the risks of disasters that can occur in their area, such as floods, flash floods, extreme weather, extreme waves and abrasion, earthquakes, forest and land fires, droughts, volcanic eruptions, landslides, tsunamis, and multi-hazard disasters.

Districts or the number of sub-districts that use data from the Central Statistics Agency. The level of the study measured is based on several parameters, such as population, BPS data Number of houses, public facilities, critical facilities BPS data, BIG, Inarisk can also be used to determine the hazard index, vulnerability, and capacity of a type of disaster. The results will be known in the form of a digital map that is displayed in different color gradations according to the desired level of study. This map can be enlarged and reduced making it easier for users to know down to the detailed regional level. and Local Government GRDP data and local government data Land cover data KLHK and BIG In addition to knowing the study of a disaster in an area, this application also presents prevention and rescue measures that must be taken by the community if they are in an area that has a potential disaster.

In addition to the Disaster Application at Inarisk, currently there is also a Covid-19 hazard info application that is around people using the application.[1]

BNPB Inarisk Application Risk Map Analysis



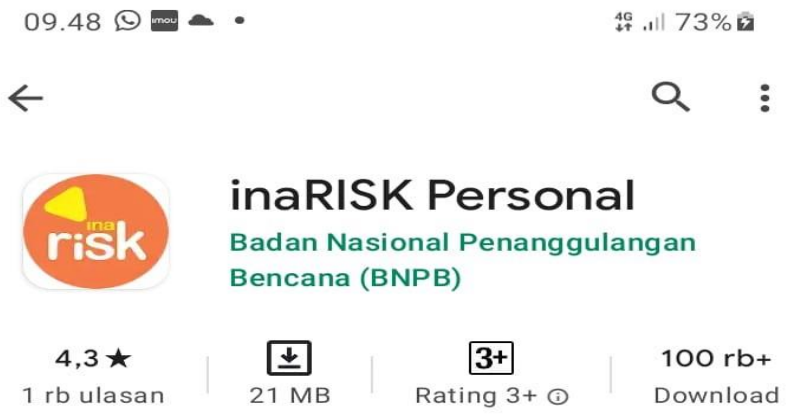
sample analysis results

map display of the earthquake risk of the city of Padang

display of the risk of landslides in the city of Sukabumi

Bima city disaster risk index graphic display

Community data using the BNPB Inarisk Aplication



[1]Guide to using Inarisk Booklet.CDR version

As for the number of Natural Disasters in Indonesia (1 January-18 June 2021), the National Disaster Management Agency (BNPB) noted, a total of 1,441 natural disasters that hit Indonesia from January 1 to June 18 2021. The most natural disasters were floods, with 599 incidents. Then a tornado with 398 events.

The Government's efforts in this case BNPB in creating and developing a Disaster application to determine the possibility of a disaster occurring are in line with several countries that have made a similar disaster application such as the United States, Japan, Netherlands and UAE. The existence of a disaster application such as Inarisk will be very useful for the Indonesian people and foreign nationals who will visit Indonesia.

From the data above, the author argues that most Indonesian people do not fully know areas that are prone to disasters, but with the existence of a disaster application made by the government, in this case BNPB, it has become a leap in the technology era. In order to be able to provide accurate information about possible disasters that can occur, the Inarisk application based on Android and Ios applications will greatly assist the government in providing disaster information to the community, both those who will carry out activities in other areas or around their homes in order to minimize the possibility of victims. both loss of life and material.

b. BMKG info application.

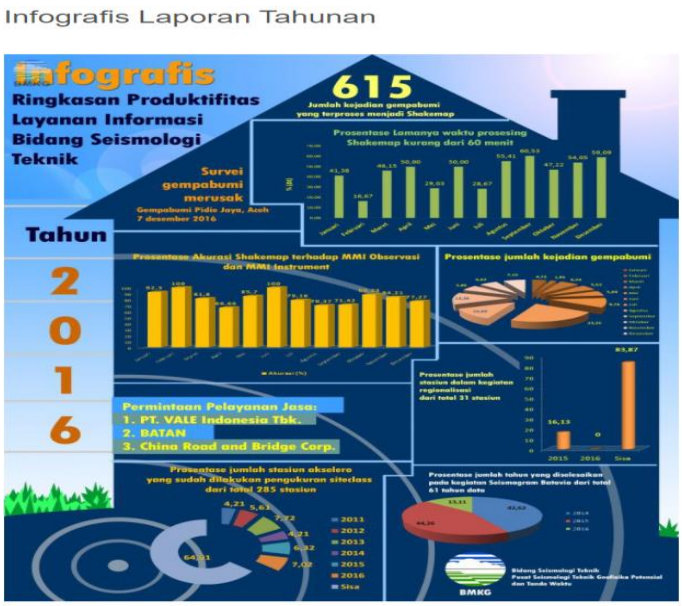
The BMKG info application as a means of communicating and providing information to the public is carried out through the internet network or in other words through the latest technology. The BMKG Info application is an application that can be used with an internet network on a wireless device or smartphone, Currently the need for weather information continues to increase in the face of the current uncertain weather so that BMKG as one of the institutions with an interest is called to provide the latest Android-based innovations for the community. In general, this application can help the public to get information about Indonesia's weather forecasts and early warnings of bad weather estimates of natural conditions, such as weather forecasts, air quality, climate, earthquakes, and so on related to meteorology, climatology, and geophysics.

Functionally, this application is not much different from other existing weather forecasting applications, but according to BMKG its weather information application can

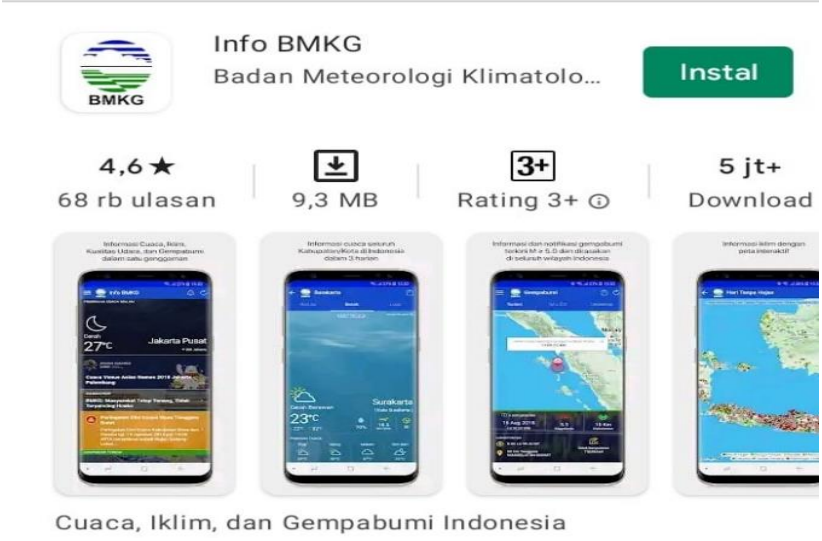
provide early weather warnings. The scale of the early warning information is not only limited to the province, but also to the sub-district level where you can find out the weather forecast in 7 days with forecasts every 3 hours per day in all sub-districts in Indonesia (BMKG, 2021).

BMKG Info Application Productivity Chart

annual report infographic. summary of the productivity of information services in the field of engineering seismology. (2016)



BMKG Info Application user data



The BMKG Info application has won the World Meteorological Organization (WMO) International Weather Award Apps Award 2020, which is a prestigious event for application developers engaged in the world's weather.

The author is of the opinion that with the BMKG information application created by BMKG, it can be accessed easily via smartphones, but there are still people who have not been able to access the application, even though Indonesia is currently in the era of society 5.0 which prioritizes digitizing information systems. This situation can be used as an evaluation material for the government in providing accurate information related to disasters despite the various obstacles and limitations that are currently being faced.

Conclusion

All the efforts that have been made by the government by making a breakthrough by utilizing digitalization technology and information in the era of society 5.0. disaster app that At this time we need to appreciate even though there are advantages and disadvantages that need to be fixed immediately. There are two government institutions, namely BNPB and BMKG which have issued different disaster applications but the goal remains one, namely how the public gets information accurate information on the possibility of disasters that will occur in the future and how to prevent them so that the government in this case can take a measurable action against the possibility of casualties and material. But it can be seen from the data above the existing disaster application users are still very few.

For this reason, so that this disaster application is useful and can be accessed by the entire community, it is necessary to consider, namely (1) The need for the government to appoint a government agency that is more authorized according to applicable laws and regulations to issue a more complete disaster application according to the needs of the community. (2) The government needs to make a grand design that combines disaster-prone areas with areas that do not yet have an internet network. (3) The need for the government to create a rule that requires people to use disaster applications just like the protect care application required by the government if going to travel.

References

(Sugiyono 2007). Understanding Qualitative Research, (BNPB) Indonesian Disaster Risk Book Republic of Indonesia (2008) Government Regulation No. 21 of 2008 Disaster Management Implementation

BNPB (2018) BNPB Regulation Number 07 of 2012 Guidelines for data and information management Indonesian Disaster

Website

https://inarisk.bnpb.go.id/about

https://apps.bmkg.go.id/

https://mediaindonesia.com/humaniora/369340/aplikasi-info-bmkg-menang-penghargaan-internasional

https://bahasan.id/5-aplikasi-canggih-pendeteksi-bencana alam

http://jurnal.ubl.ac.id/index.php/explore/article/view/1085/1137

https//nasional.kompas.com/read/2018/08/24/20430031/mengenal-inarisk-aplikasi-untuk-kaji-potensi-bencana-dari-bnpb

http://dhanytama.blogspot.com/2016/12/aplikasi- info-bmkg-untuk-android.html

Sub Theme: Public Management in the Society 5.0

Quality of Building Information System Services in the Management of Building of Merauke Regency

Nenden Siti Khodijah[1], Yohanis E. Teturan

[1]Universitas Musamus (email: nenden.s.k@gmail.com)

Abstract

An observation was made when a new website was launched through the ministry in order to improve the service quality of the Building Information System in the Management of Building Permits (SIMBG) at the One-Stop Integrated Service and Investment Service of Merauke Regency which consists of five quality dimensions, namely: tangibility, reliability, responsiveness, assurance, and empathy. The purpose of this research is to describe the service quality of the Building Information System (SIMBG) in making Building Permits at One-Stop Integrated Service and Investment Service. The research is a descriptive with a qualitative analysis approach in its method. The data collection techniques are: theoretical studies and field studies consisting of observations and interviews. 10 informants were interviewed in the study. They are five informants of IMB officers at DPMPTSP and five informants from the community who have made IMBs online. There are 3 data analysis techniques used, namely data reduction, data presentation, and drawing conclusions/verification. The conclusion of this study illustrates that the use of the 5 dimensions of Parasuraman has met the standards of SIMBG Service Quality at DPMPTSP Merauke Regency in the management of IMB. However, there are some shortcomings and things that have not been met, such as the length of time the applicant data upload process takes, the appropriate length of time for issuance, and coordination with each sub district in Merauke Regency regarding more intensive socialization of online licensing at the Merauke Regency DPMPTSP. Apart from that, it has shown that in general the quality of service is quite optimal in providing public services regarding existing permits in Merauke Regency.

Keywords:

IMB Online; public service; SIMBG

Introduction

The Building Permit (IMB) is one form of public service in the form of a permit granted by the Investment and One Stop Service Office (DPMPTSP) of the many permits granted. Before starting to build the building, the manager needs to have related permits regarding feasibility, comfort, security according to its function. IMB is not only required to

construct a new building, but is also required to dismantle the building, renovate, add, change the function of the room, or repair anything that changes the shape or structure of the building.

In the process of obtaining an IMB in the Merauke Regency area, there are interesting things that became the author's spotlight when conducting initial observations and reviews at the One Stop Integrated Service and Investment Service. The government through the Ministry regulates the management of this IMB online through SIMBG where this system is inseparable from President Joko Widodo's Nawa Cita program which requires a digital-based service system. Its derivatives are also regulated in Merauke Regent Regulation Number 72 of 2020 concerning Delegation of Issuance Authority and Signing of licensing and non-licensing to the Merauke Regency DPMPTSP.

The Building Management Information System (SIMBG) is a web-based application designed to provide services to the public, especially in IMB services, with the aim of managing various business permits, especially in IMB services with the aim of facilitating the management of various permits to conduct business (permits related to location, environment). and buildings), business licenses, as well as operational permits for business operations at the central or regional level, providing facilities for business actors to connect with all stakeholders and obtain permits safely, quickly, and in real time.

Methods

This type of research uses a qualitative research approach with a descriptive which is research on certain phenomena obtained by research from subjects in the form of groups or other perspectives.

Results and Discussion

The purpose of this research is to describe the service quality of the Building Information System (SIMBG) in the manufacture of Building Permits at the Investment and One Stop Service Office. Descriptive studies only revolve around the magnitude, descriptive form or existence of a variable. As well as describing an ongoing situation at the time of the study and examining the cause of a certain symptom in the form of written or oral facts from observable sources or behavior. Data collection techniques are techniques or methods used by

researchers in finding and obtaining data. In collecting research data, researchers used the following techniques: interviews, observations and documentation.

In this study, the analysis used is descriptive analysis with qualitative approach, the data analysis must be interpreted by describing the research results in the form of words or sentences. So that the data analysis in descriptive research with a qualitative approach is not in the form of one number. Propose 5 steps in qualitative data analysis, namely: First, data preparation; Second, understand the data; Third, data interpretation; Fourth, data verification; Fifth, present the data; Method of collecting data Data collection techniques are techniques or methods used by researchers in finding and obtaining data. In collecting research data, researchers used the following techniques:

1. Interview, conducted with :
   a. Head of IMB Licensing
   b. Front Office employees IMB
   c Back Office employees IMB d.IMB applicant
2. Observation

   Observation is a method used to obtain data or information through the five senses which is carried out systematically, namely by holding direct or indirect observation in order to gain confidence on the data obtained through the existing facts. In this study, the implementer Observation is carried out by direct observation of the location.

   Observation carried out on objects including:

   a. IMB service implementation process at DPMPTSP Merauke Regency .
   b. The attitude and behavior of the giver service to the public
3. Documentation

   Documentation is data collection by studying and convincing documents related to the focus of the researcher. Documents used in research because as a data source, it is stable, can be used as a evidence in the assessment, which is natural in nature according to the context. Documentation in the form of: documents regarding the site and condition of the Regency DPMPTSP Merauke , important archives, and the legal basis of laws and regulations about IMB.

Public services provided must be in accordance with indicators and principles in public services, so that they can meet the dimensions of the quality of public services as according to Zeithaml-Parasurman-Berry, namely:

a) Tangibles: service quality in the form of office physical facilities, computerization administration, waiting room, information area.

b) Reliability: the ability and reliability to provide reliable services.

c) Responsiveness: the ability to help and provide services quickly and accurately, and responsive to consumer desires. IMB Services in Achieving Optimal Public Service Quality

d) Assurance: the ability and friendliness and courtesy of employees in ensure consumer confidence.

e) Empathy: firm but attentive attitude of employees towards consumers.

The research objective to be achieved by the author in this study is to describe the service quality of the Building Information System (SIMBG) in the manufacture of Building Permits at the Office of Investment and One Stop Integrated Services.

Conclusion

IMB Service Quality Improvement

1. Tangibles (Physical Appearance)

It can be concluded from what was conveyed by the applicants mentioned above, seen from the tangibles dimension in the online-based IMB service at DPMPTSP Merauke Regency, it is known that the physical equipment available at the DPMPTSP office is in the form of a large waiting room, chairs, information boards, air conditioning machines, machines. queue numbers, supporting facilities such as computers, and information boards that provide convenience for online-based IMB applicants who visit the Merauke Regency DPMPTSP office. In the process and access to online-based IMB services, there are still complaints submitted by the service, namely when uploading data on online-based IMB application requirements it takes a long time. According to the applicants, opening the SIMBG site is easy to find on the internet, and has a simple menu display.

2. Reliability or Competence of Service Officers

It can be concluded from the reliability dimension in the online-based IMB service at DPMPTSP Merauke Regency, it is known that the officers are quite careful in providing explanations as well as directions about the IMB application process, as well as the officer's incompetence in checking the completeness of the online-based IMB application requirements.

3. Responsiveness or Responsiveness of Service Apparatus

It can be concluded from the responsiveness dimension in online-based IMB services at DPMPTSP Merauke Regency, it is known that officers can respond with alacrity and friendliness in providing answers to overcome difficulties and complaints faced by each online-based IMB applicant at the Merauke Regency DPMPTSP office.

Officers are also able to respond quickly and accurately from the skills of officers in providing information and accuracy in meeting the information needs of applicants to complete the online IMB application file. In checking the application file submitted by each applicant, the officer is also careful in being friendly and not emotional to convey the right information to applicants who have difficulty processing the IMB application online so that all complaints submitted by the applicant can be responded to by the officer quickly. with a good attitude.

4 . Assurance or Assurance (Guarantee) Service

It can be concluded from the opinions that have been expressed by the informants in the interviews above, it can be seen on the dimension of assurance in the IMB service using SIMBG at the Merauke Regency DPMPTSP. at the Merauke Regency DPMPTSP Office where all the transparency can be seen during the IMB process on the Simbg website.

5 . Empathy or the attitude and concern of service staff

It can be concluded from the empathy dimension in the online-based IMB service at DPMPTSP Merauke Regency, it is known that the officer shows his firm attitude by providing services by prioritizing the interests of the applicant based on the queue number with a polite attitude, listening and paying attention to every complaint submitted by the applicant so that the IMB service is based online. at the Merauke Regency DPMPTSP Office can run in an orderly manner in accordance with the standard service procedures that have been set. Although there are some applicants who think that the services provided by officers are still discriminatory because there are applicants who feel that the online IMB application process is not timely for completion, but it does not cause disappointment from the applicant

because the officer is able to be friendly in providing an explanation regarding the applicant's complaint at the counter. information and complaints on the implementation of online-based IMB services at the Merauke Regency DPMPTSP Office.

Suggestion

Based on these conclusions, the following suggestions can be given.

1. Judging from the tangibles dimension, with the applicant's poor assessment of online-based IMB services through the use of an internet networked system on the SIMBG site, it is hoped that the One-Stop Integrated Service and Investment Service (DPMPTSP) of Merauke Regency will be able to upgrade the server and integration of the menu on the SIMBG site so as to realize quality online-based IMB services.
2. Due to the high level of complaints and complaints from the public regarding the online-based establishment permit service, the Merauke Regency Investment and One-Stop Integrated Service (DPMPTSP) should be able to make online complaints facilities more open and flexible.
3. Judging from the dimensions of reliability, responsiveness, assurance and empathy with the assessment from the applicant, it is expected that the Operator Officer at the Merauke Regency Investment and One Stop Integrated Service (DPMPTSP) can continue to improve their skills and expertise in mastering online-based IMB services considering that there are still problems in the application of the SIMBG site.

Conclusions and Suggestions

Based on the description of the results of the research and discussion, the following conclusions can be drawn: Implementation of Public Services at the Investment and One Stop Service Office of Merauke Regency in terms of the Tangible Dimension (Physical Evidence) it can be concluded that there are still many weaknesses due to the obstacles presented by the applicant that there are still many of them who have to come directly to the registration counter, also the length of time required by the applicant to upload data on the online-based IMB application requirements through the SIMBG website so that the tangible dimension tends to be assessed as still less than optimal, but in other indicators such as appearance, comfort, and the use of assistive devices, it has been fully implemented properly .

Judging from Dimension Reliability (reliability) is already implemented and in accordance with the expectations of society, namely the expertise of employees in using the

tools of service , accuracy officers , and service standards are clear, for Dimension Responsiviness (Responsiveness) has been applied in accordance with the wishes of the people proved because no complaints from service users related indicators in Responsiviness dimension which responds with fast, precise, accurate, and timely .

Public Services at the Investment and One Stop Service Office of Merauke Regency in terms of the Assurance Dimension have been implemented properly in accordance with the wishes of the community which have indicators of timely guarantee and guarantee of cost certainty. This is evident because there are no complaints from service users related indicators within the dimensions of Assurance and on Dimension One final dimension of Empathy (Empathy) has been implemented well by their attitude put the interests of users of the service, officers are friendly , be polite and courteous, also absence of treatment This is discriminatory so that many applicants are satisfied with the services at the Merauke Investment and One Stop Service.

Suggestions that can be given from the results of this thesis research are as follows.

Judging from the tangibles dimension, with the applicant's poor assessment of online-based IMB services through the use of an internet networked system on the SIMBG site, it is expected that the Merauke Regency One Stop Integrated Service and Investment Service (DPMPTSP) will be able to upgrade the server and integrate the menu. on the SIMBG site so that it can realize quality online-based IMB services. Due to the high level of complaints and complaints from the public regarding the online-based establishment permit service, the Merauke Regency Investment and One-Stop Integrated Service (DPMPTSP) should be able to make online complaints facilities more open and flexible.

Judging from the dimensions of reliability, responsiveness, assurance and empathy with the assessment from the applicant, it is hoped that the Operator Officer at the Merauke Regency Investment and One Stop Integrated Service (DPMPTSP) can continue to improve their skills and expertise in mastering online-based IMB services considering that there are still obstacles in SIMBG site application.

References

Albury, David, 2003, Innovation in the Public Sector, Dicussion Paper, London, The Mall.

Barata. (2003). *dasar dasar pelayanan prima*. Jakarta: elex.

boediono, b. (2003). *Pelayanan Prima Perpajakan*. Jakarta.

Dwiyanto, A. (2008). Mewujudkan Good Governance melalui Pelayanan Publik, 136.

Djaenuri (2012) Hubungan Keuangan Pusat Jakarta: Ghalia Indonesia. Carunia Mulya

Edvardsson, B. (2000). The effects of satisfaction and loyality on profits and growth : products versus services. *Total Quality Managemen*, *11*(7), 917–927.

Etika administrasi negara / Wahyudi Kumorotomo Penulis: Kumorotomo, Wahyudi Tahun: 2005. Label: Rv 172.2 KUM e. Penerbit: Jakarta: RajaGrafindo

exy J. Moleong. 2005. metodologi penelitian kualitatif, Bandung: Remaja. Rosdakarya.

Farida Jasfar. 2005. Manajemen Jasa Pendekatan Terpadu.Bogor: Penerbit Ghalia.

gaspersz. (2011). *lean six sigma for manufacturing and service industries, waste elimination and continous cost reduction*.

Gaspersz, V. (1997). *Gaspersz, Vincent*. Jakarta: PT. Gramedia Pustaka Utama.

Halvorsen, Thomas, et al. 2005, On the Differences between public and private sector innovations. Publin Report. Oslo

Hardiansyah. (2011). *kualitas pelayanan publik*. Jakarta: bumi aksara.

Ibrahim. (2008). Teori dan Konsep Pelayanan Publik Serta Implementasinya, 22.

Irawan, A. (2018). Transparansi Pelayanan Publik Pada Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu (DPMPTSP). *Jurnal Politik Dan Sosial Kemasyarakatan*, *Vol 10 No*, 90.

Jasfar, F. (2005). Jasfar 2005, 50)., 50.

Kasmir. (2006). *etika customer service*. Jakarta: PT Raja grafindo persada.

Mahmudi. (2005). *manajemen kinerja sektor publik*. yogjakarta.

Mayrowani, H. (2008). Evaluasi Kebijakan Subsidi Benih Jagung Kasus Kabupaten Jeneponto , Sulawesi Selatan. *Analisis Kebijakan Pertanian*, *6*(3), 256–271.

Molelong. (2005). metode penelitian kualitatif, 6.

Pamudji. (1994). Profesionalisme Aparatur Negara dalam Meningkatkan Pelayanan dan Perilaku Politik Publik.

Saefullah. (1999). *Konsep dan Metode Pelayanan Umum yang Baik*. sumedang.

Sugiyono. (2009). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: alfabeta.

Tjiptono, 1996, Manajemen Jasa, Penerbit Andi, Yogyakarta. Fandy Tjiptono, 1997, Strategi Pemasaran, Edisi 1.

Unarto. (2005). *pajak dan retribusi daerah*. yogjakarta.

widodo. (2001). *etika birokrasi dalam pelayanan publik*. malang: citra malang.

Zeithml. (1990). a conceptual model of a service quality and implication for future reserch, 26.

The Effect of Perceived Usefulness, Perceived Ease of Use On Attitudes and Interest in Using Regional Financial Management Information Systems

Elly Asmara[1], Dwi Ratmono[2]

[1]Student of Doctoral Public Administration, Diponegoro University, Semarang

(email: ellyasmara.asmara@gmail.com)

[2]Lecturer of Faculty of Economics and Business, Diponegoro University, Semarang

Abstract

The era of globalization is an advanced internet use one of the strategic measures for innovation, for it is this penelian circuitry following results Effect of *Perceived Usefulness* Of *Attitude Toward Using* ditermia, where the higher the user's perception of the benefits created by SIPKD it is increasingly having a good acceptance. Effect of *Perceived Ease Of Use* Of *Attitude Toward Using*, received Perceived ease of use makes one believe that computers are easy to understand and use and can be defined a person would believe that by using the system very easy to learn, easy to be done according to its desires and ease to operate. Influence*Attitude Toward* Using Against *Behavioral Intention,* has an effect where the more you have a good attitude of acceptance of SIPKD, the more you have an interest in using technology.

Keywords:

SIPKD; perception of technology use

Introduction

The era of globalization has demanded that all information be accessed quickly and practically. The company's ability to compete in the market is important for the survival of the company itself, and a strategy must be made that can take advantage of available strengths and opportunities, as well as cover weaknesses and overcome obstacles in the business world (Yananto and Ediraras, 2008). This can be realized if management has the ability to make decisions based on quality information through processing company data, especially by utilizing technology. Quality information can be realized from a good information system design. Large companies even invest resources to increase productivity through the provision of advanced applications in enterprise information systems. The information system will make it easier for management accountants to obtain reliable, relevant, timely,

understandable and tested financial information that can assist in the decision-making process. The information system itself is formed from *input* that is processed or processed which will produce output in the form of information (Mayasari, 2011). The combination of a collection of individuals, hardware, software, communication networks, and data resources that collects, transforms, and distributes information within an organization is an information system (O'Brien, 2006). Information obtained from information processing will be used as material in decision making by the authority holders in order to advance the company (Rosani, 2011).

One of the initial keys to the successful implementation of information and communication technology within the company is the willingness to accept the technology among users. One approach method to understand user attitudes towards technology is the *Technology Acceptance Model* (TAM). The TAM model itself defines two things that affect user acceptance of technology, namely user perceptions of the benefits of technology and ease of using technology. This study will examine the improvement of the initial model starting from *Theory of Reason Action* (TRA) and *Theory Planned Behavior* (TPB) (Siregar, 2011). Meanwhile, according to Simanjuntak (2011) states that one theory of technology integration that is quite popular is TAM. TAM development describes that there are two factors that dominantly affect technology integration. The first factor is the user's perception of the benefits of technology. While the second factor is the user's perception of the ease of using technology. Both of these factors affect the willingness to use technology. Furthermore, the willingness to use technology will affect the actual use of technology. According to Sharma and Mochtar (2005), the availability of technology for the community includes *not just the availability of content and applications but its affordability as well. The issue of usability is also relevant, given that 80% of Internet content is in English.*

In this era of increasingly modern information technology, the existence of an information system makes it easier to communicate between PDAMs and stakeholders. Likewise, the use of the Regional Financial Management Information System (SIPKD) with the TAM approach to facilitate the flow of information at PDAM Tirta Bumi Serasi Semarang Regency, in accordance with one of the main priorities above, namely "Optimization of Information Technology. "This is done to realize the vision of PDAM Tirta Bumi Serasi Semarang Regency "To become the community's preferred drinking water

provider and the best in Indonesia." The variables in this study are based on previous research, namely Davis (1989) with differences in research in the sample. This study examines the acceptance of the regional financial management information system (SIPKD) in the government, namely PDAM Tirta Bumi Serasi, Semarang Regency.

Perceptions of technology vary from one individual to another. Their perception of technology begins with a belief process about technology. The TAM model as proposed by Davis (1989) and the Theory of Reasoned Action Model (TRA) as proposed by Ajzen and Fishbein (1980) have dominated the information systems literature. The model suggests that the influence of the variables in TAM and TRA is influenced by individual beliefs about the benefits of technology. User acceptance of the information technology system can be defined as the willingness that appears in the user group to apply the information technology system in their work. The more accepting the new technology system , the greater the willingness of users to change existing practices in the use of time and effort to actually start on a new information technology system, then the change in the system causes not to provide many benefits for the organization/company and can even lead to new problems that can cause new problems that can make the company lose money.

Technology acceptance models have combined user attitudes in the workplace and what they do. To see long-term predictions about technology acceptance by users, it can be done by measuring the affective response of the use of new technology. Davis (1989) has developed a model that explains individual behavior in the acceptance of information technology called TAM. TAM theorizes that a person's intention to use a system or technology is determined by two factors, namely perceived usefulness is the level of individual belief that the use of technology will improve performance and perceived ease of use is the level of individual belief that the use of technology makes easier to get the job done.

Meanwhile, according to Simanjuntak (2010) states that one theory of technology integration that is quite popular is TAM. TAM development describes that there are two factors that dominantly affect technology integration. The first factor is the user's perception of the benefits of technology. While the second factor is the user's perception of the ease of using technology. Both of these factors affect the willingness to use technology. Furthermore, the willingness to use technology will affect the actual use of technology. Added by Sharma and Mochtar (2005), the availability of technology for the community includes *"Includes not*

just the availability of content and applications but its affordability as well. The issue of usability is also relevant, given that 80% of Internet content is in English. From this description, the availability of access to information/technology should also take into account the availability, conditions and needs of local communities in accessing information.

According to Wijaya (2006), the first step that must be taken before implementing various solutions in integrating technology into the organization is conducting TAM research on users. Based on the results of the study, steps can be applied to anticipate user resistance to the technology to be adopted. One important factor that needs to be researched is user experience using technology. According to Whitten et al. (2004) stated that an information system is an arrangement of frameworks, data, processes and liaisons to support problem solving and decision-making needs of management and users (*users*). Every information system consists of the building blocks that make up a system. Information systems have main components that make up the structure of the information system building. The information system building component consists of six blocks (called *information system building blocks*) namely: input, model, output, technology, database and control (Mulyadi, 2010).

According to Mulyadi (2010), the system is basically a group of elements that are closely related to one another, which function together to achieve certain goals. Meanwhile, according to Baridwan (2010) suggests that the system is an entity or unit consisting of interrelated parts that aim to achieve certain goals. Another opinion according to Wilkinson (2000) states that the system is a combination of frameworks that have one or more goals. With the creation of independence, the system components can operate independently without depending on the processes carried out by other components or subsystems (Krismiaji, 2002).

According to Baridwan (2010) states that information is the output of a data processing process. The output has been well structured and meaningful for its reception (user information) so that it can be used as a basis for making a decision. Meanwhile, according to Wilkinson (2000) suggests that information is knowledge that is meaningful and useful to achieve goals.

According to Winarno (2006), accounting is the process of recording, processing transaction data, presenting the information to the rightful and interested parties, and interpreting the accounting information. Meanwhile, according to Wilkinson (2000) suggests

that accounting is part of the general information system of an operational unit and is also part of a large field under the name of the concept of information.

According to Baridwan (2010) states that the accounting information system is an organizational component that collects, categorizes, analyzes, and communicates relevant financial information for decision making, both to outside parties, such as taxes, investors, and creditors, as well as parties within the company, especially manager. Meanwhile, according to Mulyadi (2010) suggests that accounting information systems are forms, records, and reports that are coordinated in such a way as to provide the information needed by management to facilitate the management of the company. According to Romney and Steinbart (2010) accounting information system consists of five components, namely a. The person who operates the system and performs various functions. b. Procedures, both manual and automated, involved in collecting, processing and storing data about an organization's activities. c. Data about the organization's business processes. d. Software (software), which is used including to process organizational data. e. Information technology infrastructure, including computers, support equipment and equipment for network communications.

Methods

In this study, the population is a generalization area consisting of objects or subjects that have certain qualities and characteristics determined by the researcher and then conclusions are drawn (Indriantoro and Supomo, 2009). The population in this study were all employees at the head office and branch offices of PDAM Tirta Bumi Serasi, Semarang Regency who used SIPKD. In this study, the sample is part of the population elements selected using a certain procedure, so that it is expected to represent the population (Indriantoro and Supomo, 2009). The sampling technique is *purposive sampling* , namely the determination of the sample based on certain criteria, including a. Employees work at the head office Jl. Gatot Subroto No. 2 Ungaran 50517. The selection of the head office as the research sample because it is the data center of five branches of PDAM Tirta Bumi Serasi Semarang Regency and b. Employees using the SIPKD program. Based on the above criteria, the total sample in this study is 53 employees who use the SIPKD program who work at the head office of PDAM Tirta Bumi Serasi, Semarang Regency.

In this study, there are two kinds of variables that are measured, while these variables are the Bound Variable (Y). Included in this variable are Attitude Toward Using (SIPKD acceptance) and Behavioral Intention (Interest to use SIPKD). Independent Variables (X) Included in this variable are: a. Perseive Usefulness (Perception of Usefulness SIPKD) and b. Perceive Ease Of Use (Perception of Ease of SIPKD).

Attitude toward using is an attitude toward the use of information technology in the form of acceptance to use SIPKD (Davis, 1989).

Measurement of internet usage variables. The greater the selected points, the higher the acceptance of the use of SIPKD in PDAM Tirta Bumi Serasi, Semarang Regency. which is measured by a. I like using SIPKD, b. Using SIPKD is a good idea. *Behavioral intention* is an interest in using SIPKD (Davis, 1989). This instrument uses 2 questions used are a. I am interested in using SIPKD to carry out routine operations, b. As much as possible I use SIPKD regularly. *Perceived usefulness* is the perception that using SIPKD will increase benefits (Davis, 1989), Measurement of this instrument variable uses 4 statements used are a. SIPKD accelerates my work; b. SIPKD is more efficient; c. SIPKD makes my work easier and d. SIPKD is useful for me. *Perceived ease of use* is the perception that the use of SIPKD can be easily understood (Davis, 1989), Measurement of this instrument variable uses 4 statements that are used are a. Accessing SIPKD is easy for me to learn; b. It was easy for me to become an expert in operating SIPKD; c. Operating SIPKD is very clear and easy to understand; and D. Accessing SIPKD is not difficult for me.

Results and Discussion

Hypothesis 1.

User perception of perceived usefulness is the perceived usefulness obtained by users of the new information system with the use of the new information system which is expected to provide benefits to its users. Perceived usefulness is the perception of usefulness which is defined as a measure of how users benefit from the use of an information system and makes someone feel confident that using the system improves performance. The higher the user's perception of the benefits created by SIPKD, the more they have a good acceptance attitude.

The results of this study are in accordance with previous research by Ananto and Ediraras (2008) who examined the *Analysis of Technology Acceptance Model (TAM) on the*

Implications of ICT Utilization in SMEs in Indonesia which stated that *perceived usefulness had a positive effect on attitudes toward using* . In addition, Mayasari et al. (2011) who examined the *Antecedents and Consequences of Customer Attitudes in Using Internet Banking by Using the Technology Acceptance Model (TAM) Framework* also stated that *perceived usefulness* had a positive effect on *attitudes toward using.*

sig value. the perceived usefulness (PU) variable is 0.000 <0.05 with 0.231. It means that there is a significant positive effect of perceived usefulness (PU) on attitude toward using (ATU) because the value of sig. below 0.05 and the value of is positive. It can be concluded that the statement of hypothesis 1 which states that perceived usefulness has an effect on attitude toward using is accepted because the value of sig < 0.05 and the value of > 0.

User perception of perceived usefulness is the perceived usefulness obtained by users of the new information system with the use of the new information system which is expected to provide benefits to its users. Perceived usefulness is the perception of usefulness which is defined as a measure of how users benefit from the use of an information system and makes someone feel confident that using the system improves performance. The higher the user's perception of the benefits created by SIPKD, the more they have a good acceptance attitude.

The results of this study are in accordance with previous studies such as Yananto and Ediraras (2008) who examined the *Analysis of Technology Acceptance Model (TAM) on the Implications of ICT Utilization in KUKM in Indonesia which* stated that *perceived usefulness had a positive effect on attitudes toward using* . In addition, Mayasari et al. (2011) who examined the *Antecedents and Consequences of Customer Attitudes in Using Internet Banking by Using the Technology Acceptance Model (TAM) Framework* also stated that *perceived usefulness* had a positive effect on *attitudes toward using.*

Hypothesis

User perception of the ease of use (perceived ease of use) is the perception of the ease of use of information systems users of new information systems. With the newly developed information system, the user feels that the system provides convenience in life. Perceived ease of use makes a person believe that the computer is easy to understand and use and is defined, someone will believe that using the system is very easy to learn, easy to do according to the wishes of its use and ease of operation. sig value. the variable perceived ease of use (PEOU) is 0.000 <0.05 with 0.251. It means that there is a significant positive effect of perceived ease of

use (POU) on attitude toward using (ATU) because the value of sig. below 0.05 and the value of is positive. It can be concluded that the statement of hypothesis 2 which states that perceived ease of use has a positive effect on attitude toward using is accepted because the value of sig < 0.05 and the value of > 0.

The results of this study are in accordance with previous studies such as Yananto and Ediraras (2008) who examined the *Analysis of Technology Acceptance Model (TAM) on the Implications of ICT Utilization in KUKM in Indonesia which* stated that *perceived usefulness had a positive effect on attitudes toward using* . In addition, Mayasari et al. (2011) who examined the *Antecedents and Consequences of Customer Attitudes in Using Internet Banking by Using the Technology Acceptance Model (TAM) Framework* also stated that *perceived usefulness* had a positive effect on *attitudes toward using.*

H 3 test

The TAM introduced by Davis (1989) suggests that the attitude toward using the technology system has an influence on the tendency of behavioral intention (behavior of interest in using). The more you have a good attitude of acceptance of SIPKD, the more you have an interest in using it. sig value. the variable *attitude toward using* (ATU) is 0.033 < 0.05 with of 0.533. It means that there is a significant positive effect of attitude toward using (ATU) on behavioral intention (BI) because of the sig. below 0.05 and the value of is positive. It can be concluded that the statement of hypothesis 3 which states that attitude toward using has a positive effect on behavior intention is accepted because sig < 0.05 and value > 0.

The results of this study are in accordance with previous studies such as Yananto and Ediraras (2008) who examined the *Analysis of Technology Acceptance Model (TAM) on the Implications of ICT Utilization in KUKM in Indonesia which* stated that *perceived usefulness had a positive effect on attitudes toward using* . In addition, Mayasari et al. (2011) who examined the *Antecedents and Consequences of Customer Attitudes in Using Internet Banking by Using the Technology Acceptance Model (TAM) Framework* also stated that *perceived usefulness* had a positive effect on *behavioral intention.*

Conclusion

Effect of *Perceived Usefulness* Of *Attitude Toward Using* ditermia, where the higher the user's perception of the benefits created by SIPKD it is increasingly having a good

acceptance. Effect of *Perceived Ease Of Use* Of *Attitude Toward Using,* received Perceived ease of use makes one believe that computers are easy to understand and use and can be defined a person would believe that by using the system very easy to learn, easy to be done according to its desires and ease to operate. The effect of *Attitude Toward* Using on *Behavioral Intention,* where the more you have a good attitude of acceptance of SIPKD, the more you have an interest in using technology.

References

Ajzen, I. and M. Fishbein, 1980, *Understanding Attitude and Predicting Social Behavior* , Pretence-Hall, Englewood Cliffs, NJ.

Baridwan, Z., 2010, *Accounting Systems: Preparation of Procedures and Methods* , Yogyakarta: BPFE.

Davis, FD, 1989, *Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology* , MIS Quarterly, 13(3): 319-340.

Fakhri et al., 2003, *Management Control System* , Yogyakarta: YKPN.

Ghozali, I., 2011, *Application of Multivariate Analysis with SPSS Program* , Semarang: Diponegoro University Publishing Agency.

Indriantoro and Supomo, 2009, *Business Research Methods* , Jakarta: Erlangga.

Krismiaji, 2002, *Accounting Information Systems* , Yogyakarta: YKPN.

Mayasari et al., 2011, *Antecedents and Consequences of Customer Attitudes in Using Internet Banking Using the Technology Acceptance Model (TAM) Framework* , Presented at the 2011 National Seminar on Applied Information & Communication Technology (Semantics) 2011.

Mulyadi, 2010, *Accounting System* , Jakarta: Salemba Empat.

O'Brien, JA, 2006, *Introduction to Information Systems* . Jakarta: Four Salemba.

Romney and Steinbart., 2004, *Accounting Information Systems* , Jakarta: Salemba Empat

Rosani, AD, 2011, *Evaluation and Design of Payroll Accounting System at PT. Ganesha Abaditama* , Journal of Accounting Economics.

Sharma, R and IA Mokhtar, 2005, *Bridging the Digital Divide in Asia,* International Journal of Technology, Knowledge and Society.

Simanjuntak, O S., 2011, *Development of Technology Acceptance Model (TAM) as an Effort for Community Empowerment Towards an Information Society* , Telematics, 8(1): 25-32.

Siregar, KR, 2011 , *Studies on Technology and Information Using the Technology Acceptance Model (TAM)* , Engineering, 4(1): 27-32.

Whitten et al., 2004, *System Analysis and Design Methods* , 6 th Edition. New York: McGraw Hill Companies Inc.

Wijaya, SW, 2006, *Theoretical Study of Technology Acceptance Model as an Approach Model for Determining Strategies to Encourage User Willingness to Use Information and Communication Technology* , Proceedings of the National Conference on Information Systems, Yogyakarta.

Wilkinson, J., 2000, *Accounting Information Systems* . Jakarta: Literature Binarupa.

Winarno, WW, 2006, *Accounting Information System* , Yogyakarta: YKPN.

Yananto and DT Edirras, 2008, *Analysis of Technology Acceptance Model (TAM) on the Implications of Utilization of ICT in KUKM in Indonesia (Empirical Study on KUKM Participants of UG-ICTA 2008)* , Journal of Business Economics, 13(2):128-136.

Public Service Innovation in Issuance of Building Permits in Sidoarjo Regency

Malihatul Fuadah[1], Ismi Dwi Astuti Nurhaeni[2] , Sri Yuliani[3]

[1]Ilmu Administrasi Negara, Universitas Sebelas Maret Surakarta, Indonesia

[2]Ilmu Administrasi Negara, Universitas Sebelas Maret Surakarta, Indonesia

[3]Ilmu Administrasi Negara, Universitas Sebelas Maret Surakarta, Indonesia

(email: malihatulfuadah23@student.uns.ac.id)

Abstract

The innovation of public services provided by the Investment and One Stop Service Office provides many benefits for people who use the services and services of the relevant agencies. This innovation also helps a lot in terms of issuing building permits which are one of the most needed public services by the community, where in its implementation requires accuracy and speed in managing and issuing building permits so that buildings used for business get legal. The purpose of the launch of SIPPADU has been stated in the Regulation of the Regent of Sidoarjo Number 8 of 2017 concerning the Application of Information Technology in Integrated Services. The type of research used is descriptive research with a qualitative approach. The focus in this research is how public service innovations in overcoming delays in the issuance of IMB files through the Integrated Licensing Service Information System program by the Investment Office and One Stop Integrated Service of Sidoarjo Regency which includes forms of innovation, processes and cycles of innovation as well as the diffusion of innovations at the Investment Office. and One Stop Services in Sidoarjo Regency. Based on the results of the research above, it can be concluded that technology-based innovations made by the Office of Investment and One Stop Integrated Services, namely the SIPPADU application, have helped the operation of licensing services at the agency. the service is to upgrade this SIPPADU innovation in the future so that things don't happen such as unstable networks, applications or websites that can't be accessed because the server is down. As well as providing more direction to existing Human Resources to understand more about SIPPADU. Suggestions for the public is to add more information about the SIPPADU application which can be accessed through the website of the Sidoarjo Regency Investment and One Stop Integrated Service website.

Keywords:

Innovation; Public Service; SIPPADU

Introduction

Utilization of Information Technology in the government sector is marked by the development of Electronic Government (E-Gov). Over time, the government wants to provide

services that are effective, timely and efficient. The government is increasingly developing from paper-based services to electronic-based services. This technology can serve multiple purposes: better delivery of government services to citizens, increased interaction with business and industry, community empowerment through access to information. The resulting benefits could be less corruption, increased transparency, greater convenience, revenue growth and/or cost reduction. The advantages of implementing E-Gov such as increasing the efficiency of government agencies in data processing, improving services through a better understanding of user requirements, sharing of info and ideas among all government agencies and departments to build a data base and help the government's economic policy objectives.

In Indonesia, the implementation of E-Gov began officially with the issuance of the Instruction of the President of the Republic of Indonesia Number 3 of 2003 concerning National Policy and Strategy for E-Government Development. Gathering several previous studies, Mesnan Silalahi et al concluded that there was little success in the level of implementation of E-Gov in the world, including in Indonesia. He also mentioned a number of challenges such as Human Resources, Infrastructure, Community Literacy, Leader Commitment, and Culture.

The current low quality of service in Indonesia encourages the government to immediately improve the quality of its services. This is in accordance with the explanation according to Surjadi (2009:7) regarding the implementation of public services is an objective condition which shows that the implementation of public services is still faced with a government system that is not yet effective and efficient, and the quality of human resources and state apparatus is inadequate. several service areas that become community report data. The data is detailed in the following table:

Table 1.

Community Report Data Based on Reported Agencies Year 2017

No	Reported Agency	Number of Reports
1.	Regional Government	681
2.	Police	212
3.	National Land Agency	184
4.	Government Agencies	155
5.	BUMNBUMD	130
6.	State Education Institutions	62

No	Reported Agency	Number of Reports
7.	Banking	53
8.	Judicary	39
9.	Others	25
10.	State Commision	23
11.	Prosecutor	19
12.	State College	19
13.	Government Hospital	15
14.	Non-Ministterial Government Institutions	11
15.	Indonesian National Army	4
16.	People's Representative	3
17.	Private Education Institutions	2

Source: Open Access Data Ombudsman RI, 2017

As the first most reported agency, the Regional Government is one of the agencies that are considered to have poor public services. Therefore, the Regional Government seeks to improve the quality of public services through a good public service, one of which is carried out by the Regional Government of Sidoarjo Regency through The Office of Investment and One Stop Integrated Services (DPMPTSP) of Sidoarjo Regency.

However, in 2015 the department experienced delays in the issuance of documents in the service of Building Permits (IMB), this can be seen in **the** following table:

Table 2.

Recapitulation of IMB Service Process

No	Year	Total	On Time	Late
1.	2015	1012	1008	4
2.	2016	1267	1267	-
3.	2017	506	506	-

Source: Data from the Office of Investment and One Stop Services in 2017

If we look at the data in the table, the delay in the issuance of files in the service of Building Permits (IMB) occurred in 2015. This coincided with before the manual or offline service system was replaced to an online service system through the SIPPADU application in 2017 in accordance with the Regulation Sidoarjo Regent Number 8 of 2017 concerning the Application of Information Technology in One-Stop Integrated Services. When viewed in 2017 where licensing services have begun to switch to using an online service system, the DPMPTSP of Sidoarjo Regency has not experienced delays.

In accordance with Sidoarjo Regent Regulation No. 8 of 2017 concerning Application of Information Technology in One Stop Services, it shows that the Sidoarjo Regency

Investment and One Stop Integrated Service (DPMPTSP) actually implements a system based on the Integrated Licensing Service Information System (SIPPADU).). SIPPADU is a public service in the form of electronic government that integrates all types of licensing through a mobile application.

The innovation of public services provided by the Investment and One Stop Service Office provides many benefits for people who use the services and services of the relevant agencies. This innovation also helps a lot in terms of issuing building permits which are one of the public services most needed by the community, where in its implementation requires accuracy and speed of processing and issuing building permit files so that buildings used for business get legality. Timeliness in publishing licensing carried out by the Office of Investment and One Stop Integrated Services is one proof that the innovation provided by the agency is very good. As well as being proven by getting a Category A Role Model Award for Public Service Delivery from the Deputy for Public Services of the Ministry of PAN & RB in February 2017.

From the above, it is interesting to study "how is the innovation of public services in overcoming delays in the issuance of IMB files through SIPPADU?". To ensure mission effectiveness, organizations should seek to improve their operations, which include service innovation and citizens. Service innovation is the concrete way an organization applies all other innovations, from mission innovation to partner innovation, or to specific benefits experienced by its clients. Enhancement of human dignity, sustainability, or national stability, other offerings are tangible results of public service innovation. Public sector organizations can innovate by offering existing or new services to new users and vice versa to further facilitate the mandate represented by the organization's mission statement or promised by a public policy. Service innovation is the introduction and delivery of new services to achieve organizational goals.

According to Muluk (2008:42) innovation in the public sector is carried out in order to increase efficiency and reduce costs considering that basically public sector organizations always face resource scarcity and budget constraints. Innovation can also be used to improve service quality and its impact on the community, especially to overcome previous policies that did not show satisfactory results. There are five kinds of innovation attributes according to Rogers cited by Suwarno (2008:17), including: a) Relative Advantage or relative advantage; b)

Compatibility or suitability; c) Complexity or complexity; d) Triability or leadership is tried; and e) Observability or ease of observation.

According to Mulgan & Alburry quoted by Muluk (2008:44) states there are five typologies in the innovation process, namely: a) Product or service innovation; b) Service process innovation; c) Service method innovation; d) Policy innovation; and e) System innovation. The diffusion of innovation consists of 2 words, namely diffusion and innovation. Rogers 1995 (in Sciffman and Kanuk, 2010) defines diffusion as the process by which an innovation is communicated through certain channels over a period of time among the members of a social system. According to Suwarno (2008:13) there are two types of diffusion models, namely the internal influence diffusion model and the external influence diffusion model.

The innovation development process according to Suwarno (2008:19) goes through the stages of Needs or problems, Basic and Applicative Research, Development, Commercialization, Diffusion and Adoption, and Consequences. According to Muluk (2008:49) there are several critical factors in the development of innovation, including Innovation Leadership Development, Innovation Culture Development, Employee Development, Team and Partnership Development, Innovation Performance Development, and Innovation Network Development.

According to Ancok (2012:58) there are three supporting innovations, namely as follows: Human capital; Leadership capital; and Capital organizational structure. Meanwhile, according to Mulgan and Albury in Noor (2013: 27) there are eight barriers to innovation in the public sector, namely as follows: Reluctance to close failed programs; Excessive reliance on high-performance displays as a source of innovation; Technology available, but impeding culture or organization; There are no rewards or incentives for innovating or adopting innovations; Do not dare to take risks; Short term budgeting and planning; Administrative pressures and barriers; and Culture

According to Keban quoted by Jumara (2010:16) states that in the context of public services, the emphasis is more on how elements of public administration such as policy making, organizational design, and management processes are utilized to make the delivery of public services successful, where the government is the provider who is given responsibility.

There are several forms of innovation in various fields, including Product Innovation, Educational Innovation, Public Service Innovation, Technological Innovation, and Cultural Innovation. The Innovation process and cycle is also carried out in 3 stages, namely the first, encouraging each service unit to produce breakthroughs. The second stage is to develop these innovations on a national scale, and the last stage is to institutionalize the best innovations so that they are sustainable. The theory used in this research is the theory of diffusion of innovation by Everett M. Rogers. Diffusion of innovation has the meaning of a special type of communication related to the dissemination of messages or information as a new idea of innovation. According to Everett M. Rogers in his book entitled "Diffusion of Innovation" (2003:4-5) defines that, diffusion is the process of delivering innovation through certain channels from time to time to members of the social system. Rogers said that there are four main elements or elements in the diffusion of innovation, namely a) innovation; b) communication channel c) timeframe; d) social system.

With the many industries that are starting to develop in the Sidoarjo Regency area, it makes more and more business or industrial buildings to be established in various areas in Sidoarjo Regency. With the construction of buildings for the purposes of industrial buildings and business buildings, the existence of a Building Permit or IMB is certainly very necessary for business owners as proof of legal building ownership. In providing licensing services quickly and accurately, the Regional Government of Sidoarjo Regency launched an Integrated Service Information System or commonly known as SIPPADU in accordance with Sidoarjo Regent Regulation Number 8 of 2017 concerning Application of Information Technology in One-Stop Integrated Services, the implementation of which is carried out by the Investment and Investment Agency. One Stop Service (DPMPTSP) Sidoarjo Regency.

This Integrated Service Information System (SIPPADU) is an application made by the Sidoarjo Regency Government which is then implemented by the Sidoarjo Regency Investment and One Stop Integrated Service Office. This SIPPADU application can be downloaded through the application install application on each mobile. In addition to being in the form of an application, SIPPADU is also in the form of a website where this website can be accessed by the entire community in order to obtain services related to licensing and investment. To access this SIPPADU website, users only need to type

sippadu.dpmptsp.sidoarjokab.go.id on the page Google users, both via PC and Android users.

The purpose of the launch of SIPPADU has been stated in the Regulation of the Regent of Sidoarjo Number 8 of 2017 concerning the Application of Information Technology in Integrated Services. This objective lies in Article 3, which states that the purpose of SIPPADU is to provide easy, fast, accurate and affordable licensing and non-licensing services as well as transparent and accountable licensing services.

Methods

The type of research used is descriptive research with a qualitative approach. Faisal (2003:20) states that descriptive research is a research that is intended for exploration and clarification of a phenomenon or social reality, by describing a number of variables relating to the problem and unit under study. The focus of this research is how public service innovations in the issuance of IMB files through the Integrated Licensing Service Information System program by the Sidoarjo Regency Investment and One Stop Integrated Service (Abdullah, 2003) which includes the form of innovation, process and cycle of innovation as well as the diffusion of innovation at the Investment Office and Integrated Services One. Sidoarjo Regency door.

The research location chosen by the author is the Office of the Investment and One Stop Service Office of Sidoarjo Regency. Then the research sites include: the Office of Investment and One Stop Services in Sidoarjo Regency and the community who use DPMPTSP services in Sidoarjo Regency, especially SIPPADU users. Data sources are divided into three, namely: (1) Informants include: Licensing Section of the Sidoarjo Regency Investment and One Stop Integrated Service (DPMPTSP), Service, Information and Complaints Section of the Sidoarjo Regency Investment and One Stop Integrated Service (DPMPTSP), and users of the Integrated Service Information System (SIPPADU), both users through the SIPPADU application on the user's android and users through the SIPPADU website. (2) documents, (3) events. The types of data consist of primary data sourced from: Licensing Section of DPMPSTP, Service Section, Information and Complaints of DPMPTSP, as well as users of SIPPADU services and secondary data obtained from documents, photos, data complications, reports, records at the Investment and Service Office. One Stop Sidoarjo

Regency. Data was collected through observation, interviews and documentation. The research instruments are the researchers themselves, interview guidelines, field notes, and supporting tools. Data analysis uses data analysis model Miles, Huberman and Saldana, (2014:8) which consists of four stages, namely: data collection, data condensation, data presentation, and conclusions.

Result and Disscusion

SIPPADU is a public service in the form of electronic government or known as E-Gov which integrates all types of licensing through mobile applications and through the website. SIPPADU implements one package licensing service. This is an innovation of the Sidoarjo Regency DPMPTSP to combine the procedures and stages of obtaining permits into one integrated process. This is done to simplify the licensing process, reduce queues, reduce file build-up, reduce paper usage, cut time usage, and the absence of brokering practices due to reduced intensity of face-to-face meetings between applicants and service personnel, thereby creating increased performance and accelerated service to the community.

The implementation of the Integrated Licensing Service Information System (SIPPADU) makes it easier for applicants not to have to go to the Sidoarjo Regency Investment and One Stop Integrated Service Office because the file processing is done through the SIPPADU website.

The applicant is required to upload the application document online on the website sippadu.dpmptsp.sidoarjokab.go.id, after that the customer service officer who is an officer of the Investment and One Stop Service Office of Sidoarjo Regency checks the completeness of the uploaded document. by the applicant online, then CS gives it to the Head of Sie for verification and a field review if needed. After the verification is complete, the Head of Section then makes and provides the calculation of the Regional Levies Determination Letter (SKRD) after that makes the Minutes of Review (BAP) and clicks on the initials of the draft SK.

After clicking on the initials of the draft SK from the Head of Section, then it is submitted to the Head of the Division or Head of Division for validation and clicks on the draft SK and the Regional Retribution Determination Letter (SKRD) is determined by the Head of the Division. After that, it is given to the Head of Service for approval and approval of the Decree. After that, it is submitted to Customer Service so that the validated SK is

submitted to the applicant. After the applicant receives the SK that has been validated, the applicant goes to the Bank Jatim Office to make a retribution payment.

In this study, the innovation made by the One Stop Service and Investment Service through the SIPPADU innovation is a Public Service Innovation. Because this SIPPADU innovation is a public service that does not require direct face-to-face meetings between officers and the public who need services, but can be done online through a network. The process and cycle of public service innovation carried out by the Investment Service and One Stop Integrated Service of Sidoarjo Regency is carried out in 3 stages according to the process and cycle of public service innovation, namely in the first stage the Regional Government encourages DPMPTSP to give birth to new breakthroughs. The second stage, DPMPTSP begins to develop public service innovations in the form of SIPPADU on a national scale, and the last stage is the efforts of the relevant agencies in institutionalizing this SIPPADU innovation so that it can continue to be sustainable so that it continues to provide benefits and convenience for its users.

The existence of the SIPPADU innovation made by the Investment and One Stop Service Office of Sidoarjo Regency is very helpful for the running of public services at the agency. One of them is the absence of delays in the issuance of the building permit file so that it does not hinder the running of public services provided to the community. However, the agency also encountered obstacles regarding servers that were also down because they were used by many people as users to get services quickly and efficiently. And there are still Human Resources who have not mastered the existing Information Technology, so that it can hinder the operation of the Integrated Licensing Service Information System (SIPPADU).

Conclusion

Based on the results of the research above, it can be concluded that technology-based innovations made by the Office of Investment and One Stop Integrated Services, namely the SIPPADU application, have helped the licensing service run at the agency. It is proven by the absence of delays in the issuance of the IMB file when the new SIPPADU is run. This innovation also provides many benefits, such as reducing queues, reducing file accumulation, reducing paper use, cutting time usage, and the absence of brokering practices due to the reduced intensity of face-to-face meetings between applicants and the official apparatus,

resulting in increased performance and accelerated service to the community. The innovation made by the Office of Investment and One Stop Integrated Services through the SIPPADU innovation is a Public Service Innovation. Because this SIPPADU innovation is a public service that does not require direct face-to-face meetings between officers and the public who need services, but can be done online through a network. The process and cycle of public service innovation carried out by the Investment Service and One Stop Integrated Service of Sidoarjo Regency is carried out in 3 stages according to the process and cycle of public service innovation, namely in the first stage the Regional Government encourages DPMPTSP to give birth to new breakthroughs. The second stage, DPMPTSP begins to develop public service innovations in the form of SIPPADU on a national scale, and the last stage is the efforts of the relevant agencies in institutionalizing this SIPPADU innovation so that it can continue to be sustainable so that it continues to provide benefits and convenience for its users.

SIPPADU makes it easy for business actors who want to have the legality of their buildings. However, because SIPPADU is a technology-based application, SIPPADU can also be hampered by signals and so on.

The advice given by the author to the office is to further upgrade this SIPPADU innovation in the future so that things don't happen such as unstable networks, applications or websites that cannot be accessed because the server is down. As well as providing more direction to existing Human Resources to understand more about SIPPADU. Suggestions for the public is to add more information about the SIPPADU application which can be accessed through the website of the Sidoarjo Regency Investment and One Stop Integrated Service website.

References

Data from the Investment and One Stop Service Office of Sidoarjo Regency

Abdullah, F. (2003). *Dasar-Dasar Manajemen Keuangan.* Malang: UMM Press.

Ancok, D. (2012). *Psikologi Kepemimpinan dan Inovasi* . Jakarta: Erlangga.

Dwiyanto, A. (2006). *Realizing Good Governance Through Public Services.* Yogyakarta: Gadjah Mada University.

Hidayat, A. (2012). Definition and Explanation of Quantitative Research. *Definition of Quantitative Research* , 53.

Keban. (2008). *Enam Dimensi Strategis Administrasi Publik.* Yogyakarta: Gava Media.

Kurniawan. (2016). Performance Evaluation of the One Stop Integrated Service at the Integrated Licensing and Investment Coordination Midwife of Nunukan Regency. *Public Service* , 20-22.

Muluk, K. (2008). *Knowledge Management Kunci Sukses Inovasi Pemerintahan Daerah Malang.* Malang: Bayu Media Publisher.

Surjadi. (2009). *Pengembangan Kinerja Pelayanan Publik.* Bandung: Refika Aditama.

Suwarno. (2008). *Inovasi di Sektor Publik .* Jakarta: STIA-LAN.

Tangkilisan. (2015). *Public Management.* Jakarta: Grasindo.

Ulfatiyana, M. (2020). Diffusion of Service Innovations for the Free School Transport Program in Madiun City. *Journal of Public Administration* , 4.

Social Control through Public Disclosure on Tax: A New Approach to Enhance Tax Compliance

Neni Susilawati[1], Vallencia[2]

[1,2]Departement of Fiscal Administration, Faculty of Administrative Sciences, Universitas Indonesia
(email: neni.susilawati31@ui.ac.id)

Abstract

The government always strives to boost tax revenue with various instruments and approaches, but the results are often not as expected. Of the various strategies, the tax payer-behavior approach is still rarely applied. The re-emergence of the issue of tax data publication through Pandora Paper after previously being surprised with the Panama Paper, is the right momentum to look back at tax transparency with the naming and shaming instrument. But before that, research is needed on whether the application of this approach is suitable to be applied in Indonesian society with a heterogeneous socio-cultural character. Therefore, the purpose of this study is to explore the level of social control of the community as an initial capital in implementing the public disclosure on tax in an effort to increase tax compliance. Quantitative approach was conducted with online survey as data collection technique. As the result, Indonesian people have strong social control, especially with the existence of social media. The majority of respondents support if the publication of tax data is applied. Public disclosure on tax has a significant role in shaping tax morals.

Keywords:

naming and shaming; public disclosure; social control; tax compliance; tax evasion

Introduction

Based on Law no. 28 of 2007 concerning General Provisions and Tax Procedures (KUP), tax is a "compulsory contribution to the state owed by an individual or entity that is coercive under the law, with no direct compensation and is used for state purposes for as much as possible". the great prosperity of the people." From this understanding, it can be seen that tax is a mandatory contribution from the people to he state. Taxes are also regulated by law, which means that their legal formation involves representatives from the state (in this case the House of Representatives or DPR). In addition, the tax does not provide a direct contra-achievement for the taxpayer who pays it. However, taxes are paid for the purposes of the greatest prosperity of the people.

Taxes are a pillar of state revenue in running the wheels of government. The contribution of taxes to the state plays a very essential role. Based on data taken from the Ministry of Finance of the Republic of Indonesia (2021), Indonesia's state revenues in 2020 amounted to Rp1,647.78 trillion. Details regarding the source of state revenue from grants amounted to Rp. 18.83 trillion or only 1.14%. Then, income originating from non-tax state revenues is Rp. or equivalent to 77.99% of the total state revenue.

Table 1.

Realization of Tax Revenue Sources in Indonesia by Type 2018 – 2020 (in Billion Rupiah)

Source of Tax Revenue	2018	2019	2020
Income Tax	749.977,0	772.265,7	594.033,3
VAT	537.267,9	531.577,3	450.328,1
Property Tax	19.444,9	21.145,9	20.953,6
Excise	159.588,6	172.421,9	176.309,3
Other Taxes	6.629,5	7.677,3	6.790,8
International Trade Tax	45.881,8	41.053,7	36.721,2
Total Tax Revenue	1.518.789,8	1.546.141,9	1.285.136,3

Source: Kementerian Keuangan Republik Indonesia, reprocessed

Based on data for the last 3 (three) years from the Ministry of Finance of the Republic of Indonesia which can be seen in Table 1, the type of tax that dominates the source of tax revenue is income tax. Data from 2020 shows that the realization of income tax has a value of Rp.594.033 trillion or equivalent to 46.22%.

In optimizing state revenues with the limited number of tax authorities, the government changed the collection system from an official assessment system to a self-assessment system (SAS) in 1983. The tax reform brought a new face to taxation in Indonesia. SAS itself is a breakthrough that is expected to improve the tax collection process faster and more efficiently for tax authorities (Adimassu & Jerene, 2015, p. 257). Agreeing with this, Palil (2010) said that the self-assessment system approach is giving part of the responsibility to taxpayers to calculate and report their own income tax. Furthermore, SAS was introduced to increase efficiency in tax collection by tax authorities.

Although SAS is considered to be able to increase efficiency, on the other hand tax collection using SAS actually poses new challenges for the government. Wadesango et al. (2018, p. 5), wrote in his journal that SAS carries a wider risk for non-compliant taxpayers. The SAS challenge also happened in Indonesia. The reality is that tax revenue in Indonesia is not

yet optimal. This is evidenced by the report from the Organization of Economic Cooperation and Development (OECD), the value of the tax to GDP ratio or tax ratio in Indonesia in 2019 was only 11.6%. This figure is below the average for countries that are members of the OECD which is 33.8% and countries in the Asia and Pacific region with an average of 21.0% (OECD, 2021).

The low value of tax to GDP also contributes to the high value of the tax gap in Indonesia. The definition of the tax gap based on Björklund Larsen (2017) is "a way of assessing the amount of missing tax income in society." The tax gap is also defined as a degree to which taxpayers avoid tax which results in an improper reduction in the tax base, resulting in a decrease in the contribution that should be received in the state budget (Raczkowski et al., 2015). The tax gap is an indicator of tax evasion by the public (Andreoni et al., 1998).

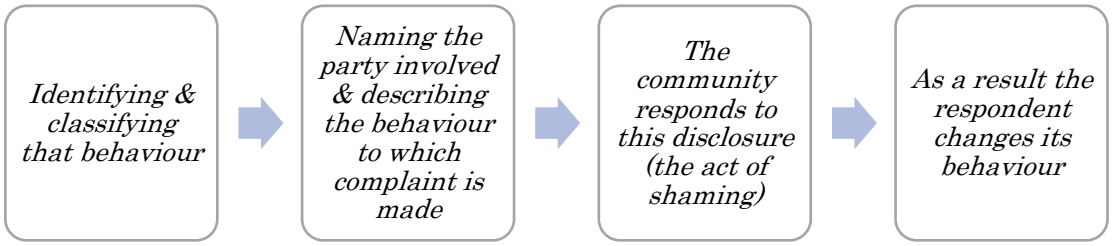
Illegal tax avoidance or often also known as tax evasion or tax evasion is a challenge that continues to be faced by tax authorities. The urgency of tax avoidance in Indonesia can be seen from the Tax Amnesty program which was carried out in 2016 - 2017. The program was considered successful because it was successful in collecting ransom money reaching Rp. 114.54 trillion or 0.92% of Indonesia's total GDP at that time. The Tax Amnesty program organized by Indonesia is also said to be the most successful tax amnesty program among all countries that have done so to date. However, this success also shows the weakness of tax administration and the high tax evasion in Indonesia.

The government has made various efforts to deal with tax non-compliance by taxpayers, ranging from strict sanctions to providing incentives that are expected to encourage tax compliance. However, it is undeniable that non-compliance still occurs. In dealing with the issue of tax evasion, it is necessary to carry out a more fundamental tax enforcement, for example with an approach through public disclosure.

Public disclosure can be done by publishing data from taxpayers which are generally not published by the tax administration (Hey, 2018, p. 205). One form of public disclosure is the application of naming and shaming. Naming and shaming is the provision of penalties carried out by means of dissemination or disclosure to the public of entities or individuals who commit fraud in fulfilling their tax obligations (Truglia & Troiano, 2018). In naming and shaming generally consists of 4 stages as follows (Pawson, 2002):

Figure 1.

Naming and Shaming Stage Process



Source: Pawson, 2002

Of the four stages of the process shown in Figure 1, the first stage is identification and classification of what behavior is considered deviant or non-deviant. In determining whether the behavior is deviant or not, norms are needed. Then after being identified, publish the names of the parties involved and explain the deviant behavior. After publication in the third stage the public will know about it so there is a sense of "shame" that works. As a final result, it is hoped that this feeling of shame can provide a deterrent effect for perpetrators of deviance so that they can change their behavior.

From the stages proposed by Pawson (2002), the public plays an important role. The public or society will determine which behavior is good and which is wrong. Based on research conducted by Bursztyn & Jensen (2017), the effectiveness of public disclosure is due to social pressure (social control) in a person's personality and being concerned about what other people think about themselves.

Furthermore, Böckenholt & Heijden (2007, p.260) find that social control and consideration of personal gain play an important role in supporting one's behavior in addition to the influence of one's beliefs about law-abiding. The decision to comply is also significantly influenced by the expected reaction evaluation from the people around us which we know as social control.

The existence of a public disclosure approach through naming and shaming not only provides a deterrent effect but also provides wider results by placing the community under social control (Nussbaum M., 2004). Not only that, the application of naming and shaming is considered a policy step that is considered effective and inexpensive in improving tax compliance (Luttmer & Singhal, 2014).

In order to see other views, the researcher took several previous studies. The first previous research used was from a journal entitled "Significant Others, and Rational Choice:

Extending the Deterrence Model (Gramscik & Bursik, 1990)." In his study, a correlation research was conducted between the tax cheating variable and three sanctions consisting of shame, embarrassment, and legal sanctions. Research shows that out of the three sanctions, shame sanctions have the most significant and higher effect than legal sanctions in making tax violators not to repeat the violation.

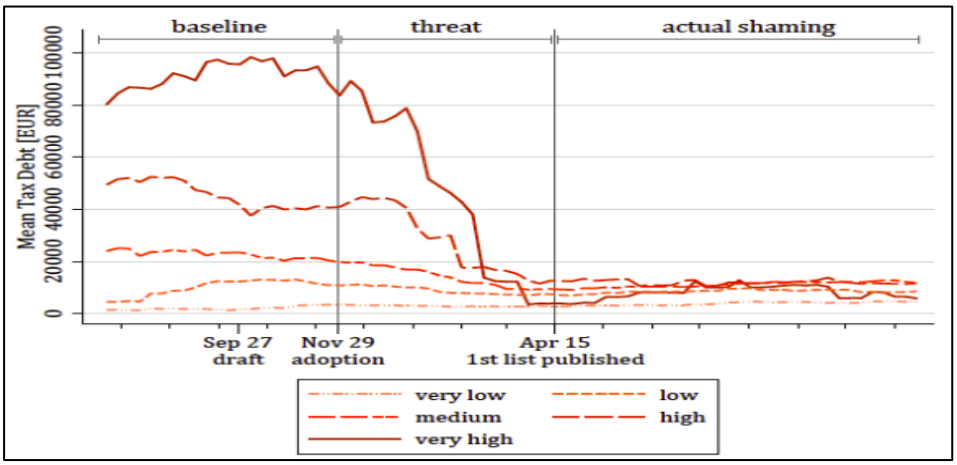
In his research discussed the threat of informal sanctions, such as perceptions from others or internal emotions such as shame can also contribute to creating legal compliance (Gramscik & Bursik, 1990). This is what supports the effectiveness of social control. It is known that internalized norms and attachment to significant others serve as essential punishments that can act like legal sanctions imposed on the state.

Other research that is also used is the research of Anderson et al. (1977). This study discusses the deterrent effect or the deterrent effect received by someone for the mistakes made. Researchers divide the deterrent effect of formal sanctions and informal sanctions. The results showed that the deterrent effect felt by a person from informal sanctions was slightly greater than a definite punishment. Furthermore, it is also explained that the cumulative impact of receiving a definite law through formal and informal sanctions will have a greater effect than separate punishments (Anderson et al., 1977, p. 113).

The next previous research used was research on the application of naming and shaming in Slovenia by Dwenger & Treber (2018). The application of naming and shaming in Slovenia applies to tax arrears who have tax arrears of more than €5000 for more than 90 days.

Figure 2.

Number of Tax arrears during the Naming and Shaming Policy Period in Slovenia



Source: Dwenger & Treber, 2018

Figure 2 shows the distribution of the baseline, threat, and actual shaming periods. The baseline period is the time when the naming and shaming policy is formed, the threat section is when the shaming policy has been implemented but tax debtors have not been published in Slovenia, and lastly, the actual shaming period is when the publication has been made. Based on this research, Slovenia has succeeded in making taxpayers obedient, especially approaching the actual shaming period.

Departing from previous studies, it is said that the public disclosure approach through naming and shaming can help create a deterrent effect for tax violators so that they do not repeat their actions again. This statement is supported by facts from the three previous studies that have been described above. In social control through the naming and shaming approach, the role of the community is very important because the act of shaming works through a response from the public. Therefore, it is certainly necessary to know how the public responds in responding to public issues. With this in mind, the researcher tries to examine how the strength of social control in Indonesia is on public issues.

In addition, it is important to know how the potential for the utilization of social control through public disclosure is to increase taxpayer compliance. This study is used to find out what things can support the occurrence of social control through public disclosure with the implementation of naming and shaming.

The limited research related to this in Indonesia makes researchers interested in discussing it further. This research is expected to meet the limitations of the literature related to the public disclosure approach in an effort to increase taxpayer compliance in Indonesia. However, this research has limitations in capturing all respondents from various regions in Indonesia and limited scientific studies regarding the application of naming and shaming in Indonesia.

Methods

The research approach used in this study is a quantitative approach with an exploratory type of research. Based on Bungin (2013), exploratory research is research on problems that have not been studied by others so that in the process researchers try to find out the problems studied. Based on data collection techniques, the type of research used in

this study is a mixed method that combines quantitative and qualitative data collection techniques.

In this study, researchers used primary data and secondary data. Primary data comes from literature studies, news, and reports. Meanwhile, secondary data was taken by distributing questionnaires. The sampling technique used in this study is non-probability in the form of convenience sampling. The questionnaires were distributed through an electronic questionnaire to 105 respondents. The number of respondents has met the requirements in the study as stated by Hair et al. (2014), that the minimum number of research respondents is 100 or five times the number of questionnaire questions. The criteria for the respondents studied are as follows: (i) are domestic Individual Taxpayers; (ii) have a Taxpayer Identification Number (NPWP); and (iii) have reported the Annual Tax Return (SPT).

Results and Discussion

1. Characteristics of Respondents

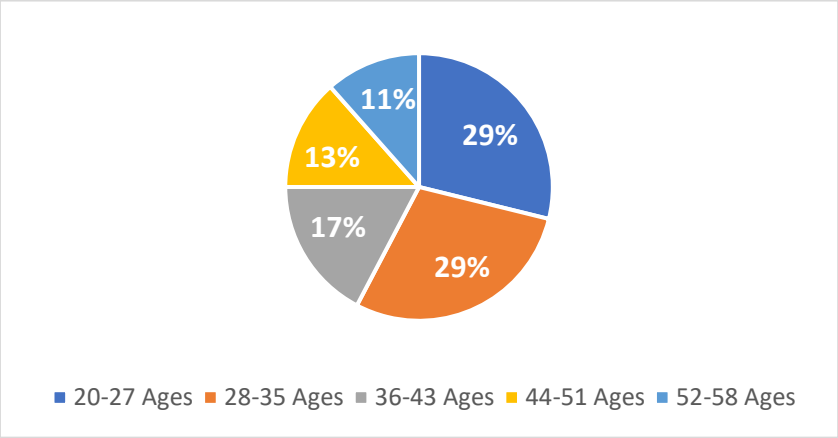
This section discusses the characteristics of the respondents studied. Characteristics of respondents consist of age, gender, and the last level of education.

1.1 Age

Respondents who were sampled in this study had an age range ranging from 20 years to 58 years.

Figure 1.1.1

Age of Respondents



(n=105)

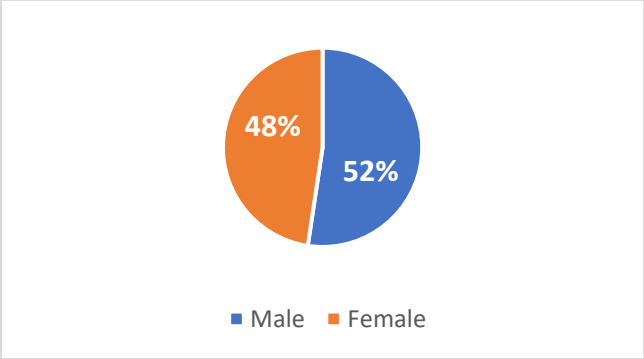
Based on Figure 1.1.1, the majority of respondents came from the age group of 20-27 years and the age group of 28-35 years, each of which had a total number of respondents of 30 people. Next, the age group of 36-43 years also dominates the number of respondents with a figure of 18 people. Next, the age range is 44-51 years with a total number of 14 respondents. The last is from the age range of 52-58 years with the number of respondents being 12 people.

1.2 Gender

Respondents who became the sample in this study have met the characteristics required by researchers.

Figure 1.2.1.

Gender



(n=105)

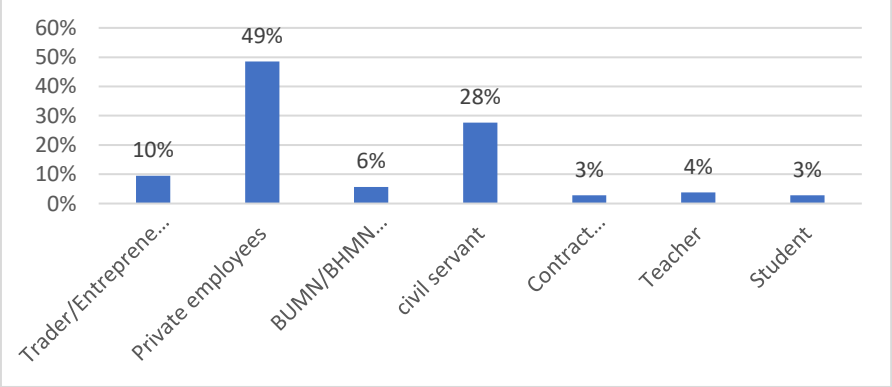
Based on Figure 1.2.1, most or 52% of the total respondents in this study were men with a total of 55 people. Respondents with female sex consisted of 50 people or 48% worth.

1.3 Occupation

Respondents who were sampled in this study had different educational backgrounds.

Figure 1.3.1

Occupation



(n=105, missing =0)

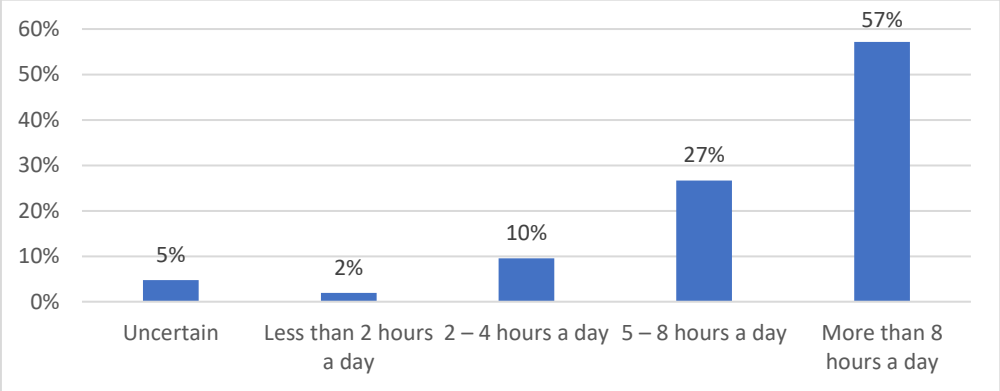
Based on Figure 1.3.1, the majority of respondents have the type of work as private employees with a value of 49% of the total respondents or as many as 51 people. Then, followed by the number of civil servants worth 28% or as many as 29 people. Next there are traders/entrepreneurs with a total of 10 people or 10% of the total respondents. Then, there are 6 BUMN/BUMH employees or 6%. Educators with a total of 4 people or 4% worth. Then, there are 3 contract workers or freelancers or the equivalent of 3%. Meanwhile, the lowest number of respondents was 3% or as many as 2 respondents came from students. This can be because not many students can meet the requirements of having a TIN.

1.4 Frequency of Internet Use

Respondents who were sampled in this study had different frequencies of internet use.

Figure 1.4.1

Frequency of Daily Internet Use



(n=105)

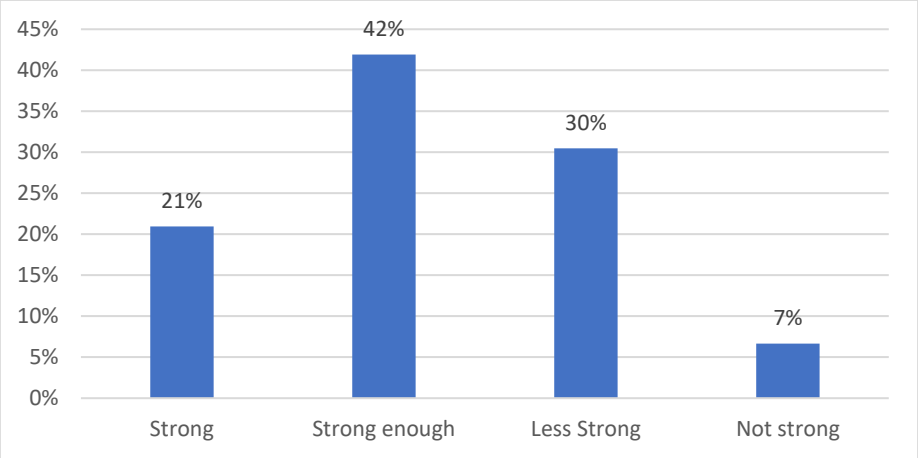
Most of the respondents claimed to have a frequency of using the internet more than 8 hours a day with a percentage of 57% of the total respondents or the equivalent of 60 people. Meanwhile, the least number are respondents who answer the daily internet usage frequency of less than 2 hours a day, which is 2% or equivalent to 2 respondents. This finding is in line with the fact that Indonesia was ranked the 5th largest internet user worldwide as of March 2019 with a total of 143.26 million internet users (Jayani, 2019).

2. The Strength of Indonesia's Social Control on Public Issues

The first indicator that was asked to respondents was about the strength of Indonesia's social control over public issues, namely the respondent's opinion on the level of social control of Indonesian society in influencing individual behavior. The following are the results of data processing from 105 respondents who became the sample.

Figure 2.1

Level of Indonesian Social Control in Influencing Individual Behavior



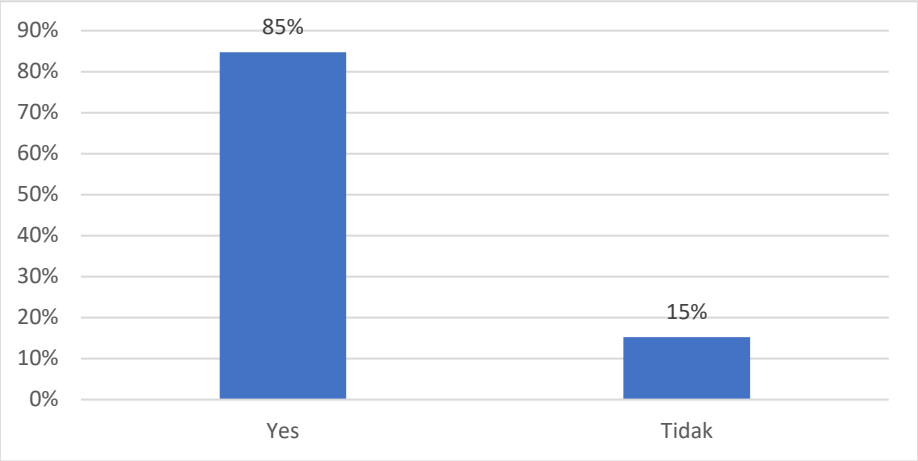
(n=105)

It can be seen from Figure 7, the majority of respondents answered that the level of social control of the Indonesian people in influencing individual behavior was quite strong with a percentage of 42% of the total respondents who answered or equivalent to 44 people. Then, followed by less strong answers with a percentage of 30% or as many as 32 people. Next, there are strong answers that dominate the study as much as 21% with a total of 22 respondents. Finally, there are 7 respondents who answered that the level of social control of Indonesian society in influencing individual behavior is not strong.

From the results of the total accumulation of strong and quite strong answers, it was found that there were 66 people or equivalent to 63% of the total respondents. Meanwhile, for the accumulation of the total less strong and not strong answers, it was found that there were 39 people or equivalent to 37% of the total respondents. Based on the results of the data processing, the social level of Indonesian society in influencing individual behavior shows a positive correlation. This is in line with the study conducted by **Böckenholt & Heijden (2007)** which states that the level of social control can affect a person's behavior.

Figure 2.2

Opinions about the Ability of Social Control in Indonesian Society Today Can Influence a Person's Behavior in the Public Sphere



(n=105)

In accordance with Figure 8, there are far more respondents who answered "yes" than respondents who answered "no". Respondents who answered "yes" consisted of 85% or as many as 89 people. Meanwhile, respondents who answered "no" showed a percentage of 15% or equivalent to 16 respondents. From the answers found, it can be seen that social control in Indonesian society today can affect a person's behavior in the public sphere.

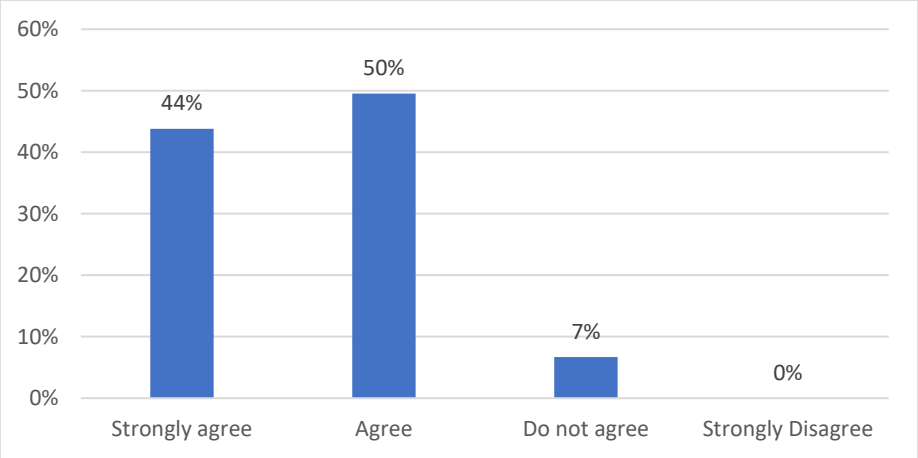
The strength of social control of the two previous indicators has shown a positive correlation. Therefore, the public disclosure approach in creating social control can have a positive influence on individual behavior. In connection with public disclosure which provides access to the public for taxpayer non-compliance data, this next study also asks about how the news, both through mass media and social media, affects people in Indonesia.

Mass media refers to technological means that reach mass audiences, while social media refers to computer network-based technology that allows users to create or share content and participate in social networks **(Hasa, 2021).** Examples of mass media are newspapers, magazines, television broadcasts, and radio. Meanwhile, social media uses a platform such as YouTube, Instagram, Twitter, Facebook, and so on.

Respondents were asked for their opinion on whether the Indonesian people are easily influenced by the news in the mass media. Answers were divided using the answer choices: strongly agree, agree, disagree, and strongly disagree. The following are the results of data processing from respondents' answers.

Figure 2.3

Indonesian Society is Easily Influenced by News in the Mass Media



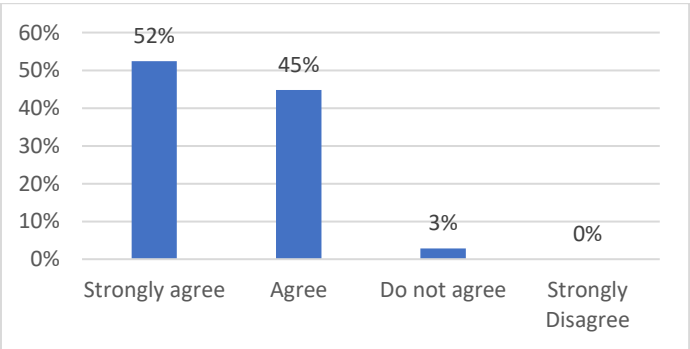
(n=105)

Based on the results of data processing in Figure 2.3, most of the respondents answered agree with the opinion that Indonesian people are easily influenced by the news in the mass media. Respondents who answered agreed had a percentage of 50% of the total number of respondents as many as 52 people. Next, respondents who answered strongly agree were worth 44% or as many as 46 people. Respondents who answered disagreed with the statement were 7% or as many as 7 people. Meanwhile, no one voted strongly against the answer.

The results of the accumulation of answers between strongly agree and agree are 93% or equivalent to a total of 98 respondents. Then, for the results of the accumulation of answers disagree and strongly disagree is 7% or only as many as 7 people. From these data, it is understood that the statements of the Indonesian people are easily influenced by the news in the mass media are acceptable.

Figure 2.4

Indonesian Society is Easily Influenced by News on Social Media



(n=105)

In Figure 2.4 it can be seen that 52% or as many as 55 people, the majority of respondents answered strongly agree with the statement that Indonesian people are easily influenced by news on social media. Then as many as 45% or the equivalent of 47 people answered agree with the statement. Next, as many as 3% or 3 respondents answered disagree. On the other hand, similar to the previous statement in the mass media, in the statement regarding social media coverage, no one answered disagree or 0%.

From the accumulated results between respondents who answered strongly agree and agree, it was found that there were 97% or the equivalent of 102 respondents. On the other hand, the accumulated results between respondents who answered disagree and strongly disagree were 3% or as many as 3 respondents. Although in general the results shown between the influence of mass media coverage and social media show the same results, it can be seen that approval of statements is higher on social media. This can be caused by the characteristics of respondents, the majority of whom have a frequency of internet use more than 8 hours per day.

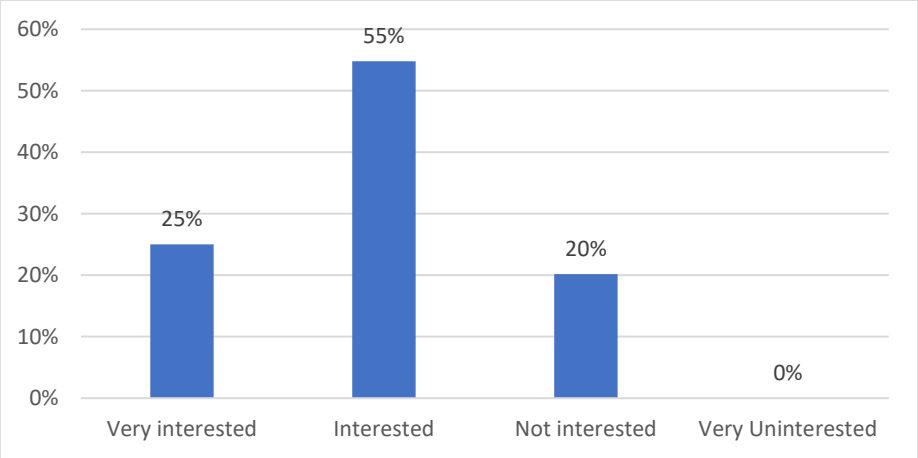
By knowing the opinion of respondents regarding mass media and social media coverage in influencing the community, this data can be used to further examine what media is used to carry out public disclosure in improving taxpayer compliance. These considerations will make an approach more successful, targeted or effective, and efficient.

3. Potential for Social Control through Public Disclosure of Tax Information to Improve Tax Compliance

After knowing the effectiveness of social control in influencing society in Indonesia. The next discussion will discuss how the potential for social control through public disclosure of taxpayer information is to improve tax compliance. Considering that the majority of respondents have a high daily internet frequency level, the country with the 5th largest internet user in the world, and the majority of respondents' answers stated that reporting through social media is relatively high, the research was conducted with the assumption that public disclosure utilizes the internet. The question posed is about how the respondents' interest in accessing tax information via the internet. The following are the results of data processing from the answers of 105 respondents to this question.

Figure 3.1

Level of Interest in Accessing Tax Information Through the Internet



(n=105)

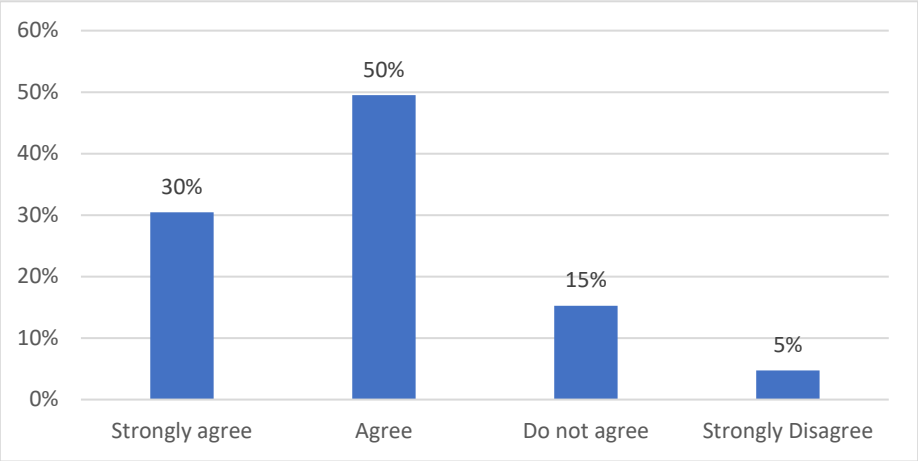
From this statement, it is known that the majority of respondents answered that they were interested in accessing tax information via the internet with a total of 57 people or 55% of the total 104 people. Next, respondents who answered very interested were 25% of the total or as many as 26 people. Then, the respondents who answered that they were not interested in accessing tax information via the internet were as many as 20% or a total of 21 people. On the other hand, the answer is not very interested in getting a score of 0% or the same as no respondent who chose that answer.

If the accumulation of answers between very interested and interested can be known as many as 83 people or about 79%. Meanwhile, for the accumulation of answers between less interested and very disinterested, the percentage was 20% or there were 21 people who chose the answer. This shows that the majority of respondents have an interest in accessing tax information via the internet. With this data, it can show the potential for the public to access taxation via the internet. This potential is given the fact that the public is the party that has the informal sanctions.

Then, questions were also asked to the respondents regarding their opinion if the taxpayer compliance data was published by the taxation authority (in this case the Directorate General of Taxes or DGT) for social control purposes, for example in the form of a list of obedient taxpayers and non-compliant taxpayers. . From these questions, the following results were obtained.

Figure 3.2

Approval on Publication of Taxpayer Compliance Data by Tax Authorities for Social Control Purposes



(n=105)

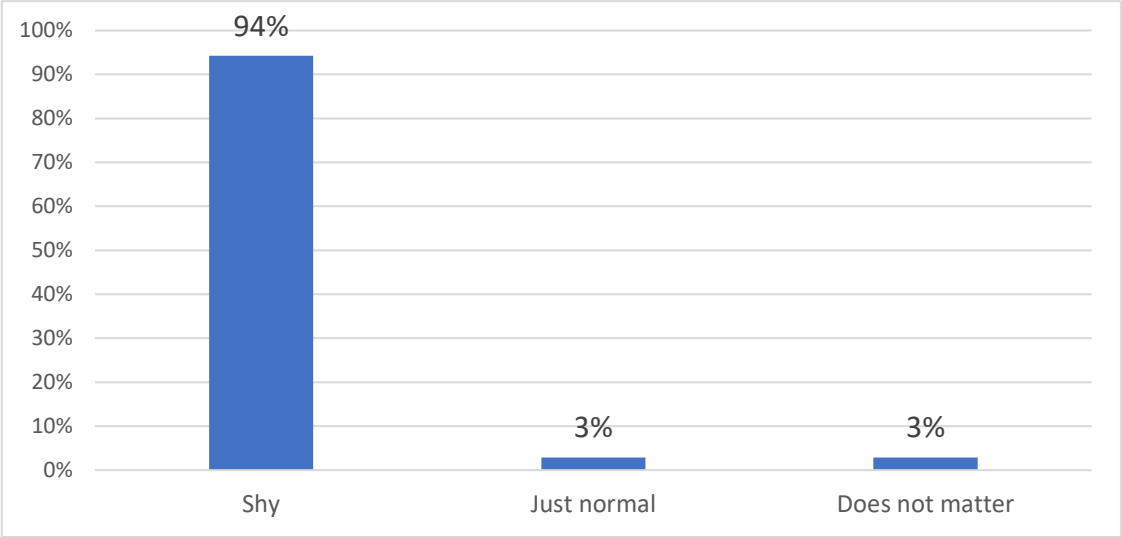
Based on Figure 3.2, the majority of respondents answered agree with the existence of taxpayer compliance data published by the tax authorities for the purpose of social control. Respondents who answered that they agreed with the implementation of the publication of taxpayer compliance data were 50% or the equivalent of 52 people. Then, followed by a strongly agree answer, which is worth 30% or the equivalent of 32 people. Next, there are answers that do not agree with a percentage value of 15% or equivalent to 16 people. Meanwhile, there were 5 respondents who answered strongly disagree or equal to 5%.

If the accumulated answers of respondents who answered strongly agree and agree, the results obtained were 84 people or 80% worth. Meanwhile, for the accumulation of the total disagree and strongly disagree answers found as many as 21 people or equivalent to a value of 20%. Although there were a number of disagreements from the respondents' answers, in the overall case, the answers strongly agreed and agreed. In this case, it shows that there is respondent acceptance if the publication of taxpayer compliance data carried out by the tax authority for the purpose of social control is implemented.

Furthermore, it is also asked about the opinion of the respondent regarding if the respondent becomes one of the taxpayers whose names are listed in the non-compliant taxpayer data and the data is published, how will the impact on themselves be. This question is asked to find out what kind of response the public will get if the publication is sanctioned. Meanwhile, the question is related to how the impact on personal taxpayers.

Figure 3.3

Responses to Becoming a Taxpayer whose name is registered as a non-compliant taxpayer and published by the tax authority



(n=105)

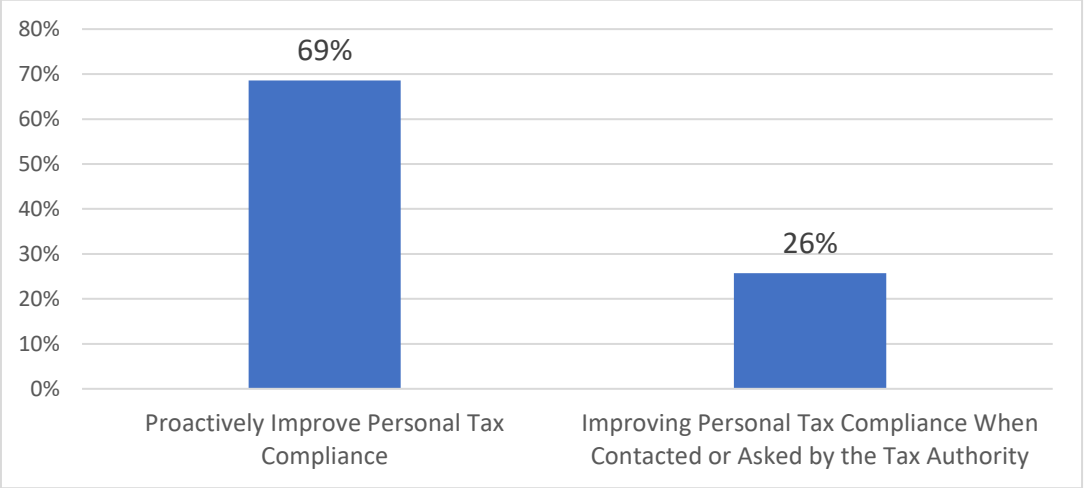
The results of data processing respondents' answers in Figure 3.3 show, if the respondent becomes a Taxpayer whose name is published by the tax authority as a non-compliant Taxpayer, 94% or as many as 99 people answer will respond with shame. Meanwhile, the respondents who answered normal and no were 3% or 3 people, respectively.

Respondents who answered casually stated that no further action was taken in response to the publication by the tax authority. Meanwhile, respondents who answered that they did not care said the reason for their indifference to the implementation of public disclosure was because it had no effect on their lives.

Of the 99 respondents who answered that they were embarrassed, the next question was about how the respondent's behavior was after carrying out their tax compliance after the implementation. From these questions, the respondents' answers were divided into two, namely trying to improve their attitude proactively and trying to improve if they had been contacted or asked by the tax authorities.

Figure 3.4

The Effect of Shame on Taxpayer Compliance



(n=105)

Based on the respondents' answers which can be seen in Figure 3.4, the majority of respondents answered that they would proactively improve their personal tax compliance. Respondents who stated that they would improve their behavior in carrying out personal tax compliance proactively were 69% of the total 99 respondents or as many as 72 people. On the other hand, respondents who have a shy response and state that they will improve their personal tax compliance if they have been contacted or asked by the tax authorities are 26% or equal to 27 people.

Respondents who answered that they were embarrassed and would improve their personal tax compliance when contacted by the tax authority indicated that there was still motivation or indication to commit tax violations again in the future. Even so, the results of data processing from 99 respondents who said they were embarrassed showed a positive influence between shame on taxpayer compliance.

Respondents' answers in this study are in accordance with the statement from Gramscik & Bursik (1990) that informal sanctions, such as perceptions from others or internal emotions such as shame can also contribute to creating legal compliance. Reflecting on this study, it can be seen that there is potential from public disclosure to create a deterrent effect from shame so as to realize tax compliance of the Indonesian people.

Conclusion

Based on the results of the study, it can be concluded that the power of social control of the Indonesian people towards public issues is quite strong in influencing individual behavior. The power of social control can be utilized to approach public disclosure considering that the public is the most important role in providing a deterrent effect. The public disclosure approach can be done through the internet because the majority of respondents have a frequency of using the internet more than 8 hours per day. In addition, respondents also agreed with the statement that Indonesian people are easily influenced by the news on social media and mass media.

There was also an interest in the community to access tax information via the internet. The high public interest can indicate the potential for implementing public disclosure given that the public has a key role in this approach. The results of the study also found that most of the people agreed with the implementation of public disclosure with the aim of being social control. The majority of respondents answered that if public disclosure is applied from a tax perspective, they will feel ashamed and become proactively obedient.

Acknowledgement

Thank you for the funding support from the Ministry of Research and Technology of the Republic of Indonesia through PDUPT Grant Fiscal Year 2021 with contract number NKB-068/UN2.RST/HKP.05.00/2021.

References

Adimassu, N. A., & Jerene, W. (2015). Determinants of Voluntary Tax Compliance Behavior in Self Assessment System: Evidence from SNNPRS, Ethiopia. *International Journal of Science and Research*, *5*(12), 967–973.

Anderson, L., Chiricos, T. G., & Waldo, G. P. (1977). Formal and Informal Sanctions: A Comparison of Deterrent Effect. *Social Problems*, *25*(1), 103–114.

Andreoni, J., Erard, B., & Feinstein, J. (1998). Tax Compliance. *Journal of Economic Litearture*, *36*(2), 818–860.

Björklund Larsen, L. (2017). Mind the (Tax) Gap: An Ethnography of a Number. *Journal of Cultural Economy*, *10*(5), 419–433. https://doi.org/10.1080/17530350.2017.1323228

Böckenholt, U., & Heijden, P. G. M. Van den. (2007). Item Randomized-Response Models for

Measuring Noncompliance: risk-Return Perceptions, Social, Influences, and Self-Protective Response. *Psychometrika*, *72*(2), 245–262. https://doi.org/10.1007/s11336-005-1495-y

Bungin, B. (2013). *Metode Penelitian Sosial & Ekonomi: Format-Format Kuantitatif dan Kualitatif untuk Studi Sosiologi, Kebijakan Publik, Komunikasi, Manajemen, dan Pemasaran*. Kencana Prenada Media.

Bursztyn, L., & Jensen, R. (2017). Social Image and Economic Behavior in the Field: Identifying, Understanding, and Shaping Social Pressure. *Annual Review of Economics*, *9*, 131–153. https://doi.org/10.1146/annurev-economics-063016-103625

Dwenger, N., & Treber, L. (2018). Shaming for Tax Enforcement: Evidence form a New Policy. *Hohenheim Discussion Papers in Business: Economics and Social Science*, *21–2108*.

Gramscik, H. G., & Bursik, R. J. (1990). Conscience, Significant Others, and Rational Choice: Extending the Deterrence Model. *Law & Society Review*, *24*(3), 837–862. https://doi.org/10.2307/3053861

Hair, J. F., Black, W. C., Babin, B. J., & Rolph E. Anderson. (2014). *Multivariate Data Analysis*. Pearson Education.

Hasa. (2021). *What is the Difference Between Mass Media and Social Media*.

Hey, J. (2018). Transparency and Publicity. In J. Hey & F. B. Yavaşlar (Eds.), *Tax Transparency* (pp. 195–210). IBFD.

Laporan Keuangan Pemerintah Pusat. (n.d.).

Luttmer, E. F. P., & Singhal, M. (2014). Tax Morale. *Journal of Economic Perspective*, *28*(4), 149–168. https://doi.org/10.1257/jep.28.4.149

Nussbaum M. (2004). *Hiding from Humanity - Disgust, Shame and the Law*. Princeton University Press.

OECD. (2021). *Revenue Statistics in Asia and the Pacific 2021 - Indonesia*. https://www.oecd.org/tax/tax-policy/revenue-statistics-asia-and-pacific-indonesia.pdf

Palil, M. R. (2010). *Tax Knowledge and Tax Compliance Determinants in Self Assessment System in Malaysia*. University of Birmingham.

Pawson, R. (2002). Evidence and Policy and Naming and Shaming. *Policy Studies*, *23*(2), 211–230.

Raczkowski, K., Marian, N., & Jaroslaw, K. (2015). *Risk Management in the Polish Financial System. A Systemic Approach*. Palgrave Macmillan UK.

Truglia, R. P., & Troiano, U. (2018). Shaming Tax Delinquents. *Journal of Public Economics*, *167*, 120–137. https://doi.org/10.1016/j.jpubeco.2018.09.008

Wadesango, N., Mutema, A., Mhaka, C., & Wadesango, V. (2018). Tax Compliance of Small and Business Enterprises Through the Self-Assessment System: Issue and Challenges. *Academy of Accounting and Financial Studies Journal*, *22*(3), 1–15.

Sub Theme: Public Policy in the Society 5.0

Dismissal of KPK Employees from Legal Positivism and Alternative Solutions

Dominikus Dalu Sogen[1], Dewa Ayu Putri Asvini[2], Detty Kristiana Widayat[3]

[1]Faculty of Law, Universitas Catholic Atma Jaya (email: daludominikus@gmail.com)
[2]Faculty of Law, Universitas Catholic Atma Jaya (email: dewaasvini@gmail.com)
[3]Faculty of Law, Universitas Catholic Atma Jaya (email: kristianadetty@gmail.com)

Abstract

Studying the philosophy of law means studying various schools of law. Amongst the variety of legal theories, there are adherents of legal positivism or the positive legal theory postulated by John Austin (a philosopher whose thoughts on law are outlined in a work entitled The Province of Jurisprudence Determined 1832). Are Austin's thoughts still relevant for the practice of law inthe modern era, considering that law is made for the public interest? Is it appropriate for the law to be made by authorities (superior) to bind subordinates (inferior), whereas the people are only in a position to obey the law?
In a functioning democracy public participation is important in decision-making by the elected legislators. Presumably, law is not made arbitrarily or unilaterally, but it is supposed to take into account the interest of the public or the interest of the groups it is designed to address. A prominent example currently in the public spotlight isthe dismissal of 57 Corruption Eradication Commission (KPK) employees due to their stated ineligibility following their failure to pass the National Insight Test Assessment. For this matter, a judicial review (JR) has been requested from the Constitutional Court and the Supreme Court who in the meantime have published their decisions. In addition, there have been recommendations from the National Human Rights Commission (Komnas HAM) and the Indonesian Ombudsman regarding the occurrence of human rights violations and maladministration in the transfer of KPK employees to ASN. Where JR's decision by the two judicial institutions is different from what is recommended by Human Right Commission and the Indonesian Ombudsman. Here it can be seen that there are differences in the application of the law with the positive law that applies and is detrimental to the rights of KPK employees.

Keywords:

positive laws; violated human rights; maladministration

Introduction

The human resource factor in an institution becomes a very important main asset. Therefore, in the modern era, even though any technological sophistication cannot replace the

position of the human resources. Included in government organizations, the main assets are required to play a major role in running the wheels of government organizations with the support of adequate infrastructure, so that government goals can be achieved. In Indonesia, one of the government's independent organizations that is expected to play a major role in eradicating and preventing corruption is KPK or Komisi Pemberantasan Tindak Pidana Korupsi.

Based on the results of the international transparency survey, Indonesia is ranked 37 out of 100 and is ranked 102 out of 180 countries surveyed. This score dropped 3 points from 2019 which was ranked 40 out of a scale of 100 as stated by Indonesia's international transparency.[1] This fact raises questions and challenges about how the Indonesian government's efforts to enforce anti- corruption performance through various law enforcement and corruption eradication agencies and all relevant stakeholders.

The problem of corruption has become a national problem which has not been completed since the New Order era and has hampered the progress of the country's development. The problem is, at this time the KPK leadership dismissed 57 KPK employees starting September 30, 2021 because the employees not eligible in the National Insight Test (TWK) assessment which was held in the context of transferring the status of KPK employees to State Civil Apparatus (ASN).

As we know, the process of transferring KPK employees to ASN is a mandate from the KPK Law Number 19 of 2019 concerning the Second Amendment to the Corruption Eradication Commission Law, Government Regulation Number 41 of 2020 concerning the Transfer of KPK Employees to ASN Employees and KPK Regulation Number 1 of 2021 concerning Procedures for Transferring KPK Employees to ASN Employees. Thus, the failure of KPK employees in the TWK assessment raises public questions, at least from the employees themselves, anti-corruption activists and academics professors.

The employees who were declared non-eligible were 75 out of 1349 employees who took part in the TWK. This has received the attention of President Jokowi in his remarks on

[1] https://ti.or.id/indeks-persepsi-korupsi-2020-korupsi-respons-covid-19-dan-kemunduran-demokrasi/ (accesed on September 28, 2021)

May 17, 2021 at the Merdeka Palace.[2] He stated that the transfer of KPK employees to ASN should not reduce the rights of employees. Therefore, KPK and related institutions reviewed their decision and stated that 24 of the 75 people who did not pass were given another opportunity to take part in state defense training and national insight to become ASN.

On the other hand, there are parties who apply for a judicial review to the Constitutional Court and the Supreme Court for the assessment failure. The Constitutional Court and the Supreme Court of the Republic of Indonesia have delivered their decisions as stated in the decision of the Constitutional Court Number 34/PUU-XIX/X/2021 dated August 31, 2021. Furthermore, the Supreme Court of the Republic of Indonesia in its decision No.26P/HUM/2021 dated September 9, 2021 stated that it rejected the petition for judicial review from the applicants and stated that the position of the provisions being tested (i.e. the KPK Law, PP and KPK Regulations) was in accordance with the 1945 Constitution and the examination of the KPK Regulations with norms on it are rejected. The Supreme Court of the Republic of Indonesia also stated that KPK Regulation Number 1 of 2021 was valid in accordance with the KPK Law.

Meanwhile, to ensure their rights, employees through their legal representatives have also submitted reports/complaints to Komnasham and the Ombudsman of the Republic of Indonesia. The results of the examination by the Ombudsman stated that there had been maladministration in the process of transferring KPK employees to ASN, especially those who did not pass the TWK. Komnasham also given their recommendation to the President of the Republic of Indonesia that there have been violations of human rights for employees who have not passed the TWK.

Looking at the pro and con problems, the issuance of the decisions of the two judicial institutions, and the recommendations of the National Human Rights Commission and the Ombudsman Republic of Indonesia, a descriptive study of the problems and comparisons can be made on the basis of the positivism law school which was initiated by John Austin. regarding laws made by rulers and described as superior and decisive human beings.[3] Likewise, John Austin is also the initiator or figure of analytical jurisprudence, so that it can be written for analysis and opinions on the problem by juxtaposing the opinions of several

[2] news.detik.com/berita/d-5572186/pernyataan-lengkap-jokowi-tolak-pemberhentian-75-pegawai-kpk-tak-lulus-twk (accesed on September 28, 2021)

[3] Prof Dr. H. Zainal Asikin,SH,SU, Mengenal Filsafat Hukum, Penerbit Andi, 2020, hlm 62

experts. This is done to obtain conclusions and suggestions on problems in the study of laws and regulations as well as general principles of good governance which should serve as guidelines for public officials in making decisions.

A public policy that is made and it's implications for the fate or rights of individuals must be carefully considered. Whereas, there are at least three elements of the policy system that become a series of processes to be involved in order to arrive at a decision on a policy that can be accounted for. William Dunn describes it as an interrelated triangle, namely between policy actors, the environment in which the policy is made and policies that have implications for the public.[4] If these three elements are involved according to their respective portions in an accountable and transparent manner, a policy will be well received and the decisions taken will not become controversial in society, because no one is harmed.

In addition, the application of the law on the transfer of KPK employees has been tested by a judicial institution, namely that the legal provisions for the transfer of employees are in accordance with the constitution and laws, as well as the hierarchy of laws and regulations in Indonesia. However, no matter how good the positive legal provisions are, it really depends on their implementation by law enforcement in the field. In this case, what is meant is the decision to dismiss employees or at least 57 employees whose dismissals have been announced on September 30, 2021 on the grounds that they have not passed the TWK assessment exam.

Based on the decisions of the Constitutional Court and the Supreme Court of the Republic of Indonesia in their consideration, stating that the transfer of KPK employees to ASN must not harm the rights of employees and the decision is left to the government. With the same provisions, namely "The Transfer Of Employees to Other Institutions to Become Civil Servants or ASN" which took effect at Komnasham in 2005 and village secretaries Indonesia, as a mandate from the implementation of the Law on Regional Government and Government Regulation Number 45 of 2007 stating that there is no there was one requirement that dismissed the village officials or secretaries simply because they did not pass the national insight test.

[4] William Dunn, Tiga Elemen Sistem Kebijakan Dalam Analisa Kebijakan Publik, Yogyakarta: UGM Press, 2020, hlm. 110

Reflecting on the experience, the authors feel the need to discuss John Austin's opinion about the importance of positive law in its application so that there is no abuse of power that harms society. That the dismissal of employees at an institution, especially at an institution such as the KPK, whose employees have proven themselves to work with high dedication and loyalty, can be considered as a step backwards in eradicating corruption. Therefore, it is very important to dissect the issue of the dismissal of 57 KPK employees in the context of anti-corruption law enforcement in Indonesia.

That the decisions of the two judicial institutions should not be contradicted by the authority of two independent institutions that have different functions, duties and authorities from the judiciary, namely Komnasham and the Ombudsman of the Republic of Indonesia. Therefore, it is important for the government to seriously seek solutions to problems, in order to avoid violations of human rights and acts of maladministration that harm the rights of employees who are also citizens who must be protected. The resolution of problems is also a manifestation of good governance because it provides legal certainty and justice for dismissed KPK employees.

Methods

In this research paper, the authors use normative juridical research methods (applicable positive law). This normative juridical research is a research focused on examining the application of the rules or norms in positive law. This research method is in the form of legal research on legal principles based on statutory regulations, theories, especially John Austin's theory in legal positivism and concepts related to the writing of this research. Where the authors use library materials or secondary data as a reference for writing. Secondary data in the form of applicable laws and regulations, judicial decisions and recommendations of institutions related to the problems studied, including articles from the internet and other materials that are scientific works related to the problems discussed in this paper.

Results

a. John Austin's Opinion on Legal Positivism Regarding Arrangements for Transferring KPK Employees to ASN

As we know, the transfer of KPK employees consisting of investigators. Other KPK employees to become ASN is a mandate from the implementation of Law 19 of 2019 concerning the Second Amendment to the KPK Law. Regarding this, the arrangements can be found in Government Regulation Number 41 of 2020 concerning Transfer of KPK Employees to ASN and KPK Commission Regulation Number 1 of 2021 concerning Procedures for Transfer of KPK Employees to ASN. This is in accordance with John Austin's opinion regarding the nature of law which lies in the element of command. These elements are divided into 4 elements, namely 1) orders, 2) sanctions, 3) obligations, and 4) sovereignty.[5] In addition, there are provisions of Law Number 5 of 2014 concerning State Civil Apparatus which regulates ASN which is a reference in the implementation of post- transfer of employee status.

In the context of the transfer of KPK employees, there are a number of regulations that can be used as a legal basis. This is stated in:

a. Law Number 19 of 2019, namely in articles:
   i. Article 69B
      (1) At the time this Law comes into force, investigators or investigators from the Corruption Eradication Commission who have not had status as employees of the state civil apparatus within a maximum period of 2 (two) years after this Law comes into force may be appointed as employees of the state apparatus. state civil servants as long as they comply with the provisions of the legislation.
      (2) The appointment as referred to in paragraph (1) shall apply to investigators or investigators of the Corruption Eradication Commission who have attended and passed education in the field of investigation and investigation in accordance with the provisions of the legislation. Article 69C At the time this Law comes into force, Employees of the Corruption Eradication Commission who have not had the status of a state civil servant within a maximum period of 2 (two) years since this Law comes

[5] Prof. Dr. H. Zainal Asikin,SH,SU. (2020). Mengenal Filsafat Hukum. penerbit Andi. 63

into force may be appointed as employees of the state civil apparatus in accordance with the provisions of the legislation.

ii. Article 69 C

"When this Law comes into force, KPK employees who have not been ASN employees within a maximum period of 2 (two) years from the time this Law comes into force may be appointed as ASN employees in accordance with the provisions of the legislation."

Provisions regarding sanctions for KPK employees who do not participate in the transfer of KPK employees to ASN in stipulates in Article 70A of Law 19 of 2019 that the appointment, guidance, and dismissal of the Corruption Eradication Commission Employees are carried out in accordance with the provisions of the legislation. Article 4 government regulation No. 41 of 2020

(1) Transfer of Corruption Eradication Commission Employees to ASN Employees, through the following stages:
   a. positions at the Adjusting the currentCorruption Pambansa Commission into ASN positions in accordance with the provisions of the legislation;
   b. Identify the type and number of current employees of the Corruption Eradication Commission;
   c. Mapping the suitability of the qualifications and competencies as well as the experience of the Corruption Eradication Commission Employees with the ASN positions to be occupied;
   d. Carry out the transfer of the Corruption Eradication Commission Employees as referred to in Article 2 to become PNS or PPPK in accordance with the provisions of the legislation; and
   e. Determine the class of office in accordance with the provisions of the legislation.

(2) The transfer of the Corruption Eradication Commission Employees to ASN Employees is carried out by taking into account the organizational structure andprocedures working of the Corruption Eradication Commission.

b. Article 5 KPK Commission Regulation Number 1 of 2021

(1) Employees of the Corruption Eradication Commission as referred to in Article 2 who are still carrying out their duties may turn into civil servants.

(2) The transfer of employees of the Corruption Eradication Commission to become civil servants as referred to in paragraph (1) is carried out with the following conditions:

a. willing to become civil servants;
b. loyal and obedient to Pancasila, the 1945 Constitution of the Republic of Indonesia, the State Unitaryof the Republic of Indonesia, and the legitimate government;
c. not involved in organizational activities prohibited by the government and/or court decisions;
d. have good integrity and morality;
e. have qualifications in accordance with the requirements of the position; and
f. have competence in accordance with the requirements of the position.

(3) The requirements as referred to in paragraph (2) letter a to letter d are stated in a statement letter as contained in Attachment I which is an integral part of this Commission Regulation.

(4) In addition to signing the statement as referred to in paragraph (3), to fulfill the requirements of paragraph (2) letter b, an assessment of the national insight test is carried out by the Corruption Eradication Commission in collaboration with the State Civil Service Agency.

(5) The fulfillment of the requirements as referred to in paragraph (2) letter e and letter f shall be stipulated by a decision of the Secretary General.

(6) Corruption Eradication Commission employees who are not willing to become civil servants as referred to in paragraph

c. Article 23 paragraph (1) Perkom KPK Number 1 of 2021 it is regulated that;

"An employee of the Corruption Eradication Commission is dismissed as an ASN because:

a. has died;
b. no longer meets the requirements as ASN as referred to in Article 5; and

c. own request in writing. Paragraph (2) The procedure for dismissing an employee of the Corruption Eradication Commission is in accordance with the provisions of the laws and regulations."

Whereas the various provisions referred to in positive law have regulated the mechanism for the transfer of KPK employees. Furthermore, in the implementation of the transfer of KPK employees, there are requirements, among others regulated in Article 5 of the KPK Perkom Number 1 of 2021, where one of the requirements must be declared to have passed the national insight assessment. However, considering that BKN does not have the intended instrument, it eventually uses a third party, this is also justified by the provisions of the legislation as Law Number 30 of 2014 stipulates that if an institution lacks or does not have the resources, official assistance can be provided. Then the Regulation of the Head of BKN Number 26 of 2019, it is very possible for BKN to involve other agencies, even independent parties.

b. Efforts by KPK Employees Who Did Not Pass TWK to Fight for Rights

Based on the results of the TWK assessment, it was found that 75 out of 1349 employees who took part in the TWK were declared to have failed or did not meet the requirements in the TWK assessment. Due to this failure, the Chairperson of the Corruption Eradication Commission made the decision of the Chairperson of the Corruption Eradication Commission Number 652 of 2021 concerning the Results of the National Insight Test for Employees who do not meet the requirements in the context of transferring employees of the Corruption Eradication Commission to become State Civil Apparatus Employees. Furthermore, those who are declared to have obtained the results of the National Insight Test (TWK) assessment in the Unqualified category (TMS) through the said 652 decisions are ordered to submit the tasks and responsibilities that are being carried out to their Direct Supervisor, pending further decisions.

As citizens whose rights need to be fought for, 75 KPK employees who felt they were being treated unfairly for TMS' statement in the TWK submitted their reports to Komnas HAM and the Ombudsman Republic of Indonesia, which were then followed up by submitting a request for judicial review to the Supreme Court of the Republic of Indonesia. The material for the complaint to Komnasham is related to allegations of human rights violations regarding their fate as KPK, which there is no certainty after being declared by TMS.

Komnasham has the authority to deal with issues of human rights violations as regulated in Law Number 39 of 1999 concerning Human Rights. Meanwhile, the authority of the Ombudsman is regulated in Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia and Law Number 25 of 2009 concerning Public Services. In addition, the Supreme Court of the Republic of Indonesia is related to the authority of the Judicial Review Rights between lower statutory regulations and the Law regulated in the 1945 Constitution, namely Article 24 paragraph (1) "The Supreme Court has the authority to judge at the level of cassation, examine the legislation under law and has other powers granted by law."

On the other hand, there are members of the public who have also submitted a request for judicial review to the Constitutional Court regarding the examination of the transfer of KPK employees to ASN in Law 19 of 2019, Government Regulation No. 41 of 2020 and Perkom KPK 1 of 2021 whether it is contrary to the constitution. The authority of the Court to conduct a judicial review of Law on the Constitution or the constitution set out in Article 24C paragraph 1 of the 1945 "Constitution that The Constitutional Court has the authority to test laws against the Constitution the Republic of Indonesia Year 1945"

That being the right of employees of the Commission to fight for justice and the rule of law as well as services through a variety of existing state institutions, both judicial institutions and through supporting state institutions or auxiliary state's institutions, namely Komnasham and Ombudsman. As for the position of the applicant, or the reporting party/complainant, then the substance being tested, or allegations of reported human rights violations and maladministration, legal considerations or opinions from the Constitutional Court, Supreme Court and KomnasHAM and the Ombudsman as shown in the matrix below.

Matrix of Decisions of the Constitutional Court and Decisions of the Supreme Court of the Republic of Indonesia and Recommendations of Komnas HAM and the Ombudsman of the Republic of Indonesia Regarding the problem of transferring the status of KPK employees to ASN

No	Constitutional Court[6]	Supreme Court[7]	Komnas HAM	Ombudsman RI
1.	The Petitioner for Judicial Review on behalf of Muh Yusuf Sahide, S.H.	The Petitioner for Judicial Review on behalf of Yudi Purnomo as Applicant I and Farid Andhika as Applicant II	Reporting Party on behalf of Yudi Purnomo and partner accompanied by his power.	Reporting Party on behalf of Sdr. Yudi Purnomo and partner accompanied by his power.
2.	Case Decision Constitutional Court No: 34/PUU-XIX/2021 dated 31 August 2021 and has been recorded in the registration book constitution.	Case Decision Supreme Court No: 26 P/HUM/2021 dated 9 September 2021 and has been accepted by the Registrar of the Supreme Court of the Republic of Indonesia.	Recommendations regarding Human Rights Violations by the KPK in the implementation of the KPK TWK that violate human rights dated August 23, 2021 through letter Number 132/PM.00/0.1.0/VIII/2021 submitted to the President of the Republic of Indonesia as the head of state and head of government.	Recommendation of the Ombudsman of the Republic of Indonesia Number: 0001/RM.03.01/0593.2021/IX/2021 Dated 15 September 2021 regarding Maladministration in the Implementation of the KPK TWK which did not graduate 75 KPK employees has been submitted to the Reported Party and related parties to be carried out, according to applicable regulations

[6] Mahkamah Konstitusi Republik Indonesia. Retrieved from https://www.mkri.id/index.php?page=web.Putusan&id=1&kat=1&cari=34

[7] Mahkamah Agung Republik Indonesia. Retrieved from https://putusan3.mahkamahagung.go.id/direktori/putusan/zaec1127b9a45486a67e313133383035.html

3.	That based on the authority and the applicable law, the Constitutional Court of the Republic of Indonesia has the right to conduct legal examinations and in accordance with the constitutionality of the provisions of Article 68B paragraph (1) and Article 69C of the Law of the Republic of Indonesia Number 19 of 2019 concerning the Second Amendment to the Law Number 30 of 2002 concerning the Corruption Eradication Commission which on October 17, 2019 was promulgated in the State Gazette of the Republic of Indonesia of 2019 Number 197 and Supplement to the State Gazette of the Republic of Indonesia Number 6409 against Article 1 paragraph (3), Article 28D paragraph (2) and Article 28D paragraph (3) of the 1945 Constitution. The Petitioner explained the use of the results of the TWK as a basis for determining whether a person was appointed or not appointed as ASN by the BKN and the KPK, where the TWK had absolutely no legal basis at the technical level and there was no single rule in the legislation either in Law 19/2019 as well as PP 41/2020 which requires a TWK. And	Whereas based on the foregoing, Petitioners I and II then request to the Chief Justice of the Supreme Court to examine and submit the petition for objection and decide as follows: a. Accept this Application for Material Test in its entirety b. Stating Article 5 paragraph (4) of the Regulation of the Corruption Eradication Commission Number 1 of 2021 concerning Procedures for the Transfer of Employees of the Corruption Eradication Commission to become State Civil Apparatus Employees is contrary to Law Number 19 of 2019 concerning the Second Amendment to Law Number 30 of 2002 concerning the Commission Corruption Eradication and Constitutional Court Decision Number 70/PUU-XVII/2019, dated May 4, 2021; c. To state that Article 5 paragraph (4) of the Corruption Eradication Commission Regulation Number 1 of 2021 concerning	Whereas based on Law Number 39 of 1999 concerning Human Rights, Komnas HAM has completed monitoring and investigation into allegations of human rights violations in the process of transferring the status of employees of the Corruption Eradication Commission (KPK). In the report, which is more than 300 pages thick, Komnas HAM concluded that there were human rights violations in the case of the transfer of status of 75 KPK employees.	Based on the verification of the report requirements in a formal and material manner, the Indonesian Ombudsman is authorized to follow up on the report. In addition to the Reporting Party having legal standing to submit reports, the authority of the Indonesian Ombudsman to follow up on the report is based on several provisions of laws and regulations. Among other things, Article (1) number 1, number 3 of Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia. As for the provisions of Article 9 of Law Number 37/2008 which stipulates that in carrying out its authority, the Indonesian Ombudsman is prohibited from interfering with the freedom of judges in making decisions, and Article 36 of Law Number 37/2008 which states that the Indonesian Ombudsman rejects reports in terms of the substance of the report being and in the object of examination. court, is not fulfilled in this report, namely the application for Judicial Review to the Supreme Court and the Constitutional Court. Bearing in mind that the Ombudsman did not examine the norms of KPK Regulation Number 1 of 2021 concerning

	the conditions that must be met in the transfer of ASN status because Committe Regulation can be said to be part of the "statutory regulations" as stated in Article 69B paragraph (1) and Article 69C of Law 19/2019. In accordance with the rules for the TWK assessment requirements for the transfer of ASN status as regulated in KPK Regulation 1/2021 and which was made later after the issuance of Law 19/2021, it was made due to the uncertainty of the content of the content in Article 69B paragraph (1) and Article 69C of Law 19/2019 The Petitioner explained that Committee Regulation 1/2021 as a new regulation based on Article 69B paragraph (1) and Article 69C of Law 19/2019 does not reflect the principles of transparency and accountability because for KPK employees, loyalty to Pancasila and the 1945 Constitution is sufficient with a statement letter. stamped considering that TWK can be a "double-edged knife" that can be used subjectively to dismiss KPK employees According to the Petitioner, the action of the KPK leadership which decided that	Procedures for the Transfer of Corruption Eradication Commission Employees to State Civil Apparatus Employees does not have binding legal force; d. Ordering the publication of the Supreme Court's Decision on the a quo Petition to be published in the State Gazette;		Procedures for Transferring Corruption Eradication Commission Employees to State Civil Apparatus Employees, Government Regulation Number 41 of 2020 concerning Transfer of KPK Employees to ASN Employees or against Law Number 19 of 2019 and did not test Law Number 19 of 2019 with the Constitution. The scope of examination of the Indonesian Ombudsman is to prove whether or not there has been maladministration in the transfer of KPK employees to ASN employees. So that the substance and object of the examination are different from the judicial review in the Constitutional Court and the Supreme Court, the Ombudsman has the authority to examine and issue the Recommendation of the Indonesian Ombudsman in the event that maladministration is found.

	employees who did not pass the TWK were obliged to hand over their duties and responsibilities to their superiors while waiting for further decisions, was not justified, because the action was classified as against the law because it was not based on any statutory regulations that became the basis for take such action, however, it is also because it is contrary to Article 24 of Committe Regulation 1/2021. The Petitioner also explained that the nature of the TWK is a real effort to eliminate a person's right to work without a fair process in the employment relationship and by using/using the results of the TWK as the basis for determining whether a person is appointed or not appointed as ASN is contrary to the provisions of Article 28D paragraph (3) 1945 Constitution.			
4.	Considering that according to the Court's opinion, the current ASN management regulations have put forward the existence of ASN management to produce ASN employees who are not only professional, but also have basic values, have professional ethics, are free from political intervention, and are free from corrupt practices,	Whereas based on Article 24A of the 1945 Constitution, the Supreme Court has the authority to judge at the level of cassation, examine statutory regulations under the law against the law, and has other powers granted by law; Whereas based on Article 20 paragraph (2) letter b of Law	Whereas based on the findings of Komnas HAM, it can conclude that there were 11 human rights violations in the process of changing the status of KPK employees to ASN through the TWK assessment method. The human rights violations referred to are:	Whereas based on the results of the examination and resolution and listening to expert input, the Ombudsman provides the following opinion: a. The mechanism for transferring KPK employees to ASN employees is not a mechanism for theprocurement of new employees, so the transfer of KPK employees must be seen as a status

	collusion , and nepotism. Transparent and accountable ASN selection processes and mechanisms are also an integral part in the effort to create quality ASN human resources. In addition, the education and training process for ASN has also been carried out in an integrated manner with the aim of building moral integrity, honesty, nationalism and nationalism spirit and motivation, building superior and responsible personality characters, and strengthening professionalism and field competence. According to the opinion of the Constitutional Court, efforts to realize ASN that are professional, have integrity and have morality, are not only the responsibility of the Government and related stakeholders but are also the responsibility of all levels of society by continuing to prioritize principles, principles, basic values, as well as codes of ethics and codes of behavior. as regulated in Law 5/2014. Considering whereas based on all of the above legal considerations, the Court is of the opinion that the Petitioners' arguments regarding the	Number 48 of 2009 concerning Judicial Powers, it is stated that the Supreme Court has the authority to examine statutory regulations under the law against the law; That Committe Regulation 1/2021 is a regulation issued by the Corruption Eradication Commission which regulates the procedure for transferring the status of an Employee of the Corruption Eradication Commission (hereinafter referred to as "KPK") to become a State Civil Apparatus Employee (hereinafter referred to as "ASN") within the hierarchy of laws and regulations. invitation is under the Act Whereas therefore, pursuant to Article 1 paragraph (1) and paragraph (2) of the Regulation of the Supreme Court Number 01 of 2011 concerning the Right of Material Testing, Committe Regulation 1/2021 by law becomes the object of the application for the right of material testing. Considering whereas with respect to the subject matter, it can be concluded that the opinion	1. Right to Justice and Legal Assurance. 2. Women's Rights. 3. Right not to be discriminated against. 4. Right to Freedom of Religion and Belief. 5. Right to Work. 6. Right to Security. 7. Right to Information. 8. Right to Privacy. 9. Right to Freedom of Association and Association. 10. Right to Participate in Government. Right to Freedom of Expression.	transfer process. b. The transfer of KPK employees to ASN employees can be done through the mechanism of signing a statement letter regarding loyalty to Pancasila which has been made by KPK employees as a condition of loyalty to Pancasila. c. The Reported Party did not pay attention to the aspirations of employees regarding the consequences of the results of the TWK assessment, so that the results of the TWK assessment should not be used as a parameter to abort the rights of KPK employees to become ASN employees, especially using discretion as a consideration in making decisions. d. The implementation of TWK is a form of test that has just been applied to KPK employees, thus the instrument/parameter is not perfect, so it should not be used as the only mechanism to determine which employees are appointed as ASN. e. Whereas to the objections of the KPK and the response of BKN to the RI Ombudsman's LAHP, the Ombudsman conveyed that in essence the objections and responses had been explained in the Resolution and Monitoring Efforts Chapter which can be seen in full in

	unconstitutional norms of Article 69B paragraph (1) and Article 69C of Law 19/2019 are unreasonable according to law and the arguments of the Petitioners' petition other than and the rest are not considered further and by therefore considered irrelevant and must be declared unreasonable according to law. Meanwhile, there are different reasons (concurring opinion), this was conveyed by 4 judges of the 9 existing Constitutional Court judges, In essence, it is of the opinion that the transfer of KPK employees to ASN is carried out in such a way as to not harm the employees as stated in the Constitutional Court's decision No. 70.PUU-XVII/2019 dated May 4, 2021, that for KPK employees expressly (expresis verbis) declare employees to be ASN because of the Law's orders. 19/2019, the transition does not harm the rights of employees for any reason outside the predetermined design. Because the employees have dedicated themselves to the KPK and their dedication in eradicating corruption is no longer in doubt. Whereas regarding the transitional	of the Supreme Court is as follows: a. That substantially the design of the transfer of KPK employees to ASN follows the provisions of Law Number 5 of 2014 concerning State Civil Apparatus and its implementing regulations, and one that has been accepted as an objective measure to fulfill the requirements for filling the position is TWK which is also a requirement during selection ASN and during career development of civil servants. b. ThatCommitte Regulation 1/2021 is an implementing regulation of PP 41/2020 and Law 19/2019. The TWK assessment in Committee Regulation 1/2021 is a tool in the form of general norms that apply to KPK employees as a formal requirement as outlined in institutional regulations in order to obtain material outputs, namely KPK employees who are loyal and obedient to Pancasila. The substance of the Petitioners cannot be appointed as ASN		the Ombudsman Recommendations as a whole. f. The Ombudsman of the Republic of Indonesia found the occurrence of maladministration in the form of Abuse of Authority and Improper Actions. Abuse of Authority related to TWK assessment requirements which should not necessarily be a reason for eliminating an employee's right to continue working, especially in the process of transferring to become an ASN employee. In this case, the KPK leadership has used its authority for purposes other than the intended authority by not considering the principles of the benefit of law and justice as a manifestation of the implementation of good governance.

	status for investigators, or KPK investigators and for KPK employees, it is not a selection process for new prospective employees or new ASN selection, which requires various forms of selection to be carried out so that some of them can be declared 'qualified' and some are declared 'not eligible', so that the provisions Article 69B and Article 69C of UU19/2019 must be viewed and interpreted and positioned as a transition from the status of KPK employees to ASN so that the new KPK design still provides legal certainty for KPK employees. That the transition of employee status to ASN should be done first because it is a right, after the fulfillment of these rights will be followed by the resolution of other problems, including the possibility of promotion, demotion as ASN employees at the KPK So that the norms of Article 69 B and 69 C of Law 19/2019 should be enthusiastic about fulfilling the constitutional rights of KPK employees to be transferred to ASN status in accordance with Article 27 paragraph (2), Article 28 C paragraph (2),	not because of the enactment of Committe Regulation 1/2021 for which a review is requested, but because the results of the TWK assessment of the Petitioners themselves are TMS, while the follow-up to the results of the TWK assessment is under the authority of the government. c. Whereas the consideration of the age issue of KPK employees who have reached 35 years and it is feared that they will lose the opportunity to become an ASN is not at all related to the TWK assessment. d. In accordance with the decision and description above, that based on the description above, the Supreme Court is of the opinion that the object of the application for the right to a judicial review, Article 5 paragraph (4) Committe Regulation 1/2021 does not conflict with the higher laws and regulations, namely Law 19/2019, PP 41/ 2020, and the Constitutional Court Decision Number 70/PUU-XVII/2019,		

	Article 28 D paragraph (1), and Article 28 D paragraph (3) of the 1945 Constitution. Thus, even though the a quo application is rejected, the legal considerations can be used as a momentum to confirm the Court's stance regarding the transition of the status of KPK employees as rights in accordance with the Constitutional Court's decision Number 70/PUU-XVII/2019.	as well as the Constitutional Court Decision Number 34/PUU-XIX/2021 and also Considering, based on all the considerations above, the arguments of the Petitioners' petition have no legal basis		

5	Based on the explanation given by the Petitioner and it has been carefully considered. So verdict tried to reject the Petitioner's application in its entirety.	Based on the explanation given by the Petitioner and it has been carefully considered. So Amar Judgment tried for a. Rejecting the petition for objection to the right of judicial review of Petitioners I: YUDI PURNOMO and Petitioners II: FARID ANDHIKA; b. Sentencing Petitioner I and Petitioner II to pay court fees of IDR 1,000,000.00 (one million Rupiah)	Based on the contents of the Komnas HAM recommendation to President Jokowi regarding the polemic of the TWK assessment, the chairman of the National Human Rights Commission has explained. That the President is asked to restore the status of KPK employees who are declared ineligible (TMS) to be appointed as KPK ASNs. This can be interpreted as part of an effort to follow up on the directives of the President of the Republic of Indonesia which had previously been conveyed to the public. *Source: Komnasham*	Based on the results of the examination, resolution efforts, opinions and findings, the Ombudsman Republik of Indonesia provides the following recommendations to the Chair and/or Chairperson of the KPK to immediately carry out the transfer of KPK employees to become ASN employees, for at least 75 KPK employees for whom there is no certainty about the transfer of their employment status and who have not entered retirement age or who have not obtained the certainty of becoming an ASN employee. And to the Head of the State Civil Service Agency to make improvements and refinement of the parameters for determining the TWK assessment as a form of assessment for ASN and or improving the provisions used in the process of transferring employees to ASN. *Source: The Ombudsman 0f Republic Indonesia*

Discussion

a. Decisions of Two Judicial Institutions Regarding the Transfer of KPK Employees to ASN

In the fact, there are employees who have not passed the TWK, the KPK has been declared the dismissed by the KPK Chairman's decision Number 1327 of 2021 as of September 30, 2021. The Constitutional Court of the Republic of Indonesia in its decision Number 34/PUU-XIX/2021 dated August 31, 2021, rejected the request for a judicial review of the KPK Law Number 19 of 2019 and its derivative regulations on the constitution, namely related to the implementation of the provisions of Articles 69B and 69 C which are considered contradictory with the provisions of Article 27 paragraph (2) and Article 28 D paragraph (2) of the 1945 Constitution. This is related to the right to decent work and to receive fair and proper remuneration and treatment in an employment relationship, which is a human right that must be guaranteed and protected by the state.

Regarding the issue of the transfer of KPK employees, there was previous a decision of the Constitutional Court Number 70/PUU-XVII/2019 which stated that the transfer of employees must not harm the rights of employees who are over 35 years old. However, 5 of 9 judges of the Constitutional Court stated that they rejected the applicant's application because the meaning of "not harming the rights of employees" does not mean that there has been discrimination for employees who are declared ineligible in the TWK.[8] Law 5 of 2014 is used as a reference in the transfer of KPK employees so that it is hoped that the transfer process, including the conditions, is an employee who is professional, has integrity and has morality. This is not only the the government's responsibility, but also all levels of society by continuing to prioritize principles, basic values, as well as a code of ethics and code of conduct as regulated in Law 5 of 2014.

On the other hand, there are concurring opinions from the other 4 judges of the Constitutional Court. They stated that the provisions of Articles 69B and 69C of Law 19 of 2019 were declared unconstitutional as long as it was not interpreted that the transfer of KPK employees to ASN was not the employee's will. Therefore, the transfer of the parties should

[8] https:/mkri.id Constitutional Court Decision Number 70/PUU- XVII/2019

not harm the rights of employees[9] because they have been serving themselves at KPK all this time. Thus, there is a need for legal certainty so that the employment rights of KPK employees are fulfilled first

Furthermore, KPK conducted a test for their placement according to the new KPK design. But, the 4 judges of the Constitutional Court stated that the transfer of employees was the right of the employee. The transition is carried out first and followed by solving other problems after the transition is fulfilled, including the possibility of promotion and demotion as ASN employees at the KPK. Therefore, the fulfillment of the norms in the provisions of Articles 69B and 69C of the a quo Law should be carried out seriously and interpreted as the fulfillment of the constitutional rights of citizens. Even if the a quo request is rejected, the legal considerations can be used as a momentum to uphold the rights of KPK employees to become ASN as stated in the Constitutional Court's decision Number 70/PUU- XVII/2019.

As we know, the decision of the Constitutional Court of the Republic of Indonesia is a mandate of formation whose authority is final and binding. Therefore, as a form of compliance the law, the decision is always respected and obeyed. However, there are more basic values related to the law that also acts as a moral, namely the law that is considered as God's wisdom. For example, it is the nature of reason and mind given by God so that humans are rational beings and must live according to the ratios given by God.[10] The decision from the 4 judges of the Constitutional Court can also be an illustration related to the constitutional rights of KPK employees where these employees are not new recruited candidates but have served the KPK all this time. That, with the provisions stating that they can be appointed as ASN does not mean that they can be dismissed from KPK employees. This should be a guide to not eliminate the rights of employees

Regarding the application for judicial review at the Constitutional Court carried out by non- vicims parties, it is necessary to pay attention to whether the direct interests of the applicant so it wont harm the rights of the victim directly from an implementation of legislation.

[9] CNN Indonesia. (2021, May 28). Pakar: Pemecatan 51 Pegawai KPK Tak Bisa Pakai UU ASN. CNN Indonesia. Retrieved from https://www.cnnindonesia.com/nasional/20210527200916-12-647648/pakar- pemecatan-51-pegawai-kpk-tak-bisa-pakai-uu-asn.

[10] Shidarta. (1997). Aktualisasi Pemikiran Hukum Kodrat, ERA HUKUM No.13/Th. IV. 96

The Supreme Court of the Republic of Indonesia in its decision Number 26P/HUM/2021 dated September 9, 2021 regarding Judicial Review application on the provisions of Article 5 of the KPK Perkom Number 1 of 2021 stated in its decision that it rejected the applicant's application.[11] Whereas in substance, the design of the transfer of KPK employees to ASN follows the provisions of the ASN Law and its implementing regulations. One that is accepted as an objective measure for filling the position is TWK which also a requirement for ASN selection and career development. In its consideration, the Supreme Court stated that Perkom KPK Number 1 of 2021 was an implementing regulation and stated that the TWK assessment was a general norms that apply to KPK employees who will become ASN. These applicants cannot be appointed as ASN not because of the enactment of Perkom KPK 1 of 2021, but the results of the TWK assessment of applicants who are declared ineligible. However, on the other hand, Perkom KPK Number 1 of 2001 does not regulate the dismissal of KPK employees due to transfers, but only regulates the dismissed ASN.

Judicial review decisions with their considerations must be respected, but the Supreme Court in its decision is considered inaccurate[12] because the KPK employees are not new employees who will be recruited to work at the KPK. BKN as the authorized agency to conduct testing has also stated that they do not have an instrument to conduct TWK assessments for the transfer of employee status, so they use a third party. Moreover, the ASN Law cannot be applied in the transfer of KPK employees because personnel matters have more specific rules (lex specialis).[13]

b. Recommendations by KomnasHAM and the Indonesian Ombudsman

Komnasham, in accordance with its authority, has submitted its Recommendation to the President of the Republic of Indonesia on August 23, 2021, has stated that 11 (eleven) human rights violations occurred in the process of transferring KPK employees to ASN, namely to KPK employees who were declared ineligible in the TWK. These human rights violations need to be remedied immediately by fulfilling the rights of KPK employees who

[11] M Rosseno Aji. (2021, September 9). Ini Pertimbangan MA Tolak Uji Materiil Pegawai KPK Soal TWK. National Tempo. Retrieved from Ini Pertimbangan MA Tolak Uji Materiil Pegawai KPK Soal TWK - Nasional Tempo.co
[12] CNN Indonesia. (2021, May 28). Pakar: Pemecatan 51 Pegawai KPK Tak Bisa Pakai UU ASN. CNN Indonesia. Retrieved from https://www.cnnindonesia.com/nasional/20210527200916-12-647648/pakar- pemecatan-51-pegawai-kpk-tak-bisa-pakai-uu-asn.
[13] CNN Indonesia. (2021, May 28). Pakar: Pemecatan 51 Pegawai KPK Tak Bisa Pakai UU ASN. CNN Indonesia. Retrieved from https://www.cnnindonesia.com/nasional/20210527200916-12-647648/pakar- pemecatan-51-pegawai-kpk-tak-bisa-pakai-uu-asn.

report to Komnas HAM so that they have the right to be appointed as ASN. Komnas HAM asked the president as head of government and head of state to provide protection to KPK employees whose human rights were violated.

According to the Universal Declaration, all people are born free and have the same dignity and rights. They are endowed with reason and conscience and should associate with one another in brotherhood. Hak rights itself is a fundamental right that should not be violated, and therefore as a form of state employees present then the Commission should immediately gain attention meant the country through the president to obtain a settlement.

The Ombusman RI has also issued Recommendation Number: 0001/RM.03.01/0593.2021/IX/2021 dated September 15, 2021 to be submitted to the Reported Party (KPK and BKN) and related parties for implementation. As stipulated in Article 38 Paragraph (1) of Law Number 37/2008, the recommendations of the Ombudsman of the Republic of Indonesia must be implemented by the Reported Party and the Reported Party's superiors. This Ombudsman recommendation was issued because of the Maladministration Act by the Reported Party in the process of transferring KPK employees to ASN. In his findings, the Ombudsman stated that the application of the law was wrong, among others, by the KPK leadership where there was an abuse of authority and deviated from the purpose of the said authority. Therefore, employees who have not been appointed as ASN because they did not pass the TWK should be immediately appointed as ASN. The Ombudsman's recommendation is also submitted to the President as the head of government to supervise and ensure that the KPK implements the RI Ombudsman's Recommendation.

Discretion in government is a common thing, but the exercise of discretion is also limited by regulations (see the Law on Government Administration and expert opinion on discretion), thus the use of discretion that goes beyond the limit is an act that is not in line with the principles of good governance.

The decision of the judicial institution, namely to examine the implementation of the law on the constitution and to examine the implementation of the rules under the law with the related law. Therefore, the scope of its authority is different from that of KomnasHAM and the Ombudsman of the Republic of Indonesia, which are more concerned with applying the law to a problem. Thus there is a clear separation of functions, duties and authorities

between the judicial institution and other institutions such as the National Human Rights Commission and the Indonesian Ombudsman.

The current condition is that 56 of the 75 employees who have not passed the TWK have been dismissed for failing to pass the TWK. At the direction of President Jokowi in May 2021, the TWK test must not harm the rights of KPK employees. The KPK and related agencies have evaluated the results of the TWK and provided opportunities for 24 employees to take part in state defense education and national insight. Then, 6 of the 24 people resigned and one entered retirement age. Furthermore, on September 15, 2021, the KPK leadership dismissed the said 56 employees.

That the president's directive or statement can be said to be a policy that must be followed because it shows the input and objectives of the government and what must be done to achieve that goal. As James Anderson argues (in his book Public Policymaking an Introduction, fifth edition 2003), that policy statements include official statements, namely laws, presidential decrees, administrative regulations, but speeches by government officials that show the aims and objectives of the government and what will be done to achieve these goals. the. The leadership of the KPK and related agencies seemed inconsistent with the policy of not graduating 75 employees, as evidenced later by the president's statement revising the results of the TWK. According to the president's statement, 75 employees should be included in education and training for state defense and national insight.

The latest condition, the National Police Chief has asked the president to make 56 dismissed KPK employees become ASN employees within the Police (detiknews.28/09/2021), the government has at least given the green light for this, but back to 56 KPK employees who were dismissed , they are KPK employees not in other agencies. The solution is still far from the public's expectations, at least anti-corruption activists and universities who have been voicing their aspirations.

Conclusion

a. Summary

1. Whereas the transfer of KPK employees to ASN has been regulated in the provisions of the legislation, namely Law 19 of 2019 concerning the Second Amendment to the KPK Law, Government Regulation Number 41 of 2020

concerning Transfer of KPK Employees to ASN, and KPK Commission Regulation Number 1 of 2021 concerning Procedures Transfer of KPK Employees to ASN.

2. Whereas the transfer of KPK employees to ASN has also been subject to judicial review at the Constitutional Court and the Supreme Court of the Republic of Indonesia related to the transfer process as stipulated in Article 69B and 69C of Law Number 19 of 2019 and the application of the norms in Article 5 of KPK Regulation Number 1 of 2021, where the two institutions in question reject the petition for judicial review of the petitioners and declare the constitutionality of the laws and regulations related to the transfer of KPK employees to ASN.
3. The Constitutional Court of the Republic of Indonesia in principle states that regarding the transfer of KPK employees there is the authority of the KPK leadership to determine graduation requirements, although there are different reasons from the 4 Constitutional Court judges who stated that the transfer of KPK employees to ASN was the right of the employees so that the staffing test for HR management was carried out after the employee becomes ASN.
4. The transfer of KPK employees is a process of transferring employees, not new recruits, considering that the employees in question have worked and served at the KPK so far, so the assessment instrument is not applied like the ASN recruitment process in general, as the Supreme Court in its decision also handed over the transfer process to the government, with thus, it is the authority of the government to determine the continuation of the process of transferring the said employee.
5. There is not a single provision in the process of transferring KPK employees which states that employees who do not meet the TWK requirements are then dismissed from the KPK. If this is done with discretion then it violates the applicable provisions, namely the use of discretion without any limitations and is detrimental to the dismissal of the employees.
6. Until now there has been no permanent solution regarding the dismissal of

employees, although it is also possible for the employees in question to file a lawsuit to the Administrative Court over the decision regarding their dismissal.

7. The President as head of state and head of government has not yet taken a stand on the recommendations of Komnasham and the Ombudsman Republic of Indonesia which are also addressed to the president.
8. According to the provisions of the law, the Ombudsman Recommendation is obligatory to be implemented. It can therefore be concluded that since the Ombudsman Recommendation is not implemented, the Reported Party violated the Law.
9. The dismissal of KPK employees is also seen as a form of weakening the commitment to eradicate corruption, considering that when the KPK was having limited human resources, employees with experience and dedication were arbitrarily dismissed.
10. The TWK assessment process for KPK employees uses an instrument that has never been used before in the process of transferring employees to ASN so that the accountability of the process is doubtful, especially for employees who are not given TWK results and thus do not know where their weaknesses or shortcomings are in the selection process, as a form of good governance is accountability and transparency.
11. There has not been a constructive dialogue effort between employees and the leadership of the KPK in an effort to solve problems properly, showing the KPK staffing problem, which is an internal problem of the institution and then became a public problem. It does not provide a good lesson for the public about the mitigation mechanism of the problem, instead abuse of power or arbitrariness.
12. No matter how good the applicable positive law will provide justice and order, if its implementation is carried out properly, the law can provide legal certainty, justice and benefits can be achieved.

b. Suggestion

1. The provisions of laws and regulations should be made comprehensively, that

is, they are regulated in full regarding orders and prohibitions, rights, obligations and sanctions as follows the flow of legal positivism so that in its implementation it does not cause problems or avoid mistakes in the application of the law.

2. It is necessary to apply the principle of discretion in making decisions or policies in a measurable manner by public officials so as not to harm the rights of others.
3. The president as head of state and government needs to be involved to facilitate problem solving so that there is certainty for dismissed KPK employees.
4. All public officials in the government shall implement the principles of good governance in making decisions so as not to harm related parties.

References

Decision & Regulation

Republic Indonesia. The Constitution of the Republic of Indonesia 1945

Republic Indonesia. Law Number 19 of 2019 concerning the Second Amendment to Law Number 30 of 2002 concerning the Corruption Eradication Commission

Republic Indonesia. Law Number 39 of 1999 concerning Human Rights

Republic Indonesia. Law Number 37 of 2008 concerning Ombudsman of Republic Indonesia

Republic Indonesia. Law Number 5 of 2014 concerning State Civil Apparatus and its implementing regulations

Republic Indonesia. Government Regulation Number 41 of 2020 concerning the Transfer of Employees of the Corruption Eradication Commission to Employees of the State Civil Apparatus

Komisi Pemberantasan Korupsi. Corruption Eradication Commission Regulation Number 1 of 2021 concerning Procedures for Transferring Corruption Eradication Commission Employees to State Civil Apparatus Employees

Constitutional Court Decision Number 70/PUU-XVII/2019, dated May 4, 2021Case Decision Constitutional Court No: 34/PUU-XIX/2021 dated 31 August 2021

Supreme Court Case Decision Number 26 P/HUM/2021 dated 9 September 2021

Recommendation of the Ombudsman of the Republic of Indonesia Number: 0001/RM.03.01/0593.2021/IX/2021 Dated 15 September 2021

Books

Prof Dr. H. Zainal Asikin,SH,SU. (2020). Mengenal Filsafat Hukum. Penerbit Andi: Jakarta

William Dunn. (2020). *Tiga Elemen Sistem Kebijakan Dalam Analisa Kebijakan Publik*, UGM Press: Yogyakarta.

Journal

Shidarta. (1997). *Aktualisasi Pemikiran Hukum Kodrat*, ERA HUKUM No.13/Th. IV. 96

Newspaper Article

CNN Indonesia. (2021, May 28). Pakar: Pemecatan 51 Pegawai KPK Tak Bisa Pakai UU ASN. CNN Indonesia.

Tim Detik Com (2021, May 17). Pernyataan Lengkap Jokowi Tolak Pemberhentian 75 Pegawai KPK Tak Lulus TWK. Detik.com

Transparency National Indonesia. (2021, January 28). Indeks Presepsi Korupsi 2020: Korupsi, Respons Covid-19 dan Kemunduran Demokrasi

M Rosseno Aji. (2021, September 9). Ini Pertimbangan MA Tolak Uji Materiil Pegawai KPK Soal TWK. National Tempo

CNN Indonesia. (2021, August 16). 5 Rekomendasi Komnas HAM ke Jokowi terkait TWK KPK. CNN Indonesia

Muhammad Ridwan. (2021, September 2). Komnas HAM sudah Serahkan Rekomendasi TWK KPK ke Jokowi. Jawa Pos TV

Feri Lubis. (2021, August 16). Pelanggaran HAM atas Proses Asesmen TWK di KPK. Komnas HAM RI

Sub Theme: Regional Governance

The Empowerment of Tourism Community Through Corporate Social Responsibility (CSR) Program

Djoko Putro Utomo[1], Ravik Karsidi[2], Ismi Dwi Nurhaeni[3], Drajat Tri Kartono[4]

[1,2,3,4]Universitas Sebelas Maret Surakarta, Indonesia

Abstract

Community empowerment has an important role in building sustainable tourism. One of the plans used for community empowerment in tourism areas is the implementation of Corporate Social Responsibility (CSR) which involves the implementation and participation of the community in program activities. This study aims to define and describe community empowerment in tourism areas through the implementation of Corporate Social Responsibility (CSR). The research method used is descriptive qualitative with a single embedded case study. The results of this study are: (1) CSR profile of Bank Jatim (East Java Bank), (2) tourism community empowerment based on the CSR program, (3) the implementation of CSR program in tourism area of Pancer Door Beach, and (4) the results of the tourism community empowerment in Pancer Door Beach from CSR program.

Keywords:

community empowerment; tourism; corporate social responsibility

Introduction

Based on the community development principles, it is clear that the community empowerment issue is the spirit or soul of community development. According to Aiyer et al. (2015), Jickling (2016), and Gobby & Niesche (2019), community empowerment essentially covers two aspects, such as giving authority to other parties and providing capability or empowerment to other parties. The use of terminology used in the community empowerment context is often suspected to be the cause of the slow process of community empowerment itself. It contains meaning that there are superior parties (givers) and inferior parties (recipients). Therefore, many parties prefer to use constructive terminology in interpreting community empowerment. Thus, there will be an equal horizontal relationship between the facilitator and the community (Balakrishnan et al., 2020).

To empower the tourism community, there are at least four main activities that must be carried out according to Hadiyanti (2016). First, increasing the awareness on the critical position of society in the socio-political structure. This attempt is based on the asumption that community poverty stems from the social construction that exists within the community itself. Second, with critical awareness, it is hoped that the community will be able to make arguments against various kinds of exploitation and at the same time, be able to make decisions. Third, community empowerment attempts are carried out by increasing the capacity of the community in various factors such as social, political, economic, cultural, and even security. Fourth, community empowerment also needs to be linked with social and cultural development as an invisible sector to organize community life.

As an approach based on initiatives and community involvement, it must appear in the whole process of implementing empowerment, starting from identifying needs and problems, formulating and planning programs, implementing programs, evaluating programs, and obtaining program benefits. Community involvement is the main element of the concept of participation. Steffek et al. (2008) emphasized that community participation in development can be created if mutual trust and understanding are fostered between the community and all development actors. This attempt is not easy because it must be based on the principles of interdependence, mutual need, mutual solidarity, and honesty.

In line with the empowerment of the tourism community, the concept of CSR program philosophy according to Manfred and Nick (2010), Sidani (2012), and Wayne & Nick (2017) is a social obligation that is expressed in an action by adjusting the existing needs and values on society itself. Apart from that, the action is narrowed in three sectors known as the Triple Bottom Line (economic prosperity, environmental, and social justice). Community empowerment through CSR programs is participation in all stages of development, planning, implementation, production, enjoyment, and preservation. Thus, through CSR programs, it is included in attempts to affirm and in the social responsibility of a corporate in the form of activities that are managed by placing the community as the subject of actors at every stage of the plan (Coombs & Holladay, 2012).

The description of CSR in this study was organized by Bank Jatim (East Java Bank) through CSR program which is an activity owned by Bank Jatim as a concern on one of the sectors of Pancer Door Beach tourism area in Pacitan Regency. CSR program is a social and

environmental responsibility in Bank Jatim's commitment carried out by the Corporate Society as an organizational unit responsible for managing the subject of the local community and society whose scope includes education, culture, health, and social sectors.

The tourism sector has an important role for a country. Piartrini (2018) claimed that tourism includes interactions of individuals from different regions and cultures with the local community, which creates a social and economic relationship. Schubert et al. (2011) also stated that international tourism has a positive influence on increasing long-term economic growth therefore, the local community is actively involving in the tourism sector, and finally, it can improve the welfare of the community it self.

Implementing sustainable tourism development is crucial and requires the involvement of local communities (Atmaca et al., 2019). As revealed by Albrecht (2010) that the involvement of the local community in planning is determined by their perception of tourism development itself, including how the potential economic, social, and environmental impacts on their livelihoods. Therefore, as a form of sustainable tourism is through CSR program which includes community empowerment and their participation. Kontogeorgopoulus et al. (2014) also stated that participation is the key in the CSR program process, in this case, it cannot be separated from community participation.

According to Tolkach et al. (2015) and Gunarekha et al. (2017), tourism is a strategy in reducing poverty. It is also stated by Scheyvens (2011) that tourism is a promising economic sector for poverty alleviation strategies. Lucchetti et al. (2013) explained that related to poverty alleviation, CSR programs have an important role because they support their contribution to sustainable community development.

Methods

This research applies a qualitative descriptive with a single embedded case study Creswell (2009), so it tries to describe in detail the portrait of the program that has been carried out through a participatory approach. It means that by placing the program executors and the program targets as the main source of data collection about the empowerment of the tourism community through the Corporate Social Responsibility (CSR) program. The research location is in the tourism area of Pancer Door Beach, Sidoharjo Village, Pacitan District, Pacitan

Regency, East Java, Indonesia. The information and the data extracted and presented come from the views and perceptions of the program executors and the role of the community.

The technique used in this research is purposive sampling and snowball sampling. The types of data collected are qualitative and quantitative, while the data sources are related documents, informants, objects, and events. Then, the data collection technique used is in-depth interviews, participating observations, document studies, and Focus Discussion Groups (FDG).

The data analysis technique used is an interactive model belonging to Miles et al. (2014) which involves three main components, namely (1) data reduction, (2) data presentation, and (3) drawing conclusions or verification. The interactive modelling process between those components gives it an advantage because it will guarantee the objectivity and overall analysis results.

Result and Discussion

CSR Profile Bank Jatim

Bank Jatim has been committed to continuously growing with all stakeholders so that it can make a positive contribution to the balance and sustainability of life. Therefore, Bank Jatim dedicates every achievement to provide value and meaning for customers, society, and the environment. In addition, Bank Jatim will continue to minimize the negative impact and will also optimize the positive impact of its business on the community both inside and outside the company.

The policy of Bank Jatim's social and environmental responsibility has been implemented since 2009. Related to the implementation of social and environmental responsibility in the CSR program Bank Jatim has several forms of activities for community empowerment, such as:

Environment

Environmental activity is an attempt to preserve nature and the environment such as reforestation, providing tree seedlings, providing facilities to maintain environmental cleanliness like a motorbike to collect garbage, garbage carts, trash cans to separate wet and dry waste, water tanker trucks, and building city parks.

Employment, Health, and Safety Practices

The practical activities of employment, health, and safety intend to improve work comfort for its employees. To support this commitment, the management has formulated policies aimed at supporting the professionalism of its employees and ensuring career paths through job appraisal mechanisms and providing competitive rewards in the financial and banking industries. Furthermore, to improve competence and professionalism is carried out through various training.

Social and Community Development

Social and community development activities take various forms, such as:

a. Education

   The education sector includes the construction of educational infrastructure in the form of schools, libraries and the provision of educational facilities such as reading books and banking education training.

b. Culture

   The culture sector includes sports and arts. For sports, the construction or improvement of sports facilities and sports coaching for youth and students is carried out. Meanwhile, for art, it is to preserve culture by holding local arts development as well as building or repairing places for art performances.

c. Health

   The health sector includes providing health facilities such as mass circumcision and improving nutrition through the supply of additional food, especially for toddlers, pregnant women, and the elderly.

d. Social

   The social sector includes the constructions of social infrastructur public facilities in the form of worship places toilets, gazebos, construction of street vendor stalls for selling facilities, provision of Micro, Small, and Medium Enterprises (MSMEs) equipment, and donation or charity for the underprivileged.

Table 1.

The Realization of the Education, Culture, Health and Social Sectors of Bank Jatim CSR Program Year 2018-2020 (in Rupiah/Rp)

SECTORS	YEAR		
	2020	2019	2018
Education	869.256	1.239.694	506.609
Culture	5.369.360	4.113.037	2.196.004
Health	429.600	289.650	325.800
Social	8.985.315	6.624.945	8.016.926
Total	**15.653.531**	**12.267.326**	**11.045.340**

Product or Service Responsibilities

Product responsibility activities with customer service is responsible to explain everything related to the product and its benefits as well as to explain the use of the product, rights and obligations for the product, including the position of each party, when the agreement ends, and how to resolve problems or conflicts.

Tourism Community Empowerment based on CSR Program

The conceptual design of tourism community empowerment based on the CSR program can be described in 3 (three) parts, they are:

Program Objectives

Bank Jatim (East Java Bank) realizes that financial service institutions have a central role in financing development. It is because about 80% of development funding comes from banks. Because of its central position, Bank Jatim took concrete steps by preparing a Sustainable Finance Action Plan in CSR program to become a superior bank and participating in driving the East Java economy that prioritizes harmony between economic, environmental, and social aspects. It was recorded in the following 2020 Bank Jatim annual report document:

> "To Bank Jatim, the meaning of sustainability is running a business by prioritizing harmony between economic, environmental, and social aspects which are the key to meeting the present needs, as well as ensuring the fulfillment of the needs of future generations by fostering community empowerment."

This program has a long-term work program of 5 (five) years and a short term of 1 (one) year, including increasing market share, increasing human resource capacity and being oriented to market needs, providing optimal value for stakeholders and shareholders,

facilitate the development of Start-Up Micro, Small and Medium Corporation businesses that support environmental sustainability programs, and balance economic growth with environmental sustainability.

Tourism Community Empowerment Model at Bank Jatim

The tourism community empowerment model through CSR is to build cooperation with the Pacitan Regency. In this case, according to Mr. Damhudi as the coordinator of CSR in Pancer Door Beach tourism area about the beginning of the program implementation in the following interview results:

> "The implementation of CSR program is in collaboration with the local government, one of which is contributed to the plan for infrastructure facilities such as the construction of campgrounds, merchant kiosks, and floating mosques. In addition, it is also supported by the existence of counseling such as processing seafood for the creation of souvenirs typical of Pacitan Regency, planting Mangrove seeds, turtle cultivation in coastal areas."

From Mr. Damhudi's explanation above, it can be seen that with the implementation of CSR, the tourism potential in Pancer Door Beach is starting to be noticed although the conditions are not as busy as other tourism areas. However, this can be a breakthrough for all components of society to increase sustainable economic capacity.

Tourism Community Empowerment Strategy at Bank Jatim

Strategy defines a comprehensive plan of how the company achieves its goals. In the implementation of CSR program, the tourism community empowerment strategy refers to 3 (three) aspects, they are a sustainable economic strategy, a sustainable environmental strategy, and a sustainable social strategy. Through those strategies, it is expected to be able to provide the maximum possible benefits for the tourism community as well as for companies in implementing their vision and mission.

The Implementation of CSR Program in Tourism Area of Pancer Door Beach

The Socialization of Tourism Community

The community of Pancer Door Beach tourism area was given socialization about CSR program such as assistance for Micro, Small and Medium Enterprises (MSME) training as skill development for the community (seafood processing), infrastructure facilities support such as (campground as a place for scouting activities, merchant stall as a place for buying and

selling businesses, floating mosques as worship places), as well as assistance for nature conservation such as giving Mangrove tree seeds and turtle cultivation.

The Development of Micro, Small, and Medium Enterprises (MSMEs)

The development of MSMEs in Pancer Door Beach tourism area has the following several implementations:

a. Seafood processing training

   Seafood processing training encourages the tourism community to become creative and independent home industry players. The training on seafood processing is that the utilization of tuna fish which is created into special food and souvenirs of Pacitan Regency, especially Pancer Door Beach tourism area such as tuna tofu as the main icon, tuna meatballs, tuna tempura, tuna ekado, tuna dimsum, tuna martabak, tuna risoles, and so on. With this training, the tourism community can be more skilled and advanced in terms of entrepreneurship.

b. Trading Business License funding

   Trading Business License funding assistance for Pancer Door Beach tourism community who has a small business is crucial. It`s helps small entrepreneurs to obtain legal identity in running their business under legal protection. Trading Business License acts as a guarantor, especially for small entrepreneurs to obtain funds for their business from the banking sector. So, they can continue to develop their business later.

The Development of Nature Conservation

The development of nature conservation in Pancer Door Beach tourism area has the following several implementations:

a. The action of planting thousands of Mangrove seeds

   Members of the CSR division together with the coordinator gave 16,000 (sixteen thousand) Mangrove seedlings to the tourism community of Pancer Door Beach after a deliberation. It can be seen that Mangrove is one kind of a complex, tight, and dense plant species, so that they function to trap the lees of organic substance and sediment carried by seawater from the mainland. Mangrove tree roots also protect the coast from the danger of erosion and overcome the poor ecosystem in coastal areas and ponds. Moreover, the lush invites marine life to take shelter, find food, and breed.

b. The counselling of turtle cultivation

Seeing the habitat of rare animals such as turtles that often lay eggs at some point, the community of Pancer Door Beach tourism area was given counseling to save turtles. The CSR division also collaborates with the several communities and business entities to help the community start a movement to save turtles and clean the beach.

The Development of Public Facilities

a. Campsite establishment

The land of Pancer Door Beach tourism area is wide. Therefore, to execute the development plan, the community helps the CSR division to map out the coordinates, what kind of buildings will be built, and to which parties will illegally control the land.

b. Merchant stall establishment

The merchant stall establishment in the Pancer Door Beach tourism area has received aspirations from many merchants. At the first time, they did sell something on the beach which caused a violation of cleanliness rules by both the visitors or tourists and the merchants who might throw garbage carelessly. Deliberation with the community regarding the following problems has got a positive response from the merchants so that the merchant stall establishment could make them feel more comfortable and follow the cleanliness rules.

c. Floating mosque repairment

The floating mosque repairment on the Pancer Door Beach tourism area was recommended by a reputable religious figure in Pacitan Regency. Previously, the establishment of this floating mosque was indeed from government assistance. It was just not perfect, therefore the CSR division together with the coordinator provide funding assistance and invite the community to repair the floating mosque such as installing bamboo and saplings to make it more proper. In addition to being a place of worship, this floating mosque is unique in terms of aesthetics, because it is located above the sea, precisely onshore of Pancer Door Beach so that it attracts tourists to visit and worship at the floating mosque.

The Attainment of Monitoring and Evaluation

To implement CSR program, there is always monitoring and evaluation carried out by members of the CSR division of Bank Jatim at the local community's house. Thus, the program

executors are able to find out the progress as well as to figure out obstacles or things outside the plan earlier that potentially interfere the program's progress in order that they can find solutions together when problems arise.

The Results of The Tourism Community Empowerment in Pancer Door Beach from CSR Program

The results and benefits obtained by Pancer Door Beach tourism community from the implementation of CSR program are as follows:

The Realization of Economic Capacity Optimization

a. The local community of Pancer Door Beach tourism area has improved their skills and creativity in seafood processing because basically, they have the willingness to become an independent entrepreneur. Therefore, in the future, seafood processing skills can be used as their additional income to meet their daily needs.
b. The number of legal small businesses has increased among the local community of Pancer Door Beach tourism area. Funding assistance to administer the Trading Business License is very helpful, it aims to be the proof of the business validation being carried out so that it is recognized by the government.
c. Business networks have been expanded, where CSR program has a role in accessing capital and marketing products made by the local community of Pancer Door Beach tourism area with assistance to parties accompanying the program from Bank Jatim.

The Establishment of Ecosystem Protection and Maintenance

a. Beach reforestation by planting Mangrove tree seedlings is done by the local community of Pancer Door Beach tourism area. This is an attempt to overcome the abrasion of seawater to the mainland and to protect the habitat of marine life. Therefore, it provides benefits to save the earth from the erosion of land by the ocean.
b. Turtle cultivation is carried out because turtles are one of the rare animals found that their population is also decreasing and even threatened with extinction. This builds public awareness, especially Pancer Door Beach tourism area, in order to preserve turtles in their area by building hatcheries to lay eggs.

The Establishment of Infrastructure

a. A campground has been established by utilizing an empty land in Pancer Door Beach tourism area. Its development involves the local community to improve the quality of

infrastructure in their area as a function of scouting training and education for the younger generation from various scouting levels.

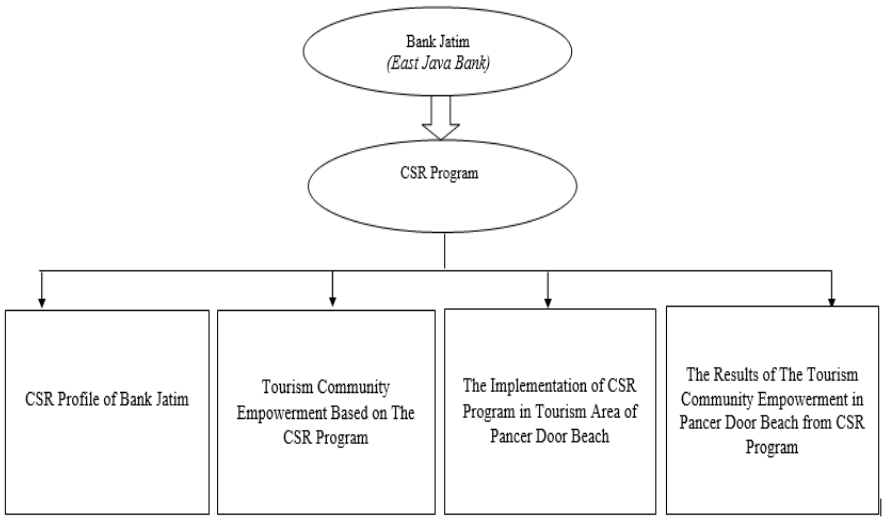
b. The merchant stall has been built as a facility of culinary area for tourists. The tourism community in Pancer Door Beach area also gets a positive effect, especially those who work as merchant, because the arrangement of a neat and comfortable infrastructure is a strategy to attract visitors so that the merchants will get more income.

c. The floating mosque building repaired is not only a place of worship for the local community of Pancer Door Beach tourism area, but also a religious tourism destination for tourists. Since the establishment of the floating mosque, the community has always held regular Friday prayers together, besides that there are also regular events often held by religious community.

Community involvement is required in the steps of the nation establishment process. Community participation in Bank Jatim CSR program aimed to increase productivity from an economic perspective has a positive impact. All of the programs, that have been implemented, have produced something new, especially since the banking sector companies have taken concrete actions in developing the country through their superior CSR programs, precisely in Pancer Door Beach tourism area in Pacitan Regency.

Figure 1.

The Concept of CSR Program Implementation by Bank Jatim



Conclusion

Research on community empowerment in the Pancer Door Beach tourism area through the implementation of CSR concluded that the program was able to empower the community around the company. The ability to implement CSR is determined by: (1) CSR profile of Bank Jatim which includes the environment, the system of employment, health, and safety, social and community development, as well as product or service responsibilities, (2) tourism community empowerment based on the CSR program which includes program objectives, tourism community empowerment models at Bank Jatim, and tourism community empowerment strategies at Bank Jatim, (3) implementation of the CSR program in the tourism area of Pancer Door Beach which includes socialization of the tourism community, development of Micro, Small and Medium Enterprises (MSMEs), development of nature conservation, development of public facilities, and attainment of monitoring and evaluation, and (4) the results of the empowerment of the Pancer Door Beach tourism community from the CSR program which includes the realization of economic capacity optimization, the establishment of ecosystem protection and maintenance, and the establishment of infrastructure facilities.

References

Books

Coombs, W. T. & Holladay, S. J. (2012). Managing Corporate Social Responbility. United Kingdom: A. John Wiley & Sons, Ltd., Publications.

Creswell, J. W. (2009). Research Design-Qualitative, and Mixed Methods Approach-Third Edition. USA: Sage Publications.

Manfred, P. & Nick, T. (2010). Responsible Business: How to Manage A CSR Stategy Successfully. United Kingdom: A. John Wiley & Sons, Ltd., Publications.

Miles, M. B., Huberman, A. M., & Saldafia, J. (2014). Qualitative Data Analysis-A Methods Sourcebook Edition 3. USA: Sage Publications.

Sidani, Y. (2012). CSR in The Middle East: Fresh Perspectives. New York: PALGRAVE MACMILLAN.

Steffek, J., Kissling, C., & Nanz, P. (2008). Civil Society Participation in European and Global Governance. A Cure for The Democratic Deficit? New York: PALGRAVE MACMILLAN.

Wayne, V. & Nick, T. (2017). The World Guide to CSR: A Country- by-Country Analysis of Corporate Sustainability and Respobility. New York: A Greenleaf Publishing Book.

Journal Article

Aiyer, S. M., Zimmerman, M. A., Morel, S. S., Reiscl, T. M. (2015). From Broken Windows to Busy Streets: A Community Empowerment Perspective. Health, Education, & Behavior, 42 (2): 137-147.

Albercht, J. N. (2010). Challenge in Tourism Strategy Implementation in Periphal Destinations-The Case of Stewart Island, New Zealand. Tourism and Hospitality Planning & Development, 7 (2): 91-110.

Atmaca, A., Kiray, S. A., & Pehlivan, M. (2019). Development of A Measurement Tool for Sustainable Development Awareness. International Journal of Assessment Tools in Education, 6 (1): 80-91.

Balakrishnan, B., Tochinai, F., & Kanemitsu, H. (2020). Perceptions and Attitudes Towards Sustainable Development Among Malaysian Undergraduates. International Journal of Higher Education, 9 (1): 44-51.

Gobby, B. & Niesche, R. (2019). Community Empowerment? School Autonomy, School Board, and Depoliticsing Governance. Australian Educational Researcher, 46 (3): 565-582.

Gunarekha, B. S., & Binoy, T. A. (2017). Succsess Factors of Community Based Sustainable Tourism Development in Karnataka: A Study on Mysuru District. Asia Pacific Journal of Research, 1 (50): 121-126.

Hadiyanti, P. (2016). A Group Approach in A Community Empowerment: A Case Study of Waste Recycling Group in Jakarta. Journal of Education and Practice, 7 (29): 157-167.

Jickling, B. (2016). Losing Traction and The Art of Slip-Sliding Away: Or, Getting Over Education for Sustainable Development. Journal of Environmental Education, 47 (2): 128-138.

Priartini, P. S. (2018). The Relationship Among Community Based Tourism Application, Community Attitude, Community Empowerment, and Community Life Satisfication. E-Journal of Tourism, 5 (2): 130-143.

Scheyvens, R. (2011). Tourism and Poverty. New York: Routledge. Schubert, S. F., Brida, G., & Risso, W. A. (2011). The Impacts of International Tourism Demand on Economic

Growth of Small Economies Dependent on Tourism. Tourism Management, 32 (2): 337-385.

Kontogeorgopoulus, N., Churyen, A., & Duangshaeng, V. (2014). Success Factors in Community-Based Tourism in Thailand. The Role of Luck, External Support, and Local Leadership. Tourism Planning & Development, 11 (1): 106-124.

Tolkach, D. & King, B. (2015). Strengthening Community-Based Tourism Contribute in A New Resource-Based Island Nation: Why and How? Tourism Management, 48: 386-380.

The Strategy of Improving Complaint Management in Surakarta City Toward Society 5.0-Based Public Service

Hana Ni'ma Rosida[1], Kristina Setyowati[2]

[1]Universitas Sebelas Maret (email: nima9hana@student.uns.ac.id)

[2]Universitas Sebelas Maret (email: kristina@staff.uns.ac.id)

Abstract

The organization of public service is not free of public critique. The management of complaint is a factor that can improve public service quality. Complaining is important because it is the public's expression that can result from public dissatisfaction with a product or a service. Moreover, to deal with Society 5.0 era, the government should provide a system to solve the problem. Therefore, this research aims to discuss the strategies taken by Surakarta City Government in managing complaint in Surakarta City toward a society 5.0-based public service. This research employed a qualitative research method. Technique of analysis used in this study was content analysis technique obtained through literature review. Based on the result of literature review, it can be seen that some strategies have been taken by Surakarta City Government, including, among others: improving the quality of human resource constituting public apparatuses; making policy; and providing complaining media.

Keywords:

complaint management; public service; society 5.0; Surakarta City

Introduction

Public service is the state's obligation to organize the fulfillment of basic needs and civil rights to product, service, and administration service provided by the public service provider for every citizen. Public service is important to organize, because it is related to the public (wide society) with diverse interests and purposes. It is in line with the 1945's Constitution mandating the state to fulfill the basic needs of every Indonesian citizen in order to achieve welfare and to fulfill the rights in the framework of public service. And, the 4th paragraph of Preamble of 1945 Constitution firmly states that the objective of Republic of Indonesia state establishment is, among others, to promote public welfare and to educate the nation life. The organizer of public service in Indonesia is compared with a state's organ, like Central Government and Local (Provincial, Regency, Municipal) Government. Particularly in society 5.0 era, public service is very crucial. To give law certainty in the relation between

community and the organizer of public service and to confirm the fulfillment of public service to citizens, government establishes Public Service Law. Law No. 25 of 2009 about Public Service is the law governing the principles of good governance constituting the effectiveness of governmental functions themselves. Public service organized by government or corporation can effectively strengthen democracy and human rights, promote economic prosperity and social cohesion, reduce poverty, improve environmental protection, utilize natural resource wisely, and increase the trust in government and public administration.

Society 5.0 era is the one in which technology becomes a part of human beings, internet no longer serves as informant but also lives human life. The main component of Society 5.0 is human beings who can create new values through technology development that can minimize the gap between human beings and economic problem in the future life. This idea attempts to encourage and to explain digital community with some limits and to create digital reality; this concept aims to promote the potential relation between individual and technology (Serpa & Ferreira, 2018). For that reason, people can solve various challenges and social problems through utilizing various innovations born in Industrial Revolution 4.0 era such as *Internet on Things*, *Artificial Intelligence*, *Big Data* , and *robot* to improve the quality of human life. Society 5.0 can also be defined as a concept of technology-based community.

In organizing public service, public satisfaction is the main goal of the successful public service organization, particularly in Society 5.0 era. This satisfaction can be brought into reality if the service provided is compatible to the standard service specified. Standard service is a measure that has been determined as a standardization of good service, by considering service quality. The quality service will be the parameter for the performance of governmental institution (Faozan2013). In its organization, public service is inseparable from public critique, because the performance of public apparatus has not been satisfactory yet. PATTIRO study, as cited in Utomo (2006), found that the poor response or feedback from the institution providing service to the public grievance or complaint leads to skepticism within the community. Responding to this, government should provide a system to solve the problem. It is in line the Republic of Indonesia's Law No. 23 of 2014 about Local Government and Presidential Regulation Number 76 of 2013 about the Management of Public Service Complaint.

Actually, the management of complaint also has obvious legislative policy. It has been governed in the Republic of Indonesia's Law Number 23 of 2014 about Local Government and Presidential Regulation Number 76 of 2013 about the Management of Public Service Complaint. For that reason, governmental institution, particularly local government can provide conflict management as soon as possible to its public. It is this that is done by Surakarta City in implementing the complain management policy. Despite obvious regulation, many governmental institutions have not implemented yet the complaint management policy. It is because many governmental institutions are still confused with how to implement the policy and complaint is often considered as bad things to the life of public service provider, so that many parties attempt to hide or to ignore it. Even many people do not how to express their grievance to the governmental institution (Sudrajat:2011). Most people also have not known and understood yet that in public policy the people are entitled to express complaint or to give input to the service they have received.

Complaint, according to Yuliarmi and Riyasa (2017), is public's expression likely resulting from the public's dissatisfaction with a product or service. People tend to complain when they feel that the complaint expressed is responded to positively and does not take time and cost. Complaint should also be seen as a right to express opinion, and every Indonesian citizen has the right. Complaint management is one of ways or instruments to improve the relationship between government and its people, in order to create public service that is transparent, responsive, and accountable. For that reason, the complaint management should get serious attention from public apparatus.

Article 1 clause 8 of Mayor of Surakarta City' Regulation Number 29 of 2019 states that the public complaint management is a process of activity involving receiving, recording, studying, clarifying, channeling, following-up, reporting, and archiving the public complaint. Complaint management, according to Bappenas (2010), is system, mechanism, and procedure of managing grievances or protests likely coming from many parties in structured manner, thereby not generating agitation and disturbing the smoothness of work and the performance of corresponding institution. Factors supporting the availability of complaint management are policy, leaders' commitment, planning, education level, and socialization. In addition, the successful complaint management is also affected by personal, leadership, work team, system, and contextual factors or the need at that time. In complaint management, there should be

good management. Bappenas (2010) explains that public complaint management consists of four aspects. Firstly, basic principles include, among others, the answer to question "Whom it serves?", control over source and public complaint inflow; control over institution's response; basic attitude in receiving the public complaint. Secondly, the elements of complaint management consists of complaint source or origin, content, complaint management unit, feedback given to respond to the complaint, and report of complaint management. Thirdly, the form of complaint. Lastly, complaining channel is divided into two: internal and external channels.

The Minister of State Apparatus Utilization and Bureaucratic Reform's Regulation No. 15 of 2014 about Guidelines of Service Standard mentions that each of public service organizer (provider) should obligatorily establish and apply Public Service Standard for each type of service. The guideline of Service Standard included in the appendix in the Minister of State Apparatus Utilization and Bureaucratic Reform's Regulation No. 15 of 2014 mentions some service standards. The standards include, among others, the service providing institution required obligatorily to make the complaint management mechanism, for example, providing suggestion box or complaint box, SMS, complaint portal at website, and complaint receiving officer. Complaint management should have its own procedure, including officer name, phone, email address, and address of institution that can be contacted. All of these are component that should exist compulsorily in every public service institution.

Law No. 23 of 2014 about Local Government mentions that Local Government has an obligation to manage public complaint management issue. In addition, the public is also invited to participate and to supervise the organization of public service, development, and societal activities. Local government is obliged to build public service, including public complaint management, information management, and internal supervision. DPRD (Local Legislative Assembly) should take part in accommodating and following up public aspiration and complaint and be authorized to govern itself the regulation about the procedure of public complaint and sanction imposition. Article 352 of Law No.23 of 2014 mentions that public is entitled to complain related to the organization of public service to local government, Ombudsman, and/or Local Legislative Assembly. Then, the local leader should obligatorily implement the Ombudsman's recommendation as the follow-up of public complaint. Through this law, the complaint management is an important factor that should be prepared

by public service institution, particularly institution managing service directly to society. Complaint management system is assessed as the form of service accountability in providing service to the community that should be conducted to encourage the improvement of service system.

Recently, complaint service has evolved in Surakarta City. However, although innovation has developed widely, in fact innovation made has not been maximal yet. For example, Surakarta City also uses complaint application called LAPOR!. LAPOR! application has been established as National Public Service Complaint Management System (SP4N) in the Presidential Regulation Number 76 of 2013 and Minister of State Apparatus Utilization and Bureaucratic Reform Number 3 of 2015. The application is intended to facilitate the public access to one complaint channel that has been integrated nationally. In addition, there are ULAS (Surakarta Complaint Service Unit) and SAPA (Aspiration and Complaint Service Channel). SAPA is a platform specifically intended for the applicant to complain to the licensing service of Surakarta City. Nevertheless, many people still complain that these applications are not as expected, related to slow feedback, difficult reporting, some confusing feature, too many platforms provided, and etc.

Considering the background of problem existing, this article will give a description concerning the importance of public participation in the improvement of public service through the public complaint management. And we can also see the strategies the local government, particularly Surakarta City Government, has taken in developing complaint management in order to achieve the quality of Society 5.0-based Public Service. Therefore, the problem statement of this research is related to the Strategy of Improving Complaint Management in Surakarta City in the attempt of improving Public Service toward Society 5.0 Era.

Methods

Research method is systematic and organized way and procedure to investigate a certain problem intended to acquire information to be used as solution to the problem (Silalahi & Ulber, 2010). Considering the problem discussed, the type of research used was qualitative one. This qualitative research is the one describing an event according to the reality or the condition existing. Danaee fard in Shahrzad, Leila, and Roxaneh (2011) states that qualitative

research method is developed to help the author comprehends human beings and their social culture. This research used a descriptive qualitative approach because the author wants to find out and to understand information relevant to the focus of research. Information can be descriptive data including writing, words, and document coming from source or informant studied. Thus, the author attempts to explain the Racism against Chinese Ethnic in Surakarta during Covid-19 pandemic.

This research took place in Surakarta City. This location was chosen because the service management in Surakarta public institution is the object that would be studied by the author. The research was conducted for 3 (three weeks) from July 11 – 25, 2021. The data source of research was secondary one, including article, literature, journal, book, official website, and etc. Data source, according Nur Indrianto and Bambang Supomo (2013:142), is an important factor becoming the material of consideration in determining the method of collecting data, in addition to type of data aforementioned. Therefore, it can concluded that data source is the most important factor in determining the method of collecting data to find out where the subject of data come from. Data source is divided into two: primary and secondary data. Technique of collecting data used was literature review. Literature review is to study various reference books and the finding of previous similar studies useful to get theoretical condition concerning the problem to be studied (Sarwono, 2006). Research journals were obtained through various sources, obtained through among others google search, google scholar (https://scholar.google.co.id/), scopus (https://www.scopus.com) and etc. the criteria of articles or journals used are both Indonesian and English journals with the topic concerning complaint management and Society 5.0. Furthermore the journals are taken as references and analyzed.

Result and Discussion

To go to Society 5.0 –based public service, some attempts need to be taken. One of them is to improve the public complaint management. Complaint management is the obligation of governmental institution that should be implemented. It is in line with Article 41 clauses 2 (f) and 3 of the Republic of Indonesia's Law Number 23 of 2014 about Local Government. In improving the complaint management, synergy is required between government, private, and community. Through providing system, procedure, and mechanism

enabling all grievances or protests to be managed well, public service can be provided optimally. The delegation of authority from the central to the local government to govern their own region is an attempt of improving the quality of complaint management, as it is intended to cut the long bureaucratic chain.

As one of big cities in Central Java, Surakarta city has a vision to realize Surakarta as an independent, developed, and prosperous cultural city. This vision is supported with the pro-people mission. This mission is of course expected to improve the wellbeing of Surakarta people by creating opportunity of participating actively as much as possible in improving public service in Surakarta City. Surakarta City is one of very complex cities in Central java in the term of providing public facilities to its citizens, such as providing public transportation, good road facilities, open space, city forest, and etc. Regarding this, public participation is desirable for the sake of public service toward society 5.0.

In 2013, Surakarta City has issued Mayor of Surakarta's Regulation Number 25 of 2013 about Surakarta Public Complaint Service Unit in Surakarta City Government. This Mayor of Surakarta's regulation contains the regulations related to complaint management in Surakarta and of course the Public Complaint Service Unit (ULAS). It indicates that Surakarta City government has begun to use electronic media as its complaint management concept to get its citizens' aspiration. For that reason, the implementation of society 5.0 begins to be visible. Surakarta City people can send recommendation, critique, and complaint to the organization of public service through facilities provided by public service institution and through website determined by Surakarta City Government. Through its website media, Public Complaint Service Unit (ULAS), Surakarta City government intends to provide space for Surakarta citizens to give critique, input, and grievance or to report the infringement occurring. In 2019, Surakarta City issued Mayor of Surakarta's regulation Number 29 of 2019 about Surakarta Complaint Service Unit in Surakarta City Government. This Mayor of Surakarta's regulation still contains the regulation of complaint management in Surakarta and of course contain Public Complaint Service Unit (UlAS), but in Mayor of Surakarta's regulation Number 29 of 2019 about Surakarta Complaint Service Unit in Surakarta City Government the regulation of complaint management and contain Public Complaint Service Unit (UlAS) is improved. It indicates that Surakarta City government indeed pays serious attention to the complaint management in Surakarta city in going to Public Service in Society 5.0 era.

In the attempt of improving complaint management in Surakarta City toward Society 5.0-based public service, Surakarta City has certain strategies. The strategies include, among others, improving human resource, in this case the public apparatus and also improving complaint management system in Surakarta City. Complaint management itself is the reflection of New Public Service (NPS). Essentially, running public organization is not as same as running private organization. Public organization should be run just like running a democratic government. For that reason, public should be considered as citizen rather than as client or customer. As a citizen, public is considered just like the citizen duly, who has equal right and obligation. Therefore, sate apparatus should be responsive not only to customer but also to the fulfillment of public right and build trust and collaborative relation with citizens. In addition to NPS, complaint service is also the reflection of *Agile governance* and *dynamic governance. These three paradigms are the one answering the globalization problem*. Globalization guides public apparatus to keep innovating and moving quickly. For that reason, public service should be improved, one of which is complaint service. Complaint management itself should be prioritized by governmental institution in improving the quality of public service. It is because complaint service is one of precise measure for government to organize public service more transparently, responsively, and accountably.

Surakarta City Government applies Public Quantity. The first thing to do to improve conflict management in Surakarta city toward society 5.0-based public Service is to emphasize on the public accountability in public apparatus. Public accountability, according to Mahmudi (2010), is governmental obligation to manage resource, to report and to reveal any activities related to the use of public resource to the principle, and to those interested. It can be said that public accountability is the manifestation of government's responsibility as the provider of service to provide facilities in giving information to public and other constituents becoming the stakeholders. For that reason, public accountability is the improvement of internal organization and human resource itself, in which changing human resource (institution and public service) is the basic matter to be done, because human resource is the activator or the key to this public service. Therefore, Surakarta City government applies public accountability function as well as possible in order to achieve the superior quality of human resource (public apparatus).

Public accountability is an instrument of controlling democratic process. The presence of accountability will be a control media to the holder of mandate or in this case, public apparatus. It is because there is legal apparatus consisting of legislation, so that public can know what has been decided; and the presence of policy with obvious structure, implementation, and funding; and public control will result in a mechanism enabling the public to know whether or not there is deviation in the policy of public service implementation, particularly complaint management. Public accountability can suppress power abuse rate. The presence of accountability is not only repressive but also has preventive effect. The holders of authority (power) are encouraged to think two times when they want to do some fraud, because they are aware of the imperative to make good public accountability. Public accountability will lead public service to work as maximally as possible in short time. In this case, Surakarta City government takes some attempts to improve the quality of public apparatus in Surakarta City. It can be seen from the Mayor of Surakarta's regulation Number 9-C in 2017 about Guidelines of Improvement and Adjustment of Education for Local Civil Servant; Mayor of Surakarta's Regulation Number 16-E of 2015 about Guideline of the Selection of Prospect Participants of Leadership Education and Training at 2nd, 3rd, and 4th levels. The process of improving capacity and quality of public apparatus HR in Surakarta City is conducted through competency-based mapping (talent pool), thereby can create professional public apparatus. It is intended to create a public apparatus management based on merit system. The mapping stage in Surakarta City has been conducted since 2005 and it has been implemented completely now. The first stage is profiling, to identify competency through assessment center. The second stage is placement adjustment, and the third stage is placement. The attempts following profiling are sorting corresponding to the competency the public apparatus has and improving competency corresponding to the position occupied.

Referring to Head of National Civil Service Agency's Regulation Number 19 of 2011 about General Guideline of the arrangement of need for Civil Servants, Surakarta City conducts recruitment for Civil Servants depending on the formation provided and number of formation specified by central government. The recruitment of contract worker (Worker with Contract/TKPK) is based on Mayor of Surakarta's regulation Number 26-A of 2016 about Guideline of the Provision of Worker Service with Contract in Surakarta City's Environment. TKPK is the product of local discretion with different standard of salary for respective

education qualifications, for example: City Minimum Wage for Junior High School, 1.5 times the city minimum wage for D3 (undergraduate), and 2 times the City Minimum Wage for S1 (graduate). The recruitment of TKPK is conducted through open selection corresponding to the need of Surakarta City Government to fill in the shortage of retired public apparatus. Most TKPK come from educators or teaching staff to fill in the shortage of HR.

Surakarta City government has used E-Kinerja application aiming to optimize the implementation of organizational task and function. E-Kinerja (E-performance) is an application with performance assessment system in the form of web-based application in order to manage the workload of personnel position, process of collecting data about the achievement of performance indicator, workload of organizational unit or work unit as the basis of job achievement calculation and work incentive granting. Indicator of E-performance assessment consists of some components expected to encourage the improvement of individual public apparatuses' performance later having an implication to the performance of OPD.

In addition to improving the quality of public apparatus' performance, Surakarta City Government also develops policy. This complaint management policy is a key factor to the successful complaint management. Referring to Article 13 of Presidential Regulation Number 76 of 2013 about Public Service Complaint Management, the management of complaint becomes the indicator of the assessment on the performance of public service organization. This regulation will explain in detail the management of complaint because public service organizer should include complaining mechanism, requirement of complaint, complaint managing team, standard operating, and complaint management facility. Clause 2 of the regulation mentions that one of public service managements is public complaint management. Even, Article 17 of Presidential Regulation number 76 of 2013 about the public service complaint management mentions that complaint management is made the material of assessment on the performance of public service organization. And the performance assessment is the accountability of public service institution. For that reason, in the presence of policy related to complaint management, governmental accountability as the provider of service can be seen is visible to the people. In developing policy, three points should be considered; policy making intended to fulfill the people's varying interests and needs; used to protect the people's rights; and realizing an orderly, peaceful, quiet, and prosperous society

life. It can be seen from the Mayor of Surakarta's Regulation Number 25 of 2013 about Surakarta Complaint Service Unit in Surakarta City Government amended with the Mayor of Surakarta's Regulation Number 29 of 2019 about Surakarta Complaint Service Unit in Surakarta City Government. From this, it can be seen that Surakarta City Government pays serious attention to the improvement of complaint management quality.

The Mayor's Regulation issued governs the mechanism of complaint management like leadership consisting of head and team member, the one that can receive directly, process, answer the summary of public complaints through ULAS, the operating procedure of complaint management, the provision of complaint facilities, appreciation and punishment to the organizers of public service who do not obey the procedure, particularly in the term of complaint management time interval. Through this policy, Surakarta City is expected to get public response more easily to the public service organization. This, in turn, will improve service quality toward society 5.0 era through improving service coming from public complaint. The policy indicates that the second strategy taken by Surakarta City Government to implement the complaint management strategy is to develop regulation relevant to the condition at that time. This presence of Mayor's regulation underlies the complaint management. Article 10 of the Mayor of Surakarta's Regulation Number 25 of 2013 mentions that:

(1) Executor should respond to complaint in the form of answer and/or action to the complaint received by the administrator of Provider Organization.
(2) Response to complaint in the form of answer and/or action intended in clause 1 is delivered no later than 2 (two) times 24 (twenty four) hours at the day since the complaint is received by Provider Organization.
(3) If the complaint is not compatible to the provider organization's task, the administrator will contact Super Administrator to do re-delegation.
(4) After the executor follows up the complaint, the administrator of provider organization responds to the complaint delivered in ULAS application.

Having improved the quality of public apparatus and policy maker, Surakarta City government determines which model will be used in the complaint management model in Surakarta city. Complaint Management model will later relate to the technical implementation of complaint management in Surakarta City. Complaint management model

has two model applied. The first one focuses complaint management on one unit with similar function to complaint management. This first model requires the unit designated to answer and to handle all complaints coming. This unit will be responsible fully for the process of giving answer. This unit will go to substance unit when they cannot answer the complaint. In this model, the unit designated as complaint manager should have some data of responses (answers) to the questions likely posed frequently and complained by the public. In addition, the record of complaint event will be stored tidily.

The second model is to distribute the complaint management to technical and substantive unites being the source of public complaint. This model emphasizes on the presence of one organizing unit serving as the manager of complaint. The second model requires the presence of one unit serving as the organizer of data of incoming complaint and than distributing the data directly to substantive and technical units that can answer the public complaint. The complaint receiving unit will answer and redeliver the answer to the complainer directly or through the organizing unit. This second model will be more effective by using an electronic-based complaint management system. Utilizing the electronic technology, the organizing unit will provide data of complaint immediately to the unit intended. Data of incoming complaint and the data of archived complaint can be published as the transparency measure to public information.

To realize the improvement of complaint management in Surakarta City toward a society 5.0-based public service, Surakarta City Government provides some facilities the public can choose to express complaint, grievance, and critique and suggestion to the institutions in Surakarta. The implementation of public service policy, of course, requires facilities and infrastructure. In relation to the complaint management, the questions needing to be responded to are how people can express complaint, what complaint management facilities can be accessed, what is alternative available to the inaccessible complaint management facility, and how far has been the complaining process responded to by government? The complaint management facilities intended are the ones available in the complaint receiving unit in the attempt of improving the quality of society 5.0-based public service. Some facilities established by Surakarta City Government are: the uses of suggestion box, call center (phone), SMS gateway (SMS), whatsapp, social media, and website. The complaint management should be responsive to any input related to the improvement coming

from Surakarta people, because the fast facilities can accelerate the process of improving the quality of public service.

In providing public complaining facilities, Surakarta City Government also thinks of all parties. Of course, toward the society 5.0-based public service, local government is expected to have used relevant technology along with time development. However, in reality not all people are technology literate. For that reason, Surakarta City Government keeps maintaining complaining facilities called suggestion box.

According to Indonesian Big Dictionary (KBBI), *kotak saran* (suggestion box) is a device to contain letter, either suggestion or recommendation. Therefore, it can be concluded that the definition of suggestion box is a device not always box-shaped containing writing concerning suggestion, recommendation, critique, and grievance from the public to the related institution. Although suggestion box is considered as outdated, this complaining facility is still viewed to be effective, recalling that the public does not need to have direct contact with the officer to express their grievance, suggestion, and opinion. For example, we can find it in Religious Affairs Office (KUA) in Surakarta City, PUSKESMAS, RSUD Moewardi (Moewardi Regional Hospital), and Regional Mental Hospital of Surakarta, Surakarta District Court.

There are a variety of complaining facilities available to the Surakarta city people. In addition to suggestion box, Surakarta City Government also provides and receiving complaint through SMS Gateaway. In principle, according to Jati&Dwi (2008), SMS *Gateway* is a software applied to computer and using integrated cellular technology in order to distribute message generated through information system via SMS media handled by cellular network. This SMS Gateway is called PANDAN. PANDAN stands for *Pusat Aduan Layanan Kesehatan* (Healthcare Service Complaint Center). There are six formats of grievance or complaint accommodated by PANDAN: grievances related to procedure, facilities, service, administration, officer, and cost. People who want to express grievance or complaint can send SMS to 0811 1767 700 with the available formats as shown in the table below.

Table 1.

Complaining Format in SMS *Gateaway*

Type of Grievance	SMS Format	Sample Message
Grievance about procedure	*KELUHAN #PROSEDUR #INFO KELUHAN #LOKASI* [GRIEVANCE # PROCEDURE # GRIEVANCE INFORMATION # LOCATION]	*KELUHAN #PROSEDUR #Permohonan rujukan pasien BPJS berbeli-belit #Puskesmas B* [GRIEVANCE #PROCEDURE #application for referral for BPJS patient is elaborate #Puskesmas B]
Grievance about facilities	*KELUHAN #FASILITAS #INFO KELUHAN #LOKASI*[GRIEVANCE # FACILITIES # GRIEVANCE INFORMATION # LOCATION]	*KELUHAN #FASILITAS #Ruang tunggu panas dan sesak #Puskesmas N* [GRIEVANCE #FACILITIES #waiting room is hot #Puskesmas N]
Grievance about service	*KELUHAN #LAYANAN #INFO KELUHAN #LOKASI* [GRIEVANCE #SERVICE #GRIEVANCE INFORMATION #LOCATION]	KELUHAN #LAYANAN #Pelayanan Laboratorium terlalu lama #Puskesmas X [GRIEVANCE #SERVICE #laboratory service takes too long time #Puskesmas X]
Grievance about administration	*KELUHAN #ADMINISTRASI #INFO KELUHAN #LOKASI* [GRIEVANCE # ADMINISTRATION # GRIEVANCE INFORMATION # LOCATION]	*KELUHAN #ADMINISTRASI #Persyaratan pelayanan pasien Unit Gawat darurat terlalu banyak #RSUD K* [GRIEVANCE #ADMINISTRATION #too many requirements of Emergency patient #K Hospital]
Grievance about officer	*KELUHAN #PETUGAS #INFO KELUHAN #LOKASI* [GRIEVANCE # OFFICER # GRIEVANCE INFORMATION # LOCATION]	*KELUHAN #PETUGAS #Petugas laboratorium kurang ramah #RS Jiwa L*[GRIEVANCE #OFFICER #laboratory officer is less friendly #L Mental Hospital]
Grievance about cost	*KELUHAN #BIAYA #INFO KELUHAN #LOKASI* [GRIEVANCE # COST # GRIEVANCE INFORMATION # LOCATION]	*KELUHAN #BIAYA #Petugas menarik biaya tambahan kepada Pasien PKMS #Puskemas J* [GRIEVANCE #COST #officer charges additional cost from PKMS patient #Puskesmas J]

In addition to receiving grievance and complaint the SMS *Gateway* provided also receive question and information delivery from the public. The format provided for question

is: INFO#TANYA#INFO PESAN#LOKASI [INFO#QUESTION#INFO MESSAGE#LOCATION]. For example, *INFO#TANYA# Kapan akan dilaksanakan penyuluhan pencegahan covid-19varian delta#Kelurahan Y RW G RT M* [INFO#QUESTION# When Education about the prevention of Delta-Variant Covid-19 will be held# Village Y RW G RT M]. Meanwhile, the format of information delivery is INFO#INFO PESAN#LOKASI [INFO#INFO MESSAGE# LOCATION]. For example, *INFO#Ditemukan kasus covid-29 varian delta. Mohon tindak lanjutnya#Kelurahan J RW E RT U* [INFO #delta-variant Covid-19 case is found. follow-up Please# Kelurahan J RW E RT U]

In addition to suggestion box and SMS *Gateaway*, Surakarta City Government also provides call center service. *Call center* is also called phone service. Just like its name, this complaint is expressed utilizing phone call. People can deliver their complaint about the problem they encounter the officers will respond to it directly or postpone it and respond to it again when they have had the answer. Governmental institution can utilize call center as an effective complaining facility. In this *call center* service, Surakarta city government does not facilitate one call center as the contact that can be called by the people to express their grievance. However, there are some call centers that can be called by the people to deliver critique and suggestion to the intended institution. Some call centers in each institution are presented in the table below.

Table 2.

Contact that can be called by people in delivering grievance

Number	Information
(0271) 293 1669	Office for Communication and Informatics of Surakarta
(0271) 746 4111	Problem related to illegal levy collection
(0271) 630124	Education Office of Surakarta City
(0271) 651027	Legal Documentation and Information Network (JDIH) of (JDIH) Surakarta
(0271) 712461	Local Legislative Assembly of Surakarta City
(0271) 712 465	Local Drinking Water Company (PDAM) of Surakarta
(0271) 6792660	Healthcare Service
(0271) 712 600	Police of Surakarta City
(0271) 732 668	
(0271) 718 479	1st-Class TPI Immigration Office of Surakarta
(0271) 719 887	
081 2255 1001	Regional Mental Hospital of Surakarta

In delivering grievance or complaint, this call center facility is different from SMS Gateway as aforementioned. SMS Gateway has specific format to deliver complaint, divided into certain groups. In this call center, people can deliver their grievance directly.

In handling the complaint in Surakarta City, the government also facilitates complaining via email. However, just like in call center, this facility is not on one center. It means that people can deliver their grievance to the email address of individual institutions.

Table 3.

Email address can be contacted by the people in delivering complaint

Email	Information
info@polrestasurakarta.com	POLRESTA Surakarta (Police of Surakarta City)
kanim_surakarta@imigrasi.go.id	1st-Class TPI Immigration Office of Surakarta
diskominfosp@surakarta.go.id	Office for Communication and Informatics of Surakarta
setwan.surakarta@gmail.com	Local Legislative Assembly of Surakarta City
rsjd_surakarta@yahoo.com	Regional Mental Hospital of Surakarta

In delivering complaint or grievance, email facility does not have certain format. For that reason, people can deliver their grievance independently.

The next facility provided by Surakarta City government is *whatsapp*. Recently, the mayor of Surakarta (Gibran Rakabuming) begins to provide complaint channel through *whatsapp* since March 04, 2021. Public complaint and grievance can be delivered through 081 225 067 171. The grievance can be delivered openly or privately. This channel is called *Lapor Mas Wali!* In this facility, the mayor of Surakarta has created special team to manage *Lapor Mas Wali!* channel. The team serves to forward various problems from the people to the intended institution, corresponding to their main duty and function. Before the presence of *Lapor Mas Wali!* Surakarta City Government has used *whatsapp* as one of complaint management media. However, the facility provided previously is not on one center, meaning it is managed by respective institutions. For example, POLRESTA Surakarta (police of Surakarta) and Kantor Imigrasi Kelas I TPI Surakarta (1st-class TPI Immigration Office of Surakarta). These two institutions can be called through 0813 2686 2626 (POLRESTA Surakarta) and 0811 2696 999 (Kantor Imigrasi Kelas I TPI Surakarta). Despite the presence of

Lapor Mas Wali! Channel, the whatsapp contact of individual institutions still can receive public complaint.

Recently, social media is inseparable from the people. To go to society 5.0-based public service, Surakarta City government also uses social media as one of media for Surakarta City government as a medium for Surakarta City people to deliver complaint. Even today people can deliver complaint directly through the mayor's instagram. This channel is also called *Lapor Mas Wali!* Just like *whatsapp* channel, through this Instagram channel, people can send direct message (DM) to gibran_rakabuming account. The complaint through instagram can be done either openly or privately. Of course, to manage this instagram facility, a specific team has been established. The team of instagram serves the same duty just like the team of Whatsapp, to forward various problems from the public to the corresponding institution, according to their main duty and function. Before the presence of Lapor Mas Wali! Channel, Surakarta Government also has had used instagram as one of complaining media accessible to the public. But, just like whatsapp, the message is delivered not to one account, but to individual institutions owning the account. Despite the presence of *Lapor Mas Wali!* channel, each of institutions still can receive the public grievance. In addition to instagram, Surakarta City Government also receives complaint through twitter and facebook. Some accounts to which the people can deliver their grievance are presented in the table below.

Table 4.

Social Media Account receiving public complaint

Twitter	Facebook	Instagram
@pemkot_solo	Pemkot Solo	-
@ulassurakarta	-	-
-	-	gibran_rakabuming
@plnsolo123	-	-

Along with technology development, the media provided by Surakarta City Government in managing complaint also develops. One of complaining media facilitated by Surakarta Government is website. Through this website, Surakarta City Government begins to develop ULAS (Surakarta Grievance Service Unit). Even, ULAS has been the non-structural governmental organization units implementing public complaint service today (Articles 1-9 of the Mayor of Surakarta's Regulation Number 29 of 2019 about Surakarta Complaint Service Unit). In its practice, ULAS is under the Local Secretary of Surakarta City. According to Article

4 of the Mayor of Surakarta's Regulation Number 29 of 2019 about Surakarta Complaint Unit, ULAS has some functions:

a. Handling the public complaint related to public policy, public service, and public official's behavior.
b. Screening complaint from complainer either passively or proactively
c. Delivering the complaint to the organizing organization to be followed up
d. Delivering the result of follow-up by the organizing organization to the reporter through ULAS or other media managed by the government
e. Delivering report to the Mayor once in 3 (three) months.

In undertaking its tasks, ULAS refers to the Mayor of Surakarta's Regulation Number 29 of 2019. ULAS complaining media consists of complaint delivery through electronic and non-electronic media. Electronic complaint can be found in website at https://ulas.surakarta.go.id/ and twitter via id @ulassurakarta. Actually the Mayor of Surakarta's Regulation Number 29 of 2019 mentions that electronic complaint can also be delivered through mobile application. However, in implementation, only both media function. Article 9 clause 3 mentions that non-electronic complaint can delivered through other media than website, social media, and mobile application. Article 10 clause 2 mentions that the executor should respond to the complaint in the form of answer and/or action to the complaint received through the administrator of Provider Organization. Viewed from its organization, ULAS has responded to 99.9% complaints. It is shown in the web page of ULAS.

Figure 1.

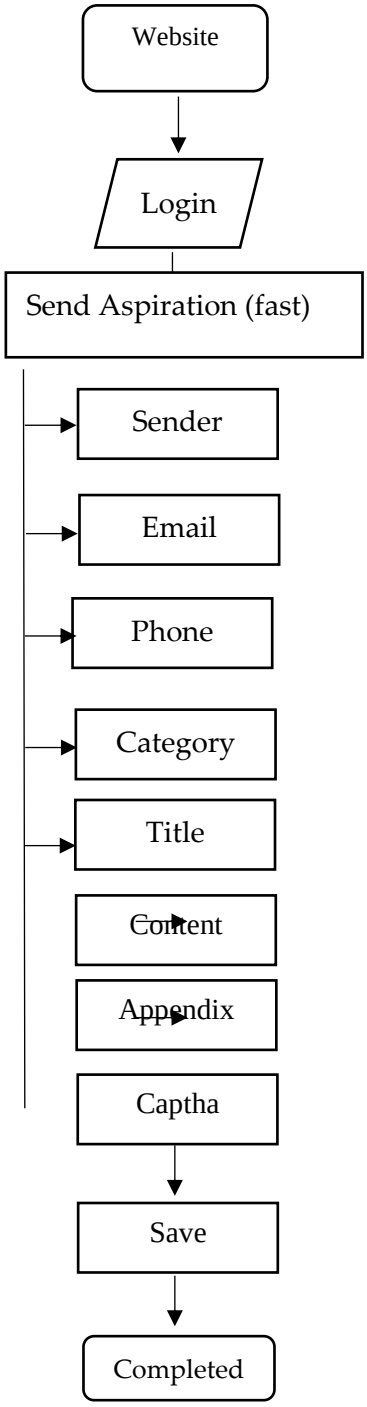
Appearance of website ULAS



The following is the procedure of complaining through website ULAS

Flowchart 1.

Procedure of Delivering Complaint in ULAS



Meanwhile, the procedure of delivering complaint in twitter is that people can send their grievance by mentioning account ULAS (@ulassurakarta). There is no specific format in delivering complaint via twitter.

Conclusion

Corresponding to the meaning of society 5.0, in which human beings live adjacently to technology, the strategies aforementioned are the measures the Surakarta City Government have taken to improve the complaint management toward the society 5.0-based public service. It can be seen from Surakarta City Government that has issued some policies: improving the quality of public apparatus and providing a variety of complaining media. Complaining media provided by Surakarta City Government also adapts to technology development, as indicated with the complaint delivery through SMS gateaway, call center, social media, whatsapp, and website. However, Surakarta City government keeps thinking of their illiterate-technology citizens by preserving suggestion box. The author recommends the Surakarta City Government to improve the quality of complaint management by increasing the facilities, particularly call center and mobile application facilities in facing Society 5.0 era. It is because these two media have not gotten much attention from Surakarta City Government.

References

Bappenas. (2010). Manajemen Pengaduan Masyarakat Dalam Pelayanan Publik. 18-19.

H, G. (2015). Analisis Model Alternatif Instrumen Pengukuran Kinerja Unit Pelayanan di Lingkungan Pemerintah Provinsi Jawa Barat. *Jurnal Ilmu Administrasi*, 469-490.

Hatalea, A., & Rusmiwari, S. (2014). Budaya Kerja Pegawai Sipil . Jurnal Ilmu Sosial dan Ilmu Politik. 6-9.

Jonathan, S. (2006). *Metode Penelitian Kuantitatif dan Kualitatif.* Yogyakarta: Graha Ilmu.

José Sá, M. (2021). Digital Literacy in Digital Society 5.0: Some Challenges. *Journal of Interdisciplinary Studies*, 2-8.

Juliani, H. (2019). Upaya Strategis Pemerintah Kota Surakarta dalam Mewujudkan Profesionalisme Sumber Daya Manusia Aparatur. *Journal Adminitrative Law & Governance* , 436-447.

Martina. (2020, Mei 16). *Pengertian dan Fungsi Akuntabilitas Publik (Public Accountability)*. Retrieved from ukirama.com: https://ukirama.com/blogs/pengertian-dan-fungsi-akuntabilitas-publik-public-accountability

Pengaduan Masyarakat-Polresta Surakarta. (n.d.). Retrieved from polrestasurakarta: https://secure.polrestasurakarta.com/pengaduan/

Peraturan Walikota Surakarta Nomor 16-E Tahun 2015 Tentang Pedoman Penyelenggaraan Seleksi Calon Peserta Pendidikan dan Pelatihan Kepemimpinan Tingkat II, III, dan IV. (n.d.).

Peraturan Walikota Surakarta Nomor 25 Tahun 2013 Tentang Unit Aduan Layanan Masyarakat.

Peraturan Walikota Surakarta Nomor 29 Tahun 2019 Tentang Unit Aduan Layanan Masyarakat.

Peraturan Walikota Surakarta Nomor 9 Tahun 2014 Tentang Standar Operasional Prosedur pada Unit Aduan Layanan Masyarakat.

Peraturan Walikota Surakarta Nomor 9-C Tahun 2017 Tentang Pedoman Peningkatan dan Penyesuaian Pendidikan bagi Pegawai Negeri Sipil Daerah.

Retrieved from jdih.surakarta.go.id: https://jdih.surakarta.go.id/

Silalahi, U. (2010). *Metode Penelitian Sosial.* Bandung: Refika Aditama.

SMS Center. (n.d.). Retrieved from https://www.smscenter.net

Utomo, T., Samopa, F., & Setiawan, B. (2012). engembangan Sistem Pengaduan Konsumen Terkait Bisnis Online Berbasis Facebook Open Graph Protocol Dan Sms Gateway. *Jurnal Teknik ITS*, 362-367.

Yohanitas, A. W., & Prayitno, T. H. (2014). Pengelolaan Pengaduan Masyarakat Kota Bekasi Bekasi City Public Complaints Management. *Jurnal Borneo Administrator*, 328-346.

The Maladministration Alleviating Strategy in The Attempt of Facing Society 5.0 In Surakarta

Alya Raissa Abiel[1], Kristina Setyowati[2]

[1]Universitas Sebelas Maret (email: alyaraissaabiel@gmail.com)

[2]Universitas Sebelas Maret (email: kristina@staff.uns.ac.id)

Abstract

Maladministration still occurs frequently in some Indonesian areas, including Surakarta city. Various maladministration practices should be alleviated in Surakarta City, for the public service process to be performed maximally and thereby not taking the people's basic rights to receive the quality public service. Moreover, technology accessibility is getting higher and Indonesia is prepared for entering into society 5.0 Era expectedly more oriented to human beings (human centered). Therefore, this research aims to discuss the strategy of alleviating maladministration in Surakarta City in the attempt of dealing with Society 5.0 era. Then, this research employed a qualitative research method. The analysis technique used in this study was content analysis obtained through literature review. Considering the result of literature review, it can be seen various strategies applicable to alleviate maladministration in the attempt of dealing with Society 5.0 era: improving the quality of Human Resource; Expanding science research and development field; improving communication and technology infrastructure; discussion between practitioners; applying agile government concept; and the last, commitment, consistency, and collaboration between sectors in the attempt of dealing with Society 5.0.

Keywords:

Maladministration; society 5.0; strategy

Introduction

Indonesia is one of states with the densest populations in the world. Central Bureau of Statistic (BPS)' data resulting from population census in 2020 shows that the number of Indonesian populations is about 270.20 millions people, this number increases by 32.56 millions people compared with that in 2010. The large number of Indonesian populations requires the government to work harder in providing public service. Government in a state has three basic functions: maintaining home security and defense, organizing justice, and providing products not provided by the private (Adam Smith, 1976). Therefore, central government and local government plays very important role in fulfilling the principle of public service, including education, health, social-economic aspects, and etc. however, in

reality not all attempts of improving the service taken by government run well, one of which is the accessibility of public service that has not been maximal, particularly in islands or remote areas. About 12 millions Indonesians are in danger of losing their basic rights due to the difficulty of accessing public service (kompas.com, 2016). In its development, Indonesia as a constitutional state has developed some regulations governing the process of organizing public service, one of which is Law No.25 of 2009 about Public Service. Thus, everything addressing public service has been governed in the Law. The enactment of Law No. 25 of 2009 about Public Service has revealed that government actually cares about the people's right and guarantees it. However, the existence of Law does not automatically ensure that the quality of public service provided by Indonesian people has been good. Some deviations in public service process is not taboo, moreover in Indonesia, because in fact many infringement practices are still found in the process of providing public service.

The infringement practice in public service is usually called "maladministration" (Hartono, et al., 2003) in *Buku Panduan Investigasi* (Investigation Guideline) for Indonesian Ombudsman defines maladministration generally as unreasonable behavior (including the postponement of service providing), impoliteness, and uncaring about the problem affecting an individual due to power abuse including arbitrary power use or the power used for unreasonable, unjust, intimidating and discriminative, and improper deeds based on entire or some of legal provisions or fact, not make sense or not based on unreasonable, unjust, oppressive, improper, and discriminative actions. In line with previous definition, maladministration as mentioned in Article 1 clause (3) of Law Number 37 of 2008 about RI's Ombudsman is unlawful behavior or deed beyond the authority, using authority for other purposes than the objective of authority, including negligence or indifference of legal obligation in organizing public service committed by provider, state, and government leading to material and/or immaterial losses to the people or the individual. From those definitions, it can be summarized that maladministration is a deviating or unlawful action committed by the provided of public service, thereby harming the people and inhibiting them from getting their rights as citizens. Citing the official page of ombudsman at ombudsman.go.id, it can be seen that in the last three years, the number of people complaint/report shows increase trend. About 10,075 complaints were received by RI's Ombudsman in 2018, 10,748 in 2019, and 12,742 in 2020. In line with the data available, there are at least 3 (three) putative

maladministration practices often committed by the provider of public service: related to prolonged postponement (31.57%), procedure deviation (24.77%), and no service provided (24.38%). Such condition indicates that maladministration practice in Indonesia still often occurs in some areas in Indonesia, including in Surakarta City.

Regional Inspectorate released the finding of nine serious cases related to financial management deviation in 2009. The nine cases involve nine persons, eight of which are civil servants. Based on data of Solo Regional Inspectorate, the cases occurring along 2009 makes the state/the region loses IDR 81.98 millions, with the state/region depositing obligation of IDR 415.03 millions. Then, in 2018 Ombudsman receive report related to putative maladministration practice committed by Surakarta City Government with the Right-to-Use (HP) land number 105. Furthermore, citing kompas.com in 2021, people are shocked with the news coverage on illegal levy collection committed by *lurah* in Surakarta City. Also, several infringements are committed by state civil apparatuses (ASN) in Solo City, in which about 63 state civil apparatuses of Surakarta City Government were absent in their first day work in 2018. Those facts indicate that maladministration practices are still found widely in Surakarta city. Maladministration practice is worsened with a disintegrated complaining facility. Citing tempo.com, Republic of Indonesia's Ombudsman (ORI) sees that Surakarta City Government has had many complaining channels related to public service. Unfortunately, the complaining channel has not been integrated yet. Thus, many people are still confused in expressing their aspiration and grievance.

A variety of maladministration practices in Surakarta should be alleviated, for the public service process to perform maximally, thereby not taking the people's basic rights to get the quality public service. Moreover, technology accessibility is getting higher and Indonesia is prepared for entering into society 5.0 Era expectedly more oriented to human beings (human centered). Meanwhile, Indonesia is currently still in industrial revolution 4.0 era, in which many adjustments and improvements should be made, particularly in the term of providing public service in Surakarta City, to prepare the state apparatus and the service public provider for dealing with the next era. Bureaucracy's incapability of supporting the creation of society 5.0 era is a very complex dynamic in Indonesia (Kumorotomo, 2019; Sugiono, 2020). Entering into society 5.0 era, Indonesian government should have thought of various strategies to anticipate various possibilities to occur as the implication of technology

advance, people's life style and trend of world society. Currently, world society has prepared and led to Society 5.0 concept. If not prepared, Indonesia will be left behind in all areas, including when this maladministration practice is still entrenching. Therefore, the author is interested in discussing maladministration alleviating strategy in Surakarta City in the attempt of dealing with Society 5.0 era.

Methods

The research entitled The Maladministration Alleviating Strategy in Surakarta City in the Attempt of Facing Society 5.0 used a qualitative approach. A qualitative research method is the one used to study natural object, in which the author serves as key instrument, technique of collecting data was conducted in combination, data analysis was inductive in nature, and the result of qualitative research emphasizes more on meaning than on generalization (Sugiyono, 2007:1). The qualitative research aims to maintain the form and the content of human behavior and to analyze its qualities, rather than changing them into quantitative entities (Mulyana, 2008: 150). Furthermore, technique of analyzing used in this research is content analysis technique obtained through library study (literature review). Literature review is to study various references and findings of previous studies useful to get theoretical foundation concerning thee problem to be studied (Sarwono : 2006). Data source used in this research was secondary data source consisting of journal, book, written data coming from official web, and etc. Secondary source, according to Sugiyono (2012:141), is the data source obtained by means of reading, learning, and comprehending through other media originating from literatures, books, and documents. Research journals were obtained from some sources, for example through searching via google google scholar (https://scholar.google.co.id/), scopus (https://www.scopus.com) and etc. The criteria of article and journal used are literatures published in 2011-2021 both in Indonesian and English with the topic concerning maladministration and Society 5.0. Furthermore, the journal is taken as references and then analyzed. This research was conducted in Surakarta city for 30 days, from July 1 to 30, 2021.

Result and Discussion

Table 1.

Result of Literature Review

No	Source	Result or Finding
1	Good Public Governance Towards Society 5.0 In Indonesia: A Review. Psychology And Education Saksono, H., & Manoby, W. M. (2021)	• Indonesian public governance has not run optimally yet to encourage the realization of Society 5.0 era. In addition, this research also gives some recommendations related to the improvement of internet infrastructure in order to reach remote areas, the preparation of legal framework, cooperation between state institutions and corporations, and the reinforcement of research-based innovative policy supporting the creation of bureaucracy toward society 5.0 era in Indonesia. • Entering into society 5.0 era, Indonesian government should take some anticipative measures because technology development and trend world society are inevitable. World society has led to 5.0 society, so that if unprepared, Indonesia will be left behind. Responding to the Society 5.0 era, Indonesian National Standardization Board has launched 504 National Standards (SNI). • The preparation of Society 5.0 in Indonesia needs precondition based on commitment, consistency, and collaboration of multistakeholder, so that the presence of government improves, is transparent, accountable, and useful to society (beneficiary society). • Digitalization contributes to the created idealism in the GPG implementer in line with the implementation of GCG throughout public business lines (BUMN, BUMD, BLUD, and BUMDes). The preparation for Society 5.0 will perform evenly and better if GPG is conducted professionally through:1) improving infrastructure related to telecommunication network, particularly community internet reaching all rural areas in border, outermost, and at least developed area also bordering on other states (3T-P); 2) preparing legal protection for digital transformation and government digitalization so that public service process becomes more transparent and accountable; 3) expanding research and development areas building on big data and artificial intelligence to develop digital-based inclusive humanity along with the more innovative public reinforcement based on policy evidence; 4) creating added-value from the result of digital transformation toward harmonious and humanistic society, and 5) the development of high-performance GPG system in line with technology advance and human dignity.
2	*Pelayanan Publik Melalui Electronic Government: Upaya Meminimalisir Praktek Maladministrasi Dalam Meningkatan Public Service* Holle,Erick (2011)	• Maladministration in various forms and types as aforementioned can be minimized or even can be removed when public service is no longer provided in face-to-face or direct contact, but electronically or called e-services. Viewed from Indonesian context, it will be in contrast to the condition in Japan. Indonesia is expected to experience demographic bonus period in 2030-2040, in which the number of productive age populations is higher than the non-productive ones (Azizah & Indartono, 2019).

No	Source	Result or Finding
		• The principles of good public governance can be the parameter of governmental modernization process toward Society 5.0, but the principles are also affected by environment, politics, economy, and culture (Alsharari, 2019; Grindle, 2007)
3	*Penguatan Reformasi Birokrasi Menuju Era Society 5.0 di Indonesia* (Yasa,Andika.,Suswanta.,Rafi,M.,dkk, 2021)	• The change of HR's mindset and mental attitude to modernity in the bureaucracy of society 5.0, in the future we should be able to provide bureaucracy with sustainable, effective, humanistic, disciplined, and competent work cultures (Sihite, 2018). • Bureaucracy of society 5.0 in addition to having knowledge and skill advantages in utilizing technology, should be superior in mental attitude. HR professionalism of apparatuses not only should be limited to the skill of using technology and high knowledge, but should also be compensated with moral ethical behavior.
4	*Pembelajaran Era Disruptif Menuju Masyarakat 5.0* (Suryadi, 2020)	• To prepare Superior Human Resource in Industrial Revolution 4.0 era toward Society 5.0, Education Intervention is required, involving curriculum, educator and teaching staff, infrastructure, funding, and education management. • The learning in industrial revolution 4.0 era toward Society 5.0 in Education Management perspective is conducted by means of integrating various aspects contributing to the achievement of national education objective.
5	*Membayangkan Pemerintahan Agile: Belajar dari Konsep Masyarakat Jepang 5.0 dan Tantangan Administrasi Publik di Negara Berkembang* (Wahyudi Kumorotomo,2019)	• Unfortunately, policy makers and public manager in Indonesia generally have not been aware of the need for the change of public administration paradigm under disruptive environment. Although many scholars and public officials have talked about the need for agile government, a comprehensive approach at national level to formulate adequate strategy, to connect it to actual performance in public organization and to improve national competitiveness has not been applied yet. • Therefore, to deal with the challenge of improving competitiveness and efficiency in public organization, a new discourse arises about what is called "agile government", a common recipe to create more professional, fast, and responsive public institution. • Therefore, the need for creating agile government and more responsive public administration should involve not only Ministry of State Apparatus Utilization and Bureaucratic Reform (Kemenpan RB) but also all politicians, governmental institutions, think-tank, university practitioner, and public. Intensive and productive discussion between public administration practitioners will be a good beginning for cooperating with other society elements. The importance of connecting technology under human-centered "super-smart society" should be comprehended, not only at conceptual level but also at practical level inside and outside government.
6	*Upaya Pencegahan Maladministrasi Pelayanan Publik Oleh Ombudsman Republik Indonesia di Provinsi Sumatera Barat* (Putri,	• There are two attempts having been taken by West Sumatera's Ombudsman to prevent maladministration from occurring in public service. Firstly, preemptive attempt is the one conducted to inculcate values and norms to public service recipients to make them understand and to avoid maladministration.

No	Source	Result or Finding
	Felicya Astwilanda dan Adnan, M. Fachri, 2020)	• Secondly, preventive attempt is the one conducted to make the public service provider understand and provide service according to the enacted Law to prevent maladministration from occurring.
7	*Pentingnya Perencanaan Manajemen Pada Era Society 5.0* (Gumulya, Devanny ,2021)	• From the figure above, it can be seen that technology is a factor encouraging the emergence of Society 5.0, but it is not enough. Without management planning made using participatory method involving all parties, including government, private, and society, and commitment by all parties to implement it, these fruits of Society 5.0 will never be achieved. • The challenge of management planning in Society 5.0 era is that human rather than AI should remain to serve as decision maker. Therefore human being should have future vision, creativity, and high imagination in setting up the objective and developing plan based on the result of AI analysis. Technology advance in Society 5.0 can exert negative effect. For example, it can replace human beings in some jobs, human beings become isolated, and data abuse. But all of these can be avoided if we have society vision like what we dream of in the future and the initiative we can take to support the vision without drifted in the transformation stream.
8	*Big Data: Apa Implikasinya terhadap Kebijakan Sektor Publik di Era Society 5.0?* (Rahmanto, Fajar ., Pribadi, Ulung ., Priyanto, Agus,2021)	• Society 5.0 is important to be realized through science research and development supported with technology and human resource competency to contribute to various public sectors. • Policy makers in Society 5.0 era not only should have high technology knowledge but should also be compensated with moral and ethical behavior.

Maladministration practices occurring in Surakarta is a small portrait of fraud occurring in Indonesian bureaucratic body. Referring to some maladministration cases occurring in Surakarta City, it can be explained that the causes of maladministration in Surakarta City are, among others: the low quality of human resource morality, low integrity, and technology system problem. A variety of maladministration practices in bureaucratic body should be alleviated. From some journals referred to, it can be seen some strategies to alleviate the maladministration problem in Surakarta. The first strategy is to improve human resource quality. The improvement of human resource quality is something important, because bureaucratic wheel, administration and public service should always be undertaken by human aspect, in this case usually called human resource. Human resource quality plays an important role and serves all at once as indicator of whether or not the public service has run well. It is well-established that every deviating behavior (maladministration) results from incompetent human resource quality. The improvement of human resource is an early step

that can be taken to reform all maladministration system that has entrenched. Managerially, as a capital, resource should be developed continuously, thereby can contribute to the achievement of organizational objective. It can be said "Only with the right personnel put on the right position getting training, equipment, infrastructure, incentive, and accountability for working effectively, will an organization be very likely successful". U.S. Office of Personnel Management, 1999:3). The attempt of improving human resource quality can be accomplished through some methods. The quality of human resource, according to Danim (1996:44), is a human resource fulfilling the criteria of physical quality and health, intellectual quality (knowledge and skill), and mental spiritual quality.

The improvement of HR quality can be accomplished through training character building or inculcating values and norms, and reinforcing mentality and morality inside ASN (state civil apparatus) and public service recipients (community). It is intended to make human resource have awareness and strong guideline to keep providing service according to the existing standard and ethics. Furthermore, viewed from community aspect, when people are educated about values and norms concerning good public service mechanism, people can avoid maladministration practice committed by ASN, because basically people has rights to complain when the service provided is not compatible to the standard existing. In addition, when values and norms are successfully internalized into ASNs, they are expected to control attitude and to keep away from maladministration practices, so that maladministration practice can be suppressed. The attempt of improving human resource quality focuses not only on mentality and morality of human resource but also on knowledge aspects.

The strategy to improve human resource knowledge and skill can be taken through improving education management, including evaluation of education curriculum, teaching staff, supporting facilities, funding, and education management, and through integrating aspects contributing to the achievement of national education objective. It is in line with the finding of previous study (Suryadi, 2020) on the Learning in Disruptive Era toward Society 5.0. If education management has run well and has high quality, the aspect of human resource knowledge is guaranteed for its quality. If mentality, morality, and knowledge aspects of HR have been quality, HR can adapt to era and technology development existing. Then, the second strategy is to expand science research and development area supported with technology competency and human resource. Science research and development should be

conducted to give contribution, reference, and recommendation to improve a variety of public service sector, to make the public service provided have higher quality and far away from maladministration practices. Research should be conducted continuously to project what action the government can take to face the next era, related to the development of Society 5.0. In the presence of real research based on factual data, government is expected to take action right on target, to make various quality and innovative policies to support technology development and the creation of legal protection for digital transformation and digitalization in government sector. It is well established that time develops continuously, and technology is a part of life inseparable from human life. Thus, government should be able to make innovative policy in order to create added-value from digital transformation result toward harmonious and humanistic society.

The values of society 5.0 will not be achieved if government does not have capability of making innovative and dynamic policy. Referring to the present reality, the rapid technology development has brought Indonesia to the new era, when there are at least four startups with over US$ 1 billion value that have developed for about five years. These startups are, among others: Tokopedia, Gojek, Bukalapak, and Traveloka. The emergence of various startups as the consequence of technology development has required the government to provide legal protection to the existence of startups in Indonesia, including the unicorn startup. Government is a single institution with power, authority, and legal resource to balance the advantage of new business model, thereby providing strong, equivalent, and sustainable growth and prosperity to the people. The problem is that government and its apparatuses always respond late to the quickly-changing policy environment (Kumorotomo, Wahyudi 2019). The government's poor capability of being present amid the transformation is due to its poor understanding on new perspective and challenge in the digital development environment existing. Government's failure in transformation will inhibit a state's advance to exist in the further time development. Therefore, science research and development is a good strategy in order to be the reference in providing innovative and adaptive policy to support the technology development occurring. The third strategy to minimize maladministration to enable the public service in Indonesia to be prepared for facing Society 5.0 era is through repairing and improving communication and technology network infrastructure evenly. In this case, Surakarta City government should be able to provide adequate communication

technology infrastructure, in order to support the transformation toward society 5.0. Without inadequate preparation of infrastructure, the transformation process occurring will be inhibited. The attempt of improving technology and communication network is related to not only physical infrastructure but also legal protection underlying digital transformation and government digitalization should be prepared well and systematically, in order not to inhibit the government's innovative active in the future. The improvement of technology and communication infrastructure should be done to reform the public service process; it means that all public service affairs can be done innovatively through e-service or other digital platforms. Thus, it can minimize the face-to-face public service and avoid the maladministration practice in public service providing process. Nearly all studies conducted by public service observers conclude that public service through direct contact is vulnerable to maladministration practice, the practice deviating from administration ethic or an administration practice far from the achievement of administration objective (Holle, 2011). It is well established that the factor causing maladministration practice always relate to the service provided directly. Direct contact-based Public service will invite special treatments or subjectivity leading to the deviation from administration stipulation, and thereby triggering the maladministration practice. For example, there is an individual coming to public institution and incidentally he has kinship with one of personnel in the institution. Therefore, automatically public servant will prioritize the individual. Such practice is no strange in Indonesia, including in Surakarta City. Hence, infrastructure reform is the key to minimizing direct contact-based public service in order to suppress maladministration.

The fourth strategy is discussion between administration practitioners or between administration practitioner and other practitioners to provide a strategy or other output useful to improve public service process. Discussion generates various new thinking, so that the presence of discussion can enrich the people and the stakeholders' perception on public service issues occurring. The next strategy is to create agile government. This emergence of *agile government* narration builds on bureaucratic/public service condition in Indonesia tending to be slow and elaborate. Citing the finding of research entitled "Imagining Agile Government: Learning from the concept of Japan Society 5.0 and Public Administration Challenge in Developing Countries" conducted by Wahyudi Kumorotomo, 2019, it can be said that on average Indonesian standard procedure of getting business permit is too elaborate

compared with that in OECD or other East Asian states. Singapore always occupies the first rank related to the licensing process in ASEAN region. Investment licensing in Singapore can be completed within 7 (seven) weekdays. Meanwhile, it can be processed within about 90 weekdays or 3 months in Indonesia. Therefore, to remove the gap and as an attempt of improving efficiency in public organization, the discourse of agile government is required. In agile governance concept, there are at least six principles: good enough governance, business driven, human focused, based quick wins, systemic and adaptive approach and simple design and continuous refinement (Luna, 2015). Good enough governance means that in managing an organization, the background of organization should be taken into account. Furthermore, business-driven principle is every decision and action always business oriented. Human Focused principle is defined as the need for the space in public governance for the people (community) to participate. Then, every input existing will be appreciated. Principle of Based on quick wins means that a success that has been achieved quickly should be an incentive in order to get output better before. Then, the principle of systematic and adaptive approach is the quick and systematic change needed by a team that can be increase their ability, particularly intrinsic ability. Simple design and continuous refinement is the team's ability of making simple design and required to provide output quickly and better. Although out of the six principles, only several of them can be applied, the agile governance concept can be used to find quick answer and to create sustainable effect on the condition expected. This agile governance is required to create more professional, quicker, and more responsive public institution. The slow and elaborate licensing process and other public service process in Indonesia generate a change for the public servants to do maladministration practice. Agile government discourse gives answer to the restlessness occurring so far in public service process.

The implementation of agile government should always run harmoniously with the human resource existing, in which policy makers in Indonesia should always be aware that in this disruptive era, they are required to understand the need for the change of paradigm in public administration, so that it is inline with the time development. Then, public administrators or policy makers are required to actualize agile government into the public organization, so that the discourse of agile government is not only limited to concept, but is implementable as well, in order to improve a region's or a nation's competitiveness in the

quality public service free of maladministration practice. The realization of agile government in bureaucratic body in many Indonesian regions, including Surakarta City will bring public institution to the more professional, fast, responsive one free of maladministration practice, and thereby can create the quality public service to society. The sixth strategy relates to commitment, consistency, and collaboration of stakeholders to create the high-quality public service system corresponding to the stipulation enacted by utilizing every development of technology existing. Commitment, according to Meyer and Allen (1991, in Soekidjan, 2009), is an individual's strong acceptance to organizational objectives and values, and the individual attempts, works, and has strong will to stay in the organization. Essentially, commitment relates to each individual's sincerity in undertaking his responsibility. Then consistency relates to an individual's action accompanied with various directed objective. Whatever the condition, if public servant, community, and stakeholder have good consistency to realize the good public service system, such attempt will remain to be taken. Furthermore, collaboration is something relating to cooperation with many parties for the sake of creating supportive condition. Without collective commitment, consistency, and collaboration, the strategies explained cannot run well. Basically, technology development is the factor generating the presence of Society 5.0. Technology development should run in line with the management planned using participatory method, thereby involving all parties, including government, private, and ommunity, and the commitment by all parties to implement it. If all strategies are implemented well, the public service condition in Indonesia, particularly in Surakarta City, is expected to be free of maladministration practice. Thus, bureaucratic condition in Surakarta City will be more prepared for facing the new era, Society 5.0 era that is human centered. The concept of Society 5.0 will be realized difficulty when bureaucracy condition in Indonesia still indicates maladministration practices and other fortress inhibiting the realization of Society 5.0. Basically, Society 5.0 is a transformation of information community concept present based on the civilization in previous era and aiming to realize a prosperous human-centered community in which everyone will enjoy life maximally (Fukuyama, 2018; Harayama, 2016).

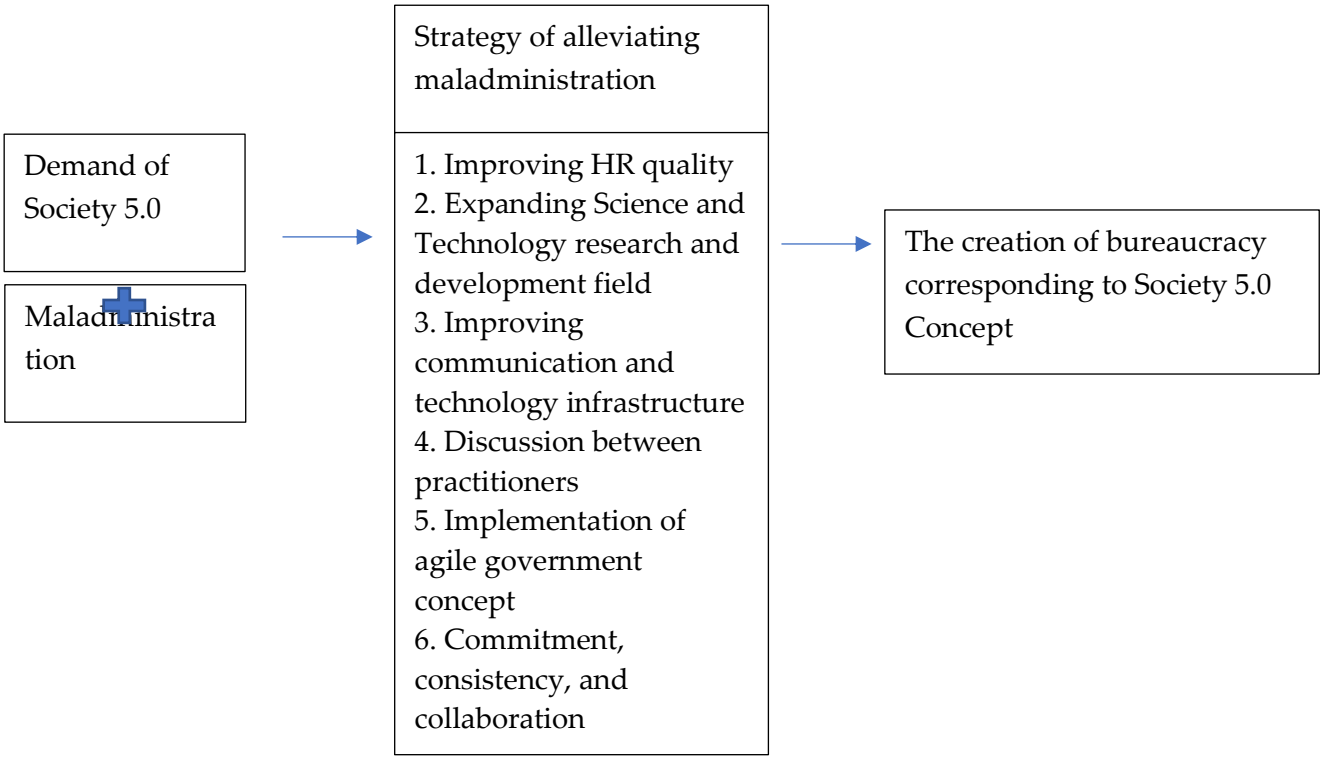
In addition, the concept of Society 5.0 aims to distribute economic and technology accesses evenly to all classes of society, in order to create welfare in the society. The even distribution of technology as the continuation of industrial society 4.0 era is conducted by considering humanity aspect continuously in order to provide a strategy to solve social

problem. The concept of Society 5.0 is expected to integrate physical and cyber spaces in balance (Salgues, 2018). Thus, society 5.0 era can be understood as one of society life forms that combining data through information technology to encourage the improvement of human resource intelligence in developing various implementable opportunities based on humanity aspect in order to solve various social problems. Society 5.0 focuses on human components by keeping using artificial intelligence like tool/media. Internet serves not only as information but also to live life in society 5.0 era, or era in which all technologies are the part of human itself. Technology development can minimize the gap in human beings and economic problem in the future, in which this era offers the balance-centered community (Suryadi, 2020). As the initiator of Society 5.0 concept, Japan has defined concept of Society 5.0 in many things, including: (1) the significance of technology development, but community's participation becomes the material of consideration in the industrial revolution 4.0 incidence, (2) Society 5.0 offers a human-centered, it can be explained that the two definitions can be achieved through the strategy of improving and developing human resource quality. This improvement of human resource quality can be accomplished through reinforcing mentality, morality, and knowledge aspect. The creation of good and competent human resource quality will improve the ability and the role of human resource in life. Thus, it minimize the significant shift of role from human beings to technology and the community still can have control over life, despite the presence of technology aid. (3) Society 5.0 balances Economic Advance and Social Problem Solving through a system connecting Cyber Space and Real World. This definition is relevant when the strategy of developing science, improving communication and technology network infrastructure and discussion between practitioners is implemented. (4) Society 5.0 is no longer a capital but data connecting and activating everything. The fourth definition can be accomplished through research and development strategy, through discussion between public administrator practitioners and between public administrator practitioner and other practitioners to provide other strategies or outputs useful to improve the public service process and through commitment, consistency, and collaboration with multistakeholder. (5) Helping filling in the gap between the rich and the poor, (6) Medical and educational service, from primary level to high education will reach small villages. Meanwhile the fifth and the sixth definition can be realized when public service is free of maladministration practices harming the community, so that all strategies should be

implemented well. It is in line with Keindanren's argument (Japan Business Federation, 2016, p. 14, in Serpa, 2018) that a number of mechanism elements in individual state governments is required to realize the objective of Society 5.0, including 1) the formulation of national strategy and the integration of government communication system; 2) the development of law toward the application of new technology; 3) the establishment of knowledge foundation; 4) dynamic participation of all citizens in new economy and community; 5) integration of technology and community. The strategy of alleviating maladministration is illustrated in the figure below.

Figure 1.

Framework of Maladministration Alleviation



Conclusion

The presence of Society 5.0 concept has required many regions throughout world, including Surakarta City, to keep transforming. Maladministration practices found widely in Surakarta City has inhibited the city to realize the concept Society 5.0. Therefore, to prepare bureaucratic condition free of maladministration in Indonesia, particularly in Surakarta City,

several strategies are required. The first one is to improve the quality of human resource, including mentality, morality, and knowledge aspects. If mentality, morality, and knowledge aspects of human resource have high quality, human resource can adapt to era and technology development existing. The next strategy is to expand science research and development. Science research and development should be done to give contribution, reference, and input to improve various public service sectors, to make the public service have higher quality and far from maladministration practices.

Research should be conducted continuously in order to project what actions the government can take to face the next era, related to the development of Society 5.0. The third strategy is to improve communication network and technology infrastructure evenly in order to support the change into Society 5.0. The fourth strategy is to hold discussion between public administrator practitioners and between public administrator practitioner and other practitioner to provide other strategies or outputs useful to improve public service process. Some other strategies taken to alleviate the problem of maladministration in bureaucratic body for the sake of preparing the self toward Society 5.0 era is to implement agile government concept and commitment, consistency, and collaboration of multistakeholder to create the quality public service system according to the stipulation enacted by utilizing each of technology development existing. The creation of strategy to alleviating maladministration will guide bureaucracy in Indonesia to the more prepared, more professional, and better condition. Thus, the people's rights to get public service are not harmed by maladministration practices. The strategies are expected to bring Indonesian bureaucratic condition to more transformative and adaptive one, thereby can adapt to Society 5.0.

References

Akny, Aldenila Berlianti. (2014). Mewujudkan Good Governance Melalui Reformasi Birokrasi Di Bidang Sdm Aparatur Untuk Peningkatan Kesejahteraan Pegawai. *Jurnal Jejaring Administrasi Publik.* (1), 416-427

Apriliyanti, Kiki., Latif, M. Daud Irsya., dan Dyah Mutiarin. (2021). Narasi Budaya Arek Suroboyo dan Pandemi Covid-19: Sebuah Perspektif Agile Governancedi Kota Surabaya. *Jurnal Transformative*, 7 (1), 1-28. DOI 10.21776/ub.transformative.2021.007.01.1

Effendi, Haris. (2018). *63 ASN Pemkot Solo Absen Hari Pertama Masuk Kerja.* July 15 , 2021. retrieved from https://metrojateng.com/63-asn-pemkot-solo-absen-hari-pertama-masuk-kerja/

Gumulya, Devanny. (2021). Pentingnya Perencanaan Manajemen Pada Era Society 5.0. Prosiding Seminar Nasional Desain Dan Arsitektur (Senada). retrieved from Https://Senada.Idbbali.Ac.Id/

Halim, Farhan Rahmawan., Astuti, Feni., dan Umam, Khaerul. (2021). mplementasi Prinsip Agile GovernanceMelalui Aplikasi PIKOBAR di Provinsi Jawa Barat. Kolaborasi : *Jurnal Administrasi Publik*, 7 (1), 48-67. DOI https://doi.org/10.26618/kjap.v7i1.4736

Holle, Erick S. (2011). Pelayanan Publik Melalui Electronic Government: Upaya Meminimalisir Praktek Maladministrasi Dalam Meningkatan Public Service. *Jurnal Sasi*, 17 (3), 21-30. retrieved from https://fhukum.unpatti.ac.id

Kumorotomo,Wahyudi. (2019). Envisioning Agile Government: Learning From The Japanese Concept Of Society 5.0 And The Challenge Of Public Administration In Developing Countries. Proceedings Of The Annual Conference Of The Indonesian Association For Public Administration (Iapa 2019). retrieved from Https://Www.Atlantis-Press.Com/Proceedings/Iapa-19/125935450

Luna, A. J. H. de O. (2015). Agile Governance Theory. May, 601. retrieved from https://repositorio.ufpe.br/handle/123456789/15494

Mustaghfiri, Mohammad Haidar ., Susiloadi, Priyanto. (2021). Kualitas Pelayanan Penerbitan Izin Mendirikan Bangunan Di Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Surakarta. *Jurnal Wacana Publik,* 1 (1), 99-107

Ombudsman Perwakilan Jawa Tengah. (2018). Polemik Lahan HP 105, Dugaan Maladministrasi Pemkot Solo Diselidiki Ombudsman. July 15 ,2021. retrieved from https://www.ombudsman.go.id/perwakilan/news/r/pwk--polemik-lahan-hp-105-dugaan-maladministrasi-pemkot-solo-diselidiki-ombudsman--

Ombudsman Republik Indonesia. (2020). Laporan Tahunan 2020 Mengawal Pelayanan Publik di mas COVID-19. July 21 , 2021. retrieved from https://ombudsman.go.id/news/r/ombudsman-ri-luncurkan-laporan-tahunan-2020

Putri, Felicya Astwilanda ., Adnan, M. Fachri. (2020). Upaya Pencegahan Maladministrasi Pelayanan Publik Oleh Ombudsman Republik Indonesia Di Provinsi Sumatera Barat. *Jurnal Mahasiswa Ilmu Administrasi Publik (Jmiap*), 2 (1) , 33-41

Saksono,Herie ., Manoby, Worry Mambusy. (2021). Good Public Governance Towards Society 5.0 In Indonesia: A Review. *Psychology And Education Journal*, 58 (2), 4499-4511

Sari, Meri Enita Puspita. (2018). Peran Pemerintah Dalam Penyediaan Akses Pelayanan Publik. *Jurnal Trias Politika*, 2 (1), 1-12

Solo Pos. (2009). Inspektorat Solo temukan 9 kasus penyimpangan pengelolaan keuangan. July 21 ,2021. retrieved from https://www.solopos.com/inspektorat-solo-temukan-9-kasus-penyimpangan-pengelolaan-keuangan-10163

Suryadi. (2020). Pembelajaran Era Disruptif Menuju Masyarakat 5.0 (Sebuah Telaah Perspektif Manajemen Pendidikan). Prosiding Seminar Nasional Pendidikan Program Pascasarjana Universitas Pgri Palembang 10 Januari 2020. retrieved from Https://Jurnal.Univpgri-Palembang.Ac.Id/Index.Php/Prosidingpps/Article/View/3783

Utami, Wijayanti Setyo Dan Suryanto. (2013). Indeks Kepuasan Masyarakat Pada Pelayanan Kantor Kecamatan Di Surakarta, Indonesia. *Jurnal Ekonomi Dan Studi Pembangunan*, 14 (2), 174-184

Wahyudi, Rodi., Malek, Jalaluddin Abdul., Dan Aziz, Azmi. (2014). Faktor Penyebab Perilaku Maladministrasi Birokrasi Di Institusi Pemerintah Di Kota Pekanbaru Provinsi Riau. *Jurnal El-Riyasah*, 5 (2), 1-10. Doi: Http://Dx.Doi.Org/10.24014/Jel.V5i2.648

Wahyudi, Rodi., Malek, Jalaluddin Abdul., Dan Aziz, Azmi. (2015). Perilaku Maladministrasi Birokrasi Dalam Pelayanan Publik Di Di Kota Pekanbaru, Provinsi Riau: Faktor Penyebab Dan Solusinya. *Jurnal Administrasi Publik,* 12 (1), 55-70.

Yasa,Andika., Suswanta., Dkk. (2021). Penguatan Reformasi Birokrasi Menuju Era Society 5.0 Di Indonesia Strengthening Bureaucratic Reform Towards Society 5.0 Era In Indonesia. Nahkoda: *Jurnal Ilmu Pengetahuan*, 20(1), 27-42. Doi : 10.35967/Njip.V20i1.139

Analysis of Medical Legal Order as A Basis For Settlement of Medical Malpractice Disputes

I Nyoman Dwija Putra[1], Benjamin D Tungga[2],Cokorde's Istri Dian Laksmi Dewi[3]

[1]Student PPS MH Ngurah Rai University (email: .dwija.putra29@gmail.com)

[2.3]Lecturer of PPS MH Ngurah Rai University, (email: benyamintungga@yahoo.com)

Abstract

This study aims to determine whether the medical legal order can provide a solution for resolving medical disputes carried out by doctors against health service recipients in hospitals. The absence of a malpractice law creates confusion in decision making when doctors become involved in medical disputes. As primary legal material, is has a strong legal basis in making decisions on sanctions that can be imposed on doctors who commit malpractice by violating the professional code of ethics or working not according to standard operating procedures. The methods used are normative legar research methods and library legal research by conducting critical analysis on primary and secondy legal materials. The results of the study have shown that malpractice acts committed by doctors have a clear legal accountability mechanism ,as regulated in Health law number 36 of 2009, law number 29 of 2004 concerning medical practice.Administratively all forms of malpractice committed by docors can be threatened with criminal,civil,administrative sanctions an fines. At a more final level, administrative sanctions from malpractice acts committed by doctors can lead to on revocation of practice license.

Keywords:

legal orders; malpractice; administrative sanctions

Introduction

Black's Law Dictionary defines malpractice as "Proffessional misconduct or unreasonable lack or skill or failure of one rendering professional services to exercise that the gree of skill and learning commonly applied under all the circumstances in the community by the average pudent reputable member of the profession with the result of injury , loss or damage to the recipient of those services or to those entitled to rely upon them". by using a legal perspective, it can be interpreted that malpractice can occur because of an intentional act, negligence or something unreasonable lack of proficiency (Sampurna, Budi: 2005)[1]

[1]Budi Sampurna, (2005); Application of the Law on Medical Practice in Medical & Nursing Actions & its Relation to Professional Malpractice

World Medical Association In line with the limitations of the Indonesian Doctors Association (IDI): malpractice is defined as "the failure of doctors to apply therapeutic service standards to patients, lack of expertise or neglect of patient care, which triggers injury to patients" (World Medical Association, 1992).[2]

Public unrest about malpractice resulted in complaints about malpractice cases in every hospital, where complaints were caused by the quality and lack of health services to patients both from hospitals and from doctors.

Various legal efforts have been carried out in providing comprehensive protection to the public as service recipients, as well as surgeons and medical personnel as service providers. More and more cases of malpractice are being reported by the public, especially direct reports to the police or law enforcement, all because there is no standard rule regarding malpractice in the form of the Malpractice Act, which makes every community who complains about their problems related to disputes with surgeons have to find their own way and a solution that is considered to provide justice.

Existing legal arrangements such as Law of the Republic of Indonesia number 36 of 2009 concerning Health, Law of the Republic of Indonesia number 36 of 2014 concerning Health Workers, and other laws and Regulations of the Minister of Health, will they be used as technical instructions or guidelines in resolving medical malpractice disputes? .

The absence of the Malpractice Law, for researchers is not an obstacle in making decisions on the resolution of medical malpractice because the Indonesian Medical Law Order can provide legal justice, benefit and the rule of law.

Methods

The research carried out in this writing is: by using library research, namely the research method carried out by reading and studying theories that are relevant to the subject matter.

The collected data is then processed using data processing methods consisting of: *Normative Juridical Method*namely the addition method by adhering to the applicable legal norms or rules. This discussion method is used in accordance with its needs to produce a discussion that is acceptable both from a juridical and scientific point of view.

The design of this study includes the process of collecting data (references) from books, analyzing data, and interpreting data, writing and conclusions. Meanwhile, the main

methodological knife applied by the researcher is to use a hermeneutical-critical approach, which is to carry out an in-depth interpretation of the existing data (thoughts) to find value. - fundamental truth values relevant to the research title.

Legal materials derived from Primary legal materials are derived from laws and regulations, namely:

a. Law No. 36 of 2009 concerning Health

b. Law No. 36 of 2014 concerning Health Workers

c. Law No. 29 of 2013 concerning Medical Practice

i. Regulation of the Minister of Health No. 1691 of 2011 concerning Patient Safety

j. Regulation of the Minister of Health No. 36 of 2012 concerning Medical Secrets

k. KKI Regulation No. 4 of 2011 concerning Professional Discipline of Doctors

Results and Discussion

There are many legal arrangements with the aim of regulating health law related to malpractice, negligence of medical personnel, competency requirements, but there is no specific law regarding the Health Worker Malpractice Act in Indonesia (Rechtsvacum) or due to a vacancy of norms[3].

Article 1(1) of Health Law 36/2009). Health is a healthy condition, both physically, mentally, spiritually and socially that allows everyone to live socially and economically productive.

Article 1 (2) Resources in the health sector are all forms of funds, personnel, medical supplies, pharmaceutical preparations and medical devices as well as health service facilities and technology used to carry out health efforts carried out by the government, regional governments and/or the public.

[3]According to the Big Indonesian Dictionary (KBBI), "emptiness is a matter (state, nature and so on) empty or emptiness", which in the Legal Dictionary is defined as Vacuum (Bld) which is translated or interpreted the same as "empty or vacant", so legal vacuum can be interpreted as "an empty state or absence of legislation (law) that regulates (certain) order in society", so that the legal vacuum in positive law is more accurately said to be "emptiness of laws / legislation".

In Article 5 of the Health Law, it is stated that everyone has the same rights in obtaining access or resources in the health sector, obtaining safe, quality and affordable health services and has the right to independently and responsibly determine the health services needed for himself. Likewise, Article 7 also states that everyone has the right to receive information and education about health that is balanced and responsible and has the right to obtain information about his/her health data, including actions and treatments that have been or will be received from health workers.

The meaning of the Health Law above, when it is associated with malpractice accused of a doctor or medical personnel, is felt to be unreasonable, because the surgeon who will perform a surgical procedure in which almost all of the actions are risky so that it is certain that a doctor must have excellent health conditions to be able to do so. manage patients according to Standard Operating Procedures so that they can produce an "effort" healing action with better results. Likewise, the facilities and infrastructure to support the achievement of better efforts must certainly be prepared and according to the standards of the hospital, the pharmacy department, so that the standard of service provided to the community is categorized as "excellence".Informed consent which contains documents regarding Communication of Information and Doctor Education to patients before a surgical procedure is performed is very important because the informed consent can be used as "evidence or evidence" if in the future there is a medical risk that is considered as malpractice by the patient and family.

According to the Law on Medical Practice No. 29 of 2004, medical practice is a series of activities carried out by doctors and dentists for patients in carrying out health efforts. To realize good medical practice, it is necessary to have a good health service system so that medical practice is carried out with the highest standards.

In Article 50 of Law No. 29 of 2004, letter a, doctors and dentists in medical practice have the right to obtain legal protection as long as they carry out their duties according to professional standards and standard operating procedures.

It is very clear what the meaning contained in the Medical Practice Law above is that medical malpractice can be avoided if surgeons and medical personnel, in providing services, must have a practice permit on the basis of a Registration Certificate from the Indonesian

Medical Council and a competency letter from a surgical college so that the quality is standard. good service can still be maintained. And of course avoid lawsuits by patients if there is a medical risk. In the Health Law of the Republic of Indonesia number 36 of 2009,

1. Article 27 states that health workers have the right to receive compensation and legal protection in carrying out their duties in accordance with their profession. Others are regulated in a Government Regulation.
2. Article 29 states that, in the event that a health worker is suspected of being negligent in carrying out his profession, the negligence must first be resolved through mediation.

Other articles related to the occurrence of medical malpractice as also mentioned in the Health Law are:

1. Article 42,(2.) Health technology includes all methods and tools used to prevent disease, detect disease, relieve suffering due to disease, cure, minimize complications and restore health after illness.
2. In article 56. Everyone has the right to accept or reject part or all of the relief measures that will be given to him after receiving and fully understanding the information regarding the action.
3. Article 58 states that everyone has the right to claim compensation for a person, health worker and or health provider who causes losses due to errors or omissions in the health services they receive.
4. Article 83 paragraph 2 also states "The government guarantees legal protection for health workers in health services.

The rule of law must still be enforced as long as justice is created between doctors as service providers and patients as service recipients. Doctors have rights and obligations as well as patients have rights and obligations, both of which must be honest with each other and create an atmosphere of harmony, communication that is maintained properly during carrying out "Therapeutic" process even reaches recovery. If unexpected things occur, medical risk events are beyond the ability of doctors as service providers, the Health Law clearly states that Mediation is an option before bringing medical disputes to the realm of law (Criminal). or civil)

In the Guidance and Supervision Chapter section, article 188 it is stated, the Minister can take administrative action against health workers and health service facilities that violate

the provisions as stipulated in the Health Law. Its main duties and functions are in the health sector.

Administrative actions can be in the form of a written warning, revocation of temporary permits or permanent permits.

In the Health Law No. 36 of 2009, CHAPTER XX concerning Criminal Provisions starting from articles 190 to 201. In article 190, (1) Heads of health care facilities who practice or work intentionally do not provide first aid to patients who are in an emergency situation are punished with imprisonment for a maximum of two (2) years and a fine of a maximum of two hundred million rupiah (Rp. 200,000,000.00). In paragraph (2), in the event that the act in accordance with paragraph (1) results in disability or death, the head of the health service facility and/or health worker shall be sentenced to a maximum imprisonment of 10 (ten) years and a maximum fine of Rp.1,000. 000,000.00 (one billion rupiah). In article 191.

The existence of long imprisonment and fines and the amount is up to billions without any evidence of "negligence" or fraud committed by doctors, it seems difficult to apply in enforcing criminal law. intentionally having an abortion imprisonment for a maximum of 10 years and a fine of a maximum of one billion rupiah" except for abortion medicinalis. intentionally failing to provide first aid to a patient in an emergency situation as referred to in Article 32 (2) or Article 85(2) shall be punished with imprisonment for a maximum of two years and a fine of a maximum of two hundred million rupiahs.In the two articles 32 (2) and 85(2), in principle, service providers are prohibited from refusing or not taking emergency actions to critically ill patients or during a disaster.

Health service providers, especially doctors and medical personnel, have a "specialty" so that legally the person concerned has been educated to become a health worker whose "mind-mental-set" has been called to take action wherever they see an incident that requires the help of health workers. So article 190 paragraphs 1 and 2, with imprisonment and a fine of two hundred million rupiah to one billion, are impossible to apply due to the difficulty of evidence in court.

According to the Law on Medical Practice No. 29 of 2004, medical practice is a series of activities carried out by doctors and dentists for patients in carrying out health efforts. To realize good medical practice, it is necessary to have a good health service system so that medical practice is carried out with the highest standards.

In Article 50 of Law No. 29 of 2004, letter a, doctors and dentists in medical practice have the right to obtain legal protection as long as they carry out their duties according to professional standards and standard operating procedures.

It is very clear what the meaning contained in the Medical Practice Law above is that medical malpractice can be avoided if surgeons and medical personnel, in providing services, must have a practice permit on the basis of a Registration Certificate from the Indonesian Medical Council and a competency letter from a surgical college so that the quality is standard. good service can still be maintained. And of course avoid lawsuits by patients if there is a medical risk.

The regulation of supporting facilities in health care facilities has been set forth in the Law of the Republic of Indonesia number 44 of 2009 concerning Hospitals. Article 13 states that: Medical personnel who practice medicine in hospitals are required to have a Practice Permit (SIP), work according to professional standards, hospital service standards, applicable standard operating procedures, professional ethics, respect patient rights, and prioritize patient safety. In articles 15 and 16, requirements for pharmaceuticals and equipment, hospitals must ensure the availability of pharmaceutical preparations and medical devices that are of good quality, useful, safe and affordable and fit for use. In paragraph 2 of article 16. Medical equipment used directly by doctors.

In Article 37 of Law No. 44 of 2009 concerning Hospitals, that every medical action performed in a hospital must obtain the consent of the patient or family. 1) Hospitals are required to apply patient safety standards. In article 45 (1) the hospital is not legally responsible if the patient and or family refuses or stops treatment which can result in the patient's death after a comprehensive medical explanation. And in article 46, that the hospital is legally responsible for all losses caused by negligence by health workers at the hospital. Here the hospital as a large institution in providing health services to the public.

The legal order related to medical malpractice is of course also contained in the Law of the Republic of Indonesia Number 36 of 2014 concerning Health Workers. so that the highest degree of health will be realized as an investment for the development of socially and economically productive resources as well as one of the elements of general welfare as referred to in the preamble to the Constitution of the Republic of Indonesia. Health efforts must be carried out by responsible health workers, who have high ethics and morals,

expertise,and authorities whose quality must be continuously improved through continuous education and training, certification, registration, licensing, as well as guidance, supervision, monitoring so that the implementation of health efforts fulfills a sense of justice and humanity and is in accordance with the development of science and technology. general provisions say that this Law provides legal certainty to the public and medical personnel. Article 5 (e) Guidance is carried out by fostering, supervising, and improving the quality of Health Workers through the implementation of Competency certification activities and implementation of Health Personnel Registration. Article 34 (1) To improve the quality of the practice of Health Workers and to provide legal protection and certainty to Health Workers and the public, a Health Workers Council was formed.The Indonesian Health Workers Council has a function as a function of regulating, determining, and fostering Health Workers in carrying out the practice of Health Workers with the aim of improving the quality of health services (article 37). (STR) is stated in article 44.

In addition, Health Teenagas must have a certificate of education in the field of Health, have a Certificate of Competence/professional certificate, have a Certificate of Physical and Mental Health, have a statement that has taken an oath/professional promise, and a statement to comply with and implement provisions of professional ethics.and coaching Health Workers in carrying out the practice of Health Workers with the aim of improving the quality of health services (article 37). For registration purposes, and coaching, every Health Workers who practice are required to have a Registration Certificate (STR) as stated in article 44. In addition, Teenaga Health must have an education diploma in the field of health, have a certificate of competence/professional certificate, have a certificate of physical and mental health, have a statement that has taken an oath/professional promise, and a statement to comply with and implement the provisions of professional ethics.and coaching Health Workers in carrying out the practice of Health Workers with the aim of improving the quality of health services (article 37).

For registration purposes, and coaching, every Health Worker who practices practice is required to have a Registration Certificate (STR) as stated in article 44. must have an education diploma in the field of health, have a certificate of competence/professional certificate, have a certificate of physical and mental health, have a statement that has taken an oath/professional promise, and a statement to comply with and implement the provisions of

professional ethics.have a Certificate of Competence/professional certificate, have a Certificate of Physical and Mental Health, have a statement that has taken an oath/professional promise, and a statement to comply with and implement the provisions of professional ethics.have a Certificate of Competence/professional certificate, have a Certificate of Physical and Mental Health, have a statement that has taken an oath/professional promise, and a statement to comply with and implement the provisions of professional ethics.

The fourth part of the Law on Health Workers, which concerns discipline enforcement, states that if there is a case of violation of the discipline of Health Workers, the Council may impose disciplinary sanctions in the form of: giving written warnings, revocation of STR or SIP and or the obligation to attend education or training at Health Education Institutions.

Regarding legal protection, in article 57 concerning the Rights and Obligations of Health Workers, that: Health workers in carrying out their practice are entitled to: obtain legal protection as long as they carry out their duties in accordance with professional standards, professional service standards and standard operating procedures. treatment in accordance with human dignity, morals, decency, and religious values. Refuse the wishes of recipients of health services that are contrary to professional standards, codes of ethics, service stands, Standard Operating Procedures, or statutory provisions. In article 58 In carrying out the practice, health workers must (e) refer recipients of health services to other health workers who have competence and authority in accordance with the severity of their illness.

In article 61, in carrying out practice, Health Workers who provide direct services to Health Service Recipients must carry out their best efforts for the benefit of Health Service Recipients by not promising results. Because the doctor-patient agreement is a therapeutic agreement) inspanningverbintennis, not resultanverbintennis.

Article 75 expressly states that Health Workers in carrying out their practice are entitled to legal protection, and in Article 77 concerning Dispute Resolution, that any Health Service Recipient who is harmed due to errors or negligence of Health Workers can request compensation in accordance with the provisions of the legislation. the point of article 78, that any dispute arising from the negligence of the health worker must be resolved first through dispute resolution outside the court. and the community for actions taken by Health Workers, providing legal certainty for the community and Health Workers.Administrative sanctions for Health Workers who commit negligence resulting in malpractice are administrative

sanctions (ps 82). Administrative sanctions are in the form of: verbal warnings, written warnings, administrative fines, and revocation of permits.

Criminal provisions due to negligence committed by Health Workers, causing serious injury to recipients of health services, shall be punished with a maximum imprisonment of 3 (three) years, if it results in death due to being proven "negligent" shall be sentenced to a maximum imprisonment of 5 (five) years.

In article 85 (1), any health worker who intentionally practices without having an STR is sentenced to a maximum fine of Rp. 100,000,000.00 (one hundred million rupiah), while article 86(1) states that every health worker who practices without have a permit, shall be punished with a maximum fine of Rp. 100,000,000.00 (One hundred million rupiah).

In the Regulation of the Minister of Health of the Republic of Indonesia number 4 of 2014, regarding the Obligations of Hospitals (RS) and patient obligations, in the considering section it is said that, actions taken by hospitals as health service providers with complex characteristics and organizations have legal implications for patients who receive health services, officers who work in hospitals and the surrounding community.

In article 23 of the Minister of Health Regulation, paragraph 1 reads, the obligation of hospitals to protect and provide legal assistance to all hospital officers, in carrying out their duties, is carried out by providing legal consultation, facilitating the mediation process, and judicial processes, providing legal advocacy, providing assistance in settlements. medical disputes and allocate budget for funding legal proceedings and compensation. In paragraph 2, it is also stated that hospitals have an obligation to guarantee the rights of officers who work in hospitals.

Likewise, in the Medical Practice Law, number 29 of 2004, in article 3 chapter II, it is stated that the regulation of medical practice aims to provide protection to patients, maintain and improve the quality of medical services provided by doctors and dentists and provide legal certainty to patients. community, doctors and dentists.

In article 50 letter a, the Medical Practice Law also mentions the rights and obligations of doctors and dentists, as stated in point a. obtain legal protection as long as they carry out their duties in accordance with professional standards and standard operating procedures.

In the description of the explanation of the medical practice law above, it is stated that doctors and dentists with their scientific equipment have distinctive characteristics. This

peculiarity can be seen from the justification provided by the law, namely the permissibility of taking medical actions against the human body in an effort to maintain and improve health status. However, it is not detailed in an explanation regarding legal certainty for these health workers if there are medical risk problems in carrying out their work.

With the existence of this Medical Practice Act, even though medical personnel have specific characteristics, they still have to work and when performing medical actions are carried out regularly. ***artist lege***, meet the requirements such as a special Competency Letter, Registration Certificate from the Indonesian Medical Council, Practice Permit, and other letters stating that medical personnel may actually touch patients and perform medical actions.[4]

In the Medical Practice Law number 29 of 2004, it is regulated that if a doctor or medical personnel is proven to have committed malpractice, the legal sanctions are in the form of:

a. Administrative Sanctions

If a doctor is proven to have violated the application of medical discipline, the Indonesian Medical Discipline Honorary Council (MKDKI) will investigate the truth of the alleged wrongdoing to the doctor, and if proven, the MKDK will forward the complaint to the Indonesian Doctors Association (IDI) organization for action.

The sanctions given by the MKDKI are in the form of administrative sanctions in the form of written warnings, recommendations for revocation of Registration Certificates (STR) or Practice Permits (SIP), and or the obligation to attend medical education and training. (according to the Law on Health Workers number 36 of 2014, CHAPTER XVI, the fourth part of Enforcement of Discipline for Health Workers, article 49 (2).

b. Civil Claims: can be in the form of claims for default based on contractual liability and or unlawful acts (onrechtmatigedaad).

[4]According to Leenan, "lege artis" is essentially an action that is carried out according to the Medical Professional Standards

c. Criminal charges, can be subject to articles of punishment due to intentional or negligence which results in another person dying, getting sick or being injured, still referring to the provisions of articles 359, 360 and 361 of the Criminal Code. malpractice' in point 1 and point 2. which contains "…intentionally failing to provide emergency assistance, shall be punished with imprisonment for a maximum of two years or a fine of two hundred million rupiahs. Meanwhile, in point 2, "….if it results in disability or death, the maximum imprisonment is imprisonment. ten years and a maximum fine of one billion rupiah.

By paying attention to the Health Law number 36 of 2009, in Chapter V concerning Resources in the Health Sector, the first part of Health Workers in article 29, it is clearly stated that "In the event that a health worker is suspected of negligence in carrying out his profession, the negligence must be resolved first. first through mediation.

In the Elucidation section of Article 29 Chapter V of the RI Law No. 36 of 2009 concerning health, "Mediation is carried out when a dispute arises between health workers providing health services and patients as recipients of health services. Mediation is carried out with the aim of resolving disputes out of court by mediator agreed upon by the parties.

Conclusion

Regulations regarding medical malpractice in Indonesian positive law do not yet have a specific regulation. Although in several laws and regulations (lex generalis), namely in the Criminal Code and the Medical Practice Law, there are several articles that are indirectly related to medical practice, but in the regulations Thus, it can be said that medical malpractice in Indonesia still does not have a clear legal umbrella or legal basis, so it is still difficult to resolve problems related to medical malpractice.

However, if this is difficult to realize, the many legal arrangements can be used as a reference in making decisions so that there is no chaos or confusion in the community so that the legal process for suspected malpractice (doctors) and the community/patients who feel aggrieved get a middle ground or win-win. win solution to the case at hand.

Malpractice has broad implications both for hospitals as health care facilities, for doctors as workers in the health sector who are under the auspices of a large institution,

collegium and educational center that are recognized by the government, and of course have a huge impact on patients/communities in the area.

The final sanctions from the articles of the health law order place more emphasis on administrative sanctions such as moral ethical sanctions for doctors, revocation of practice permits, settlement of compensation (fines), settlement by mediation.

If a doctor is proven to have committed a crime against the law "criminal malpractice" in the health law, it is clear that there is a criminal article that can uphold justice.

References

AP's son; Physician's Criminal Settlement and Liability Against Patients in Medical Malpractice Cases; Law Study Program Masters Program FH University 17 August 1945 Semarang Indonesia, Vol1 no 1 Magistra Law Review January 2020

Dahlan S(2019); Malpractice in terms of Indonesian Administrative Law, Journal of Legal Dynamics, Vol 2(1)

Damayanti OP (2013); Doctor's Criminal Liability in Malpractice Cases in Various Legislations in Indonesia;Recidive Volume 2(2)

Dananjaya, AAND; Dewi AASL; Suryani, LP ;(2019) Malpractice Sanctions and Medical Risks Performed by Doctors; Warmadewa University Denpasar-Bali, Indonesia;Journal of Legal Analogy 1(1)

Dr.Tiar Ramon SH,MH: advocate/lawyer/legal consultant/lecturer: Emptiness of Norma,13 December 2009,Tiaramon Wordpress.com

Eka Julianta W (2010): Justification for Medical Actions according to the Medical Practice Law and Standard Operating Procedures in Malpractice Legal Disputes; DIH, Universitas Pelita Harapan (UPH) Karawaci Tangerang Banten

Hadi, Apsari IGA;(2018) Unlawful Acts in the Accountability of Doctors for Medical Malpractice Actions, Juridical Journal no. 1

Handayani T(2020); Physician Accountability and Medical Malpractice Case Settlement Models in Indonesia; Blitar Regency Government Law Division. Mizan; Legal Studies Journal Vol. 9, Number 1,

Handayani, DA. (2019). *Criminal Accountability of Health Workers*. Jakarta: Yuma Pustaka.

Handayani, DA. (2020). *Medical Dispute Perspective in Indonesia*. Jakarta: Yuma Pustaka.

Handoyo B;(2020) Juridical Review of Medical Malpractice Law Enforcement in Health Services in the Perspective of Criminal Law; Lecturer of Constitutional Law Study Program at STAIN Teungku Dirundeng Meulaboh; AT-TASYRI'Scientific Journal of Muamalah Study Program 12(1) June 2020

Health Law of the Republic of Indonesia number 36 of 2009 and Health Workers number 36 of 2014, Permata Press, 2017

Indonesian Medical Council Law No. 2 of 2011 concerning Procedures for Handling Cases of Alleged Violations of Discipline for Doctors and Dentists

Indonesian Medical Council Law No. 29 of 2004 concerning the practice of medicine.

Indonesian Medical Council Regulation No. 4 of 2011 concerning Professional Discipline of Doctors and/or Dentists

Lajar JR, Dewi AASLD, Widyantara M(2020) Due to Malpractice Law Perpetrated by Medical Personnel; FH Warmadewa University, Denpasar Bali-Indonesia; Journal of Legal Interpretation Vol.1(1)

Law No. 29 of 2004 concerning Medical Practice

Law No. 36 of 2014 concerning Health Workers

Law No. 44 of 2009 concerning Hospitals

Mannas, Yussy A;(2018) Legal Relations of Doctors and Patients and Responsibilities of Doctors in Providing Health Services, Journal of Cita Hukum Vol 6(1)

Marjan Miharja M(2020); Administrative Sanctions for Malpractice Acts of Doctors and Hospitals in Indonesia; STIH; De Lega Lata. Journal of Legal Studies, Faculty of Law UMSU, Vol5(1)

McGraw-Hill. Concise Dictionary of Modern Medicine 2002; Segen's Medical Dicionary, Farlex, Inc. 2012; A "Medical Failure".http;//medical-dictionar.thefreedictionary.com/medical+failure

Minister of Health Regulation of the Republic of Indonesia No. 1691 of 2011 concerning Patient Safety

Pane E, (2009); Legal Protection for Doctors in Relation to Malpractice and Medical Risks, Yustisia Legal Journal. Vol 76, no 1. Surakarta: UNSPressi,

Presidential Decree No. 56 of 1995 concerning the Disciplinary Council for Health Workers (MDTK)

Presidential Regulation No. 44 of 2009 concerning Teaching Hospitals

PriantaraAA; Yudistira NO (2020): Hospital Criminal Liability for Doctors or Health Workers Doing Malpractice; FH.Udayana University; Journal of Kerta Wicara Vol.9(12)

Putra GS;(2020) Implications of Legal Liability for Malpractice Actions Perpetrated by Medical Personnel in Indonesia; Muhammadiyah Law Review;Journal of Legal Studies, University of Muhammadiyah 4(2),July 2020

Regulation of the Minister of Health of the Republic of Indonesia No. 36 of 2012 concerning Medical Secrets

RI Minister of Health Regulation No. 34 of 2017 concerning Hospital Accreditation

RI Minister of Health Regulation No. 4 of 2018 concerning Medical Secrets

Sukendar, S. (2019). *Criminal Acts in Independent Nursing Practice (Legal Protection for Nurses and Patients)*. Jakarta: Nuha Medika.

Team, P. (2017) *Book of the Republic of Indonesia Health Law Number 36 of 2009 and Health Workers Number 36 of 20.*, Jakarta: Permata Press.

Tungga, BD. (2018). *Overview of legal liability for medical malpractice*, Jakarta: Yuma Pustaka.

Tungga, DB. (2017). *The role of the mediator judge.* Jakarta: Yuma Pustaka.

Wijaya DF, Sitinjak M, Panggabean AM;(2020) The Application of Malpractic Criminal Causes Causing Death Based on Law No.36 of 2009 on Health; Legal Studies Program, Prima University, Indonesia; Journal of Education ,Humanities and Social Science (JEHSS) Vol3(1)

Innovative and Collaborative Governance in The Implementation of Regulation No. 84 of 2017 Sidoarjo

Lussi Agustin[1], Moh. Yusron Solikin[2]

[1]Departement of Admistration, Faculty of Social and Political Sciences, Universitas Airlangga

(email: lussi.agustin-2020@fisip.unair.ac.id)

[2]Universitas Negeri Surabaya

Abstract

This research aims to analyze the implementation of Sidoarjo Regency Regent Regulation No. 84 of 2017 on Structuring and Empowerment of Street Vendors based on Innovative and Collaborative Governance theory. The method used in this research is a qualitative method using empirical studies from previous research and regulations related to the Structuring and Empowerment of Street Vendors. Collaborative governance has four stages in the process, namely assessment, initiation, deliberation and implementation. The results of this study show that the Cooperative and Micro Enterprises Office of Sidoarjo Regency has implemented Innovative and Collaborative governance. This is evidenced by the structuring and empowerment of street vendors through how to move Street Vendors to a more viable selling location is one of the breakthroughs of the Sidoarjo Regency Cooperative and SMEs Office. This breakthrough is considered very appropriate to solve the problem of street vendors who sell in the Kludan Sidoarjo tourist market area which in the buying and selling process interferes with the interests of pedestrians on the sidewalk. Then with the new selling place street vendors will be more centralized and can increase their sales.

Keywords:

innovative; collaborative; SMEs

Introduction

According to Law No. 20 of 2008 on Micro, Small and Medium Enterprises (MSMEs), it mentions that MSMEs are small companies owned and managed by a person or owned by a small group of people with a certain amount of wealth and income. Micro-business itself is defined as a household business because most of its activities are done at home, using traditional or simple technology, employing family members in the home and oriented to thelocal market. Micro, small and medium enterprises (MSMEs) are one of the main supports ofthe economy, and the existence of MSMEs can help create new jobs and increase state foreignexchange through the taxation of business entities. Article 33 (4) of the 1945 Constitution affirms that small, medium, and micro businesses are part of the national economy, independent, and have great potential to improve the welfare of the community. Various efforts have been made by the government to increase the number of small, medium and micro businesses in each region. The government needs to play a role in providing incentivesfor business actors in accordance with applicable provisions.

Micro, small and medium enterprises (MSMEs) play an important strategic role in national economic development. There are three main reasons for this: First, micro-businesses tend toperform better in generating productive labor. Second, they often increase productivity through investment and actively keep up with technological changes. Third, they are considered to have an advantage of flexibility over large companies. Bank Indonesia expects economic growth and inflation rate in 2020 of 4.2-4.6% (Departemen Kebijakan Ekonomi dan Moneter 2021). But in fact, the pace of economic growth and the rate of inflation in 2020 decreased. On the supply and demand side, one of the strategic sectors of the national economy, namely MSMEs, experienced obstacles in business activities. According to data from OEDC (2020) and Febrantara (2020), in terms of supply, due to the implementation of large-scale social restrictions (PSBB), small, medium-sized businesses face employment problems. While on the demand side, the demand for goods and services is reduced, causingliquidity difficulties for business actors. Not to mention other problems such as the implementation of MSMEs experienced by Street Vendors.

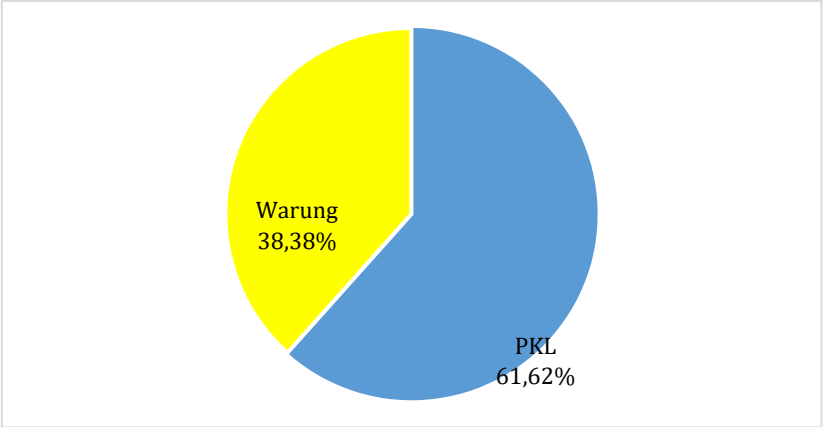
Street Vendors are one of those included in Small and Medium Micro Enterprises (MSMEs) where the mention of Street Vendors is because the trader trades in a road-owned area (DMJ)/sidewalk intended for pedestrians (pedestrians). Most people choose to work as

Street Vendors because of their small capital. The existence of Street Vendors is a problem that oftenmakes it difficult for the government because the area that should be used by pedestrians' switches functions into a place of trade. In addition, there are other problems such as lack of environmental hygiene, congestion on the road, and other problems.

Sidoarjo Regency is one of the regencies in East Java dubbed by the city of MSMEs, where theCooperative and Micro Business Office of Sidoarjo Regency noted that Sidoarjo has 206,745 types of MSMEs spread across 18 sub-districts (Republika Jatim, 2020). Of course, Sidoarjo Regency also has many street vendors who trade on the roadside that there is a center of crowds, traditional markets, tourist markets, squares, and other places. One of them is in Tanggulangin District, Kludan tourist market area, this market is a crowded market visited bylocal people in Sidoarjo and outside the area because it sells local products such as bags, suitcases, and other crafts at affordable prices. No wonder many visit Kludan tourist market to hunt for bags and cheap suitcases. The existence of the market provides opportunities for the surrounding community to make a business along the road around Kludan tourist market. From some of the previous problems, the Sidoarjo Regency Cooperative Office conducted business area mapping activities for Street Vendors in Tanggulangin District of Sidoarjo Regency with the target of Street Vendors in Kludan tourist market area which includes two villages namely Kludan village and Kedensari to create a special area of Street Vendors so thatstreet vendors in the area have new trading places and can reduce problems due to Street Vendors. This policy is based on the Regent's Regulation (PERBUP) of Sidoarjo Regency Number 84 of 2017 concerning the Structuring and Empowerment of Street Vendors. From the results of the mapping there are street vendors and warung whose numbers will be explained in the following diagram:

Figure 1.

Number of street vendor and warung



Based on the picture above it is known that there are 61.62% or a number of 61 street vendor businesses and 38 other business units in the form of stalls with a percentage of 38.38%. A total of 37 street vendors and 30 of this trade around along JL. Raya Kludan – Jl. Raya Wates.While 24 street vendors and 8 other stalls are in the vicinity of the settlement. Based on the above problems, this research will discuss innovative government and collaborative governance in the implementation of Sidoarjo Regency Regent Regulation No. 84 of 2017 concerning the Structuring and Empowerment of Street Vendors (Study on Street Vendors inKludan Sidoarjo Tourist Market).

Literature Review

Collaborative Governance

According to the Merriam Webster Dictionary, collaboration is a cooperative relationship between agencies or tools that were once unable to connect instantly. According to Marshal, (1995) in his book entitled Transforming the Way We Work: The Power of The Collaborative Work Place collaboration is a collaboration in achieving consensus, and breakthrough between actors who collaborate. According to Abdulsyani, (1994) collaboration is a social activity that helps each other and understands each other in order to achieve common goals. Collaboration is a social activity that helps each other in achieving consensus, ownership, and coherence that results in trust, integrity, and breakthroughs between actors in achieving common goals.

In the process of collaboration there is usually a division of tasks that can make it easier for the actors involved to work together. From this task-sharing process, there will be trust, and this trust value that leads to the success of a collaboration. Collaboration is used by the government in the framework of the implementation of public policy and public services in which there are governing activities that can optimize public problems with the presence of actors and interactions between actors involved. Furthermore, the term collaboration in the public sector is called collaborative governance. Ansell & Gash, (2007) defines collaborative governance as a form of government rules in order to create or implement public policies involving more than one actor and there are non-governmental stakeholders in regulating public programs or assets. Collaborative governance is a multi-organizational arrangement in the process of running and facilitating something that cannot be solved by one organization alone. Emerson, Nabatchi, and Balogh define collaborative governance as a process aimed at implementing public goals involving communities outside government actors, public bodies at every level of government, and the private sector in which there is a process of public management and public decision-making.

So, it can be drawn to the conclusion that collaborative governance is a process of public management and public policy making in order to implement public policy in which there isa multi-organizational arrangement, actors outside the government, public bodies at every level, and the private sector to regulate public programs or assets that cannot be solved aloneby the government. Based on the above definition, Ansell & Gash, (2007) has 6 criteria in collaborative governance: (1) Initiator of collaboration forum is the government, (2) The existence of non-governmental factors as actors in collaborative governance, (3) Faithful participants can propose opinions that eventually become a joint decision, so that the decisiondoes not only come from the government, (4) Forum in collaborative governance is formally implemented and collective decisions, (5) Decisions based on consensus are the purpose of collaborative governance forums, and (6) Collaboration focuses on public policy or public policy management.

Innovative Government

The government (public sector) is currently facing a wide range of challenges. While the expectations and demands of citizens (public) to the government (public sector) always increase. On the other hand, if there is something new that can be implemented by others, it

will be the legitimacy of the citizens that their own government is also able to do even better. If such public expectations are not met, then the level of trust in public institutions will decrease. Whereas governments operating around the world are generally faced with several obstacles such as finance, politics, law etc. Rarely can a government easily solve or find a solution to a problem.

The government is required to be more effective and more productive in using the resources at their disposal. In order for effectiveness and productivity to increase, it takes a change in the way things are done/ done. Another challenge for governments is that they can't act alone.Many problems require active participation from citizens if there is to be progress in solving them. For some reason, the public sector is faced with the need to do things differently. That is, do new things and stop the old, think things in new ways and stop thinking in old ways, and organize and cooperate with others in different ways. This is called innovation.

Previous Research

Based on the previous background there are several studies that discuss Innovative Government and Collaborative Governance in the Implementation of East Java Regional Regulation No. 84 of 2017 on Structuring and Empowerment of Street Vendors. Here's an explanation of some of these studies.

The research from Rosyadi et al., (2021) aims to analyze the barriers in public policy faced bySMEs in the creative economy at the local level. This research uses qualitative case study methods and informants are selected with purposive sampling techniques. The researchers collected data through interviews with 15 informants. The informants include local government officials, SMEs and economic activists. The data is analyzed using thematic analysis in qualitative methods. This research shows that the development of SMEs in the creative economy is constrained by the mindset and administrative behavior of local stakeholders who tend to be normative, routine-minded and inflexible. Thus, the administrative capacity of local governments in the creative economy sector has not shown significant support for efforts to improve the competitiveness of the creative economy at the regional level.

Furthermore, research from Pulka et al., (2021) that discusses the moderate influence of the external environment on the relationship between entrepreneurial competence, entrepreneurial orientation, entrepreneurial network, government business support, andMSME performance. The goal of this research is achieved using resource-based display and dynamic capability theory. The results of this study showed that Entrepreneurial Competencies (EC), Entrepreneurial Orientation (EO), and Government Business Support (GBS) directly affect the performance of MSMEs. Surprisingly, the performance of SMEs is not affected by the Entrepreneurial Network (EN). Similarly, the External Environment (EE) significantly moderates the relationship between EC, GBS, and SMEs performance. In contrast, EE has no moderate influence on the relationship between EO, EN and MSME performance.

Research from Gyamerah et al., (2021) discusses whether small and medium-sized enterprises(SMEs) in East Africa benefit from the Belt and Road Initiative (BRI), and how the latter affects internationalization first. This study uses qualitative methods by interviewing 26 respondents from SMEs managers / owners engaged in international activities in "Belt and Road" countries. Samples were selected from four East African countries across three industries. The theoretical framework emerges from the ground analysis of major data theories. The results of this studyshow that BRI as a formal institutional force produces direct or indirect influence on the

internationalization of SMEs. Three main driving forces, namely partnerships, special servicesand innovative support the internationalization of SMEs. In addition, sectoral analysis of similarities and differences in response revealed no remarkable differences in drivers and theimpact of BRI on SMEs in all three industries investigated.

Research from Flynn & Davis, (2016) aims to examine the relationship between companies' experience of small and medium-sized business-friendly policies (SMEs and their participation and success in public procurement. The study used tender frequency variables,success rates in public contract competitions and commercial orientation towards the public sector. It provided survey data from 2,755 SME respondents. The results of this study show that this SME-friendly policy was found to be significant in explaining the success rate and commercial orientation towards the public sector marketplace. This is not significant in explaining the frequency of tenders.

Research from Nicholas & Fruhmann, (2014) will consider the reasons and effectiveness of SMEs support policies in the awarding of procurement contracts for goods and communities. One group of economic justifications for MSME policies stems from the idea that awarding procurement contracts to SMEs encourages innovation, entrepreneurship and so on contributes to job creation, economic growth and can support local and regional developmentfor the benefit of the wider community. The relationship between SMEs, innovation and economic growth is often assumed in the policy making of contract procurement of goods andthe community. While some studies show higher growth rates in smaller companies than larger ones, others show, conversely, that many micro and small businesses, and especially informal businesses, are not actively trying to grow. This research will assess how effective MSME policies are, and question the extent to which they are properly evaluated.

The research conducted by Natasya & Hardiningsih, (2021) aims to analyze the impact of social assistance, tax incentives and the expansion of working capital on the development of small, medium and micro businesses during the Covid-19 pandemic. This research was conducted on small and medium-sized businesses in West Semarang and Central Semarang.The population in this study were small, medium and micro business participants who used tax incentives and got bansos in West Semarang and Central Semarang. Purpose sampling isused to obtain a sample of 269 small and medium-sized businesses, in the period April to October 2020 using the library study method to obtain data on the waiting of 56 tasks every week. Analytical techniques use multi-matched linear regression to test research hypotheses.The results showed

that during the Covid-19 pandemic the distribution of social assistance, tax incentives and the expansion of working capital will affect the development of small andmedium-sized businesses. This research is based on tests conducted through industry attraction theory methods. The results of this study can provide more information to the government to develop ambitious plans for economic protection and recovery plans for SMEsaffected by Covid-19, as well as to evaluate modern MSME business models while maintaining health agreements. Small business strategy, medium and micro businesses.

Research from Dengah et al., (2017) discusses the evaluation of street vendors in Manado City.Street vendors in the city of Manado is an unresolved problem. In its application in the field of street vendors' policy, there are still many obstacles, namely the non-compliance of street vendors to the rules and their less effective implementation. This makes the limit of the policyof street vendors not in accordance with the expected and does not have a positive impact onthe community. The study used Badjuri and Yuwono's theory on aspects of input, process, output and outcome. This research method uses qualitative descriptive by observing, interviewing and collecting data through documents and data analysis techniques using data reduction, data presentation and data verification. The results of this study show that the supporting resources (inputs) of the street vendor's policy are adequate but, in its application (process) in the field of attitude from Satpol PP officials not in accordance with the Regulationof the Minister of Home Affairs No 54 of 2011 concerning operational standards of proceduresof the Pamong Praja Police Unit and often the officers ask for distribution to street vendors in order to sell in the city center. The results (output) of this street vendor control policy makes street vendors feel not benefited by the city government and the community does not feel thepositive impact of this street vendor control policy. The effectiveness of this policy needs to be improved on the values contained in this policy.

Research from Sururi, (2016) aims to analyze public policy innovation in conceptual and empirical perspectives accompanied by various examples of innovative public policy-based implementation from various regions. Public policy innovation as an inevitability in principleand substantively will provide reinforcement in responding to and resolving the problems ofpublic policy that take place in the community. The method used in this study is a qualitativeapproach. The technique conducted by researchers is a survey of academic literature in the field of public policy science to obtain concepts relevant to the study of public policyinnovation. While data collection is done through the search of various sources both from government documents and

mass media coverage, print and electronic as data seconder which is then processed and described in narrative form in accordance with data needs. The result of this research is the existence of public policy innovation efforts that have the dimensions of novelty and usefulness so that it is expected to have an impact on more concrete efforts and build sustainable community participation. Innovation is applied not only to the evaluation of public policy but is applied from the beginning of public policy planning, implementation and evaluation of public policy.

Research from Mirnasari, (2013) describes the innovation of public service UPTD terminal Purabaya-Bungurasih. The results of this study show that public service innovation of UPTD Purabaya-Bungurasih terminal has advantages and disadvantages. The first is leadership witha clear vision, where leadership support is change management, and only through strong leadership support can organizational and cultural issues be addressed. Organizational and cultural challenges are often harder to solve than technical challenges. Second, the preparation of human resources, where human resources are the main content of the sustainability of public service innovation. Because, currently human resources are still the main demands of the government in providing community service. Innovation of UPTD Terminal Purabaya is also inseparable from the existence of human resources. Innovations that are ongoing or thatwill be carried out must have considerations regarding the condition of available human resources.

Research from Endah, (2019) the implementation of street vendors by Satpol PP in CihideungDistrict of Tasikmalaya City. The motivation of this research is the existence of street vendorswho do not understand the rules of a beautiful city, allowing street vendors to freely regulate their merchandise. This research is qualitative. Data collection technique is literature research.Conduct field research through observation and interviews. The data is aggota Satpol PP, Tasikmalaya City Police Chief and street vendor in Cihedeung District.

The results of this study showed that overall, the regulation of street vendors by the pamong praja police apparat was in line with expectations. This is seen from the low understanding of the community towards the implementation of street vendors in a friendly manner, because it aims to improve community partnership and order in accordance with the rules of transaction of the Kh Zaenal Mustofa Road Area. Obstacles that arise, such as the lack of socialization in the implementation of the order, the lack of foster places provided by the local government, and the vagueness of information provided to the government, which leads to the issue of regional peace and order in Tasikmalaya City, No. 11, 2007 regulations lack understanding of vendors. Data collection efforts to guide street vendors, cooperate and provide

information leaflets about sales regulations and rules, so that street vendors do not violate tasikmalaya city regional regulation no. 11 2007 on peace and public order.

Methods

From the discussion that has been presented before, the method used in this study is a qualitative method whose findings are not obtained from statistical procedures. This research method was obtained because of a complex, dynamic, and meaningful social reality. This study describes a phenomenon that occurs fundamentally by adding several research procedures that contain descriptive data by reviewing a case that is at the core of the problem.This research also relies on human development as an important instrument in solving research cases (Abdulllah and Saebani 2014).

This study emphasizes the results of data obtained from the field and written from observations and observations from oral or behavioral, people from phenomena that occur, inthe form of words, images, and not in the form of numbers, where this phenomenon is also more analysis to the subjective aspects of the behavior it examines (Moleong 1989). Literary and empirical methods are classified as literature methods (Sukardi 2003). This research is descriptive, which according to Creswell & Creswell, (2018) is a research method that seeks to explore and understand the meaning that by a number of individuals or groups of people are considered to be derived from social or humanitarian problems. Neuman, (2014) further explained, explaining the purpose of descriptive research as follows:

1. Provide an accurate and detailed picture,
2. Find new data that contradicts old data that has been found before,
3. Create categorization or clarification of the type,
4. Describes a series of steps or stages,
5. Documenting the process or mechanism of causation, and
6. Provide a report on the background or context of the situation.

Results and Discussion

The analysis of discussion in this study will explain about Innovative Government and Collaborative Governance in the Implementation of Sidoarjo Regency Regent Regulation No.84 of 2017 on Structuring and Empowerment of Street Vendors (Study on Street Vendors in Kludan Sidoarjo Tourist Market).

Innovative Government Cycle

Innovative government has a cycle in realizing innovation in the public sector, namely as follows. The cycle phase of problem identification, idea discovery, and drafting proposals haslaid the groundwork for the study of the project implementation of the "Realizing Innovationin the Public Sector". The government (public sector) has carried out a wide range of projects,including innovation projects over the centuries. But realizing innovation in the public sectoris a job that is never easy.

The current economic and political conditions of the world are quite complicated and changing rapidly. Society is in the midst of an extraordinary transformation that tests existing systems and sees how the world works and is managed. Technology is evolving, globalism is accelerating, inequality is growing, demographics are shifting, and climate change is becoming increasingly uncertain, etc., not only disrupting the status quo, but also changing existing prejudices and creating an unknown future.

The government is under enormous pressure over all the problems: the scale of the massive change, the magnitude of the accompanying transformation, the uncertainty of the future, there is clearly no retreat. Complexity is the main picture of a policy's problems. Barriers tendnot to be ready to handle the complexity of problems, so it takes a strong will between countries and individuals to overcome various problems by implementing projects that can make real change. The government needs to embed a new way by implementing innovation projects even with major challenges.

Empirically, policy innovation based on process emphasizes the quality of work processes both externally and internally to make it simpler and more efficient. Empowerment of micro, small and medium enterprises by moving Street Vendors to more viable sales locations is oneof the breakthroughs of the Sidorajo District Cooperative and Micro Enterprises Office. This breakthrough is considered very appropriate to solve the problem of street vendors who sellin the Kludan Sidoarjo tourist market area which in the buying and selling process interferes with the interests of pedestrians on the sidewalk. Then with the new selling place street vendors will be more centralized and can increase their sales.

Relatedness of Implementation with Collaborative Governance

Collaborative governance according to Morse and Stephens (2012) has four stages in the process, namely assessment, initiation, deliberation and implementation. This theory combines several new collaborative governance theories. In the collaborative governance stage according

to Morse and Stephens (2012) there is an implementation stage as a stage to find out how the collaboration process can run well. In this study also used the policy implementation theory model according to Lipsky, (2010) who is a public policy expert engaged in the bottom-up implementation model. There are three stages in the implementation process: relative autonomy from organizational authority, the difference between street-level bureaucrats and managers, and resources for resistance. This research combines the two theories as an analysis knife to see collaborative governance in the implementation of Sidoarjo Regency Regent Regulation No. 84 of 2017 on Structuring and Empowerment of Street Vendors (Study on Street Vendors in Kludan Sidoarjo Tourist Market). To facilitate understanding, the table is presented as follows:

Table 1.

Relatedness of Implementation with Collaborative Governance

No	Policy Implementation	Collaborative Governance	The Role of Collaborative Governance
1	Relative autonomy of theorganization's authority	Assessment: This activity is done to identify at the beginning of the collaboration process, whether this collaboration is needed or not. At this stage the assessment is carried out by identifying actors, Cooperation History, constraints during Cooperation, and institutional identification. Initiation: once it is known that cooperation is needed the next step is to meet between stakeholders, form a working group, and design a work process. In carrying out the work whether street-level bureaucrats ever conduct discretion or not. Deliberation: After succeeding in building cooperation and commitment between stakeholders the next stage is deliberation done by means of deliberation and dialogue between stakeholders to create and explore several alternatives. Implementation: At this stage the collaboration process can be determined whether to be continued or ended if there is a problem that cannot be solved by building a governance structure.	Government Role: ToIdealize, Record andSocialize MSME Empowerment Program through Street Vendors to be placed in a better place. Community Role:Accepting governmentdecisions and participatingin the socialistization ofSMEs empowermentprograms. Private Role: participatingin supporting andevaluating every policy of the government.

No	Policy Implementation	Collaborative Governance	The Role of Collaborative Governance
2	Difference between street- level bureaucrats and managers	Assessment: at this stage the community can see the need in implementing the SMEs Empowerment program. What role does each actor play? Initiation: This stage looks at how street-level bureaucrats build effective work with managers. Deliberation: a type of policy and deliberation focuses on communication built between street-level bureaucrats and managers. Implementation: This stage looks at how the division of labor between street-level bureaucrats and street-level bureaucrat managers with managers	The role of the Government: helping thecommunity in the empowerment of SMEs by means of street vendors, then moving to a new placeof sale with assistance fromthe cooperative service. The role of the community: participate in socializing SMEs empowerment programs to street vendors. Private Role: after knowing the type of policy to be implemented, then private parties who have expertise in the field of SMEs Empowerment programs can participate and play a role in helping the government and thecommunity.
3	Resources for resistance	Assessment: This stage looks at what resources the actorsinvolved have. Initiation: This stage looks at the stages of implementation of the SMEs Empowerment program. Deliberation: this stage looks at conflicts or problems that occur when runningSMEs empowerment programs and how to overcome these conflicts/ problems. Implementation: This stage looks at how monitoring and evaluationis carried out.	Socialization and collectionof SMEs that include street vendors to be moved to their place of sale Role of the community: participate in the successful SMEs empowerment program. Private role: doing the stages of CSR that can support the running of the program.

In the table above it is explained that in the application of collaborative government there are4 stages in the process. Assessment, initiation, deliberation and implementation. In the four stages, the Cooperative and Micro Enterprises Office involves many groups, namely the community, Street Vendors, related government agencies and community leaders.

Implementation of Street Vendor Structuring and Empowerment Program

Before implementing the SMEs Empowerment Policy by moving the selling place of Street Vendors in the Kludan Sidoarjo Market area. The Cooperative and Micro Business Office of Sidoarjo Regency conducted a survey to find out the needs desired by street vendors. The results of the survey showed that street vendors want, suitable locations, facilities with affordable rental prices, can develop businesses, adequate parking, and there are street vendors. Here's the explanation: (1) Appropriate location, based on respondents' opinions regarding expectations if facilitated by new trading places some respondents argue that the expectation if memorized new trading places are suitable locations, including strategic locations, crowded, comfortable, neat, and clean. And there are also those who hope the location is close to home or still in Kludan village or Kendensari village so that transportationto the trading location does not cost a lot of money and a long time. In addition, the trading location is free from flooding, roofed, has a bulkhead or distance between swords one and theother, and can be made like pujasera so that there are many traders with table and chair facilities for visitors that have been provided. (2) Facilities with affordable rental prices, in addition to the location aspect respondents hope that if facilitated a new trading place then it can be provided facilities at affordable rental prices or even free. So that street vendors and stalls can feel at home to trade in a new place because of the facility. (3) Can develop the business, based on the opinion of respondents Some hope that if facilitated a new trading place then it can develop its business so that it is more advanced than previously done mapping. According to respondents, business development can be done by coaching traders and providing capital assistance to traders. Respondents hope not only to be moved to a new location but also given other assistance thatcan help develop the business. (4) The location there is adequate parking space, respondents hope if facilitated by new trading places then what needs to be considered is the location of available and adequate parakeets for both two-wheeled and four-wheeled vehicles, so that the public or buyers can be calm in shopping. (5) Forming a paguyuban, then another hope of respondents if facilitatedby new trading places is to form a new trading place, the hope is that this association can coordinate street vendors and stall traders so as to realize common goals in this new trading place.

Taking into account various aspects and expectations of street vendors (street

vendors and stalls in the Tanggulangin bag center tourist area, the Sidoarjo District Cooperative and MicroBusiness Office considered choosing a location for mapping micro business areas in Tanggulangin Tourist Market Complex, in Kadensari Village. This location is quite strategic close to the highway and is in the Tanggulangin tourist market complex. Precisely this mapping plan in the Indonesian Competition Industrial Development Hall building owned by the Ministry of Industry, but this building is an asset owned by the Sidoarjo Regency government that is on loan until 2023, so it is possible to be used as a mapping place for micro-business areas after 2023.

Some previous explanations explained that the policy of structuring and empowering Street Vendors has conducted Innovative government and Collaborative governance. This is evidenced by the innovation of the government of the Sidoarjo District Cooperative and MicroEnterprises Office to move street vendors' sales to a more viable place. More importantly, this policy overcomes the problems of street vendors and sidewalk cleanliness that was previously used to sell by street vendors. The Sidoarjo Regency Cooperative and Micro Enterprises Officealso collaborated with street vendors to find out the appropriate place for them to resell. In addition, the Cooperative and Micro Business Office of Sidoarjo Regency also needs to cooperate with other agencies to succeed the Structuring and Empowerment program of Street Vendors.

Conclusion

Based on previous discussions, it can be concluded that the Cooperative and Micro Enterprises Office of Sidoarjo Regency has conducted Innovative government and Collaborative governance. This is evidenced by the structuring and empowerment of Street Vendors through how to move Street Vendors to a more viable selling location is one of the breakthroughs of the Sidoajo Regency Cooperative and Micro Business Office. This breakthrough is considered very appropriate to solve the problem of street vendors who sell in the Kludan Sidoarjo tourist market area which in the buying and selling process interferes with the interests of pedestrians on the sidewalk. Then with the new selling place street vendors will be more centralized and can increase their sales. In addition, collaborative governance has four stages in the process, namely assessment, initiation, deliberation and implementation. Where the Cooperative and Micro Enterprises Office has a role to record,

socialize and collaborate with street vendors to find out the appropriate place for them to resell. In addition, the Sidoarjo Regency Cooperative and Micro Enterprises Office in collaborative governance involves the community, Street Vendors, government agencies and community leaders.

References

Abdulllah, B., and B. A. Saebani. 2014. *Metode Penelitian Ekonomi Islam Muamalah*. Bandung: CV Pustaka Setia.

Abdulsyani. 1994. *Sosiologi Skematika, Teori, Dan Terapan.* Jakarta: Bumi Aksara.

Ansell, Chris, and Alison Gash. 2007. "Collaborative Governance in Theory and Practice."*Journal of Public Administration Research and Theory* 18(4): 543–71.

Creswell, John W, and J. David Creswell. 2018. *Research Design Qualitative, Quantitative, andMixed Methods Approaches Fifth Edition*. SAGE Publications, Inc.

Dengah, Junior, Novie Pioh, and Josef Kairupan. 2017. "Evaluasi Kebijakan Penertiban Pedagang Kaki Lima Di Kota Manado." *EKSEKUTIF Jurnal Jurusan Ilmu Pemerintahan*2(2).

Departemen Kebijkan Ekonomi dan Moneter. 2021. "LAPORAN KEBIJAKAN MONETER -TRIWULAN IV 2020." *Bank Indonesia*.

Endah, Kiki. 2019. "Pelaksanaan Penertiban Pedagang Kaki Lima Oleh Satuan Polisi Pamong Praja Di Kecamatan Cihideung Kota Tasikmalaya." *Moderat: Jurnal Ilmiah Ilmu Pemerintahan* 2(3): 867–78. https://jurnal.unigal.ac.id/index.php/moderat/article/view/2758.

Flynn, Anthony, and Paul Davis. 2016. "Firms' Experience of SME-Friendly Policy and Their Participation and Success in Public Procurement." *Journal of Small Business and Enterprise Development* 23(3): 616–35.

Gyamerah, Samuel et al. 2021. "The Belt and Road Initiative and East African Small and Medium-Sized Enterprises: Benefits, Drivers and Particular Sectors." *International Journal of Emerging Markets* ahead-of-p(ahead-of-print).

Lipsky, Michael. 2010. *Street-Level Bureaucracy: Dilemmas of the Individual in Public Services*.New York: Russell Sage Foundation.

Marshal, Edward M. 1995. *Transforming The Way We Work: The Power of The Collaborative Work Place*. American Association Management (AMACOM).

Mirnasari, Rina Mei. 2013. "Inovasi Pelayanan Publik UPTD Terminal Purabaya-Bungurasih." *Kebijakan dan Manajemen Publik* 1(1): 71–84.

Moleong. 1989. *Metodologi Penelitian Kualitatif*. Bandung: Remadja Karya CV.

Morse, Ricardo S., and John B. Stephens. 2012. "Teaching Collaborative Governance: Phases,Competencies, and Case-Based Learning." *Journal of Public Affairs Education* 18(3): 565– 83.

Neuman, W. 2014. *Social Research Methods: Qualitative and Quantitative Approaches Seventh Edition*. Assex: Pearson Education Limited.

Nicholas, Caroline, and Michael Fruhmann. 2014. "Small and Medium-Sized Enterprises Policies in Public Procurement: Time for a Rethink?" *Journal of Public Procurement* 14(3):328–60.

Pulka, Buba Musa, Azahari Ramli, and Armanurah Mohamad. 2021. "Entrepreneurial Competencies, Entrepreneurial Orientation, Entrepreneurial Network, Government Business Support and SMEs Performance. The Moderating Role of the External Environment." *Journal of Small Business and Enterprise Development* ahead-of-p(ahead-of-print).

Rosyadi, Slamet et al. 2021. "Barriers of Public Policy Faced by SMEs of Creative Economy inIndonesia." *International Journal of Law and Management* ahead-of-p(ahead-of-print).

Sukardi. 2003. *Metodologi Penelitian Pendidikan Kompetensi Dan Praktiknya*. Yogyakarta: BumiAksara.

Sururi, A. 2016. "Inovasi Kebijakan Publik (Tinjauan Konseptual Dan Empiris)." *JurnalSawala* 4(3): 1–14.

The Impact of Toll Road Infrastructure Development Policy in Cipali for Social Economic Changes in The Majalengka District

Entang Adhy Muhtar[1], Darto Miradhia[2],

Rd. Ahmad Buchari[3], Riki Satia Muharam[4]

[1,2,3,4] Departement of Public Administration, Faculty of Social and Political Science, Universitas Padjadjaran, Indonesia (email: entang.apunpad@gmail.com)

Abstract

The toll road development policy of Cikopo-Palimanan tends to have an impact on changes in the social and economic conditions of the people targeted and outside the development target. On the other hand, the impact on the economy includes how employment patterns, business growth, and investment. Therefore in this study it is important to analyze How the Impact and Strategy of the Infrastructure development of the Cipali toll road generated in Majalengka District. The research method used was descriptive qualitative method with the determination of informants. The results of the study are that the impact of toll road infrastructure development on socio-economic changes, especially in mapping in Majalengka Regency with 3 research locations, in general, the changes lead to positive changes, this can be seen from economic growth above 6% per year, the industrial sector and investment are growing very rapidly, there is stretching of the economy, especially the informal sector which is increasingly dynamic. However, it is recognized that in some sectors of infrastructure development it does not necessarily mean that the community will immediately feel the benefits.

Keywords :

impact of policies; infrastructure development; socio-economic change

Introduction

Infrastructure development in West Java, especially toll roads is needed to reduce congestion on the Pantura Line and to increase the distribution of goods and services, especially in areas with high levels of development, in addition to the existence of toll roads, it can turn the region into an economic center. Toll road infrastructure plays a very important role in supporting economic, social, cultural, community unity and unity in terms of interacting, and binding and connecting between regions in Indonesia. Toll road infrastructure is also a facility that connects production sources, markets and consumers.

Majalengka Regency is one of the areas affected by the construction of the Cipali Toll Road (Cikampek-Palimanan). There are at least 180,629 square meters land acquisition in five sub-districts in Majalengka Regency, namely in Sumber Jaya, Kertajati, Dawuan, Jatiwangi, and Ligung Districts. The construction of the Toll Road of Cipali is undeniably having an impact on the existing socio-economic conditions in the future on the area around the toll road. One of them is Majalengka Regency, as one of the areas affected by development.

This development policy can have an impact on the social and economic conditions of the people who are the target of change as well as people who are beyond the target. Social impacts are enjoyed directly by the people who have been relinquished their land and relocated due to toll road construction, that is, concerns about unmet aspirations that their welfare will not be fulfilled in the future. On July 3, 2016, there was a vertical conflict between the community and the government, there were still 50 residents from Jatiwangi and Sumberjaya Districts who rallied in the Rest Area KM 166 to demand proper compensation, they were not yet willing to accept compensation because the value offered by the government was too low.[14] This shows that land acquisition by the government is considered not fulfilling a sense of justice for the affected communities. On the other hand, the impact of infrastructure development also occurs in changes in social life of the people related to urbanization, changes in values, social behavior, and community participation.

Economically it has an impact on changes in labor patterns, business opportunities, and the growth of industries that cannot be avoided anymore. The transfer of land functions from community housing and agriculture to toll roads has made the entry of investors to develop business in the industrial sector, so it can change the livelihoods of people who were farming to factory workers or small and medium businesses (SMEs). Accordingly, the development of industries tends to be followed by investment in property in the form of housing for workers.

The impact of development on the economic sector will be utilized in the future by the community in Majalengka Regency, it can be seen from the level of investment that will increase, because currently Majalengka Regency has become one of the regions in West Java

[14]http://www.pikiran-rakyat.com/jawa-barat/2016/07/03/aksi-demo-di-tol-cipali-warnai-arus-mudik-373764 (diakses pada 28 Maret 2017, 01.36 WIB)

that is considered to have the ideal potential for investment, especially from manufacturing and textile industry sector.

With various developments including toll roads, in Majalengka Regency, many factories originating from Karawang, Bekasi, Cikarang and Bandung have relocated their businesses to the Majalengka area. Usually, these factories are built on land located in the northern region, or close to the Cipali Toll road. The construction of these factories is spread from the Districts of Dawuan, Palasah, Kasokandel, Kadipaten, Ligung, and Sumberjaya. This can be seen based on the Neighborhood Association or Community Association in Majalengka Regency in 2016, the northern area of Kadipaten, Jatiwang and Sumberjaya Districts will be used as industrial areas, while in the southern areas they will be used as agro-industry and water catchment areas. The potential for growing investment in the industrial sector in Majalengka Regency cannot be separated from the ease of access to land transportation to accelerate the distribution of goods and people to the industrial area. However, industrial development is also expected not to take the planned agricultural land in the Neighborhood Association or Community Association in Majalengka Regency, given that most of the residents' livelihoods are as farmers.

In addition to the industrial sector, development also has the potential to increase business in the property sector and small and medium businesses. Investment and business in the property sector can increase along with the growth of the industrial sector, because there will be an increase in population around the industrial area. In addition, small and medium businesses in the local population can also increase. Local entrepreneurs can take advantage of the rest area that has been built in km 166 and km 170, where local entrepreneurs can market local products in the form of opening a culinary shop, restaurant and even working in the area.

Impact of Infrastructure Development Policy

Analysis of policy impacts is included in the objectives and scope of evaluation studies, as revealed by Weiss (1972), Wibawa (1994) and Anggara (2014). Weiss (1972: 4), Dunn (1998), states that the purpose of evaluation analysis is more on measurement effects and impacts of a program / policy on society. Measuring the effect of a policy on people's lives is to compare conditions between before and after the policy.

Soemarwoto in Giroth (2004: 12) said that the impact is a change that occurs as a result of an activity. Furthermore Soemarwoto explained that "these activities can be natural, in the form of chemical, physical or biological, can also be carried out by humans in the form of environmental impact analysis, development, and planning. The impact can be biophysical, social, economic and cultural".

Meanwhile according to Anggara (2014: 280) the impact is a change in physical or social conditions as a result of policy output. The effects produced by an intervention program in the target group and the extent to which these effects are able to cause new behavioral patterns in the target group (impact). The results generated by a program intervention in the target group, both as expected and which are not able to cause new behavior in the target group (effects).

Dye, Anderson, Lester and Stewart in Winarno (2007) and Anggara (2014) revealed that basically the impact of a public policy has several dimensions, and all of which must be taken into account in discussing evaluation. There are five dimensions of a policy impact according to Dye in Winarno (2007: 232-235) and Anggara (2014: 281), namely:

a. The impact of policy on public matters and the impact of policy on the people involved. As such, targets in public policies that are expected to be influenced by policies must be limited, and the expected impact of policies must be determined from the beginning of public policy
b. The policy may have an impact on circumstances or groups outside the policy goals or objectives than previously thought by policy makers.
c. Policy may have an impact on current and future conditions which will affect both the target group and those outside the target.

Impact of toll road infrastructure development policies, related to the process not only will have an impact on changes in natural conditions, but will also have consequences for the socio-economic conditions of the surrounding communities. According to Salim (1979) in Trilaksono (2010: 12) the development process gives rise to mobility so that one community group is connected, sometimes it can even collide with other groups, and also collides with social values with one another. Large projects have the ability to cause shock and imbalance in the social environment. Both development with large leaps and large project development both affect the social environment.

Furthermore, Salim (1979) in Trilaksono (2010: 9) argues that the nature of development also aims to cause diversity and diversification in the economic activities of society such as the development of the agricultural, industrial, mining, services and others. But it is not possible to forget the environmental balance.

There are a number of problems that can be identified:

1. The construction of toll road infrastructure cannot always be enjoyed by all stakeholders, but there is often a widening social economic gap.
2. Infrastructure development policies on the one hand cause diversity in economic diversification of the community, but on the other hand also lead to environmental degradation that is not conducive.
3. The development process gives rise to mobility so that one community group is related, sometimes even clashing with other groups, which can cause shock and imbalance in the social environment.
4. Strategy Infrastructure development policies are seen more in terms of physical environmental impacts, whereas the socio-economic environmental impacts are far more complex and long-term.

Methods

Development and social problems require research approaches that can help researchers understand the phenomena associated with these problems. Creswell (2010: 1) suggests the qualitative approach as follows: *"This study is defined as inquiry of understand a social a human problem, based on building a complex, holistic picture, formed with words reporting detailed views of informants, and conducted in a natural setting".*

By looking at the phenomena studied about the impact of infrastructure development policies so unique and complex, in this study using qualitative methods. Qualitative methods aim to understand and interpret the meaning of a phenomenon that occurs, to then be analyzed and attempt to explain the phenomenon with the images that the author is given an assessment. Thus in the end the researcher can give meaning to the results of research in depth.

To analyze the impact of infrastructure development policies, the authors use primary and secondary data related to the problem. The data collection techniques used in this research are library research and field research.

1. Library Research

   Literature study conducted by researchers is by examining, reading, searching and comparing various theoretical sources of literature such as books, journals, or relevant studies.

2. *Field Research*

a. Observation is a technique of collecting data and information by directly observing objects

b. Researched in this observation are researchers involved or participating directly in the activities of the subject being observed.

c. Interview is an information data collection technique by conducting in-depth in-depth interviews with asking direct explanation from the parties involved and those who have competent.

The informant will be used as a source of information with the consideration of the author to determine the informant in this study is:

1. The authority possessed by the informant
2. Considered to have a lot of information and decent
3. Having a relationship both individually and agencies

Informant includes Head of regional revenue Agency, Head of Bina Marga da Cipta Karya, Social Service, Investment and Integrated Services Office, Tourism Office, PBS Majalengka District, Transportation Department, Regents, village heads and community leaders as well as business actors and other related parties.

Data analysis

1. Analysis is carried out using the triangulation method by checking and cross-checking the information received to see similarities and alignments, as well as differences.
2. The results of the triangulation are then arranged into a descriptive summary, by looking at the similarities and differences of opinions and views in the community, complemented by problem analysis, needs assessment and potential analysis

3. After the description of the analysis is compiled, then conclusions will be drawn

Results and Discussion

To illustrate the mapping of socioeconomic conditions by using surveys and informal meetings such as; community free time, in community workplaces and other informal places. Mapping socioeconomic conditions aims to map the socioeconomic conditions of a community in a particular area which is useful to describe in general the existing conditions after the construction of infrastructure of the Cipali-toll road. Concrete results from mapping are data and information about the socio-economic conditions of local communities in the dynamics of life due to the influence of road infrastructure development.

According to Robert Chamber (1992) social mappping is the process of collecting and describing (profiling) data and information, including the potential, needs and problems (social, economic) of the community. In principle, socio-economic mapping is the collection of information related to the research theme, by exploring relevant data. Furthermore Edi Suharto, (2010) said it should be noted that there are no rules and even a single method that is systematically considered to be the most superior in conducting social mapping (economic).

Table 1.

Mapping Socio-economic conditions

Social Economic Conditions	**District and Village**		
	Village of Bongas Wetan-Disctrict of Sumberjaya	**Village of Kadipaten-Disctrict of Kadipaten**	**Village of Argalingga-Disctrict of Argopura**
SOCIAL			
Urbanization	High	High	Low
Society participation	Still exists, has shifted	Still exists, has shifted.	Still exist, has not changed much
Change in values - norms	Influenced by immigrants, but still local values still exist	Influenced by population mobility, but local values still exist	Changes in value have not been felt, only people are still slow in responding to changes, local values still exist
Education access	Still not optimal	It is sufficient	Still not optimal
Health Access	Still not optimal	It is sufficient	Enough and still adequate

Social conflict	High, because of inappropriate replacements and lack of empathy for migrants	Social conflict is relatively under control, because of business problems	Low social conflict, still quite harmonious in society
Government Support	Supporting and responsive	Quite supportive	Very supportive and responsive
ECONOMY			
Industry	Growing very fast	Less developed, due to lack of land	Large industries have not yet entered, agro industry opportunities are wide open
Transportation Accessibility	With the toll exit from Sumberjaya, access to transportation is much better	Exit of kertajati toll road and connectivity with other regions (south), so the Kadipaten is often jammed	Access to transportation is still not optimal, especially towards the center of agricultural products and tourism
Agriculture and Fisheries Sector	The agricultural sector has shifted to industry (agricultural land is decreasing significantly)	The agricultural sector is relatively stable	The agricultural sector is the mainstay, especially for vegetable products
Job opportunities - HR	Very open with the growth of the industry, more exploited by migrants. HR is generally not able to compete (still limited skills).	More job opportunities in the trade sector, and with the toll road provide wider access, especially culinary. HR has not been able to compete in developing innovation	Job opportunities, agriculture and tourism, even the population are not interested in the new industrial sector. HR is still unskill in the service sector in agriculture in terms of production, but it's still limited in marketing capabilities.
Markets	Access to markets is still not rapidly developing	As a trade center, developing rapidly. Only concentrated in certain areas (has not yet spread, traffic jam)	The market is still in the agricultural sector, is still limited, related to access to transportation and sent to other regions.
Tourism object	Undeveloped	Start to develop (culinary)	The world of tourism is very potential to be developed, especially agroindustry, beautiful and enchanting natural panorama.

Based on the mapping above, it appears that the socio-economic condition of the community after the construction and operation of the toll road is felt by a more dynamic

change. This can be seen from the economic growth above 6% per year, the industrial sector and investment are growing very rapidly, there are stretching of the economy especially the informal sector which is increasingly dynamic.

Conclusion

The impact of toll road infrastructure development on socio-economic changes, especially in mapping in Majalengka Regency with 3 research locations, namely Bongas Wetan Village of Sumberjaya Subdistrict, Kadipaten Village of Kadipaten Subdistrict, Argalingga Village of Argapurapada Sub-District that generally the changes that occur lead to positive changes. , this can be seen from the economic growth above 6% per year, the industrial sector and investment are growing very rapidly, there is stretching of the economy, especially the increasingly dynamic informal sector. However, it is recognized that in a number of infrastructure development sectors, the community does not immediately feel the benefits, even if there is a change, especially social changes tend to be slow, such as labor absorption in the industrial sector, urbanization, the entry of new values brought by migrants who tend to less attention to local values, social interaction that tends to be more open. This is because Majalengka Regency has long been in an isolated atmosphere so that the changes are still partial. By looking at the results of the mapping, that socio-economic changes from the impact of infrastructure development on 3 locations (villages) in 3 districts have similarities and differences, but generally are positive, especially towards changes in the community's economy.

References

Agustino, L. 2014. *Fundamentals of Public Policy.* Bandung: Alfabeta.

Anggara, Sahya. 2014. *Public policy.* Bandung: CV Pustaka Setia.

Central Statistics Agency of Majalengka Regency: Majalengka Regency in Number 2016.

Becker, Henk A dan Frank Vanclay. 2003. *The International Handbook of Social Impact Assessment: Conceptual and Methodological Advances*. Cheltenham, UK ; Northampton, MA: Edward Elgar.

Bungin, Burhan. 2011. Qualitative Research. Jakarta: Kencana Predana Media Group.

Creswell, John. 2010. *Research Design of Qualitative, Quantitative and Mixed Approaches*. Yogyakarta: Pustaka Pelajar.

Deputy for Facilities and Infrastructure of the Ministry of PPN / Bappenas RI: Regional and Inter-Regional Infrastructure Connectivity 2014.

Giroth, Lexie M. 2004. *Education andCivil Service Professional: Publik Policy Studies, Good Governance and Performance Driven Pamong Praja*. Sumedang: STPDN Press.

Miles, M. B. dan Huberman, A. M. 1992. *Qualitative Data Analysis: A Book of New Methods*. Jakarta: UI Press.

Moleong, Kexy J. 2009. *Qualitative Research Methodology. Bandung*: PT. Remaja Rosdakarya.

Nugroho, Riant. 2009. *Public Policy.* Jakarta: PT Elex Media Komputindo.

Republic of Indonesia, Government Regulation Number 15 of 2005 concerning Toll Roads

Todaro, Michael P dan Stephen C Smith. 2006. *Economic Development: Ninth Edition*. Jakarta: Publisher Erlangga.

Winarno, Budi. 2007. *Public Policy, Theory and Process*. Jakarta: Media Pressindo.

Evaluation of Smoke Free Area Policy in Enrekang Regency

Nawir Rahman[1], Risma Niswaty[2], Afridha Noor Pewara

[1]Departement of Economic Education, Postgraduate Program, STKIP Pembangunan Indonesia
(email: nawir.rahman05@gmail com)
[2]Universitas Negeri Makassar

Abstract

Public policy evaluation is a process of activities that are planned to assess the overall effectiveness of the program and it is deemed necessary to make changes to policies that have been carried out in order to achieve objectives. The objectives of this study are (i) How is the performance of the smoke-free area policy in Bone-bone village, Baraka sub-district, Enrekang district? (ii) What is the determinant factor in implementing the smoke-free area policy in Bone-bone village, Baraka sub-district, Enrekang district? This type of research is a descriptive study with a qualitative research design. Data collection techniques are carried out through observation, interviews and documentation. The data analysis technique used consists of data condensation, data presentation and drawing conclusions.The results of this study indicate that (i) the performance of the smoke-free area policy in Bone-bone village, Baraka sub-district, Enrekang district is quite effective, judged by the policy evaluation indicators by William N Dunn including effectiveness, efficiency, adequacy, leveling, responsiveness, and leveling. (ii) the determinant factors of the application of smoke-free areas, namely the existence of a leader or agent, a religious community, and the existence of sanctions.

Keywords:

evaluation; policy; smoke-free areas

Introduction

The development of a nation can be seen from the progress of a region. The health aspect is one of the indicators of its success, because without health the implementation of comprehensive national development will not materialize. Indonesia is the country with the third highest number of smokers in the world after China and India. Based on the 2018 Basic Health Research (Riskesdas) data, the prevalence of smokers over the age of 15 reached 33.8% and the population aged 10-18 years increased from 7.2% in 2013 to 9.1% in 2018. Government efforts to formulate various regulations and policies that can be implemented in overcoming the effects of the dangers of smoking include, through Law Number 36 of 2009 concerning Health. Article 115 paragraph 2 states that local governments are obliged to establish smoking-free areas in their areas. Smoking-free areas (KTR) are spaces or areas that are

declared prohibited from carrying out smoking activities, producing, selling, advertising, promoting and or promoting tobacco products (n.d.)

The impact of smoking on public health and the environment was followed up by the regional government of the province of South Sulawesi by issuing Governor Regulation Number 1 of 2015 concerning No Smoking Areas (n.d.) and continued by Regional Regulation of Enrekang Regency Number 2 of 2009 concerning Regional Health Systems (n.d.)

Bone-bone Village, Baraka District, Enrekang Regency is one of the villages that implements a smoke-free area policy. The background to the idea of a smoke-free village program originated from the concerns of the village head who was then held by Muhammad Idris, who discovered the fact that 70% of its residents were smokers before the implementation of the smoke-free area regulations. Not only by adults but also by children aged 6-12 years. There is a main objective, namely for development, at first the village head, Pak Idris, examines the problem of smoking from an economic, health and educational perspective.

Seeing this concern, Bone-bone Village Regulation No. 1 of 2009 concerning Non-Smoking Areas, in which a policy issued by the Bone-bone village government prohibits Bone-bone villagers and people from other areas to smoke, sell, and advertise cigarette / tobacco products in the Bone-bone village area, (n.d.)

As is well known, this Bone-bone village regulation applies not only to Bone-bone villagers, but also to immigrant guests. However, the facts that are found today are that there are still a handful of people, both Bone-bone villagers and immigrant guests, who deviate from this. Various reasons emerged when asked for information, namely they did not know about the prohibition of smoking (newcomers), then the smoking habit was difficult to get rid of, and also because the temperature in Bone-bone Village was quite cold, thus provoking their desire to smoke to warm their bodies. even though the village government has imposed sanctions on community members who violate the regulations. This is evident from reports of several Bone-bone villagers who found newcomers who smoked.

From the explanation described above, evaluation is needed to determine the extent of the success rate of the smoke-free zone policy. Where in evaluating a policy it is necessary to look at the problems that arise in its application and then linked and measured with indicators of policy success. According to Winarno (2005), the term policy may be used

broadly as in "Indonesian foreign policy", "Japanese economic policy", and / or it may also be used to become something more specific.

Thomas R. Dye in (Winarno, 2016, p. 19), "public policy is whatever the government chooses to do and not do". Dye's limits may be considered rather precise, but they are still insufficient to make a clear distinction between what the government decides to do and what the government actually does. As for Wibawa (Andi Cudai Nur et al., 2020, p. 84), policy implementation is the embodiment of decisions regarding fundamental policies, usually contained in a law, but can also take the form of important executive instructions or legislative decisions.

The public policy process can be more easily understood if it is examined step by step. This is what makes public policy "colorful" and its studies so dynamic. Speaking of the public policy process Dunn (2003, p. 25) describes the public policy stages of formulation; problem; forecasting; recommendation; monitoring; and evaluation.

Dunn explains the stages of public policy from problem formulation, forecasting, recommendations, monitoring and evaluation.

1) Problem Formulation. Problem formulation can supply policy-relevant knowledge that questions the assumptions underlying the problem definition and enters the policy-making process through agenda setting. Problem formulation can help uncover hidden assumptions, diagnose causes, map possible goals, combine conflicting views and design new opportunities.

2) Forecasting. Forecasting can provide policy-relevant knowledge about problems that will occur in the future as a result of taking alternatives, including not doing something. This is done in the policy formulation stage. Forecasting can test the plausible, potential, and normatively valuable future, estimate the consequences of existing or proposed policies, identify possible constraints that will occur in achieving goals, and estimate the public feasibility (support and disposition) of various options.

3) Recommendations. Recommendations generate policy-relevant knowledge about the benefits or costs of various alternatives whose future consequences have been estimated through forecasting. This helps policy makers at the policy adoption stage. Recommendations help estimate the level of risk and uncertainty, identify externalities and multiple effects,

determine criteria for making choices, and determine administrative responsibility for policy implementation.

4) Monitoring Monitoring provides policy-relevant knowledge about the consequences of previously taken policies. This helps policy makers at the policy implementation stage. Monitoring helps assess the level of compliance, find unintended consequences of policies and programmes, identify impediments and impediments to implementation, and locate the responsible parties at each stage of the policy.

5) Evaluation. The evaluation produces policy-relevant knowledge about the discrepancy between the expected policy performance and what is actually produced. So this helps policy making at the policy assessment stage of the policy making process.

Public Policy broadly includes the stages of policy problem formulation, policy implementation and policy evaluation. The process of making public policy is a complex process because it involves many stages and variables that must be studied. Some political experts who are interested in studying public policy divide the processes of public policy making into several stages.

Policy implementation is basically how the government works or the process carried out by the government to make policies produce the planned conditions. Van Meter and Van Horn in (Mulyadi, 2016, p. 47) stated that policy implementation is an action taken by the government and private sector, both individually and in groups intended to achieve goals. It can be concluded that policy implementation is a process carried out by actors so that policies get results in accordance with the objectives and plans.

Policy evaluation is an activity that involves an estimate or an assessment. Evaluation is seen as a functional activity. This means that evaluation is not only carried out at the final stage but for the entire process of program activities. Nawawi (2009, p. 155), states that "evaluation is an activity to assess or see the success or failure of an organization or work unit in carrying out the tasks and functions assigned to it". Evaluation is carried out in order to ascertain the achievement of results, progress and obstacles encountered in implementing the strategic plan which can be assessed and studied to become a reference for future improvements. In his study of social theory, Boyle in (Malwa, 2019, p. 47).

A public policy cannot be removed just like that. Policies need to be monitored, and one such monitoring mechanism is the "Cultural evaluation". A. Cudai Nur, et al (2020, p. 105), argue that evaluation is the final stage of a policy process, and if it is deemed necessary, changes to the policies that have been made can be made. The main purpose of the evaluation is not to blame but to see how big the gap is between the achievements and expectations of a public policy. Evaluation aims to find shortcomings and then cover up the shortcomings.

Specifically, Dunn (2003) developed three approaches to evaluating policy implementation, namely pseudo evaluation, formal evaluation, and theoretical decision evaluation. For more details, it will be described as follows, pseudo evaluation; Formal evaluation; Decision theoretic evaluation. Overall policy implementation is evaluated by measuring program output based on policy objectives. The output of the program is seen through its impact on the intended targets, both individuals and groups as well as the community. The output of policy implementation is change and acceptance of change by both target groups and non-target groups, Akib in (Simatupang and Akib, 2011).

Preparation of the policy implementation process so that a policy can achieve the desired goals must utilize existing resources, involve people or groups of people in implementation, interpret policies, programs implemented must be planned with good management, and provide services and benefits to the community. Regarding the factors that influence the implementation of a program's policy, G. Shabbir Cheema and Dennis A. Rondinelli in (Subarsono, 2008, p. 101) argue that there are factors that influence the implementation of decentralized government program policies. These factors are:

1) Environmental conditions. The environment greatly influences the implementation of policies, which means this environment includes the socio-cultural environment as well as the involvement of program recipients.
2) Relationships between organizations. In many programs, the implementation of a program requires support and coordination with other agencies. For this reason, inter-agency coordination and cooperation is needed for the success of a program
3) Organizational resources. For program implementation Policy implementation needs to be supported by both human resources and non-human resources.
4) Characteristics and abilities of implementing agents What is meant by the characteristics and abilities of implementing agents are the bureaucratic structures,

norms, and patterns of relationships that occur in the bureaucracy, all of which will affect the implementation of a program.

Meanwhile, according to James Anderson in (Suntoro, 2015, p. 79), there are several factors that influence policy implementation, namely:

1) There is a concept of selective non-compliance with the law, where there are several laws and regulations or public policies that are less binding on individuals.
2) Because community members are in a group or association where they have ideas or thoughts that are not in accordance with or contrary to legal regulations and the wishes of the government.
3) There is a desire to seek profit quickly, including members of the community who tend to act by cheating or by violating the law.
4) There is legal uncertainty or unclear "size" of policies that may conflict with each other, which can be a source of people's non-compliance with laws or public policies.
5) If a policy is sharply opposed (contrary) to the value system adopted by the wider community or certain groups in society.

To be able to judge whether a public policy is successful or not in its implementation, there are experts who express their opinions from different points of view. In this case, to produce information on policy implementation, several different indicators are used to evaluate the implementation of the policy. According to Dunn in (Hariyanto, 2017, pp. 52–54), there are six criteria that can be used to assess a successful or unsuccessful performance, namely: 1) effectiveness, 2) efficiency, 3) adequacy, 4) smoothness, 5) responsiveness , and 6) accuracy. So researchers use Dunn's policy evaluation theory because Dunn's theory is more relevant to research to be carried out by researchers, namely the indicators or evaluation criteria that include these six indicators.

Methods

The research method used is descriptive using a qualitative approach that prioritizes the depth of data, then assesses and interprets it. The location of this research is located in Bone-bone village, Baraka sub-district, Enrekang district. Sources of data in this study include

primary and secondary data sources. The data collection instruments in this study were observation, interviews, and documentation. The informants in this study include, namely the Head of Bone-bone Village, influential community leaders in the Bone-bone village, health workers, youth leaders, cigarette sellers, and housewives. The data analysis technique used in this research is the qualitative analysis used by researchers as suggested by Milles Huberman & Saldana (2014, pp 31–33) namely Data Condensation, Data Presentation, Conclusion Drawing and Verification.

Results and Discussion

Evaluation of the Non-Smoking Area Policy in Bone-bone village, Baraka sub-district, Enrekang district. Policy making, of course, to achieve certain goals, it is not uncommon for environmental factors to make the goals to be achieved not in line with expectations. Evaluation then becomes indispensable to assess the performance of a policy. Policy evaluation has an important role in providing feedback on what is happening in a program/practice/technology related to a policy.

Boyle in (Malwa, 2019, p. 47) argues that evaluation is carried out to be able to ascertain the achievement of results, progress and obstacles encountered in implementing the strategic plan that can be assessed and studied to become a reference for future improvements. Policy evaluation is an activity related to estimation or an assessment. Evaluation is assessed as a functional activity, meaning that evaluation is not only carried out at the final stage but also for the entire process of program activities.

1) Effectiveness

Campbell J.P in (Saragih, 2017) explains that the measurement of the effectiveness of a policy can be seen by the success of targets, where the measurement of effectiveness is viewed from the point of view of achieving goals, where the success of an organization must consider not only organizational goals but also the mechanism for maintaining goals. In the research results, the KTR policy had a positive impact on health, economic, and education aspects for the Bone-bone community.

Atmawikarta (2009) argues, at a macro level a population with a good health level is an important input for reducing poverty, economic growth and long-term economic development. On the health aspect, Village Regulation Number 1 of 2009 concerning

Smoking-Free Areas has a positive impact on health conditions in which people with ARI from year to year have decreased:

Table 1.

Levels of Patients with Ispa in Bone-bone Village

Year	Ja	Fe	Mar	Apr	Mei	Jun	Jul	Agu	Sep	Okt	Nov	Des	Tot
2011	7	7	4	5	7	3	2	15	0	1	16	6	73
2012	2	2	15	5	1	0	3	2	1	14	21	-	66
2013	12	3	5	1	0	6	8	8	11	7	7	-	68
2014	-	-	3	-	8	3	6	2	9	2	1	5	36
2015	-	-	3	-	-	-	-	-	-	-	-	-	3
2016	-	1	-	2	-	-	-	-	-	-	-	-	3
2017	-	1	-	-	-	2	-	-	-	-	-	-	3
2018	-	1	-	-	-	-	-	-	-	-	-	-	1
2019	-	-	-	-	-	-	-	-	-	-	-	-	0
2020	-	-	-	-	-	-	-	-	-	-	-	-	0

Source: Village Health Post (POSKESDES) Bone-bone 2011-2020

The table above can be explained that people suffering from ARI from 2011-2020 experienced a decline. Most patients with ARI suffered in 2011 as many as 73 people and experienced a drastic decline entering 2015 and until 2020 there were no residents who were recorded as having ISPA.

Economic Aspects, the economy basically influences the education and development of an area. Prathama and Mandala in (Iskarno et al., 2014) emphasize that without economic growth, there will be no increase in welfare, productivity and income distribution in a country.

Bone-bone community thinks smoking is harmful. Both in terms of health and economy. The economic condition of the Bone-bone village community before the smoke-free area was implemented can be said to be mediocre. The smoke-free zone policy has a good impact on most of the economic conditions of the community. Especially housewives who have a better understanding of the financial condition of their family really feel the benefits after their family members stop smoking. For them, the daily necessities of life and the costs for children's education are sufficient. Likewise for cigarette sellers, who argued that selling cigarettes in Bone-bone village did not bring any profit because most residents chose to go into debt and it took a long time for them to return their capital. Until now, many people have built houses, renovated houses, and also owned vehicles after leaving the smoking habit.

From the aspect of education, education has a major influence on the development of an area. According to (Harsono, 2011) education is the process of changing the attitudes and procedures of a person or group of people in an effort to mature humans through teaching and training efforts.

The smoke-free area policy brought a good change for the people of Bone-bone village, where before the implementation of the smoking ban, many children smoked at an early age and eventually dropped out of school. After implementing a smoke-free area, the condition of education in Bone-bone village has increased from year to year to the level of education from 2009-2020. The number of people completing college is increasing. Currently there are no children who are not in school for reasons of cost. Parents are more able to pay for their children's education so that it triggers the children's enthusiasm to go to school, of course, with more decent clothes. even many of them go to school to a higher level.

From the health aspect, health is an indispensable human capital in supporting economic development. This is because health supports increasing work productivity. The people of Bone-bone village are starting to feel the impact. Where before the implementation of the smoke-free area, many people complained because of shortness of breath, easily tired in activities, coughing, and Respiratory Tract Infections (ARI). Both from the parents to the baby. This is caused because people who smoke not only harm themselves but also others who are exposed to cigarette smoke. This is evident from the data obtained from the Bone-bone POSKESDES.

The following is a table of educational conditions in Bone-bone village:

Table 2.

Education Level in Bone-bone Village

Year	Pre-school	Elementary	Junior High School	Senior High School	Diploma/ Graduate
2009	158	107	235	269	16
2010	165	110	232	274	21
2011	158	102	246	286	25
2012	166	105	216	310	28
2013	160	98	245	303	29
2014	164	95	220	338	32
2015	160	91	237	332	38
2016	155	82	247	344	38
2017	148	65	268	355	39
2018	142	67	272	369	40

2019	152	65	277	370	41
2020	149	60	292	381	43

Source: Bone-bone village office, 2009-2020

In the economic aspect, the economic condition of the people of Bone-bone village before the implementation of a smoke-free area can be said to be mediocre. With a livelihood as a farmer who does not have a fixed income. If it is added to the habit of smoking which drains the family's expenses, the daily necessities of life and the children's school fees will stagnate. Because every expenditure to buy cigarettes can be up to forty thousand to fifty thousand per day, and if multiplied in a period of one week, month, even per year, the expenditure will be very clear. In addition, cigarettes indirectly greatly affect the economic condition of rural communities, this can be seen from the income or performance of people who tend to be weak or less at work when they are still smoking, compared to when they have stopped and stay away from smoking.

The policy of a smoke-free area has a good impact on most people's economic conditions. In particular, housewives who are more aware of their family's financial condition really feel the benefits after their family members stop smoking. For them, their daily needs and the cost of their children's education are fulfilled. Likewise for cigarette sellers, who think that selling cigarettes in Bone-bone village does not bring any profit because most people choose to borrow and it takes a long time for them to get their capital back. Until now, many people have built houses, renovated houses, and also vehicles after quitting smoking.

2) Efficiency

Efficiency refers to how much effort is needed to produce a level of effectiveness. The efforts made by the village government are to conduct socialization and supervision. The form of socialization carried out by the Bone-bone village government consists of two, namely direct socialization and indirect socialization.

Socialization according to (Herdiana, 2018) is a process that is carried out after a policy is made and carried out before the policy enters the implementation stage. Direct socialization was carried out by the Bone-bone village government by holding counseling regarding the impact of smoking which was carried out face-to-face, namely holding meetings at the mosque. The socialization carried out by the village government does not immediately prohibit smoking, but is carried out in stages. Initially, the community was only prohibited from smoking in public places, then it was continued by prohibiting smoking in public places

and inside the house. then the village government then prohibited the community from selling cigarettes in the Bone-bone area. Seeing a change in community behavior, the village government banned smoking in the entire Bone-bone village area. The second is indirect socialization, carried out by the government by using printed media such as the installation of posters, banners, or bulletin boards in public places. However, the implementation of socialization and counseling has rarely been carried out.

This form of supervision is carried out directly by the village pack together with village officials, and also involves local residents to immediately report if they see residents smoking in public places, either Bone-bone villagers or immigrants. Then to supervise residents who still smoke in the house, the village pack supervises by involving children and housewives.

The current socialization is much different when the new rules for the prohibition of smoking are implemented are rarely carried out. Socialization is usually done often, now it is only done twice to remind residents not to ignore the applicable rules. The reason is that the smoking ban has become a village regulation and there are sanctions for violations. The following is a picture of the condition of the warning board and the no smoking poster:

Figure 1.

Posters and warning boards for smoke-free areas





3) Adequacy

Adequacy is based on seeing how far the results that have been achieved can solve a problem or problem by implementing a smoke-free area policy in Bone-bone village. whether the policy is able to reduce the number of smokers in Bone-bone village.

From the results of the study, the cigarette smoke area policy that applies in Bone-bone village can be concluded that it is able to reduce the number of smokers. The reduction in the number of smokers was assessed from the fact that no residents were seen smoking in public

places and also no cigarette butts were found along the Bone-bone area. Although there are still some young people who smoke, they have never been seen in public.

Likewise, when attending a crowd event held in Bone-bone village such as mutual cooperation, weddings, or other crowds, no one can be seen holding, or smoking a cigarette. As stated by Idris as the head of Bone-bone village, although there are still some residents who still smoke in secret ways such as in their homes or in gardens, it can be ascertained that 90% more of the male residents in Bone-bone village have quit. smoke.

In order to maintain the behavior of residents who have quit smoking a lot from year to year, the village government strives to prevent smoking behavior of its residents from an early age. Parents are encouraged to send their children to Islamic schools after completing elementary school.

Bone-bone residents think smoking is haram or illegal. The religious understanding that is still very strong in the village of Bone-bone is the reason many residents stop smoking. parents try to educate children from an early age so as not to do things that harm themselves or others, including smoking. Most of the children in Bone-bone village are currently studying in pesantren. This was corrected by the children who were interviewed and chose to continue their education at the pesantren after graduating from elementary school.

4) Equity

Equity is the distribution of benefits evenly to different groups of people, Dunn (Hariyanto, 2017). The leveling here is intended to see the application of the sanctions that have been regulated in Bone-bone village regulation number 1 of 2009 concerning smoke-free areas. Whether the sanctions that have been regulated are appropriate and applied to any citizen or guest who violates the rules of the smoke-free zone.

Sanctions according to (Rudy T, 2009, p. 152) are the threat of punishment, a means of coercion in order to be obeyed by a rule, a law such as sanctions against violators of a law. The purpose of imposing sanctions on those who violate the law is to provide a deterrent effect on violators from repeating their mistakes again, as well as for guidelines / instructions in carrying out something without breaking the law.

From the research results, the application of sanctions has been carried out properly. Social sanctions such as cleaning public facilities, namely mosques, schools, fields, and others. The sanction given in Bone-bone village is also not indiscriminate. Sanctions apply to anyone

who violates, even if the violator is an official. So that it can open people's minds that even officials will be subject to sanctions if they violate, especially ordinary people. The choice of social sanctions related to the violation of smoke-free areas by the village head and community leaders is still considered ineffective to cause a deterrent effect for some communities. This is evident because there are still a handful of people who smoke secretly in their gardens.

5) Responsiveness

As stated by Hassel Nogi S. Tangklissan (2005, p. 177) responsiveness is the ability of the bureaucracy to recognize community needs, arrange service priority agendas, and develop service programs according to community needs and aspirations.

The application of Village Regulation Number 1 of 2009 concerning Smoking-Free Areas aims to minimize and assist people to stay away from cigarettes or stop smoking. However, it is undeniable that most people in Bone-bone village, especially smokers, object to the implementation of the smoke-free zone policy. They assume that smoking is something that is personal that they are free to do.

Responding to community criticism and complaints, the village government gave a firm response to residents who criticized the smoke-free zone policy and linked smoking with everyone's human rights. The village government then responded with the same answer that breathing clean air is also a right for everyone. Likewise for cigarette sellers who complain because they feel disadvantaged, Pak Idris as the village head invites the cigarette sellers to discuss the issue of profit and loss from selling cigarettes, that in fact they are losing selling cigarettes.

Departing from this explanation, the authors can conclude that the impact of the smoke-free zone policy provides satisfaction for the community. People who support more than people who disagree.

6) Appropriateness/Accuracy

The accuracy with respect to the results achieved during the implementation of the smoke-free zone policy has been right on target, Dunn (Hariyanto, 2017). In other words, can the smoke-free area policy in Bone-bone village be equally beneficial and beneficial to all Bone-bone village communities where aspects of the community are the target of the policy or only benefit certain groups of society.

The policy regarding smoke-free areas by the Bone-bone village government has the principle that 100% of the Bone-bone village area becomes a smoke-free area. What is meant is to provide protection from the dangers of cigarette smoke for all residents of Bone-bone Village, provide a clean and healthy space and environment for the community, protect public health in general from the adverse effects of smoking both directly and indirectly and also create and inherit a clean environment. and healthy, free from cigarette smoke to the next generation.

To create a smoke-free area is not easy. Moreover, to create a smoke-free area in a village consisting of three hamlets with a population of more than 800 people. However, the persistence and enthusiasm of Mr. Idris as the head of Bone-bone village succeeded in making the smoking ban become a village regulation.

The author can conclude that the smoke-free area policy in Bone-bone village provides benefits, namely: (i) It has a positive impact on health, family economy, and education for Bone-bone villagers (ii) Residents feel the benefits for their bodies. quitting smoking can affect a person's stamina when doing daily activities especially strenuous activities. (iii) Residents can breathe fresher and cooler air without having to fear being exposed to cigarette smoke. Not only Bone-bone villagers who feel the fresh air, but also immigrants. (iv) smoke-free zone policy brings existence to Bone-bone village. Currently Bone-bone village is widely known both from the district level and even to the center thanks to the regulation on smoking prohibition which has become a village regulation.

In addition to bringing benefits to the residents of Bone-bone village, the policy of a smoke-free area is expected to be useful for people outside Bone-bone so that this policy can also be applied in other places. The policy of a smoke-free area brings existence to the village of Bone-bone. Currently, Bone-bone village is well-known both from the district level and even to the center thanks to the smoking ban which has become a village regulation

Determinant Factors in the Application of Smoke-Free Area Policy in Bone-Bone Village, Baraka District, Enrekang Regency

1) Leader or Agent

According to Griffin and Pareek in (Wibowo, 2006, p. 118) that agents of change are professionals whose job is to help the community or group plan development or reshape

goals, focus on problems, seek possible solutions, organize assistance, plan actions, what is meant. to improve situations, resolve difficulties, and evaluate the results of planned efforts.

His leadership is favored by the people of Bone-Bone. By gaining the trust of the community, Idris is reminded of his idea when he was still in college to change people's smoking behavior. Idris' closeness to the community, made Idris the first step to immediately implement his plan in changing the smoking behavior of the community with the assumption that the public likes him more. And it was proven that Idris succeeded in making Bone-bone village the first smoke-free area in Enrekang Regency in 2009.

2) Religious Society

In general, Bone-bone people are obedient to worship, since childhood they have been accustomed to going to the mosque to carry out congregational prayers. Bone-bone community who are educated from an early age about understanding religion and respect for parents, thus forming moral and polite behavior. Parents are encouraged to send their children to Islamic schools after completing elementary school. Religious community, make it easier for the local government to convince the Bone-bone community that smoking is haram. The view from the perspective of Islam that cigarettes are considered makruh and some say haram is one of the reasons that became the basis for the formation of the smoking ban in Bone-Bone village.

3) There are sanctions

In social change strategies, individual modification assumes that humans act on the basis of rewards and punishments. This strategy is carried out by providing predetermined rewards to individuals who are not willing to change their behavior (Martono, 2011, p. 253).

One of the efforts made by the Bone-Bone village government to make people stop smoking is by providing sanctions in the form of social sanctions. The existence of sanctions is considered to give the impression of regret to the perpetrator who violates the rules. Social sanctions are intended to provide a clear effect on society for the violations committed. Sanctions like this clearly have a psychological effect on the perpetrators of violations and become an example for other people not to make the same mistakes because of the consequences if they violate the rules that have been set.

Conclusion

Based on the research results, it can be concluded that: (i) the performance of the Smoke-Free Area Policy regulated in Bone-bone Village Regulation Number 1 of 2009 is quite effective. This can be seen from the evaluation indicators, namely a) Effectiveness, the KTR policy has a positive impact on the aspects of health, economy, and education, for the Bone-bone community, b) Efficiency, overall the efforts made by the government are quite efficient in changing the smoking behavior of the Bone community. -bone. However, for the past few years the village government has rarely provided counseling and was careless in monitoring, c) Adequacy, the existence of a smoke-free area has been able to reduce the number of smokers in Bone-bone village, d) Distribution, the application of sanctions has been carried out according to the rules in village regulations and applies to anyone who breaks. e) Responsiveness, the impact of the smoke-free area policy gives satisfaction to the Bone-bone village community. This is because most people in Bone-bone think that breathing clean air is a right for everyone. f) Accuracy, the establishment of a smoke-free zone policy is considered to be right on target, because considerable benefits are felt directly by the Bone-bone community, be it for health, family economy, and education. (ii) The determinants of the smoke-free zone policy implementation, namely a) Leaders or agents, b) Religious communities, c) The existence of sanctions.

References

Andi Cudai Nur, Risma Niswati, A. A. (2020). *Kemitraan, Digitalisasi & Inovasi Kebijakan Publik di Era Globalisasi*. Badan Penerbit UNM.

Atmawikarta, A. (2009). Investasi Kesehatan Untuk Pembangunan Ekonomi. *Jakarta: BAPPENAS*.

Dunn, Wi. N. (2003). *Pengantar Analisis Kebijakan Publik. Yogyakarta: GADJAH MADA UNIVERSITY PRESS*. GADJAH MADA UNIVERSITY PRESS.

Hariyanto, E. (2017). Efektivitas Penerbitan Sukuk Negara Sebagai Instrumen Pembiayaan APBN. *Indonesian Treasury Review: Jurnal Perbendaharaan, Keuangan Negara Dan Kebijakan Publik*, *2*(1), 79–98.

Harsono, M. S. (2011). Etnografi Pendidikan sebagai desain penelitian kualitatif. *Universitas Muhammadiyah Surakarta*.

Herdiana, D. (2018). Sosialisasi Kebijakan Publik: Pengertian dan Konsep Dasar. *Jurnal Ilmiah Wawasan Insan Akademik*, *1*(3), 13–26.

Iskarno, P. E., Kuncara, H., & Irianto, D. (2014). PENGARUH TINGKAT PENDIDIKAN DAN INFRASTRUKTUR TERHADAP PERTUMBUHAN EKONOMI DI INDONESIA (TAHUN 2008 â€"2012). *Jurnal Pendidikan Ekonomi Dan Bisnis (JPEB)*, *2*(1).

Malwa, R. U. (2019). Evaluasi Pelaksanaan Undang-Undang Nomor 5 Tahun 2014 tentang Aparatur Sipil Negara (ASN)(Studi Kasus: Pasal 22 tentang Hak PPPK) di Kantor Satuan Polisi Pamong Praja. *Jurnal Pemerintahan Dan Politik*, *4*(2).

Martono, N. (2011). *Sosiologi Perubahan Sosial: Perspektif Klasik, Modern, Posmodern, dan Poskolonial.* PT Raja Grafindo Persada.

Mulyadi, D. (2016). *Studi Kebijakan Publik dan Pelayanan Publik*. Alfabeta.

Nawawi, I. (2009). *Public Policy analisis, strategi advokasi teori dan praktek*. Putra Media Nusantara (PMN).

Peratuaran Gubernur Nomor 1 tahun 2015. (n.d.). *Tentang Kawasan Tanpa Rokok*.

Peraturan Daerah Kabupaten Enrekang Nomor 2 Tahun 2009. (n.d.). *Tentang Sistem Kesehatan Daerah*.

Peraturan Desa Bone-Bone No. 1 Tahun 2009. (n.d.). *Tentang Kawasan Bebas Asasp Rokok*.

Rudy T, E. (dkk). (2009). *Kamus Hukum*. Sinar Grafika.

Saldana, J. et al. (2014). *Qualitative Data Analysis A method Sourcebook*. Arizona State University.

Saragih, R. (2017). Efektivitas Kebijakan Penatausahaan Barang Milik Negara di Sekolah Tinggi Penyuluhan Pertanian Medan. *Jurnal Administrasi Publik: Public Administration Journal*, *7*(1), 77–93.

Simatupang, P., & Akib, H. (2011). Efektivitas Implementasi dan Dampak Kebijakan dalam Konteks Desentralisasi Pemerintahan. *Jurnal Ilmiah Ilmu Administrasi Publik*, *2*(1), 1–9.

Tangkilisan, H. N. S. (2005). *Manajemen Publik*. Grasindo.

Undang-Undang Nomor 36 Tahun 2009. (n.d.). *Tentang Kesehatan*.

Wibowo. (2006). *Manajemen Perubahan*. PT. Raja Grafindo Persada.

Winarno, B. (2005). *Teori dan Proses Kebijakan Publik*. media press.

Winarno, B. (2016). *Kebijakan Publik Era Globalisasi Teori, Proses, dan Studi Kasus Komparatif*. CAPS (Center of Academic Publishing Service).

Empowerment of Relocation Community Affected by Covid 19 Pandemic in DKI Jakarta with *Collaborative Governance*

Mawar[1], Soesilo Zauhar[2], Endah Setyowati[3],

Suryadi[4], Dini Gandini P[5]

[1] Faculty of Administrative Sciences, Brawijaya University (email: Mawarhidayat22@gmail.com)

[2] Faculty of Administrative Sciences, Brawijaya University (email: soesilozfia@ub.ac.id)

[3] Faculty of Administrative Sciences, Brawijaya University (email: endah_s-fia@ub.ac.id)

[4] Faculty of Administrative Sciences, Brawijaya University (email: Suryadiub@gmail.com)

[5] Faculty of Social and Political Sciences, University Muhammadiyah Jakarta

(email: Purbaningrum_dg@ymail.com)

Abstract

The covid-19 pandemic that has hit the world and Indonesia in particular is not only about the number of people exposd to the virus, but its impact on the economic life of society and the country. The slowdown in various economic activities, the business world, trade and various elements driving the real economy have led to a potential decline in the per capita income of the Indonesian population. This is what is felt by the people of the suburbs at the Rawabebek rusunawa DKI Jakarta who really depend on micro-enterprises for their living. They have experienced a decrease in income since the COVID-19 pandemic so they have limitations in meeting the needs of daily life. For this reason, sustainable community empowerment efforts are needed through aapproach *Collaborative Governance*. The purpose of this study is to analyze empowerment programs that have been carried out for communities affected by the COVID-19 pandemic through *collaborative governance*. This study uses a qualitative approach to the type of phenomenological research. The results showed that the collaboration process in empowering the relocation community at the Rawabebek flats only touched on the instrumental aspects and had not touched the substantial aspects. The collaborative process in empowering relocation communities should be based on social capital.capital Socialis capital that can be used as the driving force in empowerment. Social capital provides support to the community to take action together and reciprocally. Social capital is an alternative form of modality that is beneficial for the community to obtain both economic and social benefits.

Keywords:

empowerment; collaborative governance; pandemic covid 19

Introduction

Since Indonesia first confirmed cases of Covid-19 on March 2, 2020, the number of

people exposed to the virus continues to increase day by day. If the previous epicenter was centered in Jakarta and its surroundings, now cases of COVID-19 infection continue to spread to other areas and have become a new epicenter. The COVID-19 outbreak is not only a matter of the number of people exposed, but its impact on the economic life of the community and the state, namely unemployment and poverty.

The impact of the Covid-19 disease is a problem that has a systemic impact. Efforts to reduce human movement to prevent contact so that it is expected to suppress the spread of the virus that causes Covid-19 throughpolicies, it turns out *Social Distancing* and *Physical Distancing* that these efforts also require regulation in various sectors such as business, trade, tourism, transportation, religious activities and so on.

Several policies were issued by the government as an effort to break the chain of transmission of the COVID-19 outbreak, namely the President simultaneously issued 3 policies related to the handling of the Covid-19 outbreak, namely Presidential Decree Number 11 of 2020 concerning the Determination of Public Health Emergency Corona Virus Diseases 2019 (Covid 19), then Government Regulation (PP) Number 21 of 2020 concerning Large-Scale Social Restrictions in the Context of Accelerating the Handling of Corona Virus Diseases 2019 (Covid 19) and finally Government Regulation in Lieu of Law (Perpu) Number 1 of 2020 concerning State Financial Policy and Financial Stability for Handling The 2019 Corona Virus Diseases (Covid-19) pandemic in order to face threats that endanger the national economy and or financial system stability. However, the above policy turned out to be disharmony. The government's policy disharmony had a very severe impact on economic activity (IMF, 2020). The COVID-19 pandemic has led to an increase in the situation of uncertainty in people's economic activities (Baker et al., 2020).

The implementation of the policy to impose restrictions on community activities (PPKM), especially in DKI Jakarta, turned out to be less effective because the community felt that they had not fully received legal protection for the existing policies made by the current government. The government has not been able to guarantee and ensure, especially for the lower middle class to be able to meet their needs (Ristyawati, 2020). The longer the implementation of the PPKM policy, the income of micro, small and medium enterprises (MSMEs) will decrease (Soemari et al., 2020). While the results of research conducted by (Aduhene & Osei-Assibey, 2021) that Ghana can turn the disaster caused by the COVID-19

pandemic into prospects and opportunities by investing heavily in the health sector and creating support for SMEs that create jobs. massively. The increasing pandemic affects social interactions and economic activities through social distancing policies that are enforced which have different levels of strictness in each region. Social policies can affect the social and economic welfare of citizens (Ozili, 2020).

The slowdown in various economic activities, the business world, trade and various elements driving the real economy have caused a decline in the per capita income of the Indonesian population. The direct impact is a decrease in purchasing power and an increase in the number of people who are below the poverty line standard. The decline in people's purchasing power will affect the circulation of money in the market, thereby further suppressing the slowdown in trading activity which in turn has a systemic impact on the economic sector.

The impact of the COVID-19 pandemic on the economic sector has been felt immensely for the people of suburban areas in the capital city of Jakarta, who rely heavily on micro-enterprises for their livelihood. This is what happened to the relocation community living in the Rawabebek flats in DKI Jakarta. Their lives were previously still able to access economic resources when they were still domiciled in their area of origin (Bukit Duri and North Penjaringan), but the impact of the PPKM policy resulted in the community experiencing limited access because the location of their residence in the Rawabebek flat in East Jakarta was very far from the location. Their work is located in the area of origin, namely Bukit Duri (South Jakarta), Krukut River (Central Jakarta) and North Penjaringan (North Jakarta). The relocation community, most of whom (80%) work in the informal sector and depend on micro-enterprises, have experienced a decline in income since the COVID-19 pandemic with the PPKM policy.

Based on the foregoing, residents who have difficulties in developing their lives and overcoming economic difficulties, need to be provided with economic and social assistance through empowerment. Their livelihoods are casual laborers, motorcycle taxi drivers, forklift workers and fishermen. Their education is low. They find it difficult to develop a business in a new place to increase family income, even though the necessities of life are many. Intense service is needed by providing various assistance and empowerment. Community empowerment requires sustainable efforts. To empower the community, especially those

relocating to the Rawabebek flats in Jakarta, aapproach is needed *Collaborative Governance*. *Collaborative Governance* as an activity and structure in making public policy decisions and management with the involvement of individuals who constructively pass through the barriers of government institutions, private groups and civil society in carrying out public interests that cannot be achieved without involving the private sector and civil society groups. (Emerson et al., 2012).

So far, the management of the Rusunawa is fully run by the government. The concept of *governance* itself emphasizes the implementation of the governing function jointly by the government and other institutions, such as the private sector, non-governmental organizations and academia. Although *governance* implies a reduction in the role of government, the government as an institution cannot be left alone. Reform of the administration of public services and development should be more directed at efforts to build governance rather than government. Governance as emphasized refers more to *a new method by which society is governed* (a new method of community participation in government (Rhodes, 1996) . The government is required to be able to interact harmoniously with the power of society (*civil society*) and the private sector (*private sector*) as a consequence from *governance*Efforts to empower the community, especially the relocation community at the Rawabebek Rusunawa DKI Jakarta, must be carried out through increased participation and a collaborative approach.

This study analyzes the collaboration process in empowering the relocation community of Rawabebek flats affected by the COVID-19 pandemic, because so far the implementation of collaboration has been in empowering the residents of the flats still shows the dominance of the government's role by using very minimal budget and funds. The government plays a central position both in planning and implementing community empowerment programs, so it has not shown good results. This empirical phenomenon as supported by research results (Larruina et al., 2019) which state that the government plays an important role in creating a collaborative process. On the other hand, research results (Ntale et al., 2020) state that the hierarchical organizational structure in government hinders the collaboration process because it shows a relational, interactional, inclusive and less democratic space among stakeholders.

One of the inhibiting factors in community empowerment is program unpreparedness

(Citra, 2018) The results of research conducted by (sonderskov, 2019) show the findings that failure in *collaborative governance is* caused by many obstacles to the authority of the organizational hierarchy, low government commitment, low public trust, limited human resources *(HR),* limited information, lack of involvement of other stakeholders such as local government capacity. Furthermore, research conducted by (Enciso-Santocildes et al., 2020) shows almost the same results, namely an effective collaboration process based on trust, active stakeholder participation, solidarity and commitment. However, the findings from the research (Frankowski, 2019) show different results, namely the collaborative strategy implemented sometimes contradicts the values of *Collaborative Governance* itself, thus requiring initial negotiations. The results of the study (Diaz-Delgado et al., 2020) show that human resources (HR) are a very fundamental factor in the collaboration process, therefore training and strengthening of competencies and skills are needed so that HR can produce innovations in the collaboration process. Furthermore, according to research results (Muntonyi et al., 2020) that leadership empowerment has a significant effect on individual innovation. Research findings (Eweje et al., 2021) show that the community does not have a dominant position in the collaborative process of public policy formulation, but the phenomenon of relocating communities in Rawabebek rusunawa shows that the community has a dominant position in the collaboration process. This can be seen from the information submitted by the residents of the flats that the empowerment program carried out by UPRS, collaboration with MSMEs and community NGOs is not fully involved in the formulation of empowerment programs. (results of interviews with residents of the flats, February 2021) . On the other hand, the collaboration process requires sharing between the implementer and the target group so that the real needs and problems of the community can be identified in real terms.

In an effort to empower the community, it can be seen from three sides, namely (Huraerah, 2011) : first, creating an atmosphere or climate that allows the potential of the community to develop (enabling). Second, strengthening the potential of the community through concrete steps involving the provision of various inputs and opening up opportunities that will make the community more empowered. Third, protect and defend the interests of the weak. To increase public participation in decision-making processes involving themselves and their communities is an important element, so that community empowerment

is closely related to the consolidation, civilization and experience of democracy. What needs to be encouraged in the collaboration process in empowerment programs is the active participation of the community because this will determine the success of the collaboration process (Uddin, 2019). The concept of partnership (collaboration) is very important to realize sustainable development (Eweje et al., 2021) and the collaboration process is the main driving factor in overcoming the economic crisis. Cross-sectoral collaboration process based on trust, institutions, active stakeholder participation, solidarity and commitment (Enciso-Santocildes et al., 2020)

Methods

This research uses a qualitative approach with a phenomenological type of research. The qualitative approach was chosen because of its ability to gain a deep, authentic, and basic understanding of the phenomenon ofcommunities relocationaffected by the COVID-19 pandemic. Data collection techniques are through interviews, observation and documentation.

Results and Discussion

The impact of the COVID-19 pandemic on the economic sector has been greatly felt for the people of suburban areas in the capital city of Jakarta, who rely heavily on micro-enterprises for their livelihood. This is what happened to the relocation community living in the Rawabebek flats in DKI Jakarta. Their lives were previously still able to access economic resources when they were still domiciled in their area of origin (Bukit Duri and North Penjaringan), but the impact of the PPKM policy resulted in the community experiencing limited access because the location of their residence in the Rawabebek flat in East Jakarta was very far from the location. Their work is located in the area of origin, namely Bukit Duri (South Jakarta), Krukut River (Central Jakarta) and North Penjaringan (North Jakarta). The relocation community, most of whom (80%) work in the informal sector and depend on micro-enterprises, have experienced a decline in income since the COVID-19 pandemic with the PPKM policy.

Currently, there are thousands of evictees who inhabit rusunawa Rawabebek that berlokasi in East Jakarta. They come from various areas, such as: Kampung Aquarium

(Penjaringan, North Jakarta), the banks of Krukut River (Central Jakarta) and Bukit Duri (Tebet, South Jakarta). The Rawa Bebek Rusunawa Complex is divided into 14 blocks. "So, in total There are only 1,150 residential units here, meanwhile, the remaining 400 units are still under construction and is targeted for completion by the end of 2020," he said Administrator of the Rawa Duck Flat Service Unit (UPRS), Dwi Marsanto.

The people who live in the flats currently number 700 families with a total ofresidents 4587 people consisting of :

Table 1.

Number of Family Heads of Relocation Community Rusunawa Rawabebek

No.	Area of Origin	Number of KK	Group Community
1.	Bukit Duri (Jakarta Selatan)	593	Relokasi
2.	Cawang (Jakarta Timur)	22	Umum
3.	Kali Krukut (Jakarta Pusat)	22	Relokasi
4.	Penjaringan Utara (Jakarta Utara)	163	Relokasi

Source: Management Unit Rusunawa Rawabebek (2020)

Table 2.

Number of General Public and Residents Relocating Rusunawa

In DKI Jakarta Province

No.	Rusunawa	Amount Public General	Quantity Reallocation Society
1.	Cakung Barat	41.86%	58.14%
2.	Cipinang Besar Selatan	22.08%	77.92%
3.	Daan Mogot	3.44%	96.56
4.	AWestern atinegara	92.21%	7.79 %
5.	NationalIdentity of the People	20.43%	79.57%
6.	Jatirawasari	6.90 %	93.1%
7.	New Coral	55%	45%
8.	Kamaruddin	60.53%	39.47 %
9.	Marunda	6.56%	93,44 %
10.	Muara Baru	5.67%	94.33 %
11.	Networking	95.04%	4.96%

12.	Beautiful Pine	4.04%	95.96 %
13.	Bamboo Hut	100%	0 %
14.	Gebang Island	33.3%	66.7%
15.	Pulo Ginger	88.89%	11.11 %
16.	**Rawabebek**	**3.14%**	**96.86%**
17.	Tambora	15.57%	84.43%
18.	Tipar Cakung	80.61%	19.39 %
19.	Cipinang Besar Utara	100%	0 %
20.	Cipinang Muara	100%	0 %
21.	Semper	100%	0 %
22.	Kapok Muara	100%	0 %

Data Source: DKI Jakarta Public Housing and Residential Areas Office, 2020

Seen in table 2. above the relocation community, the largest number is in rusunawa Rawabebek which amounted to about 96.86%, while the general public only berjumlah 3.14%. The conditions of the flats are more comfortable than their homes, not immediately makes residents live comfortably in the flats during the current covid 19 pandemic. A number of problems arise precisely when they relocated to the area, ranging from jauh from relatives and workplace, loss of livelihood, arrears of rent, to the practice of buying and selling flat units. Most of the residents who used to sell at their residence they were forced to lose their livelihood. They admit that it is difficult to get income in the flats to meet daily needs. There are residents who complained about how far the flats were from where they worked. They have to wake up and leave for work earlier than usual because since the transportation mode pandemic limited due to the implementation of the PPKM policy. It has fallen down the stairs too. That is the term analogous to some people who live in the Rawabebek flats in DKI Jakarta. Although the flats they live in look luxurious, nice and clean, their economic life is very concerning.

Table 3.

Average Income of Residents of Rusunawa

in DKI Jakarta Province

No.	Rusunawa	*Average Income of Occupants (Rp)*
1.	Cakung Barat	5.363.000

No.	Rusunawa	*Average Income of Occupants (Rp)*
2.	Cipinang Besar Selatan	3.861.000
3.	Daan Mogot	5.665.000
4.	Jatinegara Barat	3.935.000
5.	Jatinegara Kaum	3.266.000
6.	Jatirawasari	4.566.000
7.	Karang Anyar	4.166.000
8.	Kamaruddin	4.017.000
9.	Marunda	3.803.636
10.	Muara Baru	5.089.000
11.	Penjaringan	5.561.000
12.	Pinus Elok	3.527.000
13.	Pondok Bambu	4.973.000
14.	Pulau Gebang	4.117.000
15.	Pulo Jahe	6.147.000
16.	**Rawabebek**	**3.046.000**
17.	Tambora	5.507.000
18.	Tipar Cakung	4.307.000
19.	Cipinang Besar Utara	6.600.000
20.	Cipinang Muara	6.677.000
21.	Semper	3.895.000
22.	Kapuk Muara	4.868.000

Data Source: DKI Jakarta Public Housing and Settlement Area Agency, 2020

Seen in table 3. The above shows that the average income of the people living in the flats ranges from Rp. 3,000,000 - Rp. 6,000,000. Residents who live in Rawabebek flats have the lowest average income compared to other flats in DKI Jakarta, with an average income of around Rp. 3,045,000. With an income of around three million rupiah, of course, residents will find it very difficult to meet the needs of daily life, which they have to incur additional costs compared to when they were in their home areas which did not incur costs, such as the need for clean water, rental flats, higher electricity rates. Compared to the area of origin, transportation costs to work are relatively high. Housewives who previously could help their husbands to find additional income by opening a shop or trading, when they moved to the condominium they automatically did not get additional income to meet the needs of their family due to the quiet conditions of the flats during the pandemic (Tuti, 2017)

The residents who are relocated are generally low-middle income people, where they have jobs that are very dependent on the location where they live, such as fishermen who live close to the beach, construction workers and coolies who are dependent on the market. The relocation certainly has an impact on their lives which are different from the situation and conditions when they were in their original place of

residenc (Tuti, 2017)

With the economic conditions slumped during the COVID-19 pandemic, while apart from meeting basic needs, they also had to spend additional expenses. such as: rent for flats of around 300 thousand per month, need for clean water (PDAM), electricity tariffs that are higher than in the area of origin, drinking water needs because PDAM water is not suitable for drinking, transportation costs to work locations are due to transportation facilities previously prepared by the government DKI Jakarta province in the form of buses, since the COVID-19 pandemic, the mode of transportation for residents of flats has been stopped. There are elements that residents complain about, namely: payment of flats for rent, during the COVID-19 pandemic they should have received subsidies from the government or delayed payments, but this was not implemented. The community's economy cannot develop due to the following factors: the remote location of the flats; the manager of the Rawabebek rusunawa management unit (UPRS) is less innovative in empowering the residents (IMF, 2020). There are 3 key factors that need to be considered in empowering, namely: Strategy, Resources and public accountability (Elliott et al., 2019).

Rusunawa Rawabebek DKI Jakarta basically in terms of area has very potential prospects to be developed. There is land behind the rusunawa area which has the potential for livestock or agricultural land. The land is very promising for agricultural development such as vegetable crops, catfish or poultry farming. The roof area of the flats is also very potential for the development of hydroponic plants. Currently, the Rawabebek rusunawa area has an area of 1000 square meters which has been developed as a chili plantation area. Chili plants whose seeds come from the assistance of the Directorate General of Horticulture, Ministry of Agriculture of the Republic of Indonesia. This was revealed during monitoring from the DKI Jakarta Food, Maritime and Agriculture Security Service (KPKP) and the Agricultural Technology Study Center (BPTP). The farmer groups (Poktan) in the Rusunawa had previously been given technical guidance (Bimtek) for the cultivation of double-fold chili production (Proliga), in collaboration with DKI Jakarta .

"We really appreciate the persistence of the residents of Rawa Bebek Rusunawa who are passionate about cultivating this land so that it is ready to be planted with chili. Come on, we invite other residents of the flats to participate in agricultural cultivation activities, both conventionally and hydroponically. This vegetable crop has great potential to increase the

income of local residents and maintain food security, especially the residents of the Rawa Duck Rusunawa," said Asih Sumaretmi. Poktan Rusunawa Rawa Bebek also has a set of hydroponic equipment units, for planting pakchoy, kale, and spinach, which the local residents are very interested in. "Once a month they are able to harvest the various vegetables, buyers already exist, namely mothers who live in this Rusunawa," added Asih".

Land use in Rawabebek flats basically has the potential to increase food security in DKI Jakarta. The above is a form of collaboration between the ministry of agriculture and the provincial government of DKI Jakarta in utilizing vacant land foractivities *urban farming*. The position of the rusunawa which is on the flood bank of the east canal is also very potential in developing water tourism and opening culinary businesses on the edge of the canal, but this has not yet been developed. Collaboration in empowering residents of Rawabebek flats does not only involve the government, but is also carried out with thesector *private*, academics and non-governmental organizations, as shown in the following programs:

1. Batik training for women who live in flats in collaboration with UPRS and the women of the National Crafts Council. (deskranada)
2. Sewing training for mothers in the flats, collaboration between UPRS and Small and Medium Enterprises (UMKM *LItle Baby*) and Non-Governmental Organizations The Indonesian Concern Movement (GKI).
3. Training and assistance in waste bank management, collaboration between UPRS with universities and the Indonesian Concern Movement NGO.

However, from several collaborations carried out in empowering the relocation community at the Rawabebek flats above, it has not shown good results, especially during the current covid 19 pandemic. The economic life of the people is getting worse. This can be seen from the high rent arrears of the residents and the number of unemployed residents. According to Asih Sumaretni (Head of UPRS) Rawabebek, as many as 90 percent or 640 families, have not paid the arrears of the flats. The length of arrears is generally 10-20 months. Many of the inhabitants are unemployed and working odd jobs so unable to meet their daily needs and pay a flat fee. (Interview with head UPRS rusunawa Rawabebek, January 2021)

Collaborative governance needs to be done as an effort to overcome poverty problems (Zhang et al., 2020). The results of the study indicate that the collaboration process in empowerment that has been carried out so far for the relocation community in Rawabebek

flats has only touched the instrumental aspect and has not touched the substantial aspect. The instrumental aspect in question is that the collaboration process is carried out without looking at the real conditions of the potential that exists in the community, both in terms of interests/talents, skills possessed by the community and the potential use of the environment where the community is located. Several programs from the collaboration carried out by UPRS with thesector *private*, NGOs, academics, such as training in batik, sewing, experienced obstacles in the marketing process so that community production piled up which eventually resulted in losses. Likewise, the management of waste banks is experiencing obstacles in terms of sorting and collecting waste and *urban farming*, where after the formation of groups in the community, intensive assistance is not carried out so that the results are not optimal and have no significant effect on improving the economic life of the community. Communities who live in flats who have a coastal community background accompanied by a low level of education of course need intensive assistance in implementing the programs they are just starting out with compared to when they were in their home areas, which depended more on economic activities that were not organized (informal). . This can be seen in the data of several collaboration empowerment programs between several stakeholders below:

Table 4.

The Role of Stakeholders in Collaboration for

Community Empowerment Relocation of Rusunawa Rawabebek

No.	Type of Program	Stakeholders involved	Role of Stakeholders	Participation Community
1.	Urban Farming	Government	Facilitator Monitoring evaluation	High
2.	Waste Bank	NGO, Academic	Training, Mentoring	High
3.	sewing	Private, NGO	training	Low
4.	batik	Private, NGO	training	Low

Data source : UPRS Rusunawa Rawabebek DKI Jakarta 2021

The table above shows that community participation in the sewing and batik program is low because the program does not match the interests of the community. Then there is no

intensive assistance to the production and marketing process. At the beginning of the collaboration process, the community should be involved in the formulation of the program that will be realized, the program should be in accordance with their interests, potential and the environment that supports the program. While on the other hand the relocation community basically has great potential to be empowered and actively involved in the collaboration process based on kinship values because they come from the same community (same area of origin) and togetherness values because they share the same fate (both victims). eviction). Strengthening the values of togetherness in a network of community groups without barriers and boundaries will be more effective in uniting various different interests for theinterest of commonovercoming the COVID-19 pandemic. The network formed will build collective solidarity. States that a set of informal values or norms that are shared among members of a group will enable good cooperation between them (Fukuyama, 2014). The collaborative process in empowering relocation communities should be based on social capital. Social Capital has important potential in empowering the community, especially those affected by the COVID-19 pandemic.capital Socialis capital that can be used as the driving force in empowerment. Social capital provides support to the community to take action together and reciprocally obtained. Social capital is an alternative form of modality that is beneficial for the community to obtain both economic and social benefits. Social capital has a synergy with the principles in the sustainable inclusive development paradigm. Development or policies affiliated with community social capital can be implemented in a moremanner *bottom-up* because it focuses on the community not only as an object, but also as a subject of development itself.

Conclusion

Based on the results of the research described above, it can be concluded that the collaborative process in empowering the relocation community in Rawabebek flats has only touched the instrumental aspect and has not touched the substantial aspect. The collaborative process in empowering relocation communities should be based on social capital. This is based on the fact that the relocation community basically has great potential to be empowered and actively involved in the collaborative process based on kinship values because they come from the same community (same area of origin) and togetherness values because they share

the same fate (same as victims). eviction). capital Socialis capital that can be used as a driving force in empowerment. Social capital provides support to the community to take action together and reciprocally which is obtained. Social capital is an alternative form of modality that is beneficial for the community to obtain both economic and social benefits.

References

Books

Fukuyama, Francis. (2014).*The Great Disruption: Hakikat Manusia dan Rekonstitusi Tatanan Sosial,* Yogyakarta: Penerbit Qalam. (terjemahan).

Huraerah, Abu. (2011). *Pengorganisasian dan Pengembangan Masyarakat: Model dan Strategi Pembangunan Berbasis Kerakyatan*, Edisi Kedua. Bandung: Humaniora

Journal article

Baker, Bloom, & Davis. (2020). COVID-induced economic uncertainty and its consequences | VOX, *CEPR Policy* Portal. 1–8.

Citra, Permana Arif.,Sasmito, Cahyo., Gunawan Cakti, Indra. (2018). Implementasi Pemberdayaan Masyarakat Dalam Program Keluarga Harapan Untuk Memutus Mata Rantai kemiskinan di Kota Malang. *Jurnal Politik dan Sosial Kemasyarakatan*. Vol.10 No.2.

Enciso, Martha., Santocildes , Ana, Lidu.,Laura Gomes. (2019*).* Drivers for a cross-sector successful collaboration: *The Basque country model of action.International*.

Fhatoni, Ahmad, (2020). Dampak covid 19 dan Kebijakan PSBB Pemerintah terhadap UMKM di Wiyung Surabaya. Oleh Ahmad Fhatoni. *Jurnal Prodi Ekonomi Syariah*, Vo.3 No.1.

Ristyawati, Aprista, (2020). Efektifitas Kebijakan Pembatasan Sosial Berskala Besar (PSBB) dalam Masa Pandemi Covid 19 Oleh Pemerintah sesuai Amanat UUD 1945. *Administrative Law and Governance Journal*, Vo.3 No.2.

Rhodes, R. A. W. (1996). The New Governance : Governing without Government. *Political Studies*, *XLIV*, 652–667.

Sonderskov, Mette. (2019). Do local politicians really want collaborative governance? *International Journal of Public Sector Management*, Vol. 32 No. 3, pp. 320-330

Tuti, Retnowati, (2017). Kondisi Eksisting Tahun 2016 Pelayanan Rusunawa Rawabebek DKI Jakarta. *Swatantra*, volume 15 No.1.

Zhang, Na., Zhang, XiangXiang., Lei, Ming, Yang, Yingjie. (2020). Multiagent Collaborative Governance for Targeted Poverty Alleviation from the Perspective of Stakeholder. *Hindawi Complexity*, Volume 1 No.1 . Article ID 8276392.

Journal article with DOI

Aduhene, Tanoh, David.,& Osei Assibery, Eric. (2020). Socio-economic impact of COVID-19 on Ghana's economy: challenges and prospects. *International Journal of Social Economics*. DOI 10.1108/IJSE-08-2020-0582.

Emerson, K., Nabatchi, T., & Balogh, S. (2012). An integrative framework for collaborative governance. *Journal of Public Administration Research and Theory*, 22(1), 1–29. https://doi.org/10.1093/jopart/mur011.

Elliot, Ian Charles., Violetta Fejszes & Mariola Tarrega. (2019).The Community Empowerment Act and localism under devolution in Scotland .*The perspective of multiple stakeholders in a council ward.* Vol. 32 No. 3, pp. 302-319.DOI 10.1108/IJPSM-03-2018-0080.

Eweje, Gabriel., Aymen Sajjad. (2020). Multi-stakeholder partnerships: a catalyst to achieve sustainable development goal. *Marketing Intelligence and planning journal*, Vo.15 No.4. DOI 10.1108/MIP-04-2020-0135

Frankowski. Andrea (2019). Colabotrative governance as a policy strategi in healtycare. *Jounal of helath organization and management*, Volume. 3 DOI 10.1108/JHOM-10-2018-0313**.**

Larruina, Robert., Kees Boersma., Elena, Ponzon. (2019). Responding to the Dutch Asylum Crisis: Implications for Collaborative Work between Civil Society and Governmental Organizations . *Social Inclusion*. Vol. 7, Issue 2, pp. 53–63. DOI: 10.17645/si.v7i2.1954.

Maria, Fernanda Diaz., Delgado . (2019). Detonating factors of collaborative innovation from the human capital management. *Journal of Enterprising Communities people and places in the global economy*, Vol.14 No.1 pp.145-160. DOI 10.1108/JEC-10-2019-0102.

Mutonyi, Barbara Rebecca, Terje Slatten& Lien, Gudrand Lien. (2020). Empowering leadership, work group cohesiveness, individual learning orientation and individual innovative behaviour in the public sector: empirical evidence.*International Journal of public leadership* . Vo.16 No.2 pp.175-197. DOI 10.1108/IJPL-07-2019-0045.

Ntale, Peter. (2020). Interagency collaboration for graduate employment opportunities in Uganda Gaps in the structure of organizations.Education and training. Vo.62 No.3 pp.271-291. DOI 10.1108/ET-08-2019-0193.

Ozili. Peterson. (2020). Covid 19 in Africa:socio-economic impact, policy response and opportunities. *International Journal of Sociology and Social Policy*. DOI 10.1108/IJSSP-05-2020-0171.

Udin, Nasir. (2019). Empowerment through participation in local governance: the case of Union Parishad in Bangladesh. *Public Administration and Policy*. Vol. 22 No. 1.pp. 40-54.DOI 10.1108/PAP-10-2018-0002.

Newspaper article

IMF. (2020). FISCAL MONITOR : Policies to Support People During teh COVID-19 Pandemic. *International Monetary Fund (IMF).*

Public Transportation Development in Surakarta City in Partnership Governance Perspective

Kristina Setyowati[1], Salsabila Almas Nadhifa[2], Retno Suryawati[3], Priyanto Susiloadi[4]

[1]Department of State Administration, Universitas Sebelas Maret, Indonesia (email: kristina@staff.uns.ac.id)

[2]Department of State Administration, Universitas Sebelas Maret, Indonesia (email: salsabilaalmas69@gmail.com)

[3]Department of State Administration, Universitas Sebelas Maret, Indonesia (email: retnosuryawati@gmail.com)

[4]Department of State Administration, Universitas Sebelas Maret, Indonesia (email: priyanto_map@yahoo.com)

Abstract

Transportation plays an important role in mobility in urban areas. Surakarta City provides Bus Rapid Transit (BRT) transportation system, Batik Solo Trans. This research aims to find out the partnership performed by Surakarta City in public transportation development in partnership governance perspective. Data collection was conducted through interview and documentation. Analysis was conducted using Successful Collaborative Partnership principle from Agarwal, Caiola, and Gibson (2015). The research took place in Surakarta City, particularly in PT. Bengawan Solo Trans, PT. Trans Global Mandiri, Transportation Office, and Technical Executive Unit for Transportation as the organizer of feeder along with *Bersama Satu Tujuan* Cooperative. The research method used here was qualitative one with descriptive approach. The result of research shows that the principle of Successful Collaborative Partnership is analyzed based on 4 principles: (1) Clear Goals: to improve public service safely, comfortably, and affordably to the public; (2) Clear Roles: Government contributes to formulating policy, funding "buy the service" program, licensing, and providing public transportation infrastructure. The private is the operator responsible fully for public transportation management; (3) Trust: Surakarta City government trusts fully the private to perform cooperation, to provide and to manage Batik Solo Trans and feeder bus service; and (4) Commitment: Government and Private are committed mutually to providing transportation infrastructure, managing, maintaining, and operating public transportation.

Keywords:

batik solo trans; transportation office; partnership governance; public transportation

Introduction

Indonesia is a state with population growth due to urbanization. It has an implication to such urban issues as increased population number, urban infrastructure, and mobility. High urban mobility not compensated with good infrastructures will lead to traffic jam.

Transportation plays an important role in urban mobility. To urban with the large number of populations, providing public transportation can be one of controlling strategies applied because public transportation can accommodate larger population mobility (Dinas Perhubungan NTB [Transportation Office of NTB], 2020). City government should be responsible for the emergence of urban issue complexity. The government should take improvisation measures in public service, with comprehensive and integrative approach, the one that can accommodate all urban problems.

As one of urban regions in Indonesia, Surakarta City is an agglomeration area along with Boyolali, Sukoharjo, Wonogiri, Sragen, and Klaten. This city is not as big as other cities in Indonesia, have only 44.04 km^2-wide area. It is not proportional to the number of populations reaching 2,000,000 people in the afternoon. Meanwhile, the native populations of Surakarta City are only 560,000 people (Setyowati et.al, 2020). It is due to many people from agglomeration area doing mobility to Surakarta City for occupational purpose, most of which use private vehicle. It can be seen from the increase in the number of private vehicle by over 200,000 vehicles annually in Surakarta City (Setyowati et.al, 2020). Considering the data released by the Central Bureau of Statistic (BPS) of Surakarta City, the number of motor vehicle ownership reached 26,556 in 2019, as shown in the table below.

Table 1.

Number of Motor Vehicles by Type in Surakarta City

Type	Number
Passenger Car	5,432
Bus Car	46
Freight Car	811
Motorcycle	20,266
Special Vehicle	1
Total	**26,556**

Source: Central Bureau of Statistic (BPS) of Surakarta City in 2019

In addition, technology development also results in transportation problem. It can be seen from the presence of online transportation services so that there is an increase in the number of private vehicles. Moreover, the number of online transportation drivers is more than that of service users. There have been 18,000 online transportation drivers up to 2017 in Solo Raya (Rozdianda, 2019). The presence of online transportation service is considered profitable to both driver and user as it can reduce unemployment rate and increase practicality

to the community. However, it is a threat against the government as it makes people switch from public transportation to online transportation use.

Considering the problem, one of solutions taken is to provide adequate, comfortable public transportation. Urban public transportation plays a very important role in facilitating the people to do their activities in different locations in urban area. In addition to the large number of private vehicle ownership, the presence of urban public transportation is desirable to those having no private vehicle. The development of urban public transportation is directed to create credible service and to reduce people's dependence on the use of private vehicle.

Surakarta City is recorded to be one of cities to initiate the transformation of urban bus service into Bus Rapid Transit system (Transportologi, 2019). Surakarta City has provided public transportation called Batik Solo Trans managed by Damri since 2010. It is an early measure to improve public transportation, in which Surakarta City Government cooperates with several urban bus operators by establishing PT. Bengawan Solo Trans (Transportologi, 2019). Surakarta City also has reformed city transportation (*angkot*) in 2016 by establishing two cooperatives for city transportation (Transportologi, 2019). However, Surakarta City Government still faces other problems related to limited fund leading to the inhibited development of some sectors, including public service. For that reason, the City Government should cooperate with many parties to maximize public service. It is in line with Dwiyanto in Arsyiah & Ramadhan (2021) stating that cooperation between government and non-government can improve the effectiveness of public service organizing cost. Cooperation or partnership model, according to Vestikowati (2012:69), can be an alternative solution to regional governments with limited capabilities particularly related to capital source, human resource, and management capability, so that the roles of investment, private business, and people become important to the regional economic development as the implication of the multidirectional regional autonomy.

The presence of new approach makes government no longer work alone, but through responsive government system called governance, by involving government, civil society, and private sector. The concept of governance emphasizes that there is no single organization in the organization of government and public service; partnership is needed with many parties, so that public service development is conducted using partnership governance or called public private partnership. There are some opinions on public private partnership, one

of which is suggested by Linder & Vaillancourt Rosenau in Korab-Karpowicz (2020:1) stating that public private partnership can be defined as "the establishment of cooperative relation between government, profit-oriented company, and not-for-profit private organization to fulfill the function of policy". In addition, according to Djabbari & Thamrin (2021:2), Public Private Partnership (PPP) is the collaboration between government and private entity in providing infrastructure service and a way of getting additional funding source to infrastructural investment. Even, according to Yescombe in Nugroho (2012), the broadest definition of public private partnership involves the participation of non-government organization or institution in undertaking the governmental tasks. To ensure that the partnership program can run effectively, the principles of *successful collaborative partnership* according to Agarwal, Caiola, and Gibson (2015) is required, as illustrated below.

Figure 1.

Prinsip Successful Collaborative Partnership



Source: Agarwal, Caiola, and Gibson (2015)

Based on the elaboration above, the measure taken by Surakarta City Government to serve the people through providing public transportation is to cooperate or to establish partnership with private sector as the provider of feeder and likewise, the central government. To provide innovative, sustainable public transportation facilities, a more reliable, comfortable, accessible and affordable public transportation should be developed. From the elaboration above, a problem can be formulated: "What is the Public Transportation Development in Surakarta City in Partnership Governance Perspective?" The objective of research is to find out the partnership performed by Surakarta City Government in the public transportation development in partnership governance perspective.

Methods

The research method employed was qualitative one with descriptive approach. The research took place in Surakarta City, particularly in Transportation Office and Technical Executive Unit for Transportation in Transportation Office as the organizer of feeder along with *Koperasi Trans Roda Sejati* and *Koperasi Bersama Satu Tujuan* (Cooperatives). Informants were selected using purposive sampling technique, by means of selecting the informants knowing information and research problem in-depth. Data was collected through interview and documentation. Interview was conducted with Analyst of Land Transportation of Transportation Office, Chairperson of Transportation Office and Technical Executive Unit for Transportation in Transportation Office, Managers and Staffs of Human Resource Department of PT. Bengawan Solo Trans, PT. Trans Global Mandiri, and treasurer of *Koperasi Bersama Satu Tujuan*. Documentation was carried out by analyzing document of public transportation agreement such as Memorandum of Understanding (MoU). Data analysis referred to McNabb's (2010:31-37) thinking, consisting of 7 procedures: (1) identify the research problem; (2) establish research objectives; (3) decide on a research strategy; (4) prepare a research plan; (5) gather the data; (6) analyze and interpret the data; (7) prepare and present the findings.

Results and Discussion

Providing high-quality public transportation is one of obligations for the government to provide the best service to the public. Central and local governments should be mutually committed to satisfying the people's need for public transportation. Surakarta City feels this real form of governmental service. Central government, in this case Ministry of Transportation, provides public transportation service to regional government in synergy through transportation service operational grant from bus stop reform, subsidy of Batik Solo Trans service for free, etc. It is called "buy the service" scheme, i.e. the purchase of service by government to the private sector as the operator to operate Bus Rapid Transit (BRT). Batik Solo Trans is a public transportation system in the form of Bus Rapid Transit (BRT) to serve the people. Surakarta City is one of 5 (five) big cities in Indonesia to get operational grant from central government for public transportation in the region. This grant is inseparable from the cooperation with many parties, for example the operator of public transportation in Surakarta

City including PT. Bengawan Solo Trans, PT. Trans Global Mandiri, and Koperasi Bersama Satu Tujuan. PT. Bengawan Solo Trans was established in 2013. This company is a consortium of 5 autobus companies (PO) in Surakarta: PO Nusa, PO Surya Kencana, PO Sumber Rahayu, PO Atmo, and PO Ska Jaya (Fitriyani & Suharto, 2021). This company along with PT. Trans Global Mandiri and *Bersama Satu Tujuan* Cooperative becomes the operator of feeder and Batik Solo Trans. In this research, the partnership of public transportation development in Surakarta will be analyzed using Successful Collaborative Partnership theory from Agarwal, Caiola, and Gibson (2015), explained as follows.

1. Clear Goals

Clear goals in this case refer to agreement and explicit partnership to achieve the collective objective. The parties in partnership enter into agreement in order to achieve the collective objective. This principle enables the parties to know their own roles in achieving the objective.

In performing partnership, a certain party cannot run alone. The participation of parties is required to achieve the collective objective. Based on the Law No. 22 of 2009 about Traffic and Road Transportation, government is obliged to serve public transportation to the people. However, government cannot do so alone. For that reason, a partnership is required with other parties like public transportation business performers. Partnership in providing public transportation in Surakarta city has collective objective. Both Transportation Office and Technical Executive Unit for Transportation have main duties and functions to organize public transportation, to develop representative public transportation, and to serve Surakarta City people, which in turn create two grand designs. One is served by bus and another by feeder. In this case, assets belonging to Surakarta City government in public transportation sector are bus and feeder. The form of partnership in providing bus and feeder is performed by the operator, in this case PT. Bengawan Solo Trans as the provider of Batik Solo Trans bus, and PT. Trans Global Mandiri and *Koperasi Bersama Satu Tujuan* as the provider of feeder.

This partnership has basic objectives, among others: (1) to switch people from private to public transportation; and (2) to avoid or to reduce traffic jam. In addition to basic objective, there is another objective arising, i.e. to help people with no private transportation vehicle use public transportation for free. It is also mentioned in the Memoranda of Understanding between Surakarta City Government and PT. Bengawan Solo Trans Numbers 019.6/2320 and

001/KS/PT.BST/VII/2013 about the Cooperation in Managing Road-Based Mass Transportation Service in Surakarta urban area. Considering the agreement, the parties provide road transportation infrastructure to the public constituting the government's duty and responsibility. Another partnership aims to improve public transportation service and its accessibility; therefore Government also establishes partnership along with *Trans Roda Sejati* and *Bersama Satu Tujuan* service cooperatives in providing Feeder. The partnership is regulated through: Agreement between Surakarta City Government and Trans Roda Sejati Cooperative Numbers: 119/860 and 002/Sek/TRS /III/2017 for providing feeder in corridors 9,11,14, and 15, and Agreement between Surakarta City Government and Bersama Satu Tujuan service cooperative Number: 119/860.1 and 088/BST/ III/2017 for providing feeder in corridors 8 and 13. The parties in the partnership have collective objective, to improve public service in the form of passenger transportation on the road with public transportation vehicle safely, comfortably, and affordably to the people.

2. Clear Roles

Clear roles emphasize on the clear contribution of individual parties in the partnership in order to achieve the collective success. Clear role distribution is very desirable to avoid job overlapping and duplication. This Batik Solo Trans partnership involves government, private, and cooperative. Government consists of central, provincial, and regional governments. Ministry of Transportation serves as central government, Transportation Office of Central Java Office as provincial government, and Transportation Office of Surakarta City and Technical Executive Unit for Transportation in Transportation Office of Surakarta City as regional government. Meanwhile, private sector involves PT. Bengawan Solo Trans and PT. Trans Global Mandiri. Cooperative involves public transportation one named *Bersama Satu Tujuan* cooperative. The role of individual parties in public transportation development in Surakarta is represented below.

Public transportation partnership in Surakarta City was begun in 2013 aiming to revitalize public transportation through improving bus fleet, route, payment model, and regulation of going up and down the bus stop. In that year, the government established partnership with PT. Bengawan Solo Trans only. The Partnership of Batik Solo Trans began to operate on February 24, 2014 with two corridors. As time goes by, 1 corridor was added in 2018. In early partnership, Batik Solo Trans is provided through investment subsidy scheme, in the sense of

bus or fleet is provided by Transportation Office of Surakarta City. PT. Bengawan Solo Trans is the operator serving to assume the operational cost of Batik Solo Trans from 2014 through the middle of 2020. In this case, Batik Solo Trans bus vehicle is subsidized by Surakarta City Government, but any operational risk is assumed by PT. Bengawan Solo Trans. Furthermore, in the middle of 2020 – today central and provincial governments begin to be involved through "buy the service" program. Through this program, PT. Bengawan Solo Trans as the private sector should have capital for providing bus according to the specification specified by central government. Meanwhile, diesel fuel purchase and employee (driver and staff) recruitment monthly are assumed by central government.

Central Government, in this case the Ministry of Transportation through Directorate General of Land Transportation, is the one implementing "buy the service" program. "Buy the service" is the purchase of service by the government to the private sector as the operator which operates Bus Rapid Transit (BRT). Thus, Central Government provides full budget to implement "Buy the service" program, including driver salary, employee salary, spare part replacement, vehicle tax, motor vehicle inspection (KIR), full rent, monitoring facilities in the form of CCTV, and call center are all facilitated by Directorate General of Land Transportation, whose budget comes from APBN (State Income and Expenditure Budget). In this program, any risks are assumed by the government. Meanwhile, provincial government, in this case the Transportation Office of Central Java Province contributes to licensing affairs. Considering the Governor of Central Java's Regulation Number 69 of 2016 about Organization and Work Mechanism of Transportation Office of Central Java, the Transportation Office plays role and function in formulating and implementing policy in transportation field including, among others, road traffic and transportation, and train and shipping (Kristina et al, 2020). Furthermore, Surakarta City Government, in this case the Transportation Office, contributes to providing Batik Solo Trans infrastructures such as bus stops and traffic signs, planning and setting up trajectory, supervision and use, and operational policy. Meanwhile, Technical Executive Unit of Transportation serves to set up Standard Operating Procedure (SOP) and Standard Service Minimum (SPM), and to give building and education to drivers in order to provide the best service to the public.

PT. Trans Global Mandiri serves as the operator of feeder responsible fully for the management of feeder including employee recruitment and operational cost of vehicle.

Meanwhile, *Bersama Satu Tujuan* cooperative is the partner of PT. Trans Global Mandiri serving as the operator providing feeder and driver. In this case, feeder substitutes for the city transportation vehicle (*angkot*), thereby the cooperatives for *angkot* are required to have their own public transportation vehicle to be revitalized into feeder later. About 120 city transportation vehicles from Bersama Satu Tujuan cooperatives have been revitalized into feeder up to 2021. Considering the figure, not all vehicles belonging to the Bersama Satu Tujuan cooperatives have been revitalized. Therefore, Bersama Satu Tujuan cooperatives propose 2 additional corridors for city transportation vehicle that have not been managed yet.

3.Trust

Trust is one of important elements to establish partnership. Trust can be built through communication and transparency in any thing, including decision making. The trust between the parties in the partnership can be established when government steps back and enables the private to fill in the role needed. In this case, the transfer or the fulfillment of role is a form of mutual trust in implementing a partnership.

Basically, this trust is established on the initiative of Surakarta City Government through Transportation Office which at that time implemented Batik Solo Trans program in 2010. In implementing the program, the Transportation Office of Surakarta City needs operator, so that it trusts fully the private to be the operator of Batik Solo Trans and feeder. The operator companies, including PT. Bengawan Solo Trans, PT. Trans Global Mandiri, and *Bersama Satu Tujuan* cooperatives, are intended to establish cooperation, to provide and to manage Batik Solo Trans and feeder bus services.

4. Commitment

Essentially, commitment can be established when one party prefers building partnership with another. Full commitment among the parties will result in an effective partnership. Strong commitment is very desirable to maintain and to improve the program in order to run according to the collective objective (Fitriyani & Suharto, 2021).

Considering the result of interview, the parties in partnership including Transportation Office, Technical Executive Unit of Transportation, PT. Bengawan Solo Trans, PT. Trans Global Mandiri, and *Bersama Satu Tujuan* Cooperative are committed mutually to providing transportation infrastructure, managing, maintaining, and operating public transportation.

The real form of commitment is, among others, manifested into the Memorandum of Understanding and consortium of 5 autobus companies. Ansell & Gash in Fitriyani & Suharto (2021) state that the presence of Memorandum of Understanding (MoU) and consortium is expected to remove the obstacles often appearing due to the difference of characteristics between stakeholders. In addition, the real form of commitment can be seen from the private sector contributing to the society through implementing Standard Operating Procedure (SOP) and Standard Service Minimum (SPM) specified by the Central Government. It is because they want to provide best service to the public, so that the people will be interested in using public transportation. Some measures have been taken to realize the commitment, one of which is to provide socialization to the potential users of feeder and Batik Solo Trans.

Conclusion

Considering the result of research, it can be concluded that public transportation in Surakarta was analyzed using 4 principles of Successful Collaborative Partnership from Agarwal, Caiola, and Gibson (2015): (1) Clear Goals: the Parties in partnership have collective objectives to improve public service in the form of passenger transportation on the road with public transportation vehicle safely, comfortably and affordably to the public; to switch the use of private vehicle to that of public transportation vehicle; to avoid and to reduce traffic jam; and to help people with no private vehicle use public transportation. (2) Clear Roles: Government is the party implementing "buy the service" program, contributing providing the full budget for implementing "buy the service" program. Provincial Government, in this case the Transportation Office of Central Java Province, contributes to licensing affairs. Transportation Office of Surakarta City contributes to providing Batik Solo Trans infrastructure. PT. Bengawan Solo Trans is the operator serving to assume the operational cost of Batik Solo Trans. PT. Trans Global Mandiri serves as the operator of feeder responsible fully for the management of feeder, including employee recruitment and operational cost of vehicle. Meanwhile, PT. Trans Global Mandiri serves as an operator providing feeder and driver. (3) Trust: Surakarta City government trusts fully the private to perform cooperation, to provide and to manage Batik Solo Trans and feeder bus service. (4) Commitment: Government and Private are committed mutually to providing transportation infrastructure,

managing, maintaining, and operating public transportation as evidenced with Memorandum of Understanding (MoU) and consortium.

References

Agarwal, K., Caiola, N. & Gibsonc, A. (2015). Best practices for a successful MNCH partnership that an external evaluation could never find: Experiences from the Maternal and Child Health Integrated Program. *International Journal of Gynecology and Obstetrics*. Vol. 130, pp. 11-16

Anis. (2021, Agustus 16). Personal Interview.

Arsyiah, W. O., & Ramadhan, S. (2021). Implementation of Open Government Partnership in Public Information Services in Baubau City. *Annals of the Romanian Society for Cell Biology*, Vol. 25 (2), 2311–2316.

Badan Pusat Statistik. (2019). Jumlah Kendaraan Bermotor yang telah diregistrasi Menurut Jenis Kendaraan di Kota Surakarta 2019.

Dinas Perhubungan Provinsi Nusa Tenggara Barat. (2020). https://dishub.ntbprov.go.id/2020/12/08/peran-transportasi-terhadap-urbanisasi/

Djabbari, M. H., Alwi, A., & Thamrin, S. H. (2021). Implementasi Public Private Partnership dalam Pengembangan Pariwisata di Kabupaten Toraja Utara. *Jurnal Analisis Kebijakan & Pelayanan Publik (JAKPP)*, Vol. 7 (1), 1-13.

Fitriyani, E., & Suharto, D. G. (2021). Collaborative Governance dalam Layanan Bus Rapid Transit di Kota Surakarta Tahun 2010-2019: Studi Tentang Kegagalan Kolaborasi. *Journal of Government and Politics (JGOP)*, 3(1), 66-82.

Karno. (2021, September 11). Personal Interview.

Korab-Karpowicz, W. J. (2020). The United Citizens Organization: Public-Private Partnerships in Global Governance. *Research in Globalization Journal*, 2.

McNabb, D.E. (2010). Research Methods for Political Science: Quantitative and Qualitative Methods (2nd ed.). Routledge. https://doi.org/10.4324/9781315701141

Nugroho, R. (2012). Public Private Partnership as a Policy Dilemma. *BISNIS & BIROKRASI: Jurnal Ilmu Administrasi dan Organisasi*, 18(3).

Riza. (2021, September 13). Personal Interview.

Rozdianda, M. (2019). Persebaran Zona Merah Ojek Online di Surakarta. *Doctoral dissertation, Universitas Muhammadiyah Surakarta*.

Sadad. (2021, September 13). Personal Interview.

Setyowati, K, dkk. (2020). Strategic Planning on Smart Mobility Development. *Jurnal Ilmu Sosial*, Vol. 19 (2), 180-206.

Transportologi. (2019). *Transportasi Kota Solo: Mencari Jalan Menuju Masa Depan*. https://transportologi.org/laporan-transportologi/transportasi-kota-solo-mencari-jalan-menuju-masa-depan/

Yanto. (2021, September 16). Personal Interview.

Yessi. (2021, September 13). Personal Interview.

Yulianto. (2021, Agustus 19). Personal Interview.

Community Changes in Pregnancy Services during the Covid-19 Pandemic

Sri Hilmi Pujihartati[1], Argyo Demartoto[2]

[1]Departement of Sociology, Faculty of Social and Political Sciences, Universitas Sebelas Maret
(email: srihilmi@staff.uns.ac.id)
[2]Universitas Sebelas Maret

Abstract

This article will discuss how to adjust and the condition of services in health facilities, especially for pregnant women during the pandemic. The method used is literature study to obtain data and finally it will be condensed into a conclusion. The theory of behavior change is the basis for analyzing changes in community behavior in health services during the Covid-19 pandemic. The purpose of this paper is to provide an understanding of how the actual situation in society, especially in the health sector of pregnant women during the Covid-19 pandemic is. The results showed that in the health sector there were considerable changes. This change is not only carried out by medical personnel, but also needs to be balanced by public awareness. Due to this pandemic, people must pay more attention to themselves, especially for pregnant women. For pregnant women, it can be done through online examinations and consultations with medical personnel or face to face with strict health protocols. In addition, monitoring can also be carried out independently from home by referring to the MCH handbook. Understanding and knowledge of pregnant women is needed in addition to reducing the intensity of pregnancy checks. For this reason, pregnant women need to behave in a healthy way by referring to the policies issued by the Indonesian Ministry of Health. Optimizing the health of pregnant women is very much needed in reducing the incidence of Covid-19 and reducing maternal anxiety during the Covid-19 pandemic.

Keywords:

Covid-19; pregnancy; health

Introduction

Since the WHO (World Health Organization) declared that the corona virus disease (Covid-19) is a global health emergency or pandemic, the Indonesian government has implemented social distancing measures with strict health protocols (use of hand sanitizers, maintain distance, increase endurance, maintain cleanliness). body, more stringent anticipation of individuals who have comorbid). All of these rules are enforced to suppress COVID-19 cases (Buana D.R., 2020).

The Covid-19 pandemic that has occurred since the beginning of 2020 has forced us to be able to adapt to different rules, norms, policies, and procedures for an activity. Many new regulations have emerged that prohibit people from gathering and doing face-to-face activities, as well as policies on health services. Society also experiences various changes in it, especially in dealing with the pandemic during pregnancy. Changes in the health sector occur by taking into account other fields, for example economic progress that will facilitate all activities that are prohibited from being carried out face-to-face.

Behavior change theory explains every condition that is befalling society. As in the current state of the Covid-19 pandemic, the community has an important role to play in stopping the spread of the Covid-19 virus. Given that the transmission of Covid-19 is a droplet infection from individual to individual, the principle of prevention can be carried out with an individual approach and a community approach. Individual approaches include doing 3M (washing hands, wearing masks, keeping a distance). Meanwhile, the community approach includes prevention efforts, case finding efforts, and effective handling (Kemenkes RI, 2020). Michie et al (2020 in Ichsan, 2020) explain one form of advocacy and behavior aimed at the public (UK government) to deal with the Covid-19 pandemic, namely the behavioral change theory approach. The UK government itself has a draft guideline for social distancing and protection for vulnerable people (shielding of vulnerable people) against Covid-19. Based on the results of research that has been done, obtained information:

1. The theory of behavior change can be used as a practical and systematic framework to understand, analyze, and provide recommendations to those who issue regulations for the benefit of the wider community.
2. The theory of behavior change can be used to detect obstacles that may be faced by the state in implementing regulations related to the prevention of Covid-19.
3. Frequent and infrequent behavioral changes can be seen
4. The results of empirical research can be used as an illustration of an intervention based on a behavioral change framework.

According to Selo Soemardjan in Goa (2017) that social change is a change that occurs in community interactions and will affect the social system which includes attitudes, behavior, values in society. Behavior in society can be seen and assessed when it has been carried out in large numbers of people. Individuals can behave according to internal factors or other people

or the environment. During a pandemic like this, environmental conditions, positive confirmed cases, and news broadcast in the mass media can also influence people's behavior.

Society will always change, experience movement, and develop. All these changes can occur due to internal and external factors from the community. This change cannot be avoided, what can be done is to follow the changes while still paying attention to the balance in society. If this change occurs followed by the ability to follow from other parties, there will be no negative impact. It is different if change is not followed by the ability to follow, this will certainly be problematic because it will be able to trigger conflict in the community itself.

Facing pregnancy and childbirth is something that requires special attention, especially in this Covid-19 pandemic situation, which is certainly more challenging. However, all difficulties will still be overcome, and pregnant women are required to undergo each process in a comfortable and safe condition. A pregnant woman has the right to get quality health and mental services, both before, during, and after giving birth. For this reason, every pregnant woman during a pandemic is recommended to do:

1. As much as possible to stay at home (stay at home)
2. Maintain personal hygiene and wash hands regularly
3. Avoid people who are sick
4. Consume nutritious food and vitamins
5. Monitor fetal movement
6. Monitor the symptoms of Covid-19 infection (fever, cough, runny nose, sore throat, shortness of breath, diarrhea)
7. Knowing the signs of an emergency in pregnant women as mentioned above
8. Conducting tele clinical consultations with doctors
9. Plan carefully for labor
10. Support from family

The risk of Covid-19 complications is higher for people with vulnerable groups. The vulnerable groups in question are those who are elderly, individuals who have weaknesses, especially chronic diseases, and pregnant women. Obstetrics and Gynecology Specialist at Semen Padang Hospital (SPH), dr. Primadella Fegita, Sp.OG, stated that pregnant women are more susceptible to Covid-19 because cell activity in the mother's body during pregnancy will decrease, causing weakened immunity.

Pradana, et al (2020), said that physiological and immunological changes by pregnant women can have systemic effects that increase the risk of obstetric complications from respiratory infections in pregnant women. The social distancing policy also applies to pregnant women, in order to limit activities with the outside environment. One of the risks of pregnant women contracting Covid-19 is during pregnancy check-ups at clinics or hospitals. For this reason, services for pregnant women need alternatives that do not harm any party, both pregnant women themselves and midwives or doctors.

According to Priyanti, et al. (2020) maternity service is an activity for mothers that is carried out routinely and repeatedly with the aim of providing support to pregnant women, consultation on physiological, behavioral, biomedical, and psychological issues to realize a successful delivery and healthy mothers and children. Efforts to provide services for pregnant women are carried out by medical personnel with good cooperation in the community. Good cooperation must be established from pregnant women because they are the targets of success in the service of pregnant women.

According to Government Regulation Number 61 of 2014 maternal health services include health services for the period before pregnancy, pregnancy, childbirth and after childbirth, pregnancy management, contraceptive and sexual health services and reproductive system health services (Government Regulation of the Republic of Indonesia, 2014). The challenge of midwifery services during the Covid-19 pandemic is the knowledge of mothers and families regarding Covid-19 (Simbolon, et al, 2021).

This study will explain changes in society, especially in pregnancy services during the Covid-19 pandemic. The changes that occur during the Covid-19 pandemic must inevitably be accepted by the community, especially for pregnant women in checking their pregnancy for the health of the mother and baby. Apart from that, it is also necessary to take policy steps from health workers which of course also need cooperation from pregnant women.

Methods

To compose this paper, the author conducted a library research to obtain secondary data from journals and used data from relevant agencies to support the validity of the data. Literature study is a method of collecting information and data through materials in the library, such as documents, books, photographs, pictures, historical stories, and electronic

documents that can support the writing process (Mardalis, 1999 in Mirzaqon & Budi). Literature studies are also carried out by studying several reference books and the results of previous research similar. According to Sugiyono (2012), literature study is a theoretical study of references and other scientific literature related to culture, values, and norms that develop in the social situation under study.

Results and Discussion

Based on data and information obtained through several literatures, researchers found that during the pandemic, pregnant women's visits decreased a lot because of concerns about going out of the house. One of them, in the independent practice of midwives in the Bandung area, it was found that the decrease in visits by pregnant women was more than 50%. Of the pregnant women who are still doing the examination, 20% have not visited more than four meetings (Rofiasari, 2020).

According to Rachmawati, et al. (2017), services during the preparation for childbirth are carried out to prevent bad risks that may occur for pregnant women, especially those with high risk. The government stipulates a minimum of four visits during pregnancy as a standard for pregnancy services.

According to the Ministry of Health (2012), the minimum frequency of examination visits for pregnant women is four times. The services provided include measurement of body weight, blood pressure, abdominal circumference measurement, giving vitamins and iron, immunization, HIV/AIDS checks, to counseling regarding problems felt during pregnancy.

According to Zeithaml (2010, in Jati, 2014), there are five criteria in determining the quality of services for pregnant women, including ability, responsiveness, assurance, attention, to direct evidence. The ability of medical personnel to serve patients is an important thing to consider. Then, how is the response and response of medical personnel when there are problems. What is meant by guarantee is the ethics of medical personnel in serving patients. Furthermore, care that arises from the heart to help pregnant women and equipment for handling medical personnel must also be needed.

During the pandemic, for examination services for pregnant women with the standard "Every pregnant woman gets services according to standards in the area where the pregnant woman stays during pregnancy" (Kemenkes RI, 2020). Each region has its own policy

according to the needs and ability of the region to meet its needs. Health centers and hospitals, as well as other health facilities will receive subsidies for services for pregnant women. This of course must be used as well as possible by medical personnel and by pregnant women themselves.

According to research by Nurrizka, et al. (2021), during the pandemic, pregnant women prefer to have their womb checked at a hospital health facility. For the Greater Jakarta area, the largest proportion is pregnant women in Depok, which is 60% of the total number of pregnant women. According to the researcher, Puskesmas need to increase the effectiveness of examinations so that pregnant women do not experience queues that cause concerns regarding the spread of the COVID-19 virus for pregnant women who are carrying out pregnancy tests.

According to drg. Saraswati, MPH., Director of Primary Health Services (2020), in the early days of the pandemic, health services, especially patients with positive cases of COVID-19, were centered in hospitals. However, the increasing number of cases prompted the government to make other policies, namely by allowing self-care for patients with more favorable conditions. Many patients, including pregnant women, require treatment from the closest medical personnel from their isolation sites. So, the Puskesmas took part in community service activities confirmed positive for COVID-19.

The widespread spread of the COVID-19 virus in various countries has caused many negative impacts, especially for human psychology. Fears about the consequences and spread of the COVID-19 virus are a shadow for humans. Its continuous spread causes anxiety for many individuals to carry out activities, especially to leave the house and interact with many people (Shigemura et al, 2020).

According to Baro'ah (2020), the fears that arise will have an impact on the emergence of anxiety for pregnant women. It is important to provide counseling to pregnant women so that they are able to understand the steps that minimize the spread of the COVID-19 virus while they are pregnant and give birth in the future. The knowledge possessed by pregnant women can help them think in making decisions about how they should behave in order to still be able to meet their physical, psychological, and other needs during the pandemic. One of the factors that can influence the understanding of pregnant women in the counseling process is work, education, and age (Damayanti, 2012).

According to Tantona (2020), that during the pandemic, anxiety in pregnant women tends to increase. For example, in Banyumas Regency, in 28 pregnant women, 75% of respondents experienced anxiety. Anxiety ranges from mild to severe. So, pregnant women become more careful in their activities outside the house.

During a pandemic like this, pregnant women must adapt so as not to experience anxiety which is actually dangerous for pregnant women themselves. There are various forms of adaptation, for example by diligently washing hands, using masks (better if 2 layers), bathing after traveling, conducting routine checks, and also taking advantage of technological advances in consulting with medical personnel (Rahmawati & Sutrisno).

For pregnant women who are nearing delivery, they are required to carry out laboratory tests to ensure that they are free from COVID-19. If the results are found to be positive for COVID-19, then the delivery will be carried out with stricter health protocols that are much more serious. In addition to health protocols, the number of medical personnel who help will also increase to speed up the birth process and immediately cut off contact with positive COVID-19 patients. This can cause new concerns for pregnant women in the New Normal period (Rahmawati & Sutrisno, 2020).

The immunity of pregnant women is also an important concern, because they are considered more susceptible to contracting the COVID-19 virus. Physical changes that occur during pregnancy also affect the health of pregnant women, if not maintained will be able to interfere with the immune system of pregnant women. If pregnant women are exposed to the COVID-19 virus, healing requires more attention from medical personnel (Sutton, et al., 2020).

The government has set a new rule in the service of pregnant women during the Covid-19 pandemic that there are differences in examination activities from the period before the pandemic, which are the differences, among others.

The division according to zones as above is in accordance with the Guidelines for Antenatal Services, Childbirth, Postpartum and Newborns in the Era of Adaptation to New Habits (Kemenkes RI, 2020). Problems experienced by medical personnel in handling patients, especially pregnant women during the pandemic (Nurjami, 2020):

1. Difficulty in fulfilling Personal Protective Equipment (PPE) and materials for infection prevention.

2. The patient's awareness of self-protection is low by wearing a mask and washing hands in running water.
3. Patients who are confirmed positive for COVID-19 but are not honest with the midwife, causing concern for medical personnel.
4. Limited number of Rapid test supplies following local policies.
5. Mother is afraid to visit the Midwife's Independent Practice clinic, Puskesmas or Hospital.
6. Independent Practice Midwives experienced a decrease in the number of patients (immunization, family planning, and ANC).
7. There are patients who still come to ignore health protocols (not wearing masks, midwives must provide masks for patients and companions).

According to Anshari & Wahyuni (2020), the educational process can be done virtually, without having to meet face to face, especially during a pandemic like this. Various applications are offered to conduct virtual meetings, such as Gmeet, Zoom, and WhatsApp. The limitations that occur during the pandemic force all parties to rack their brains so that activities can continue even though they are not like before the pandemic. Therefore, virtual meetings are highly recommended, especially for areas with high confirmed cases of COVID-19.

In Gumpang Kartasura Village, a way to deal with the changes that occur during the pandemic, Gumpang Health Center medical personnel conduct online counseling, using WhatsApp group media, distributing flyers to the community, to making videos for education for pregnant women to facilitate the delivery of medical personnel. In addition to using online media, medical officers from the local Puskesmas also conduct door to door counseling to pregnant women's homes to check the content and provide counseling according to the needs of pregnant women (Indriawan, et al. 2021).

Concerns of Pregnant Women in the Pandemic Period, according to Hall et al. (2021):

1. Changes that occur with medical personnel.
2. Must apply health protocols by wearing masks and diligently washing hands.
3. When consulting with medical personnel, unable to grasp the meaning conveyed properly.

4. The use of masks that cover other people's expressions, which then creates a sense of worry and suspicion.
5. Difficulty breathing when wearing a mask.
6. Changes in the form of inspection.
7. Isolate if exposed to the COVID-19 virus.
8. Loss of concern from the people around.
9. When giving birth, the wait is limited.
10. Worried about being exposed to the COVID-19 virus.
11. Worried about being treated separately from the baby who was born.
12. Limited choice of place to give birth.
13. Hospitalization.

It is important for pregnant women to take antenatal classes online to stay informed about pregnancy and childbirth during the COVID-19 pandemic. This activity is very beneficial for pregnant women. According to research conducted in Turkey, online education can reduce anxiety for pregnant women and reduce the pressure they feel. In this activity, pregnant women can check whether news about COVID-19 is true or just disseminated to trigger public concern. (Derya et al., 2021)

According to Irianti B, et al in their research in 2015 that Midwives are recognized as responsible and accountable professionals, working in partnership with women to provide support, care, advice during pregnancy, childbirth and the puerperium, including newborns. The care provided includes delivery support, prevention, detection of complications in mother and child, accessing medical care or other appropriate assistance and carrying out emergency measures.

The COVID-19 pandemic can affect the psychology of pregnant women, it is important to provide extra services for pregnant women by providing special assistance from experts. By getting assistance, the risk of experiencing depression will be reduced and pregnant women are expected to continue to feel relaxed without worrying too much about pregnancy and childbirth (Choi et al., 2020).

In addition, physical health management is also very necessary during the pandemic. Physical activity during pregnancy can also reduce the risk of depression for pregnant women. Pregnant women can register or participate in a series of pregnant women's exercises

that are broadcast through mass media, such as Youtube so that they can do it at home without having to go to crowded places. Exercises that are recommended for pregnant women include swimming, morning walks, and pregnancy yoga. (Kołomańska, Zarawski and Mazur-Bialy, 2019).

In addition to the relationship between pregnant women and their health workers, pregnant women need to have a relationship good with other pregnant women. It aims to be able to share stories and not feel alone. If before the pandemic they were able to meet directly in the class of pregnant women, during a pandemic like this they can meet through social media such as Whats App, LINE, Instagram, or other media. By forming a group like this can increase positive emotions for pregnant women. The formation of these groups can be facilitated by the midwife who cares for them during pregnancy. In this group, there will be a concern to support each other (Hall et al., 2021).

To maintain the trust of pregnant women, meet with medical personnel, and also protect each other from this virus, health workers use complete Personal Protective Equipment (PPE). This PPE consists of N95 masks, gloves, protective glasses, boots, and hazmat dresses. Medical personnel do this every day to take care of other individuals and themselves (Ministry of Health, 2020).

Tristanti & Kulsum's research (2021), explains the behavior of prenatal care during the Covid-19 pandemic in Kudus Regency, Central Java in the period June-July 2020 which has undergone various changes, as follows:

1. Frequency of pregnancy checkups

Pregnant women feel worried about having regular check-ups, so they only check the womb if there are complaints. It was explained that antenatal care is important to maintain the period of pregnancy until the birth process by fostering a good relationship between mother and child, detecting complications that can threaten life, preparing for birth, and providing care. WHO recommends pregnant women to have routine pregnancy checkups at least 4 times, namely once in the first trimester, once in the second trimester, and twice in the third trimester. The purpose of prenatal care is to identify and prevent as early as possible any abnormalities that may arise, to improve and maintain the condition of the mother's body to deal with pregnancy, childbirth, and breastfeeding.

Considering the condition of the Covid-19 pandemic, the schedule for routine examinations for pregnant women is given leeway, at the first pregnancy examination by doctors to screen risk factors through the time contract stage in advance. For pregnant women with PDP or confirmed Covid-19, there is a delay in the ultrasound examination. And further checks by teleconsultation.

2. Places or facilities for pregnancy services

Some pregnant women choose to check their pregnancy at the nearest midwife, they feel that this step is safer and the cost is also cheap. The independent practice of midwives provides standard health services by implementing several policies during a pandemic, namely pregnant women who have no complaints, they should apply information from the MCH handbook, and it is recommended to go to health facilities if they experience complaints and danger signs. Before carrying out the examination, it is recommended to make a time contract or an appointment with the midwife in advance. Midwives who handle ANC use level 1 Personal Protective Equipment (PPE) (head cover, medical mask, face shield, gloves, work clothes, and shoes) and pregnant women wear masks. For classes for pregnant women, consultation, IEC, and counseling are done online.

3. Planning a pregnancy checkup

Based on the data obtained, pregnant women have made a contract beforehand, namely contacting the midwife before checking and bringing PPE equipment (masks). Before carrying out the examination, pregnant women must plan: find adequate health care facilities or facilities, prepare transportation and assistance facilities, make contracts with selected health workers, prepare Personal Protective Equipment (PPE), bring MCH books, and apply health protocols during inspection process.

4. Implementation of health protocols on pregnancy checkups

In the Independent Midwife Practice (PMB) health protocols have been carried out in providing maternity care: washing hands with soap and running water for 20 seconds (the correct way of washing hands according to the guidelines in the MCH handbook), using an alcohol-based hand sanitizer at least 70%, washing hands especially after defecating (BAB) and urinating (BAK) and before eating, avoiding touching your hands to your eyes, nose, and mouth, avoiding contact with sick people, and so on. With the implementation of health

protocols in pregnancy services, it is hoped that the objectives of pregnancy care can be achieved and pregnant women and midwives are avoided from the transmission of Covid-19.

To get to the new normal era, there needs to be careful preparation from both the government and the community. In the new normal era, all people are required to make peace and live with Covid-19. For pregnant women, to face the new normal era by sticking to health protocols, an increased understanding of antenatal care is very much needed. Antenatal Care (ANC) is a pregnancy examination to improve the physical and mental health of pregnant women, so that they are able to face the period of childbirth, postpartum, breastfeeding, and the return of reproductive health (Yuliani, et al, 2021).

According to Sri Dinengsih, S.ST. M.Kes, all delivery places must have Covid-19 with a minimum standard of Personal Protective Equipment (PPE) level 2. This is charged to midwives in Antenatal Care (ANC) services. But not only that, pregnant women also need to be active in seeking information about standard Antenatal care (ANC) or childbirth during the new normal. With that, pregnant women can minimize the dangers and risks of Covid-19.

The general objective of the activity to increase public knowledge is to be prepared for changes in behavior regarding perceptions in Antenatal Care (ANC) examinations. In addition, it also increases the interaction between pregnant women and health workers to share experiences with Antenatal Care (ANC) examinations.

Based on the information obtained, not a few pregnant women are afraid and anxious to do Antenatal Care (ANC) examinations. They postponed the Antenatal Care (ANC) examination for fear of contracting Covid-19, even though ANC was very important to maintain the health and welfare of the fetus. Thus, Antenatal Care (ANC) examinations need to be carried out while maintaining and implementing strict health protocols so that no party feels disadvantaged.

The World Health Organization (WHO), recommends that Antenatal Care (ANC) visits be carried out at least eight times consisting of the first visit (K1) in the first trimester or gestational age 0-12 weeks, the second visit (K2) in the second trimester or at gestational age 20 and 26 weeks, and the third visit (K3) at 30, 34, 36, 38, and 40 weeks of gestation. The Antenatal Care (ANC) guidelines for the Covid-19 pandemic situation according to the Indonesian Ministry of Health (2020) and POGI (2020) are as follows:

1. Pregnant women in emergency conditions must carry out Antenatal Care (ANC)

2. Antenatal Care (ANC) examination is not recommended for pregnant women in the first trimester, unless there are complaints or suspicion of an ectopic pregnancy, so an ultrasound is necessary.
3. In the second trimester of pregnancy, Antenatal Care (ANC) examination is carried out with a remote clinic consultation (teleconsultation), unless there are complaints or emergencies.
4. The third trimester pregnancy examination must be carried out 1 month before the expected delivery

The principles of Antenatal Care services for pregnant women (POGI, 2020):

1. At the time of tele-registration, it must be emphasized the importance of pregnant women and their accompanying families using masks when carrying out face-to-face examinations.
2. All staff/health workers use appropriate Personal Protective Equipment (PPE), including head protection, surgical masks, face shields, gowns, gloves and closed shoes.
3. Pregnant women who have close contact and show mild symptoms of COVID-19 infection are required to postpone prenatal examinations for 14 days.
4. Basic evaluations that require in-person meetings, such as blood pressure measurements, laboratory tests, and fetal growth assessment will still be carried out and arranged to be carried out in conjunction with other maternal examinations in order to limit repeated visits to clinics/hospitals.
5. Supplementation of folic acid, calcium, vitamin D and iron is still given according to national recommendations.
6. Pregnant women are advised to count fetal movements independently in the third trimester of pregnancy > 28 weeks (minimum 10 movements in 2 hours, if the first 2 hours of fetal movement has not reached 10 movements, monitoring can be repeated in the next 2 hours until a maximum of 6 times is done). within 12 hours)). If it has not reached 10 movements for 12 hours, the mother must immediately come to the health facility to ensure the condition of the fetus.

Lack of Antenatal Care (ANC) visits and understanding of the danger signs of pregnancy can harm the mother and fetus, such as bleeding during pregnancy because the danger signs of pregnancy are not detected early on. Optimizing the health of pregnant

women is very much needed in reducing the incidence of Covid-19 and reducing maternal anxiety during the Covid-19 pandemic.

The current state of the pandemic greatly affects psychosocial conditions in society, changes in traditions or habits, and instability. This certainly causes social turmoil in the community in the form of anxiety, stress, and worry. Of course it is very dangerous for vulnerable groups such as pregnant women. After the implementation of Large-Scale Social Restrictions (PSBB), there has been a decline in social support for pregnant women in Indonesia. As research conducted by Research and Technology-National Research and Innovation Agency of the Republic of Indonesia (RISTEK-BRIN, 2020) in Bekasi City, 17.72% of pregnant women experience mild anxiety, 13.92% of pregnant women experience moderate anxiety, and 1.27% of pregnant women experience anxiety. heavy. Meanwhile, for the stress response, it was found that 13.92% of pregnant women experienced mild stress, 7.59% of pregnant women experienced moderate stress, and 2.53% of pregnant women experienced severe stress (RISTEK-BRIN, 2020).

Meanwhile, in a study in Southeast Sulawesi, 4.4% of mothers experienced moderate anxiety and 14.3% experienced severe anxiety. Anxiety that occurs has something to do with the level of mother's age, education, husband's occupation, parity, health facilities, and sources of information about Covid-19.

Some efforts to prevent anxiety can be done with simple things in accordance with the recommendations of the Ministry of Health of the Republic of Indonesia (Kemenkes RI), namely by having healthy living behaviors (washing hands, consuming healthy food), using masks, keeping a distance, avoiding contact with animals such as bats. rats, ferrets, or other animals suspected of being carriers of the Covid-19 virus, and avoiding traveling to Covid-19 danger areas.

Health monitoring can also be done through the MCH book (Maternal and Child Health) for pregnant women. The MCH handbook is a communication tool and information media needed for pregnant women and health workers during the Covid-19 pandemic (Mardliyana, 2020). Pregnant women can study MCH books at home to get health information to be applied in their daily lives. The information presented by the MCH handbook includes, among other things, a balanced nutritional menu, rest patterns, hygiene care, physical activity, preparation for childbirth, and danger signs for pregnant women. By studying the MCH

handbook, pregnant women can increase their knowledge about healthy living behaviors, so they can avoid the transmission of Covid-19, both for the mother and the fetus.

According to Simbolon (2021), every pregnant woman must take the same precautions as others to avoid infection with Covid-19. This can be done by:

1. Diligently wash your hands using soap and clean running water, or an alcohol-based antiseptic liquid.
2. Keep a distance from other people, at least 1 meter, especially with people who are coughing or sneezing, avoiding touching the eyes, nose and mouth, maintaining respiratory hygiene.
3. Cover mouth and nose when coughing or sneezing with folded elbow or tissue. Then immediately throw the used tissue in a closed trash can.
4. Seek medical attention immediately if fever, cough, or difficulty breathing. Contact via telephone first before going to a health care facility, and follow directions from the local health office.
5. Pregnant women and mothers who have just given birth, including those infected with Covid-19, must undergo routine health care as usual. Examination protocols and eligibility may differ depending on the region.

WHO recommends that pregnant women with Covid-19 symptoms should be prioritized for screening. If they contract Covid-19, they may need special care. Covid-19 can be transmitted from mother to unborn baby or newborn baby, it is not yet known whether a pregnant woman infected with Covid-19 can transmit the virus to the fetus. In this case, cooperation must be established between health workers for pregnant women and pregnant women. Health workers need to always update information and take precautions regarding Covid-19. Because the duties of health workers are always related to sick people, extra security needs to be done, especially for midwives. Because if they become actors who carry the virus to pregnant women, the risk will be very big. Likewise for pregnant women, they must take care of their own health which can be done from home. Raising awareness and education for midwives and pregnant women are equally important to take care of themselves. The challenges of maternity services during a pandemic and the understanding of pregnant women about their condition are an inseparable correlation, and have an impact on each other.

Maternity Waiting Homes During Covid-19 Pandemic

During the Covid-19 pandemic, MWHs made adjustments to comply with the applicable health protocols in Indonesia. All staff and patients must have access to and be encouraged to use hand washing facilities as soon as they enter the health facility. Ensure a steady supply of clean water (even if it comes from a bucket if running water isn't available) in every location or room where staff works, as well as in patient waiting areas. Ensure that simple soap is available at each wash station in the health facility, as well as a clean cloth or single-use towel for drying hands. Midwives who provide direct patient care must wash their hands frequently with soap and water.

Hands must be thoroughly washed with soap and water for at least 20 seconds. Wash your hands before seeing any new woman, and then again before any physical examination. Wash again immediately after the examination and after the woman has left. After cleaning surfaces, wash your hands. After coughing or sneezing, wash your hands. Hand sanitizer can also be used, especially as a backup in cases where the water supply is unreliable. Keep your hands away from your eyes, nose, and mouth. All individuals (patients and staff) should be advised to cough into a tissue or their elbow and to wash their hands after coughing and sneezing. During any clinical encounter, midwives should maintain a social distance of two arms lengths. For women who do not have suspected or confirmed COVID-19, physical examination and patient contact should be continued as usual if hand washing is performed before and after. Surfaces used by patients and staff need to be sprayed with a cleaning product (i.e.: 5% sodium hypochlorite (bleach)) and wiped down with a paper towel or clean cloth in between patients, followed by hand washing.

Conclusion

From the discussion that has been described above, it is concluded that in the health sector there have been considerable changes. This change is not only carried out by medical personnel, but also needs to be balanced by public awareness. Due to this pandemic, people must pay more attention to themselves, especially for pregnant women. Anxiety will always arise in individuals, so it needs to be countered in various ways that can be done. For pregnant women, it can be done through online examinations and consultations with medical personnel or face to face with strict health protocols. Some activities for pregnant women have been

changed to online or reduced in intensity as a step to prevent the transmission of the Covid-19 virus to pregnant women.

In an effort to overcome the Covid-19 pandemic, it is very important to pay attention to policies in the health sector. The availability of health facilities needs to be ensured in order to be able to serve the community optimally. Control of the Covid-19 outbreak in Indonesia is not only seen from adequate hospital facilities and qualified medical personnel, but also must pay attention to the health system starting from the provision of health services, labor supervision, utilization of information systems, ease of access to medicines, financing of health services, and governance of health services.

The optimization of medical facilities in Indonesia must continue to be carried out. This is done to support the network system that has been carried out from the bottom (Puskesmas). Optimization can be done by seeking remote medicine (telemedicine), making emergency budgets for the health sector, to selecting competent Human Resources (HR) in handling patients so that patients feel safe and trust in the process. To maintain the trust of pregnant women to continue to carry out routine checks, there are many ways that are carried out by medical personnel. One of them is using complete Personal Protective Equipment (PPE) in order to protect each other with others.

In addition, with the reduction in the intensity of examinations during the Covid-19 pandemic, every pregnant woman is provided with communication and information tools as guidelines for obtaining health information to be applied in daily life. Such as by studying the MCH handbook to increase knowledge about healthy living behavior, so as to avoid the transmission of Covid-19, both for mother and fetus. With this education, pregnant women will understand about preventing Covid-19 infection for pregnant women, pregnancy check-up procedures in the pandemic era, how to maintain the health of pregnant women in the pandemic era, the efforts made when pregnant women are sick in the pandemic era.

References

Anshari, R., & Wahyuni, K. I. (2021, January). Edukasi Virtual Terkait Perubahan Perilaku Dalam Masa Pandemi COVID 19. In *Konferensi Nasional Pengabdian Masyarakat (KOPEMAS) 2020*.

Buana, D. R. (2020). Analisis Perilaku Masyarakat Indonesia dalam Menghadapi Pandemi Virus Corona (Covid-19) dan Kiat Menjaga Kesejahteraan Jiwa. National Research Tomsk State University, Universitas Mercu Buana.

Choi, K. R. et al. (2020) 'Promotion of Maternal–Infant Mental Health and Trauma-Informed Care During the Covid-19 Pandemic', JOGNN - Journal of Obstetric, Gynecologic, and Neonatal Nursing, 49(5), pp. 409–415. doi:10.1016/j.jogn.2020.07.004.

Damayanti E, Winarsih. (2012). Hubungan Tingkat Pengetahuan Ibu Hamil Tentang RisikoTinggi Kehamilan Dengan Kepatuhan Kunjungan Antenatalcare Di RSUD Pandan Arang Boyolali. http://Publikasiilmiah.Ums.Ac.Id/Bitstream/Handle/123456789/3725/ERNI%20DAMAYANTI%20-%20WINARSIH%20Fix%20bgt.Pdf?Sequence=1.diakses pada 30 September 2021.

Derya, Y. A. et al. (2021) 'Pregnancy and birth planning during Covid-19: The effects of tele-education offered to pregnant women on prenatal distress and pregnancy-related anxiety', Midwifery, 92(January).

Dinkes.(2020).https://dinkes.jatimprov.go.id/userimage/dokumen/JUKNIS%20PELAYANAN%20PUSKESMAS%20PADA%20MASA%20PANDEMI%20COVID-19%20(1).pdf diakses pada 30 September 2021.

Goa, L. (2017). Perubahan Sosial Dalam Kehidupan Bermasyarakat. *SAPA-Jurnal Kateketik dan Pastoral*, *2*(2), 53-67.

Hall, S. et al. (2021) 'Education in Trauma-Informed Care in Maternity Settings Can Promote Mental Health During the Covid-19 Pandemic', Journal of Obstetric, Gynecologic & Neonatal Nursing, (January). doi: 10.1016/ j.jogn.2020.12.005.

Ichsan, Burhannudin. (2020). Penerapan Teori Perubahan Perilaku Kesehatan Dalam Menghadapi Pandemi Covid-19: Literature Review https://publikasiilmiah.ums.ac.id/bitstream/handle/11617/12437/13.%20Burhannudin%20Ichsan.pdf?sequence=1&isAllowed=y

Indriawan, T., Khofifah, N. A., Shafira, R. D., Sari, D. N., Anatunnisa, J. I., Damayanti, S., ... & Asyfiradayati, R. (2021). Peningkatan Kesadaran Ibu Hamil ke Pelayanan Kesehatan Saat Pandemi COVID-19 di Desa Gumpang Kecamatan Kartasura. Prosiding Seminar Nasional Kesehatan Masyarakat Universitas Muhammadiyah Surakarta 2021.

Irianti B. Asuhan Kehamilan Berbasis Bukti. Cetakan ke. Jakarta: Sagung Seto; 2015. 45 p.

Jati, S. P., & Suparwati, A. (2014). Hubungan Antara Persepsi Ibu Hamil Tentang Mutu Pelayanan Antenatal Dengan Kepuasan Ibu Hamil Di Puskesmas Krobokan Kota Semarang. *Jurnal Kesehatan Masyarakat (Undip)*, *2*(2), 157-162.

Kementerian Kesehatan Republik Indonesia. (2020). Info Infeksi Emerging Kementerian Kesehatan RI [Internet]. 2020 [updated 2020 March 30; cited 2020 March 31]. Available from: https://infeksiemerging.kemkes.go.id

Kemenkes RI. (2020). Pedoman Bagi Ibu Hamil Selama Social Distancing. Direktorat Kesehatan Keluarga. Jakarta.

Kemenkes RI. (2020). Pedoman Pelayanan Antenatal, Persalinan, Nifas, Dan Bayi Baru Lahir Di Era Adaptasi Baru. Direktorat Kesehatan Keluarga. Jakarta.

Kołomańska, D., Zarawski, M. and Mazur-Bialy, A. (2019). 'Physical activity and depressive disorders in pregnant women-a systematic review', Medicina (Lithuania), 55(5), pp. 1–16. doi: 10.3390/medicina55050212.

Mardliyana, Nova Elok. (2020). Optimalkan Buku KIA Ibu Hamil Masa Pandemi Covid-19. Universitas Muhammadiyah Surabaya https://www.um-surabaya.ac.id/homepage/news_article?slug=optimalkan-buku-kia-ibu-hamil-masa-pandemi-covid-19

Mirzaqon, Abdi & Budi Purwoko. STUDI KEPUSTAKAAN MENGENAI LANDASAN TEORI DAN PRAKTIK KONSELING EXPRESSIVE WRITING https://media.neliti.com/media/publications/253525-studi-kepustakaan-mengenai-landasan-teor-c084d5fa.pdf

Narwoko, J. Dwi & Bagong Suyanto, Sosiologi: Teks Pengantar Dan Terapan (Jakarta: Prenadamedia Grup, 2004).

Nurjami.(2020).https://www.ibi.or.id/media/Materi%20Webinar%20IBI%20-%20USAID%20Jalin%20Covid19/Seri%205%20-%2010%20Juni%202020/PDF%201%20Emi%2010%20Juni%20USAID%20Jalin%20%20SITUASI%20PELAYANAN%20KB%20PADA%20MASA%20PANDEMI%20COVID-19%20%26%20ERA%20NEW%20NORMAL%20-compressed.pdf. Diakses pada 30 September 2021.

Nurrizka, R. H., Nurdiantami, Y., & Makkiyah, F. A. (2021). Akses Ibu Hamil terhadap Pelayanan Kesehatan di Masa Pandemi COVID-19. *Jurnal Kebijakan Kesehatan Indonesia: JKKI*, *10*(2), 94-99.

Pradana, Anung, Casman, & Nur'aini. (2020). Pengaruh Kebijakan Social Distancing Pada Wabah Covid-19 Terhadap Kelompok Rentan di Indonesia. *Jurnal Kebijakan Kesehatan Indonesia: JKKI*, 09(02) : 61-67.

Priyanti, S., Irawati, D., & Syalfina, A. D. (2020). FREKUENSI DAN FAKTOR RISIKO KUNJUNGAN ANTENATAL CARE: Frequency and Factor Effecting of Antenatal Care Visit. *Jurnal Ilmiah Kebidanan (Scientific Journal of Midwifery)*, *6*(1), 1-9.

Rachmawati, A. I., Puspitasari, R. D., & Cania, E. (2017). Faktor-faktor yang Memengaruhi Kunjungan Antenatal Care (ANC) Ibu Hamil. *Jurnal Majority*, *7*(1), 72-76.

Rahmawati, Y. and Sutrisno (2020) 'Analisis Problematika Maternal Covid-19', in Sutrisno, Romdhoni, A. C., and Andrianto (eds) Memahami Perilaku Covid-19 di Jawa Timur Suatu Tinjauan Multidisiplin. 1st edn. Surabaya: Airlangga University Press, pp. 159–208.

Rofiasari, Linda,Richa Noprianty, Intan Yusita, Yanyan Mulyani, & Agustina Suryanah. (2020). Pendampingan Kelas Ibu Hamil Dalam Memberikan Motivasi Antenatal Care Sebagai Upaya Untuk Meningkatkan Kesehatan Ibu Dan Janin Di Masa Pandemi COVID-19. *Jurnal Peduli Masyarakat. 2(4).*

Semen Padang Hospital. (2020). Dokter Ahli Kandungan SPH: Ibu Hamil Lebih Rentan Terkena Covid-19. https://semenpadanghospital.co.id/berita/2020/dokter-ahli-kandungan-sph-ibu-hamil-lebih-rentan-terkena-covid-19/

The Inconsistency a Village Planning and Budgeting

(A Study Muna Regency, Southeast Sulawesi Province)

Jopang[1], Faturachman Alputra Sudirman[2]

[1]Prodi Administrasi Publik Program Pascasarjana Universitas Halu Oleo Kendari (email: jopang@uho.ac.id)

[2]Prodi Ilmu Pemerintahan FISIP Universitas Halu Oleo Kendari (email: fatur@uho.ac.id)

Abstract

The consistency between the planning and budgeting processes is a form of implementing good governance in the village. This study aims to analyze the inconsistency of village planning and budgeting in Muna Regency. This study uses a qualitative approach with natural settings and in-depth investigation. This method is carried out by studying village planning and budgeting documents, starting from the process to the output. The study sites were conducted in 15 villages in Muna Regency, which were divided into two regions / locations. Region one consists of 7 villages, which are located on the waterfront. Furthermore, the second area consists of 8 villages located in the mainland area (not by the sea). Secondary data retrieval is limited based on the time period of the budgeting namely the period of the 2016 and 2017 fiscal years. Data collection procedures through document study and focus group discussions. Focus group discussions involve village officials, members of the Village Consultative Body, and the Village Community Empowerment Institute. The results found: first, the implementation of the village planning and budgeting process in Muna District was not entirely consistent. Inconsistency is shown by the activities contained in the Village Budget/Anggaran Pendapatan Belanja Desa (APBDes), but not stated in the Village Government Work Plan/Rencana Kerja Pemerintah Desa (RKPDes) that has been previously determined. Second, village planning and budgeting do not yet have a reciprocal relationship, that is, a plan requires a budget while the budget is nothing but the financial instrument of the plan. Third, the inconsistency between the RKPDes and the ABPDes is intentional, where the motive is the desire to be able to distribute until the ceiling / budget allocation has been determined by giving a greater portion to the interests of the village government.

Keywords:

inconsistency; planing; budgeting; village

Introduction

The great authority and role that the village has today needs to be in the same line with a great capacity as well. Capacity in the context of the public sector is defined as the ability of individuals and public organizations to carry out mandated specific tasks to achieve

goals in an effective and sustainable way (Boyle & O'Riordan, 2013; Roudo, Ermanita & Arumansyah , 2013; UNDP, 2010). The dominant paradigm in the global development community assumes that government capacity determines the performance of the public sector in developing countries (Kimble, Boex & Kapitanova, 2012). In the village context, the new role of the village administration requires adequate planning and budgeting capacity. Village government is required to be able to formulate good village planning and being settled down by good program governance.

Planning is one of the main functions of public administration in managing public matters. The 1937 classic public administration figure, Luther Gulick, proposed the POSDCORB acronym as public administration functions. POSDCORB is planning, organizing, staffing, directing, coordinating, reporting, and budgeting (Gargan, 2007). Although Gulick's view was put forward about 80 years ago, it is still a basic doctrine of public administration that has been acceptable until now. There is no objection to the idea that planning is the first function in carrying out management of public matters. A good planning process will give birth to a good program implementation, and in turn will foster community participation to be involved in village development (Kessa, 2015). The result of the planning process is a plan. Plans are documents that outline how goals are going to be met and that typically describe resource allocations, schedules, and other necessary actions to accomplish the goals (Robbins and Coulter, 2005).

Village planning includes the preparation of the Village Medium Term Development Plan (RPJMDes) for a period of 6 (six) years and the Village Government Work Plan (RKP VILLAGE) which is a manifestation of the Village RPJM for a period of 1 (one) year. Village Planning is carried out by the Village Government by involving the entire village community in a spirit of mutual cooperation. Planning is important, to set goals, set strategies for achievement, and develop plans to integrate and coordinate activities (Silalahi, 2013). Next Stoner and Freeman (1992) explain the importance of planning as follows: "without plants, managers cannot communicate how they should organize people and resurces, they may not even have a clear idea of what they need to organize. Without a plan, they can lead leads with confidence or expect others to follow them. And without a plan, managers and their followers have little chance of achieving their goals or knowing when and where they stray from their path. The capacity for planning is key to success in the midst of change (Lawlor, 2015).

In addition to planning capacity, village budgeting capacity is also a strategic matter for implementing plan documents. Budgeting is the seventh function in POSDCORB Gulick. Public sector budgeting is the process by which the government or a government organization plans its spending, revenues, loans and other financial activities in the future (Allen & Tommasi (2001). The output of the budgeting function is the budget. Budget in the public sector is called public budget or government budget as outlined in the legislation enacted by the legislature that gives authority to the government to spend funds according to applicable regulations (Simson, Sharma & Aziz (2011).

Public sector budgeting is related to the process of determining the amount of fund allocation for each program and activity in monetary units. Pangkey and Pinatik (2015) Budgeting is a process or method for preparing a budget with a very complicated stage and contains a strong political nuance because it requires discussion and endorsement from the people's representatives in parliament consisting of various political party representatives. In the public sector, the budget must be informed to the public to be criticized, discussed, and got input. The public sector budget is an instrument of accountability for the management of public funds and the implementation of programs financed with public money.

Public sector budgeting is important because government spending or expenditure cannot be avoided. Explanation of state-centric institutionalism (Fukuyama, 2009) confirms the role of the state as the main facilitator of solutions to public problems. The government uses expenditure as a key instrument in the implementation of the allocation, stabilization and distribution functions. The allocation function means that spending must be directed at reducing unemployment and wasting resources, and increasing the efficiency and effectiveness of the economy. The distribution function means that spending (shopping) policies must concern to a sense of social justice and propriety. The stabilization function means that government spending is a tool to maintain and strive for a balance of economic fundamentals (Stiglitz, 1988). If managed well, government spending clearly reflects where public money is going (Denhardt & Denhardt, 2006). The success of a government can be judged by its public expenditure management because public expenditure management shows its policies, priorities and actions, and transparency in its budget procedures and information (Saidahmadovich, 2013).

Budgeting output at the village level is the Village Budget and Revenue, hereinafter referred to as the APBDes. The definition of APBDes according to the General Provisions of the Government Regulation of the Republic of Indonesia Number 43 of 2014 concerning Regulation of the Implementation of Law Number 6 of 2014 concerning Villages is the annual financial plan of the Village Government. Village APBs are stipulated by a Village Regulation concerning Village APBs no later than December 31 of the current budget year. Village planning and budgeting is an integrated part. Ideally there is consistency between village planning and the Village Budget and Village Budget documents. Consistency means adherence to plans and budgets that have been agreed in the planning and budgeting documents. Consistency also includes adherence to the rules of the game with implementation, promises with implementation. Planning and budgeting are consistent if there is continuity, synchronization and synergy for each program and activity, from planning to budget accountability. Consistency between planning and budgeting documents is important because they are indicators in assessing government performance (Sanuari et al. 2017). There are three main things that must be maintained in the planning and budgeting documents: (1) consistency of contents / contents in one document and consistency between planning and budgeting documents; (2) determination of output indicators and outcomes precisely and consistently; (3) the form of government creativity in maintaining the consistency of planning and budgeting (Sanuari, et al. 2017).

The ownership of village planning documents and good village budgeting and consistency between the two are still an obstacle until now. The results of the Waskitojati, et al (2016) study stated that in some areas, there were still village budgets which were not fully referred to the village RKP as a reference that was built based on mutual agreement with the community members. The village government unilaterally made changes in the volume of activities in the budgeting process, which certainly affected the village budget. Likewise, village development planning has not been participatory. The role of village elites who claim to represent the aspirations of the people still dominates the power in determining village development policies and priorities. Whereas the current participation of stakeholders has actually been popularly adopted by the government, as a participatory approach in development. However, stakeholders involved in village development planning are still struggling with village government actors and formal institutions at the village level. The

involvement of sectoral organizations, other social organizations and women's groups is still very limited. Consequently, when the APBDesa is oriented to finance the priorities outlined in the RKPDesa, the dominant budget beneficiaries (APBDesa) are formal village government actors.

Inconsistencies between the planning process and village budgeting, as described above occur in villages in Muna District, Southeast Sulawesi Province. Based on this description, this research seeks to describe How is the village planning and budgeting process? Is there a match between the program / activity titles listed in the Village RKP and those listed in the Village APB?

Methods

This study uses a qualitative approach with natural settings and in-depth investigation. This method is done by first studying the village planning and budgeting documents, starting from the process to the output. Next analyze the village planning and budgeting documents. The study was conducted in 15 villages in Muna Regency, which were divided into two regions / locations. Region one consists of 7 villages, which are located on the waterfront. Furthermore, the second area consists of 8 villages located in the mainland area (not by the sea). The selection and distribution of these locations is based on the geographical condition of the study area in the form of islands (land and sea). Secondary data retrieval is limited based on the time period of budgeting, which in this study analyzed data in the period of the 2016 and 2017 fiscal years.

The main data collection procedure is through document study. To obtain primary data, public consultation procedures and / or focus group discussions are adopted. The technical public consultation was facilitated by the Muna Regency Research and Development Agency as the owner of the work. Furthermore, a focus group discussion was carried out at the village level by involving Village Officials, members of the Village Consultative Body, and the Village Community Empowerment Institute. Furthermore, available data were analyzed by content analysis procedures, as well as qualitative descriptive analysis, to reveal inconsistencies in the village planning and budgeting process.

Result and Discussion

Village Planning Inconsistency

The capacity of village planning in Muna Regency is not yet optimal. With suboptimal planning capacity it is intended that the village planning system has not functioned properly in the allocation and use of inputs to produce planning outputs that are beneficial for the achievement of village development goals. Villages in Muna Regency have the RPJMDes documents and the RKPDes. However, in several RPJMDes and RKPDes documents, the term RPJMDes and RKPDes found that the mention has no basis in various laws and regulations governing village planning. The preparation of the RPJMDes and the RKPDes in Muna Regency has been based on a number of relevant laws and regulations, but there are still shortcomings namely there are still relevant laws and regulations which have not been included, and there are laws and regulations that have been changed but have not yet been amended. the latest.

The stages of the process of drafting the RPJMDes and the RKPDes have not fully referred to the normative provisions in the Minister of Domestic Affairs Regulation No. 114 of 2014 concerning the Guidelines for Village Development and other implementing regulations of Law Number 6 of 2014 concerning Villages. Not implementing formal-legal norms in the village planning process reflects the lack of strong governance in the village. Good governance is the implementation of solid and responsible development management in which there is a synergistic and constructive relationship between the state, the private sector and civil society (UNDP, 2011). One of the main elements of good governance is the rule of law (Bhatta, 1996). The fact that the rule of law has not yet been implemented in the village planning process shows that good governance is not yet established.

In the formalistic village planning systems mentioned above, the RPJMDes Drafting Team and the RKPDes Drafting Team did not play an optimal role, their position was played by the village head and village secretary, or in several villages supplemented by the Village Community Empowerment Institute/ Lembaga Pemberdayaan Masyarakat (LPM) chairman. This was confirmed through a focus group disscusion (FGD), with several informants whose names were listed as the Village RPJM Development Team. Some FGD resource persons stated that they did not participate in village activities including: (a). Aligning Regency / City

development policies; (b) assessment of the situation of the Village; (c) preparation of the village RPJM design; and (d) improvements to the village medium term development plan. Meanwhile, the signatures listed in the deliberation list for the preparation of the Village RPJM cannot prove the presence of the referred personnel, due to differences in the signatures of the same person on different sheets. The informant said that there was no alignment meeting in the direction of district development planning policies. Meanwhile, if there is a signature on the meeting attendance list, it is sought informally, just to meet procedural needs, not for the needs of alignment meetings.

Another FGD participant stated that, the Village RPJM drafting team personnel involved in these activities were only the village head (as the supervisor) and the team leader namely the village secretary, but the informant did not know exactly what the two were playing, all that was known was that the matter of aligning direction the policy is handled by the village head and village secretary. In some other villages, the LPM Chair was involved in the process. The informant stated that the village head, the village secretary and the Chairperson of the Village LPM were often seen together in the district (Badan Pemberdayaan Masyarakat dan Pemerintahan Desa/BPMPD) for the matter of drafting the village medium term development plan, but did not know exactly what was played in the district by the three. Meanwhile, the village head and the village secretary interviewed did not provide information that could clarify how the three played a role in the alignment process of district development policy. Therefore it cannot be confirmed whether the intensive guidance and facilitation process of officials in the BPMPD has produced a compilation of reports on the alignment of district development policy directions.

Another FGD informant said that aligning the direction of the district development policy and preparing the report was very difficult, and was not possible in the village. Aligning the direction of district development policies is not possible in a short time by the village RPJM development team. The village head interviewed said that it was rather difficult to align the direction of district development policies, because it is difficult for village government and villagers to understand the district-level RPJM documents. The skills and experience of village officials relating to the preparation of complex plans such as the village medium term development plan are minimal and not supportive. Meanwhile, the local village assistants and village assistants did not carry out their roles as expected. Therefore, according

to the informant, the existence of facilitation assistance from officials in the district, making it possible to compile reports on the alignment of district development policies is something to be grateful for.

The democratic institutions in the village, and the village government partner, Village Consultative Body/Badan Permusyawaratan Desa (BPD), not only did not have an optimal role but almost did not. This condition shows that the importance of democracy in the village is not yet realized. Democracy according to the origin of the word means regulation by the people or government or rule by the people. An upright democracy requires the institutionalization of basic democratic values in all aspects of community life in the village. In the political field the basic values of democracy are institutionalized in the structure of mechanisms and political culture. Thus the realization of democracy in political structures, political mechanisms and political culture.

Democracy in village planning means that development planning in the village must accommodate the aspirations of the community which are articulated and aggregated through the Village Consultative Body (BPD) in addition to other institutions as partners of the Village Government. However, to do this, supporting elements are needed, namely a government based on laws and responsible officials. In this way, the village planning process will reflect democratic values. The emphasis here should be on the process, not on the goals. Democracy lies in the process, not in the goals. In village planning, democracy is not only reflected in the activities of achieving goals that are free from coercion, intimidation, and repression from interested parties as proposed by Pateman (2012) but should also be reflected in the process where all parties strengthen and mutually reinforce a higher level capacity.

Democracy in village planning as intended will not be realized without two elements suggested by Suwondo (2003) namely the functioning of the control mechanism of the people played by the BPD, and responsible village governance. To build a democratic government, the Village Head and BPD must work together or must work well together, and must have a shared mind between the two. To create a comfortable and safe atmosphere in the administration of government in the village, the key is harmony, BPD synergy with the village government, so that later policies and government legal products produced can be jointly accounted for to realize progress and improve the quality of its citizens.

The stages of the process of drafting the RPJMDes and the RKPDes are more like formalistic systems, borrowing the term Riggs (2006), which is a characteristic of administration in developing societies. By this concept it is intended that norms are made for policy making or goal setting but administratively not pursued in practice. Social behaviors are not in harmony with the norms described. Village planning norms are not administratively adopted in practice but can produce supporting documents that are needed or required in statutory regulations. The social behaviors of the village planners are not in line with the norms described in the Minister of Domestic Affairs Regulation No. 114 of 2014. The substance of the RPJMDes contains the elements described in the Minister of Domestic Affairs Regulation No. 114 of 2014 mentioned above but formal-legal norms are not implemented in the process.

Even though the RPJMDes Drafting Team and the RKPDes and BPD Drafting Team played almost no role, the village still has village planning documents both the RPJMDes and the RKPDes. This was realized through an informal partnership relationship between village heads with officials in the Regency. District officials provide technical guidance for village heads, based on informal agreements and mutual trust between the two parties, then facilitated in the preparation of the RPJMDes and the RKPDes. These informal processes substitute the role of Village Local Assistance Staff/Pendamping Lokal Desa (PLD), Village Assistance Staff/Pendamping Desa (PD) who work in the District, and Experts/Tenaga Ahli (TA) who work in the Regency.

The formalistic processes in village development planning only provide benefits for capacity building to officials in the BPMPD, not the village government and BPD, nor the PLD and PD or TA, especially the village community. All elements of village planning actors assumed in the laws and regulations do not get free space to gain experience and knowledge through a democratic learning process. The findings of this study also indicate that village planning in Muna District is inconsistent with the participatory village planning and budgeting model discussed in the latest literature, namely: the BPD representative model; Model of community involvement in the discussion stages of the RAPBDes; and Model discussion of RAPBDes through public consultation forums or village budget deliberations. In the context of this study, village planning focused on the informal exchange relationship between the village government and the structure above the village, namely the village head,

village secretary and officials in the Regency, which was supported by institutionalizing formalistic processes.

Village Budget Inconsistency

The results of studies relating to budgeting indicate that the capacity of village budgeting in Muna Regency is not optimal. With sub-optimal budgeting capacity, it is intended that the village budgeting system has not functioned properly in the allocation and use of inputs to produce budgeting outputs that are beneficial for the achievement of village development goals. The villages in Muna Regency have budget documents, namely the APBDes and the budeget plan/rencana anggaran biaya (RAB) determined by the village regulation. In all villages, the APBDes structure consists of village income, village spending, and village financing. However, the level of detail is different in each village. In some villages, the APBDes included detailed descriptions as recommended in the legislation, but in others, only stated those that were concrete according to the conditions in their village.

The APBDes document in some villages is listed below the Income of three income groups, namely budget ceiling/pagu anggaran (PA) Village, Transfer and Other Income, whereas in some villages only includes PA Village and Transfer. However, all APBDes that include other revenues do not fill in the nominal amount of the budget. Meanwhile, the types of income listed under each income group vary, some of the APBDes only list two types of original village income, namely self-help, participation and mutual assistance, and other village original income. This difference does not have consequences for the Regent's evaluation of the Village Regulation on Village Budget.

The APBDes document outlines a different shopping groups for those are under "Village Shopping", some villages include only four expenditure groups namely the field of village governance; the field of village development implementation; the field of village community development; and the field of village community empowerment, while in some other villages added "Unexpected Expenditures" but the nominal budget was not displayed. This difference does not have consequences for the Bupati's evaluation of the Village Regulation on Village Budget.

In all villages, the Village APB document includes a financing group consisting of financing receipts and financing expenditures, but the breakdown of types varies. In some of

the Village APBthat list all the details of financing receipts, none of them budgeted for the receipt of financing, so only the title was included. Although the Village APB is not listed in detail the receipt of financing and financing expenditures, but there are no obstacles in verification of the Perdes on APBDes.

A joint agreement by the Village Head and the Village Consultative Body on the Draft Regulation on the Village Regulation that was most dominant was reached after October, namely the second and third week of November, only in a small number of villages an agreement on the APBDes by the Village Head and the Village Consultative Body was reached in the fourth week of October. This shows that the time requirement regarding the agreement on the APBDes by the Village Head and the Village Consultative Body has not been implemented properly. Some informants said that the preparation of the Ranperdes on Village APB was carried out by the same people who compiled the Village RKP and the Village RPJM, namely officials in the Regency. However, this information could not be confirmed because the Village Head interviewed was not willing to provide information.

The role of the Section Head as the Technical Implementer of Village Financial Management/Technical Implementing Village Financial Management, dejure as mandated by the law, in factual conditions it appears that the preparation of plans for the implementation of activities in the villages where the study is varied. In some villages, the Head of the Section as the PTPKD who is in charge of compiling an activity implementation plan, in fact does not make it himself but looks for someone who can help arrange it. In some other villages, the Section Head did not draw up a plan for implementing activities. However, both the section heads who participated in the compilation, and those who did not participate in compiling the plan for the implementation of the activities, still signed, whose position was as the executor of the activity. The information obtained states that the person who compiled the activity implementation plan was not the section head, not the local village assistant, not the village assistant, but the same person who prepared the Village RKP and Village RPJM, and Ranperdes about the APB Desa, namely officials in the district. However, this information could not be confirmed, because the Village Head and Section Chief interviewed were not willing to provide information.

Research informants interviewed stated that after the draft was made available, the BPD was called to the Regency or contacted by officials in the Regency to sign. Another

informant stated that after the draft was available, the Village Head met with the BPD to ask for a signature after there was a direction from the Regency. However, these two information cannot be confirmed because the informant is not willing to provide the identity of the official in the intended Regency. Meanwhile in several other villages, the Village Secretary was not played at all in the preparation of the Ranperdes on Village APBs or at least in its administration. One of the FGD participants mentioned that there was no Ranperdes submission on APB Desa either formally or informally. The village head and village secretary interviewed stated that the Ranperdes submission of the village budget through formal letters was not very important to pay attention to, because it was only a procedural technical issue that did not have consequences for subsequent processes.

Village budgeting, like village planning, is still shrouded in formalism as advocated by Riggs (2006). Budgeting formalism is characterized by: (a) there is a budgeting process but it is not fully played by personnel who are formally in a position for it, (b) there are budget documents as outputs from the budgeting process, (c) budget documents are legalized by personnel who are formally in a position for it, and funding submissions for the implementation of activities are carried out by non-implementing activities.

Village budgeting has the characteristics of rent-seeking as described by Hillman and Ursprung (2015). Rent-seeking shows that public policy decisions are oriented towards the acquisition of personal benefits that can harm the public interest. The phenomenon of rent seeking in the village budgeting process is village financial management technical implementers/Pelaksana Teknis Pengelolaan Keuangan Desa (PTPKD) which is none other than the Village Apparatus, renting out its position to the Village Head. In rent-based village budgeting, PTPKD was named as a legal-formal instrument but for this it was rewarded.

Other information obtained through FGD motives from the emergence of these inconsistencies, is the desire to be able to distribute the budget according to a predetermined ceiling / allocation. If these activities are listed under the field of village administration, the available funds will be drained, as a result there are certain activities that cannot be maximized in the budget, even though they are considered urgent for the interests of village officials. On the other hand, by shifting these activities to the government sector, the budget that has been put in place for the field of community empowerment or the field of community development is feared not to be absorbed by all of them.

Village budgeting based on rent-seeking or village budgeting that is played by rent bureaucrats is nothing but a pathology of bureaucracy or bureaucratic disease. In the village budgeting in this research location, the rent relationship was created between the Village Head and the Village Apparatus that was positioned as PTPKD. Rent-based village budgeting is secured through the Village Head's informal relationship with officials in the District where officials in the Regency help create or provide budget documents needed by the village for certain rewards. The role of officials in the Regency substitutes the role of the Village Local Assistance Staff, Village Assistance Staff and Experts. The village benefits from this informal relationship in the form of: (1) evaluation of the draft village regulations APBDes and RAB verification no longer need to be done exclusively because the compiling is an experienced official in the district, and (2) the difference in the format of budget writing with the format recommended by the central government it is no longer an obstacle for the stipulation of Perdes on APBDes and disbursement of funds.

Village planning and village budgeting in Muna District is not entirely consistent. Inconsistency is shown by the existence of new activities that appear in the APBDes but do not appear in the RKPDes. The activities that have just appeared in the APBDes are in the fields of village governance and village community development. The inconsistency between village planning and village budgeting occurs because the village head responds to the entrusted interests of the district, although in this process the village government needs to establish good and transparent communication with villagers that can foster acceptance or accommodation of district interests. Village budgeting and village planning in Muna Regency are not in accordance with the theory of Tjokroamidjojo in Suhadak and Trilaksono (2007) that the relationship between planning and budgeting is reciprocal. A reciprocal relationship means that the plan requires a budget, while the budget is nothing but the financial instrument of the plan. Village budgeting in Muna Regency still accommodates proposals for new activities that are not included in the pre-determined RKPD.

In addition, in the RKPDes itself there are inconsistencies in the placement of activities in the fields. Activities that should be placed under the field of village governance however distributed in the field of community empowerment and the field of village governance. The inconsistency seems intentional, the motive is the desire to be able to distribute to the end of the budget according to the specified ceiling / allocation. By shifting these activities to the field

of government, the budget which has been put in place for the field of community empowerment or the field of community development can be absorbed all without reducing the interests of the village government

Village Planning and Budgeting Incosistency

Incosistence in the Big Indonesian Dictionary/Kamus Besar Bahasa Indonesia (KBBI) contains the meaning (1). Disobedience of principle; changeable; (2). Having incompatible parts; contradictory; contradictory; (3). Not compatible; it is not in accordance with; not suitable (https; // kbbi.web.id/inkos consistency). Inconsistency in village planning and budgeting means part of the ever-changing planning documents; has a part that is not appropriate or contrary to budgeting documents. Conceptually, village planning should be made first and then village budgeting. Village planning results in a village plan, which is the RPJMDes which is revealed to be the RKPDes which includes proposals from the sorted community. To enable the implementation of the RKPDes, a village budget is needed, which is why the village government compiled the APBDes and RAB. What is financed is nothing but what has been planned in the RKPDes. The consistency between village planning and budgeting shows that the preparation of the APBDes and RAB should be oriented to facilitate the implementation of the RKPDes. Shah (2007) suggested that the consistency of planning and budgeting is an effort to implement the efficiency and effectiveness of public services.

The provisions of Article 21 of the Minister of Domestic Affairs Regulation No. 113 of 2014 concerning Village Financial Management shows that the Draft Village Regulation on APBDes that has been mutually agreed upon by the Village Head with the BPD is evaluated by the Regent or by the Camat based on a delegation of authority. Evaluation criteria based on these provisions are in accordance with public interest and higher laws and regulations. On the other hand, we need to pay close attention to the logical link between the APBDes and the RKPDes. After the RKPDes is established, the village budget formulation process continues. The Activity Plan that has been determined in the RKPDes is used as a guideline in the budgeting process. The RKPDes is the basis for determining the APBDes. Because the village budget is essentially a financial activity plan, the consequence is that the APBDes is prepared with regard to the RKPDes.

The inconsistency of the contents of the Village RKP and APB documents in the field of village governance in the study villages can be seen in table first below:

Table 1.

The inconsistency of the contents of the RKPDes document and the APBDes for the Village Administration in Muna Regency

Field	Village RKP Document	Village APB Document
Village Government	(1). Fixed income village head and village apparatus	(1). Fixed income of the village head
	2). bpd benefits	(2). Fixed income of village officials
	(3). village operator incentives	(3). Fixed income village government staff (*)
	(4). village institution incentives	(4). the honorarium of the RAB-making team, RPJM Village, RKP Village, APB Village
	(5). village government	(5). LPM honorarium
	(6). the salary of the RAB maker, the Village RPJM, the Village RKP, the Village APB	(6). honorarium for family planning officers and village midwives (*
	(7). village institution operations	(7). village priest honorarium (*
	(8). village profile	(8). motor vehicle administration (*)
	(9). village mapping	(9). honorarium for vehicle procurement officials (*)
	(10). computer purchases	(10). procurement of official motorbikes (*)
	(11). television purchases	(11). BPD benefits
	(12). purchase of tv tunners and cables	(12). BPD operations
	(13). purchase of a printer	(13). RT head incentives (*)
	(14). monographic data billboards	(14). structuring / repairing village offices
	(15). monograph data board	(15). village government operations
	(16). furniture (bureau table, cabinet, bookshelf)	(16). the honorarium of the team making the RAB, the Village RPJM, and the Village RKP
	(17). projector / infocus	(17). village profile
	(18). digital camera	(18). computer purchase
	(19). village office signboard	(19). television purchase
	(20). community house nameplate	(20). computer purchase
	(21). village library	(21). monographic data billboards
	(22). the pennant flag	(22). monograph data board
	(23). village office flagpole	(23). furniture (bureau table, cabinet, bookshelf)
	(24). red and white flag	(24). projector / infocus
	(25). making village boundaries	(25). digital camera
	(26). village office structuring	(26). village office signboard
	(27). village office facilities	(27). signage of residents' houses
	(28). information board	(28). pennant flags
	(29). village office painting	(29). village office flagpole
	(30). Consumables	(30). Red and white flag
	(31). correspondence services	(31). making village boundaries
	(32). provision of atk	(32). information boards
	(33). shopping, dining, drinking meeting	(33). village office painting

Source: Research Result Data (2018) Information : (*). Inconsistency of RKPDes and APBDes in the Field of Village Government

Inconsistencies in the contents of the RKPDes and APBDes documents in the field of village development in the study villages are presented in the following table 2:

Table 2.

Inconsistency of the contents of the RKPDes document and the APBDes in the Field of Village Development

Field	Village RKP Document	Village APB Document
Village Development	(1). Construction of multipurpose buildings	(1). Construction of multipurpose buildings
	(2). Electrical installation	(2). Electrical installation
	(3). Making Rainwater Shelter (PAH) (*)	(3).
	(4). Construction of Toilet/lavatory (MCK)	(4). Construction of Toilet/lavatory (MCK
	(5). Trail construction	(5). Trail construction
	(6). Deuker Making	(6). Deuker Making
	(7). Making and Pavement of Farmers Business Roads	(7). Making and pavement of the Farmer Business Road
	(8). Asphalt pavement and shaft (*)	(8).
	(9). Penetration of the environmental road	(9). Penetration of the environmenta road
	(10). Village / sub-district market	(10). Village / subdistrict market
	(11). Gasebo tours	(11). Gasebo tours
	(12). Home surgery (*)	(12).
	(13). Insert house (*)	(13).
	(14). Mosque dome	(14).Mosque dome
	(15). Mosque ceiling	(15). Mosque ceiling
	(16). Clean water network (*)	(16
	(17). Making groundwater wells	(17). Making groundwater wells
	(18). Drainage	(18). Drainage
	(19). BPD office	(19). BPD office

Source: Research Result Data (2018) Information : (*). Inconsistency of RKPDes and APBDes in the Field of Village Development.

The inconsistency of the contents of the RKPDes and APBDes documents in the field of community development in the study villages is presented in table 3 below:

Table 3.

Inconsistency of the contents of the RKPDes and APBDes documents in the Community Development Sector

Field	Village RKP Document	Village APB Document
Community Development	(1). Village uniforms	(1). Child and youth assistance (*)
	(2). Village chief's official attire	(2). PKK financial assistance (*)
	(3). Uniforms of PKK and Pokja Mover Team	(3). Village competition
	(4). Youth uniform	(4). Village uniforms
	(5). Majlis taklim uniforms	(5). Village chief's official dress
	(6). Customary uniforms	(6). Uniforms for PKK and Pokja Mover Team
	(7). Soccer field	(7). BPD uniforms (*)
	(8). Community / Youth Development Guidance	(8). The majlis taklim uniforms
	(9). Village Anniversary Celebration	(9). Uniforms for traditional institutions
	(10). Republic of Indonesia Anniversary Celebration	(10). Fostering youth organizations
	(11). Celebration of religious holidays	(11). Village Anniversary Celebration
	(12). Village Contest	(12). RI Anniversary Celebration
	(13). PKK Development	(13). Celebrate religious holidays
	(14). Development of traditional institutions	(14). PKK Development
		(15). Development of traditiona institutions

Source: Research Result Data (2018) Information : (*). Inconsistency of RKPDes and APBDes in Community Development.

Inconsistencies in the contents of the RKPDes and APBDes documents in the field of village community empowerment in the study villages are presented in the following table 4:

Table 4.

Inconsistency of the contents of the RKPDes document and APBDes in the Field of Community Empowerment

Field	Village RKP Document	Village APB Document
Community Development	(1). Capacity building of village officials	(1). Increasing the capacity of village officials
	(2). Capacity building for village heads	(2). Increasing the capacity of village heads
	(3). Village operator training	(3). Village operator training
	(4). BPD capacity building	(4). BPD capacity building
	(5). Capacity building of other village institutions	(5). Increasing the capacity of othe village institutions
	(6). Sewing training	(6). Sewing training
	(7). BUMDES capital investment	(7). BUMDES capital investment
	(8). Disaster management (*)	(8).
	(9). The institutionalization of standby volunteers on disaster	(9). The institutionalization of standby volunteers on disaster

Source : Research Result Data (2018).

Information : (*). Inconsistency of RKPDes and APBDes in the Field of Community Empowerment.

Looking at the list of activities listed in the RKPDes, the impression that appears is the inconsistency of the placement of activities in the fields. Some of the activities listed under the field of community empowerment are village government activities. For example, increasing the capacity of village officials, increasing the capacity of village heads, training village operators, and increasing the capacity of BPD, should be listed under the field of village governance, not under the field of community empowerment. Likewise, the procurement of uniforms for village officials and official clothing for village heads should be listed under the field of village governance, not under the field of village community development.

Based on the information obtained, the motive for the emergence of such inconsistencies is the desire to be able to distribute the budget according to the specified ceiling / allocation. If the activities mentioned above are listed under the field of village governance, the available funds will be drained, as a result there are certain activities that cannot be maximized in the budget even though they are considered urgent for the interests of village officials. On the other hand, by shifting these activities to the government sector, the budget that has been put in place for the field of community empowerment or the field of community development is feared to not be absorbed by all of them.

Furthermore, looking at the activities listed in the APBDes, the impression that appears is the inconsistency of village planning and budgeting. Inconsistency is shown by the existence of new activities that appear in the APBDes but do not appear in the RKPDes. The activities that have just appeared in the APBDes that are not in accordance with the RKPDes in the field of village governance as in table 1 above are as many as 7 (seven) activities as follows: (1). The fixed income of village government staff, (2). honorarium for family planning officers and village midwives, (3). village priest honorarium, (4). administration of motor vehicle procurement, (5). honorarium for procurement of motorized vehicles, (6). procurement of motorcycle service, and (7). RT Chairman incentives.

Inconsistencies in the field of village development as mentioned in table 2 above are as many as 4 activities, namely (1). Making rain water reservoirs; (2). House inserts; (3). Home renovation and (4). Clean water network. While the community development sector as mentioned in table 3 above consists of 2 (two) activities, namely: (1). child and adolescent assistance, and (2). PKK financial assistance. This situation illustrates that the preparation of

the APBDes has not yet been fully guided by the RKPDes. in the field of community empowerment only 1 (one) activity, namely disaster management.

Relate to the information has been recorded, inconsistencies between village planning and village budgeting occur because of the entrusted interests of the District. The intended deposit is the need for goods / services that are considered important by the Regency but cannot be financed from the Regency APBD due to budget constraints. Some of the village heads interviewed said that they did not accommodate deposits from the Regency on the grounds that it was difficult to convince villagers to accept deviations from the RKPDes. However, for other village heads, the needs of the Regency can be accommodated in the APBDes even though it is not included in the RKP of the Village, only need to be addressed in the Changing APBDes. Good and transparent communication with villagers can foster acceptance or accommodation in the interests of the district.

Conclusions

Village planning and village budgeting in Muna District is not entirely consistent. Inconsistency is shown by the existence of new activities that appear in the APBDes but do not appear in the RKPDes that have been previously determined. Village planning and budgeting does not yet have a reciprocal relationship, that is, the plan requires a budget while the budget is nothing but the financial instrument of the plan. In addition, in the RKPDes itself there are inconsistencies in the placement of activities in the fields, which has implications for the APBDes and RAB. The second inconsistency is intended to be intentional, the motive is the desire to be able to distribute all budget allocation that has been decided but by giving a greater portion to the interests of the village government.

References

Anonim. 1988. Kamus Besar Bahasa Indonesia. Jakarta: Balai Pustaka. https://kbbi.web.id/inkosistensi

Allen, R., and Tommasi, D. (Eds.), 2001. *Managing Public Expenditure: A Reference Book For Transition Countries*. Paris: OECD.

Bhatta,Gambhir, 1996, *"Capacity Building at the Local Level for Effective Governance; Empowerment Without Capacity is Meaningless"*; Paper presented in the International Conference on

Governance Innovation: Building the Government-Citizen Business Partnership, October 20-23, Manila, Philippines.

Boyle, R., & O'Riordan, J., 2013. "Capacity and Competency Requirements in Local Government." *Local Government Research Series,* No 5, September 2013.

Fukuyama., 2009. *Westernization and Modernization.* The Center for the Study of Democratic Institutions. New Perspective Quartely.

Gargan, J.J., 2007. The Public Administration Community and the Search for Professionalism. In *Handbook of Public Administration*. Edited by Jack Rabin, W. Bartley Hildreth, and Gerald J. Miller. Boca Raton: Taylor & Francis Group, LLC., pp. 1125-1204.

Hillman, Arye L. and Heinrich W. Ursprung, 2015. "Rent seeking: The Idea, the Reality, and the Ideological Resistance." Presentation on Department of Economics, International Trade and Development Seminar, University of Pittsburgh, October 7, 2015.

Kessa, Wahyudin. 2015. *Perencanaan Pembangunan Desa.* Buku 6 Serial Bahan Bacaan. Jakarta: Kementerian Desa, Pembangunan Daerah Tertinggal, dan Transmigrasi Republik Indonesia. .

Kimble, Boex & Kapitanova, 2012. Making Decentralization Work in Developing Countries: Transforming Local Government Entities into High-Performing Local Government Organizations. See discussions, stats, and author profiles for this publication at: **https://www.researchgate.net/publication/275716026**

Lawlor, John E., 2015. "The Importance of Strategic Planning". Available Online at http://www.practicaldecisions.com/strategic-planning.pdf

Pateman, Carole, 2012. "Participatory Democracy Revisited." *APSA Presidential Address,* Vol. 10, No. 1, March 2012, doi:10.1017/S1537592711004877.

Pemerintah Republik Indonesia Nomor 43 Tahun 2014 Tentang Peraturan Pelaksanaan Undang-Undang Nomor 6 Tahun 2014 tentang Desa.

Peraturan Pemerintah Nomor 13 Tahun 2014 tentang Peraturan Pelaksanaan Undang-Undang Nomor 6 Tahun 2014 Tentang Desa

Peraturan Menteri Dalam Negeri Nomor 114 Tahun 2014 tentang Pedoman Pembangunan Desa.

Riggs, Fred W., 2006. The Prismatic Model: Conceptualizing Transitional Societies. Dalam, *Comparative Public Administration: The Essential Readings.* Research in Public Policy

Analysis and Management, Volume 15. Edited by Eric E. Otenyo and Nancy S. Lind. Oxford: Elsevier Ltd., 17-60.

Robbins, Stephen P and Mary Coulter. 2005. *Management.* Eight edition, New Jersey: Pearson Pretince Hall.

Roudo, M., Alen Ermanita, and Ervan Arumansyah, 2013. Improving Capacity Building of the Local Planning and Budgeting to Support Decentralization Policy. *LONTAR,* Edisi 02/Tahun XIX/2013, pp 21-30.

Saidahmadovich, Mirzoaliev Halim, 2013. *Public Expenditure Management and Development Assistance in Tajikistan.* Research Report Presented to the Higher Degree Committee of Ritsumeikan Asia Pacific University In Partial Fulfillment of the Requirements for the Degree of Master of Science in International Cooperation Policy Graduate School of Asia Pasific Studies, Japan.

Sanuari, A., Hafizrianda, Y dan Rofingatun, S. 2017. Analisis Konsistensi Perencanaan Dan Penganggaran Di Kabupaten Pegunungan Bintangstudi Kasus Pada Dinas Perhubungan, Komunikasi Dan Informatika Tahun 2013-2015. Jurnal Keuda Vol. 2 No. 2 ISSN 2477-7838.

Silalahi, U. 2013. *Asas-Asas Manajemen.* Bandung : PT. Refika Aditama.

Simson, R., Natasha Sharma, & Imran Aziz, 2011. A Guide to Public Financial Management Literature For Practitioners in Developing Countries. Overseas Development Institute, London, UK. Online at www.odi.org.uk

Shah, Anwar. 2007. *Local Public Financial Management.* The World Bank, Washington DC.

Stiglitz, Joseph E. 1988. "Tax Reform: Theory and Practice." In The Economics of Tax Reform, Bassam Harik, ed. Kalamazoo, MI: W.E. Upjohn Institute for Employment Research, pp. 9–30. https://doi.org/10.17848/9780880995573.ch2

Stoner, James F and R. Edward Freeman., 1992. *Management,* fifth Edition, New Jesrey: Pretince-Hall, Englewood Cliffs.

Suhadak dan Nugroho Trilaksono, 2007. *Paradigma Baru Pengelolaan Keuangan Daerah Dalam Penyusunan APBD Di Era Otonomi*. Malang. FIA Universitas Brawijaya.

Suwondo, Kutut, 2003. *Civil Society di Aras Lokal.* Salatiga: Pustaka Percik

UNDP (United Nations Development Programme), 2011. *A Users' Guide to Measuring Local Governance.* Norway: UNDP Oslo Governance Centre. Tersedia online pada http://europeandcis.undp.org/ cd/show/B1FC1F8E-F203-1EE9-

Undang-Undang Republik Indonesia Nomor 6 Tahun 2014 tentang Desa.

Waskitojati, Damar, Setyo Handoyo, C. Dwi Wuryaningsih, H. Dwi Prasetyo, Slamet Luwihono, 2016. *Policy Note: Model Proses Penganggaran Pembangunan Desa Secara Partisipatif.* Salatiga: Penerbit Lembaga Percik.

2021

IAPA ANNUAL (VIRTUAL)
INTERNATIONAL
CONFERENCE

GOVERNANCE AND PUBLIC POLICY IN THE SOCIETY 5.0

In Collaboration with



iapa.or.id
Secretariat : +62 811 3552 686

ISBN 978-623-92005-3-4 (PDF)