



PROCEEDINGS

NEW PUBLIC GOVERNANCE: REFLECTION TO ADMINISTRATIVE SCIENCE

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New Public Governance: Reflection on Administration Science

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Preface

Assalamualaikum wr. wb.

On behalf of the Indonesian public administration association, I welcome and thank you for your presence at the IAPA conference. It has become an annual tradition for IAPA to hold an international conference. Currently, Andalas University is hosting and raising the topic of New Public Governance: A Reflection on Administrative Science. The success of this conference cannot be separated from the hard work of IAPA friends from West Sumatra, and especially the Public Administration Study Program at Andalas University. Thank you and appreciation to the entire team. We also want to express our gratitude for the support of all parties, namely the Minister of PANRB, the Governor of West Sumatra Province, the Regent of Agam, the Chancellor of Andalas University, Dean and Head of Department. If there are deficiencies in organizing activities, I, as chairman of the association, will take over the responsibility.

Thank you and good luck. Enjoy attending the conference.

Padang, October 2023

Chairman of Indonesian Association for Public Administration

Prof. Agus Pramusinto, MDA.

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Implementation of Network Governance in the Development of Rendang Industries in Payakumbuh City

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Abstract

Regional Technical Implementation Unit of Rendang Service and Development Center still faces obstacles in efforts to develop the Rendang Small and Medium Industry. So that coordination, integration, and synchronization with stakeholders from internal and external Payakumbuh City government are formed in a network governance. This paper aims to describe the implementation of network governance in the development of the Rendang Small and Medium Industry in Payakumbuh City. The author uses a descriptive qualitative approach to explain, record, and analyze data obtained from relevant literature studies. The phenomena found will be analyzed using network governance theory by Klijn and Koppenjan. The conclusion is that the implementation of network governance in the development of the Rendang Small and Medium Industry in Payakumbuh City has not run optimally due to unclear network management, despite the involvement and trust of stakeholders. This unclear network management has implications for achieving results that are not maximized. In general, the network formed has resulted in innovation, integrated solutions, contributions from stakeholders, problem-solving capacity, efficiency and support. However, it is still necessary to pay attention to indicators of resilience, conflict resolution, and network development due to poor network management.

Keywords:

food industry; network management; stakeholders

Introduction

In Indonesia, the Small and Medium Industry can be one of the driving forces in improving the development of the national economy because it has the potential to absorb labor, contribute to national income, and can act as a foreign exchange earner because the export value of the Small and Medium Industry continues to grow every year (Parasan, 2018). One industry that is growing rapidly is the Non-Oil and Gas Processing Industry. In the position of the fourth quarter of 2022, the Non-Oil and Gas Processing Industry contributed 16.39% to the Gross Domestic Product (GDP), was able to absorb as many as 19,172,397 people or 99.7% of the industrial workforce, contributed Rp1,716.76 trillion to tax revenue, and exports of the Non-Oil and Gas Processing Industry contributed 70.67% to total national exports and 23.50% of them came from the Food Industry sub-sector with an export value of USD48.49 billion (Ministry of Industry, 2023).

This figure has made the Food Processing Industry a leading industry that will continue to be developed in order to realize the Second Nawacita Mission of President Jokowi's

administration, namely a productive, independent and competitive economic structure. Through the national medium-term development plan 2020-2024, the Indonesian government plans 41 National Strategic Projects and at the top position is filled by Industry 4.0 projects in 5 priority sub-sectors, namely the food and beverage industry; textiles and apparel; automotive; electronics; and chemicals and pharmaceuticals.

Following up on the development of the number one National Strategic Project, the central and local governments formulated public policies to show their seriousness and ensure legal certainty in the development of this leading industry through national industrial development master plan 2015-2035 and industrial development master plan of west sumatra province 2018-2038. The policy mandates institutional strengthening in the form of Small and Medium Industry centers, Technical Implementation Units and cooperatives to strengthen industrial structures that are competitive in the global world.

Seeing the importance of the contribution of the food and beverage processing industry to Indonesia's economic growth, in 2019 the Payakumbuh City government innovated to form a food processing industry center in its area to realize the 2005-2025 Payakumbuh City Vision, namely *"The Realization of Payakumbuh as an Advanced City with the Development of MSME Centers"*. One of the Small and Medium Industry that is considered to have great potential and has a broad market in Payakumbuh City is the rendang processing industry.

Seeing this potential, the Payakumbuh City government invites rendang entrepreneurs in Payakumbuh City to jointly build a special rendang Small and Medium Industry Center named the Rendang Small and Medium Industry Center as an initiation to make rendang production centralized so that it can develop into a modern food processing industry so that it can realize the ideals of Payakumbuh City to become *"The City of Randang"*. This Rendang Small and Medium Industry Center has a long-term goal of bringing Payakumbuh's local rendang to go global, empowering the Rendang Small and Medium Industry in Payakumbuh City, contributing greatly to the regional economy, and increasing the competitiveness of Payakumbuh's local rendang abroad.

In the same year, the government also established the Regional Technical Implementation Unit of the Rendang Service and Development Center under the Manpower and Industry Office of Payakumbuh City as the manager through Mayor Regulation Number 30 of 2019 concerning Position, Organizational Structure, Duties, Functions, and Work Procedures of the Regional Technical Implementation Unit at the Manpower and Industry Office of Payakumbuh City, and the Koperasi Sentra Rendang Payo as a business actor through Decree of the Ministry of Law and Human Rights Number 012292 of 2019.

Until the beginning of 2023, there were already 57 rendang entrepreneurs who joined the Koperasi Sentra Rendang Payo to jointly produce regional specialties of Payakumbuh city in the Rendang Small and Medium Industry Center which was given the IKOSERO trademark (Vesky, 2023). Rendang IKOSERO has nine product variants such as rendang paste, beef rendang, wet beef lung rendang, dry beef lung rendang, mushroom rendang, shredded chicken rendang, tuna rendang, shredded beef rendang, and egg rendang (Asri, 2020).

The development of the Rendang Small and Medium Industry Center is not easy. In an effort to achieve its goals, there are various problems, challenges and limitations that must be experienced by the Rendang Small and Medium Industry Center, both in terms of budget, information resources needed to the limited capacity of the agency. So that other institutions or agencies are needed to assist the success of Payakumbuh City in developing this superior Small and Medium Industry, both from the internal and external sectors.

In line with what Klijn and Koppenjan (2016) wrote in their book *"Governance Networks in the Public Sector"* that governments, businesses, and civil society often cannot solve problems on their own because they do not have the resources or problem-solving capacity to do so. This makes the development of the Rendang Small and Medium Industry complex. The complexity of these issues and the interdependence between actors result in interactions between actors. As a result, governance networks emerge, which are networks of enduring patterns of social relationships among actors involved in addressing a problem, policy, or public service (Marin and Mayntz, 1991; Thompson et al., 1991; Marsh and Rhodes, 1992; Kickert et al., 1997).

In addition, expanding business networking with Small and Medium Industry associations related to market development is one of the most relevant and appropriate strategies that can be used in developing and improving the competitiveness of the Rendang Small and Medium Industry Center in Payakumbuh City (Wati et al, 2018).

In public administration science, networks can be understood as a set of interdependent organizations where they can share goals, resources, and values (Frederickson, 2012). The network that is formed is then expected to produce results such as the creation of innovation, integrated solutions, stakeholder contributions, problem-solving capacity, resilience, efficiency, conflict resolution, network building, and support (Klijn et al, 2011).

However, the coordination between institutions/agencies involved in the development of the Rendang Small and Medium Industry Center is not without consequences. On the one hand, the number of actors involved will make it easier to solve various problems to achieve goals. But on the other hand, the relationships and work across agencies will become more complex considering that each agency is autonomous and has different main tasks and functions according to their respective fields, although overall the stakeholders involved are in one network.

Given the inherent difficulties in carrying out network governance, a network management is needed to organize the coordination between the Payakumbuh City government and other stakeholders so that the activities carried out in an effort to achieve these common goals can be directed effectively (Klijn et al, 2011).

The importance of networks and their various complexities in the development of the Rendang Small and Medium Industry Center carried out by the Regional Technical Implementation Unit of Rendang Service and Development Center makes the author interested in further examining how the application of network governance in the development of the Rendang Small and Medium Industry in Payakumbuh City with the aim of describing the various factors that influence the success or failure of the application of the network governance concept in the development of the Rendang Small and Medium Industry in Payakumbuh City.

Methods

In this paper on the implementation of network governance to the development of the Rendang Small and Medium Industry in Payakumbuh City, the object of study to be discussed is the development of the Payakumbuh Rendang Small and Medium Industry Center carried out by various actors from across institutions/agencies. The author uses a descriptive qualitative approach because it is holistic so that the author does not only focus on research variables, but looks at the entire social situation to be studied including aspects of places, actors, and activities that interact synergistically (Sugiyono, 2016).

This paper will explain, record, and analyze data obtained from relevant literature studies such as journal articles, books, government documents, laws and regulations, news articles, and internet websites. The phenomena found in the development activities of the Rendang Small and Medium Industry will then be analyzed using network governance theory (Klijn et al, 2016) to see the extent to which factors such as stakeholder involvement, network management and trust can be a benchmark for the success or failure of the network built by the Payakumbuh City government in this case the Regional Technical Implementation Unit of Rendang Service and Development Center together with other stakeholders in developing the Rendang Small and Medium Industry which is a local superior industry. This paper will also discuss nine results that are expected to be achieved by the network built in an effort to develop the Rendang Small and Medium Industry in Payakumbuh City.

1. Innovation, regarding how innovative the results are.
2. Integrated solutions, relating to the extent to which the plan represents different neighborhood functions.

3. Contribution of stakeholders, relating to the recognizable contribution and impact of stakeholders in the decision-making process.
4. Problem-solving capacity, relating to the extent to which the solution provided actually addresses the problem at hand.
5. Resilience, relates to the extent to which the solution allows for changes that may be deemed necessary in the future.
6. Efficiency, relating to the relationship between costs and benefits of governance networks.
7. Conflict resolution, relates to the means used to avoid/resolve conflict.
8. Network building, relating to the frequency of contact between actors.
9. Support, relates to support for the outcomes arising from the governance network. This refers to the extent to which stakeholders are satisfied with the outcomes achieved.

Results and Discussion

Klijn et al described the theoretical framework for governance networks as seen in figure 1 below:

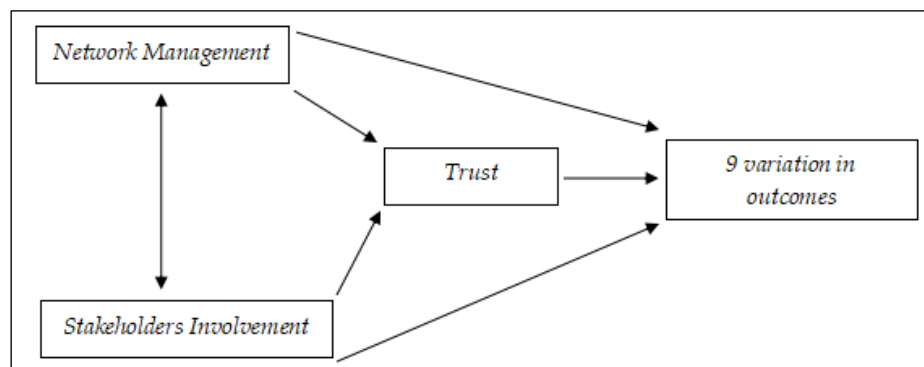


Figure 1. Conceptual Framework according to Klijn et al.
 Source: Klijn et al, 2011

Figure 1 shows how network management and stakeholder participation have a positive influence on the nine variations of expected outcomes in the network.

Stakeholders' Involvement in the Development of Rendang Small and Medium Industry in Payakumbuh City

In the effort to develop the Rendang Small and Medium Industry in Payakumbuh City, there are many things that cannot be done alone by the internal Regional Technical Implementation Unit of Rendang Service and Development Center so that it must coordinate, integrate, and synchronize with other institutions/ agencies from internal and external Payakumbuh City. The forms of cooperation carried out will be summarized in table 1 below.

Table 1.
The Role of Stakeholders in The Development of The Rendang Small and Medium Industry in Payakumbuh City

Name of Institution/Agency	Form of Contribution	Scope
Payakumbuh City Cooperative and MSME Office	Product promotion and sales	Internal
Payakumbuh City Environment Agency	Industrial waste management	Internal
Payakumbuh City Agriculture Office	Procurement of raw materials that will be used to produce rendang	Internal
Payakumbuh City Health Office	Home Industry Production Licensing	Internal
Payakumbuh City Education Office	School of Randang curriculum development	Internal
Payakumbuh City Tourism Youth and Sports Office	Branding School of Randang as one of the region's traditional tourist destinations	Internal
Payakumbuh City Commission B of the Regional House of Representatives	Supervision, legislating, budgeting, and monitoring the development of the Rendang Small and Medium Industry Center	Internal
Indonesia Ministry of Industry	Procurement of required facilities through the Special Allocation Fund from the State Budget	External
Indonesia Coordinating Ministry for Economic Affairs	Coordinating program synergies for the development of MSMEs in the Rendang Payakumbuh Small and Medium Industry Center.	External
Indonesia Ministry of Tourism and Creative Economy	Branding School of Randang as one of the region's traditional tourist destinations	External
Koperasi Sentra Rendang Payo	IKOSERO rendang production	External
Indonesia Food and Drug Monitoring Institute	Processing of Processed Food Distribution Permit	External
Institute for Food, Drug, and Cosmetic Studies of the Indonesian Ulema Council	Halal Certificate Processing	External
Sucofindo Certification Institute	Food Safety Quality Assurance Certificate or HACCP (<i>Hazard Analysis Critical Control Point</i>) Processing	External
Bogor Institute of Agriculture	Certification and Training of Retort and Boiler Operators	External
Indonesia Ministry of Agriculture through the Directorate General of Livestock and Animal Health	Certificate of Veterinary Control Number	External
National Standardization Agency	SNI Certificate Processing	External
International Organization for Standardization	ISO 22000 Certificate Processing	External
PT. Imza Rizky Jaya	Cooperation Agreement on promotion and sales of products abroad (export)	External

Name of Institution/Agency	Form of Contribution	Scope
Koperasi Ikaboga Padang	Cooperation Agreement on promotion and sales of products abroad (export) to Norway	External
Dewan Perniagaan Usahawan Kecil Malaysia Indonesia Branch	MoU on product promotion and sales abroad (export)	External
Advanced Food Company for Subsistence	MoU on the promotion and sale of products abroad (export) to Saudi Arabia	External
PT Muhibba Travel Riau	Cooperation Agreement on promotion and sales of products to Riau Province, Riau Islands, and DKI Jakarta	External
Padang State University	MoU for the construction of the Minang Culinary Program or School of Randang (SOR)	External

Source: Author's analysis (Asri, 2020; Monica, 2021; Vesky, 2023)

From table 1 above, it can be seen that the institutions/agencies involved in the efforts to develop the Rendang Small and Medium Industry have different contributions according to their respective fields. Stakeholders involved in the network assist the Regional Technical Implementation Unit of Rendang Service and Development Center in five crucial aspects, but cannot be done alone by the Payakumbuh City government.

1. Market information, sales access, and product branding at home and abroad. Greater stakeholder involvement usually means greater information availability (Berry, et al., 1993; McLaverty, 2002 in Klijn, et al., 2011). In this case, the Regional Technical Implementation Unit of Rendang Service and Development Center as the leading sector is assisted by several stakeholders from the internal and external environment of the Payakumbuh City government such as the Payakumbuh City Cooperative and MSME Office, the Payakumbuh City Youth and Sports Tourism Office, PT Imza Rizky Jaya, Koperasi Ikaboga Padang, Dewan Perniagaan Usahawan Kecil Malaysia Indonesia Branch, Advanced Food Company For Subsistence, and PT Muhibba Travel Riau. Thanks to the contributions of these various stakeholders, IKOSERO's rendang has been sold to various regions in Indonesia and has successfully penetrated the world market through export activities to Saudi Arabia, Germany, and Norway (Rahmat, 2019; Harnina, 2022; Ulyadi, 2022).
2. Sustainable improvement of Human Resources skills and expertise, development of production technology to increase rendang production capacity, and optimizing the role of information technology in order to develop the IKOSERO rendang market can be the right and most relevant strategies that can be used in developing and improving the competitiveness of the Rendang Small and Medium Industry in Payakumbuh City (Wati, et al., 2018). In an effort to develop human resources and improve the quality of rendang products produced,

the Regional Technical Implementation Unit of Rendang Service and Development Center is assisted by the Payakumbuh City Education Office, the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, Bogor Agricultural University, Padang State University, and the Koperasi Sentra Rendang Payo. The form of activities carried out in the form of training operators, coaching business actors, and the formation of the School of Randang in 2021. School of Randang is an educational tourism facility program wrapped in traditional cultural heritage and local wisdom of Minangkabau. Apart from being a new tourist attraction in Payakumbuh City, the School of Randang program was formed as a forum for young people who are interested in learning and developing the rendang processing industry business as a provision to survive economic challenges in the future (Atviarni, 2023).

3. Another strategy that can be used by the Payakumbuh City government in an effort to develop the Rendang Small and Medium Industry is the optimization of government facilities and infrastructure (Wati, et al., 2018). In an effort to fulfill budget needs, facilities, and infrastructure to support production activities, the Regional Technical Implementation Unit of Rendang Service and Development Center is assisted by the Payakumbuh City Environment Office, the Payakumbuh City Agriculture Office and the Indonesian Ministry of Industry. For the construction of buildings and procurement of production equipment at the Rendang Small and Medium Industry Center, the Indonesian Ministry of Industry has disbursed a total of IDR 16.47 billion budget through the Special Allocation Fund for three consecutive years. In 2017 the amount was IDR 9.47 billion, in 2018 the amount was IDR 6 billion, and in 2019 the amount was IDR 1 billion (Yunaz, 2020). The availability of the budget and the various facilities needed, can support the production of rendang produced at the Rendang Small and Medium Industry Center in Payakumbuh City.
4. In terms of standardization legality to ensure the quality of IKOSERO rendang products, the Regional Technical Implementation Unit of Rendang Service and Development Center is assisted by the Payakumbuh City Health Office, Indonesia Food and Drug Monitoring Institute, Institute for Food, Drug, and Cosmetic Studies of the Indonesian Ulema Council, Sucofindo Certification Institute, Indonesia Ministry of Agriculture through the Directorate General of Animal Husbandry and Animal Health, the National Standardization Agency, and the International Organization for Standardization.
5. The Payakumbuh City Government wants to make efforts so that the Rendang Small and Medium Industry Center can be a legal entity because it will be related to the production capacity facilitated and supervised by the local government of Payakumbuh City (Wati et al., 2018). Currently, supervision, legislation, and monitoring activities for the development of

the Rendang Small and Medium Industry Center are carried out by Commission B of the Regional House of Representatives of Payakumbuh City.

Although by the end of 2022 the value of rendang production had reached IDR 28.76 billion (Vesky, 2023) and the Regional Technical Implementation Unit of Rendang Service and Development Center had worked hard in managing the rendang processing industry, IKOSERO's rendang products would not have been sold in both national and international markets without the involvement and contribution of various stakeholders as described above. So it can be said that stakeholder involvement is a key factor in efforts to develop the Rendang Small and Medium Industry in Payakumbuh City.

The Importance of Trust in Networks

Trust can be considered a governance asset for several reasons (Klijn, et al., 2011). *First*, it reduces transaction costs. In situations where one party has good intentions towards another, the likelihood of unintended outcomes due to opportunistic behavior is reduced. In this effort to develop the Rendang Small and Medium Industry, the network can reduce costs because stakeholders have different involvement and contributions to cover the inability of the Payakumbuh City government through the Regional Technical Implementation Unit of Rendang Service and Development Center in efforts to develop the Rendang Small and Medium Industry.

Each stakeholder has its own interest in its involvement in the network that is formed so that there is a reciprocal relationship and interdependence in the network that is built. An example can be seen in the contribution made by the Payakumbuh City Agriculture Office in procuring raw materials that will be used to produce rendang. The raw materials obtained from Payakumbuh City itself are coconut, red chili, meat, and traditional spices. Just imagine if these raw materials had to be imported from other areas outside Payakumbuh City, then this would increase the cost requirements for producing quality rendang.

Conversely, with the existence of the Rendang Small and Medium Industry Center in Payakumbuh City, which requires quality raw materials such as the author mentioned above, the Agriculture Office of Payakumbuh City can determine the types of priority plants that should be developed together with the people of Payakumbuh City because these plants will also have economic value and become income for the local community. The relationship of reciprocity and interdependence can be clearly seen in this example.

Second, trust can increase the likelihood of actors to invest their resources into the network. Trust can stimulate investment and efforts made by actors in the relationship. In this effort to develop the Rendang Small and Medium Industry in Payakumbuh City, the resources

invested by stakeholders are realized in various forms ranging from domestic and foreign market information, human resources, budgets, facilities and infrastructure to trust investment in the form of legality of product standardization to ensure the quality of rendang from the production stage to entering the packaging stage. Without the involvement and trust in the form of resource investment from various stakeholders in the network, the Payakumbuh City government will be very difficult to achieve its goal of developing the Rendang Small and Medium Industry.

Third, trust stimulates learning and information appropriation. This information sharing requires a level of trust between the parties involved to facilitate their willingness to share valuable knowledge. The network formed in this Rendang Small and Medium Industry development effort is based on trust in information appropriation between the stakeholders involved.

In addition to business value, the efforts to develop the Rendang Small and Medium Industry also have educational value related to new innovations, for example in the form of the School of Randang. School of Randang was created as an educational media and information exchange facility between stakeholders in the network. Mentors in the School of Randang are willing to provide various information about rendang ranging from its origins in Minangkabau, the value of local wisdom, the process of making it to the many variations of rendang that have been developed to meet market demand.

Conversely, students who join the Minang Culinary Study Program at the School of Randang can provide new information to existing mentors in the form of various innovations and modifications to rendang variants that can be produced in the Rendang Small and Medium Industry Center. This is because the young generation of Indonesia is very literate with technological developments and follows the development of information flows from various parts of the world so that they can collaborate modern production processes, the authenticity of Payakumbuh City rendang, with the creativity and ideas they have to create rendang products with new manufacturing methods and types of rendang later. Because rendang product diversification is one of the strategies that can be used to increase the competitiveness of IKOSERO rendang in the domestic and international markets (Wati et al, 2018).

Fourth, trust has the ability to stimulate innovation by reducing uncertainty about opportunistic behavior and making vertical integration less of a concern (Parker and Vidya, 2001 in Klijn, et al., 2011). The trust built in the network in the effort to develop the Rendang Small and Medium Industry in Payakumbuh City can produce innovation because the network built is horizontal, so that each stakeholder involved has an equal position in the network.

Innovations that are formed include coordination, integration and synchronization between the government and stakeholders. Where all this time, the government hopes that the

Small and Medium Industry in Payakumbuh City can develop rapidly to help the regional economy, but no real action has been taken.

On the contrary, rendang entrepreneurs in Payakumbuh City are struggling each to promote and sell products from the brands they build themselves so that later they will get profit from the sales without bothering to think about the government's interest in economic growth, let alone to think about the competitiveness of local products globally.

However, starting from 2019, efforts were made to coordinate, integrate and synchronize between the government and rendang entrepreneurs on one network where both parties work together to build and develop this rendang business into a modern food processing industry by bringing the name of Payakumbuh City abroad, starting from the production process to product sales.

From this activity comes the interest of other stakeholders to assist the Payakumbuh City government and rendang entrepreneurs in achieving their goals. This can be considered an innovation considering that the Rendang Small and Medium Industry Center in Payakumbuh is the first to be built in Indonesia and then in 2022 it will be followed by the Rendang Center built by the Padang City government (Muamar and Afridah, 2022).

This innovation, which has been initiated since 2015, has succeeded in bringing the name of Payakumbuh City to achieve achievements and win various awards and at the national level. Through the city branding "*The City of Randang*", Payakumbuh City was ranked in the top 10 nationally in the final stage assessment of Regional Development Planning for 2023 held by the Ministry of National Development Planning/Bappenas and was entitled to a prize in the form of Regional Incentive Funds.

Then thanks to its achievement in producing rendang in large quantities, international standards, and successfully penetrating the world market, the Payakumbuh City Small and Medium Industry Center was also included in the "*Spice Up the World*" program initiated by the Ministry of Tourism and Creative Economy and a number of other institutions (Vesky, 2023).

Network Management to Drive Results and Trust

In addition to the involvement and trust of stakeholders in the network, there are other factors that influence the success of efforts to develop the Rendang Small and Medium Industry, namely network management.

Cooperation, coordination of goals, interests, and creation of trust do not happen spontaneously in governance networks. It is often necessary to direct interactions within the network to advance these goals. Deliberate efforts to organize these processes are called network

management (Gage and Mandell, 1990; Kickert, et al, 1997; Meier and O'Toole, 2001 in Klijn et al, 2011). Klijn et al also concluded that more active network management leads to better interaction and coordination, which leads to more widely accepted outcomes and trust.

The cooperation carried out by the Payakumbuh City government through Regional Technical Implementation Unit of Rendang Service and Development Center with 23 other stakeholders leads to the same goal of developing the Rendang Small and Medium Industry in Payakumbuh City to be able to produce quality and globally competitive rendang. However, the many stakeholders involved have different interests related to the main tasks and functions of their respective institutions or agencies.

Although they are in one network that leads to the same goal, each stakeholder involved does not interact with each other. So, it can be said that in the efforts to develop the Rendang Small and Medium Industry in Payakumbuh City, network management has not been fully implemented.

In the network that is formed, each stakeholder only interacts with the Regional Technical Implementation Unit of Rendang Service and Development Center as the leading sector, without interacting with other institutions or agencies. This happens because the institutions or agencies involved have their own main tasks and functions. So that they only do what has become their main task and function and do not pay too much attention to what other institutions or agencies are doing and want to do.

For example, the Office of Cooperatives and MSMEs through the Regional Technical Implementation Unit for Sales and Promotion of MSME Products in Payakumbuh City is only in the form of promoting and selling products without paying attention to other factors such as the completeness of licensing and standardization because these have been delegated to institutions/agencies such as Indonesia Food and Drug Monitoring Institute, Institute for Food, Drug, and Cosmetic Studies of the Indonesian Ulema Council, and other institutions/agencies.

The interaction and dependence of the Cooperative and MSME Office is only carried out together with the Regional Technical Implementation Unit of Rendang Service and Development Center as the leading sector without involving other stakeholders, although there are several other stakeholders who also have the same contribution in terms of market information, sales access and product branding.

Network management in the effort to develop the Rendang Small and Medium Industry in Payakumbuh City is passive because there is no interaction between one stakeholder and another even though they are heading towards the same goal. So that this poor coordination can hinder the achievement of the results of the network that has been formed, namely developing

the Rendang Small and Medium Industry in Payakumbuh City to be able to produce quality and globally competitive rendang.

Results to be Achieved by the Network in Efforts to Develop the Rendang Small and Medium Industry

Klijn, et al. discuss nine outcomes expected by the network in its efforts to develop the Rendang Small and Medium Industry in Payakumbuh City.

1. Innovation

The effort to develop the Rendang Small and Medium Industry through a governance network can be considered as an innovation. As the author has stated above, previously the government, business actors, and other stakeholders were still performing their respective main tasks and functions even though the government had announced the 2005-2025 Payakumbuh Vision, namely *"The Realization of Payakumbuh as an Advanced City with the Development of MSME Centers"*. This vision will be very difficult or even impossible to achieve without coordination, integration and synchronization through networking in the effort to develop the Rendang Small and Medium Industry in Payakumbuh City.

With the network formed in the effort to develop the Rendang Small and Medium Industry, the stakeholders involved in it can coordinate and interact to cover the shortage of various resources needed by the Payakumbuh City government in developing the Rendang Small and Medium Industry so that the desire of the Payakumbuh City government to become *"The City of Randang"* can be truly realized.

In addition, another form of innovation that has been successfully carried out by the Payakumbuh City government in an effort to develop the Rendang Small and Medium Industry is the construction of the School of Randang in 2021 as previously described by the author.

2. Integrated solution

The network built in the effort to develop the Rendang Small and Medium Industry in Payakumbuh City can be considered as an integrated solution in achieving the goal of developing the Rendang Small and Medium Industry in Payakumbuh City to be able to produce quality and globally competitive rendang because it unites the various functions of each institution or agency involved, even though these institutions or agencies have different main tasks and functions according to their fields and are autonomous.

The Network can also be considered as a solution because it has contributed and mobilized the various resource they have to solve the various problems faced by the Payakumbuh City government in its efforts to develop the Rendang Small and Medium Industry in the region. Without the cooperation of various stakeholders, the Payakumbuh City government would not

have been able to bring IKOSERO rendang to the international market in a relatively short time, namely four years since the Rendang Small and Medium Industry Center was first established in 2019.

3. Contribution of stakeholders

As the author has described in the previous section, efforts to develop the Rendang Small and Medium Industry in Payakumbuh City will be very difficult without the contribution, coordination, integration, and synchronization between the Payakumbuh City government and stakeholders in the network. So, it can be said that the contribution of stakeholders in this network is the most important factor in efforts to develop the Rendang Small and Medium Industry in Payakumbuh City.

4. Problem-solving capacity

In the effort to develop the Rendang Small and Medium Industry, there are various limitations owned by the Regional Technical Implementation Unit of Rendang Service and Development Center as the leading sector such as lack of market information, lack of sales access, difficulty branding products abroad, low quality of human resources, lack of budget needed, unavailability of proper facilities and infrastructure, to the absence of legal product standardization.

All of these limitations can be considered as problems that can hinder the achievement of goals. It can be said that Regional Technical Implementation Unit of Rendang Service and Development Center has limited problem-solving capacity if it has to handle all these problems alone. So that a network was formed that can help Regional Technical Implementation Unit of Rendang Service and Development Center to solve and answer various problems that are being faced in efforts to develop the Rendang Small and Medium Industry in Payakumbuh City. The limited problem-solving capacity in efforts to develop the Rendang Small and Medium Industry can be illustrated as follows.

If IKOSERO rendang has been produced but does not have halal and SNI certificates, then the rendang cannot be marketed to the wider community because the quality and standardization are not guaranteed. Vice versa, if halal and SNI certificates are already available, but the Regional Technical Implementation Unit of Rendang Service and Development Center together with the Koperasi Sentra Rendang Payo has not been able to produce rendang according to the amount of market demand, then the sale of this rendang product cannot be said to be successful, especially if it is expected to contribute to the regional economy of Payakumbuh City.

So that in this regard, each stakeholder involved can be said to have been able to provide solutions to the various problems faced by Payakumbuh City in efforts to develop the Rendang Small and Medium Industry.

5. Resilience

So far, each stakeholder has attempted to provide solutions to various problems being faced by Payakumbuh City in an effort to develop the Rendang Small and Medium Industry. However, this needs to be sustained because after 4 years of running, the Payakumbuh City government together with other stakeholders are still trying and looking for market information to market IKOSERO's rendang products to foreign countries.

This resilience factor also needs to be considered considering that some legal permits, certifications, and standardizations have a certain period of time and must be renewed regularly. In addition, the Payakumbuh City government has aspirations to change the Small and Medium Industry Center from a Regional Technical Implementation Unit to a Regional Public Service Agency in order to have flexibility in financial management patterns as an exception to the provisions of Regional Financial Management in general (Asri, 2020).

6. Efficiency

The network built in the effort to develop the Rendang Small and Medium Industry in Payakumbuh City can be said to be efficient because the relationship built emphasizes the benefits of each institution or agency built through trust and interdependence compared to the costs that must be incurred to make the institution or agency want to contribute to efforts to develop the Rendang Small and Medium Industry in Payakumbuh City.

If there is no network formed in the effort to develop the Rendang Small and Medium Industry, then promotional efforts, marketing, human resource development, improving the quality of rendang products, procurement of facilities and infrastructure to monitoring activities will require enormous costs and cannot be borne alone by the Payakumbuh City government so that efforts to develop the Rendang Small and Medium Industry will be very difficult to do.

7. Conflict resolution

In this indicator, the Payakumbuh City government and other stakeholders have not formulated how to avoid conflict and disagreement in the governance network. This is because the stakeholders involved in the efforts to develop the Rendang Small and Medium Industry do not interact with each other in the network so that the possibility of conflict or disagreement is even smaller.

8. Network development

The frequency of contact between stakeholders in the effort to develop the Rendang Small and Medium Industry in Payakumbuh City is not too intense. As the author stated above, the stakeholders involved each work according to their respective main tasks and functions without interacting intensely with other stakeholders and only have intense contact with the leading

sector, namely the Regional Technical Implementation Unit of Rendang Service and Development Center.

9. Support

So far, the support in the form of contributions and investment of resources provided by stakeholders in efforts to develop the Rendang Small and Medium Industry in Payakumbuh City has begun to bear fruit. Considering that local rendang MSME products in Payakumbuh City have succeeded in penetrating not only the national market, but also international markets such as Saudi Arabia to Norway (Rahmat, 2019 and Ulyadi, 2022).

Conclusion

From the explanation of the application of network governance in the development of the Rendang Small and Medium Industry in Payakumbuh City, which is analyzed using Klijn and Koppenjan's theory, it can be concluded that the network carried out by the stakeholders involved has not been able to run optimally. Although there is already involvement and trust from various stakeholders to assist the Regional Technical Implementation Unit of Rendang Service and Development Center in developing the Rendang Small and Medium Industry, the lack of clarity in network management can hinder the achievement of the expected results of coordination, integration, and synchronization between stakeholders involved in the network.

This lack of clarity in network management has implications for the achievement of the results and objectives of the network itself. In general, the network has succeeded in creating innovation, integrated solutions, generating contributions from stakeholders, expanding problem-solving capacity, realizing efficiency and support.

However, the network still fails to implement conflict resolution and network development and should pay more attention to the resilience factor of the network as it relates to the sustainable development of the Rendang Small and Medium Industry.

Based on the discussion of the results and conclusions of this paper, there are still problems in the application of network governance in the development of the Rendang Small and Medium Industry in Payakumbuh City. To perfect the innovation and goodwill of the Payakumbuh City government in achieving the 2005-2025 Payakumbuh Vision "*The Realization of Payakumbuh as an Advanced City with the Development of MSME Centers*", the author submits several recommendations to correct these few shortcomings.

1. The Payakumbuh City Government through the Regional Technical Implementation Unit of Rendang Service and Development Center is expected to be able to manage and develop the network that has been formed, especially in creating interactions between the stakeholders

involved so that later coordination and synchronization will be created between one actor and another, not just the interaction of one actor with the Regional Technical Implementation Unit of Rendang Service and Development Center as leading sector . For example, in exploring market information, accessing sales, and branding IKOSERO rendang products, there are several stakeholders involved such as the Payakumbuh City Cooperative and MSME Office, the Youth and Sports Tourism Office, PT Imza Rizky Jaya, Koperasi Ikaboga Padang, Dewan Perniagaan Usahawan Kecil Malaysia Indonesia Branch, Advanced Food Company for Subsistence and PT Muhibba Travel Riau. In this one field, there are several different stakeholders but have almost the same contribution. If these stakeholders can build more intense interactions and the existing network can be managed better, then the network that has been formed will more easily achieve the results and goals set together in an effort to develop the Rendang Small and Medium Industry in Payakumbuh City.

2. The Payakumbuh City Government through the Regional Technical Implementation Unit of Rendang Service and Development Center is expected to pay more attention to the resilience of the network that has been built. This will be directly related to the sustainability of the development of the Rendang Small and Medium Industry in Payakumbuh City in the future so that the positive impact of this initiation and innovation is not only felt, but can still be benefited by future generations.
3. Until now, each stakeholder involved has been able to provide the best solution and contribution to the development of the Rendang Small and Medium Industry. However, if the existing network is not managed well, it is not impossible that one of the stakeholders will resign from the network that has been formed, even though on the other hand its existence is still very much needed. For example, in managing the completeness of licensing and product standardization that must be updated regularly. If the stakeholders concerned withdraw and the legality of the standardization cannot be extended, it will have direct implications for the sale of IKOSERO products both in the domestic market and in the international market.
4. The Payakumbuh City Government through the Regional Technical Implementation Unit of Rendang Service and Development Center is expected to be able to formulate conflict resolution as an effort to mitigate risks that may occur and adversely affect the development of the Rendang Small and Medium Industry in Payakumbuh City. Both risks that may arise from one of the stakeholders involved in the network such as loss of trust and withdrawing contributions that have been given so far, as well as risks that arise from the internal Payakumbuh City government itself as the leading sector in efforts to develop the Rendang Small and Medium Industry in Payakumbuh City.

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Implementation of the Accelerated Stunting Handling Program

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Abstract

The East Bogor District Government implemented an accelerated stunting handling program to reduce stunting. This research aims to evaluate the effectiveness of implementing the acceleration program for handling stunting in the East Bogor Regency. The research method used is descriptive quantitative research. Data was collected through interviews and questionnaires given to respondents. The collected data was analyzed using the Weight Mean Score (WMS) method to calculate the average score of respondents. The research results show that the program accelerates treatment stunting in East Bogor District, Bogor City, which is very good. The dimensions of communication, resources, attitude of implementers, bureaucratic structure, and provision of PMT and MPASI show an average score of 87%, included in the perfect criteria. In the PMT and MPASI dimensions, the average score reached 90%, indicating the program's success in terms of PMT and MPASI. These results show that the East Bogor District Government firmly understands the importance of appointing bureaucrats/program implementers, providing work motivation incentives, and responding well to statutory regulations. This research can be a basis for developing and improving treatment programs that are more effective in the East Bogor District and contribute to efforts to overcome problems in the region.

Keywords:

acceleration; East Bogor; implementation program; stunting handling

Introduction

Stunting is a critical nutritional issue, especially in countries with high poverty levels that are developing. Stunting results from linear growth disorders in children under five, which is caused by dietary deficiencies that last for an extended period, from pregnancy to 24 months of age. Lack of nutritional intake during a child's early growth period can hinder physical development, increase the risk of disease, hinder cognitive development, and even be fatal. Children who experience stunting are at risk of decreasing intellectual abilities and productivity and potentially face the risk of degenerative diseases in the future. According to the World Health Organization (WHO), child growth standards are based on body length index compared to age (PB/U) or height index compared to age (TB/U), with a limit of (z-score) less than -2 SD. Stunting, or shortness in toddlers, can be detected when the child's length or height is measured and then compared with standards, and the measurement results are within the range considered normal by the Ministry of Health of the Republic of Indonesia (Norsanti, 2021)

According to the Indonesian Nutrition Status Survey (SSGI) of the Ministry of Health, 2022, the prevalence of children under five in Indonesia reached 21.6%. This figure decreased by 2.8 points compared to the previous year (Rokom, 2023). East Nusa Tenggara (NTT) remains the province with the highest figure 35.3%. Even though it is still in the top position, the prevalence of toddler stunting in NTT has decreased from 37.8% in 2021. Furthermore, West Sulawesi is ranked second in the prevalence of children under five, a stunning 35%. Followed by West Papua with a figure of 34.6% and West Nusa Tenggara with a figure of 32.7%. There are 18 provinces above the national average regarding the prevalence of children under five stunting. Meanwhile, 16 provinces are below the national average. On the other hand, Bali has a prevalence of toddlers which is lowest in all of Indonesia. The percentage is only 8%, far below the figure-stunting national in 2022 (<https://databoks.katadata.co.id/datapublish/2023/02/02/daftar-prevalensi-balita-stunting-di-indonesia-pada-2022-provinsi-mana-teratas>).

There are differences in data regarding the number of stunting in Bogor City between data issued by the central government and data held by the Bogor City Health Office. According to significant government data, statistics in Bogor City increased to 18.7%. However, the Bogor City Health Service recorded figures stunting only 3.5% based on the Toddler Weighing Month (BPB) in August 2022. Data differences like this can occur due to different data sources, data collection methods, or data interpretation and processing differences. This can be a challenge in effectively identifying and resolving the problem of stunting. Even though Bogor City's economic growth is above average, there is still an increase in numbers stunting in the last two years from 16% to 18.7%. This shows that work still needs to be done to treat stunting in Bogor City.

Based on toddler coverage data in February 2023, some children experience stunting, as many as 222 children for the scope of East Bogor District, Bogor City. Various efforts are made by the East Bogor District Government of Bogor City to handle cases of stunting. This is by implementing an accelerated handling program stunting, which focuses on addressing pregnant women, health care at health center, and providing additional food to accompany breast milk. In this case, East Bogor District through the Friday Fish Eating (JUMANI) and Supplementary Food Providing (PMT) programs as an effort to accelerate the reduction in the number of stunting (Source; East Bogor District).

JUMANI is one of the prevention programs in East Bogor District that provides toddlers in East Bogor District with food in the form of fish, vegetables, milk, and eggs. With this program, it is hoped that toddlers in the East Bogor District will receive balanced nutrition and good health to speed up case handling. Stunting in the community of East Bogor District. For the JUMANI (Fish Eating Friday) program to continue, East Bogor District received assistance from PT. Through CSR in the form of fish, vegetables, eggs, and milk, Ceva is provided regularly every Friday. The

final assistance will be provided until November 2022. Food distribution is also carried out at Posyandu at least once a month.

The Supplementary Food Providing Program (PMT) is an activity of providing additional food such as formula milk, UHT milk, and biscuits in collaboration with UPTD Pulo Armyn Health Center, East Bogor Health Center, PKK members, and Pokja IV cadres, as well as related public sectors.

This research was conducted to evaluate the extent to which the accelerated treatment program stunting, which was implemented in East Bogor District, has successfully dealt with the problem of stunting. This research aims to assess the program's implementation, its effect on reducing the number of stunting, and its impact on children's health conditions and development in East Bogor District. This evaluation involves assessing the implementation of the program, its impact on reducing the number of stunting, and its impact on the health conditions and development of children in the sub-district.

Identifying inhibiting and supporting factors: This research was also conducted to identify factors that influence the success of the stunting management program in the East Bogor District. This includes inhibiting factors hindering program implementation, such as lack of resources, ineffective coordination, or public awareness. Apart from that, this research will also look for supporting factors that play a role in the program's success, such as active community involvement, cross-sector collaboration, or adequate policy support.

Providing recommendations for program improvement: Based on the research results, another objective is to offer constructive recommendations for improving the stunting management program in East Bogor District. These recommendations may include improving program implementation, overcoming barriers, increasing community participation, or optimizing available resources. Thus, this research can be a basis for developing and enhancing programs that are more effective in dealing with stunting in the East Bogor District, Bogor City.

Methods

This research is descriptive quantitative research carried out to analyze data by describing or describing data collected as the data without the intention of making generalizations. The data collection technique for this research uses interview and questionnaire methods by going directly to the East Bogor District, Bogor City, and processing the resulting data by calculating the average value using the Weight Mean Score (WMS) method. The data collection technique used interviews to find the source of the problem that must be researched and also utilized a questionnaire data collection technique, which is one of the techniques for collecting research data that is carried out by giving several questions or written statements to respondents

regarding the things the researcher wants to research. Then, the respondent will answer according to what the respondent knows or experiences (Abderrahmane et al., 2020).

Results and Discussion

The connection between handling and the government's efforts to address problems that arise in society is an attitude taken to overcome or control an existing problem. This treatment can be government services for public needs or improving public services. The handling carried out by the East Bogor District is to accelerate the decline in numbers. Stunting is an effort to solve problems in people's lives, namely in the health sector. This is in line with the research results of Farisni & Zakiyuddin (2020), which said that a Preventive Group (KP) could minimize the increase in stunting.

To find out how to handle stunting through the Friday Fish Eating (JUMANI) and Supplementary Food Providing (PMT) programs using theories from Edward III, 2012 as research indicators through several approaches including, communication, resources, attitudes of implementers, and bureaucratic structures (Kusuma & Simanungkalit, 2022).

By using policy implementation theory according to Edward III, it is possible to measure implementation in solving stunting effectively and efficiently.

The following is to calculate the general trend of respondents' scores based on Likert Scale calculations using the average calculation method (Weight Mean Score). This technique's calculations are intended to determine each item by specified criteria or benchmarks. The following lists the WMS grouping criteria for the average score of each possible answer.

Table 1.
Questionnaire Indicator Criteria

No.	Percentage (%)	Criteria
1	0 - 20	Very Not Good
2	21 - 40	Not good
3	41 - 60	Pretty good
4	61 - 80	Good
5	81 - 100	Very good

Source: Sugiyono (2011)

Table 2.
WMS Calculation Results
Variables for the Implementation of the Accelerated Handling Program Stunting

Dimensions	Indicator	Score		Present	Average Percentage	Criteria
		Maximum	Rate	Indicator		
Communication	Transmission	210	186	89%	87%	Very good
	Information	210	182	87%		
	Consistency	210	179	85%		
Resource	Staff	210	182	87%	87%	Very good
	Information	210	185	88%		
	Facility	210	182	87%		
Implementer's Attitude	Appointment of Bureaucrats	210	178	85%	86%	Very good
	Incentives	420	369	88%		
Bureaucratic Structure	SOP	210	182	87%	86%	Very good
	Responsibility	210	180	86%		
PMT	Food	420	371	88%	90%	Very good
	Health	630	576	91%		
PAIN	The child's interest in complementary foods	630	539	86%	86%	Very good

Source: Data processed by researchers (2023)

Table 2 shows that program implementation in the communication dimension shows an average result of 87%. In the sense that there is communication that involves various cross-sectors, stunting can be minimized. This is the opinion Fitrauni et al. (2022), who stated that cross-sector involvement could accelerate stunting reduction.

In the resource dimension, it can be seen that the average results show 87% of the acceleration of handling stunting, which can be done with the involvement of staff, both in terms of communication and with complete facilities so that there is a good formula or strategy for accelerating the reduction of stunting. An effective strategy to accelerate stunting reduction in rural areas is to combine proactive strategies, optimizing specific and sensitive nutritional interventions to encourage improvements in the quality of life and quantity of care models for children under five years old (Priyono, 2020).

In implementing attitudes and organizational structure, the calculation results were 86%, so with the appointment of bureaucrats who are given incentives and SOP and responsibilities, the resolution of stunting can be accelerated. In this way, the attitude of implementers, especially community understanding, can support the acceleration of stunting resolution (Shauma, Nabila, Purbaningrum, 2022).

In the PMT dimension, a result of 90% is seen, where food and health factors are the main

components in preventing stunting (Lolan & Sutriyawan, 2021).

In the MPASI dimension, there is a result of 86%, so the factor of children's interest in additional food can accelerate the reduction in stunting. As nutritional improvements based on modifications to breast milk substitute products (MP-ASI) are attractive, cost-effective, and beneficial for improving children's health, the stunting rate can be reduced (Nasrullah & Mundakir, 2020).

Collecting data regarding the implementation of the handling acceleration program represented by six dimensions and nineteen indicators. The results of Likert Scale calculations using the WMS technique, Communication Dimensions, Resources, Implementing Attitudes, Bureaucratic Structure, PMT, and MPASI show an average of 87%. After consulting the questionnaire indicator criteria table, the communication conditions in transmission, information, and consistency in implementing the handling acceleration program are stated to be perfect criteria.

The highest average value in the Supplementary Feeding (PMT) dimension occurred during the implementation of the accelerated handling program In East Bogor District; Bogor City is at a food and health indicator of 90%, meaning that the East Bogor District government, together with community health center and cadres provide four healthy five perfect food consumption and provide good quality food in the accelerated treatment program. Stunting in the East Bogor District has been implemented well. The East Bogor District government and community health center and cadres carry out routine weight and height checks, provide vitamin A to children, and complete immunizations for children in an accelerated treatment program that has been implemented very well.

The lowest average value in the dimensions of Implementing Attitudes and Bureaucratic Structure that occurred in implementing the accelerated stunting handling program in East Bogor District, Bogor City, was in the indicators of appointing bureaucrats, incentives, SOPs, and responsibilities at 86%. This means that the East Bogor District government, in setting bureaucrats/executors to produce employees who have a strong understanding, provides incentives as work motivation by statutory regulations so that the attitude of the implementers runs well and has an excellent response to the Fish Eating Friday (JUM'AT Fish) program and Providing Supplementary Food (PMT) that has been created, there is an SOP that regulates the flow in implementing the JUMANI and PMT programs. Officials interested in these regulations provide their roles with responsibility for achieving the goals of the JUMANI and PMT programs in implementing the accelerated handling program. It can be said to be very good, but it still needs improvement.

In this way, supporting and inhibiting factors can be identified that can influence the

implementation of the accelerated treatment program stunting in East Bogor sub-district, Bogor city, namely:

First, the supporting factors that influence are classified into several things, including:

1. Support from various related sectors: To address budgetary issues, the East Bogor District Government must review the Fish Eating Friday (JUMANI) regulations and Supplementary Food Providing (PMT) programs to avoid burdening the community. Providing additional food for toddlers comes from self-help or business actors.
2. Corporate Social Responsibility (CSR): The East Bogor District Government carries out activities with PT. Ceva and Foodbank of Indonesia (FoI) as a form of attention to improve welfare and positively impact society.
3. Society participation: Community participation, incredibly enthusiastic mothers of toddlers and their families took part in classes and education about balanced diet nutrition from the TP PKK, guided by nutritionists from the Pulo Armin Health Center and East Bogor Health Center, Posyandu administrators and PKK Pokja IV members.

Second, the inhibiting factors that influence are classified into several things, including:

1. Several PMT consumption targets from CSR are not only for toddlers.
2. The presence of infectious diseases or comorbidities: Infectious disease factors are related to stunting in children under five in rural and urban areas. The most frequent health problems in children are diarrheal infections, upper respiratory tract infections, worms, and other diseases related to chronic health problems.

Conclusion

East Bogor District has increased in the last two years from 16% to 18.7%. Within the scope of East Bogor District, there are 222 children experiencing stunting. Based on the results of the research that has been carried out, it can be concluded as follows:

1. Implementing an accelerated reduction program stunting in East Bogor District, Bogor City, is the government's effort to solve public health problems.
2. Based on Likert Scale calculations using the WMS technique, it shows that the implementation of the JUMANI and PMT programs shows perfect communication conditions with an average score of 87%, and the highest average score is in the PMT dimension with a score of 90%, indicating that this program has been implemented well in providing healthy and quality food consumption for children.
3. Some factors influence the implementation of the accelerated treatment program stunting in East Bogor District, Bogor City, such as supporting factors, namely support

from various related sectors of Corporate Social Responsibility (CSR) through a partnership with PT. Ceva and Foodbank of Indonesia (FoI) provide support and improve community welfare, and active community participation is essential for the success of this program. There are factors inhibiting the implementation of this program, namely several PMT consumption targets from CSR, which are not only for toddlers, and the presence of infectious diseases or comorbidities, such as diarrhea infections and upper respiratory tract infections, can also influence the program's success.

Thus, implementing the Handling Acceleration Program Stunting in East Bogor District has positively impacted solving stunting problems. Although this program has been implemented well in several aspects, several aspects need to be improved to increase the effectiveness and success of the program. Support from various related sectors and active community participation remain essential factors in the success of this program.

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Effectiveness of KTP Services in the Sub-District

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Abstract

E-KTP services at the sub-district level still leave complaints from the public regarding the unsatisfactory service provided, especially service times and service procedures, which still need to be fully understood by the public. This research aims to analyze the effectiveness of E-KTP services at the sub-district level by taking the case of Ciawi District, Bogor Regency, West Java, Indonesia. This research uses a descriptive quantitative approach method, collecting data through observation, interviews, and questionnaires from 41 respondents from the Ciawi District community who were taken by accidental sampling. The research results show data that the effectiveness of E-KTP services in the Ciawi sub-district is considered adequate. This assessment is measured based on three indicators: the source approach with an average value of 3.8, the process approach with an average value of 3.7, and the target approach with an average value of 3.7, from the highest score of 5. However, several areas for improvement in this service still originate from human resource capacity. Therefore, this research recommends that there is a need to increase employee capacity through job training, increasing the knowledge and abilities of officers regarding public services, and improving employee performance.

Keywords:

public services; service effectiveness; community satisfaction;
strengthening human resource capacity; job training

Introduction

E-KTP is an abbreviation of "Electronic Resident Identification Card. It is an official identity card issued by the Indonesian government. E-KTP contains personal information such as name, address, date of birth, and identity number. E-KTP is also equipped with electronic chip technology, which stores additional information such as fingerprints and photos of the card owner. E-KTP was introduced in 2011 as a replacement for previous identity cards and aimed to increase the security and accuracy of Indonesian population data. E-KTP is also used as an official identity document for various purposes, such as opening a bank account, obtaining a passport, and voting in general elections.

E-KTP (electronic population identification card) is an official resident identity proof of self-issued by the Ministry of Home Affairs, valid throughout the territory of the Unitary State of the Republic of Indonesia. E-KTP is a service for making electronic KTPs by the Department of Population and Civil Registration (Department of Population and Civil Registry). Making e-KTP

aims to bring order in the administration of population data, and the government is responsible for accurate and up-to-date population data.

Service effectiveness is an essential element in a government organization, including sub-districts, because service effectiveness is one of the parameters for assessing service quality. Law Number 25 of 2009 concerning Public Services regulates activities or series of activities to fulfill service needs following statutory regulations for every citizen and resident regarding public service providers' goods, services, and administrative services.

Service effectiveness can be defined as the achievement of the objectives of the service activities carried out by a government agency or agency by providing services to the community in an easy, fast, accurate, and satisfactory manner. In this case, the effectiveness of public services can be measured by the extent to which citizens are satisfied with the services provided by government agencies and officials. Effective services provide citizens with convenience and satisfaction in receiving the necessary services.

In the current digital era, the Indonesian government has issued an electronic KTP or e-KTP program to increase the effectiveness of population administration services. This program aims to avoid duplicating identity cards to commit fraud or for specific purposes. However, effective e-KTP recording services are needed at the sub-district level to achieve this goal.

Effectiveness compares productivity against a goal, plan, or benchmark (Falih Suahedi, 2010). According to Beni (2016), effectiveness is the relationship between results and goals and can also be described as a measure of the extent to which the goals that have been set are achieved. Effectiveness comes from the word effectual, which means success in achieving a specific goal. Effectiveness can be defined as the ability to choose the right goals and achieve them. In Gibson's (1985) concept of organizational effectiveness, organizational effectiveness is based on individual and group effectiveness.

Effectiveness is the communication that a process achieves its planned goals according to budgeted cost, specified time, and personnel number (Effendy, 1989, p. 14). It means that the effectiveness indicator regarding the achievement of specified goals is a measure of whether the goals were achieved according to the plan. Effectiveness is the influence of a message or the degree of influence of a message (Susanto, 1975, p. 156). Effectiveness can be interpreted as a measure of achieving carefully planned goals.

In the concept of regional government, government effectiveness is focused on accelerating development in the region and improving services to local communities. As public service institutions, sub-counties play an essential role in improving public services and how these institutions deliver public services, ensuring quality outcomes tailored to the needs of their

residents. It can be produced. E-KTP-making services are one type of public service provided by government agencies.

As one of the institutions providing e-KTP control services, the sub-district office is responsible for increasing the effectiveness of administrative services so that community satisfaction increases.

This research is motivated by problems that often occur in e-KTP-making services, such as taking a long time to complete E-KTP due to errors in names, network problems, recording machines, or stock of e-KTP blanks. So, it becomes an obstacle in public services. Therefore, this research aims to look at the effectiveness of e-KTP services at the District Office by taking the case of Ciawi District, Bogor Regency, West Java Province, Indonesia.

Effectiveness is the power of a message to influence or the ability of messages to influence (Susanto, 1975, p. 156). Effectiveness can be interpreted as measuring the achievement of goals carefully planned. The best way to research effectiveness is to pay attention simultaneously to three interconnected concepts, namely:

1. Understand goal optimization: effectiveness is assessed according to how far an organization succeeds in achieving goals that are worth achieving.
2. Systematic perspective: the goal of following a cycle in the organization.
3. Emphasis on human behavior in organizational structures: how individual and group behavior can ultimately support or hinder achieving organizational goals (Steers, 1985).

Methods

This study used a descriptive quantitative approach technique. (Zikri Fatiha, 2021) by Mulyadi (2011:136). Quantitative research is carried out to determine whether there is a correlation between the dependent or independent variables. Quantitative approaches are used with a theory or hypothesis and try to confirm its truth. The affected residents are 41 residents of Chiawi district, Bogor province. The population data used is from the overall responses of study participants. The researchers used his Yamane formula with a 5% error rate to determine the study sample.

These respondents are differentiated based on age, gender, type of work and latest education. Respondents were aged between 17 and 45 years. Generally, respondents aged 17-25 years were 90.24%. Respondents aged 26-35 were 4.88%, and those aged 36-45 were 4.88%. Differentiated by gender, the respondents were 48.78% male, while 51.22% were female. Based on work, respondents have a variety of jobs. Entrepreneurs were 24.39%, traders were 4.88%, community figures were 7.32%, and other occupations were 63.41%.

The education level of respondents is generally 70.73% high school. However, there are also 4.88% of respondents who have a junior high school education level, 2.44% of respondents who have a vocational school education level, 2.44% have a D3 education level, and 2.44% have a bachelor's degree education level. as much as 19.51%.

The researcher's data collection technique was distributing questionnaires to respondents using Robbin's theory (Donni & Agus, 2012). In analyzing the data, the researchers used an analytical technique using the weighted mean score (WMS) formula. The evaluation criteria are rated on a 5-point scale from very poor (score 1 to 1.8) to excellent (score 4.21 to 5.00) (Sugino, 2000).

Result and Discussion

Effectiveness in public services E-KTP

Service is the key to the success of various business and service activities (Moenir, 2000). Therefore, effective service delivery helps organizations achieve the service goals set, and the public is satisfied with the services they receive. The concept of rational bureaucracy relies heavily on regulations and procedures, all of which serve to achieve goals and promote desired values and norms (Azhar Qasim, 1993, p. 3). There are several principles in public service:

1. Equality of interests and business logic. Customers can feel the quality of service and benefit from it.
2. decision-making authority should be distributed between the organization and the customer.
3. Organizational Focus
4. Organizations need to be structured and function so that their primary goal is to mobilize resources to support the front lines of business.
5. Supervision/management
6. Managers and supervisors must provide encouragement and support to each employee (Ibrahim, 2008).

This research takes the case of ID card services in Ciawi sub-district. Ciawi District is located in Bogor Regency, West Java Province, with 13 villages and a population of 123,085. It indicates the high number of needs for making e-KTPs at the Ciawi District Office.

The processing of e-KTPs in Ciawi District was initially centered on the Bogor Regency Population and Civil Registry Service. However, based on Bogor Regency Regional Regulation (PERDA) No. 72 of 2016 concerning the implementation of regional government affairs, currently, sub-district offices have the authority to support the implementation of regional government

affairs, including the implementation of government elements. The delegation of authority from the Bogor Regency Government to the sub-district head is regulated in the Regional Regulation (PERDA) of Bogor Regency, Number 7 of 2008. They concerned delegating part of the sub-district head's authority to manage regional affairs. This delegation is related to licensing, training, and implementation for providing electronic KTP services. The e-KTP-making service at the Ciawi District Office is expected to run following the service standards regulated in Public Service Law Number 25, 2009, with the principles of the administration itself. Several functions of public service effectiveness:

1. Increase community satisfaction: Effective public services can increase community satisfaction because people feel their needs are met well.
2. Increase public trust: Effective public services can increase public trust in the government and public institutions.
3. Increase efficiency: Effective public services can increase efficiency in delivering public services because procedures are simple and fast.
4. Increase accountability: Effective public services can increase accountability because the government and public institutions must be responsible for service quality.
5. Increase community participation: Effective public services can increase community participation in delivering public services because the community feels that their needs are heard and adequately met.

In understanding the effectiveness of public services, it is necessary to note that effectiveness is a goal or target that must be achieved. Therefore, the effectiveness of public services can be measured by how much the goals or targets are achieved in the implementation of public services.

The effectiveness of e-KTP services in the Ciawi District was measured based on the theory of service effectiveness (Donni & Agus, 2012). Service effectiveness is measured based on three dimensions, namely the resource approach, process approach, and target approach. The research results produced data as depicted in Table 1.

Table 1.
Results of the assessment of the effectiveness of E-KTP services in Ciawi District

No	Dimension	Indicator	Average Score	Interpretation Criteria
1	<i>Resource Approach</i>	Measuring Effectiveness	3.9	Good
2		Human Resources	3.6	Good
3		Speed of Responsiveness	3.6	Good
4		Employee Initiative in Providing services to consumers	3.8	Good

5	<i>Goals approach</i>	Employee ability to identify organizational goals	3.4	Pretty good
6		Employee ability to understand consumer wants and needs	3.8	Good
		Average Score	3.7	Good

Source: Analysis by reseachers, 2022

From the calculation results of the recapitulation table, the questionnaire data above is divided into three dimensions with detailed calculation results for each dimension, and the calculation results obtained with the Resource Approach dimension get a result of 3.8, which means it is categorized as good, the Internal Process Approach dimension.) got a result of 3.7 in the excellent category, and the dimension Goals approach got a result of 3.7, which was in the excellent category. The average value of the overall questionnaire recapitulation results was 3.7, which was in the excellent category. It happens because there is still a need to improve supporting facilities and infrastructure in Ciawi District to carry out all activities in the District office area. Ciawi, Bogor Regency can run well, and the public can experience excellent guidance and service from the Ciawi District office staff. The highest score obtained was in the source approach dimension, with a result of 3.8. It happens because the Ciawi District Office has sufficient staff to do the work, and dividing one person per job desk is the right thing in service so that staff can carry out their work. With a final score of 3.7, this shows that the effectiveness of the E-KTP Making Service at the Ciawi District Office, Bogor Regency, has gone well and is in line with expectations.

Furthermore, based on the results of interviews with respondents regarding these three dimensions, employees are considered to be good enough to complete their duties well and brave enough to accept risks when working in providing services. Then, the Ciawi sub-district office employees must be professional, responsible for their work, good at calming the people, and prioritizing who brings children, pregnant women, and older people. Furthermore, the service does not accept or ask for admin fees from the public.

Conclusion

Based on the results of the recapitulation of questionnaire data calculations that respondents in Ciawi District have filled out, the score is 3.7, indicating that the results of data analysis are in a Good category. It shows that the results of the dimensions of the source approach, process approach, and target approach follow Robbins' theory in Donni and Agus (2012) as a basis for measuring the success of programs already running well.

For employees of the Ciawi District Office, the results of this research can be used as a reference to continue to provide excellent service to the community, being adequate and satisfied with all services provided by employees of the Ciawi District Office, Bogor Regency.

For researchers, the results of this research can be used as a reference for conducting similar research or for further research regarding the professionalism of E-KTP service officers at the Ciawi District Office, Bogor Regency.

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The Role of Community Participation in Supporting Tomohon City Regional Regulation No. 1 of 2021

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Abstract

This research aims to evaluate community participation in efforts to support the Regional Regulation of Tomohon City No. 1 of 2021 concerning Increasing Discipline and Law Enforcement of Health Protocols in Preventing and Controlling Covid-19. This study uses a qualitative method. The research results show that Regional Regulation of Tomohon City no. 1 of 2021 has been implemented well by the government in terms of socialization, implementation and supervision. However, community participation is still relatively low. In fact, the city of Tomohon is often included in the red zone for the spread of the Covid-19 outbreak. This proves that the level of community participation is relatively low. The influencing factors are 1) lack of understanding and awareness, 2) spread of incorrect information (hoaxes), 3) distrust of the government, 4) pandemic fatigue, 5) social and economic factors.

Keywords:

community participation; Tomohon City Regional Regulation No. 1 of 2021; Covid-19

Introduction

Covid-19 has shaken the world profoundly and has had significant consequences for all aspects of life. As a global pandemic, this virus has affected the health, economy, social and psychology of people throughout the world (Iko, 2022). Various broad collaborative efforts to control the spread of the virus continue to be carried out by various countries, including Indonesia.

Overcoming the COVID-19 pandemic has become a global challenge that requires collaborative efforts from all parties, including society. Active and conscious participation of the public is essential in fighting the spread of the virus and protecting public health. In this context, community participation refers to the involvement, contribution and involvement of individuals and groups in various activities, policies and preventive measures aimed at overcoming the pandemic (Afni, 2020).

As a collaborative effort to fight this virus, of course an active role is needed from various parties, especially the community itself. Community participation is an important element in determining the success of efforts to control the spread of this virus. In order to break the chain of spread and transmission of this virus, social & physical distancing is implemented by the government.

Community participation is the creation of opportunities that enable community members to participate actively and gain benefits from the activities in which they participate. Community participation in question is not coercive, but truly awareness of the community itself to participate (Sigalingging & Warjio, 2014).

Community participation in overcoming COVID-19 is not just the responsibility of the government or health institutions alone, but is a collaboration that involves the entire community. When the community is actively involved, they become important partners in planning, implementing and evaluating response programs (Sutisna, 2013). The public also has a key role in disseminating accurate information, engaging communities, and encouraging the behavioral changes needed to limit the spread of the virus.

Community participation in overcoming COVID-19 is not only important in facing health challenges, but also in overcoming the social, economic and psychological impacts caused by the pandemic. Communities can help protect vulnerable groups, provide social support, and respond to emerging needs at the local level. Apart from that, community participation also creates space for initiatives and creative solutions in dealing with continually changing situations. By involving the community in the policy implementation process, it can be more inclusive and more effective in overcoming problems and meeting community needs better (Masengi et al., 2023a)

Covid-19 which spread globally in 2019 had a big effect on various aspects of human life. All countries in the world are feeling the impact, including Indonesia. In 2020, the spread of the Covid-19 outbreak could not be stopped and spread throughout all provinces, districts/cities, even to remote areas, including Tomohon City.

At the beginning of May 2020, Tomohon City entered the red zone and made Tomohon residents anxious (Ikanubun, 2020). In July 2020, Tomohon City entered the Red Zone along with 57 regencies/cities in Indonesia. Data on Covid-19 patients as of July 18 2020, increased from 80 patients to 134 patients (Polakitan, 2020). Towards the end of 2020, the city of Tomohon again entered the red zone where the patients came from family clusters (Dede, 2020).

The Covid-19 epidemic in Tomohon City grew quickly and widely at the beginning of 2021, prompting the city to publicly impose Community Activity Restrictions (PPKM) in accordance with the Minister of Home Affairs's orders no. 1 of 2021. The Tomohon City Government simultaneously published Regional Regulation No. 1 of 2021 Concerning Increasing Discipline and Law Enforcement of Health Protocols in the Prevention and Control of Corona Virus Disease 2019 (Sarese et al., 2022).

According to Article 3 of this Regional Regulation, its goals are to: a) stop the spread of Covid-19 in the neighborhood; b) increase public adherence to the application of health protocols in the prevention and control of Covid-19; and c) have a deterrent effect on those who disobey

the health protocols in the prevention and control of Covid-19 (Tomohon, 2021).

In order to implement this regional regulatory policy, the Tomohon City administration continues to collaborate with the Covid-19 Task Force, Police, Military Forces Army, Civil Service Police Unit (Satpol PP), Health Workers, and all other government officials down to the lowest level.

The administration continues to conduct various communication efforts in relation to the implementation of Tomohon City Regional Regulation No. 1 of 2021. On the Tomohon city government's official website page <https://tomohon.go.id> you can see various outreach efforts that have been carried out by the Tomohon government.

The Tomohon government has carried out outreach several times, starting from the city, sub-district and sub-district government levels. However, based on observations, many people apparently do not know this regional regulation. Or there are people who already know about this regional regulation but don't yet understand it.

Numerous types of infractions of these laws were discovered based on the actual facts of the situation. Many individuals lack the discipline to comprehend the rules outlined in the Regional Regulation. Many people decide to wear masks that do not cover their noses while they are out of the house or in public places, failing to maintain their distance. The Task Force Team also did not vigorously enforce sanctions for violators of health procedure.

Based on this, of course it is ironic that the government is trying to continue to promote this regional regulation as an effort to overcome Covid-19, but on the other hand, community participation is very lacking or does not care, even though this concerns living together as citizens who live together.

Santoso (2010) in (Masengi et al., 2023) say that a government or organization's policy is a set of objectives it hopes to accomplish in the public interest. All facets of society must abide by and carry out Tomohon City Regional Regulation No. 1 of 2021 as a policy in order for it to be successful.

Even though regional regulations have been established that regulate increasing discipline, prevention and control of Covid-19, the city of Tomohon in 2021 has been included in the medium zone and red zone several times.

Therefore, based on this phenomenon, this research was conducted with the aim of evaluating community participation in efforts to overcome Covid-19 in Tomohon City, as well as analyzing what factors hinder community participation, especially in terms of supporting the implementation of Tomohon City Regional Regulation No. 1 of 2021.

Methods

This research method uses descriptive qualitative methods. Moleong (2013) states that qualitative research is research that tries to understand the phenomena of the experience of research objects, such as behavior, perception, motivation, action, and so on, holistically and through descriptions in the form of words and language in certain natural contexts and using natural methods (Moleong, 2013).

The focus of this research is to evaluate the participation of the people of Tomohon City in efforts to overcome Covid-19 in the 2021-2022 period. The indicators used in this research to evaluate community participation according to Mardikanto & Soebianto (2013: 82) in [13] are 1) Involvement in Planning, 2) Involvement in Implementation, 3) Involvement in Monitoring and Evaluation, and 4) Involvement in Benefit Taking.

The research sample consisted of 10 people consisting of Tomohon city residents, the task force (Covid Task Force), health workers and government officials. To collect data, researchers carried out observations, interviews and document studies.

Results and Discussion

Evaluation of Community Participation in Efforts to Overcome Covid-19 in Tomohon City

1. Involvement in Planning

The Regional Regulation Number 1 of 2021 has been created and made public by the Tomohon City DPRD. Article 3 of this Regional Regulation states that its objectives are to: a) stop the spread of Covid-19 in the community; b) increase public compliance with the application of health protocols for the prevention and control of Covid-19; and c) have a deterrent effect on those who disobey these protocols.

According to the Decree of the Minister of Health of the Republic of Indonesia Number HK.01.07/MENKES/382/2020 regarding Health Protocols for the Community in Public Places and Facilities in the Context of Preventing and Controlling Corona Virus Disease 2019, it is stated in section In the introduction to point B that the Health Protocol seeks to support local efforts in Covid-19 prevention and control.

Consequently, the role of public policy can be understood as a collection of actions performed or not taken by the government with the intention of achieving a certain objective to address public concerns or in the public interest (Dilapanga et al., 2023). Program implementation guidelines are usually contained in regulations or statutory regulations issued by the government so that they are binding and binding (Ariani & Sumbawa, 2017).

Planning cannot be separated from socialization (Akbar et al., 2018). Prior to the adoption

of Regional Regulation Number 1 of 2021, many outreach programs had been made to all corners of society in Tomohon City based on the study's findings. Massive outreach initiatives are being carried out by the municipal government, the sub-district government, health professionals, Satpol PP, and the Tomohon municipal Covid Task Force. Because there are restrictions on community activities, outreach efforts involving the entire community are carried out in several ways, namely through loudspeakers in each sub-district/district, as well as through electronic media, including via the Tomohon City official website <https://tomohon.go.id>, through social media, or through newspapers.

Through this outreach effort, it is hoped that the public can understand the contents of the regulations and play an active role in efforts to implement the policies that have been created within the framework of the common goal of preventing and controlling Covid-19 in the Tomohon city area. However, the city of Tomohon is always included in the medium zone and red zone during the 2020-2022 Covid-19 period. Based on the data presented in the introduction, the number of patients infected with this virus was found in Tomohon City.

This demonstrates that there is a problem with participation or the community's function. According to the findings of the interviews, many people were unaware of the details of Tomohon City Regional Regulation No. 1 of 2021. The community is aware of the numerous outreach initiatives the government and the Covid-19 Task Force are carrying out in Tomohon City, but the majority of people don't comprehend them or even care.

After analysis, this community reaction was caused by people's boredom from this pandemic period which limited all their social activities. The impact of restrictions imposed by the government affects their psychology and economy.

Based on the explanation above, community participation is essential in handling the Covid-19 problem which has an impact on various aspects of life. Sagita in (Mahmudah & Imelda, 2021) states that there are 3 reasons why community participation is very important, namely 1) The community understands their needs and provides information in the form of a description of the conditions they face. 2) In terms of trust, the community believes that the program will be successful if they participate and play a role, own and care about the process and results; 3) Participation is a substantive form of democracy.

2. Involvement in Implementation

Even though Article 8 of the Tomohon City Regional Regulation No. 1 of 2021 explicitly stipulates that everyone is required to increase health protocol discipline and law enforcement in an effort to avoid and manage COVID-19:

- a. When outside the house, wear a mask that covers the nose, mouth, and chin, unless you are

eating or drinking;

- b. Wash your hands frequently.;
- c. Keep your physical distance from others;
- d. Never shake hands with a stranger.;
- e. Maintain body endurance by implementing PHBS;
- f. Has permission from the Subdistrict COVID-19 Handling Task Force in terms of carrying out activities that have the potential to involve a minimum of 50 (fifty) people at the same time;
- g. Take a health examination according to the method determined by the authorized agency in the event that symptoms of COVID-19 infection are found and/or based on tracing results, have close contact with a confirmed positive case of COVID-19;
- h. Participate in medical treatment at a facility designated by the regional government for:
 - people confirmed positive for COVID-19 with symptoms; or
 - People who are confirmed positive for COVID-19 without symptoms but based on information from the Public Health Center must be treated at a health service facility;
- i. Carry out self-quarantine/isolation for 14 (fourteen) days or until the results of a health examination stating that they are free from COVID-19 from the authorized agency for people who are:
 - based on tracing results, has close contact with a confirmed positive case of COVID-19; and/or
 - confirmed positive for COVID-19 but without symptoms.

Based on the research results, there are several findings, including people not wearing masks when leaving the house, not keeping their distance when gathering, there are still people holding parties, young people still often get together, people who have symptoms do not want to go to the health center. or health facilities, and there are people who do not want to be quarantined even though they have been confirmed positive for Covid-19.

Based on these findings, researchers can conclude the reason why Tomohon city is always a red zone, namely because community participation is very lacking. People do not comply with regulations. Public awareness of the dangers of Covid-19 is still very minimal. Therefore, it is not surprising that the spread of Covid-19 in Tomohon City is very fast. The community does not want to be actively involved in efforts to implement Regional Regulations that have been made. Even though it is clear that the purpose of this Regional Regulation is for the common good, namely to prevent the spread of the Covid-19 virus.

Thus, community involvement in the implementation of this Regional Regulation is still very lacking. Even though Regional Regulations are public policies that must be obeyed by the entire community. Implementation of public policy requires symbiotic interactions, processes and activities between the public and the government so that it is expected to respond to dynamics, demands and public interests. Nugroho in (Sururi, 2016) states that on the other hand, public policy is a product that fights for the common good and whose philosophy requires public participation from start to finish.

3. Involvement in Monitoring and Evaluation

The regional government is largely responsible for overseeing actions to improve discipline and law enforcement of health protocols in order to prevent and control COVID-19, as stated in article 13 of Tomohon City Regional Regulation Number 1 of 2021. It explains that: (1) Regional Government oversees initiatives to strengthen discipline and law enforcement (2) The types of supervision mentioned in paragraph (1) include routine review, receiving public complaints, detecting and combating bogus news, and monitoring.

However, of course the government cannot work alone. There needs to be a role for the community as a government partner to successfully overcome the Covid-19 outbreak in Tomohon City. Supervision certainly requires participation from the community. All elements of society must be involved in monitoring the implementation of this Regional Regulation.

Based on the research results, government officials, namely sub-district, sub-district and city officials, together with the Covid-19 Task Force, have carried out maximum surveillance efforts in Tomohon City, including by carrying out direct monitoring in the field of community activities, and also carrying out monitoring and clarification fake news (hoaxes) circulating in society so as not to cause unrest. Every time there is fake news regarding Covid-19, government officials and the Covid-19 Task Force will quickly clarify.

However, ironically, it is the people themselves who are the actors in spreading fake news about Covid-19. Untrue news circulating in society via social media is spread very quickly without filtering and verifying the truth of the information.

It can also be seen that in several areas in Tomohon City, there are many people who violate Health Protocols, namely frequently gathering together, not wearing masks, coughing carelessly without masks, but the people seem indifferent. As a society that lives together, people should be able to reprimand each other and monitor incidents like this for the common good without having to wait for officers to come to reprimand or take action.

Thus, it can be concluded that the role of the community in carrying out supervisory functions in the context of containing Covid-19 in Tomohon City is still lacking. In supporting the

success of a public policy program, there needs to be a role for community participation. This is in line with the opinion of Situmorang (1994) in (Bahtiar, 2017) that to realize objective and responsible supervision there must be a role for community participation and effective and efficient government management.

4. Involvement in Benefit Taking

Community involvement in taking benefits is a very important element. Community involvement in benefit-taking refers to the process in which communities are actively involved in identifying, planning, implementing and benefiting from a policy aimed at improving their welfare.

Benefits of implementing Tomohon City Regional Regulation No. 1 of 2021 is certainly none other than to prevent the public from the danger of spreading the Covid-19 virus. For this reason, the community must be actively involved without any coercion in its implementation. Because this concerns mutual interests.

Based on research results, public awareness of this is still very lacking. There are many violations of health protocols in the field. The results of interviews which show that people are bored with the situation and therefore violate government regulations in their activities show that people do not understand the importance of the unity of perception, action and discipline in efforts to implement these regional regulations in the context of preventing and dealing with Covid-19.

Community involvement should not be understood only as voluntary financial or other material support from the community, but rather as community participation in planning, implementing, monitoring and evaluating activities carried out for the benefit of the community itself [20]. In this case, society can prevent the spread of the Covid-19 virus by working together to create a healthy and safe society.

5. Factors Inhibiting Community Participation in Efforts to Overcome Covid-19 in Tomohon City

Based on research results and analysis results, the weak participation of Tomohon city residents in efforts to control Covid-19 is influenced by the following factors:

- a. Lack of public understanding and awareness. Even though Tomohon City Regional Regulation no. 1 of 2021 has been published, socialized and implemented, but the public does not understand and does not have a high level of awareness to carry out health protocols in accordance with the contents of the regulation.

- b. Dissemination of incorrect information (hoax). The incorrect information that circulated in society during the pandemic greatly influenced people's perceptions and actions regarding understanding of Covid-19 itself. Without verifying the truth of the hoaxes circulating, the public participates in spreading hoax news. This can hinder participation because people don't know which information to trust and what actions to take.
- c. Distrust of the Government. Distrust of the government or health authorities can also be a limiting factor. If the public feels that the information provided is inaccurate or not transparent, they may not comply with the guidelines provided and participate less in response efforts.
- d. Pandemic Fatigue. The COVID-19 pandemic has been going on for quite a long time, and pandemic fatigue can hinder community participation. Some people may feel emotionally, physically, or mentally exhausted due to the burden imposed by the pandemic, and this may affect their motivation to participate in efforts.
- e. Social and Economic Factors. Some communities face social and economic barriers that make it difficult for them to participate in the response to Covid-19. For example, there are people from low economic backgrounds who have difficulty purchasing health protocol equipment, such as masks. Economic difficulties make some people continue to carry out activities to earn money even though there are PPKM or PSBB regulations.

Conclusion

According to the findings of the research and analysis discussed above, Tomohon City's community participation in efforts to combat Covid-19 is still severely lacking as indicated by indicators of involvement in planning, implementation, monitoring, and benefit-taking. The Tomohon City region has frequently been listed as being in the Red Zone for the Covid-19 outbreak's active spread. The Civil Service Police Unit (Satpol PP) and healthcare professionals have made a variety of efforts to interact, supervise, and impose sanctions in accordance with Tomohon City Regional Regulation No. 1 of 2021. Despite this, the government has worked with the Covid-19 Task Force, the Police, and Military Forces Army.

The factors that influence the lack of community participation in efforts to overcome Covid-19 in Tomohon City are a) lack of understanding and awareness, b) spread of incorrect information (hoaxes), c) Distrust of the government, d) Pandemic fatigue, e) social and economic factors. Suggestions for the people of Tomohon city that as good citizens they should comply with and support public policies made by the state, in this case the government, for the common good.

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Institutional Strengthening in The Era of Indonesian Versus Korean Film Industry Constestation

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Abstract

The creative economy industry has great potential in the movement of a country's economy, including Indonesia, unfortunately, domestically produced films are still less popular. This is inversely proportional to the public's enthusiasm for Korean dramas and films where Indonesia ranks first in the world as the largest K-Pop fan country. Korea's success in the film industry is inseparable from the role of Korean government agencies. This research aims to provide an overview portrait of the Indonesian film industry amid the existence of Korean films and see institutional strengthening using 3 institutional pillars according to Richard W. Scott. The institutional pillars used are regulative, normative, and cognitive pillars. The method used is descriptive qualitative through survey, in-depth interview and literature study. The results of the study are 1) the popularity of Korean dramas and films dominates and even beats Indonesian films/dramas, 2) The institutional pillars have not run well. This condition can be seen from existing problems such as the absence of institutions that regulate film in Indonesia from upstream to downstream, the absence of regulations related to the protection and development of production houses and local OTT platforms, and the absence of a roadmap for Indonesia's future film industry.

Keywords:

institutionalization; creative industry; film

Introduction

The creative economy is believed to be a field capable of becoming a new engine in the economic wheel in Indonesia. This sector has great potential as a catalyst in accelerating economic growth. The creative economy is a new economic concept where ideas, creativity and innovation are the main capital in driving the economy. Among the 17 main sub sectors of the creative economy, film, animation and video are sub sectors that are still lacking interest in Indonesia (Databoks, 2021). Video ranks 3rd lowest as the sub sector with the least percentage of labor in Indonesia (Dkatadata & Databoks 2021).

The lack of public interest in the film, animation and video subsector is the government's homework to encourage citizens to work in this sector. The film, animation and video subsector

is a subsector that has great potential in increasing economic growth in Indonesia. This is because this subsector is able to explore large employment opportunities for people who work in this sector (Azhar, 2017; Ma'ruf et al., 2022).

The lack of interest from people working in this sector is inversely proportional to the public's enthusiasm for this subsector. Quoted from *Methodology: K-Pop Video creation by market* (2020-2021), Indonesia ranks first in the world as the country with the largest K-Pop video creation in the world. This proves that Indonesian citizens are very enthusiastic about this industry. Not only in terms of K-Pop video creation. The large target market for video creation is unfortunately not matched by the enthusiasm of its citizens to work in this sector. Among the various foreign cultural penetrations that have entered Indonesia. K-Wave or commonly known as "Hallyu" is the most popular foreign culture in Indonesia. This is evident from Indonesia's ranking as the country with the largest K-Pop fans in the world (Goodstats, 2021).

The success of the spread of K-Drama in Indonesia cannot be separated from the role of Korean Government agencies, namely KOCCA (Korea Creative Content Agency), which supports the expansion of the spread of K-POP around the world (H.-K. Lee, 2020; H. Lee, 2023; Park & Kim, 2020). K. Lee, 2020; H. Lee, 2023; Park & Kim, 2020), KOFICE or (Korea Foundation for International Cultural Exchange) which plays a role in the spread of culture and academic programs (Nguyen & Özçaglar-Toulouse, 2021) and KTO (Korean Tourism Organization) which plays a role in the spread of culture & tourism and is directly responsible for Korean foreign exchange (Marlinda et al., 2020; Pan et al., 2021), 2023; Pan et al., 2017; Trolan, 2017).

In addition to the role of the government, there is an important role of the private sector, namely paid content providers (OTT) platforms such as Netflix, VIU & Viki. This institution also helps the spread of K-Drama content in Indonesia. This is in line with research conducted by (Messerli & Locher, 2021; Nam et al., 2023) regarding the contribution of Netflix and Viki in the successful spread of K-Drama in the world, including in Indonesia. Apart from the film institutions developed by Korea, government and non-government institutions in Indonesia also contributed to the open space for Korean films and dramas to gain popularity in Indonesia. In the field of cinema, Indonesia has also often won international awards such as in the films Yuni, Penyalin Cahaya, Marlina Si Pembunuh dalam Empat Akta, and many more.

However, when compared to the shows that often appear on local television screens, the quality is still very far away. The same storyline, setting, and players make people bored and eventually move to Korean Drama. Especially if the episodes are aired up to thousands even though the storyline only repeats around that. The selection of players who are not old enough to play adult characters is also a sad and unfortunate thing in the world of Indonesian television.

Hence the importance of the Indonesian Broadcasting Commission's role in selecting the right shows to be aired on television. KPI certainly cannot run alone, LawNo. 33 Year 2009 on Film has mandated the Indonesian Film Agency (BPI) to be responsible for organizing film festivals in the country, participating in festivals abroad, organizing film weeks abroad, promoting Indonesia as a location for foreign filmmaking, providing input for the progress of film and conducting film research and development. This body is independent and legitimized because it is formed by the community while still getting support facilities from the government.

In the opinion of Fajar Nugros, film director and also Head of IDN Pictures, one of the things that makes the difference between Korean Drama and Indonesian Sinetron is the production value where Korea gives space and time to develop the story and shoot so that the technical quality is maintained. This time and space is equal to the production budget. In 2021, Sandiaga Uno as Minister of Tourism and Creative Economy once made a statement that the government provided a number of incentives for the creative industry including films during the pandemic. He hopes that these incentives can help produce good quality content. The Saiful Mujani Research and Consulting (SMRC) Institute revealed that 2019 was the peak of glory in the history of the national film industry. At that time, there were 53 million national movie tickets sold out.

The series of statements above illustrate the development of the film and drama series industry as part of the creative industry, which is the scope of work of a number of institutions, both governmental and non-governmental. A series of related institutions, the Ministry of Tourism and Creative Economy, Kemendikbud, LSF, and the Indonesian Film Board (BPI) are institutions that increasingly have a core role. The assumption is that when these institutions are strong, the progress of the film and drama industry in Indonesia will also progress accordingly. There are three institutional pillars by Richard W. Scott (2008: 2014) that can be used as instruments in the development of new era institutions, namely 1) the regulative 2) normative and 3) cognitive pillars. The institution can play a role in this.

Theoretically and historically, institutional strengthening has become a strategy and collective goal for organizations to achieve. Recent research on Institutional Theory has moved forward from investigating organizational behavior in static institutional environments to more dynamic institutional environments (Child & Tsai, 2005; Dacin *et al.*, 2002). Suddaby (2010) argues that institutional theory should encompass four parts namely: (1) the role of organizations; (2) the discourse of institutional processes and their impact; (3) the processes of institutional formation, maintenance and destruction; and (4) cognitive views of roles and their limits, and how these affect behavior in organizations. Combining the concepts outlined by Greif (2005) and Scott (2001), *institutionalism* is defined as a set of norms, rules and values that operate

within a particular environment that help generate behavioral regularities among actors affected by that environment. Two aspects that empirically become government instruments to exercise control over institutions to meet public needs are policies and regulations. Simply put, *institutionalism theory* emphasizes that organizations are open systems strongly influenced by the organizational environment, but it is not only competitive and efficiency-based forces that play a role. Socially constructed belief systems and rules have enormous control over the organization, both in terms of structure and execution of work (Scott, 2014).

This article describes the results of research related to field data and facts with a three-pillar approach to institutional strengthening according to Richard W. Scott (2008: 2014) which can be used as an instrument in the development of new era institutions. *First, the* regulative pillar emphasizes institutional strengthening through elements of legitimacy, such as rules of the game, monitoring, and law enforcement. A series of existing rules and regulations become guidelines and directions of movement that are followed jointly by every element in the institution.

This can lead to organizational compliance with the law as well as individual compliance with the law. Institutions in this pillar should be more similar in regions that have strong governments and established legal systems. *Second, the* normative pillar deals with the values and norms that are collectively agreed upon and adhered to. These established ground rules make institutions believe that it is morally and socially unacceptable not to abide by them. The normative institutional concept contributes to institutions that emphasize more influence to stabilize social beliefs and norms that are both internalized and enforced on members of society. *Third, the* cognitive pillar is attached to cultural forms such as the maintenance of cultural forms in order to guide society, the creation of rituals and the explanation of symbols in the reality of life which are usually used as thoughts contained in culture in society. (Scott, 2008: 59).

Thus, the research focuses on exploring these three pillars, as well as analyzing to provide solutions through the gaps obtained from theoretical proposals with empirical conditions that continue to develop. Exploration is carried out based on three key points of research questions, namely: (1) Why Korean films/dramas can attract the interest of Indonesian people, so that they can gain popularity and existence compared to Indonesian films ? ; (2) How are the institutional dynamics of the film industry in Indonesia seen from the three institutional pillars (regulative, normative, cognitive) elaborated with the form of *lesson learned* from the Korean Film Industry? The purpose of data analysis and theoretical elaboration can provide an overview to readers regarding the full portrait of the film industry in Indonesia amid the existence and popularity of Korean films/dramas. Also, providing institutional strengthening solutions from the three pillars analysis with the hope of contributing to the progress of the Indonesian film industry.

Methods

The research used a descriptive qualitative approach the instruments are:

1. *A survey* through the distribution of questionnaires in the form of open-ended questions to examine public perceptions regarding the existence, popularity and impact of the development of Korean films and drama series in Indonesia, as well as their influence on Indonesian films and drama series.
2. *In-depth interviews* with a number of *stakeholders* to map the availability of regulations for government and/or non-government institutions to carry out their role in developing the national film industry. As well as, mapping the existence of a standard operational processor reference in implementing the role of each related institution to strengthen and build cooperation; and
3. *Literature study* related to review and comparative analysis through previous research related to the research topic.

Results and Discussion

Description of Public Perceptions related to the Existence and Popularity of Korean Movies/Dramas in Indonesia

The condition of the Indonesian film industry is one part of the creative industry in performance is still far from the expectations of the progress of the state and nation. Whereas the film, animation and video subsector is a subsector that has great potential in increasing economic growth in Indonesia through labor absorption (Azhar, 2017; Ma'ruf et al., 2022). However, the most obvious challenges are exacerbated by the free market scheme in the practice of film/drama industry capitalism. It can be seen from the lack of control over foreign films/dramas to enter Indonesia. As a result, Korean Drama is the most popular product in Indonesia (Databoks, 2022).

Departing from this phenomenon to support institutional strengthening. Researchers have conducted primary data collection through survey instruments related to public perceptions regarding the existence and popularity of Indonesian and Korean Movies/Dramas. This study used a final sample of 57 responses with a percentage of 87.5% being female. The categorization of respondents is Indonesian citizens (WNI), over 18 years old (adults) and have a fanatical interest and fondness for films and / or drama series, especially Korean films. The majority of respondents are 24 years old, dominated by students and university students who live in Java.

Based on the research results, various interesting facts stemming from respondents' perceptions. The initial assumption built by researchers based on secondary data, namely Databoks (2022), which states that Korean Drama is the most popular product, was confirmed in

the study with 77.2% of respondents stating that they preferred Korean Drama over Indonesian Film/Drama. More detailed perceptions related to the comparison of the quality of Indonesian and Korean Movies/Dramas. Indonesian Movies/Dramas are still considered to be in the standard of ordinary quality (50.9%) and still far from the indicator of excellent quality (1.8%). In contrast to the public perception of Korean Movies/Dramas, which are in good quality (47.4%) and very good (45.6%). Correlated with the quality that is considered very good, Korean Movie/Drama viewers show the intensity and duration of watching movies/dramas that can be said to be extreme. A total of 10.5% of responses are willing to allocate time every day with a duration of 3-6 hours (43.9%) to watch Korean Movies/Dramas.

In contrast, Indonesian movies/dramas are only watched once a month (36.8%) with a duration of 1-3 hours (68.4%). In terms of numbers, Indonesian Movies/Dramas still need to work hard to close the *gap* in public perceptions related to craze and assessment of quality.

Various reasons were expressed by respondents regarding the reasons for their preference to watch Korean Movies/Dramas. *First*, Korean film institutions are able to read the market needs in Indonesia. The top three genres most favored by movie/drama audiences in order are action, romance and comedy. Seen from the row of Korean Film/Drama titles favored by the public from the results of this study, namely Ordinary Day, Gosh Doctor, Big Mouth, Replay 1998, Goblin, Mouse, Start-up and several other titles. It can be said to be in line with data from (GoodStats, 2022) regarding the top three Korean Movies/Dramas favored by audiences in Indonesia, namely romance, action and crime. This alignment can be a claim that Korean Film/Drama production institutions can read market needs. *Second*, the production components and concepts of Korean Movies/Dramas have succeeded in captivating the majority of the Indonesian population. The attraction in the form of good looking actors and actresses and the plot of the drama that is able to stir the emotions of the audience is a magnet for fans of Korean Movies/Dramas in Indonesia (Valenciana & Pudjibudojo, 2022). *Third*, the presence of publication and information *platforms* that encourage Korean Movies/Dramas to mushroom in Indonesia, the high frequency of viewers is also followed by the proliferation of platforms for watching K-Dramas (Jakpat, 2022).

The research data shows that 43 respondents accessed movies/drama through Netflix application, followed by VIU (23 people) and Video (12 people). Interestingly, only 3 respondents accessed movies/drama through Iflix, which is managed by Indonesia, compared to the number of respondents who used illegal platforms such as telegram. This is certainly a disadvantage for Indonesia, not only in terms of state revenue from the film industry, but also in terms of smart digital literacy awareness looks bad. *Finally*, Korean Movies/Dramas are spread with a persuasive

approach. Recommendations for movies/dramas that become must-watch *lists* are dominantly obtained through schemes that are close to millennials and the younger generation, namely social media through advertisements on Instagram, Facebook, Twitter and other *platforms*. Also, the influence of friends or peers contributes to the attraction of the audience.

This research maps into three parts. *First*, Korean films/dramas illustrate globalization and foreign influence on the mindset and determination of the future of the Indonesian nation. After frequently watching Korean movies/dramas, the majority of respondents want to know more about the country and culture (32 respondents). Intense viewing of Korean Movies/Dramas also motivates viewers in Indonesia to want to study and/or work in Korea, to allocate time to find out about the lives of Korean *public figures*. *Second*, Korean movies/dramas are perceived by the majority of viewers in Indonesia to have succeeded in providing positive values related to loyalty and the struggle to pursue love and ideals, patterns of friendship and social interaction, to strategies and tactics and strategies for victory in life. In addition, the attraction of Korean culture dominates in the content of these *Korean Movies/Dramas* to contaminate the *Korean Wave* in Indonesia. There are several values in Korean Movies/Dramas that conflict with Indonesian culture, such as ambitiousness in work, customs, manners and behavior towards parents, *beauty standards*, female perspective, and normalization of cultural differences. This can have a negative impact if not managed and controlled by the community and stakeholders.

There are constructive suggestions from public perception in this study. The majority of respondents who could choose more than one in the statement criticized and considered that the things that need to be addressed from Indonesian Movies/Dramas are: (1) monotonous storylines (49 people); (2) conflicts/problems that are too convoluted and do not make sense (45 respondents); (3) too many advertisements (28 respondents); (4) unattractive animation, contact and tune displays; (5) no moral values contained (22 people); (6) unattractive titles (17 respondents); to (7) actors who are less popular, less qualified and do not match the characters in the story (12 people).

Although the public realizes that not all Indonesian films/dramas deserve similar criticism. Some movies/dramas that get responses, such as: (1) *Habibie and Ainun* as a film that contains moral messages related to the love of the country, as well as the determination to achieve hopes, dreams and true love; (2) *Buya Hamka* which successfully displays good cinematography and actors, as well as a neat story, although it still needs to be addressed by Indonesian film schemes that only show the good side of the character in biographical films; (3) *Lara Ati* as a film that promotes Indonesian culture and instills positive values for youth during the *quarter life crisis*, although it still needs to be addressed from the storyline that is still not harmonized

between the chapters of the film; and (4) Mencuri Raden Saleh with an easy-to-understand storyline, quality actors, although it still needs to be addressed in the cinematography. There are also several other films that deserve appreciation and become *starting points* for the development of the film industry in the future.

The strategies offered by the public for the development of Indonesian Film/Drama according to their dominance are sequentially as follows: (1) learn from Korea in determining the film/drama script, starting from the plot, plot, conflict and title; (2) characterize the film/drama according to Indonesia's own culture, without imitating; (3) special and more budget allocations for the Indonesian film industry; to (4) mock studies to Korea to strengthen the role of institutions (Ministry, BPI, KPI and production houses). As an effort to strengthen institutions, public perception confirms in this study that the institutions most responsible for advancing the Indonesian Film/Drama industry are: (1) movie production houses (38.6%); (2) the public (14%); (3) Indonesian Film Agency (15.8%); (4) Ministry of Economy and Creative Industries (14%); and (5) Indonesian Broadcasting Commission.

However, this institution cannot be interpreted as a separate entity when viewed in terms of institutional strengthening. This is because organizations are open systems heavily influenced by the organizational environment, but it is not just competitive and efficiency-based forces at work. Socially constructed belief systems and rules have enormous control over the organization, both in terms of structure and execution of work (Scott, 2014). In highlighting the contestation of Indonesian versus Korean cinema, the following mapping identifies *stakeholders*.

Table 1.
Identification of Indonesian Versus Korean Film Institutions

No.	Indonesian Film Institutions			Korean Film Institution		
1.	Government		Ministry of Education, Culture, Research & Technology	Government		South Korea Ministry of Culture, Sports and Tourism
			Indonesian Film Board			Korean Tourism Organization (KTO)
			Ministry of Tourism and Creative Economy			Korean Culture and Information Service (KOCIS)
			Indonesian Film Censorship Board			Korean Film Council (KOFIC)
2.	Private	Provider	Netflix	Private	Provider	Korea Creative Content Agency (KOCCA)
			VIU			Wavve

No.	Indonesian Film Institutions			Korean Film Institution		
			Telegram	Private	Agency	Tving
			We TV			Coupang Play
		Production House	MD Entertainment			SM Entertainment
			MNC Picture			YG Entertainment
			Sinemart			JYP Entertainment
			Mega Kreasi Films			Hybe Entertainment
3.	NGO		Yayasan Masyarakat Mandiri Film Indonesia	NGO		Korean Foundation
			Konfiden Foundation			CJ Cultural Foundation
			Indonesian Film Society			
			H. Usmar Ismail Film Center Foundation			
4.	Indonesian Film Lovers Community		Cine Cribbe Community	Korean Film Lovers Community		Hallyu Community
			Sumatra Film Community			
			Visually Impaired Community Love Indonesian Film			
			Kupang Film Community			
			Intertextual Film Community			
			Jakarta Short Film Community			
			Garden Screen Community			

Source: analyzed by the author from various literature, 2023

Identification of Three Institutional Pillars of the Indonesian Film Industry

Pillar of Regulation

The regulative pillar emphasizes institutional strengthening through elements of legitimacy, such as rules of the game, monitoring, and law enforcement. A series of existing rules and regulations become guidelines and directions of movement that are followed jointly by every element in an established institution (Scott, 2008: 2014). Based on this, existing rules and regulations become guidelines and define boundaries for the organization. In its application in the world of film in Indonesia, there are several institutions that handle films and are specifically regulated through regulations, namely the Indonesian Film Agency, the Ministry of Education, Culture, Research and Technology, the Ministry of Tourism and Creative Economy, and the Film Censorship Board (LSF).

Based on existing regulations, the institution that has the most responsibility in the world of cinema in Indonesia is the Ministry of Education, Culture, Research and Technology. This is based on Law No 23 of 1951 on the Handover of Pilem Discernment Affairs and Law No 33 of 2009 on Film. Looking at the existing regulations, they are fairly old compared to the development of the film world and the creative industry today. In practice, the Ministry of Research and Technology is responsible for the upstream process of creation and production. Downstream processes such as the industrial and business areas of film are the responsibility of the Ministry of Tourism and Creative Economy (MoJ, 2022).

Kemenparekraf as a downstream responsible is contained in Presidential Regulation No. 142 of 2018 concerning the National Creative Economy Development Master Plan 2018- 2025, where film is included in the creative economy subsector (Kemenkumham, 2022). Based on the results of interviews with Kemenparekraf, it was conveyed that in its implementation, Kemenparekraf is not only downstream but also takes care of upstream, namely related to film resources and there is its own division related to film human resources.

This means that the existing regulations are indeed lacking and have not been able to become the main guideline in the implementation of film development in Indonesia. Indonesia is certainly targeted to develop its cinema to the international arena, but in practice, the relevant ministries do not have a definite target and roadmap regarding the future direction of Indonesian cinema. Kemenparekraf as one of the institutions that handle the promotion process says that the government is only a facilitator, whereas the government should have a very large role here to be able to mobilize all parties in accordance with the direction of the laws and regulations (Interview with Deputy Marketing Kemenparekraf, 2023).

Film affairs in Indonesia are not only handled by two ministries, but there are also other institutions that are specifically regulated, namely the Indonesian Film Agency (BPI) and the Film Censorship Board (LSF). The number of institutions responsible for Indonesian cinema means that the government must be able to accommodate these institutions to communicate and coordinate. Based on the interview results, this is actually a big obstacle because there is still frequent overlapping and rotation of leaders within the ministry. This makes it often the running program must be communicated and even changed due to a change of leader (Interview with Deputy Marketing Kemenparekraf, 2023). This condition should be minimized by having a definite roadmap so that even though there is a change in leadership, it still moves in the same direction according to the roadmap.

BPI is specifically regulated in Presidential Decree No. 32/2014 on the Inauguration of BPI and Law No. 33/2009 on Film. In terms of the institution itself, BPI has an unclear concept of

the institutional form. This is because BPI is an independent private institution that needs to be inaugurated by the president. The unclear institutional form makes BPI also less effective in carrying out the obligations of Indonesian cinema (Kemenkumham, 2022). Another institution that handles film in Indonesia is the LSF or Film Censorship Board. The institution is specifically regulated in Government Regulation No. 18/2014 on the Film Censorship Board. In its implementation, LSF experiences many obstacles such as the lack of numbers and opportunities to improve the competence of human resources, especially censorship personnel, the lack of infrastructure support and institutional problems. The institutional problem itself can be seen from LSF which is a non-structural institution but is under the ministry and its supporting system is ASN (Kemenkumham, 2022). The relationship between LSF and other institutions also experiences obstacles, for example with the working partners of Commission I DPR, while LSF's duties and functions are closer to Commission X DPR (Kemenkumham, 2022).

In the effort to disseminate Indonesian cultural values & norms through films & dramas, there are two major institutions that play a role, namely 1) production house institutions & 2) OTT (Over The Top) media service. In terms of production houses, these institutions include 1) MD Entertainment 2) MNC Picture 3) Sinemart and 4) Mega Kreasi Films. Their role is to produce content for Indonesian films and dramas. Once the content has been produced, it will then be sold to digital content providers, Over The Top (OTT) such as 1) Netflix 2) VIU 3) Telegram and 4) We TV. The public can access all Indonesian movie & drama content through this platform.

The presence of these two major institutions has created problems in the form of fierce competition between production houses and fierce competition between OTT providers. The aura of fierce competition is especially experienced by OTT organizations. Their overly dominant role in digital content expansion with a profit orientation and market competition between OTTs has made local Indonesian OTTs tend to lose out to international OTTs such as Netflix. They compete in the contestation of providing content that is favored by the public (Kim et al., 2016; Sasono., 2022., Nam et al., 2023). Netflix's dominance as a giant OTT in Indonesia, was once considered to be in direct competition with a state-owned telecommunications company (Telkomsel), causing debate, Netflix is also considered a provider that lacks in supporting & providing Indonesian film & drama content (Sasono, 2022).

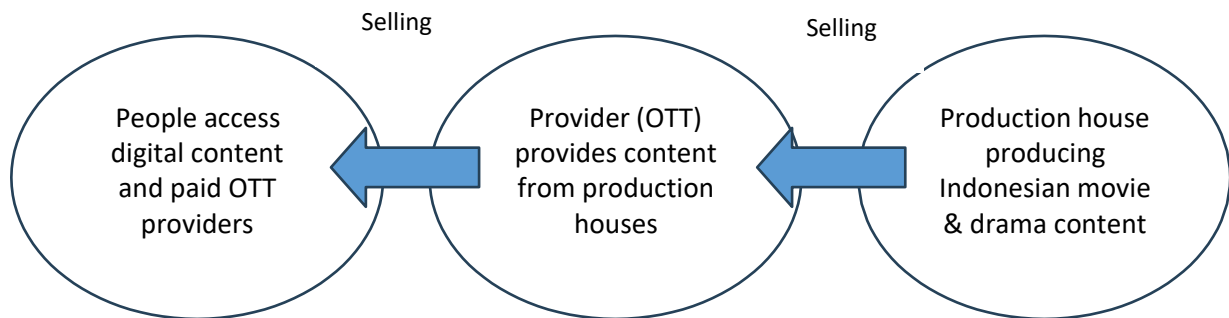


Figure 1. Relation between Production House, OTT Provider and People

Source: analyzed by the author, 2023

Besides OTT, production houses and agencies are also involved in the market competition to produce Indonesian film & drama content. Big names of Indonesian production houses such as 1) MD Entertainment 2) MNC Picture 3) Sinemart and 4) Mega Kreasi Films Indonesia compete with each other in selling digital content to OTT providers. There is a symbiotic relationship of mutualism between production houses that produce content, then sell it to OTT providers. From OTT providers, they provide content for sale to the public. The relationship of roles and contributions between these institutions can be seen in Figure 1, related to the correlation of roles between production houses, OTT providers and the public as consumers. This is also reinforced by a question from the Deputy Marketing of Kemenparekraf who stated that *"The relationship between production houses and OTT Providers is mutually beneficial (symbiosis mutualism), we actually benefit from the existence of OTT Providers that spread digital content"* (Interview with Deputy Marketing, 2023).

Despite the symbiotic relationship, the fierce competition between local production houses and foreign OTT providers needs to be controlled by the government as the market regulator. In order to protect local production houses & OTT providers from dominating Indonesia's digital content market, the government needs to provide friendly (favorable) regulations for local production houses & OTT providers in Indonesia. Through policies that are friendly to local entertainment entrepreneurs both from production houses & OTT providers, they will have the enthusiasm to succeed in the local film industry. These friendly policies can be in the form of 1) low taxes for local entertainment companies 2) the allocation of funds (subsidies) to support the production of Indonesian films & dramas and 3) protection policies for local entertainment entrepreneurs from the threat of foreign entertainment companies. The government as a private regulator also needs to have roadmaps that are able to provide policy direction and strategies in developing the Indonesian digital content market. This is in line with the

media industry policy in Korea which implements 1) quota policy which stipulates that every Korean screen must show local Korean films & dramas with a proportion of domestic films for 73 days per year 2) film & drama rating policy which is a policy that requires all digital content to be approved by the Korean Media Rating Board (DPMK) 3) foreign film restriction policy in Korea with a proportion of restricting foreign film airtime to 75% of all films for terrestrial television drama rating policy which requires all digital content to be approved by the Korean Media Rating Council (DPMK) 3) Foreign film restriction policy in Korea with the proportion of foreign film airtime restrictions up to 75% of all films for terrestrial television & 80% on cable & satellite television 4) in 2020 the South Korean government established a policy of regulating OTT market platforms through the Telecommunications Business Act which requires content providers to ensure local network stability (U. S. Commercial Service Korea, 2023). S. Commercial Service Korea, 2023).

OTT platforms are now required to ensure stable connections, share contact information for customer service, and report to local regulators in case of service failures. Any OTT platform that attracts an average of more than one million users per day and accounts for more than one percent of internet traffic in the country is subject to these regulations. These regulations are in place to protect Korea's local production houses & OTT platforms against the threat of foreign entertainment organizations (U.S. Commercial Service Korea, 2023).

Cognitive Pillar

The last pillar emphasizes more on the individual level in terms of culture and language. Institutions "mimic" other more successful and established organizations to ensure their actions conform to "taken for granted" and unconscious behaviors that are almost unthinkable to the people in the region (Scott, 2014). Cognitive cultural institutional elements are attached to cultural forms such as the maintenance of cultural forms in order to become community guidelines, the creation of rituals and the explanation of symbols in the reality of life that are usually used as thoughts contained in culture in society. (Scott, 2008: 59). In the case of Indonesian versus Korean film contestation, Korea's success in conducting massive cultural expansion can be an example for Indonesia in the process of strengthening Indonesian institutions.

The form of concern for Indonesian film & drama was born from the existence of various communities & foundations of Indonesian film lovers. Names such as Yayasan Masyarakat Mandiri Film Indonesia (YMMFI), Yayasan Konfiden, Masyarakat Film Indonesia (MFI), and Yayasan Pusat Perfilman H. Usmar Ismail emerged based on the love for Indonesian cinema so that it is non-profit. The magnitude of the Indonesian people's concern & concern for the

Indonesian film industry is also shown by the proliferation of communities of Indonesian film lovers such as Komunitas Cine Crib & Komunitas Film Sumatra (Permana et al., 2019; Saputra, 2021), Komunitas Tunan Tunan Cinta Film Indonesia (KTCFI), Komunitas Film Kupang, Komunitas Perfilman Intertekstual (KoPI), Komunitas Film Pendek Jakarta (KFPJ), & Layar Taman (Good News, 2022).

Where all these communities grow and develop in the midst of society on the basis of concern for Indonesian films, for this community is tasked with reviewing local Indonesian films. This community actively reviews and criticizes Indonesian films and educates the public regarding cultural values in local Indonesian films (Permana *et al.*, 2019; Saputra, 2021). The main activities of these communities are 1) watching local films 2) discussing and 3) working (Good News, 2022).

The problems generally experienced by this community include 1) public perception of the Indonesian film world which is still Jakarta-centric 2) Indonesian film content that is not fully localized 3) broadcasting rules have not been implemented properly 4) there are interests that must be adjusted to the partnership of large production houses (Permana et al., 2019). The Cine Crib community has not carried out film review activities in a structured manner (reviewing films only based on the convenience of the film reviewer (Saputra, 2021). Unlike Indonesia, in Korea the film lovers community grows and moves on the basis of the movement of Korean film lovers, but under the protection & regulation of the Korean Culture Center owned by the Korean government, they form a large community with the name Hallyu Community. This community has a vision & mission in spreading & educating Korean culture including films & dramas to all K-Pop lovers. This community moves under the auspices of the Korean Culture Center whose distribution is around the world under the name of the Indonesian Hallyu Community, Thai Hallyu Community, American Hallyu Community & so on. All of these communities are integrated by the Korean Culture Center in each country (Korea Foundation, 2022).

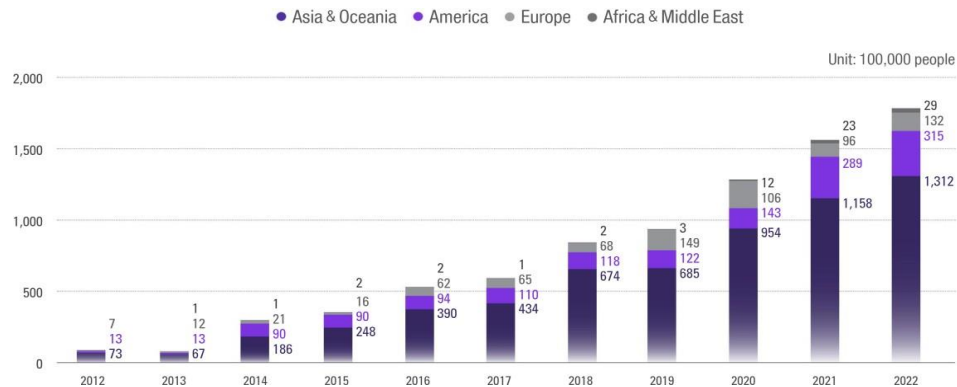


Figure 2. Number of Hallyu Community Members by Region per Year

Source: Korea Foundation, 2022

The institutional problems that exist in Indonesia are a reflection of how Indonesia is not yet ready from an institutional perspective to create a good film system. This can be seen from the form of the institution that is still unclear even though there are regulations governing the form, duties and functions of the institution. The relationship between institutions has also not been effective and good because there is no definite separation of the boundaries of the main tasks and functions between ministries and related state institutions. This certainly has an impact on the implementation of existing institutional regulations.

These institutional problems must of course be resolved immediately for the advancement of Indonesian cinema. If you look at the Korean government, they have been overhauling institutions and establishing various policies that support Korean artists since 2000 (Joon-ho, 2021). The institution that has responsibility from upstream to downstream is the Ministry of Culture and Tourism, where the ministry has divisions that support the development of Korean culture such as the Cultural Content Promotion division (Joon-ho, 2021). Good communication between institutions in Korea also occurs, where the government, film industry, consumers, and academia have clear tasks and functions and support each other, creating a system that supports Korean cinema (Joon-ho, 2021).

This is certainly a reflection for Indonesia where when looking at the existing problems and the development of Korean cinema, Indonesia needs an institution in charge of regulating Indonesian cinema from upstream to downstream which is regulated in legislation. Good and effective communication between institutions and actors involved in cinema is also something that must be built to support the progress of Indonesian cinema.

Normative Pillar

Many studies emphasizing normative processes focus on professional or collegial networks, interlocking directorates (individuals serving on multiple boards of directors), or support provided through informal ties. Institutional scholars argue that regulatory activities perceived as containing coercive pressures often rely more on normative and cognitive elements (Scott, 2014). These pillars are largely concerned with social propriety and obligation. Scott (2008) defines these as the values (what is preferred or considered appropriate) and norms (how things should be done, consistent with those values) shared by society. The concept of normative institutions thus contributes to institutions that place more emphasis on influences to stabilize social beliefs and norms that are both internalized and enforced on members of society.

Based on Figure 2, it can be seen that the trend of the Hallyu Community around the world is increasing every year. We need to learn from Korea in terms of organizing the film lovers community. Korea has a Korean Culture Center in every country that is the driving force of the Hallyu Community around the world so that the K-Pop industry can be successful not only in Korea, but throughout the world. The intervention of the Korean Government through the KCC still exists, even though the Hallyu Community was founded on the basis of love (fandom) for K-Pop culture. This is where the role of the government regulates the process, but still provides freedom for the development of the Hallyu Community. In the process, the Hallyu Community under the auspices of the Korean Government's KCC, always conducts market research on films and dramas favored by its fans. This can be used as a lesson for Indonesia to conduct assessment and market research in an effort to accelerate the quality of Indonesian films and dramas in the future.

Conclusion

This research focuses on two things, namely providing an overview to readers regarding the full portrait of the film industry in Indonesia amid the existence and popularity of Korean films/dramas. Also, providing institutional strengthening solutions from the analysis of three pillars, namely regulative, normative and cognitive (Scott, 2008: 2014). Analysis of the findings in the study confirms that the popularity and existence of Korean dramas is very dominant in Indonesia, even beating Indonesian films/dramas. This condition is mostly felt by the younger generation for various reasons. When this is allowed to drag on, it will certainly lose the film industry and cause disruption and a national identity crisis. To overcome this, the research found a number of recommendations. *First*, the public offers a number of suggestions, including: (1) learn from Korea in the preparation of film/drama scripts; (2) characterize Indonesian films/dramas; (3) allocate a special budget; and (4) mock studies of film institutions in Indonesia

to Korea or other more developed countries. *Second*, there needs to be one institution in charge of regulating Indonesian cinema from upstream to downstream with mutual synergy and collaboration regulated in legislation. *Third*, optimizing regulation that support the protection and development of the quality of local production houses & OTT Platforms. *Fourth*, there needs to be an *assessment* related to the needs of the national market which is the basis for quality film/drama production and local community empowerment schemes. *Fifth*, as a form of accelerating the existence and popularity of Indonesian Film/Drama, there needs to be a *roadmap* accommodated by the government, with the Ministry of Women and Creative Industries as the *leading sector*.

Apart from the recommendations based on in-depth analysis of facts and field data, the researcher realizes that this research still encounters research limitations. Therefore, to increase the contribution, the researcher suggests that future research can look at the issue of film/drama contestation in Indonesia in a broader scope not only between Indonesian and Korean films/dramas. Also look at the issue with a different approach not only from institutional strengthening. Also, analyze facts and data with different research methods, such as critical discourse, quantitative data, and even big data.

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Lerep Tourism Village in Central Java: Its Basic Tourism Development

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Abstract

Tourism is one of the highest factors to encourage economic growth. Tourism development in Indonesia is mostly carried out through the development of tourist villages. Tourism must be designed in order to create a positive impact on society, especially related to economic improvement. One of the Tourism Villages in Central Java is Lerep Village located in West Ungaran district, Semarang Regency which has various agrotourism potentials. This study aims to analyze: "How is the tourism development of Lerep Tourism Village?". This study used a qualitative approach with data collection methods through literature, participatory observation and interviews. In this study review based on 3P+4A, i.e. Price, Place, Promotion and Attraction, Access, Amenity, and Ancillary. Reviewed from 3P+4A, the tourism development of Lerep Village has been very good with regarding to environmental conditions and local wisdom as a superior base for its Tourism package. In terms of the price of the tour package, it is quite affordable and in accordance with the facilities provided. The promotion aspect is an aspect that is still not optimal, thus, it is necessary to optimize tourism promotion through social media. The tourist attractions provided are abundantly varied, but to maintain the sustainability of tourism and so that tourism is not monotonous Access to the Lerep Tourism Village is an aspect that needs special attention for policy makers considering that access to the Lerep Tourism Village, such as roads and the availability of public transportation, is very limited.

Keywords:

tourism; village; development

Introduction

Tourism is one of the highest factors for driving economic growth in the world and has been officially designated as the main agent of economic growth and development (Organization, 1980). In this case, the competitiveness of Indonesia's tourism sector within the scope of the Asia Pacific region is ranked 8th, included in the top 10 (Media Indonesia, 2022; Pham & Nugroho, 2022). Moreover, Indonesia's Tourism was among the top industries, accounts for around 5.8% of national GDP (Pham & Nugroho, 2022; WTT, 2018). Therefore, the Indonesian government tries to boost its tourism industry, using various policies such as developing tourist village

tourism type (Iqbal, 2022). These village tourism locations are continuously developed, using categorization of the village tourism according to its development stages.

Concerning the development of tourism village, The Ministry of Tourism and Creative Economy has published Guide to Tourism Village added with criteria of tourism village and classification of tourism village. The distribution of tourist villages in Indonesia is divided into four categories, namely pilot tourism villages, developing tourism villages, developed tourism villages, and independent tourism villages (Kemenparekraf, 2022b).

According to the Ministry of Investment Coordination (2021), the principles of tourism village development are among others: (a) originality: the attractions are originally living among the local people, and (b) Has a chance and support of basic facilities availability for the development of tourism activities. Many villages with such potencies are developed in Indonesia, since they have uniqueness in things such as natural beauty and local culture.

A tourism village must be designed in order to create a positive impact on the community, especially related to economic improvement. However, as a form of tourism by offering natural destinations and local wisdom owned by the community, its development also needs special attention so as not to cause negative impacts, for example causing environmental damage or eliminating local culture. (Buditiawan, 2021) stated that in order to not to have a minimum negative impact developing a tourist village, it is necessary to have a review based on 3P + 4A, i.e. Price, Place, Promotion and Attraction, Access, Amenity, and Ancillary. The importance of reviewing 3P + 4A in the development of a tourist village is to maintain the natural potential and local wisdom of the community.

One of the Tourism Villages in Central Java is Lerep Village which is located in West Ungaran subdistrict, Semarang Regency which has various agro-tourism potentials. Located about 24 kilometers from Semarang city, the geographical conditions are in the form of hilly villages with cool air on the slopes of Mount Ungaran, dominated by terraced rice fields with abundant irrigation. This village was awarded as the best pilot Tourism Village category in 2020. This study aims to analyze: "How is the tourism development of Lerep Tourism Village?"

Methods

Study Area

This study was conducted in Lerep Village, West Ungaran Subdistrict (local term: Kecamatan Ungaran Barat), Semarang Regency (local term: Kabupaten). The study area can be seen in Figure 1. The study area is in the altitude ranging of 30-940 meters above sea level with a slope of 0-15%, i.e. part of the foot of Mount Ungaran. Lerep Village has a population of 12,117

people with 6,029 male population and 6,088 female population (BPS Kabupaten Semarang, 2022). There are eight hamlets (local term: Dusun) in Lerep Village, namely Indrokilo, Lerep, Soka, Tegalrejo, Lorog, Karangbolo, Kretek and Mapagan hamlets, each of which has natural potential that can be developed.

Indrokilo hamlet has a waterfall, Kampung Sapi (Cow village) and coffee processing as its potentials Lerep hamlet has potential for embung (pond to preserve fresh water from spring) and old culinary tours; Soka hamlet has potential for educational tourism on waste management; Karangbolo hamlet has potential for educational tourism on chips; while for Tegalrejo, Lorog, Kretek, and Mapagan Hamlets has potential in the form of natural potential but until now there has been no further management.

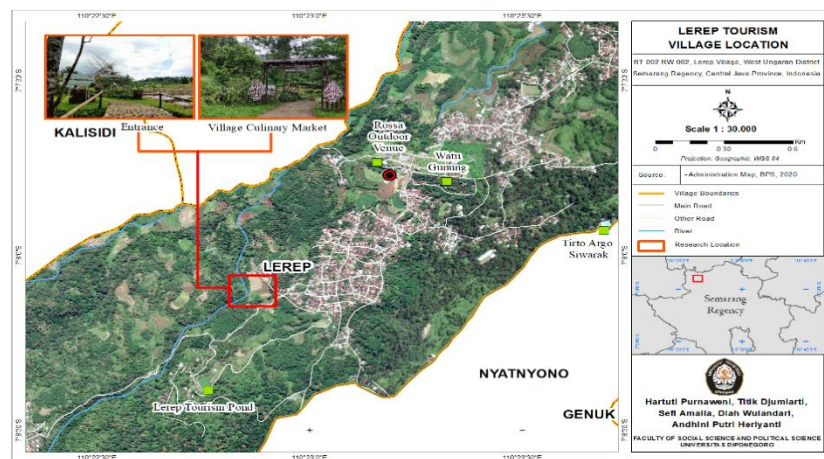


Figure 1. Map of Lerep Village

Data Collection

This study used a qualitative approach with data collection methods through literature, participatory observation and interviews. Literature study was conducted by collecting literature related to the topic investigated. Observations were carried out by observing the behavior and habits of the community of Lerep Village. Interviews were conducted with Lerep Hamlet Tourism Awareness Group (local term: Pokdarwis) administrators, local residents, and visitors to the Lerep location.

Results and Discussion

Description of Lerep Village: History

The origin of Lerep Village name cannot be separated from Babat Nyatnyono folklore (Bambang Karto Nadi/Sunan Hasan Munadi). At that time, there was a war between the Demak Kingdom's opposition troops led by Ki Hajar Buntit and Demak Kingdom's troops led by Hasan

Munadi. During the war mission, Hasan Munadi decided to stop temporarily to take a break from the war (Leren is Javanese means 'take a break') and do muhasabah (self-correcting) to calm the heart (Menep is Javanese means 'to calm') asking for guidance from Allah SWT, God the Almighty. During his muhasabah, Hasan Munadi felt peace, peace with beautiful surroundings, abundant water, and fertile plains. Seeing this, Kyai Dangu was assigned by Hasan Munadi to lead tripe over clearing agricultural land with several of his soldiers, which developed until now to become Lerep Village which is a combination of the words 'Leren' (stop) and 'Menep' (contended).

The emergence of Lerep Tourism Village began with the Live-In activity initiated by an international organization from Japan. The program received a good response so that the Tourism Office began to pay attention by starting to introduce the concept of a tourist village to Karang Taruna (organization of young people in the village). Then, Karang Taruna of Lerep Village were gathered and discussed the ideas. Initially, Karang Taruna thought that the Tourism Village concept meant the creation of a new tourist attraction. Then, Karang Taruna moved to make several selfie spots in the Embung. Moreover, Karang Taruna started to understand that the main attraction of the Tourism Village is the condition of the village as it is, i.e. by maintaining the initial condition of the village and improving its cleanliness and maintenance through Pokdarwis (Tourism Awareness Group).

Analysis of Tourism Aspects of 3 P 4A

In developing Lerep Tourism Village it is necessary to pay attention to 7 Tourism Aspects aspects (3P + 4A). Therefore, the evaluation of these aspects are as follows:

Price

Price is one of the main attractions in the development of tourist destinations, consideration of affordable prices tends to attract tourists to come more easily. Based on the tour prices offered in the 24 Hour Student Live-In Package and the 26 Hour Live-In Package, it is considered affordable compared to the many destinations and activities covered in the total Coast, amounting to around IDR200.000 per person.

However, considering that the majority of Live-In activities are attended by a large number of tourists, ideally special prices can be presented for tourists who come in groups. Giving discount price also needs to be considered as well as promotion through existing social media to be able to further encourage tourist interest to visit. In addition, without forgetting the economic aspect which is the need of the community, the costs formulated must also pay attention to the costs of maintaining long-term tourist destinations, so that the environmental sustainability of tourist destinations is well preserved.

Place

Lerep Village is located in an altitude area and is one of the villages in West Ungaran Subdistrict, Semarang Regency. Therefore, it has cool weather, but due to global warming, the air temperature in Lerep is also starting to increase, not as cool as it was before. Demographic conditions of the local people in Lerep Village are diverse from various backgrounds

Place is the main aspect which becomes the potential selling value of a tourist destination. The sustainability of natural environmental conditions in Lerep Village must continue to be concerned, considering that the natural conditions of the countryside are the main places that are sold and promoted as Live-In Lerep Village tourist destinations. Conservation of nature, and prioritizing aspects of sustainable development really need to be implemented to maintain the existing environmental conditions. Involving the active role of all stakeholders, especially the community, is one answer to being able to preserve the condition of the natural environment so that it can continue to be used as a tourist village which is rich in natural beauty and local wisdom.

Promotion

Promotion is an effort to disseminate information to the public or tourists to attract their interests to come to the promoted tourist destination. Promotional aspects carried out in Lerep Village are still very limited. Based on online searches, information regarding the Lerep Tourism Village and Live-In educational programs is still very limited. This is a special concern that needs to be improved. It is necessary to involve young people who understand technology so they can promote Live-In Lerep Village more through social media. Optimizing promotions through social media such as Instagram, Twitter, Websites, and even Tiktok really need to be done, considering that the majority of people from all corners of the world currently use the media as a material for seeking information.

Therefore, based on that participants in the lives in programs are required to take part in a video competition for promotional purposes. The video acts as a result of the report with the following requirements:

- a. Participants have Instagram and follow the Instagram account @desawisatalerep.
- b. Participants make a short video about their activities while at the Lerep Tourism Village.
- c. Participants upload the video and tag the Instagram account @desawisatalerep.
- d. Participants must give 'review' on google maps of Lerep Tourism Village.
- e. Participants must send screenshots via Direct Message (DM) @desawisatalerep.
- f. The submission deadline is 2 days after the event.
- g. Announcement of the winner of the best short video is 4 days after the event.
- h. Participants are not allowed to exchange homestays with other participants.

- i. Participants must obtain permission from the owner of the homestay if they want to leave the homestay so they will not get lost.

Attraction

Tourist attractions are also aspects whose selling value in tourist destinations. Tourist attractions are a feature that is superior in tourist destinations, the more tourist attractions offered result in the more attractive destinations to visit. The advantages of Gondang Tourism Village is that this village offers many tourist attractions not only Live-In, but also other tourist attractions such as campsites and waterfall photo locations. However, overall tourist attractions offered are very dependent on the condition of the natural beauty owned. Presenting innovative tourism events which are only held at certain times can also be a prime attraction for Lerep Tourism Village in the future. Furthermore, there needs to be innovations in tourist attractions based on existing local wisdom, such as the Iriban Wangan Cengining tradition (an event to clean the river which is held once a year in the month of Rajab (Islamic Calendar) on Wednesday Kliwon (Javanese Calendar)).

When the tourists arrived at the location of Lerep Tourism Village, they are given welcome food and drinks. The food served is in the form of snacks consisting of meatball tofu, a typical food of Semarang Regency, and erbu corn which is processed in modern way added with cheese and milk. The drink served is a typical drink from Lerep Village made from steeped coffee leaves.

Welcoming tourists with the performance of a traditional dance, namely Caping Gunung (English term: mountain cap) Dance, aims to give a humanist impression while at the same time providing learning to tourists to continue to preserve local wisdom or the cultures owned by the community, in the midst of modernization which is increasingly eroding the local culture of the community. Caping Gunung Dance is a traditional dance which symbolizes the gratitude of the farming community to God Almighty for an abundant harvest. Caping Gunung dance performance also introduces and educates tourists about the beauty and importance of traditional culture to be preserved in which tourists are given the opportunity to wear hats and to dance together.

Access

As common natural conditions in the village area in Indonesia, access to Lerep Tourism Village tends to be still limited, seen from the roads which are mostly narrow and steep so that large vehicles such as buses cannot enter. Thus, participants must get off at the square and then be picked up by members of Pokdarwis using a pick-up car so they can get to the location. With regard to accommodation during activities in Lerep Village, if the activity site is far enough, tourists will be picked up and escorted by the Pokdarwis committee using motorbikes for small

numbers of tourists and pick-up cars for large numbers of tourists. Several roads are also in a state of disrepair, reflecting the need to improve road access to Lerep Village.

In terms of ease of access to public transportation to Lerep Village, it is still very minimal. Tourists cannot flexibly use public transportation to go to tourist sites. Accordingly, the majority of tourists who visit still use private vehicles as the main means of transportation to Lerep Tourism Village. This condition needs to be considered by policy makers to be able to encourage the development and improvement of access to Tourism Villages as strategic local economic locations.

Amenity

The completeness of the facilities at the Lerep Tourism Village in Live-In Tourism is considered quite good, considering that the implementation of Live-In optimizes homestays which are commonly managed by the owners or the residents independently. Therefore, public facilities such as proper bedrooms, bathrooms, dining rooms, prayer rooms/mosques, parking locations and other facilities are considered adequate. Although the completeness of the facilities available is considered good enough, not all homestays hold a CHSE certificate. Currently, only 30 homestay owners have certificates, while the rest do not have one. The provision of facilities must be supported by the capacity of the community hosting the Live-In implementation, because in this case it is the host whose the authority to regulate the cleanliness and quality of the facilities provided. The Live-In tourism coordinator is also assigned with monitoring so that the quality of the facilities provided is in accordance with the standards set for each residence used for Live In in Lerep Village.

Ancillary

Support from the community is an important point which needs to be maintained in developing Lerep Tourism Village with Live-In Edutourism being a part of it. However, support for the development of Live-In of Gondang village needs to be increased by cooperating with investors or the private sector in developing tourist destinations and building public access to Lerep Tourism Village. Multistakeholders' collaboration needs to be established to support the sustainability of educational tourism in Lerep Village.

Conclusion

Lerep Tourism Village services highly varies, each activity is able to provide tourists with various lessons about the importance of environmental preservation and local wisdom. Reviewed from 3P + 4A, the tourism development of Lerep Village has been very good with regarding to environmental conditions and local wisdom as a superior base for its Tourism package.

In terms of the price of the tour package, it is quite affordable and in accordance with the facilities provided. However, it is necessary to pay attention to the long-term maintenance costs of tourist destinations, so that the environmental sustainability of tourist destinations is well preserved. In terms of location, prioritizing natural beauty is an effort to preserve nature and local wisdom, but it is necessary to have an active role for all stakeholders in maintaining the sustainability of the natural environment. The promotion aspect is an aspect that is still not optimal, thus, it is necessary to optimize tourism promotion through social media such as Instagram, Twitter, Website, Tiktok and other media.

The tourist attractions provided are abundantly varied, but to maintain the sustainability of tourism and so that tourism is not monotonous, Lerep tourism management needs to present innovations in tourist events which are only held at certain times which can also be a leading attraction for Lerep Tourism Village in the future. Access to the Lerep Tourism Village is an aspect that needs special attention for policy makers considering that access to the Lerep Tourism Village, such as roads and the availability of public transportation, is very limited. Regarding the existing tourist facilities in Lerep Tourism Village, it is considered sufficient, nevertheless, in the future, it is necessary to standardize the provision of facilities such as bedrooms, bathrooms, places of worship, dining rooms, and parking areas. In addition, it is necessary to increase the capacity of the community that hosts tourists during the tourist visit.

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E-Government in The Implementation of T-Tax System in Palembang City

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Abstract

Electronic Government, an essential aspect of contemporary governance, harnesses information technology and the internet to optimize governmental activities, fostering enhanced public services and heightened government efficiency and transparency. This research investigates Palembang City's foray into e-government, specifically in regional tax collection, utilizing an online tax application initiated in 2018. Employing a descriptive qualitative research methodology encompassing interviews, observation, documentation, and literature review, the research reveals Palembang City's strategic move to simplify local tax collection through online taxes. Third-party service providers, in collaboration with Bank Sumsel Babel, play a pivotal role in monitoring and facilitating e-tax implementation. Success factors include robust policy support via Mayor Regulations, alongside effective communication strategies utilizing social and electronic media. Challenges persist, such as uneven distribution of tax payment kiosks and low taxpayer compliance with voluntary e-tax adoption. This research offers comprehensive insights into the complexities and opportunities of regional e-government, illuminating the nuanced landscape of digital governance at the local level.

Keywords:

electronic government; electronic tax; Palembang city; taxpayers

Introduction

Information and Communication Technology (ICT) has become indispensable in today's world. In the midst of the ongoing pandemic and the era of disruption, various aspects of life, along with their processes and activities, have transitioned from manual operations to digital platforms. This transformation is evident not only in the private sector but also in government and public administration processes. The adoption of information technology serves as a crucial indicator of a nation's progress (Ngafifi, 2014). Consequently, governments worldwide are actively promoting the integration of information and communication technology into their bureaucratic practices. Specifically, at the regional government level, the focus is on implementing public services that leverage digital technology, enhancing administrative processes, and fostering proficiency in information technology. This shift allows for more efficient and technology-driven governance, bringing services closer to the public while embracing the advancements of the digital age.

In Indonesia, government policies have actively promoted the integration of technology in administrative processes since the issuance of Presidential Instruction Number 3 of 2003. This instruction, often abbreviated as e-Gov or E-Government, underscores the government's commitment to embracing electronic systems in its operations. The emphasis on the term "electronic" signifies the directive for incorporating electronic platforms in government activities (Hasibuan, 2007). This policy reflects the government's dedication to administering governance through advanced technological infrastructure. The adoption of information technology in government processes holds immense significance, particularly in enhancing public services and making them more accessible. The shift towards electronic-based services is crucial for expediting and simplifying services for the public, spanning from central government operations to regional and even village-level administrations (Pratama, 2015). Today, the utilization of Information and Communication Technology (ICT) in government, also known as e-government, serves not only as a measure of the nation's progress but also as a pivotal indicator for evaluating the effectiveness of government administration (Ngafifi, 2014), (Govindaraju et al., 2016).

In the realm of assessing government performance, Indonesia has spurred several cities to embrace the principle of connectedness. This initiative involves integrating information technology with urban elements to support ICT-based urban living, a concept commonly known as Smart City (Nur, 2020). A Smart City, or Intelligent City, embodies a transformative approach, emphasizing flexibility, synergy, and individuality. The goal is to seamlessly integrate all aspects of urban life into a technological system accessible to the entire community. This integration aims to provide transparent, efficient, and equitable public services for all residents (Utomo & Hariadi, 2016). The Smart City concept has been implemented to enhance public services in regional governments, including crucial tasks like collecting regional taxes, a responsibility outlined in the Regional Government law. This strategic adoption of Smart City principles reflects Indonesia's commitment to leveraging technology for the betterment of urban life and governance.

Effective management of regional taxes is crucial both conceptually and practically, given that regional taxes constitute a significant portion of Original Regional Income (PAD) in comparison to other sources such as regional levies and revenue from wealth management (Pamuji, 2014). For instance, data from Palembang City reveals that in 2017, regional taxes accounted for 62.29% of PAD realization, whereas other PAD income constituted only 26.57%. Meanwhile, Regional Company profit sharing contributed 5.67%, and regional levies, the smallest contributor, only accounted for 5.47% of the regional tax realization amounting to 680 billion. Although the increase in regional tax management income indicates effective management, this assessment is based solely on the percentage of targets achieved in the APBD. In 2018, following recommendations from Korsupgah KPK, the Palembang City Government was advised to raise

the PAD target, particularly from regional tax revenues, from 1.3 trillion in 2017 to 1.5 trillion. Despite a smaller percentage of realization, this adjustment aimed to yield higher revenue due to the elevated target. Korsupgah KPK also proposed the implementation of electronic tax (e-tax) to enhance tax management and transparency, underlining the benefits of improved financial oversight through technology.

In the context of regional tax services, the tax reporting process commonly operates under the Self Assessment System. This system encourages active participation from taxpayers, who are expected to independently and honestly provide information about the taxes they owe. Under this concept, taxpayers are entrusted with the responsibility of calculating their own tax liabilities and reporting this information to tax authorities (Rachdianti et.al 2016). Successful implementation of this tax system hinges on taxpayer participation, honesty, awareness, and discipline to ensure accurate and compliant reporting with tax regulations (Safitra, 2019). To facilitate the Self Assessment System, Palembang City has introduced Mayor Regulation Number 84 of 2018, outlining the procedures for online payment and reporting of taxes related to hotels, restaurants, entertainment, and parking. This online payment system, often referred to as e-tax or electronic tax, reflects the regional government's commitment to providing electronic-based services that simplify tax-related interactions for regional taxpayers. Given these circumstances, researchers are keen to explore the practical application of E-Government in the context of online tax collection (E-Tax) in Palembang City.

Methods

Research is systematically conducted as a scientific effort aimed at understanding and providing a detailed description of the studied object. To achieve this, research methods are employed as scientific techniques utilized to gather data for specific purposes (Sugiyono, 2014). This research adopted a descriptive qualitative research approach. According to Arikunto (in Asmendri, 2020), descriptive research was non-hypothetical, eliminating the need to formulate hypotheses during the research process. Sugiyono (2014) concurred, emphasizing that this kind of research aimed to develop concepts and gather facts without involving hypotheses. Data for this research were collected through interviews, observations, documentation, and a comprehensive review of pertinent literature sources. The research focused on employees at the Palembang City Regional Tax Management Agency, vendors or online tax service providers (e-Tax), and local taxpayers in the hotel tax, restaurant tax, entertainment tax, and parking tax sectors. Data analysis followed a descriptive qualitative approach utilizing the interactive model developed by Miles and Huberman (in Moleong, 2013). This model involved four interconnected

components: data collection, data reduction, data presentation, and drawing conclusions and verification. These components constituted a continuous cycle, ensuring a rigorous and comprehensive analysis of the gathered information.

Results and Discussion

E-Government and E-Tax in Palembang City

The adoption of electronic government practices in Palembang City's public services commenced in 2003 following the issuance of a Presidential Instruction emphasizing the implementation of electronic government. The term "electronic" in the Instruction signified the government's directive to incorporate electronic systems in its operations. This initiative underscored the government's dedication to modernizing governance through technological infrastructure utilization (Hasibuan, 2007). This legal foundation served as a catalyst, guiding and motivating local authorities, notably in Palembang City, to integrate electronic government practices into their public services.

The purpose of implementing e-government services is to enhance the convenience and assurance for the public using government services. The e-government practices facilitate seamless information delivery and technical improvements, making services simpler and more accessible. Crucially, the success of e-government relies on support in various aspects: participation, human resources, infrastructure, and government backing (Noviyanti et al., 2021). In Palembang, particularly in the realm of local tax collection, e-government practices have been implemented in just four regional tax sectors, as outlined in the following table:

Table 1.
Types of Tax and Regional Tax Collection in Palembang City

No	Regional Tax Items	Collection System
1	Hotel Tax	E-Tax
2	Restaurant Tax	E-Tax
3	Entertainment Tax	E-Tax
4	Parking Tax	E-Tax
5	Advertisement Tax	Manual
6	Street Lighting Tax	Manual
7	Groundwater Tax	Manual
8	Swallow's Nest Tax	Manual
9	Non-Metallic Minerals and Rocks Tax	Manual
10	Land and Building Tax	Manual
11	Land and Building Acquisition Fee	Manual

Source: Palembang City Regulation No 2 of 2018

Out of the 11 types of regional taxes stipulated in the City of Palembang's Regional Regulations Number 2 of 2018, only 4 have been incorporated into the electronic transaction system using online tax applications (e-Tax). This indicates a low percentage of online tax usage. According to information gathered from interviews, the decision to implement online tax services in the hotel, restaurant, entertainment, and parking tax sectors is primarily because these sectors are significant contributors to tax revenue. Moreover, they are easily monitored by the government due to their sizeable taxpayer base. These four sectors serve as the backbone of Palembang City's local revenue (PAD).

The Implementation of E-Tax Application in Palembang City

In practice, the e-tax application in Palembang City operates as a collaborative initiative involving vendors and service providers, specifically PT. Pinisi Elektra. This company operates in the electronics sector and partners with Bank Sumsel Babel and the Palembang City Government, specifically through the Regional Tax Management Agency (BPPD) of Palembang City. Structurally, Palembang City's BPPD functions as a Regional Apparatus Organization, directly accountable to the Mayor of Palembang. With a broad coverage across the city and a substantial taxpayer base, the BPPD has established a Service Technical Implementation Unit (UPTD) in each of the 18 sub-districts throughout Palembang City. The cooperation model in this e-tax initiative can be described as follows:

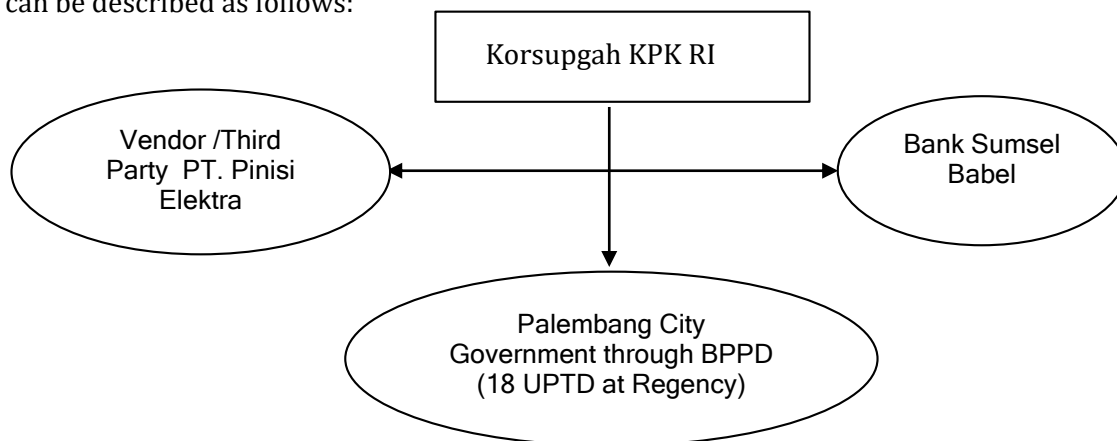


Figure 1. The Cooperation Scheme and E-TAX Implementation

This Figure illustrates the Palembang City government's role as a beneficiary of a program. The initiative was initially launched by the Indonesian Corruption Eradication Committee in 2018, spurred by findings from the Supervision and Prevention Coordinator of the Indonesian Corruption Eradication Commission (Korsupgah KPK RI). These findings highlighted the untapped potential of regional taxes that had not been fully realized. This led to the urgent

need for the development of a real-time tax reporting system utilizing a transparent online application known as electronic-tax. To achieve this, a third party was enlisted as a service provider. The decision to involve this external entity was driven by the manifold advantages it offered, benefiting both the Palembang City government in its quest to boost regional tax revenue and Bank Sumsel Babel, the institution responsible for managing Palembang City's regional tax funds.

Through a collaborative effort initiated by Korsupgah, the Corruption Eradication Commission (KPK), three key entities—PT. Pinisi Elektra, Bank Sumsel Babel, and BPPD Palembang City—have streamlined the distribution of tax funds, ensuring targeted allocation and preventing potential leaks in the PAD funds. PT. Pinisi Elektra, acting as the vendor, serves as the executor and data collector from taxpayers. The collected data is then transmitted to taxpayers for payment to Bank Sumsel Babel. Subsequently, BPPD conducts thorough audits and monitoring of taxpayer data collected by PT. Pinisi Elektra. This process helps identify compliant taxpayers and those in violation. Individuals failing to comply receive warning letters I, II, and III. If these warnings go unheeded, the case is forwarded to the accounts receivable section for further action on the outstanding tax payments. Should there be no genuine effort to settle tax dues, the Palembang City government escalates the matter, referring the arrears to the Prosecutor's Office for further legal processing.

Factor Affecting and Hindering the Success of E-Tax Implementation

Based on the findings from interviews and observations conducted by researchers, several factors were identified that can significantly impact the success of implementing online taxes in Palembang City. In addition to these success factors, there are also obstacles faced during the implementation of online tax. The key factors influencing the success of online tax implementation include:

a. Support from Palembang City Government

Palembang City government's commitment to implementing online taxes is evident through its political will, demonstrated by regulatory backing such as the issuance of Palembang Mayor Regulation Number 84 of 2018. This regulation outlines the procedures for online payment and reporting of business transactions related to hotel tax, restaurant tax, entertainment tax, and parking tax. In practical terms, effective governance necessitates the establishment of a legal framework for program implementation. This action showcases the Palembang City government's adherence to the principles of good governance, specifically emphasizing legal certainty and legality.

b. Support from External Parties

External support plays a pivotal role in the successful implementation of electronic taxes in Palembang City. The Corruption Eradication Commission (KPK), functioning as an anti-corruption agency, has conducted comprehensive assessments. These evaluations revealed the unreliability of manual tax collection methods and emphasized the potential benefits of utilizing technology to streamline government processes. Bank Sumsel Babel also plays a crucial role by supporting electronic tax implementation. Their objective is to simplify the monitoring of monthly tax payments made by taxpayers, ultimately augmenting the bank's financial transactions and turnover.

c. Participant from Taxpayers

Taxes represent obligatory contributions that citizens must pay regularly. Taxpayers are required to fulfill their financial obligations by remitting the specified amount to the government every month. Unlike other fees where payment is made in exchange for immediate services, the advantages of tax payments are not immediately apparent to the public. Tax funds are channeled into protecting citizens, providing essential services, and constructing public infrastructure, all funded through the government's budget, which primarily relies on tax collections. Despite its mandatory nature, tax compliance is often lacking among taxpayers. Some individuals attempt to evade taxes, misreport their income to pay less, or engage in other forms of non-compliance. This behavior is largely due to a lack of awareness among the public about the importance of their active participation in the taxation system. To address this issue, it is imperative for the government to take proactive measures. Public awareness campaigns and educational outreach programs are essential. By explaining the purpose and benefits of taxes, the government can bridge the understanding gap. Tax revenues not only bolster government finances but also serve the broader community by funding essential services and projects. Therefore, a collective understanding and active participation in taxation are crucial for the well-being of both the government and the public.

d. Information and Communication

The integration of Information and Communication Technology (ICT) has significantly streamlined the tax collection process from taxpayers. The collaboration, particularly with the support of PT. Pinisi Elektra as a vendor, has not only simplified the operations of the Palembang City government but has also made the outcomes more optimal and efficient. The implementation of e-tax is a complex task that demands expertise in technology. PT. Pinisi Elektra's support has been invaluable in creating an electronic-based tax system, facilitating easier and more transparent tax payments. Their expertise in developing applications, integrated software systems, databases, and professional-grade servers has played a pivotal role in ensuring the

seamless and successful implementation of e-tax in Palembang City.

Conclusion

In summary, the implementation of electronic tax or online tax in the City of Palembang serves as a government initiative to streamline public services, particularly in the collection of regional taxes such as restaurant tax, hotel tax, entertainment tax, and parking tax. The Regional Government, through the Management Service Palembang City Regional Tax (BPPD), is the beneficiary of this system, with third-party service providers collaborating with Bank Sumsel Babel, the overseeing bank for collected taxes, under the direct supervision of the Corruption Eradication Commission. Several key factors contribute to the success of Palembang City's online tax practices. These include policy support through Mayor's Regulations, well-equipped facilities and infrastructure, effective cooperation and communication with taxpayers facilitated through social media and electronic platforms, and positive relationships with the three online tax application service providers. However, challenges persist, notably the insufficient availability of tapping box equipment in comparison to the city's taxpayer population and the low voluntary compliance of taxpayers in using e-tax. These factors reflect the ongoing efforts and hurdles faced in enhancing the efficiency and adoption of online tax systems in Palembang City.

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Collaborative Governance – Can it Achieve Sustainable Development Goals (SDGs) Towards Independent Villages in Strategic Border Areas

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Abstract

State borders are strategically important places. Because of this weakness, the border area as the country's front porch becomes a strategic issue. The border area of Indonesia, as the country's external face, is impressed if its management is based on a safety approach (safety belt method). Villages in Indonesia are still difficult to disentangle; it is frequently stated that he is lagging in development affairs, such that social, economic, infrastructure and other advances appear to be overlooked. The Village Sustainable Development Goals are a development concept that emphasizes ecologically responsible growth while also protecting local culture. The purpose of this research is to determine how the Sustainable Development Goals (SDGs) are implemented in the border communities of the Rokan Hilir region. A qualitative technique is used in this investigation. To acquire a thorough grasp of the research problem, data was gathered using in-depth interviews, observation, and interactive photographic techniques. Purposive sampling was used to identify informants. After collecting the data, it is processed using an analytical technique with the N-Vivo 12 to explain, show, and place the data so that conclusions can be reached. Cooperation in the three components of the SDGs is required to achieve sustainability, which balances development on the economic, social, and environmental dimensions. The study's findings indicate that the Village Sustainable Development Goals, particularly in Teluk Pulau Village in the border area of Rokan Hilir District, have not been realized based on indicators of sustainability fulfillment. Apart from that, it can be seen from the unmet SDGs performance targets, which had an impact on the Village SDGs Score of 35.96 and the Developing Village Index (IDM) with a Developing status. The SDGs goals in the border area have not been realized, including a lack of village development plans, which solely focus on satisfying the requirements of the village community, thus the SDGs Village goals required by the community are not planned.

Keywords:

sustainable development goals; border areas; development

Introduction

The Village Sustainable Development Goals (SDGs) are one of the development initiatives being seriously prepared by the Indonesian government. This program adapts the notion of global SDGs, which the United Nations (UN) launched on September 25, 2015. If the global SDGs contain 17 key criteria for developing sustainable living plans, the Village SDGs provide 18 points for local adaption. To accelerate the achievement of the Sustainable Development Goals, village SDGs are an integrated effort to realize villages free of poverty and hunger, economic villages growing

evenly, health care villages, environmental care villages, education care villages, women-friendly villages, networking villages, and cultural response villages.

The concept of SDGs must be properly, consistently, and on time implemented. As a result, a thorough grasp of the region to be created is required. SDGs can only be met by localizing the values and points of each program (Servaes & Tamayo, 2017).

Villages in Indonesia, on the other hand, are still difficult to disassemble; they are frequently described as being left behind in terms of development. Various initiatives are still centred around the centre. As a result, peripheral areas such as villages with development potential are left with gaps. The village was initially perceived as a low-income neighbourhood that supported the city's activity. Instead of being used for the common good, many existing resources are exploited. This is an extremely bad condition. The reason for this is that the community has a lot of natural resources, a lot of cultural potential, and people who can be empowered (Soleh, 2017)

To assist the implementation and monitoring of the 17 Goals and 169 Targets, the SDGs in Indonesia are divided into four pillars, which differ from the three dimensions of SDGs implemented at the global level (social, environmental, and economic).

1. Social development pillars, containing points 1, 2, 3, 4, and 5;
2. Economic development pillars, including points 7, 8, 9, 10, 17;
3. Environmental development pillars, including points 6, 11, 12, 13, 14, 15;
4. Development and legal governance pillars, including point 16.

Poverty and inequality are key issues. Between 2005 and 2015, almost 6.1 million people exited poverty and extreme poverty, while the depth of poverty was dramatically reduced. However, a huge number of low-income and vulnerable people continue to be a source of concern. Although the unemployment rate is decreasing, the rate of youth unemployment is two to three times that of economic growth. Poverty reduction is a primary priority. Low-income people cannot overcome poverty merely through social security programs; they must also have adequate jobs. There will be no long-term poverty alleviation if there is no respectable work for the poor to do. Sustainable livelihoods must be expanded further through microcredit and basic infrastructure initiatives with cash-for-work schemes. New sources of growth/development that do not deplete natural resources and are environmentally benign must be created.

The population of Indonesia is expected to reach 305.7 million by the end of 2035. More than half of Indonesia's population now lives in cities. More than two-thirds of the world's population will live in cities by 2035. Some of the issues that city people will confront include sustainable infrastructure, water, energy, and food. The good news is that Indonesia has and will

continue to have a demographic advantage with a young and productive population from 2012 through 2035.

According to Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Number 13 of 2020, concerning Priorities for the Use of Village Funds in 2021, the Village SDGs include at least 18 development goals and targets, namely:

1. A Village Without Poverty

This objective aims to eliminate rural poverty entirely by 2030. This means that there should be no poor individuals in the hamlet by 2030. Several targets must be met in villages to meet the goal of achieving zero percent poverty by 2030. As many as 100 percent of villagers have health insurance cards; 100 percent of persons with poor disabilities and women heads of households (PEKKA) receive assistance to meet basic needs; health care coverage, childbirth, and immunization, contraceptive use, access to safe drinking water, and good sanitation.

2. Hunger-Free Village

This goal aims to eliminate hunger in the village while simultaneously establishing food sovereignty, boosting nutrition, and encouraging sustainable agriculture. This goal is consistent with Indonesia's development priorities, which are listed as food security and job creation.

3. A Healthy and Prosperous Community

This goal is to live a healthy life in order to achieve prosperity. As a result, villages must have easy access to health-care services.

4. Good Village Education

The main purpose of this goal is to increase the quality of human resources (HR) in order to fulfill the goal of improving income for the rural poor. Education is essential for increasing the quality and competitiveness of village human resources (HR).

5. Village Women's Participation

The Village SDGs Goal is to establish conditions that place all villagers in a fair position, free of gender discrimination in all spheres of life, by 2030.

6. Acceptable Village Sanitation and safe drinking water

meeting the demands for clean water, drinking water, and sanitation is a sustainable development aim in meeting every individual's basic rights.

7. Clean and Renewable Energy Village Energy is both an economic motivator and a necessary condition for development. The availability of sufficient and affordable energy

can help to meet basic necessities such as food, health care, and excellent education, all of which contribute to quality human development.

8. Evenly Distributed Economic Growth in Villages

The fundamental goal of this Village SDGs goal is economic growth accompanied by equitable distribution of development results, which includes establishing quality jobs and opening up new economic opportunities for all communities.

9. As Needed Village Infrastructure and Innovation

The dependability of village infrastructure, as well as the innovations that contribute to beneficial growth, go a long way.

10. A Gap-Free Village

Inequality is a measure of a region's or country's economic development that is not shared evenly by distinct welfare groups. As a result, measures to minimize inequality and inequality are critical to eradicating poverty. Safe and Comfortable Village Residential Area

11. Security and comfort are basic needs of humans, therefore to achieve village development, these two things are needed to meet the needs of the community which is expected to build participation of all parties in village development.

12. Environmentally Conscious Village Consumption and Production

This goal is related to efforts to lessen the environmental impact on the world through responsible production and consumption behaviors. Efficiency in the management of commonly held natural resources, as well as initiatives to eliminate toxic waste and pollutants, are significant priorities for achieving this goal.

13. Climate Change Response Village

To achieve national development, it is necessary to reduce the increasing impact of global climate change not just in urban areas, but also in villages.

14. Marine Environment Care Village. Protecting the coast and ocean, which in Indonesia is the center of marine biodiversity, is not only limited to maintaining the survival of ecosystems but can also provide economic and social benefits for the Indonesian population.

15. Land Environment Care Village

The Village SDGs strive to protect Indonesia's rich and diversified natural and wildlife resources in order to protect wildlife.

16. Peaceful and Just Village

One of the Village SDGs is to provide safe village circumstances and the ability of village governments to act fairly and effectively.

17. Village Development Partnership

Partnerships to fulfill these village development goals are a means of implementing and reviving village partnerships to meet all long-term development goals. Because village development will not succeed optimally unless linked parties are involved. Community leaders, village youth mobilization, women leading the local economy, universities, and the business world are all examples. Dynamic Village Institutions and Adaptive Village Culture

18. Village institutions are a very vital component to encourage sustainable development.

Therefore, the existence of village institutions must be strengthened so that they can support the achievement of sustainable development goals.

Teluk Pulai Village, located near the Rokan Hilir border, is being developed in accordance with various Village and National/Global Sustainable Development Goals. Teluk Pulai Village only implements a portion of the 18 Village SDGs development goals in terms of Village Sustainable Development Goals (Village SDGs). Based on existing phenomena, this study seeks to identify and explain how the Village Sustainable Development Goals (SDGs) contribute to the realization of independent villages in border areas.

"Collaboration entails a transparent and trusted communication process in which all parties feel informed and are able to provide feedback and ideas to those with whom they work." Most crucially, cooperation entails shared decision making, in which everyone understands the decision rules and all interested parties can inform or influence important decisions that may affect them, particularly resource allocation decisions."

Collaborative governance focuses on public policy and issues. Public institutions have a strong policy focus; the purpose and process of collaboration is to establish a level of consensus among stakeholders. Collaborative governance works for social justice while satisfying public importance. Collaboration, according to O'Leary and Bingham (Sudarmo, 2015) is a term that outlines the process of promoting and implementing multi-organizational solutions to challenges that cannot or are not easily solved by a single organization. This viewpoint is shared by Bardach (Sudarmo, 2015) who defines collaboration as a type of cooperative action undertaken by two or more entities with the goal of increasing "public value" rather than operating individually.

Ansell & Gash (2008) define collaborative governance as "a set of arrangements in

which one or more public institutions directly involve "non-state" stakeholders in formal, consensus-oriented, and deliberative policy-making processes aimed at creating or implementing public policies or managing public programs or assets."

Collaborative governance, according to Edward DeSeve (Sudarmo, 2015) is an integrated system with interactions handled across official and informal organizational boundaries, as well as reconceptualized organizational principles and explicit definitions of success. Furthermore, Agrawal and Lemos (Subarsono, 2011) define collaborative governance as being formed not only by the existence of "multi-partner governance" which includes the private / private sector, society, and civil society and is built on the synergy of stakeholder roles and the preparation of "hybrid" plans as well as public-private-social cooperation. Accordingly, Balogh et al in (Subarsono, 2011) define collaborative governance as a process and structure in the management and formulation of public policy decisions that involve actors who constructively come from various levels, both in government and / or public institutions, private institutions, and civil society, in order to achieve public goals that cannot be achieved if implemented by a single party.

Gaulet in Mulyadi (2015) emphasized that in order to live a good life, there are at least three major concepts in comprehending development: life sustenance, self-esteem, and independence. According to this expert perspective, the development process focuses on how individuals who are the subject of development must be able to establish a mental attitude of independence in order to assist the development process. Mulyadi (2015) defined development as an intentional effort or sequence of planned changes carried out by a nation, state, and government in the context of nation-building. Mulyadi (2015) defines development as the process of controlling state/government business (administration) in order to actualize planned growth toward a condition that is deemed better for advancement in different elements of national life. it sees development as a system with three components: a) input (values, human and natural resources, culture, and community institutions); b) processes, organizational capabilities, and government management in implementing development programs; and c) output (changes in the quality of human behaviour that has access to cognition, affection, and skills related to their standard of living).

According to Digdowiseiso (2020). development can be defined concisely as a process of change for the better that is carried out in a planned, methodical, and directed manner.

Sustainable development stresses integrated and holistic problem-solving by focusing on three pillars: social, economic, and environmental. According to Julissar (Mulyadi, 2015), numerous components of sustainable development must be considered, namely:

1. *Justice and equity*
2. *Integrative Strategy*
3. *Long-Term View.*
4. *Environmental Sustainability.*
5. *Economic Stability.*
6. *social and cultural sustainability.*
7. *Political Stability.*
8. *Security and Defense Sustainability.*

Like Jamaludin (2016) stated that sustainable development requires achieving sustainability in terms of:

1. Ecological: Ecological sustainability will ensure the sustainability of the earth's ecosystems. Sustainable development in the context of non-recoverable resources means efficient utilization so that it can be utilized by future generations and can be developed substitution for recovered resources and limiting environmental impact with as little use as possible.
2. Economics: For this implementation, macroeconomics is needed. Macroeconomic policy is directed at the realization of a conducive environment for business development and the opening of wide opportunities for improving the capabilities of the poor. The goal is to maintain economic stability, increase economic growth, expand employment opportunities, and reduce inequality between regions.
3. Socio-cultural: socio-cultural sustainability consists of the will to fulfill social justice, human self-esteem, improve the quality of life of all human beings, and maintain cultural diversity.
4. Politics: Political sustainability is directed at individual and social freedom to participate in the economic, social, and political fields. Therefore, a democracy that is implemented needs to pay attention to transparent and responsible democratic processes, and certainty of food, water, and settlement availability.
5. Sustainability of defense and security: sustainability of defense, such as confronting and overcoming challenges, threats, and disturbances, both from within and outside that can directly and indirectly harm the integrity, identity, continuity of the state, and nation.

Fonseca & Carvalho (2019) stated that to meet sustainability, it is necessary to achieve 3 dimensions of SDGs that balance development on economic, social, and environmental dimensions and also encourage problems such as ending world poverty to taking urgent actions to combat climate change and its impacts by 2030.

Methods

This research uses a qualitative approach with a case study method. Primary and secondary data collection with in-depth interviews, observation, and documentation techniques. Interviews were conducted with key informants using a *purposive sampling* method. After that, the data is analysed using N-Vivo 12 to explain, explain and place the data in their respective contexts which will be explained in words through the stages of data reduction, data display, and verification and conclusions. This study is interesting because it was analysed through the NVivo 12 Plus Application / Software to avoid subjectivity (researcher-biased), validity, and reactivity. This challenge is quite difficult to overcome if researchers analyses the data manually. Therefore, NVivo helps to separate data sourced from informants, researchers, and *secondary sources* (books, research reports, historical documents, journal articles, website content, online news, conference proceedings, memos, field notes, bibliographic annotations, and even researchers' daily journals stored in NVivo). NVivo ensures that data is sourced from the field. Where the locus of this research was conducted in Teluk Pulau village, Pasir Limau Kapas District, Rokan Hilir Regency, Riau Province, Indonesia. Given that this village is a village that has a developed IDM that is much better than the village IDM in the sub-district of pasir limau kappas itself and has the potential for development of various economic and social aspects and with better SDGs score conditions than other villages.

Results and Discussion

The implementation of village development activities prioritizes the utilization of human resources and natural resources in the village and uses self-help and community cooperation. From the implementation of this development, a government effort is needed to ensure the sustainability of limited resources. Therefore, the government tries to carry out development by using resources effectively and efficiently. Sustainable development is an effort from the government so that this can be achieved.

Sustainable development is a development concept that prioritizes environmentally friendly development and respects the culture and interests of local communities. This concept is global in terms of development. In response, the United Nations (UN) set *Sustainable Development Goals* (SDGs) as the answer. Then the Ministry of Villages, Development of Disadvantaged Regions and Transmigration (Kemendes PDTT) localized global SDGs into the context of village Village SDGs by Permendesa PDTT No. 13/2020 concerning the priority of using village funds 2021. Village SDGs have 18 sustainable development goals that have been adapted to village conditions in Indonesia.



Figure 1. SDG scores s Teluk Pulau – Rokan Hilir

Source: <https://sid.kemendesa.go.id/profile>

From the overview of 18 sustainable development goals in Teluk Pulau village, the highest SDGs score is in goal 7, namely clean and renewable energy villages with a score of 99.10, while for some other SDGs goals, some are still zero.

a. Economic Dimension

The economic dimension is one of the dimensions in the implementation of SDGs. In national development priorities, the economic dimension target is not much different from the SDGs target or Village SDGs. Accelerating national economic growth, increasing labour competitiveness, building national connectivity, and equitable development between regions, all of these are the same priorities between national development and SDGs. The goals of Village SDGs that have elements of economic development in them are goals 1, 2, 7, 8, and 10. Economic achievement in sustainable development intends to reduce extreme poverty, eliminate the gap between poor and rich groups, reduce food consumption inadequacy, ensure access to electricity, create new job opportunities, and provide greater economic security for all.

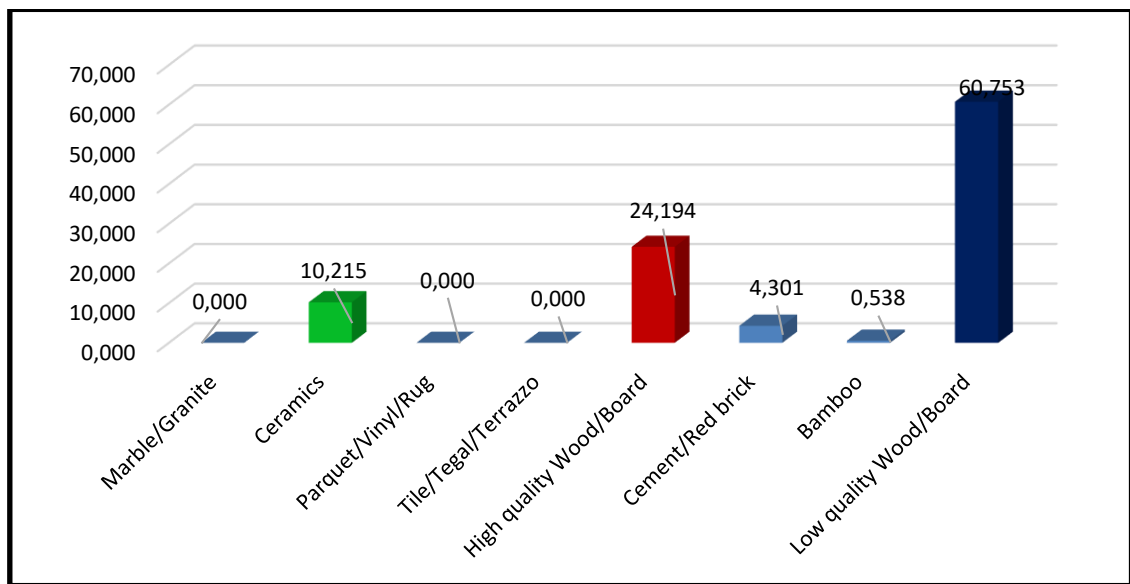


Figure 2. Percentage of families by type of residence

Source: Processed Researchers, 2023

Economic growth accompanied by equitable distribution of development results is the main target of this Village SDGs goal. Among them by creating decent jobs, and opening up new economic opportunities for all villagers. Indicators of success goals include the absorption of the labour force with employment, the implementation of village labour intensive by being able to absorb 50 percent of the village labour force, workplaces that provide a sense of security and are equipped with health care facilities

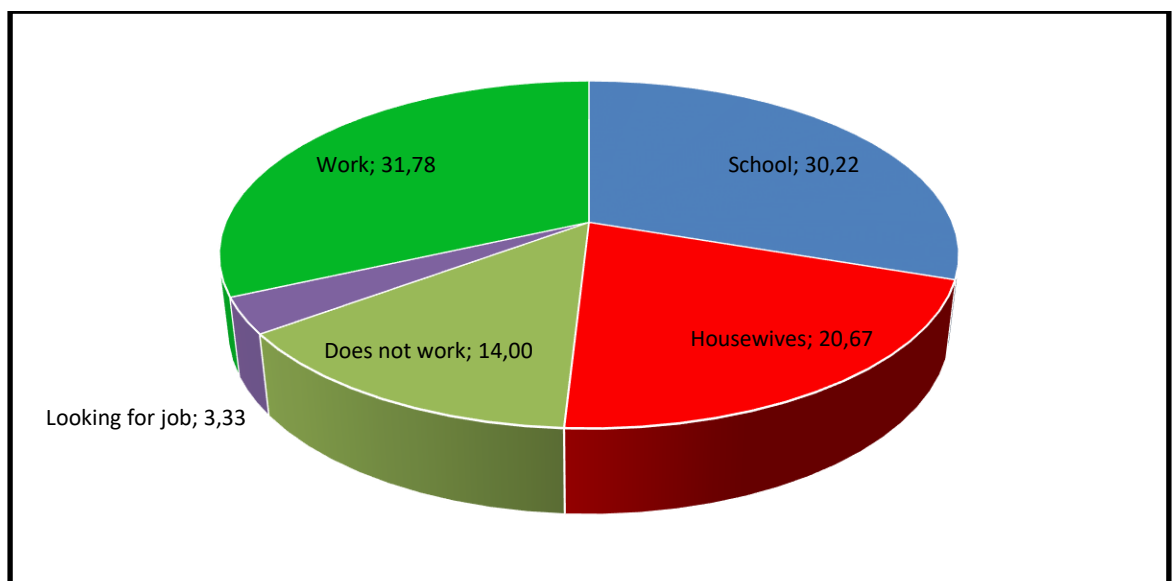


Figure 3. Percentage of working conditions of Teluk Pulau village community

Source: Processed Researchers, 2023

Development in Teluk Pulau village only touches a little on the issue of improving the village economy as evidenced by the absence of scores or Village SDGs scores in the SID of the Ministry of Villages. The value listed on the SID is N/A (*Not Applicable*) which explains that the SID system cannot read and assess village programs in realizing the goals of Village SDGs. Several other Village SDGs goals also bring up N/A scores as in goal 12. The N/A score does not mean that the village failed in realizing the SDGs goals, if it fails then the score listed is 0 as in goals 9, 12, 13, and 17.

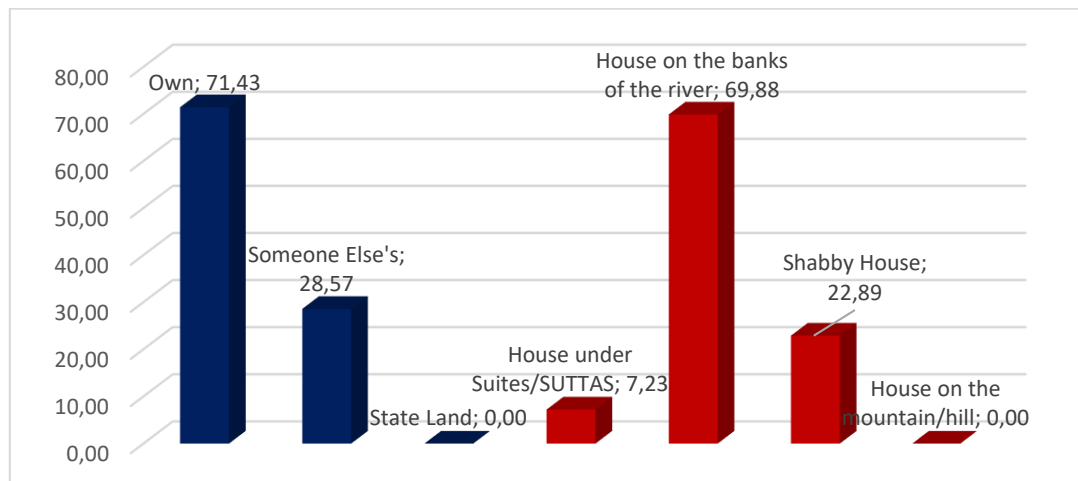


Figure 4. Percentage Land Status of the House

Source: Processed Researchers, 2023

The increase in number of people in Teluk Pulau village is increasing over the years, causing an increase in land needs to meet the needs of food, work, infrastructure, and housing. This means that development must continue to adapt to changing socioeconomic changes. Therefore, every sustainable development program and activity must be able to achieve or even exceed the target of economic goals. Various ways have been done by the government to answer these problems, but due to geographical conditions and a large number of people's needs in Indonesia, this aspect is not fully realized. As in Teluk Pulau Village, there are still worker services whose pay is not comparable to the necessities of life.

b. Environmental Dimensions

In carrying out sustainable development, there needs to be an understanding of the importance of natural resource economics and ecological economics. Understanding the concept of ecosystem conservation is an element of achieving a quality of life for current and future generations which is the goal of sustainable development itself. The concept of early prevention, biological and non-biological protection is the main principle of ecologically sound sustainable development. These principles are key targets of sustainable development due to the large

dependence of humans on environmental ecosystems. Therefore, to see the success and achievement of sustainable development can be seen from how development in a country or region in ecological achievements. Village SDGs also emphasize how development carried out by villages must pay attention to environmental ecosystem aspects such as goals 6, 7, 9, 11, 12, 13, 14, and 15.

The goals of Village SDGs in realizing sustainable development with ecological elements are by national development priorities in the environmental pillar. Water security, the development of safe and comfortable residential areas, and the preservation of natural resources and the environment are some of the priority targets of national development in line with the goals of Village SDGs in ecological achievement. [9] said that several things must be done to meet ecological achievements need: (1) maintain the integrity of the environmental order so that the life support system on earth remains guaranteed; (2) three aspects that must be considered to maintain the integrity of the environmental order, namely carrying capacity, assimilative capacity, and sustainable use of recovered resources; (3) carry out activities that use sustainable management principles. Development in Teluk Pulau village that concerns ecological achievements in its implementation is assistance for village road construction and assistance for clean water sources.

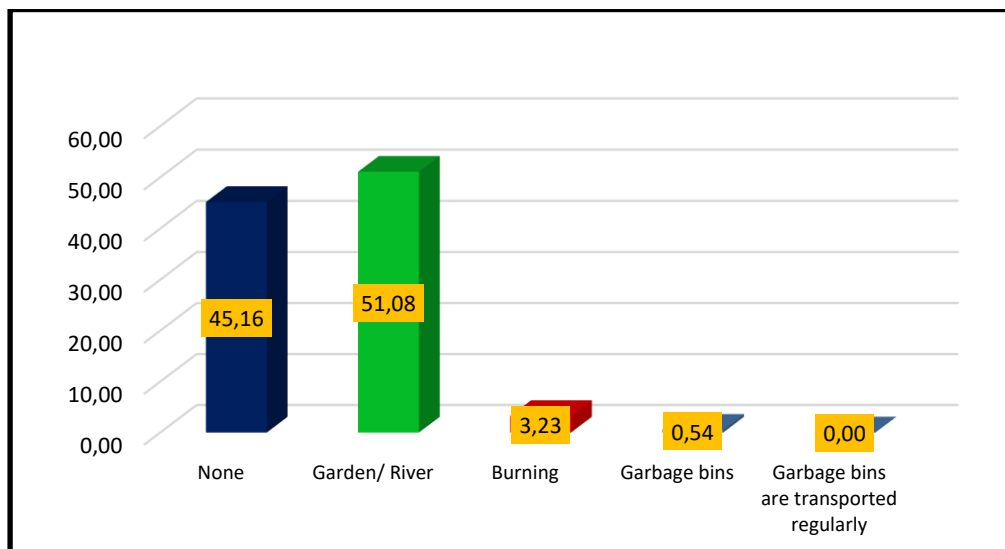


Figure 5. Percentage of family landfills

Source: Processed Researchers, 2023

Development usually has a short target period so that government tools pursue targets by exploiting existing resources to increase economic growth, such as logging forests for export and generating financial income in a short time. This problem is answered by SDGs and Village SDGs because, in the framework of development, this is sustainable which means that development has

a long target period. The programs and activities carried out are also well planned and pay attention to the nature of sustainability such as applying ecological achievements in development. Ecological achievements are used to maintain existing resources so that they can be used sustainably, and can even generate economic benefits if you look more closely at the potential that exists in these resources.

Data from the Central Statistics Agency (BPS) in 2020 states that the achievement of access to decent clean water in Indonesia currently reaches 72.55% with a range of 33.4 million people lacking clean water and 99.7 million people lacking access to good sanitation facilities. This figure is still below the Sustainable *Development Goals* (SDGs) target, which is 100% of all residents get access to clean water.

c. Social Dimensions

A development generally tends to prioritize the physical and visual aspects of a spatial layout and environment. Aspects related to community (social) planning and resource planning still do not receive the proper portion of attention. The beginning of development is only seen from the economic meaning so the environmental and socio-cultural meanings are left behind. The development emphasizes aspects of human values, such as supporting survival or the ability to meet needs. Development in achieving social aspects can be seen through the distribution of prosperity through equitable access to socio-economic resources, such as education, health, housing, clean water, recreational facilities, and participation in political decision-making processes, as well as raising the spirit of nationality and nationalism.

SDGs have aspects of social development as in the goals of Village SDGs 1, 2, 3, 4, and 5, as well as the pillars of national development which have socio-cultural priorities in overcoming poverty, improving community welfare, increasing food sovereignty, implementing smart and healthy Indonesia programs, and protecting children, women and marginalized groups. Some of the goals of socio-cultural achievements are to maintain population stability, meet basic human needs, maintain cultural diversity, and make the nation-state a developed and modern society without losing its identity. The social dimension has several problems and obstacles in its application such as cultural elements that must be maintained, but on the other hand, the nation concerned must be ready to accept the changes demanded by modern life. For this reason, sustainable development is required to find a balance between modern aspects and cultural wisdom to realize social achievements. In realizing Village SDGs, development in Teluk Pulau Village which includes social dimensions is assisted as follows.

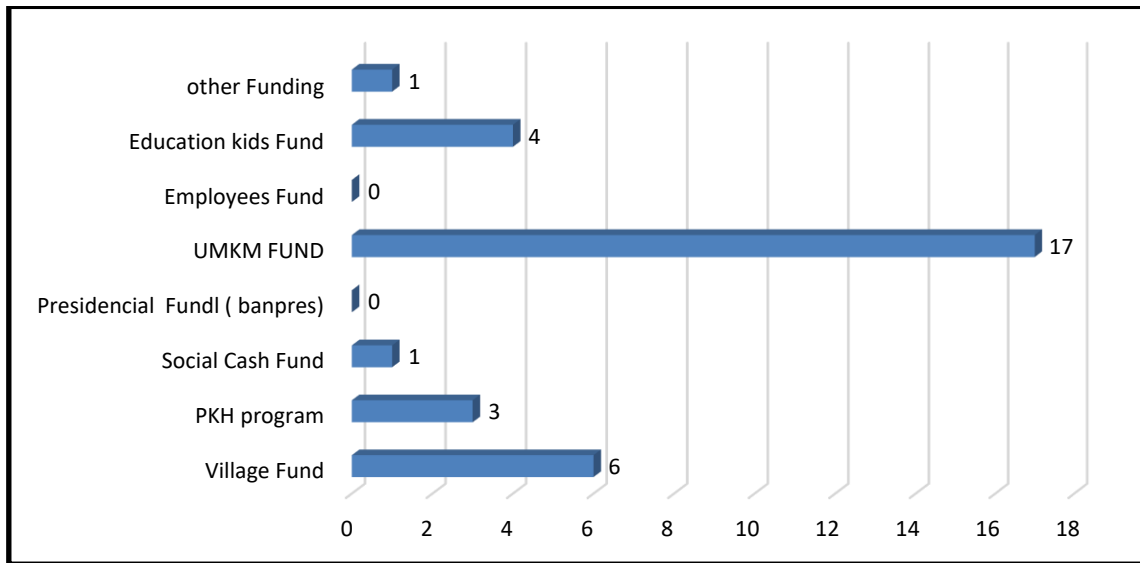


Figure 6. Number of Families Receiving Social fund in Teluk Pulai Village

Source: Processed Researchers, 2023

The existence of intersections of border locations with Strategic Areas such as 3T can actually be an effort to accelerate the development of Border Areas." There is already a policy of Presidential Regulation number 105 of 2021 concerning the National Strategy for the Acceleration of Development of Disadvantaged Regions so that programs / activities for the development of Border Areas in disadvantaged areas can be mapped, Efforts to improve the welfare of people in border areas require collaboration of various parties, both for the implementation of activities and funding. The location of the Border Area also intersects with the location of the Government Strengthening and Village Development Program (P3PD) which can be synergized for intervention. "In the future, it is hoped that the target index of achievement in improving welfare in the Border Area can be achieved. Increasing the participation of village governments and communities in defense and security at state borders is important and fundamental because it is the front porch of the country.

Conclusion

Development carried out in Teluk Pulai village is seen based on the dimensions of sustainable development, namely economic, social, and environmental dimensions that have not been able to realize the goals of the *Village Sustainable Development Goals*. Teluk Pulai Village only implements 14 of the 18 Village SDGs goals with a score of 35.96 where the highest goal is found in the 7th Village SDGs (Clean and Renewable Energy Village) with a score of 99.10.

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Higher Education Research Collaboration to Support Excellence and Competitiveness

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Abstract

This manuscript is the result of research which aims to understand the reality of LP2M UNM collaboration which is implemented in research by collaborating with universities, schools, communities, private and government institutions. The methodology used is qualitative with interview techniques, documentation and observation. Qualitative analysis approach with steps of data collection, reduction, data presentation, and drawing conclusions. The data sources are documents, observations and interviews with informants who are directly related to the implementation of the collaboration, as well as several internal and external stakeholders involved. The argument from the results of this research is that "collaborative research in higher education can be of high quality if it is built from a study program based on the root of the problem, and has support from various interested parties, and is carried out in an integrated manner. in accordance with what has been agreed." There is also a cooperation agreement so that intensive relationships are established between all parties, and the implementation of the collaboration has opened a partnership network to share resources with various parties. The research conclusions are as follows: (1) The implementation of the collaboration has achieved its objectives; (2) Utilization of resources (people, facilities and funds) in implementing collaboration has been fulfilled; (3) Collaboration has supported the quality of research processes and products, as well as making a positive contribution to LP2M UNM, although not yet optimal. There are still support and obstacles from an economic, social and political perspective.

Keywords:

research collaboration; various parties; network

Introduction

The dynamics of life in the century of global transformation require fundamental and stronger changes in higher education cooperation and partnerships within the Tridharma. In the future, universities are expected to participate and actively collaborate, to adapt academic policies to quality and the relevance of the implementation of the Tridharma to the needs of employment. The aim of higher education is the availability and affordability of quality, relevant and internationally competitive higher education services. This is in line with Article 2 of the

Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 14 of 2014 which states that university collaboration aims to increase effectiveness, efficiency, productivity, creativity, innovation, quality and relevance of implementing the Tridharma of Higher Education to increase the nation's competitiveness. Confirmation of cooperation can be carried out through cooperation agreements between state universities and various universities, both public and private, the business world, or other parties, both within and outside the country. A university is an educational unit that provides higher education in the form of a university, institute, high school, polytechnic, academy or community academy. It is best to collaborate with the business world, whether individuals and/or business entities, or legal entities or non-legal entities, to carry out activities using energy and thought to achieve the goal of making a profit. Other parties are individuals, associations, foundations, and/or institutions, whether legal entities or non-legal entities, which carry out activities by mobilizing energy and thought to achieve humanitarian, social and religious goals that are non-profit in nature. Collaboration between organizations has been carried out for a long time, although the studies have not been as complete as they are now. According to studies that have been conducted on inter-organizational relationships, it is related to understanding the character and patterns, origins, reasons and consequences of these relationships (Cropper, et al., 2009).

Literature Review

Collaboration between universities is an effort to break the institutional isolation faced by universities, both at the local, regional, national and international levels, especially in efforts to improve the academic quality of each university. The scope of this collaboration covers many areas which of course supports the improvement and achievement of the Tridharma of Higher Education. Collaboration can be carried out with domestic and foreign parties. The Foreign Cooperation Program specifically aims to prepare State University students to become global citizens who support world peace through multicultural internalization by students while strengthening nationalism.

According to West (in Hatta, 2017) many studies have proven that group collaboration produces better efficiency and effectiveness and this is very different from work carried out individually. According to Andrew Carnegie (Kaswan, 2017) teamwork is the ability to work together to achieve a common vision.

So Thomson and Perry stated that cooperation is an activity that has different levels, ranging from the absence of coordination and cooperation to cooperation in a cooperative activity. Meanwhile, Rosen cooperation is a very efficient source of quality services. Tangkilisan

further stated that cooperation is a source of strength that arises in an organization so that it can influence organizational decisions and actions.

In a written agreement, the form of cooperation consists of: consortium, namely resource sharing activities, joint purchasing, namely cooperation in purchasing goods, equipment sharing, namely cooperation in sharing equipment, construction cooperative, namely cooperation in building construction, joint services, namely cooperation in the field of public services, contract services, namely cooperation in the field of service contracts. Indirectly, foreign cooperation aims to:

- a. Improving the quality of Semarang State University graduates in building a knowledge-based society that can enter the international job market with additional multilingual skills, communication skills, negotiation, understanding of culture and rules between countries;
- b. Increasing knowledge-based political, legal, economic and socio-cultural development; and
- c. Increase the ability of the Indonesian nation and state to respond to human development challenges and achieve the Millennium Development Goals (MDGs).

The principle of foreign cooperation in implementing foreign cooperation programs is that they must comply with the provisions outlined in the administration of higher education, national legal provisions and applicable international law. The implementation of the Foreign Cooperation Program is carried out based on 5 (five) principles:

- a. Prioritize the interests of national development and contribute to increasing the nation's competitiveness;
- b. Equality and mutual respect, meaning can collaborate with universities or other institutions abroad with the aim of improving the performance of higher education programs. Therefore, collaboration can only be carried out if the foreign higher education institution has been registered and accredited by an accreditation institution recognized in its country;
- c. Added value in terms of improving the quality of education, meaning that collaboration must be built innovatively, creatively, in synergy and complementarity so that it can provide added value in the form of improving the quality of higher education
- d. Sustainability, meaning that collaboration must provide the same benefits for University and the collaborating parties and be carried out in a sustainable manner. Collaboration must also provide benefits to stakeholders and contribute to building national and/or

international peace. Apart from that, cooperation must also be extended to other parties;

- e. Diversity, meaning that cooperation must pay attention to cultural diversity which can be cross-regional, national and/or international.

According to Max Weber, bureaucratic theory contributes to strengthening cooperation within organizations which is most efficient for organizations to achieve their goals. According to Robbin, organizational theory reveals that organizations are formed because of the need to formally coordinate the interaction patterns of organizational members. The connection with the formation of cooperation is cooperation within the organization, individuals interact through coordination between individuals within the organization. Interaction refers to cooperation between individuals to achieve agreed goals. Interaction to achieve a goal involves more than one person, so that the meaning of cooperation is implied, namely the number of individuals in an interaction who work or try together to achieve the goal. Goals are targets that will be achieved and are important. The aim of collaboration is to save time, energy and costs in providing information and providing education. The benefits of collaboration can be used to help the institution's positive image (image building), so that it is better known and trusted by the public.

The implementation of cooperation and education information systems can be carried out through stages, namely: exploration stage, cooperation signing stage, program preparation stage, implementation stage, evaluation stage and reporting stage. Characteristics of cooperation: 1) There is agreement regarding the team's mission; 2) All members comply with applicable team regulations; 3) There is a fair distribution of responsibility and authority; 4) People adapt to change (Nur, 2021)

According to Tony Lendrum, "if you always do what you have always done, then you will always get what you have always got, strategic partnering is fundamentally a process of change". Because basically partnerships according to him, "In partnering it will be the manage change of many, as well as the uncontrollable and dynamic change in a few, that will ensure success". Where strategic partnerships are long-term collaborations based on mutual trust between partnering institutions and providing benefits for all partnering institutions (Lendrum, 2003, p. 7). The implementation of LP2M collaboration with various parties in research is to realize the goal of realizing the vision, mission, and programs and activities to improve the quality of UNM in interacting with the internal and external environment which is influenced by the management system, financing, recruitment, and collaboration implementation mechanisms. According to Teeces (1992), partnership is "a formal collaboration between individuals, groups or organizations to achieve a specific task or goal". A good partnership is one that is "able to provide benefits or added value for each partnering party, in other words providing a "win-win solution".

This added value does not have to be in the form of material, but is also usually in the form of increasing service capacity (such as: education, health and labor supply), increasing access such as social, economic and educational cooperation between countries (Teeces, 1992, p. 57).

The development of science and technology continues to accelerate following the dynamics of life in world society. Such tremendous global changes have an impact on social institutions and have implications for shifting values due to shifts in human needs. This shift continues following advances in science, information and communication technology that color the life of the international community. One of them is administrative science which always emphasizes cooperation towards the realization of certain goals (Siagian, 1988, p. 2). Administrative Science is the result of human thought and reasoning which is structured based on rationality and systematics which expresses clarity about formal objects, namely thoughts to create an order from various actions and reactions carried out by humans and material objects, namely humans who carry out administration in the form of cooperation towards the realization of certain goals (Makmur, 2007, p. 5). Through collaboration, knowledge and skills can be shared with each other and with that a team is able to complete tasks effectively, rather than being carried out by an individual (Arismunandar, 2009). The strengthening of the multidisciplinary approach in the study of public administration with major contributions from organizational theory, management theory and public policy, has had an influence on public policy as stated by Lasswell (1971) in public policy by Parsons (2006) regarding multi-method, multi-disciplinary policy orientation, focuses on problems, related to contextual mapping of policy processes, policy options and policy outcomes.

Foundation of Cooperation Policy

Etymologically, the term policy comes from the Greek word "polis" meaning country, city, which then translated into Latin to become "politia" which means country. Then it was translated into English "policie" which means relating to controlling public issues. The term "policy" or "policy" is used to designate the behavior of an actor (for example an official, a group or a government agency) or a number of actors in a particular field of activity. Then policies that are more scientific and systematic involve the analysis of public policy, public policy is a separate concept that has a special academic meaning and definition. The definition of public policy according to experts is very diverse. One definition of public policy is given by Eyestone. He said that "broadly" public policy can be defined as "the relationship of a government unit with its environment". According to Anderson, "policy is a direction of action that has a purpose set by an actor or a number of actors in overcoming a problem or issue". Gianttaya stated "policy as a tactic

and strategy directed at achieving a goal". Therefore, a policy contains three elements, namely: (1) identification of the goals to be achieved, (2) tactics or strategies for various steps to achieve the desired goals, (3) provision of various inputs to enable real implementation of the tactics. or public policy strategy. In the initial stage, the development of a policy community can begin with the formation of partnership institutions in the true sense. The pillars of building a network are: trust, reputation, mutual dependence where governance is: managing the network so that synergy is created and an integrated network is able to create resistance and prevent all parties from being dominated by one power (H. Brinton Milward, 2003).

Partnerships can take place by fulfilling the prerequisites so that the partnerships created can run well and can make a positive contribution to universities, so that they can develop and create good university governance. The realization of good governance in the educational context is reflected in the implementation of education that is oriented towards community aspirations. The definition of educational policy as it is can be seen through the following statements: "Carter V. Good (Imron, 2002, p. 18) states, Educational policy is judgment, derived from some system of values and some assessment of situational factors, operating within institutionalized education as a general plan for guiding decisions regarding means of attaining desired educational objectives. The meaning of the statement above is that educational policy is an assessment of the value system and situational needs factors, which are operated within an institution as a general plan to guide decision making, so that the desired educational goals can be achieved.

Educational Collaboration in Research

Siagian (1988, p. 2) says that administration is the entire process of implementing decisions that have been taken and their implementation is generally carried out by two or more people to achieve predetermined goals. Management is the core of carrying out activities called administration, because: (1) The meaning of administration and the meaning of management still do not appear to be clearly separated. Some say administration is the way government works with planning, organizing and leadership functions; (2) There are also experts who call administration an effective director, while they say management is an effective implementer; (3) Meanwhile, there is also an understanding of management as a process of planning, organizing, directing and controlling activities to achieve organizational goals by using organizational resources; (4) This definition includes several key words/understandings, namely: 1. process which is a planned activity; 2. planning, organizing, directing and controlling which are often called management functions; 3. organizational goals to be achieved through these activities; and 4. organizational resources used to achieve these goals.

In the world of education, management can be interpreted as the activity of combining educational resources so that they are directed towards achieving predetermined educational goals. The influence of scientific management thinking was strengthened by the work of Gullick and Urwick entitled *Papers on the Science of Administration* (1937). These two authors, almost the same as Fayol and Taylor, argue that there are universal principles that can be applied in managing every organization, be it governments, companies, social organizations and so on. These principles are planning, organizing, staffing, directing, coordinating, reporting and budgeting (Ivancevich, 2005:9), where these principles are also the main functions in educational administration.

Educational institutions are institutional containers that lead someone to an orderly and systematic flow of thinking. The presence of educational administration is a tool for integrating the role of all resources to achieve educational goals in a particular social context, meaning that the field being managed is different from the administration of other fields (Engkoswara, 2005).

Considering that educational administration is directly related to teaching and learning activities in schools, it is very important for universities as educational institutions to collaborate to improve their quality and reputation. The influence of scientific management thinking was strengthened by the work of Gullick and Urwick entitled *Papers on the Science of Administration* (1937). These two authors, almost the same as Fayol and Taylor, argue that there are universal principles that can be applied in managing every organization, be it governments, companies, social organizations and so on. These principles are planning, organizing, staffing, directing, coordinating, reporting and budgeting (Ivancevich, 2005:9), where these principles are also the main functions in administration which includes public, state, development, education, office administration, and others. Collaboration in higher education can be carried out with various parties, including fellow universities, government institutions and schools. It all boils down to complementarity and the need to share research problems faced in the academic process, in order to achieve quality education. Thus, the collaboration carried out by LP2M UNM so far has mostly helped schools, and shared resources with various parties, especially assistance and mentoring of lecturers. The number of collaborations fluctuates every year and continues to increase and the results contribute enough to opening a wider collaboration network.

Research Collaboration Strategy Management

Strategic management is the art and science of preparing, implementing, and evaluating cross-functional decisions that enable a company to achieve its goals. Strategic management is the process of establishing organizational goals, developing policies and plans to achieve those

goals, and allocating resources to implement policies and plans for achieving organizational goals. Strategic management combines activities from various functional parts of a business to achieve organizational goals (Nur et al., 2020).

Facing a rapidly changing information technology environment and very tight competition, like a living creature, an institution must always be alert to changes that occur, and be quick in responding to these situations. To remain competitive, in the planning process, the ability to see future trends trend watching is very necessary. In addition to observing trends in the information technology sector as described above, an appropriate strategic management system to handle the situations described above is also very necessary. There are three important things that are prerequisites for the success of a strategy, according to Arthur A. Thomson, Jr. (2001) is: an appropriate strategic management system allows personnel to devote strategic thinking and translate it quickly into operational steps.

Personnel mindset strategy formulation is only effective if the personnel operating the system have an opportunity mindset. Personnel expertise content, ability to update knowledge and maturity in applying knowledge on the job. The success and sustainability of modern organizations is closely related to how the organization provides value to its customers (Thomson, 2001).

If we agree with this, then the first steps of strategic planning must be carried out. The strategic management thinking framework takes us to the following steps: Strategy formulation, how to formulate the impact of changing trends in the macro and organizational environment. The output is the result of analysis of the macro and organizational environment, mission, vision, basic beliefs, basic values, goals and strategies. Strategic planning developing comprehensive and coherent strategic goals and initiatives. The output is in the form of strategic goals, targets and strategic initiatives arranged in a strategy map. Programming – preparing a work program which is a long-term profit plan to realize the strategic targets that have been set along with estimates of the resources that will be obtained and/or needed by the program. Budgeting in the annual budget is short-term planning which contains program implementation plans that will be implemented in a particular budget year. Implementation & Monitoring, namely the application of project management in the process of preparation, planning, implementation, monitoring and completion of each selected initiative/program/project (Thomson, 2001). Then the theory about Cross Cultural Management (Trompenaars and Hampden-Turner, 1997) and finally the theory about Sustainability Organizations (Balloni, et al., 2013).

Methods

The methodology used is qualitative with interview techniques, documentation and observation. The data sources are documentation, interview results, and collaborative observations with various parties. The following is data related to LP2M UNM's collaboration with various institutions and organizations, ranging from universities, school, government institutions, community institutions, and companies:

Table 1.

Number of UNM LP2M Collaborations in Research with Higher Education Institutions

No	Year	Research Collaboration between Universities
1	2020	39
2	2021	10
3	2022	-
4	2023	-
	Total	49

Source: LP2M UNM 2023

Table 2.

Number of UNM LP2M Collaborations in Research with Schools

No	Year	Research Collaboration with School
1	2020	15
2	2021	41
3	2022	9
4	2023	2
	Total	67

Source: LP2M UNM 2023

Table 3.

Number of UNM LP2M Collaborations in Research with Government Institutions

No	Year	Research Collaboration with Government Institutions
1	2020	38
2	2021	15
3	2022	4
4	2023	2
	Total	59

Source: LP2M UNM 2023

Table 4.
Number of UNM LP2M Collaborations in Research with Businessman

No	Year	Research Collaboration with Businessman
1	2020	10
2	2021	1
3	2022	-
4	2023	-
	Total	11

Source: LP2M UNM 2023

Table 5.
Number of UNM LP2M Collaborations in Research with Community

No	Year	Research Collaboration with Public
1	2020	2
2	2021	-
3	2022	-
4	2023	-
	Total	2

The data in the table shows that the number of collaborations carried out and implemented only ranges from 2 to 67 from all parties collaborating with LP2M UNM. Tables one to five illustrate that the number of existing collaborations tends to decrease every year. It can be seen in tables one to five which show fluctuations in collaboration across all institutions collaborating with LP2M UNM.

There are several selected informants related to the implementation of collaboration in research collaborations, and several internal and external stakeholders involved in the selected collaborations. This type of qualitative research uses a descriptive approach, to describe various findings and phenomena in data collection in the field. Through informants, they were involved in implementing research collaboration carried out by LP2M UNM involving several internal and stakeholders. Data analysis was carried out using the steps of describing, recording and analyzing all selected data and collaboration phenomena, to obtain complete data and information regarding the conditions of research collaboration. The results provide a clear picture of LP2M's collaboration with various parties studied, namely universities, public schools and government institutions, and are outlined in a narrative summary. The data is in the form of written words, and descriptions obtained from informants, as well as behavior observed from collaboration implementers.

Results and Discussion

An organization is a collection of people who work together to achieve certain goals. Gibson et al. (1996), states: "an organization is a coordinated unit consisting of at least two people and functions to achieve a certain goal or series of goals". Organizations are also consciously coordinated social units, consisting of two or more individuals and functioning relatively continuously to achieve one or a series of goals (Robins et al, 2008: 5). Organizations are involved in processes of existence, growth and development. Organizational growth faces demand from both inside and outside the organization, for this reason organizations need and must always determine an attitude that is conducive to facing challenges that shake their existence by increasing capabilities in line with the demands of change through strengthening capabilities. their adaptation. Luthans (2006, p. 121) suggests "network organizations and virtual organizations can help compete in the global economy with the main attributes: technology, opportunism, borderlessness, trust and excellence". When alliances and partnerships with other organizations can span the globe, spatial and temporary interdependencies can easily cross boundaries, and flexibility allows for easy assignment and reallocation to quickly take advantage of opportunities resulting from global market shifts (2006, p. 122). Organizational structure is a formal pattern of grouping people and work, structure is often described as a chart and process or is an activity that gives life to an organizational chart where structure according to Covey is "aligning and building and maintaining a fast, flexible and flat organization (Covey, 2005, p. 171). College Academic Policies. Academic Policy is an academic document that functions as a guide for policy makers in planning and implementing education, research and community service, in order to improve academic quality in a sustainable manner.

The education in question is an activity in an effort to produce educated people who have academic and/or professional abilities who are able to apply and develop science and technology. Globalization demands the need for relevance of educational programs to the needs of society and the world of work/industry regarding the quality of graduates (out-put) as well as the emergence of globalization of education with the emergence of international standard educational institutions. Changes which are differences that occur in a series of time are of course not easy to translate briefly and firmly. Likewise, the effectiveness of partnership-based education management in higher education is the level of achievement of the quality of input, process, output and outcome agreed upon by each partner, as stated by Rukmana below:

- a. The extent to which partnership collaboration in the education sector can produce input according to mutually determined criteria.
- b. To what extent is partnership collaboration in the education sector able to implement a

good teaching and learning process?

- c. The extent to which partnership cooperation in the education sector can produce good educational products, including quality graduates, modules and materials (Rukmana, 2006, p. 111)

Partnerships in Research in Higher Education

The word partnership in the Big Indonesian Dictionary comes from the Persian word "mitra" which means friend, best friend, co-worker, co-worker and co-worker. Then it gets the prefix to and the suffix an, becoming partnership which means friendship, camaraderie, partnership and cooperation. The English equivalents are "friendship" and "partnership". Partnership can never be separated from the word cooperation, because partnership is about relationships, and partnership is a form of cooperation. Wood and Gray (2003, p. 19) state "Partnerships must. However, developing shared goals, with a shared understanding of the problem and the role of each organization in overcoming the problem." a partnership Developing shared goals, with a common understanding of the problem and the role of each organization in solving the problem". Then Thomson developed Wood and Gray's definition of collaboration (1991, p. 218).

Collaboration means autonomous parties interacting through negotiations both formally and informally. The partnering parties jointly develop the structure and rules for managing relationships between the partnering parties. Partnering parties plan actions or decisions to overcome problems. This mechanism is an interaction that involves the sharing of mutually beneficial norms and benefits.

According to Lendrum (2003, p. 317), the new partnership paradigm must include, "shared information for mutual benefit:

- a. Professionalism, namely that each partner must carry out its programs and activities according to agreed quality standards;
- b. Public accountability, namely that each partner must be jointly accountable for the activities carried out to the community, especially regarding the quality of professional education graduates who will enter the world of work and society;
- c. Clarity of the rules of the game (legal certainty), each can receive "rewards" and "punishments" according to the results of each partner's work.

Furthermore, according to Lendrum (2003, p. 317), partnerships are always bound by agreements; 1. shared vision, namely each partner jointly formulates a partnership vision for the

common good; 2. orientation towards consensus, namely deliberation and consensus are principles that must be upheld in achieving partnership goals; and 3. effective and efficient, namely the process and implementation of the partnership program must be able to achieve optimal results by utilizing resources as economically as possible." partnerships that seek to involve a number of institutions in multi-service projects that are planned and managed together, for example school dropout prevention, employability training, workplaces, etc. literacy. James and akrasana, Financial Aspects of Small and Medium Enterprises, they build identification and acceptance compatible goals and strategies to improve some aspects of education through collaboration (Grobe et al., 1993).

Partnerships with appropriate governance will contribute to improving program quality, implementation, graduates, and institutional competitiveness to produce relevant resources with intensive relationships through communication supported by E-Governance as a form of network policy (Nur, 2013). "The network in demanding policies must be able to achieve optimal results by utilizing resources as economically as possible." In partnerships, each agreement can be targeted from simple and specific to a particular problem, to partnerships that seek to involve a number of institutions in a multi-service project that is jointly planned and managed, for example school dropout prevention, employability training, workplaces, etc. other. literacy. They build identification and acceptance of compatible goals and strategies to improve several aspects of education through collaboration (Grobe et al., 1993). Collaboration between organizations has been carried out for a long time, although the studies have not been as complete as they are now. According to research that has been conducted on inter-organizational relationships, this is related to understanding the character and patterns, origins, reasons and consequences of these relationships (Cropper, et al., 2009).

Collaboration with appropriate governance will contribute to improving program quality, implementation, graduates and institutional competitiveness to produce relevant resources with intensive relationships through communication supported by E-Governance as a form of networking policy.

Makassar State University has fulfilled all the characteristics of systematic and thorough cooperation, so that it can fulfill the Tridharma of quality in the field of research with parallel and equal partnerships with all collaborating parties, in this case collaboration with various universities, state schools and the government. institutions by taking follow-up actions. to a better way. Empowerment of internal stakeholders such as lecturers, administrative staff and students is increasingly being improved so that they are able to make a positive contribution in creating quality alumni. Likewise, external stakeholders such as the government and society also

actively participate to gain benefits to achieve common goals effectively and efficiently. A little research notes that there is no cooperation with the private sector in collaboration and partnership at UNM, so a stronger approach is needed and building a better working network. The characteristics of partnerships should receive attention from all partners and policy makers at LP2M UNM. Research collaboration institutions must be more proactive in following developments in regulations and policy changes issued by the government, especially research policies in universities. All study programs, faculties and institutions at UNM should work together to support the achievement of strategic plans in the field of research, so that they can provide excellent service based on good governance and create partnerships with the best possible implementation through collaboration with various parties, which will improve growth. Referring to the guidelines for cooperation and partnerships in a complete, systematic and complete manner because they are more in line with UNM, if necessary adopting positive things from comprehensive collaboration and more advanced strategic alliances.

Paying attention to the research partnership model implemented at Makassar State University can support the quality of research processes and products even though it is not optimal. There is still a need for organized and coordinated ways of working, as well as increasing human resources through education and training, especially more intensive and comprehensive ICT capabilities. Existing information must be disseminated quickly and thoroughly, and partnership cooperation needs to be further developed with networking that optimally involves all related elements through e-governance. Likewise, the use of resources (people, facilities and funds) in implementing research collaboration at Makassar State University over the last five years of existing collaboration based on research results shows that so far it has not been running optimally, this can be seen in the various programs and activities that are still being handled by Human Resources is almost the same from year to year. The term of cooperation is still between one year and is short term. It still shows the limited availability of human resources, facilities and financial resources, so there is a need to increase the quantity and quality of research results. Every party carrying out cooperation and partnerships is obliged by law to appoint someone who really knows about the implementation of cooperation and partnerships by following the entire process of implementing cooperation and partnerships from the beginning to the end of the cooperation and partnership and taking full responsibility for the implementation of cooperation and partnerships. the. his success. the collaboration. There are also factors that support and hinder the implementation of research collaboration at Makassar State University, such as economic, social, cultural, geographical, environmental and security, although they are not very influential. It would be good if further research could be continued, so that in the future

cooperation and partnerships with various parties, starting from state and private universities, educational and government institutions both domestically and abroad so that in the future UNM will be more qualified and conducive to producing research that can be competitive.

Conclusion

In accordance with the research results, the form and quality of collaboration at Makassar State University has implemented collaboration with various parties, and has opened working networks with universities, government, schools, the private sector and the community. Collaboration carried out in research at Makassar State University essentially refers to collaboration carried out at partner institutions which is designed to be more systematic and integrated, although not all parties are involved in every stage of the activities. Utilization of resources (people, facilities and funds) in carrying out research is sufficient for human resources, still limited for facility resources, and sufficient for financial resources. The collaboration carried out by Makassar State University has supported the quality of research processes and products, even though in the process all parties have not been involved in every stage of the activity, it has produced products that provide added value. Economic factors open up opportunities to increase financial management knowledge to support UNM LP2M research budgeting, with social interaction and adaptation, flexibility, and intensive relationships between work partners. Every institution that collaborates must be more proactive in following developments in policies and regulations issued by the government, especially research collaboration governance policies, by implementing policies that follow operational approaches, methods and techniques including operational standards for implementation to increase the number of collaborations. This collaboration process must be supported by e-governance in its implementation, and make vertical communication networks effective between internal and external stakeholders to produce quality and competitive research results.

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Cultural Capital of Minangkabau Nomads in the 2019 Legislative Election in Indonesia

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Abstract

This study examined the cultural capital possessed by Minangkabau nomads as the candidates of the DPR-RI Legislature in the 2019 Legislative Elections. Minangkabau is one of the ethnic groups in Indonesia which maintains a matrilineal kinship system and a tradition of *merantau* (travelling in pursuit of success). *Merantau* becomes a significant investment used by Minangkabau nomads to gain vote support for their candidacy as a member of the DPR-RI legislature in electoral political contestation, including the 2019 Legislative Election. The study utilized a qualitative descriptive method to collect data through interviews and documentation studies. The study results revealed that the figure of Minangkabau nomads candidates possessed the cultural capital and were able to manage this cultural capital to succeed in gaining significant victories in their respective constituency. The cultural capital of Minangkabau nomads could be seen from the two figures of Minangkabau nomads legislative candidates, namely Fadli Zon and Jon Erizal, including the institutionalized tradition of *merantau*, and the role *Tungku Tigo Sajarangan* (the traditional leaders) in the matrilineal kinship system. Through adequate cultural capital, the Minangkabau nomads were able to secure a big victory in their respective electoral districts.

Keywords:

legislative candidates; Minangkabau; cultural capital; politics; *Rantau*.

Introduction

Democracy refers to A political system in which the top collective decision makers are elected through a system of fair, honest, and periodic elections (Huntington, 2001). The General Election (Pemilu) is the most fundamental political instrument in a democratic country. General elections have evolved into a global modern phenomenon, not just in advanced and mature democracies, but also in emerging nations that are still in the process of transitioning to democracy (Rahmatunnisa, 2017).

In the context of Indonesia, in which people are quite diverse in terms of ethnicities, religions, cultures, and existing groups, elections will be confronted with collaboration as well as competition to determine the right to vote in the electoral arena at both the local and national

levels. The diversity of ethnic groups is determined by how they are categorized (Geertz in Kato, 2005). As the world's largest archipelagic country with 17,508 islands, Indonesia has around 1,340 ethnic groupings (Central Bureau of Statistics, 2010).

Minangkabau is one of the main ethnic groups in Indonesia which live in the central part of the island of Sumatra as its homeland; most of its territory now lies in the Province of West Sumatra. According to BPS data (2010), despite accounting for only 3% of the total population of Indonesia, the Minangkabau are the fourth most populous ethnic group after the Javanese, Sundanese, and Madurese. Moreover, BPS data report that the Minangkabau ethnic group becomes the largest ethnic group in Sumatra, accounting for one-quarter of the total population on the island of Sumatra (Naim, 2013).

This study sought to investigate the role of cultural capital in the victory of Minangkabau nomads as the DPR-RI members in the 2019 Legislative Election. The study of Minangkabau cultural capital in the Indonesian political system is an intriguing issue for at least the following reasons. First, Minangkabau is known as one of the ethnic groups which is rich and diverse in social and cultural values. This is evidenced by many traditional philosophies that were born and evolved in this ethnic group (Kato, 2005). Second, political participation of the Minangkabau in the Indonesian political constellation has been established for a long time in Indonesia's modern history. Its origins can be traced back to the colonial era, specifically the early twentieth century (Chaniago, 2010).

Graves (2008) emphasized this point by stating that at the time of Indonesia's independence, the number of educated Indonesian citizens with the professional expertise/technical competence to govern the newly independent country was extremely inadequate. The majority of those few came from the Minangkabau tribes, which still inhabit the area of West Sumatra today; the number of Minangkabau people in the newly independent Republic's political, intellectual, and professional circles was grossly disproportionate to its population of only three percent of Indonesia's total population.

The victory of the Minangkabau people in the 2019 Legislative Election was fantastic. They were elected not only in West Sumatra, which is the origin area of this ethnic group, but also outside the province, which is called rantau (foreign regions). The data obtained from various sources reported that 14 (fourteen) elite Minangkabau nomads were elected as the DPR-RI members in the 2019 Legislative Elections. The elected legislators who came from Minangkabau were scattered in several electoral districts in Indonesia.

Harker (1990) asserts that the direct election system implemented in Indonesia allows a candidate to have capital accumulation as a requirement for election. The most crucial capital

owned among all is the ability to convert the capital from one type to another and then have essential social strengths with this capital (Haryanto, 2015). However, during the competition in the election arena, a candidate must possess a fundamental capital that might become the leading capital in obtaining a seat of power. In this case, cultural capital is one of the determining capitals a candidate needs to have, in addition to social and political capital.

Following on from the preceding explanation, this study focused on studying characteristics of the cultural capital of Minangkabau nomads competing for a seat in DPR-RI legislature in Indonesia's 2019 Legislative Elections. Bourdieu (1986) conceptualizes cultural capital as the product of social practices and social reproduction that enables classes to carry out their dominant culture through a cyclical reproduction. The dimensions of cultural capital put forward by Bourdieu include objective knowledge about art and culture, cultural tastes and preferences, formal qualifications such as degrees and knowledge, family heritage, and the ownership of high-value cultural objects. Casey (2008), on the other hand, defines cultural capital as a candidate's proximity to the region or constituency.

Referring to Bourdieu's and Casey's opinion, the ownership of a candidate's cultural capital could be seen from the candidate's knowledge and understanding of the cultural values, the ownership of valuable cultural objects, the candidate's formal qualifications, and the candidate's familiarity to the people in the constituency. By presenting a model of modern political democracy that accommodates cultural values, this study was significant to perceive the cultural capital owned by Minangkabau nomads as the candidates for the DPR-RI legislature in order that they succeeded in winning the 2019 Legislative Election.

Methods

This study was qualitative in nature. It is argued that qualitative research is the most effective method for comprehending social behavior. Data in qualitative research is gathered and analyzed using words (oral and written) and human behaviors. The researchers investigate a person's or group's attitudes, behaviors, and subjective experiences, as well as the meaning connected with those experiences (Marsh & Stoker, 2010). Particularly, the type of this study was a case study. Case study research explores phenomena in real-life scenarios in which the boundaries between the phenomenon and the context are unclear and different sources of information are utilized (Yin, 2006). According to Yin, numerous sources of evidence can be used in case study research, including documents, archives, recordings, interviews, direct observation, participatory observation, and physical devices.

The primary data were gathered through interviews conducted following the interview guidelines. According to Fontana and Frey (2009), an interview can be performed openly with a list of questions prepared ahead of time or unstructured, with both aiming to undertake informal investigations to allow discussion of specific concerns. In addition, the secondary data from archive documents and other scientific journals was also employed.

Results and Discussion

The phenomenon of Minangkabau politics during the post-reform Indonesian political constellation were reflected from the election of Minangkabau nomads as candidates for the 2019 Legislative Election. In *rantau* (outside West Sumatra Province, the area of the origin of Minangkabau people), there were 14 (fourteen) Minangkabau nomads candidates who were elected, scattered in several constituencies in Indonesia. More specifically, the composition of the gaining votes of Minangkabau nomads candidates were elected in 8 (eight) provinces with 6 (six) different parties, namely Partai Amanat Nasional (PAN), Partai Gerakan Indonesia Raya (Gerindra), Partai Golongan Karya (Partai Golkar), Partai Nasional Demokrat (Partai Nasdem), dan Partai Demokrasi Indonesia Perjuangan (PDIP). Meanwhile, the distribution of Minangkabau nomads who were the DPR-RI candidates and their number of votes are presented in Table 1.

Table 1.
Minangkabau Nomads' Votes for DPR-RI Candidates in the 2019 Legislative Election

No.	Names	Party Origin	Election Area	Number of Votes
1.	Tiffatul Sembiring	PKS	North Sumatra I	127.233
2.	Nasril Bahar	PAN	North Sumatra III	95.557
3.	Jon Erizal	PAN	Riau I	78.848
4.	Chairul Anwar	PKS	Riau I	75.348
5.	Arsyadjuliandi Rahman	Golkar	Riau I	32.511
6.	Nurzahedi Tanjung	Gerindra	Riau II	57.338
7.	Asman Abnur	PAN	Riau Islands	76.021
8.	Rano Karno	PDIP	Banten	274.294
9.	Ahmad Sahroni	Nasdem	DKI III	73.938
10.	Fadli Zon	Gerindra	West Java V	230.524
11.	Evita Nursanty	PDIP	Central Java III	130.983
12.	Moreno Suprpto	Gerindra	East Java V	59.296
13.	Arteria Dahlan	PDIP	East Java VI	108.259
14.	Willy Aditya	Nasdem	East Java XI	190.814

Source: Processed by Researchers from KPU-RI, 2019

Among the electoral districts in *rantau* (foreign regions) in the 2019 Legislative Elections, the most substantial victory for Minangkabau nomads was in Riau Province. It was reported that 4 (four) out of 13 (thirteen) seats for the Members of the DPR-RI in the Riau Electoral District during the 2019/2024 period were won by Minangkabau nomads as candidates for the DPR-RI.

This achievement implied that 30.77 percent of the legislature members currently came from Minangkabau. This was even more interesting when compared to the results of the Riau Population Census in which the number of Minangkabau tribes in Riau Province was only around 11.26 percent (BPS Province of Riau, 2018). This figure clearly exceeded the achievements of Minangkabau nomads in the electoral political arena.

In a procedural democracy, it is obvious that every citizen has the same opportunity to vote and be elected, is given the same freedom in channeling political aspirations, and also has the right to take part in competitions in the placement of public offices. However, at the empirical level, it turns out that the opportunities between one candidate and another are different because the capital that everyone has in participating in electoral political contests is different from one another. Wherever the arena of electoral contestation is, election participants, in this case legislative candidates, try their best to win the hearts of voters. In this section, the researchers revealed the cultural capital owned by the Minangkabau nomads candidates who were elected in the 2019 Legislative Election.

Fadli Zon and Jon Erizal: The Duo Minangkabau Nomads Elite Figures

Fadli Zon is a Minangkabau intellectual from Payakumbuh, West Sumatra Province. He is the eldest son of three siblings, and both of his parents are Minangkabau people from Payakumbuh, West Sumatra. In practical politics, he first joined the Golkar Party in 1995, then was appointed as a member of the People's Consultative Assembly of the Republic of Indonesia (MPR-RI) from the Youth Group Envoy in 1997. He co-founded Partai Bulan Bintang (PBB) on July 17, 1998. The dynamics of democracy then led him to co-found the Gerindra Party on February 6, 2008. On October 1, 2014, he was elected as a member of the DPR as well as the Deputy Chair of the DPR-RI in charge of politics, law, and security (Pahlevi, 2015).

Table 2.
The Results of Vote Acquisition of the DPR-RI Candidates for the Electoral District (Dapil) of West Java V in the 2019 Legislative Election

No.	Names	Party Origin	Number of Votes
1.	Fadli Zon	Gerindra	230.524
2.	Primus Yustisio	PAN	86.983
3.	Adian Napitupulu	PDIP	80.228
4.	Elly Rachmat Yasin	PPP	71.884
5.	Mulyadi	Gerindra	70.569
6.	Fahmy Alaydrus	PKS	67.677
7.	Ichsan Firdaus	Golkar	64.240
8.	Anton S. Suratto	Demokrat	55.634
9.	Tommy Kurniawan	PKB	33.988

Source: General Election Commission of West Java Province, 2019

The results presented in Table 2 demonstrates that Fadli Zon name was listed as the candidate who received the most votes in the Electoral District of West Java V, considerably exceeding his competitors. Furthermore, based on the number of votes he received, Fadli Zon even listed himself as the top 10 (ten) legislative candidates with the most votes in Indonesia as published by Kompas.com (2019, August 31). This verifies how much the public hopes for the figure of Fadli Zon.

Meanwhile, at a different place, Jon Erizal, a Minangkabau nomads, advanced from the Electoral District of Riau I. Before participating in the 2014 DPR-RI Legislative Election, Jon Erizal nominated himself for the Governor of Riau for the 2013-2018 period in 2013. Paired with Mambang Mit and supported by PAN and PKS, however, he stopped in the first round with 318,548 votes or around 13.4 percent. Competing in the 2013 Pilkada became a valuable experience that further strengthened his steps to enter the political sector in the DPR-RI General Election. As a Minangkabau nomads, he was also entrusted as the Vice Chairman of the Riau Minang Family Association (IKMR). In the Electoral District of Riau 1, Jon Erizal won the highest votes with a total of 78,848 votes (GoRiau, 2019). Interestingly, this vote led Jon Erizal far ahead of the former Governor of Riau, Arsyadjuliandi Rachman (the Golkar Party). The results of the permanent vote acquisition for the 2019 DPR-RI Legislative Election from the Electoral District of Riau I is presented in Table 3.

Table 3.
The Results of Vote Acquisition of DPR-RI Candidates for the Electoral District of Riau I in the 2019 Legislative Election

No.	Names	Party Origin	Number of Votes
1.	Jon Erizal	PAN	78.848
2.	Ahmad	Democrats	77.324
3.	Effendi Sianipar	PDIP	75.828
4.	Chairul Anwar	PKS	75.348
5.	M.Rahul	Gerindra	58.565
6.	Syamsurizal	PPP	42.743
7.	Arsyadjuliandi Rachman	Golkar	32.511

Source: General Election Commission of Riau Province, 2019

The success of Fadli Zon and Jon Erizal was resulted from various factors. Among the determining factors was the ability to utilize and optimize their respective capital. The National Press figure and a humanist from Minangkabau, Chaniago (2022) said the following:

"The Minangkabau people are known as nomads, in which *merantau* is a cultural capital in itself. The success of Minangkabau nomads as elected legislative candidates in *rantau* cannot be separated from the ability of Minangkabau nomads candidates to utilize various types of the capital they have. The social

capital of Minangkabau nomads can be seen from their adaptability and social networks. (An interview with Hasril Chaniago, 02/01/2022 in Padang)

The Institutionalized Tradition of *Merantau*

The tradition of *merantau* among Minangkabau people has become a philosophy of life. As explained in the previous section, *merantau* generally means to move voluntarily from one's origin country (Minangkabau/ now West Sumatra Province) to another country in search of a better life for the future. This implies that *merantau* is a step of kindness/wisdom or the philosophy in life. This then renders *merantau* as an institutionalized tradition or culture in the Minangkabau ethnic community. The institutionalized *merantau* causes this tradition to be passed down from generation to generation.

This is reinforced by Naim's statement (2013) that *merantau* is a voluntary migration (voluntary move) which has been institutionalized in the Minangkabau ethnic group. This institutionalized *merantau* implies that the moving tradition has resembled an institution for the Minangkabau ethnic community. Apparently, the activities of an institution are patterned/ planned/ organized and structured in such a way. As a philosophy of life, *merantau* for the Minangkabau tribe is following the customary philosophy: "*karatau madang di hulu, babuah babungo balun; marantau bujang dahulu, di kampuang paguno balun.*" (Meaning: if you cannot do much for many people in the village, it's best to go abroad first).

The ideology of *merantau* denotes the encouragement for Minangkabau young men to travel abroad to other people's lands in search of knowledge and livelihoods, to be brought back and developed at home. Furthermore, *rantau* become a space for self-actualization, allowing people to move in numerous domains of life such as trading (economic), politics, social, cultural, and other aspects of life that can help others around them.

Based on this philosophy, Navis (1983) proposes 3 (three) main objectives of *merantau* among the Minangkabau ethnic group; they are

- (1) *Mancari pitih* (earn money/ properties) by trading and becoming a merchant. Almost every ethnic group in the archipelago (Indonesia) has the tradition and ethos of a merchant. However, the Minangkabau ethnic group is the only one with a strong trading ethos (Idris, 2015). Being a merchant is intimately tied to the socio-cultural life of the Minangkabau people. *Manggaleh* is a native phrase that refers to the act of purchasing and selling in a market system. Minangkabau merchants are able to become significant competitors for Chinese merchants, who have long controlled trade in the archipelago since the colonial era, because to their persistence in *manggaleh* (Furnivall, 2009).

(2) *Mancari ilmu* (Seeking for knowledge) by learning and studying, developing the education through school/college activities in order to acquire knowledge that will be useful in the future.

(3) *Mancari pangkek* (Finding a position) by building a career (position).

Following the three (three) major aims of *merantau* to the Minangkabau ethnic group, it is evident that for Minangkabau nomads, *merantau* is not only for economic purposes through trading activities (trading routes), but also to strive in developing education and socio-political activities. In this situation, sociopolitical engagement can be carried out through career advancement in a variety of fields, including politics, government, professional, self-employment, trade, and so on. In this regard, Prof. Djohermansyah Djohan, a Minangkabau professor and senior government official in Indonesia, stated:

"..... one of the cultural assets of the Minangkabau people is the tradition of *merantau*. Through *merantau*, Minangkabau people prove themselves in numerous aspects of life, including the political field, in which *mancari pankek* (finding a position) is one of the goals of *merantau*. Previously, the history revealed that Minangkabau nomads had contributed to the life of this country, especially at the beginning of the establishment of this country that continues over time to this day. Recently, this has been proven by the election of Minangkabau nomads in several electoral districts in post-reform Indonesia." (An interview with Prof. Djohermansyah Djohan, 03/07/2021 in Jakarta)

The success of Fadli Zon and Jon Erizal, the two Minangkabau nomads candidates for the DPR-RI legislators obtained significant (the highest) votes in their respective constituencies in the 2019 legislative election, further proves that *merantau* is a place for the Minangkabau people to prove themselves that they are successful, able to live a more decent life, align themselves, and finally contribute to the society, the environment where they live. Minangkabau people contribute to their *rantau* land (the current country of residence) and their homeland, and most importantly, their contribution to the society broadly. As Fadli Zon stated:

".....*merantau* opens up our eyes and hearts to give and interpret the wider value of life. It contributes not only to the local state and the state of origin, but also to the wider community, the nation and the country of Indonesia." (An interview with Fadli Zon, 14/09/21 at Fadli Zon Library Jakarta).

In addition, Bourdieu (1986) affirms that cultural capital has several dimensions, two of which are the objective knowledge of art and culture and the cultural taste. In this aspect, *merantau* is a cultural capital for Minangkabau nomads since it has a cultural character that subsequently becomes objective knowledge for Minangkabau people such as Fadli Zon and Jon Erizal. This is reinforced by Hasril Chaniago, a Minangkabau culturalist, who said:

"...in my opinion, the main capital in the success of Minangkabau nomads candidates in the electoral political contestation is the cultural capital, in this case, a way of life. For the Minangkabau people, the nature is this vast nature as the philosophy of '*Alam takambang jadi guru*' (The nature is a teacher or guidance in life). Hence, the Minangkabau homeland is this whole world, as said in the Minangkabau philosophy." (An interview with Hasril Chaniago, 02/01/2022 in Padang)

This philosophy is then embodied by respecting and appreciating the nature or the order of life in *rantau*. *Merantau* opens your eyes and heart to contribute to the wider community, not only for his *rantau* (Dapil Jabar V/Kab. Bogor) but also for his homeland, West Sumatra, and the whole wider community. Regarding his election in *rantau*, Fadli Zon commented:

"My election in *rantau* is of course owing to the support of all people. One of the factors in my selection, in addition to the community support, is the culture of *merantau*. *Merantau*, which has become institutionalized in Minangkabau, has become a valuable cultural capital for me in my election to regional elections in *rantau* lands, both in the 2014 and 2019 legislative elections. The philosophy of *merantau* has become a spirit to contribute to a wider order of life, including the *rantau* lands as my constituency." (An interview with Fadli Zon, 14/09/21 at Fadli Zon Library in Jakarta).

Merantau is indeed an institutionalized tradition. This tradition has passed down from generation to generation and so are Fadli Zon and Jon Erizal, in which *merantau* was passed down by their parents originating from Minangkabau. As Minangkabau nomads, Fadli Zon and Jon Erizal mingled and respected the rules existed in *rantau*. Fadli Zon adapted to Sundanese culture, while Jon Erizal adapted to Riau Malay culture. These two figures have not lost their Minangkabau identity by sticking to the principle of *dima bumi dipijak, di situ langik dijunjuang*. This is in line with the concept of cultural capital as suggested by Bourdieu (1992), which is related to cultural tastes, and Casey (2008), which discusses about the cultural understanding of the local community/constituency.

The Minangkabau homeland teaches many life values (*habitus*) to Minangkabau nomads like Fadli Zon and Jon Erizal, who were elected in the electoral political contestation sector. *Merantau* is one of the habits performed by Fadli Zon and Jon Erizal. Being intertwined with this tradition, Minangkabau people are often referred to as *urang awak*, which if translated into Indonesian means our people. *Awak* has a similar meaning to "we" which means the whole.

The word *awak* used by Minangkabau people has various meaning depending on the context. For example, if this word is used in the context of Indonesia, *awak* refers to Indonesia (if there is a competition between countries, *awak* is the country). On the other hand, if *awak* is used in the context of homeland, *awak* means *Ranah Minang* (the Minang land). This depicts the

nationalism of Minangkabau. The philosophy of *awak* becomes the distinctive cultural capital and social capital for Minangkabau people since they put themselves in accordance with to the environment (match).

The Role of Matrilineal Kinship System: *Tungku Tigo Sajarangan*

Kinship is defined as social relations occurred between a person and his siblings or family, both from the father's and mother's lines. The center of the kinship system is the family, both the nuclear family and the extended family. Meanwhile, matrilineal kinship refers to a social and cultural relationship formed by the descent from the mother's line. The matrilineal kinship that is identical as a pattern of Minangkabau culture results in a feeling of shared destiny, a strong sense of solidarity (brotherhood) with one another in *rantau*.

The culture of Minangkabau has never faded even though the people are in *rantau*. Through the customary philosophy of adaptability, Minangkabau nomads try to position themselves, to adapt to the culture of the people in *rantau*. Meanwhile, as fellow Minangkabau nomads, they still maintain a sense of social solidarity by showing their sense of kinship.

The cultural capitals of Minangkabau nomads can be seen, one *rantau* lands. This culture has been instilled from their ancestors since long ago or before *merantau*, which to date is still well ingrained and upholds its sacred values by the next generation including Fadli Zon and Jon Erizal. Fadli Zon was appointed as the General Chair of the DPP IKM. Meanwhile, Jon Erizal was appointed as the Deputy Chair of IKMR. Until now, the two Minangkabau nomads figures from the DPR-RI candidates are still holding their positions. It then strengthens the cultural capital existed in the elite figure of the Minangkabau nomads.

Moreover, the cultural capital, which was represented by matrilineal kinship, assisted the candidates in supporting and socializing Minangkabau nomads figures for DPR-RI candidates in the electoral political contestation arena in the 2019 Legislative Election. As one of Minangkabau nomads figures who competed for DPR-RI candidates in the 2019 Legislative Election, Fadli Zon had traveled and spent his childhood in Cisarua Bogor, but currently he lived in Jakarta (Zon, 2016). The presence of Minangkabau nomads in the election arena contributed to helping socialize the figure of Fadli Zon to other voters. The IKM community joined the 'FZ Success Team' in winning the 2019 Legislative Election.

The Minangkabau matrilineal kinship, which was represented through the Minangkabau nomads community, such as IKM, IKMR, and other Minangkabau communities who joined other communities played an important role in winning Fadli Zon and Jon Erizal in the electoral contestation of the 2019 Legislative Elections. Through matrilineal kinship, the values that were

considered identical (same origins, tradition systems, and cultural values) owned by fellow Minangkabau nomads, eventually managed to form personal bonds (*civic engagement*) during the campaign process. Furthermore, the existence of Minangkabau nomads voting community which spread across various lines of life (across professions) helped to socialize, support, and win the figure of the Minangkabau nomads as candidates for the DPR-RI legislators in the 2019 Legislative Election.

Cultural capital, in the form of matrilineal kinship, is then strengthened by three elements of leadership (*triumvirate*) in Minangkabau. They are known as *Tungku Tigo Sajarangan*, which consists of *Niniak Mamak* (the village elder), *Alim Ulama* (the religious scholar), and *Cadiak Pandai* (the intellectual). *Tungku Tigo Sajarangan* has a crucial role in the people's lives to date, including in the field of electoral contestation in *rantau*. It becomes the three pillars of leadership that are interrelated and have an important role in the wheels of civilized, religious, and knowledgeable leadership. This concept is stated in the Practice Guidelines "*Adat Basandi Syarak, Syarak Basandi Kitabullah, Syarak Mangato Adat Mamakai, Alam Takambang Jadi Guru*", which indicates that *Tungku Tigo Sajarangan* is the collective leadership of the Minangkabau community, consisting of *Niniak Mamak*, *Alim Ulama*, and *Cadiak Pandai* (Azra, 2011).

First, *Niniak Mamak* has the responsibility to guide and care for his nephews and people. *Niniak Mamak* refers to the elderly men in the community, who becomes is the place of: *baiyo* and *bamolah* (asking and deliberating). They are elder and respected because of the noble qualities they have even though they are still young, either individually or collectively. In a broader sense, *niniak mamak* are adult men in a Minangkabau community; *niniak mamak* is the head of a tribe (Ibrahim, 2015). Then, *alim ulama* is a scholar in religious affairs, a person who has extensive religious knowledge and deep faith. *Alim Ulama* is a group of intelligent people who understand the teachings of Islam. Their understanding of Islam is not only in terms of knowledge, but the Islamic aspects also become his attitude in life, the role model in the *nagari* (the region), who enlighten the way in the world and becomes a torch for the way to the hereafter (Andeska, 2017).

Lastly, *cadiak pandai* is defines as a leader since he has extensive knowledge and insights, as well as wise and prudent. *Cadiak pandai* can provide teachings at meetings so that people's eyes are opened to choose what is good and right. *Cadiak pandai* can bring relatives and community members closer so that good relationships are developed to achieve the goodness of the *nagari* (Akmal in Andeska, 2017).

As the collective leaderships in Minangkabau, *Tungku Tigo Sajarangan* contributed to winning candidates in the 2019 Legislative Election. *Tungku Tigo Sajarangan* particularly contributed to convincing the Minangkabau nomads communities to support and succeed the

Minangkabau nomads candidates participating in the contest such as Fadli Zon and Jon Erizal. In addition, *Tungku Tigo Sajarangan* also joined the candidate winning team along with other communities. Regarding the roles *Tungku Tigo Sajarangan*, Jon Erizal said:

“.....in the political sector in *rantau*, especially the electoral district is Riau I, I have friends and relatives. The role of the Minangkabau *Niniak Mamak* who lives in *rantau* is to convey to their nephews and close relatives to support the electoral contestation arena. Through the well-maintained closeness with community leaders like *Niniak Mamak*, *Alim Ulama*, and *Cadiak Pandai* in *rantau*, I really feel the support to be succeeded in the 2019 Legislative Election.” (An interview with Jon Erizal, 14/07/2020 via zoom meetings).

Based on the explanation provided by Jon Erizal, he declared that as the Minangkabau nomads candidate for the DPR-RI legislator in the 2019 Legislative Election, he utilized and maintained the matrilineal kinship, which then led to *Tungku Tigo Sajarangan: Niniak Mamak, Alim Ulama* and *Cadiak Clever* (the Minangkabau customary community figures) in *rantau*. This is apparently inseparable from the Minangkabau matrilineal kinship, even though they are in *rantau*, they are still well tied and maintained.

Having adequate cultural capital in Minangkabau nomads figures, the candidates, in this case, Fadli Zon and Jon Erizal, would at least strengthen their positive value in the eyes of political parties. This was because the considerations of political parties in determining the candidate to be supported were always be associated with the advantages possessed by the candidates (Paskarina et.al, 2019). On this basis, candidates should maximize their contributions and utilize their capital to gain a significant victory in the arena of electoral contestation.

Conclusion

The concluding statement should contain summary and suggestion. Based on the discussion above, it was concluded that Minangkabau nomads possessed adequate cultural capital and were able to manage it well so that they could win the 2019 Legislative Election. Two of the elite figures of Minangkabau nomads who were elected for the DPR-RI legislators in the 2019 Legislative Election were Fadli Zon (from Gerindra Party, Electoral District of West Java V) and Jon Erizal (Partai Amanat Nasional (PAN), Electoral District of Riau I). Both of them were Minangkabau nomads figures who were considered to have good leadership figures, cultured, able to carry out the mandate, care, humane, and close to the community.

The cultural capital possessed by Fadli Zon and Jon Erizal included the institutionalized tradition of merantau, and the role of *Tungku Tigo Sajarangan* in a matrilineal kinship network. Merantau, as an institutionalized social tradition of the Minangkabau people, encouraged the

Minang people to continue to prove themselves, to move from place to place in search of a better life, including in the political field.

As an integral part of Minangkabau, Fadli Zon and Jon Erizal are one of the current Minangkabau leadership role models, which is reflected in their ability to maintain and maintain Minangkabau customary and cultural values until now. The Minangkabau cultural values which are very flowing and rooted among the Minangkabau tribe have become a valuable cultural capital in the selection process of Minangkabau nomads in the arena of election contestation on the seashore. this commitment to maintaining Minangkabau cultural values, especially the tradition of migrating and the role of the Tungku Tigo Sajarangan in the matrilineal kinship network, is what has led the Minangkabau nomads candidates to be elected in the 2019 Legislative Elections.

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Policy Development Corporate Social Responsibility (CSR) based on Village Sustainable Development Goals (SDGs) in Bukit Batu District Bengkalis Regency

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Abstract

Current Corporate Social Responsibility (CSR) policies are often judged to be less targeted and unsustainable, causing disappointment to the community and government. In order for this CSR policy to be right on target and sustainable, then it needs to be based on the policy of accelerating the achievement of the Village Sustainable Development Goals (SDGs). Bengkalis Regency currently has one large company, namely PT. Pertamina Sungai Pakning which is committed to the implementation of CSR. The company has made a CSR policy from 2014, but this CSR policy has not been based on the Village SDGs. The purpose of this study is to develop CSR policies based on Village SDGs in order to assist villages in accelerating the achievement of national development goals. This study uses a qualitative method. The results of the study found that the development of CSR policies can be formulated using an incremental policy model by maintaining the fields of education, health, the environment and adding several fields, namely the economic, social, institutional and technological fields which have implications for the objectives of the Village SDGs. This policy can be realized through charity programs, infrastructure, capacity building, and community empowerment.

Keywords:

CSR; policy, Village SDGs

Introduction

National development with a development approach from the village is currently the main choice by the government through policies issued such as the policy of accelerating the achievement of sustainable national development goals through the Village Sustainable Development Goals (SDGs) by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration. This policy is inseparable from the decline in Indonesia's ranking from 98th in 2016 to 101st in 2020. The results of the global SDGs evaluation show that Indonesia excels in policy support but is weak in implementing activities, realizing justice and security and participation between parties.

This weakness can be covered through collaborative policy implementation with the business world and industry through corporate social responsibility (CSR) policies. CSR policies are also emphasized on achieving the SDGs in the social, economic and environmental fields

(Sudriman, et al., 2021). The current condition, the policies seem to run separately, there is no synergy between the two (village government and companies). So that the implementers of this policy often feel there are limitations, weaknesses, shortcomings and often face challenges in its implementation. In fact, these policies have the same goal, namely to both achieve the goals of sustainable development. As we understand, sustainable development is a collaborative work between the state, private sector, and society civil society (Peng, et al., 2021)

CSR as an integrated policy of the company is an opportunity for the government to make the company a partner in development. Corporate CSR is a social force and a business strategy for dealing with business problems. Progressive CSR policies allow companies to change and develop their own CSR policies to increase barriers to competitors seeking to develop status and identity. CSR policy development aims to adapt to changing situations in society (Tien & Anh, 2018)

The need for CSR is felt in many countries. Nigeria seems too slow in harnessing domestic resources to meet its socioeconomic needs. However, CSR has been found in some contexts as an important means of realizing much needed development expectations (Akinde, 2020)

CSR is often understood as the responsibility of the company in doing profitable business but still prioritizing environmental and social sustainability efforts (Vishwanathan, et al., 2019). The definition of CSR is closely related to business governance and environmental sustainability around the company's operational area. The word sustainability then becomes the key word in discussions about CSR [6]. Globally, the role of the private sector in development through CSR activities has increased dramatically (Falah, et al., 2022). Increasing the involvement of the private sector through CSR activities in community development is believed to be able to drive development in operational areas massively and systemically (Abdelhalim & Eldin, 2019).

CSR was known around 1970 and became increasingly popular after the emergence of a book by John Elkington entitled *Cannibals with Forks: The Triple Bottom Line* in 21st. Elkington developed three components of sustainable development, namely economic growth, environmental protection and social justice. Elkington popularized CSR with the term 3 P (profit, planet, and people). A good company is not only looking for profit, but also has concern for the welfare of the surrounding community and environmental preservation due to the activities that have been carried out by the company (Igwe, et al., 2018).

Carroll defines four parts of CSR that are embedded in the conceptual model of Corporate Social Performance (CSP), which include: economic, legal, ethical, and delegative (or philanthropic) components as components of the company in general, which are carried out by every business venture (Carol, 2021). Another view of CSR is that companies have obligations to constituent groups in society, other than shareholders as defined by law and business contracts

(Yi, et al., 2020).

Drucker revealed that at one level of moral argument, society directly or indirectly, makes businesses successful to obtain the benefits needed such as healthy and educated employees, physical infrastructure, and legal protection that makes it safe and stable, as well as consumer markets to buy their products. As the community has contributed, the business has a reciprocal obligation to the community to operate in a way that is considered socially responsible and profitable. Because companies operate within the broader context of society, communities have the right and power to determine their expectations (Zafran, 2018)

Bowen in 1953 defined CSR as the obligation of every company in formulating policies, making decisions, or following norms and values in society. This definition, later updated by Davis, states that business decisions and actions are taken for reasons, or at least in part, beyond the direct economic or technical interests of the company (Carol, 2021).

Frederick stated that entrepreneurs continue to oversee the operation of the economic system that meets the needs of the public. This means that the economy must be driven in such a way that it is able to run in accordance with the expectations and interests of socio-economic welfare in society as a whole. CSR in the latest development states that the resources managed by the company are used for economic and human interests, and the resources used by the company are not only limited to personal, group and company interests. Meanwhile, McGuire emphasized by stating that CSR requires being economically and legally responsible, but also responsible to the community (Li, et al., 2019).

This strengthening of the company's obligation for CSR has been officially released ISO 26000 on November 1, 2012 regarding international guidance on social responsibility which formulates the definition of social responsibility as corporate responsibility for the consequences that arise from its policies and activities in the environment and surrounding communities (Sugianto & Soediantono, 2022).

Meanwhile, the Village Sustainable Development Goals (SDGs) were born from the SDGs themselves (Susanti, et al., 2021), which is a global development agenda that has been agreed upon by 193 countries in 2015, the existence of the SDGs actually ends and at the same time replaces the MDGs (Millennium Development Goals) which have been ongoing since 2000 (Ashraf, et al., 2019). The SDGs are more diverse and detailed, consisting of 17 goals, 169 targets, and 241 indicators. Its preparation involves many countries, expanded funding sources, emphasis on human rights in poverty alleviation, stakeholder involvement, and the principle of inclusiveness and nothing is left behind.

If you learn from the implementation of the MDGs, the main priority of the SDGs is to change strategies and methods that are appropriate and in accordance with Indonesian

conditions, both social, economic, environmental, cultural and local wisdom conditions, as well as geography (Diouf, 2019). Gaps in progress between regions, archipelagic geography, and unintegrated data require a deeper understanding. That's why localizing SDGs has become a special theme, as the step initiated by the Ministry of Villages PDTT through Permendesa PDTT No. 13 of 2020 which focuses on utilizing village funds to achieve Village SDGs.

Village ministry added the 18th point in the SDGs which gave birth to the Village SDGs, namely dynamic village institutions and adaptive village culture. The reason is that SDGs Desa 18 is an effort to accommodate local community wisdom and productive village institutions. The Village SDGs will contribute 74% to the achievement of TPB. There are two aspects of the Village SDGs that are believed to be able to make a significant contribution, namely the territorial aspect and the civic aspect. Judging from regional facts, 91% of Indonesia's territory is a village area, while based on the aspect of citizenship, 43% of the Indonesian population lives in villages and 6 SDGs goals are related to villagers (Iskandar, 2020).

Village SDGs are a strategic step. At least for 2 things, first, the Village SDGs become a vehicle to bring out the cultural character of the archipelago as a paradigm foothold. Village SDGs can mobilize strength to maintain Indonesian identity in the midst of globalization which limits and relativizes state sovereignty and is hegemonic to nature. Second, the Village SDGs are a shield to protect village natural resources from privatization and exploitation. These two objectives will be difficult to realize if the participatory approach model is not institutionalized, not just artificial and temporary participation. If this agenda runs, the Village SDGs will become an opportunity to restore nature as a center that runs on the cultural wisdom of the archipelago. Keep in mind, without humans, nature can still be sustainable, while humans cannot survive without sustainable nature (Iskandar, 2020).

There are some of the biggest challenges in implementing Indonesia's SDGs. These challenges include ensuring the implementation of inclusive principles and nothing is left behind, integrating all stakeholder programs in the SDGs action plan, synergizing between government and non-government priorities, and building a comprehensive and inclusive database. This challenge is present in the midst of the fact that the disparity in development of each region, Indonesia's geographical condition in the form of an archipelago, and the technocratic atmosphere that has been deeply rooted.

This Village SDGs refers to Presidential Regulation (Perpres) Number 59 of 2017 concerning national sustainable development goals. The Presidential Regulation states that there are 17 national sustainable development goals. Meanwhile, the village SDGs add one more goal. This means that the village SDGs have 18 village sustainable development goals that form 8 village typologies, namely Villages without poverty and hunger (SDGs Desa 1: Villages without poverty;

and SDGs Desa 2: Villages without hunger), Village economics grow evenly (SDGs Village 8: Village economic growth evenly; SDGs Village 9: Village infrastructure and innovation according to needs; SDGs Village 10: villages without inequality; and Village SDGs 12: consumption and production of environmentally conscious villages), Health care villages (Village SDGs 3: Healthy and prosperous villages; Village SDGs 6: Villages with clean water and sanitation; and Village SDGs 11: residential areas in safe and comfortable villages), Villages that care about the environment (SDGs Desa 7: Villages with clean and renewable energy; SDGs Desa 13: Villages that respond to climate change; SDGs Desa 14: Villages care about the marine environment; and SDGs Desa 15: Villages care about the terrestrial environment), A village that cares about education (SDGs Desa 4: quality village education), a women-friendly village (SDGs Desa5: village women's involvement), a networked village (SDGs Desa 17: partnerships for village development), and a culturally responsive village (SDGs Desa 16: Villages of peace and justice ; and SDGs Desa 18: dynamic village institutions and adaptive village culture (Iskandar, 2020).

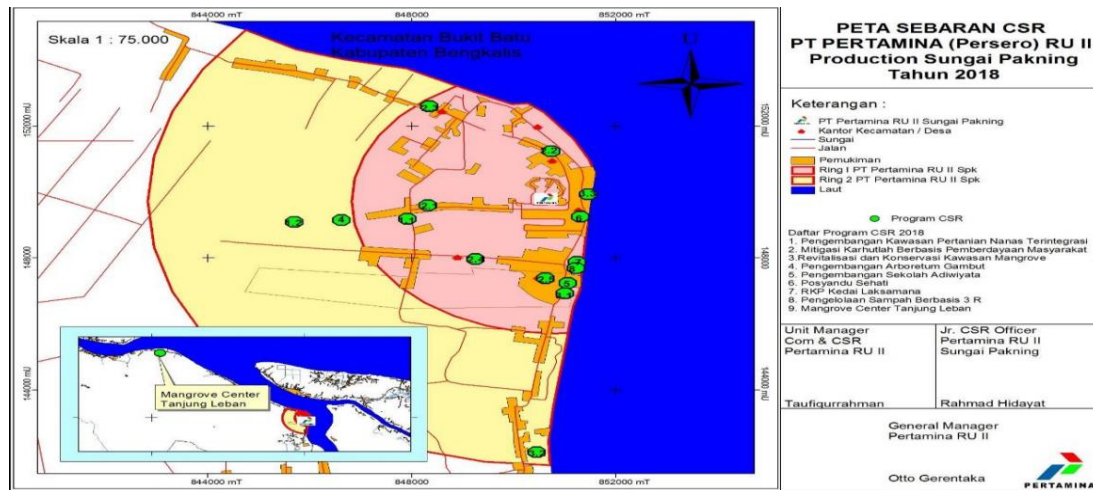
With the Village SDGs, it is hoped that village governments can collaborate with companies operating in their areas to participate and even become strategic and holistic partners in achieving national development goals. Because the company is also required to go in the same direction through the company's CSR program. The problem with CSR policies that exist in Bengkalis Regency is not yet based on the Village SDGs policy to start national development starting from the preparation of concepts, policy and institutional support. So, the purpose of this study is to develop CSR policies using an incremental model based on Village SDGs in Bukit Batu District, Bengkalis Regency.

Methods

This type of qualitative research uses a phenomenological approach with the presence of CSR policies and Village SDGs policies. The research location is focused on the operational area of PT. Pertamina International Refinery Unit II Sungai Pakning, namely Bukit Batu District, Bandar Laksamana District and Siak Kecil District, Bengkalis Regency, Riau Province.

This location was taken with the consideration that PT. Pertamina International Refinery RU II Sungai Pakning and the implementation of CSR in the area. In the context of CSR policy, Bukit Batu District was chosen as the research location because it is in ring one or closest to the operational area of PT. Pertamina RU II Sungai Pakning refinery, so that the company's responsibility becomes greater to carry out development in its operational area.

Picture 1.
Research Location Map



Source: PT. Pertamina International Refinery Unit II Sungai Pakning

The research time starts from 2019 to June 2022. Starting from a study of best practice CSR programs in 2019 and continuing research on models of sustainable CSR program implementation in 2020-2021 until new phenomena are found with the presence of Village SDGs policies that require participation from the world business and industry through the company's CSR policies. The method uses a qualitative method that begins with conducting preliminary observations by finding the main themes of the research and finding an overview of the research flow, followed by data collection by finding informants, interviewing and observing and making daily notes, finding new informants, developing interview strategies. and observation, using triangulation to find the truth of the data. The next stage is further data collection by finding data and information deficiencies, discarding unimportant information, finding new informants and developing research drafts into the final research design.

Informants in this study used the purposive method, including the Manager of PT. Pertamina International Refinery RU II Sungai Pakning, Jr. CSR Officer PT. Pertamina International RU II Sungai Pakning Refinery and its staff, Bukit Batu Subdistrict Head, Sungai Pakning Village Head, Village Head and Village Secretary Pangkalan Jambi, Village Head and Village Secretary Batang Duku and CSR fostered partners PT. The Pertamina International RU II Sungai Pakning refinery uses the focus group are effective (FGE) method, including the Mekar Jaya Bumdes, Tunas Makmur Farmers Group, Harapan Bersama Fishermen Group, and Maju Jaya Bersama Farmers Group.

Data collection techniques method used interviews, observations, and the results of Focus Group Discussions (FGD) on CSR policies, Village SDGs policies and collaborative action plans.

The data analysis technique uses qualitative techniques which are carried out interactively and continue until it is complete so that the data is saturated.

Results and Discussion

PT. Pertamina Refinery Unit II as a refinery that processes crude oil into fuel oil (BBM), non-fuel and petrochemicals has a commitment to assist the government in developing communities around the RU II Sungai Pakning refinery operation area through CSR programs based on corporate policies as a form of responsibility. corporate social and environmental responsibility to the community and the environment on the impacts caused by the company's operational activities through transparent and ethical behavior by prioritizing good corporate governance. In implementing social and environmental responsibility, there is a CSR policy of PT. Pertamina RU II Sungai Pakning which was started sustainably from 2014 until now. Prior to 2014, CSR programs were only charity and infrastructure, this pattern seemed only to meet the needs of the community for a moment or in the short term [18].

In 2014-2016, the development of CSR policies of PT. Pertamina RU II Sungai Pakning is named as a Community Involvement and Development (CID) policy. First, comply with and apply the provisions of the applicable laws and regulations. Second, implementing CID with the concept of sustainable development by prioritizing the triple bottom line principle, namely profit (economic benefit), people (community welfare), and planet (environmental sustainability). Third, developing a sustainable community by optimizing the absorption and distribution of superior products created by fostered partners for mutual progress. Fourth, provide benefits for the surrounding community to be healthy, prosperous, advanced, and independent with Pertamina through CSR programs in the fields of health, education, environment, as well as infrastructure and empowerment. Fifth, maintain a harmonious and responsible relationship with the government, society and other stakeholders. Sixth, improving the reputation and image of the company through efficiency, business growth, and implementing business risk mitigation.

In 2017-2018, there were several policy developments from 2014. First, there were additions in the economic sector. Second, based on the category of community empowerment in the form of charity, infrastructure, capacity building and community empowerment which are prepared based on the strategic plan of the CSR program every 5 (five) years. Third, the CSR program is committed to supporting sustainable development and improving community welfare in order to realize the independence of the community around the company's operational areas. Fourth, the CSR program is implemented by involving stakeholders in a proportional portion. Fifth, CSR programs are implemented in accordance with applicable laws and regulations, and

take into account social norms and values that exist in society. Sixth, the CSR program is implemented with reference to the vision, mission, objectives and environmental policies at PT. Pertamina RU II Sungai Pakning.

In 2019-2021, the development of the first CSR policy, in accordance with the Sustainable Development Goals (SDGs). Second, the expansion of the operational area of the CSR program, which was previously only in rings I and II, is currently being developed to ring III. Third, the type of CSR program is more focused on community empowerment (development of an integrated pineapple area, mitigation of forest and land fires based on community empowerment that cares about fire, revitalization and conservation of the green gem mangrove area, development of peat arboretum and development of forest honey based on non-timber forest products), capacity building (development of a peat love school and a healthy gold health post), infrastructure (making peat wetting water canals and making electricity and solar cells), charity (preserving the fire culture of plugs). , groceries for the poor, repair of worship facilities and Ramadhan safari).

CSR PT. Pertamina RU II Sungai Pakning from 2019 has 13 CSR programs with 37 activities in partnership with 13 groups in three sub-districts in Bengkalis Regency, namely Bukit Batu District, Bandar Laksmana District and Siak Kecil District. Beneficiaries/targets from 13 programs and 37 activities are assisted groups in the form of groups, cooperatives, Bumdes, schools, and Posyandu located in the Ring 1 and Ring 2 areas of Pertamina RU II Sungai Pakning CSR with a total of 64 groups.

The integrated pineapple farming area development program has been carried out in Sungai Pakning Village which is part of the Tunas Makmur Cooperative in the form of donations of 10,000 wood plants as polyculture plants that have been handed over to farmer groups, training on pineapple leaf waste management, assistance for packaging and branding of pineapple products, development of product diversification. pineapple through pineapple leaf fiber craft products, management of the Tunas prosperous farmer cooperative legal entity, and program publications and IPR management. This program has been running for 5 years and in its assessment in 2022 it has entered the independent category. For this reason, in 2023 this program will not be further developed by CSR PT. Pertamina RU II Sungai Pakning.

The fire and forest fire mitigation program based on community empowerment concerned with fire was carried out at the Cross MPA Communication Forum from 5 villages called the Fire Concerned Community Communication Forum (FORKOMPA). Activities carried out in the form of Institutional Training for MPA Cross Communication Forum Management, Entrepreneurship Training for MPA, and publication of programs and IPR management.

Revitalization and conservation program for the gem green mangrove area by planting 20,000 mangrove seedlings in the revitalization area, providing facilities and infrastructure for

brackish water fish cultivation, developing a 1,000-meter mangrove track, training on diversification of mangrove forest products such as processed lomek fish, lunkhead and jeruju chips. , program publication and IPR management. This program was carried out in 3 groups, namely the Harapan Bersama Mangrove Group, the Joint Sustenance Mangrove Group, and the Jaya Bersama Mangrove Group in Pangkalan Jambi Village.

The peat arboretum development program was carried out in a cooperative group of prosperous shoots in Sungai Pakning Village with the activities of making culinary shelters and tourist shelters in the arboretum, developing a semar bag hatchery in the arboretum, namely the availability of a Semar bag nursery house, one of the protected flora, construction of worship facilities (musholla), creation of a website-based liver control system, program publication and IPR management.

The forest honey development program based on non-timber forest products includes institutional training for the community and Bukit Mekar BUMDES in Tanjung Leban Village, cultivation-based forest honey processing training and the manufacture of forest honey packaging and branding.

Peat love school development program with the activity of making the Love Peat School Curriculum as teaching material for 25 elementary schools in three sub-districts, namely Bukit Batu District, Bandar Laksamana District and Siak Kecil District. Furthermore, the activities of making e-learning materials for the Love Peat School, environmental extracurricular activities (Batik Mangrove, Field Study, Green House), providing greening facilities for the love of peat school, outing class activities to support the curriculum for the love of peat school, and providing uniforms with batik motifs of river mangroves. Pakning the result of the student's creative art competition.

Posyandu healthy and healthy gold program with socialization and training on baby massage for posyandu cadres, establishment of baby massage businesses for posyandu cadres, supplementary feeding for mothers of 300 pregnant women and 3,000 toddlers at UPTD Puskesmas Bukit Batu and 27 Posyandu.

The program for constructing peat wetting water canals was carried out by constructing canals and canal blocks for peatlands for peat discussions in Sungai Selari Village and Batang Duku Village. Then the program for making electricity facilities and solar cells with the activity of making electricity facilities from solar cells with a capacity of 450 kwh in Pangkalan Jambi Village. The program for preserving the fire culture of colok with assistance activities for the implementation of the fire culture festival in 49 villages around the operations of PT. Pertamina RU II Sungai Pakning. The basic food program for the poor with food assistance activities for the poor during the month of Ramadan as many as 100 people. The program for repairing worship

facilities with activities to repair worship facilities and infrastructure in 5 areas, namely Al Kiram Mosque, Al Hidayah Mosque, An-Nur Mosque, Al Amin Mosque and Al Anwar Mosque. Ramadan safari program with joint iftar assistance activities for community members during the month of Ramadan in 5 areas, namely Al Kiram Mosque, Al Hidayah Mosque, An-Nur Mosque, Al Amin Mosque and Al Anwar Mosque.

Furthermore, in 2022 a CSR policy was developed in the field of community empowerment, namely the peatland horticultural agricultural program in Batang Duku Village with the aim of keeping peatlands from burning and providing economic benefits to farmer groups who are the main suppliers of vegetables in the Pakning River market. Furthermore, the development of a peat water filtration program (filagam) in Lubuk Muda Village where the problem of this village is the lack of a proper clean water supply due to the contamination of peat water in the village river. In addition, the low level of the economy makes the village community unable to buy clean water every day so that the community's supply of clean water is still very inadequate. So that the management and provision of Filagam will be carried out to make it easier for the community to access clean water every day without having to be far from home.

CSR Policy of PT. Pertamina RU II Sungai Pakning through its CSR programs and activities has contributed to the SDGs in its implementation. The contribution of the Village SDGs can be known after carrying out calculations with standardization in the national medium-term development plan (RPJMN).

Table 1.
Village SDGs Contribution Matrix from CSR Program

Village SDGs	Program	Contribution
Village without poverty	MPA Empowerment-Based Karhutla Mitigation Program	2,57401%
	Integrated Pineapple Agricultural Area Development Program	
	Peat Arboretum Program	
	Revitalization and Conservation of the Permata Hijau Mangrove Area	
	Mangrove Center Tanjung Leban	
	Forest Honey Business	
Village without hunger	Peatland horticultural agriculture program	0,09258%
	Healthy Posyandu	
Quality village education	Peatland horticultural agriculture program	0,01686%
	Peat Love School Development	
Villages with clean water and sanitation	Peat water filtration program	national targets are not set quantitatively
	Integrated Pineapple Agricultural Area Development Program	
	Peat Arboretum Program	
	Revitalization and Conservation of the Permata Hijau Mangrove Area	
Equitable village economic growth	Revitalization and Conservation of the Permata Hijau Mangrove Area	0,0668%

Village SDGs	Program	Contribution
Village without gaps	Mangrove Center Tanjung Leban	0,02042%
	Forest Honey Business	
	MPA Empowerment-Based Karhutla Mitigation Program	
	Peatland horticultural agriculture program	
	Peat Arboretum Program	
	MPA Empowerment-Based Karhutla Mitigation Program	
	Integrated Pineapple Agricultural Area Development Program	
	Peat Arboretum Program	
	Peatland horticultural agriculture program	
	Revitalization and Conservation of the Permata Hijau Mangrove Area	
Environmentally conscious village consumption and production	Integrated Pineapple Agricultural Area Development Program	0,0000595652%
	Peatland horticultural agriculture program	
Climate change responsive village	MPA Empowerment-Based Karhutla Mitigation Program	0,05%
	Peat Love School Development	
	Revitalization and Conservation of the Permata Hijau Mangrove Area	
	Peatland horticultural agriculture program	
Village cares for the marine environment	Mangrove Center Tanjung Leban	0,000110%
	Revitalization and Conservation of the Permata Hijau Mangrove Area	
	Mangrove Center Tanjung Leban	
Village cares for the land environment	Integrated Pineapple Agricultural Area Development Program	0,0685%
	Peat Arboretum Program	
	Revitalization and Conservation of the Permata Hijau Mangrove Area	
	Mangrove Center Tanjung Leban	
	Peatland horticultural agriculture program	

Source: obtained from primary data

The Village SDGs contribution matrix shows that there are 10 Village SDGs out of 18 Village SDGs achieved through the CSR program of PT. Pertamina RU II Sungai Pakning. Of the 10 SDGs, villages that made the highest contribution were SDGs without poverty at 2.57401%. There are still 8 village SDGs that are not owned by CSR PT. Pertamina RU II Sungai Pakning to realize the SDGs achievements, namely firstly a healthy and prosperous village, secondly the involvement of village women, three clean and renewable energy villages, four infrastructure and village innovations as needed, five safe and comfortable village tourism areas, realizing a peaceful village with justice, seventh partnerships for village development, eight dynamic village institutions and adaptive village culture.

To note, the SDGs Village score sourced from the website <https://sid.kemendesa.go.id/sdgs> in Bukit Batu District is still below 50, which is 45.44. The low SDGs score of this village is due to the many indicators that are difficult to work on, which are not understood and are not in accordance with the characteristics of the area in Bukit Batu District. So there are many indicators that cannot be filled by the village government. As indicators, the

village poverty rate reaches 0%, the extremely rural poverty rate reaches 0%, the prevalence of malnutrition, underweight, stunting, anemia has decreased to 0%, the Health Social Security Organizing Agency has reached 100% of the population, the Unmet need for health services has reached 0%.

Maternal mortality per 100 thousand live births reached 0, Infant mortality rate per 1000 live births reached 0, HIV prevalence, tuberculosis, high blood pressure, obesity, drugs reached 0%, Access of children to SD/MI accredited at least B reached 100%, Access children to SMP/MTs accredited at least B reaches 100%, Access of children to SMA/MA accredited at least B reaches 100%, Access of children to *pesantren* reaches 100%, Average length of schooling of population >20 years reaches 12 years, Average length of schooling of population reaches 12 years, Prevalence of cases of violence against girls reaches 0%, the percentage of women in the Village Consultative Body and village apparatus is at least 30%.

The percentage of women who attend the and participates in village development is at least 30%, access to safe drinking water services reaches 100% of families, access to sanitation deserve to reach 100% family, Families and industries that are served with raw water reach 100%, Families and industries that use waste water and sewage facilities reach 100%, Lake and river water is colorless, odorless, tasteless, Families use electricity reach 100% with consumption > 1,200 Kwh/ capita, Families using gas or wood waste for cooking reach 100%, Families using oil for transportation and cooking <50%, Formal sector workers at least 51%, Open unemployment rate 0%, The civil liberties index achieved a score of 100%, the number of workers participating in the Employment social security administering agency reached 100%, slum houses reached 0%, Families, the elderly, women and disabled users of public transportation modes >50%, There is waste processing and family waste handling reaching 100%, Crime, fighting, domestic violence, violence against children reached 0%, Mutual cooperation was held between residents of different religions, races, groups, Child labor reached 0%, Human trafficking reached 0%.

Village head accountability reports and financial reports received in deliberation the village, the organizational structure and work procedures of the village government according to applicable regulations, the level of satisfaction of village government services is high, Women in village deliberative bodies and village officials reach a minimum of 30%, the index of democratic institutions, civil liberties, and political rights reaches 100%, Handling of complaints of violations due to ethnicity, religion, race, and class reaches 100%, Ratio of tax revenue to domestic income Gross Village gross above 12% per year, mutual assistance activities based on religious teachings, Religious leaders participate in village discussion meetings and implementation of village development, implementation at least 4 times a year.

Medium term village development plan documents available, village government activity plans, revenue budgets village expenditure, Village boundary maps are available that have been determined by the regent/mayor, Culture is preserved reaching 100%, traditional institutions are active, sustainable food agriculture areas, victims of drug abuse (drugs) 100% are handled by social rehabilitation institutions, gender-responsive Village Regulations / Village Head Decrees support women's empowerment at least 30%, there are Village Regulations / Village Head Decrees that guarantee women to get services, information, and education related to family planning and reproductive health, quality of colorless, odorless, tasteless water sources in all neighborhood associations, village regulations / village head decrees regarding the use of ground water, management of water resources, Availability of Village Regulations / Village Head Decrees for environmental preservation around rivers, Piers / boat moorings in good condition reach 100%, Industries polluting air reach 0%, Village Regulations / Village Head Decrees regarding worker advocacy are available Migrants, Security is carried out in 100% Neighborhoods, Private and *cangkrukan* community organizations for village development, Disaster early warning is available, there are parks/fields in the village.

Village Regulations / Village Head Decrees are available on business activities that do not cause pollution and waste management and household waste, Waste processing units available, Disaster management/mitigation includes 100% of disaster opportunities for each Neighborhood, Village Regulations / Village Head Decrees regarding village spatial planning and protection of marine resources are available, Minimum area of marine conservation area is 33% of the village area, No illegal fishing, Planning documents and village finances can be accessed by the public, provided within a day, and all information complaints are handled, There is village cooperation with other villages, third parties, and international institutions, High-speed fixed internet (WIFI) and mobile networks are available, data is available village statistics every year, statistical applications and statistical field officers in the village.

SDGs data is available every year, and the prevalence of babies receiving exclusive breastfeeding reaches 100%, the percentage of deliveries in health care facilities and using skilled health workers reaches 100%, the gross enrollment rate for SD/MI reaches 100%, the gross enrollment rate for SMP/MTs reaches 100%, gross enrollment rate for SMA/MA reached 100%, net enrollment rate for male and female SD/MI reached 100%, pure participation rate for male and female SMP/MTs reached 100%, pure enrollment rate for male/male senior high school students -men and women reach 100%, community reading park or library available, median age at first marriage for women (maturation age at first marriage) is over 18 years, There is access to formal capital, and small and micro-medium enterprises have access, the new workforce being trained reaches 100%, roads in good condition reach 100% and the resolution of social problems

through a cultural approach is >50%. For more details, it can be seen on the SDGs score of the Village in Bukit Batu District, Bengkalis Regency.

Table 2.
Village SDGs Score in Bukit Batu District, Bengkalis Regency

No	Village SDGs	Skor SDGs Desa Bukit Batu District (45.44)	Sejangat Village (48.94)	Dompas Village (50.05)	Pangkalan Jambi Village (43.65)	Pakning Asal Village (45.04)	Sungai Selari Village (45.71)	Buruk Bakul Village (28.41)	Bukit Batu Village (33.24)	Sukajadi Village (43.50)	Batang Duku Village (33.13)
1	Village Without Poverty	99.82	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
2	Village Without Hunger	40.74	50	50	33.33	0	33.33	33.33	50	50	33.33
3	Healthy and Prosperous Village	61.32	45.5	58.11	60.32	75	45.42	54.21	56.08	59.43	38.45
4	Quality Village Education	42.2	31.39	16.73	22.09	35.19	36.24	14.98	36.61	42.49	34.21
5	Involvement of Village Women	34.44	0	0	31.97	31.22	33.33	16.67	20	0.82	31.55
6	Villages with Clean Water and Sanitation	45.05	58.82	62.5	49.64	39.46	66.15	34.01	34.83	37.75	29.41
7	Clean and Renewable Energy Village	99.74	100	97.44	99.72	100	99.74	100	100	99.56	99.43
8	Village Economic Growth Even	31.53	40.12	34.25	30.41	2.38	36.34	26.63	32.96	29.87	23.22
9	Village Infrastructure and Innovation as Needed	84.76	N/A	N/A	99.23	89.95	96.77	N/A	N/A	N/A	N/A
10	Village Without Gaps	36.61	58.12	64.71	19.5	0	66.05	38.84	43.4	34.55	37.73
11	Safe and Comfortable Village Residential Area	30.79	68.63	37.18	22.21	67.35	34.21	28.3	28.73	33.99	16.55
12	Environmentally Conscious Village Consumption and Production	4.17	N/A	N/A	0	14.29	0	0	0	N/A	0
13	Climate Change Responding Village	0	N/A	N/A	0	0	0	0	N/A	N/A	0
14	Marine Environment Care Village	20	N/A	N/A	50	33.33	N/A	0	0	N/A	0
15	Land	2.08	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

No	Village SDGs	Batang Duku Village (33.13)	Sukajadi Village (43.50)	Bukit Batu Village (33.24)	Buruk Bakul Village (28.41)	Sungai Selari Village (45.71)	Pakning Asal Village (45.04)	Pangkalan Jambi Village (43.65)	Dompas Village (50.05)	Sejangat Village (48.94)	Skor SDGs Desa Bukit Batu District (45.44)
16	Environment Care Village	80.19	71.66	40.55	55.14	84.72	72.69	72.53	81.48	75.49	75.82
17	Village of Justice and Peace	1.32	N/A	0	0	N/A	81.39	31.03	N/A	N/A	45.27
18	Partnership for Village Development	71.54	18.37	22.27	24.03	7.62	78.43	76.49	48.15	10.29	63.59
	Dynamic Village Institutions and Adaptive Village Culture										

Source: <https://sid.kemendesa.go.id/sdgs>

Village SDGs scores in Bukit Batu District, Bengkalis Regency are still considered low, in fact there are three villages whose scores are below 40, namely Bad Bakul Village (28.41), Bukit Batu Village (33.24), and Batang Duku Village (33.13). These three villages can be a special concern for the business world and the industrial world such as PT. Pertamina Internasional RU II Sungai Pakning refinery to assist village governments in achieving accelerated national development through the development of company CSR policies. The development of the company's CSR can be done by expanding the distribution of CSR practice locations to the three villages, namely Bad Bakul Village, Bukit Batu Village, and Batang Duku Village.

Village SDGs in Bukit Batu District, Bengkalis Regency when viewed from the national development goals, there are three Village SDGs whose scores are still very low, namely the consumption and production of environmentally conscious villages (4.17), climate change responsive villages (0), villages that care about the marine environment (20), and the village cares about the terrestrial environment (2.08). The four Village SDGs can also be a special concern for PT. Pertamina Internasional RU II Sungai Pakning refinery to assist village governments in achieving accelerated national development through the development of company CSR policies.

The development of CSR policies for SDGs Village consumption and production of environmentally conscious villages can be carried out through the development program of the horticultural agricultural sector in peat areas and the development of the fisheries sector in mangrove areas in a sustainable manner in accordance with the characteristics of the Bukit Batu District which is located in the peat area and in the coastal marine area. Agricultural and fishery programs can be in the form of consumption and production of processed mangrove foods and their derivatives and processed horticultural foods and their derivatives. To implement this

program, it is necessary to study the exploration of village potential and study social mapping so that it is more targeted in accordance with the abilities and needs of the community.

The development of CSR policies for SDGs Villages responding to climate change can be done through the implementation of the climate village program policy which is a policy from the Ministry of Environment and Forestry through the Minister of Environment and Forestry Regulation Number 84 of 2016 concerning the Climate Village Program with a national scope in order to improve involvement of the community and other stakeholders to strengthen adaptive capacity to the impacts of climate change and reduce greenhouse gas emissions as well as to provide recognition of climate change adaptation and mitigation efforts that can improve welfare at the local level in accordance with regional conditions.

The development of CSR policies for SDGs Villages care about the marine environment can be carried out through revitalization and conservation programs for mangrove areas that have been degraded due to coastal abrasion caused by ocean waves and mangrove logging. Activities that can be developed in the form of mangrove nurseries, planting mangroves, making breakwaters or waves, and making mangrove tourism villages so that the sustainability and integrity of mangrove forests are maintained.

The development of CSR policies for SDGs Villages care for the terrestrial environment can be carried out through revitalization and conservation programs for peat areas which have also been degraded due to forest and land fires. Activities that can be developed include agriculture on burnt land, forest honey cultivation, mushroom cultivation and strengthening the capacity of fire care community groups. Strengthening the capacity of the fire care community groups through firefighting training to be able to increase the response time of the fire from 7 days/hectare to 1 day/hectare, fireman certification, and entrepreneurship of the fire care community groups if there are no forest and land fires.

Based on the concepts and theories of several policy experts, the formulation of public policies such as CSR policies can be developed using an incremental model which is a variation of the previous policy [19]. This incremental model sees public policy as a continuation of the previous policy by making slight changes or making policy modifications [20]. This thinking of incrementalism is conservative, namely policy makers accept the legitimacy of established programs and continue to agree that the previous policies are still implemented. Attention to new programs is focused on adding, subtracting, and improving existing programs.

The practice of the incremental model in formulating CSR policies of PT. Pertamina RU II Sungai Pakning can be done by maintaining previous CSR policies and programs such as the CSR program that was carried out previously divided into several fields, namely social, environmental and economic fields. Furthermore, it can be developed in the fields of education, health,

institutions and technology (Pardo-Jaramillo, 2020).

The previous CSR program was based on the category of activities in the form of charity, infrastructure, capacity building and community empowerment which was prepared based on the strategic plan of the CSR program every 5 (five) years. Furthermore, it is developed in activities in the form of assessing social cohesion, so that there is no conflict, the company must maintain harmony with the local community (Sánchez-Sáez, et al. 2020).

The previous CSR program was committed to supporting sustainable development and improving community welfare in order to realize the independence of the community around the company's operational areas in accordance with the Sustainable Development Goals (SDGs). Furthermore, a village typology can be further developed based on the Village SDGs, namely making a village without poverty and hunger, an economic village that grows evenly, a village that cares about health, a village that cares about the environment, a village that cares about education, a women-friendly village, a networked village, and a culturally responsive village (Iskandar, 2020).

The previous CSR program was carried out by involving stakeholders with a proportional portion [23]. Stakeholders referred to in current practice are business partners, suppliers, customers, public authorities, non-governmental organizations and small and micro medium enterprises representing local communities. Furthermore, human rights stakeholders can be developed such as ratification of the ILO agreement, consumer protection law, posyandu, school operational costs (BOS), health operational costs (BOK), foster parents.

CSR programs are developed in accordance with applicable laws and regulations, and take into account social norms and values that exist in society (Lu & Wang, 2021). The applicable CSR regulations in the State of Indonesia have been stated in Law Number 40 of 2007 concerning Limited Liability Companies, in article 74 contains provisions regarding companies that carry out their business activities in the field and/or related to natural resources to carry out Social and Environmental Responsibility. Then the Indonesian government also issued Government Regulation No. 47 of 2012 concerning Social and Environmental Responsibility. The Riau Provincial Government has also issued Regional Regulation No. 6 of 2012 concerning Corporate Social Responsibility in Riau Province as an implementing rule.

CSR programs are developed with reference to the vision, mission, objectives, strategies and environmental policies (Roszkowska-Menkes, 2018). CSR program is developed as an internal social responsibility practice (Goergen, et al., 2019) namely related to investment, security, health, safety of workers and workers' families as well as human resource management, CSR model studies/development activities, Officer training for CSR quality development and improvement, Employee quality development (training, comparative studies), Improvement of

employee family welfare such as training/development of income generating activities, education, health (Mantovani & Wiwoho, 2019)

CSR Development Center (Frederiksen, 2018) it seems that it is necessary to think about building it in every region (district/city, province, and national). What is meant by CSR Center is a building that can be used as: Representative office space of each company that is a member, convention hall, display room/exhibition of CSR activities and products, education and training center, art studio, Sports center, Specialized health service center, Information center, Business center, mainly for the marketing of CSR products, hotels and restaurants.

Conclusion

CSR policies can be developed using an incremental model which is a variation of the previous policy. This CSR policy development model is still considered relevant and wise considering the many progress and achievements that have been obtained by PT. Pertamina RU II Sungai Pakning namely winning the gold proper award four times in a row from 2018 to 2021 through the previous policy so that it deserves to be maintained. Then this incremental policy model can save manufacturing costs, considering Pertamina's increasingly difficult financial condition due to the increase in world oil prices triggered by the conflict between Russia and Ukraine. However, rapid global changes, including the problem of the COVID-19 pandemic, can make this previous CSR policy turn out to be irrelevant, for that it is necessary to add innovation and refinement of previous CSR programs for the development of CSR policies, one of which is based on Village SDGs.

The addition and modification of this CSR policy can be in the form of expanding the location of CSR practices, expanding CSR practices in the fields of health, education, institutions and technology. The development of an interesting pattern of CSR activities is also to be developed from direct involvement, developed by partnering patterns and adding to networks with other parties such as universities through collaborative research and community service activities, the business world, social welfare institutions, communities, central government and local governments. , non-governmental organizations, and community organizations in the context of implementing just social welfare as an effort to accelerate national development.

The categories of CSR activities can be in the form of social assistance such as donations/cash, infrastructure development, capacity building of individuals, groups and organizations as well as community empowerment activities. Current developments, CSR programs are prioritized in the form of community empowerment, because it is hoped that through community empowerment CSR programs can be targeted according to community needs

and can make communities independent. To implement this community empowerment program, it takes professionalism and competence of CSR actors.

Strengthening social cohesion in communities and companies also needs to be developed through the establishment of a CSR center such as a consortium as an institution that can collect all CSR funds to be managed together in a transparent and accountable manner to realize the acceleration of national development through the Village SDGs policy. Or reactivate CSR forums at the district/city, provincial level through the Indonesian CSR forum, which so far is considered to be still not functioning properly for the programs and activities carried out that can support the acceleration of national development by making the CSR forum a forum for ideas, data and solutions for companies that want to create CSR programs that are targeted, impactful and sustainable. Create a routine agenda that will be carried out every month to increase literacy and inclusion regarding the correct implementation of CSR or according to ISO 26000 guidelines.

Due to the limitations of researchers in science who only focus on studies on CSR policies from the social aspect, the researchers recommend conducting further research related to CSR policies from the economic and ecological aspects so that CSR policies can be sustainable in accordance with national development goals.

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Digital Transformation for MSME Resilience in The Era of Society 5.0

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Abstract

The purpose of this paper is to discuss the effect of digital transformation on the resilience of MSMEs in the era of society 5.0 in Palembang City and determine the digital adoption rate among MSMEs, identify barriers to digital transformation, understand factors behind MSMEs' success or failure in the digital transition. The use of digital transformation certainly has an impact on both MSME players and consumers, who get convenience and are able to survive in the era of society 5.0. In this paper, researchers used quantitative analysis and linear regression analysis with the help of SPSS 22. The population in this study was 1,103 MSMEs in Palembang City, with a sample size of 110 MSMEs. The results of the research obtained using the t test and F test show that digital transformation has a positive and significant effect on the resilience of MSMEs. The magnitude of the relationship or correlation value obtained from the data is 60.2%, which can be explained by business actors carrying out data- based digital transformation, adopting a work culture, determining a simple roadmap, digital awareness, and an environment that supports the success of digital transformation, while the remaining 40.8% can be explained by the influence of other variables not examined by the author. Digital Transformation Challenges for MSMEs, such as Capital Limitations, Lack of Technology Knowledge, Lack of Trained Human Resources, Cyber Security Issues, Business Model Changes, Reliance on Third-Party Platforms, and Integration Difficulties with Legacy Systems, Cultural Adaptation Challenges, and Infrastructure. In the future, this research can provide a comprehensive understanding of MSMEs' digital transformation landscape. Recommendations for MSMEs to harness digital opportunities and policy suggestions for governments to support MSMEs in their digital journey

Keywords:

digital transformation; MSME; Resilience

Introduction

Digitalization and digital transformation have become important topics in the context of sustainable growth of micro, small and medium enterprises (MSMEs). Different industry sectors have different needs and requirements in achieving sustainable growth. Digital transformation has changed the business models of MSMEs, which can be beneficial or detrimental depending on the industry sector (Kim, 2021). Gender also plays a role in digital transformation among MSMEs, with women-led MSMEs less likely to adopt digital technologies compared to male-led MSMEs. Women-led MSMEs face barriers to digital transformation, such as limited access to capital, lack of technical skills, and limited access to digital networks. However, women-led MSMEs can also benefit from digital transformation, such as increased efficiency, better customer service, and wider market reach (Alam et al., 2022)

The digital transformation process in MSMEs is a comprehensive process that drives technological, organizational, and social changes. The success of digital transformation in MSMEs is highly dependent on the availability of resources such as money, people, and technology. The success of digital transformation in MSMEs is also influenced by organizational culture, religious organization, and employee turnover (Teng et al., 2022). This document also shows that digital transformation has a positive impact on MSME productivity. MSMEs that have implemented digital transformation strategies have a higher rate of return than those that have not. Digital transformation strategies can help MSMEs improve day-to-day operations and profitability (Teng et al., 2022).

Small business development is an important factor in ensuring the sustainable success of MSMEs in Africa. There is a positive relationship, such as increased business efficiency and individual and organizational success in Southeast Africa. The Connor-Davidson Performance Scale 10 (CD-RISC 10) was used to improve business performance. Descriptive statistics, confirmatory factor analysis, correlation analysis, and regression analysis were used to analyse the data (Fatoki, 2018). In the global context, there are a number of issues facing MSMEs in terms of pandemic preparedness, as well as methods to prepare and respond to pandemic preparedness (Nazaruddin, et al., 2022).

Currently, of the 64 million MSMEs in Indonesia, around 20.2 million have adopted the digital economy, while another 40 million MSMEs are waiting to start their studies. One of the strengths of MSMEs is their advancement, with the success rate of companies in e-commerce only around 4 per cent. Of the 1000 assisted, only 400 opened an account, and of those 400, only 40 made a transaction when reordering. The presence of several digital currency platforms has been a strategic tool for the government in its MSME digitization agenda.

Electronic payments use various platforms such as Qris, Dana, Ovo, Shoopepay, Gopay, LinkAja, and others. The existence of these platforms makes payments easier, faster, and safer. Both buyers and sellers are switching or transforming to make transactions through digital payments rather than paying with cash. The Office of Cooperatives and Small and Medium Enterprises of Palembang City is an implementing element of government affairs in the field of Cooperatives and Small and Medium Enterprises. The establishment of the Palembang City Office of Cooperatives and Small and Medium Enterprises is in accordance with Palembang Mayor Regulation Number 59 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Palembang City Office of Cooperatives and Small and Medium Enterprises. Based on data from the Palembang UMKM Office, in 2019 there were around 37,000 registered MSMEs, and data on the number of MSMEs assisted by the Palembang

UMKM Office based on records as of 2020 were 257 MSMEs which were divided into various sub-sectors, namely culinary, handicrafts, and household appliances (Umairi et al., 2021).

The majority of businesses are in the food industry. The Palembang City Cooperative and MSME Office has a programme to foster MSME players, but only 10.8% or around 4,000 MSMEs participate in this programme from the total MSME businesses in the city. According to statistical data from the Office of Cooperatives and MSMEs of Palembang City in 2019, the most culinary MSMEs found in Palembang are *empek-empek* MSMEs, which are 209 MSMEs out of a total of 607 culinary MSMEs in Palembang.

With the declining number of MSMEs in Palembang, there is no reason to believe that there will be MSMEs that are too old or too young, especially for MSMEs that cannot adjust to the Covid-19 pandemic. However, many MSMEs are successful and thriving because of their ability to adapt to consumer and environmental needs. Since the beginning, several issues have emerged in MSMEs in Palembang, such as the phenomenon of success and the ability of MSMEs to thrive in the Covid-19 era, especially with the advent of digitalization. Therefore, we would like to conduct further research with the title "Digital Transformation for MSME Education in the Era of Society 5.0.

This research will look at the impact of digital transformation on the performance of MSMEs, as well as the factors that influence the success of digital transformation. This research will also look at how the Palembang City Office of Cooperatives and Small and Medium Enterprises can help MSMEs adapt to digital change. This research has important implications for understanding how MSMEs can improve their performance in an increasingly complex business environment. To fill this gap, and considering the important role of local governments in managing and empowering MSMEs, this paper examines the resilience capabilities of MSMEs with the onset of the digital transformation era.

Methods

This research used quantitative causal method. The respondents in this study were MSMEs in Palembang City. This population amounts to 1,103 MSMEs in Palembang City, so the sampling technique used in this study is to use a saturated sampling technique (census sample). The definition of Saturated Sample according to Arikunto (2012, p. 104) is: Saturated sampling is a sampling technique when all populations are used as samples and also known as census, if the population is less than 100 people, then the total sample is taken as a whole, but if the population is greater than 100 people, Then 10-15% or 20-25% of the population can be taken. Based on this study because the population is greater than 100 respondents, the author took

10% of the total MSME population in Palembang City, which is 110 respondents. To collect data, observations and tests are then analyzed using descriptive analysis techniques by looking for the average price, standard deviation, and mean. The hypothesis testing technique used is simple regression with the data analysis requirements test used is a normality and homogeneity test. To provide an overview, the research design is shown in the following figure:

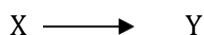


Figure 1. Research Design

Description:

X: Digital Transformation

Y: Resilience of MSMEs

The data used in this study consisted of two main types: primary data and secondary data. Primary data is data obtained directly from MSME respondents in Palembang City. The primary data collection method involves observations and tests performed by the researcher. The primary data collection process involves surveys and filling out questionnaires by respondents. These respondents are owners or representatives of MSMEs that are the subject of research. They were asked to answer questions in a questionnaire specifically designed to collect information related to digital transformation and MSME resilience. This primary data includes direct responses and responses from respondents to questions in the questionnaire, reflecting their views, knowledge, and experience related to the research topic.

Secondary Data: In addition to primary data, this study also used secondary data. Secondary data are data obtained from pre-existing sources and not collected directly by the researcher in the context of this study. Secondary data can include information from previous research relevant to the research topic, published literature, or statistics related to MSMEs and digital transformation. Secondary data were used to support or supplement the analysis and findings in the study.

So, primary data were obtained through surveys and filling out questionnaires by MSME respondents, while secondary data were obtained from pre-existing sources to provide additional foundation and support in this study. The combination of these two types of data will be used to analyze the relationship between digital transformation and MSME resilience in Palembang City

Results and Discussion

Description of respondents

This research was conducted at the Palembang City Cooperative and SME Office which is located at Jalan Merdeka Number 6 Bukit Kecil Subdistrict, 22 Ilir Village, Palembang City and MSMEs affected by the post-pandemic Covid 19. The sample of this research is MSME actors, namely:

In this study, the number of female respondents reached 87 people (79%), while male respondents were 23 people (21%). In addition, when viewed from the age group, 34 people (31%) are in the age range of 17-26 years, 22 people (20%) are in the age range of 27-36 years, 23 people (21%) are in the age range of 37-46 years, 23 people (21%) are in the age range of 47-56 years, and 5 people (5%) are above 56 years. This shows that the MSME players who are the subjects of the study are mainly young people with mature and developed thinking, which allows them to be more effective by utilizing social media in their business.

Table 1.

Description respondents

Description	total	%
Female	87	79%
Male	23	21%
Age		
17-26 years	34	31%
27-36 years	22	20%
37-46 years	23	21%
47-56 years	23	21%
>56 years	5	5%

Source: Primary Data Processed, 2023

In terms of education level, we can observe that as many as 4 people (3%) of the respondents did not continue their formal education, 13 people (12%) have an elementary/junior high school educational background, while 65 people (59%) are high school graduates and as many as 28 people (26%) have a higher level of education, namely Strata One (S1). In terms of education, most of the MSME actors who were the subject of the study have a higher educational background, such as high school and undergraduate graduates. This indicates that most of them have completed high school. Thus, these MSME actors are considered to have good capacity in managing their businesses and utilizing digital technology as a strategy to improve their business resilience and competitiveness, as well as maintaining the sustainability of their businesses

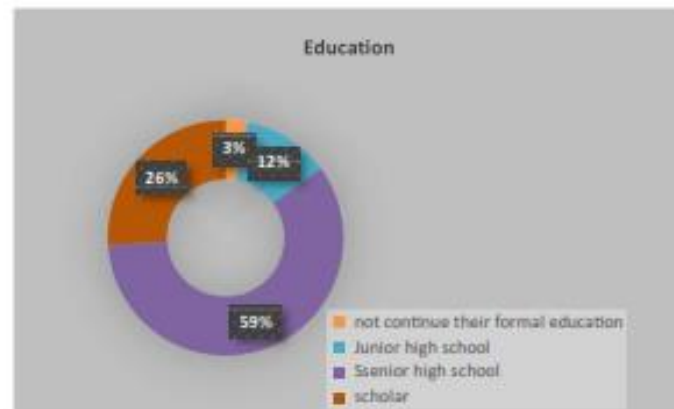


Figure 2. Education Respondents

The amount of monthly income of MSME players varies, with 26 people (24%) earning less than 1,000,000 per month, 54 people (50%) earning between 1,000,000 to 5,000,000 per month, 16 people (15%) earning between 5,000,000 to 10,000,000 per month, and 7 people (6%) exceeding the 10,000,000 per month mark. This analysis shows that in general, MSME actors earn an average income of between 1,000,000 and 5,000,000 per month

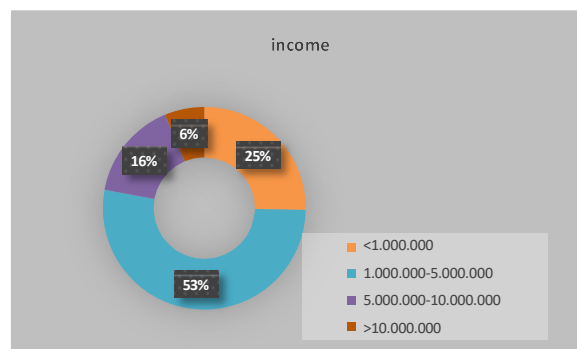


Figure 3. Income Respondents

In terms of the duration of the business, there are 8 people (7%) who have been in business for less than 1 year, 57 people (52%) who have been in business for 1-5 years, 15 people (14%) who have 6 - 10 years of experience, and 27 people (25%) who have been in business for more than 10 years. These results indicate that the majority of MSME players who were the subject of the study have been running their businesses for 1-5 years.

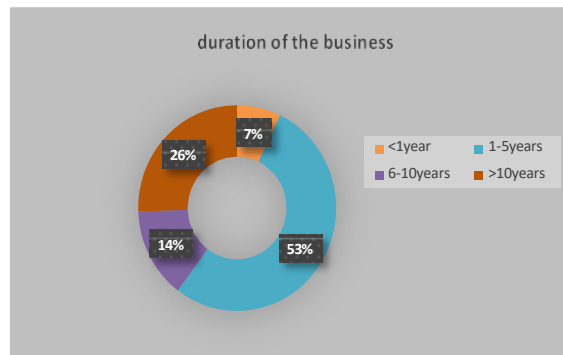


Figure 4. duration of the business

Results and Discussion

Regression Analysis

Regression analysis aims to find the effect of two or more independent variables (X) on the dependent variable (Y). The results of the regression calculation with the SPSS program in this study are as follows:

Table 2.

ANOVA^a

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7911.715	1	7911.715	61.245	.000 ^b
	Residual	13951.639	108	129.182		
	Total	21863.355	109			

a. Dependent Variable: Transformasi_digital
 b. Predictors: (Constant), Ketahanan_UMKM

Based on the results of this analysis, the significance value is 0.000 and the Alpha value is 0.05, so $\text{Sig} < \text{Alpha}$ research ($0.000 < 0.05$) means reject H_0 and H_1 is accepted. It can be concluded that the digital transformation variable simultaneously has a significant effect on the resilience of MSMEs.

Classical Assumption Test

The purpose of testing this classical assumption is to provide certainty that the regression equation obtained has accuracy in estimation, is unbiased and consistent.

Classical Assumption Test Histogram Normality

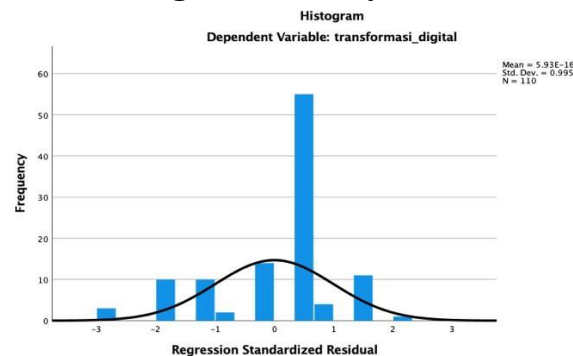


Figure 5. Histogram

The histogram graph gives a distribution pattern that deviates to the right, which means that the data is normally distributed.

Heteroscedasticity test

The heteroscedasticity test is carried out with the aim of testing whether there is an inequality of variance or residuals from one observation to another. The heteroscedasticity test is carried out to determine whether in a regression model there is an inconvenience in the variance of the residuals from one observation to another.

Table 3.

Heteroscedasticity test

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	.949	.153		6.211
	Upaya_ketahanan_UMKM	-.178	.058	-.282	.003

a. Dependent Variable: Abs_RES

Based on the output table above, it is known that the significance value (Sig) for the MSME resilience effort variable is 0.003 because the variable significance value is smaller than 0.05, it can be concluded that there are symptoms of heteroscedasticity in the regression model.

Multicollinearity Test

The multicollinearity test aims to test whether the regression model forms a high or perfect correlation between independent variables. If a high correlation relationship is found between the independent variables, it can be stated that there are multicorlinear symptoms in the study.

Table 4.
Multikolinieritas Test

Coefficients ^a								
		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.974	.259		3.758	.000		
	Upaya_ketahanan_UNKM	.587	.099	.497	5.952	.000	1.000	1.000

a. Dependent Variable: transformasi digital

a. Dependent Variable: transformasi_digital

Based on the figure above, it is known that the VIF value is 1,000, $VIF < 10$, which means there is no multicollinearity problem.

Autocorrelation Test

The Autocorrelation test uses the Durbin Watson test. If the resulting Durbin-Watson value is between DL / DU and $(4 - DL) / (4 - DU)$ then there is no autocorrelation.

Table 5.
Autocorrelation test

Model Summary ^b										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics				Durbin-Watson
						F Change	df1	df2	Sig. F Change	
1	.497 ^a	.247	.240	.63273	.247	35.423	1	108	.000	1.960

a. Predictors: (Constant), Upaya_ketahanan_UNKM

b. Dependent Variable: transformasi_digital

The calculated Durbin Watson value is 1.960 at $K = 2$ and $t = 110$, $DL = 1.67076$, $DU = 1.70741$. The value of $dw > dU$ so $1.960 > 1.70741$ then there is no positive autocorrelation and the value $(4 - dw) > dU$, so $(4 - 1.960) > 1.7074$ then there is no negative autocorrelation. So it can be concluded that there is no autocorrelation.

Linearity Test

The linearity test aims to determine whether two variables have a linear relationship significantly or not.

Table 6.
Linearity Test

ANOVA Table						
			Sum of Squares	df	Mean Square	Sig.
transformasi_digital * Upaya_ketahanan_UNKM	Between Groups	(Combined)	15.354	2	7.677	.000
		Linearity	14.181	1	14.181	.000
		Deviation from Linearity	1.173	1	1.173	.284
	Within Groups		42.064	107	.393	
Total			57.418	109		

The deviation from linearity sig. value is 0.087 greater than 0.05, so it can be concluded that there is a significant linear relationship between the digital transformation variable and the

MSME resilience variable.

F-Test (Simultaneous Test)

The F test aims to find whether the independent variables together (stimultan) affect the dependent variable. The F test was conducted to see the effect of all independent variables together on the dependent variable.

Table 7.

F -Test

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.181	1	14.181	35.423	.000 ^b
	Residual	43.237	108	.400		
	Total	57.418	109			

a. Dependent Variable: transformasi_digital

b. Predictors: (Constant), Upaya_ketahanan_UMKM

F count = 35.423 and F table = 3.93. if the value of F count is greater than F table, it is concluded that there is a significant influence between digital transformation (X1) simultaneously on MSME resilience (Y) and vice versa.

T-test (Partial Test)

T test analysis is known as a partial test, which is to test how the influence of each independent variable individually on the dependent variable. This test can be done by comparing t count with t table or by looking at the significance column in each t count.

Table 8. T-test

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	30.828	2.859		10.781	.000
	Ketahanan_UMKM	.948	.121	.602	7.826	.000

a. Dependent Variable: Transformasi_digital

Based on the image data for the MSME resilience variable, t count = 7.826, With df = 108 then t table = 1.98217. Because t count > t table, 7.826 > 1.98217, H1 is accepted.

Table 9.

Model Summary

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.602 ^a	.362	.356	11.36582

a. Predictors: (Constant), Ketahanan_UMKM

The R square value of 0.602 means that the variation of all dependent variables is 0.602 (60.2%) which can be explained by business actors carrying out data-based digital transformation, adopting a work culture, determining a simple roadmap, digital awareness, and

an environment that supports the success of digital transformation. While the remaining 40.8% is influenced by other variables outside the study.

Digital Transformation Challenges for MSME Resilience

The low participation of MSMEs in following the changing times is a challenge in the resilience of MSMEs in the current society 5.0 era. Based on the results of researcher observations while distributing questionnaires to MSMEs in Palembang City. The number of closed MSMEs, quiet market conditions and also the decline in income from MSMEs are phenomena felt by entrepreneurs in the current era. The low level of community participation in changing times by utilizing technology is quite low in Palembang City.

Government policies that limit outdoor social interaction have led to changes in the behavior and needs of customers who want to use digital technology as a means of interaction. This is an accelerator of digital transformation. In addition, the development of digital technology and strong market competition also contribute to the acceleration of digital transformation. The Office of Cooperatives and Small and Medium Enterprises is trying to invite MSMEs in Palembang city to join e-catalog. This program aims to increase sales and support the digital ecosystem so that small and medium enterprises can survive the Covid-19 pandemic. Lack of knowledge about digital technology and social media makes it difficult for SMEs to run their businesses. SME operators must master and master the use of marketplaces, applications and social media. Second, take steps to improve SME business processes which will then be implemented in various programs. It is indeed important to know these marketing techniques. However, financial knowledge is also necessary for medium-sized enterprises. Financial skills enable interested SMEs to manage their business systematically, especially with regard to debt and loans. (Susanti, 2021) Accounting documentation procedures are covered in financial literacy, so that small and medium enterprises know and maintain records according to the Financial Accounting Standards for Entities Without Public Accountability (SAK ETAP) in order to avoid obstacles, namely H. quality, to avoid financial documentation that is still lost at the time of implementation. (Fitriyani, 2020) Third: encourage synergy between the Government Goods/Services Procurement Policy Agency (LKPP) and the Ministry of Cooperatives and SMEs. The goal is to increase market access, one of which is by implementing e-catalog, but not all MSMEs are registered.

The lack of data collection and supervision from the government on the development of the number of MSMEs, before and after the co-19 pandemic is also a challenge because the results of distributing questionnaires show that there is a very low rate of digital transformation in

MSMEs in Palembang City.

Digital transformation is not just about adopting new technologies, it also involves changing culture, business processes and business models. The pandemic has accelerated technology adoption and the need for digital transformation. Many companies that were initially reluctant to change suddenly find themselves accelerating their digital initiatives to survive.

E-commerce Growth One sector that experienced rapid growth during this period was e-commerce. Many traditional retail companies are moving towards digitally-based operations to survive and compete. Cybersecurity As digital technology grows, the issue of cybersecurity becomes increasingly important. Research shows that investment in cybersecurity is becoming a priority for many organizations. Many studies focus on how to devise an effective digital transformation strategy and how best to implement it. Digital transformation is also having a major impact on employment, with some jobs becoming obsolete and new jobs emerging as a result of technological change.

Digital transformation for MSMEs (Micro, Small and Medium Enterprises) has been a major topic of research over the past few years, especially in developing countries. Digital transformation in this sector is considered crucial as it can improve the competitiveness and survival of MSMEs in the digital economy era.

Condition of Digital Transformation of MSMEs in the Era of Society 5.0 in Palembang City

Society 5.0 represents the envisioned next phase of societal evolution following the hunting (Society 1.0), agrarian (Society 2.0), industrial (Society 3.0), and information (Society 4.0) societies. In this "super-smart" society, there's a harmonious integration of cyberspace and physical space. Key drivers are technologies like Artificial Intelligence (AI), the Internet of Things (IoT), robotics, and big data analytics. Based on the questionnaire survey conducted by the researchers, the results related to digital transformation of SMEs in Palembang City are as follows:

- a. Business operators and management are engaged in data-driven digital transformation. However, the adoption of data-driven digital transformation, such as financial reports and sales reports using applications, remains very low.

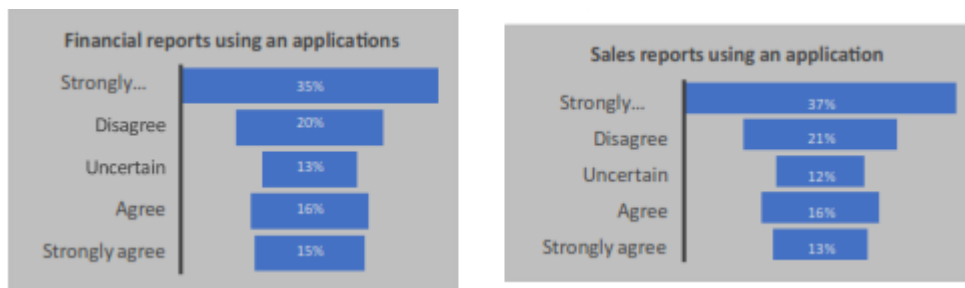


Figure 6. Business operators and management

b. The adoption of a work culture in digital transformation among business operators in Palembang City, especially in terms of sales and online ordering through applications, is still very low.

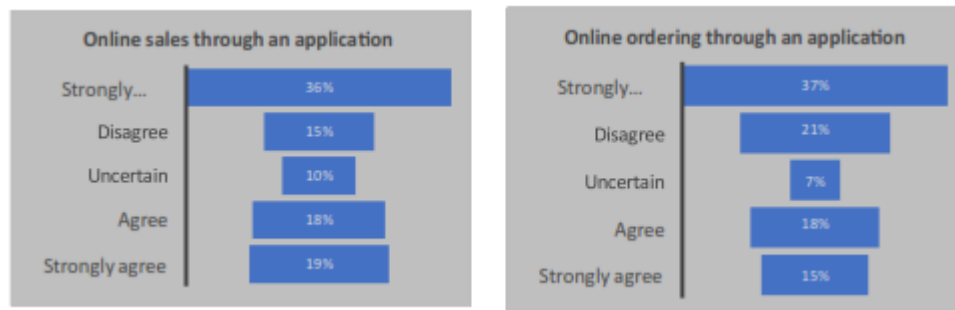


Figure 7. The adoption of a work

c. Business operators in Palembang City have a very low level of creating a simple roadmap related to the implementation of digital transformation for generating new packaging variations in their products.

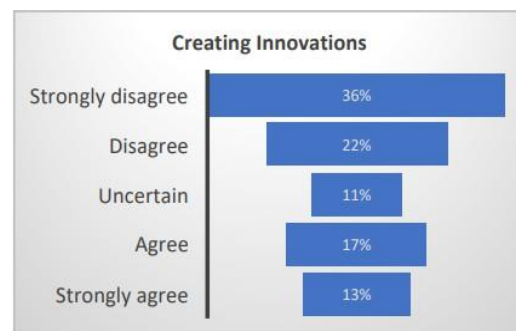


Figure 8. Business Operators

d. Creating digital awareness and an environment that can support the success of digital transformation for SMEs through product promotion to attract buyers and promoting products through collaborations with influencers is still very low.

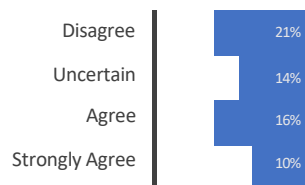


Figure 9. Creating digital

The Resilience of SMEs in the Era of Society 5.0.

- a. The active online presence of business operators in Palembang City, using social media as a sales platform such as WhatsApp, Facebook, Instagram, etc., with a sales history of more than 3 years, and a daily social media usage duration of more than 6 hours for selling purposes, is still very low.

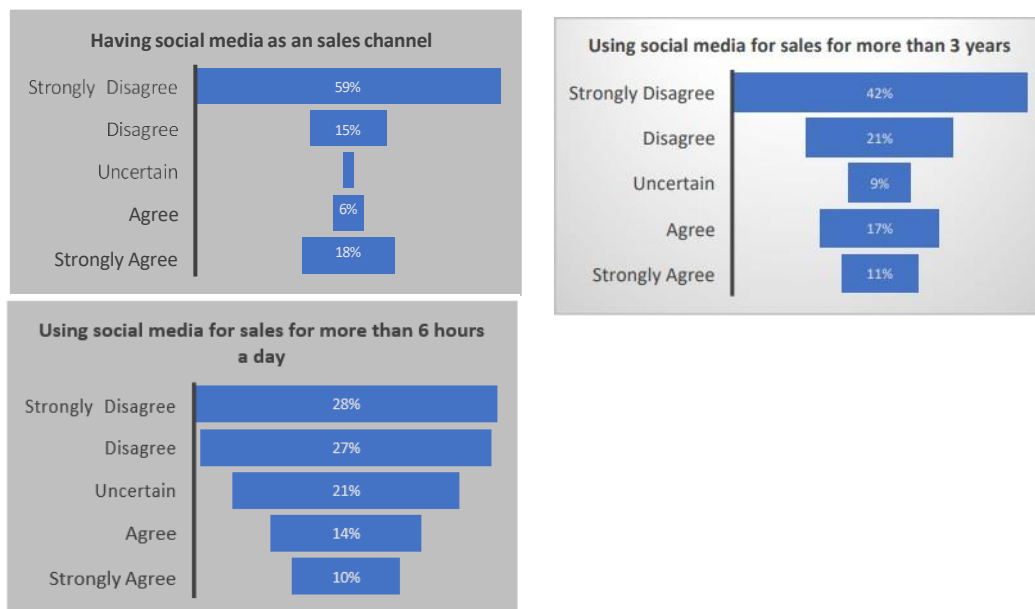


Figure 10. Active online presence of business operators

- b. The sales coordination of business operators in Palembang City, which includes the utilization of online payment methods such as QRIS (Dana, M-Banking, Shopeepay, Gopay, etc.) as a means of transaction payment, as well as the management of the transition from offline to online sales, remains suboptimal. Additionally, the presence of an admin tasked with managing sales operations is still very low.

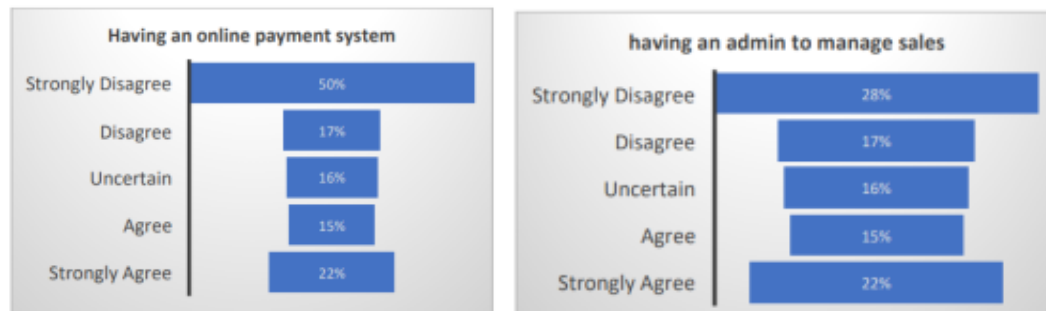


Figure 11. sales coordination

- c. Collaboration among business operators in Palembang City through participation in a community has a very low level of engagement.

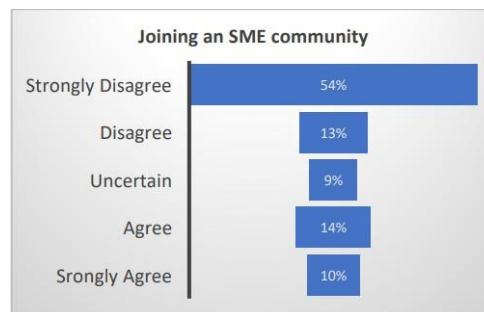


Figure 12. Collaboration among business operators

- d. Simplifying operations by using practical packaging for more efficient product packaging and producing products at home without the need for mobility still has a very low adoption rate.

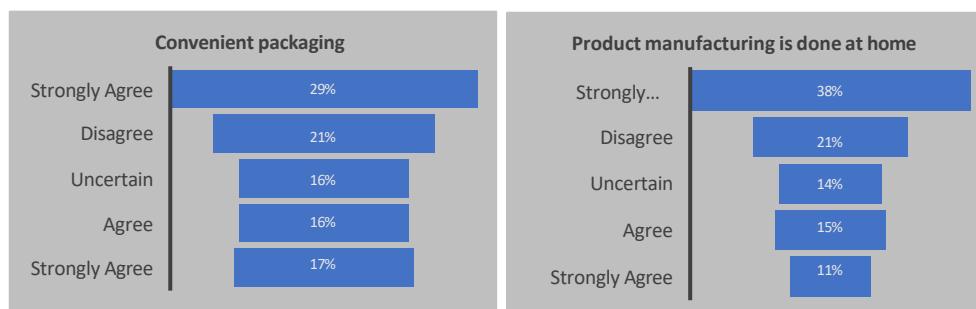


Figure 13. Simplifying operations

- e. The current work pattern and business operations of SMEs involve delivering orders to customers and also having physical outlets as an alternative for direct order acceptance. However, the adoption rate of this business model is still relatively low among SMEs.

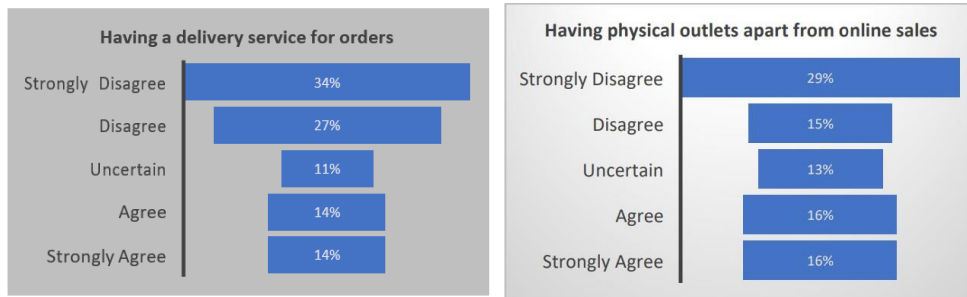


Figure 14. current work pattern and business operations

- f. The sustainability of SMEs in Palembang City during the pandemic, using the strategy of offering discounts through online platforms, is still very low.

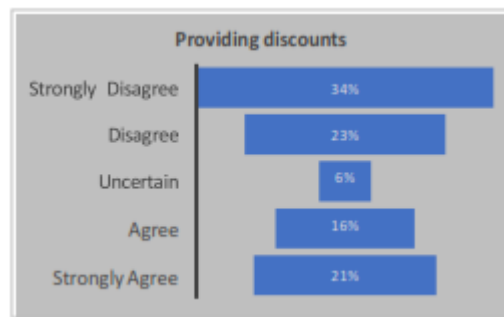


Figure 15. The sustainability of SMEs

- g. The process of utilizing digital technology to transform the way raw materials are purchased through agents using an online approach and the delivery of raw materials for products is still very low among SMEs in Palembang City.

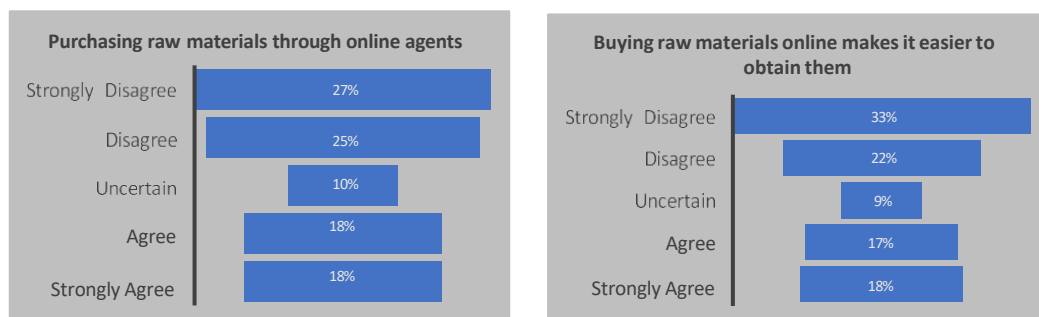


Figure 16. The process of utilizing digital technology to transform

While business owners might be aware of the broad concept of digital transformation, they might not understand how to implement it effectively. They may not know which tools to choose or how to use them to derive actionable insights from their data. Many MSMEs operate on tight budgets. Investing in new technologies might be seen as a luxury rather than a necessity. The perceived short-term costs can overshadow the long-term benefits. For a business to successfully adopt and utilize data-driven tools, its workforce must possess the necessary skills.

In many cases, employees might not have the required digital literacy, making it a challenge to adopt new digital systems. Many businesses have been operating in a certain way for years, if not decades. There's a comfort in familiarity, and the idea of overhauling processes to incorporate new digital tools can be daunting. Some businesses may have tried to adopt digital systems in the past and faced challenges in integrating them with their existing processes. This can discourage them from making further attempts. Encouraging partnerships between tech firms and MSMEs can help in providing tailored solutions and hands-on guidance for businesses on their digital transformation journey. In many traditional markets, business has been conducted face- to-face for generations. There's a deep-rooted belief in building relationships through personal interactions, which can make the switch to online platforms challenging.

The Importance of Digital Transformation for MSMEs

The low results obtained from MSMEs in Palembang city show that there is still low public awareness, especially among UMKM, for digital transformation, even though in the current era if you do not transform, you will be left behind. Some UMKM in Palembang city still do not have social media, do not utilize e-commerce, and still sell in traditional ways. They continue to sell even though turnover has decreased, and some have decided to close.

MSMEs that embrace digital technology can improve operational efficiency, access a wider market, and increase profitability. Some MSMEs face constraints in digital transformation, including limited capital, lack of knowledge about technology, and lack of trained human resources. Some popular technologies adopted by MSMEs include e- commerce platforms, social media for marketing, digital inventory management systems, and financial applications. Digital transformation of MSMEs has the potential to boost economic growth, create jobs, and improve people's welfare. In many countries, governments have launched initiatives to support the digital transformation of MSMEs, such as training, financial incentives, and education programs. The adoption of digital business models allows MSMEs to innovate their product or service offerings, reach previously untapped market segments, and improve operational efficiency. The importance of education and training for MSME owners and employees to understand and adopt new technologies.

The COVID-19 pandemic has accelerated the need for MSMEs to digitize, especially in the areas of e-commerce and digital payment solutions. Cooperation between MSMEs and technology companies or digital start-ups can help accelerate the transformation process. With digital transformation, MSMEs must also consider cybersecurity aspects to protect their data and transactions.

Digital Transformation Challenges for MSMEs

Digital transformation for MSMEs (Micro, Small and Medium Enterprises) does offer many opportunities, such as increased efficiency, access to wider markets, and improved competitiveness. However, this transformation process also brings various challenges that can affect the resilience of MSMEs. Here are some common challenges faced by MSMEs in digital transformation:

1. Capital Limitations e.g. Many MSMEs have limited funds, which can be a barrier to investing in new technology or upgrading existing technology infrastructure.
2. Lack of Technology Knowledge e.g. MSME owners or managers may not have a deep understanding of the latest digital technologies, which can hinder the adoption and optimal utilization of technology.
3. Lack of Trained Human Resources e.g. While MSMEs that embrace digital technology can improve operational efficiency, access a wider market, and increase profitability. Some MSMEs face constraints in digital transformation, including limited capital, lack of knowledge about technology, and lack of trained human resources. Some popular technologies adopted by MSMEs include e-commerce platforms, social media for marketing, digital inventory management systems, and financial applications. Digital transformation of MSMEs has the potential to boost economic growth, create jobs, and MSMEs may invest in technology, they may not have employees with the necessary expertise to manage or utilize the technology.
4. Cyber Security Issues e.g. with the increase in online activities, MSMEs have become more vulnerable to cybersecurity threats. Many MSMEs may not have the resources or knowledge to implement effective security measures.
5. Business Model Changes e.g. Digital transformation may require changes in MSME business models, which can be challenging for many business owners who have been accustomed to traditional ways of working.
6. Reliance on Third-Party Platforms e.g. While e-commerce and social media platforms offer access to a wider market, MSMEs may become overly dependent on these platforms, which have policies and rates that can change at any time.
7. Integration Difficulties with Legacy Systems: e.g. Integrating new technology with legacy systems can be a complex process and requires an investment of time and resources.
8. Cultural Adaptation Challenges e.g. Some MSMEs may encounter resistance from employees or other stakeholders who are more comfortable with traditional working methods.
9. Infrastructure Availability e.g. In some areas, the availability of digital infrastructure such as high-speed internet access may still be limited.

10. Regulations and Compliance e.g. Adopting digital solutions may require understanding and complying with new regulations, which many MSMEs may not fully understand.
11. Collaboration between MSMEs, educational institutions, and the private sector.

The progress of MSME in Palembang City is also the responsibility of the government. The government has an important role in the sustainability of MSME in various eras, and the support and involvement of the government's role will have a good impact. Recommendations on the role of government to enhance the digital transformation of MSME such as: Governments and industry associations can run campaigns to educate business owners about the benefits of digital transformation and provide success stories, providing training programs for MSME employees can help bridge the digital literacy gap. These can be in the form of workshops, online courses, or even on-site training by tech experts, offering tax breaks, subsidies, or grants for businesses that invest in digital tools can be an effective way to boost adoption, Tech companies can develop intuitive, user-friendly solutions specifically tailored for MSMEs. This can reduce the intimidation factor, offering tools and training on data security can alleviate some of the fears businesses have about digitizing their operations. Infrastructure Development: at a macro level, governments can invest in improving digital infrastructure to ensure businesses have the necessary foundation to adopt digital tools and Encouraging partnerships between tech firms and MSMEs can help in providing tailored solutions and hands-on guidance for businesses on their digital transformation journey.

Conclusion

Digital transformation presents both challenges and opportunities for SMEs. As stated, industry specific needs influence the reception and benefits of digital interventions. Digital Transformation Challenges for MSMEs e.g. Capital Limitations, Lack of Technology Knowledge, Lack of Trained Human Resources, Cyber Security Issues, Business Model Changes, Reliance on Third-Party Platforms, Integration Difficulties with Legacy Systems, Cultural Adaptation Challenges, Infrastructure.

Availability, Regulations and Compliance and collaboration between MSMEs, educational institutions, and the private sector. while the challenges are manifold, the potential rewards from digital transformation for MSMEs are substantial. With a strategic approach, the right partnerships, and continuous learning, MSMEs can navigate these challenges and position themselves for success in the digital age.

Acknowledgments

The author would like to thank the MSMEs that have cooperated well in adopting digital transformation as an effort to strengthen the resilience of MSMEs. To the Office of Cooperatives and SMEs of Palembang City, the GAPEHAMM community and the Kambang Iwak community in Palembang City and the University of Sriwijaya University who always support the implementation of research, development, and writing.

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Effectiveness of Implementation and Management of E-Makaryo Application in Reducing Unemployment Rate in Central Java Province

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Abstract

The E-Makaryo application is a labor market application that is presented online and developed by the Central Java Provincial Government. The E-Makaryo application which was formed through the Decree of the Head of the Central Java Provincial Manpower and Transmigration Office Number 1024 of 2020 concerning the Online Job Exchange and Labor Market Information Service System (E-Makaryo) in 2020 is managed directly by the Government. Central Java Provincial Manpower and Transmigration Office. In this regulation, there are 9 main objectives for its implementation in the hope of reducing unemployment in Central Java Province. The purpose of this study is to determine the level of effectiveness of the E-Makaryo application in reducing unemployment in Central Java. This research will involve application providers and also users, namely the people of Central Java. The research method uses descriptive qualitative method with data collection techniques through in-depth observation and other supporting data. The theory used in this research is Hoffman and Bateson's development theory of services (action, effort, or performance). Another theory used is the 4 characteristics of effectiveness proposed by (Steers, 1985). The results of this study indicate that the application of the E-Makaryo online job market has not reached the maximum stage caused by the lack of activities to encourage people to recognize and use the E-Makaryo application. Other factors such as supporting information on the application system and service channel factors are still many obstacles in using the E-Makaryo application considering that the application still often causes errors. Based on these problems, researchers have suggestions for application providers to actively conduct socialization to introduce and encourage people, especially Central Java, to use the E-Makaryo application. In addition, application providers can also continue to improve the system by completing the information needed by the community.

Keywords:

e-government; e-makaryo; effectiveness

Introduction

Globalization is a phenomenon whose existence is expected to be able to realize efficiency and effectiveness in various countries in the world. Advances in technology, communication, and transportation as one of the factors for the advancement of globalization have become everyone's mobility today. With technological advances, especially in terms of information, people can access information quickly, precisely, and accurately and can be reached in a wide and borderless area. Even today there has been a convergence of technology between computer technology, electronics, telecommunications, and broadcasting, as if everything does not recognize national

geographical boundaries (Dwiyanto, 2005). This rapid technological advancement has been applied to various fields of life, economy, industry, government, as well as many other fields.

Technological advances can certainly support the realization of the effectiveness and efficiency of government services aimed at the community. All government efforts in realizing good governance cannot be separated from the use of technology, information and communication. Of course, this must also continue to develop along with globalization itself. The government in its role has an obligation and duty to provide good and fair public services for all its citizens. To fulfill this obligation, the government must try to improve its services by utilizing information technology in accordance with existing circumstances and organizational needs so that it is able to process data quickly, effectively, and efficiently and is able to produce precise, accurate, and fast information. In meeting these needs, the government should develop electronic-based services or E-Government.

According to (World Bank, 2012), e-government is the use of information technology (such as Wide Area Networks, the Internet, and mobile computing) by government institutions that have the ability to establish relationships/communications with citizens, businesses and between various government institutions.

Technology (e-government) can be used for a variety of purposes: better government services to the public, improved interaction with business and industry, community empowerment through access to information, or more efficient government management. The resulting benefits can be reduced corruption, increased transparency, greater convenience, revenue growth, and/or reduced costs (Sirat, 2013).

In this digital era, E-Government which continues to develop from time to time will make it easier for the government to handle various matters such as public services, monitoring public health, and so on. Indonesia itself is ranked 116th in the EGDI (E-Government Development Index) based on a survey conducted by the United Nations (UN) in 2017. (Wikantika & Dkk, 2017). Although until now there have been many efforts made by the government to build an E-Government system in Indonesia, there are several factors that affect the effectiveness of the running of these innovations. The rapid growth of technology today coincides with increased economic growth. The growth of the economic sector is a very important indicator in the development of a country. Economic growth itself is an increase that illustrates that the economy of a country or region can develop with good results (Amir, 2008). (Amir, 2008). The development of the economy will certainly be influenced by various factors, one of which is the unemployment rate in a region.

Indonesia is an archipelago with a population of 278.696 million. (Central Bureau of Statistics, 2023) which is spread across various regions. Judging from the existing BPS data, there

is an increase in the population in Indonesia every year.

Table 1.

Population of Indonesia in 2021-2023

Country		Mid-Year Population (In Thousands)	
Year	2021	2022	2023
Indonesia	272.682,5	275.773,8	278.696,2

Source: Central Bureau of Statistics

Indonesia's very large population certainly has more than enough human resources to encourage the success of economic development. However, if seen from the other side, too many human resources owned if not balanced with the breadth of employment opportunities, it will cause unemployment problems. Mamang, until now unemployment is still one of the problems that the government has not been able to solve.

The imbalance between the number of ready workers and job opportunities that continues to increase every year results in tighter competition between job seekers. The government has a responsibility and plays a very important role in providing convenience to job seekers to be able to find jobs easily by utilizing existing technology.

One of the provinces in Indonesia, Central Java Province, has a population of 37.032 million people. (Ahdiat, 2023) which means that Central Java Province has the third largest population in Indonesia. Unfortunately, the human resource potential of Central Java Province is not proportional to the existing unemployment rate, which is 5.59% in 2021, 5.57% in 2022, and 5.24% in 2023 or as many as 1.10 million people.

Although the unemployment rate in Central Java Province continues to decline, the economic growth is still arguably low. Therefore, in an effort to reduce the unemployment rate in Central Java Province, an innovation was initiated by the Central Java Provincial Manpower and Transmigration Office (Disnakertrans), namely the creation of an online job market called E-Makaryo. The digital era with the development of technology today actually has great opportunities for the Indonesian market. Since the COVID-19 pandemic hit the whole world, the employee recruitment system in Indonesia itself has also developed, for example through various online job exchanges that have been circulating outside such as kitalulus.com, linked, and various other job exchanges that offer WFH (Work From Home) or WFO (Work From Office) jobs.

Research conducted by Wang, Sun & Yan (2012) proved that e-Government governance capabilities, environmental readiness, and organizational support are positively correlated with the effectiveness of e-Government implementation. Other studies conducted by Gichoya (2005), Gil-Garcia and Pardo (2005), and Seddon (1997) reported that the effectiveness of e-Government implementation refers to the quality of the system and the efficiency of e-Government

implementation in government organizations. In other words, they believe that the effectiveness of e-Government implementation is influenced by various factors both inside (internal) and outside (external) the organization.

E-services as we know them today are the efforts or performance of a group or organization using information technology (including the Web, information kiosks, and mobile devices). Typically, e-services are specialized for various purposes such as online shopping, public information, and even job search (Rowley, 2006).

Hoffman and Bateson (1997) also suggest that e-service can be defined as an action, effort, or performance that can include a variety of services supported by the mediation of information technology. In addition, users of electronic services sometimes describe them as a relatively unpleasant experience, due to the absence of face-to-face interaction, which is seen as important in relationship development (Zeithaml, Parasuraman, & Malcolm, 1997). Examining the research of the Harvard JFK School of Government in Indrajit (2006), applying the concept of digitization to the government sector or public sector there are three elements that must be owned. These elements are the supporting element which means direct support from the government and society in the development process, the capacity element which has the purpose of resources both financial, infrastructure, and human resources, the last element is the Value element which means the assessment of the benefits obtained by the government as a service provider and also the community as a recipient of e-Government services. Electronic services commonly used for the public sector are one form of means that can be utilized by the community and the government itself in particular by reducing the potential for internal and external conflicts of interest (Lindgren, 2013).

The establishment of the E-Makaryo application developed by the Central Java Provincial Manpower and Transmigration Office in August 2019. (jatengprov.go.id, 2023) The E- Makaryo application was created in August 2019 with several objectives, namely (1) making it easier for the people of Central Java to find work, (2) providing job information for the people of Central Java, (3) making it easier to trace the history of Labor Acceptance, and (4) creating competitiveness among other online job market applications. It is hoped that the E- Makaryo application can reduce the TPT (Open Unemployment Rate), especially in Central Java Province.

E-Makaryo was initially formed due to the massive layoffs carried out by companies in Central Java, which resulted in an increase in unemployment for the people of Central Java itself. From the data obtained, most of the unemployed are in the age range of the productive group. This is what made the Central Java Provincial Manpower and Transmigration Office innovate to create an IT-based E-Makaryo online job market.

The procedure for using the E-Makaryo application is actually the same as other online

job market applications. Users who are specifically Central Java residents are required to register an account first, after which the user can fill in complete biodata in accordance with the available fields. After filling in the data is complete, then users can see a list of active job vacancies to be able to submit applications that match the criteria of job seekers.

The application of information technology (IT) in government has a very important role in facilitating public service activities. The application of IT in various forms of public services within the government has a strategic value in Presidential Instruction No. 03 of 2003 concerning National Policy and Strategy for E-Government Development. The application of IT is considered capable of answering the challenges of changing work culture for the better, IT is also able to create the desired work system, namely transparent and accountable government in providing services to the community. Electronic service system (E-Service) according to Rowley (2006) is "...actions, efforts, and performance whose delivery is mediated by information technology. This electronic service includes elements of e-tailing services, customer support, and services".

The market segment targeted by the online job market conducted by the Central Java Provincial Government is the people of Central Java Province by simplifying the socialization of all existing job market information. This aims to increase public satisfaction, especially job seekers in terms of being able to obtain complete, accurate, and fast information about available job vacancies.

But in reality, the E-Makaryo online job exchange website is still far from satisfactory for its users, especially for job seekers. The E-Makaryo website sometimes experiences problems with information access speed, network constraints, and constraints from service providers to service channels. The Central Java Provincial Government represented by the Manpower and Transmigration Office as a service provider is also responsible for the lack of socialization of the E-Makaryo application so that there are still many people in Central Java who are not familiar with this online job exchange site. This is evidenced by the following table:

Table 2.
E-Makaryo User Data Until 2021

Year	E-Makaryo Users	Registered Job Seekers
2019	10.976	300.098
2020	45.292	423.342
2021	210.940	488.749

Source: Central Java Provincial Manpower and Transmigration Office

In measuring this success, researchers looked at the effectiveness of using the E-Makaryo application among the community and leaders of the Central Java Provincial Manpower and Transmigration Office. In their article, Nasa, Suryaningsih, & Subowo (2014) developed 4 factors

that influence effectiveness, namely:

1. Environmental Characteristics

The characteristics of the environment in this study will look at the overall number of respondents to the effectiveness of online job applications and also from the organizational side of how they build community perspectives on the use of E- Makaryo.

2. Organization Characteristics

Organizational characteristics in this study will look at how the Manpower and Transmigration Office of Central Java Province manages this online job exchange or E- Makaryo in tackling the open unemployment rate in Central Java.

3. Worker Characteristics

The characteristics of workers in this study will be addressed to people who have filled out the questionnaires that have been distributed. In the questionnaires that have been distributed, there are limitations to the research:

- a. Community knowledge about the program to the use of E-Makaryo
- b. Community views on the effectiveness of E-Makaryo

4. Management Policies and Practices

The policy and practice of managing E-Makaryo has been regulated in the Central Java Provincial Government Regulation in the Decree of the Head of the Central Java Provincial Manpower and Transmigration Office Number 1024 of 2020 concerning the Online Job Exchange and Labor Market Information Service System (E -Makaryo) in 2020.

Until now, the Central Java Province online job market application, E-Makaryo, continues to be developed. There are already 915 employer companies with a total of 475,301 million users who have registered their accounts.



Figure 1. Data on the number of E-Makaryo users

Source: Central Java Provincial Manpower and Transmigration Office

This research begins with some basic research that causes problems and results in the ineffectiveness of the E-Makaryo online job market. It can be described that the problem is (1) seen from the purpose of application users with the number of unemployed there is still a considerable gap, this is because the Central Java Provincial Manpower and Transmigration Office seems to lack socialization activities to the community, especially productive age. (2) The community has not been able to utilize the facilities optimally due to lack of knowledge about this E-Makaryo application. (3) The website system is not yet optimal, in this case the website is still often found bugs and network channel interruptions, and users feel less attractive with the website display. (4) The management of the website by the service provider, the party is the Central Java Provincial Manpower and Transmigration Office in conducting research and website development which results in incomplete information listed on existing job vacancies. Many information that should be important for E-Makaryo users must be missed because the information on the Makaryo website is incomplete. (5) There is no follow-up information if after sending a job application through E-Makaryo, whether the user passes the selection stage or not, there is no further information about this.

Also supported by initial research data obtained internally, there are several indications of problems related to the effectiveness of the E-Makaryo online job exchange system such as:

1. When viewed from the number of open unemployment with the number of active users, the comparison is still very far so that this application cannot be considered effective in reducing open unemployment.
2. There are still many levels of open unemployment in Central Java Province that have not been absorbed by employment, which means that the level of labor absorption is not optimal.

The Central Java Provincial Manpower and Transmigration Office as a service provider has the responsibility and duty to fully manage and supervise all types of information related to the labor market involving employers and job seekers in Central Java. The service provider here has a very important meaning and role in fulfilling the quality of service from E-Makaryo, this will be reviewed from several aspects, one of which is the efficiency aspect. The efficiency of services provided by the Central Java Provincial Manpower and Transmigration Office is an accuracy in a service. Efficiency can be seen from the completeness of information that can be accessed, the speed of service that can be felt by users and of course the ease of access to the website anywhere and anytime. In accordance with these aspects of efficiency, the E-Makaryo application still cannot be said to be as efficient as the online job market application.

The article written by Andi Muh Fikram et al states that the implementation of e-service in the work foam and the supporting factors and inhibiting factors encountered at the Gowa

Regency Manpower and Transmigration Office resulted in the fact that e-service in the job market has not achieved maximum goals when viewed from the aspects of service providers, service procedures, service users and service channels. While Yulia Khairunnisa et al stated that the level of effectiveness of the application of the online job market application at DPMPTSP Solok City was not effective because it was caused by internal and external obstacles in the form of low understanding of the community in using the application. Similar results were also found in the research article of Kiki Wulandari et al, which stated that e- service in E-Makaryo has not reached the maximum target and has not been able to provide satisfying services for its users.

Therefore, this study entitled Effectiveness Level of Implementation and Management of E- Makaryo Application in Reducing Unemployment in Central Java Province will discuss the effectiveness of the use of E-Makaryo which aims to evaluate and improve the shortcomings that still exist. The ultimate goal of this study is to provide suggestions and input to the manager of E-Makaryo, namely the Central Java Provincial Manpower and Transmigration Office as a consideration for making improvements to the innovation.

Methods

This research uses descriptive quantitative research methods. Sugiyono (2016, p. 7) explains that quantitative research methods are methods based on the philosophy of positivism, used in researching samples and research populations. Quantitative research is research that presents data in the form of numbers as the result of its research. Descriptive research method is a method in researching the status of human groups, an object, a condition, a thought, or a current event. Descriptive methods are used to create a picture or description systematically, factually and accurately about existing phenomena. Quantitative descriptive research is research that describes variables as they are supported by data in the form of numbers generated from actual circumstances. This study uses data collection techniques through questionnaires, observations and interviews. The type of sampling used is simple random sampling. The sample used amounted to 100 respondents taken from the community in Central Java Province. Data analysis techniques used in this study include quantitative data analysis techniques and descriptive data analysis techniques.

Results and Discussion

The Central Java Provincial Manpower and Transmigration Office as a service provider has duties and responsibilities in managing information related to the labor market. On the other hand, service providers have an important role in knowing the quality of E-Makaryo services that

will be reviewed from:

There are four factors that affect effectiveness, namely (Steers, 1985):

1. Organizational Characteristics (Manpower and Transmigration Office of Central Java Province)

According to Bernburg & Krohn (2003), labeling is a consequence of the social structure that is the driving force to move groups to deviate. The deviation in question is not optimal and maximum work done by the organization. Berry, et al (1999) suggested that schema is the process of shaping the personality of a person or organization that affects long-term life development, including character.

Organizational characteristics consist of structure and technology. This factor will regulate the extent to which organizational members can make decisions. The organization referred to in this study is the Manpower and Transmigration Office (Disnakertrans) of Central Java Province.

E-Makaryo is a job market application developed by the Central Java Provincial Manpower and Transmigration Office which has been around since 2019. This application has the main objective to facilitate the people of Central Java in finding jobs in the Central Java Province area. In the formation of this application, the Central Java Provincial Manpower and Transmigration Office has a team formed specifically to manage this job market. Of course, the formation team is included in the additional duties carried out by employees of the Central Java Provincial Manpower and Transmigration Office.

Research through interviews was conducted by researchers as the basis for making this study. The results of interviews with the Central Java Provincial Manpower and Transmigration Office to disseminate information related to the labor market have been carried out in various ways such as Job Fairs, visits to high schools and vocational schools, to universities spread throughout Central Java.

From the results of interviews that have been conducted by researchers at the Central Java Provincial Manpower and Transmigration Office, there are internal obstacles. Actually, the Manpower and Transmigration Office of Central Java Province is trying to continue to develop this application. However, there are indeed many main tasks that must be completed first before working on additional E- Makaryo management tasks. The obstacle comes from the lack of human resources owned by the Central Java Provincial Manpower and Transmigration Office because most workers perform concurrent tasks that are not the main tasks of the workers. This causes the development and management of the E-Makaryo application to not be the main focus of the application management team. Application development and management becomes an additional task that can be carried out when the

main task has been completed. In practice, the main tasks and main functions of the E-Makaryo application management team take up more time in their daily lives, so updating information in the application is not the main focus.

This can actually be avoided by adding human resources with special abilities to process, manage and develop the E-Makaryo online job market. So that there is no "stunting" in this online job market owned by Central Java Province, considering that the unemployment rate in Central Java is quite high and is not balanced with maximum facility innovation.

2. Environmental Characteristics

The environmental characteristics in this study took a sample of 100 respondents spread across Central Java through Google form. The frequency distribution of respondents' demographic information can be seen in Table 1. Respondents can be categorized into two main groups, namely respondents involved who are looking for work and respondents who are already working. The age group of respondents involved in this study is quite representative as most respondents are under 26 years old, and some are over 26 years old. More than 80% of the respondents had at least a Diploma degree, indicating that they had sufficient knowledge.

Table 3.
Respondent Profile

Demographic variables	Frequency	Percentage (%)
Gender		
Men	41	41,0%
Female	59	59,0%
Total	100	100,0%
Age		
15-25 years old	66	66,0%
26-35 years old	27	27,0%
36-45 years old	6	6,0%
46 years and above	1	1,0%
Total	100	100,0%
Education Level		
Junior high school/equivalent	3	3,0%
SMA/SMK/equivalent	14	14,0%
Diploma I	1	1,0%
Diploma III	15	15,0%
Diploma IV	8	8,0%
Bachelor (S1)	52	52,0%
Master (S2)	6	6,0%
Profession (Pr)	1	1,0%
Total	100	100,0%

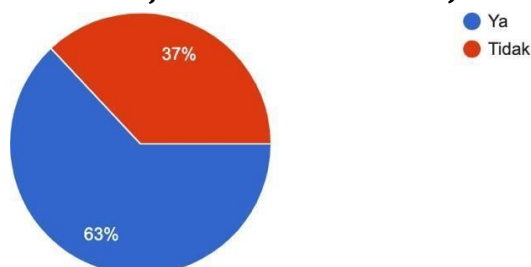
Source: Research Data

As seen in Diagram 1, 63% of respondents stated that currently there are still many people in Central Java who are looking for work. These results can be balanced with the level of open

unemployment in Central Java which is still quite a lot.

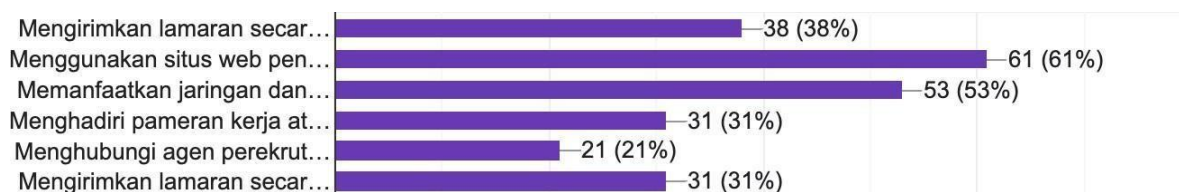
Diagram 1.

Data on job seekers in Central Java



Source: Researcher, from the results of data processing

Most job seekers answered that they looked for work through various online job exchanges as much as 61% and some respondents also looked for work by utilizing networks and recommendations from friends. These results can be seen from the results of the researcher's processing in Graph 1.



Graph 1. How people find jobs in Central Java

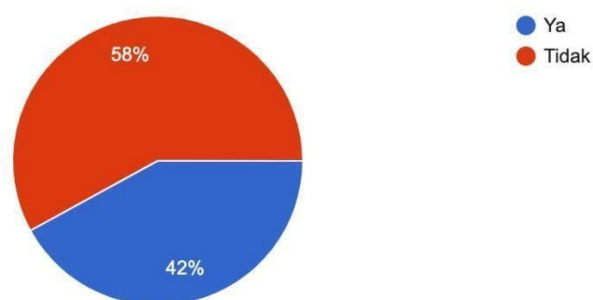
Source: Researcher. From the results of data processing

However, there were also many other answers from respondents who said they looked for jobs through Job Fairs, social media, digital media, and mass media. This can actually be utilized by the Central Java Provincial Manpower and Transmigration Office to provide information on job vacancies through its job market.

Unfortunately, most respondents do not know the existence of the online labor market apparatus owned by the Central Java Provincial Manpower and Transmigration Office. When viewed from the results, perhaps the socialization carried out is still lacking in the breadth of information provided to the public. As evidenced by the survey results, 58% of Central Java people do not know about the application.

Diagram 2.

Public knowledge of the E-Makaryo application



Source: Researcher. From the results of data processing

So, it can be said that if you look at the results of the survey of respondents, the level of public knowledge of the E-Makaryo application is still relatively low. Some who answered "yes" knew about this application from friends' recommendations, through digital media, Job fairs, and employees of the Manpower Office and Central Java Province.

The socialization of the E-Makaryo application, which has not been evenly distributed to all levels of society in need, has made this application not yet fully known by the community, especially the people of Central Java. The socialization that has been carried out so far is small and limited in scope. The creation of advertising promotions by involving influencers has also been carried out but did not have a significant impact.

3. Worker Characteristics (app user community)

Bredemier & Shields (1995, in Doty 2006) state that experts conclude that character is an internal state contained in behavior and related to personality. Behavior or character can be a response.

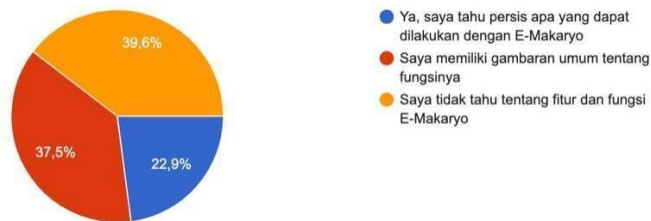
The characteristics of workers in this study are seen from application users or those who know the E-Makaryo online job market application managed by the Central Java Provincial Manpower and Transmigration Office. There are several in-depth questions from researchers asked through Google forms that have been distributed. Before asking further about the E-Makaryo application, researchers first asked about the effectiveness of finding a job or applying for a job online. Most answered that current technology is very useful and can help them find and get jobs both remotely and working from the office. Given the current technology is very supportive in doing everything through the internet (IoT).

The researcher then asked the respondents about their understanding of the E-Makaryo application which was created to facilitate the people of Central Java in finding jobs. Respondents with the option of knowing E-Makaryo clearly, only have a general description of the E-Makaryo application in the sense that this group of respondents has used a similar

[E-Makaryo job search application or has even used E-Makaryo. The Makaryo application as an online job search media, and only hearing but not knowing its usefulness and function are almost balanced, in terms of only hearing but not knowing its usefulness is a form of lack of information, promotion and socialization carried out by service providers so that people only know its name but do not know its function and usefulness.

Diagram 3.

Central Java Community Understanding of the E-Makaryo Application

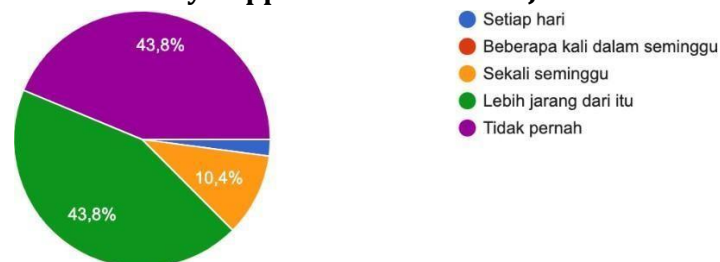


Source: Researcher. From the results of data processing

Unfortunately, more people only know the app, but do not know the uses and functions of the E-Makaryo app. Many of them have never even used the E-Makaryo app. The level of public ignorance of the E-Makaryo online job market. The Central Java Provincial Government should be more active in socializing, promoting, and even disseminating information by utilizing all available media such as social media (Instagram, Facebook, etc.) to inform the wider community that there is an online job market called E-Makaryo whose presence can be greatly utilized by the community, especially job seekers, and can reduce the value of unemployment in Central Java and reduce poverty in Central Java.

Diagram 4.

Use of E-Makaryo Application in Central Java Community

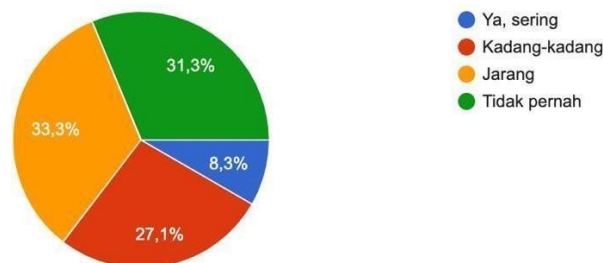


Source: Researcher. From the results of data processing

For the community of active E-Makaryo users, there were more in-depth questions about the effectiveness of using the application. The results, with 5 different levels namely very easy, quite easy, easy, difficult, and very difficult. From the survey results, according to respondents who have used the application, it is considered quite easy to use. Basically, this online job exchange application is very easy to use if users know every function and use of the bottom of the website. This E-Makaryo website is designed to make it easier for users to

use and explore the website, it's just that the appearance of the website design is still too basic so it is boring and less attractive. Application users make good use of the facilities provided by the Central Java Provincial Manpower and Transmigration Office. They get job information that matches the qualifications given by the employer. Although at first glance from the appearance, employment is mostly given to high school or vocational school graduates. However, it is not uncommon for job seekers who are looking for work not to get jobs that match their qualifications. This is evidenced by the respondent data which can be seen in diagram 5.

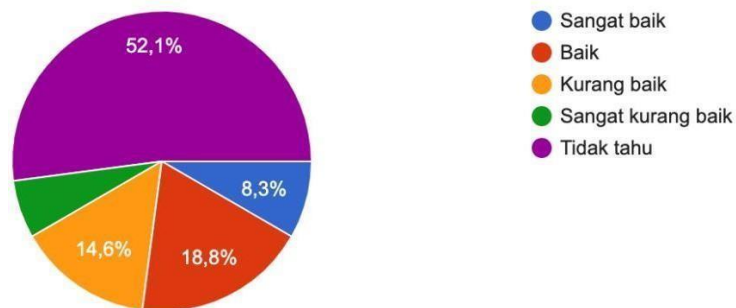
Diagram 5.
Respondent data related to the suitability of existing information
with their qualifications



Source: Researcher. From the results of data processing

In addition, application users who have registered for an E-Makaryo account, some of the respondents have applied for jobs through the application. Researchers utilize respondents who have applied for jobs on the application to measure the effectiveness of the application on users who have applied for jobs through E-Makaryo.

Diagram 6.
Response to applying for jobs through E-Makaryo from people who have been



Source: Researcher, from the results of data processing

From the results of respondents' answers after sending applications through E Makaryo, it is stated that the incoming applications can be managed properly. This is evidenced by the

answers of 79.2% of respondents who have applied for a job through this application and received a response or feedback from the employer company. However, not all answered this, because there were still many respondents who sent job applications but there was no further information about the application.

This research also found criticism regarding the unsuitability of the application in helping to find work in Central Java society. This can be proven in the next question regarding the obstacles faced by users of the E-Makaryo online job market application. The researcher's question uses an input box which can be concluded that the biggest obstacle that occurs in this application is the incompleteness of information both in the E-makaryo system and from employers.

In addition, the obstacles felt by other application users are websites that often error and the absence of applications on mobile apps such as the App Store or Play Store. Many respondents also answered that the E-Makaryo application was difficult for job seekers to understand which caused job seekers not to be interested in the E-Makaryo application.

From the results of research on worker characteristics aimed at E-Makaryo application users, the Central Java Provincial Manpower and Transmigration Office as an online labor market service provider (E-Makaryo Application) has the duty and responsibility to fully manage everything related to E-Makaryo. Makaryo. The effectiveness of this online labor market service (E-Makaryo) is still at a low level based on the results of existing questionnaire data.

So it can be concluded that based on the results of existing respondent data, most respondents regretted that there were several obstacles when the respondents used E-Makaryo, some of which were incomplete information related to job vacancy specifications contained in the application. The E-Makaryo application and also the E-Makaryo website design that is displayed are less attractive. Information in this case refers to the content section and includes the achievement and layout of factual information on the E-Makaryo web.

It can be seen that the E-Makaryo website page has content that is still related to labor market information to job vacancies available within the scope of the Central Java region. Other additional information such as specific job information, the amount of salary to be received, the number of job seekers who apply, and others are still not well conveyed.

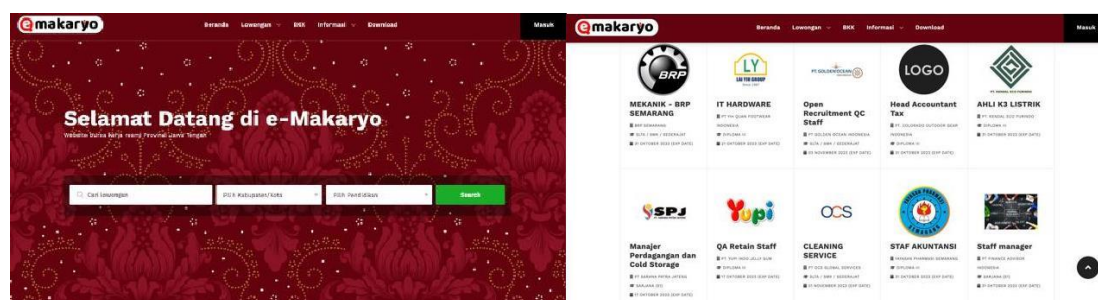


Figure 2. Initial View of E-Makaryo Website

Source: E-Makaryo website (at <https://bursakerja.jatengprov.go.id/>)

The appearance of the landing page of the E-Makaryo website is also still very basic and less attractive, this can trigger the level of user satisfaction with E-Makaryo because the initial page of the website is less attractive and informative. The E-Makaryo website also cannot be said to be easy to use because there are still many obstacles in its use.

4. Management Policies and Practices

A good policy is one that clearly aims to achieve the desired goals (Armstrong, 2013). The Central Java Provincial Government issued Decree of the Head of the Central Java Provincial Manpower and Transmigration Office Number 1024 of 2020 concerning the Online Job Exchange and Labor Market Information Service System (E-Makaryo) in 2020.

Seeing the high interest of the community in utilizing technology and the internet today makes the Ministry of Manpower of the Republic of Indonesia take advantage of this by collaborating in IT development and expanding employment opportunities according to the labor market. This is what needs to be done by the Central Java Province Manpower and Transmigration Office to increase innovation and utilize existing resources to create technology-based work programs that bring changes to all aspects, especially for the community. With a qualified infrastructure, it is quite important to be able to organize technology-based public sector services. Because if the level of use and utilization of technology is very high if it is not balanced with adequate and appropriate infrastructure, it will not be optimal in the development of information and technology in the public sector. Likewise, the availability of human resources (HR) or employees who must have adequate knowledge and expertise for the development of this E-Makaryo service in order to realize the best, modern, and expected application services.

The preparations made by the management in making this application are actually quite mature, but in its implementation E-Makaryo has not been able to fully answer the challenges faced by the Central Java Provincial Manpower and Transmigration Office. To carry out the nine main objectives of the Online Job Exchange and Labor Market Information Service System (E-Makaryo), there are still obstacles in the dissemination of information and socialization of

implementation from the Central Java Provincial Manpower and Transmigration Office. Socialization of the Online Job Exchange and Labor Market Information Service System (E-Makaryo) has not been carried out massively and thoroughly to all levels of society who need it. Socialization is still hampered by budget allocations and limited human resources. In its implementation, the E-Makaryo application has not been supported by a management team that works independently, so that the information presented in the application cannot be updated regularly. Therefore, support from the Central Java Provincial Government is needed in the form of support for strengthening regulations and budget support as well as human resources.

Conclusion

Public service innovation in e-government through the E-Makaryo application in the form of a digital-based online job exchange and job market information system service makes it easier for Central Java residents to be able to find job vacancy information and apply for work in it. The results showed that the online job market owned by the Central Java Province Manpower and Transmigration Office, namely E-Makaryo, in general, has not reached the maximum level of efficiency. This can be seen from the 4 existing characteristics with details:

1. Organizational characteristics:

The service provider, namely the Central Java Provincial Manpower and Transmigration Office, where the relevant parties have not carried out their duties and responsibilities optimally by not actively conducting promotional and socialization activities about the E-Makaryo application so that there are still many Central Java people who have never used or even known about this online job market application owned by the Central Java Provincial Government. In addition, because the assignment of managing this application is an additional job, the employees of the Central Java Provincial Manpower Office more often carry out their main performance in their respective fields. Thus, the development and management of the E-Makaryo application is not the main focus of the management team so that it can potentially run the application is not optimal and less able to answer the 9 main objectives in it.

2. Environmental Characteristics:

From the results of research using 100 respondents as a sample of the total population in Central Java, many people are concerned about online job market applications. However, many of the respondents do not know the E-Makaryo online job market application owned by the Central Java Province Manpower and Transmigration Office. The lack of socialization and information dissemination is the main reason that the E-Makaryo application is not yet widely

known by the Central Java Community. With so few people knowing and using the E-Makaryo application, the purpose of creating the application has not been fully effective.

3. Worker characteristics:

In this characteristic, workers are referred to as respondents who have used the app. Of course, digital innovations like this take time to develop. People who have used the application have a good impression even though there are problems such as errors on the website to their obstacles in finding job information provided by employers. With problems that are still often encountered in using the application, user interest in utilizing the E-Makaryo application will decrease so that job seekers will use other ways to find job information. With distance and time limitations, it will result in job seekers who are far from the location of the employer having difficulty in finding information and applying for jobs so that the unemployment rate which is expected to decrease with the E-Makaryo application cannot be realized.

4. Management Policy and Practice:

As a manager, the Central Java Provincial Manpower and Transmigration Office has been very good in trying to reduce the unemployment rate in Central Java Province. The management policy has been regulated in the Decree of the Head of the Central Java Province Manpower and Transmigration Office Number 1024 of 2020 concerning the Online Job Exchange and Labor Market Information Service System (E-Makaryo) in 2020. However, the implementation of socialization and application management is still experiencing obstacles so that the Central Java Provincial Government needs to increase support in the form of strengthening regulations as well as budget support and human resources.

Seeing from the results of the research that has been done, to support the development of the E-Makaryo online job market application managed by the Central Java Provincial Manpower and Transmigration Office, the authors provide the following suggestions:

1. The Central Java Provincial Manpower and Transmigration Office can create a special subfield for E-Makaryo services. In this field there can be a person in charge, an IT team that is ready to serve if there are problems, and a Call Center as a contact person for both job seekers and job providers if there are questions.

In addition, the Central Java Provincial Manpower and Transmigration Office must also be more fluent in socializing the application to all Central Java people who are on the border, not only in big cities.

2. The public can find out direct information about the existence of an online job market owned by the Central Java Provincial Manpower and Transmigration Office, namely E-Makaryo by frequently visiting the website of the Central Java Provincial Manpower and

Transmigration Office which can be accessed at <https://disnakertrans.jatengprov.go.id/> or it is hoped that with this research the public can get direct input and can use the application at <https://bursakerja.jatengprov.go.id/>.

3. Application providers should be able to hear criticism and suggestions from the community regarding the use of E-Makaryo. The website should add a criticism and suggestion column for service users from both the employer and job seeker side.
4. On the basis of this application, which has 9 main objectives, it can be utilized especially by the people of Central Java in making it easier to find jobs that match the characteristics and talent interests of employers and job seekers.

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Public Services at the Population and Civil Registration Office of Minahasa Regency

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Abstract

Registration of Minahasa Regency. The research method used is descriptive qualitative. The number of informants in this study were 5 people. Data collection uses observation, interview and documentation techniques. Data analysis through Data Reduction, Data Presentation and Drawing Conclusions. The results of the study show that the Public Service of the Department of Population and Civil Registration of Minahasa Regency is reviewed from 3 assessment indicators. in indicator 1). Service procedures for making E-ID cards are effective, both online and offline services, according to SOP 2). Inadequate facilities and infrastructure, or still not according to standards in terms of service time, employees have high discipline. 3). The competence of service delivery officers is reviewed after the completion time, there is a guarantee for completion time, but there are several internal and external factors that make the process of making this E-KTP hampered This study aims to describe the Public Services of the Department of Population and Civil, but for the entire service process, employees are always the intermediary in providing understanding and problem solver for every community who comes to get services in making E-KTP and also in the service process free of charge.

Keywords:

public service; population; civil registration office

Introduction

The state's efforts to fulfil the basic needs of every citizen through the provision of goods, services, and administrative services are known as public service delivery, but the reality is that public services to date have not significantly satisfied the community. Public support is a movement to meet local needs that includes authorized products, services, and services offered by public service providers.

Administrative services themselves are mandatory because this is a function of the state apparatus in providing excellent service, and is one of the very important tasks in collecting data on Indonesian citizens. Administrative services at the Population and Civil Registration Office itself are regulated in Law No. 23 of 2006 concerning Population Administration, every resident has the same rights to obtain population administration services, legal certainty over ownership of informant documents regarding data from population registration and civil registration.

The Office of Population and Civil Registration of Minahasa Regency itself in the process of its services, there are still many complaints from the community, there are still many people who are not satisfied with the quality of services provided, the community considers that the

services at the Office of CAPIL of Minahasa Regency are thought to be able to help and speed up rather than hinder the administrative process. Not only that, there are also complaints from the community who go back and forth looking for the staff concerned for registration and sometimes the person concerned does not come to the office for several days, the employees are indifferent in serving, still concerned with their own interests rather than public services. For example, in the process of making ID cards, when researchers made initial observations, it was still found that the service process provided was still ineffective and there were still many shortcomings encountered, starting from coordination between employees and the public, misunderstandings that were still sometimes not explained by employees to the public, completion times were sometimes uncertain, and there was also no further information when, what day, There are also many complaints from the public that the information on the files that will be brought down always changes and it is all from the employees, different employees so the arrangements are also different, and also when taking the KTP that has been completed takes quite a long time, because the officer is out or taking a meal break, not only that, but also the lack of employee discipline. But the problem in service is that there are certainly things that hinder the service itself, services that are still not excellent, and are still considered ineffective. Service quality is very necessary in measuring a service itself. Therefore, services at the Population and Civil Registration Office should be able to provide good service to the community.

Based on the background of the problems that have been stated, the researchers conducted research with the title: Public Services at the Population and Civil Registration Office (Capil) of Minahasa Regency. Governance is strongly influenced by public services. Public administration can only be considered as administration coordinated by public authorities. If a company or institution has good management, then its goals will be successfully achieved. Consumer loyalty in an organization or instructive is not entirely determined by the board's great assistance or great assistance to the client (Ristiani, 2020).

By itself, good public service management will influence and provide quality services; on the other hand, poor public service management will have an impact on the level of public trust in government. It is clear from the previous description that service is a process. Therefore, the fundamental object of public assistance to the council is the actual assistance, so the open assistance of the implementers is the process of management, especially the administration that organizes and controls the assistance cycle, so that the administrative implementation system can run properly, smoothly, on track, and is acceptable to the people served.

1. One of the main endeavours of public authorities is to offer types of public assistance to local areas. The practice of providing services to the public for a fee or without a fee in order to fulfil the needs or interests of the public is known as public service.
2. Within the realm of public service, it simply articulates the various aspects of clean and good governance.
3. Public administration encompasses the interests of all components of administration, particularly the government system, society, and the market (Riska Chyntia Dewi, 2021).

Public service is part of government execution that is generally visible to the eye. Because the quality of public services is in the interest of many people and has a direct impact on people from various walks of life, the public can directly assess government performance based on the quality of these services. In addition, the success of building public service performance in a professional, effective, efficient and accountable manner will raise the positive image of the government in the eyes of its citizens (Messe & Pangkey, 2018).

Many variables can affect the high and low work efficiency of a representative, including a representative's work discipline, work inspiration or entertainment, a worker's work ethic or spirit and upheld by the workplace where work training occurs consistently. To fulfil the company's productivity goals, an employee with high morale, motivation, and discipline will be able to do his job well (Saleh & Utomo, 2018).

According to Wawointana, work discipline is an important guideline in shaping and training employees to act in accordance with procedures or rules which is also a process that aims to improve employee discipline in maintaining and improving organizational goals (Wawointana et al., 2019). Lumingkewas stressed that if you want everything to run as expected, there needs to be a disciplinary programme implemented in the agency to help and control all employee actions so that employees are responsible, work smoothly, effectively and efficiently (E. Lumingkewas, 2021). Discipline is the most important factor to improve performance for employees, especially in this case civil servants who join the secretariat of the Minahasa Regency Legislative Council (Masengi, et al., 2023).

The discipline of employees or service officers in carrying out their responsibilities in accordance with their job description, especially related to the seriousness of officers in providing services and the consistency of working hours according to applicable regulations. In addition, discipline refers to a mental attitude manifested in the actions or behavior of individuals, groups, or communities in the form of compliance with norms, ethics, and rules of society or rules set by the government (Engkus, et al., 2021).

Methods

The author uses qualitative research because it is descriptive and tends to emphasize the process of finding meaning. Theory is used as the basis of research to match the facts in the field. as a result of the discussion of the research, an overview of the phenomenon. The location of this research is the Office of Population and Civil Registration of Minahasa Regency. The research objective is to determine how based on several indicators.

- Service Mechanism
Standard procedures for service providers and recipients, including complaints.
- Facilities and Infrastructure
Public service providers provide adequate facilities and infrastructure.
- Competence of Public Service Providers

The competence of service providers must be properly assessed based on the required knowledge, expertise, skills, attitudes and behavior. In this study, the determination of witnesses was carried out using a purposive examination strategy combined with a coincidence test. Purposive examination is an examination method with special considerations where data or information is collected by selecting a number of witnesses who are considered educated and reliable to be a source of information. became the second informant, this time a manager at the population and civil registration office of Minahasa district.

- Primary data: information obtained through respondents by directing questions and answers directly and directed through interview rules according to the instructions intended by the author.
- Secondary data: information obtained from reports or information at the examination center.

By observing, listening, asking, and collecting research data, the researcher himself is used as an instrument or research instrument. In this study, existing indicators are supported by observation or interviews. The initial steps in this approach are data collection, analysis, and interpretation. In practice, descriptive methods are used as follows: review strategy, contextual enquiry (not exactly the same as a case), close examination, time and motion enquiry, conduct enquiry, and narrative enquiry [9]. Observation, interviews, and documentation are all methods that can generally be used to collect the necessary data for qualitative research. Space, actors, and activities are the three main components that are the focus of observation (Safroni, 2012).

1. Approach to research subjects (informants)

In research, of course, researchers do not yet know clearly the environment to be studied and the informants. When researchers arrived at the research location, researchers approached formally and informally, so that researchers could obtain complete information from various information obtained in accordance with the predetermined focus of this procedure.

2. Interviews with leaders and stakeholders.

At this stage, researchers used 3 stages of data collection, namely:

- a) Observation: Direct observation of social phenomena, problems, and psychological symptoms to be recorded is the method used in this technique.
- b) Interview: Through an in-depth question and answer process with informants, this method is used to extract information directly from data sources and obtain accurate data for the purpose of answering research questions.
- c) Documentation: This method is carried out by collecting information through documentation by making notes, duplicating notes, guide materials, photos as complementary information, as well as various information related to the problem under study.

In analyzing qualitative data, researchers have conducted data analysis from the beginning of the research. The qualitative data analysis technique is a descriptive data collection technique. According to Sugiyono, in testing the validity of data in qualitative research, this is done starting from the credibility test (internal validation), transferability (external validation), dependability (reliability), and confirmability (objectivity) (Saleh & Utomo, 2018).

1. Credibility test (trust test)

Credibility, or the ability to be relied upon, refers to the following aspects of qualitative research findings: extending observation, namely by conducting research back to the field through observation and interviews with new respondents to ensure that the data that will become the results of the research can be truly trusted; gaining persistence, specifically by observing more and more carefully, so that field data can be collected with certainty and methodically; triangulation, which requires checking data collected in the field in various ways and under various conditions to ensure data reliability; negative case analysis, or cases where research findings do not match or differ beyond a certain point.

2. Transferability test (transfer value)

In research, the transferability test is external validity. The degree of accuracy or adaptability of research findings to the population from which the sample was taken is known as external validity. The value of this motion is related to the question of how much the results of

the exploration can be applied or utilized in various situations. For naturalistic analysts, the moving price depends on the client, to what extent the results of the exploration can be used in different social settings and situations.

3. Dependability test

The dependability test is a stage where researchers re-examine the findings of field research as a whole. The dependability test is carried out so that the research results obtained can be trusted and accounted for, and the aim is to avoid deviations from the research results.

4. Confirmability test (certainty)

The research objectivity test is the name given to the confirmability test. When many people agree on research findings, it is considered objective research. Confirmability tests and dependability tests are similar in qualitative research, allowing simultaneous testing.

Results and Discussion

There are 3 indicators of research discussion based on the results of interviews found by researchers at the research location.

Service Mechanism

Public service is the act of meeting the needs of others or those with an interest in the organization in accordance with the main rules and procedures that have been established.

In accordance with the results of interviews conducted by researchers at the Minahasa Regency population and civil registration office, by asking several questions related to indicators of service procedures, the responses of informants obtained by researchers were that the service in making E-KTP was very effective for the entire service process, this was reinforced by the results of interviews that the form of service used had used the Digital role, the service process was excellent, was in accordance with the SOPs in the Minahasa Regency population and civil registration office, and also the employees responsible for providing services were competent and experts in their fields.

Execution is a description of the degree of achievement of the implementation of an action/programme/strategy in understanding the goals, objectives, mission and vision of the association as stated in the essential preparation of an association. Performance is a multifaceted concept that is influenced by many factors.

Facilities and Infrastructure

In accordance with the results of interviews conducted by researchers in the tangibles indicator, it can be concluded that in this indicator, the infrastructure, facilities used in providing services and making E-KTP are complete and also in accordance with standards in service, not

only that, ease of access is provided by the population and civil registration office, especially in the civil registration section of making E-KTP, there are services provided directly at the office and there are also services via online, and in providing services, employees at the population and civil registration office of Minahasa Regency also have high discipline.

Management includes a broader understanding, especially the ability to mobilize other resources involved in the activities of mobilizing and harmonizing human resources and other resources to carry out tasks in order to achieve predetermined goals (Wawointana, 2019)

Due to their significant influence on improving the quality of public services, service facilities play an important role in this process. People can be happier and more at home in the service room if the facilities are adequate. Management components are inseparable when providing services: Materials and equipment, machinery, ways of working, cost sources, labour, marketing, and finally services. The public will conclude that the service provided is optimal and satisfactory if this dimension is considered positive.

Service provider officer competence

In accordance with the results of interviews related to indicators of service delivery competence in public services at the population and civil registration office of Minahasa Regency, related to several questions given by researchers, a conclusion can be drawn that in the process of public service performance in making E-KTP if viewed through completion time there is a guarantee of completion time, but there are several internal and external factors that make the E-KTP making process slowed down, but for the entire service process employees are always the mediator in providing understanding and problem solving for every community that comes to get services in making E-KTP and also in the service process is free alias free.

Basically, the organization's ability to determine authoritative goals and determine broad approaches, while the council's ability to perform exercises that must be done to achieve goals within the confines of the general arrangements that have been formed. There is a lack of consensus among administrations regarding administrative responsibilities at this point in the implementation process, and management has a number of responsibilities to perform independently. In the Stipulation of the Minister of Administrative Reform according to Law No. 63 of 2003, "As all types of administration, both as open products and public administration which is basically an obligation and completed by Central, Provincial and Regional Government Agencies or Regional-Owned Enterprises in order to meet regional needs and With regard to the legal arrangements for implementation, public assistance can be defined as "All types of administration, both openly".

According to Pfiffner, management covers a broader sense, which includes the ability to mobilise other resources involved in activities to mobilise and harmonise human resources and other resources in order to carry out tasks to achieve predetermined goals (Wawointana, et al., 2019)

Conclusion

Based on the results of the discussion, the Public Services of the Population and Civil Registration Office of Minahasa Regency can be concluded as follows:

1. Service Mechanism

The entire service procedure has been successful thanks to the service that makes E-KTP. It is built from the results of the meeting that the type of administration used today uses computerised work, the help cycle is very good, according to the SOP in the Minahasa community and the general registration office, and also the employees responsible for providing services are competent and experts in their fields.

2. Facilities and Infrastructure

The facilities used in providing services and making E-ktip are complete and also in accordance with the standards in the service, not only that, but also the ease of access provided by the population and civil registration office, especially especially in the civil registration section of making E-ktip, there are services provided directly at the office and there are also services via online, and in providing services also employees at the population and civil registration office of Minahasa Regency, have high discipline.

3. Competence of Service Providers

Public Services at the Population and Civil Registration Office of Minahasa Regency, related to several questions given by researchers, can be concluded that in the process of public service performance in making E-KTP if viewed through the completion time there is a guarantee of completion time, but there are several internal and external factors that make the process of making E-KTP slowed down, but for the entire service process employees are always the mediator in providing understanding and problem solving for every community that comes to get services in making E-KTP and also in the service process is free of charge alias free.

Based on the results of the discussion and conclusions related to the public services of the Population and Civil Registration Office of Minahasa Regency in the process of making E-KTP, the researcher provides suggestions as follows:

1. In the process of providing services, it should be improved by providing understanding to people who do not understand the process and mechanism of services at the Population and Civil Registration Office of Minahasa Regency.
2. Seeing the increasing process of making E-KTP services, the quantity of infrastructure must also be added so that the service process runs smoothly.
3. Employees working at the Population and Civil Registration Office of Minahasa Regency should be recommended to conduct online services as well.
4. If in the service process there are obstacles or factors encountered from within or from outside, it should be communicated with the community, starting from the completion time, what obstacles are encountered, so that there is no miscommunication between the community and employees.
5. The Population and Civil Registration Office should coordinate with the local government, so that people can obey the administration.

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Implementation of Sustainable Food Agricultural Land Protection Policy in South Tondano District, Minahasa Regency

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Abstract

This study aims to describe the implementation of sustainable food agriculture land protection policies in the South Tondano district, Minahasa Regency. This study uses a qualitative approach, with data collection techniques through observation, interviews, and documentation. The results showed that: 1) Socialization that was not optimal caused the community to not know the Policy for the Protection of Sustainable Food Agricultural Land. 2) Economic needs and population growth increase the need for residential land which causes people to build buildings in the LP2B referral area. 3) The Village Government does not act decisively and supports the expansion of settlements in Tataaran Village. 4) Violation of land conversion for sustainable food agriculture is the community's non-compliance with regulations as a result of lack of knowledge of policies. So the researchers suggest: 1) It is better for the government to carry out a thorough socialization to the community, not limited to the Village apparatus. 2) It is better for the government to provide solutions for people who do not have alternative options to build houses and places of business, as well as develop a more modern agricultural system so that young people are interested in working in agriculture. 3) It is better for the government as the implementer to have integrity in implementing a policy. 4) It is better for the government to provide regulations with heavier sanctions, for example in the form of fines for violating this regulation.

Keywords:

policy; implementation; sustainable; food agricultural; land

Introduction

Land is a strategic natural resource that supports development. Every physical development sector, such as the forestry sector, housing sector, industrial sector, transport sector, including the agricultural sector requires land. Indonesia alone has around 7.4 million hectares of raw paddy fields. Therefore, Indonesia is called an agricultural country because most of the Indonesian population works in the agricultural sector. Indonesia benefits from having abundant biodiversity, a large expanse of land, and a tropical climate that allows planting throughout the year. With this abundance of natural resources, Indonesia should be a prosperous country because the agricultural sector has an important role in efforts to improve the economy and fulfil food needs.

However, as the standard of living of the people increases, technology advances, and opportunities to create jobs are opened up by the development carried out by the government and even the community, the need for land also increases. Modern society is starting to leave agriculture as the main source of income and turn to opportunities that open up due to the impact of the development of society itself. In Tataaran 1 itself, based on initial observations made by researchers, people who own agricultural land see that agricultural activities on their land are less profitable than if they build boarding houses on their agricultural land. This is driven by the establishment of Universitas Negeri Manado in Tondano Selatan sub-district, so that the need for housing increases. This opened up business opportunities for people in Tataaran 1 Village, which is close to Universitas Negeri Manado. In addition, another thing that encourages people to convert their agricultural land is that they are not aware of policies related to the protection of sustainable food agricultural land. People think that they can use their agricultural land as they wish, even though there are regulations governing the utilisation of agricultural land, especially sustainable food agricultural land.

The need for land is increasing, while the availability and size of land is fixed. Population growth has an impact on the density of residential areas. People who do not have many choices of places to build their buildings begin to look at agricultural land to build on. This leads to land use change. The change from agricultural land use to non-agricultural land use is known as agricultural land conversion. Agricultural land conversion has increased from year to year. Agricultural land is converted for other needs such as housing, industry and so on. There will be many negative impacts arising from this land conversion action, not only affecting the State's economy, which threatens food security both on a regional and even national scale, but also has an impact on the environment which can cause flooding as a result of damage to the agricultural ecosystem. Given this, it is necessary to control the rate of conversion of agricultural land into non-agricultural land. One of the things that the government can do in an effort to control the conversion of agricultural land is to provide legislation that is able to guarantee the availability of sufficient agricultural land, prevent the uncontrolled conversion of agricultural land, and ensure the availability of agricultural land for farmers.

To control the rate of conversion of agricultural land to non-agricultural land, the Government has issued laws, including Law No. 41/2009 on the Protection of Sustainable Food Agricultural Land Article 44 (1) Land that has been designated as Sustainable Food Agricultural Land is protected and prohibited from being converted (*Undang-Undang Nomor 41 Tahun 2009 Tentang Perlindungan Lahan Pertanian*, n.d.). In line with that, the government of Minahasa Regency issued the Regional Regulation of Minahasa Regency Number 1 of 2014 concerning the

Regional Spatial Plan of Minahasa Regency Year 2014-2034 and stipulates in Article 29 (2) Food crop agricultural areas as referred to in paragraph (1) letter a, are located in Tondano and all sub-district areas with potential for the development of food crop cultivation (*Mengeluarkan Peraturan Daerah Kabupaten Minahasa Nomor 1 Tahun 2014 Tentang Rencana Tata Ruang Wilayah Kabupaten Minahasa Tahun 2014-2034*, n.d.). More details are regulated in Minahasa Regent Regulation No. 5/2017 on the Direction of Sustainable Food Agricultural Land and Protection of Sustainable Agricultural Land in the Districts of South Tondano, East Tondano, West Tondano and North Tondano Article 106 (3) Land conversion that has been designated as Sustainable Food Agriculture Land for public interest as referred to in paragraph (2) may only be carried out under the following conditions: a. a strategic feasibility study is conducted; b. a land conversion plan is prepared; c. the owner's ownership rights are released; and d. replacement land for the converted Sustainable Food Agriculture Land is provided. The location of Sustainable Food Agricultural Land according to the Minahasa Regent Regulation above is implemented in 4 Sub-districts in Greater Tondano with an LP2B model area of 1,255.63 Ha, including South Tondano Sub-district with an LP2B model area of 355.47 Ha, including agricultural land in Tataaran 1 Sub-district which must be maintained until 2037. With these regulations, it is expected to maintain the existing area of food agricultural land to realise national and regional food security.

One of the impacts that has begun to be felt by the community due to the conversion of agricultural land is the start of small-scale flooding in Kelurahan Tataaran 1, especially in residential areas adjacent to rice fields. Every time it rains with high intensity and long duration, the water in the rice fields will overflow into the gutters in the residential areas, even into the houses. This will certainly get worse if the conversion of agricultural land continues. The impact will not only target some communities, but the wider community will be affected.

The protection of Sustainable Food Agricultural Land aims to maintain its sustainability so that the benefits of the agricultural land can be felt by the community. To maintain the existence of Sustainable Food Agricultural Land, there needs to be systematic and sustainable efforts supported by the community itself so that the continuity of the benefits provided by agricultural land can be maintained and felt by future generations. If agricultural land is not managed properly, it will result in the disruption of the actual function of agricultural land and the availability of food for human needs.

So based on the background of the above problems, the researcher chose the research title, "Implementation of Sustainable Food Agricultural Land Protection Policy in South Tondano District, Minahasa Regency".

Methods

This research uses a qualitative approach. Qualitative research places more emphasis on the process of searching for meaning, disclosing the meaning, behind the phenomena that arise in research, with the aim that the problems to be studied are more comprehensive, in-depth, natural and as they are and without much interference from researchers to the facts that arise. Qualitative methods are used to obtain more in-depth data, namely obtaining data based on facts in the field, which are experienced, felt, and thought by participants / data sources. The instrument in qualitative research is the researcher himself. Therefore, the researcher as an instrument must also be validated as to how far the qualitative researcher is ready to conduct further research (Lumingkewas, 2018).

According to Moleong, qualitative research is a research procedure that produces descriptive data in the form of written or spoken words from people and behaviour that can be observed. The reason researchers use a qualitative approach in this study is to be able to explore deeper information related to existing problems (Moleong, 2017). By using this approach, researchers can understand the problem by looking at the situation and conditions found in the field. Thus, the research aimed to describe the Implementation of Sustainable Food Agricultural Land Protection Policy in Tataaran 1 Village, South Tondano District, Minahasa Regency. This research is focused on the implementation of the Sustainable Agricultural Land Protection policy in Tataaran I Village, South Tondano District, Minahasa Regency related to the conversion of sustainable food agricultural land in this case the cause of Sustainable Food Agricultural Land in Tataaran 1 Village switching functions, which is seen from the research sub-focus, namely: 1) Knowledge of Policy, 2) Economic and Demographic Conditions, 3) Attitudes of Officials, and 4) Compliance with Policies (*Undang-Undang Nomor 41 Tahun 2009 Tentang Perlindungan Lahan Pertanian*, n.d.).

The researcher took the research location in Tataaran 1 Village which is included in the Sustainable Food Agricultural Land area with data collection conducted at the Regional Development Planning, Research and Development Agency of Minahasa Regency, the Public Works and Spatial Planning Agency of Minahasa Regency, the Agriculture Agency of Minahasa Regency, the Investment and One-Stop Integrated Service Agency of Minahasa Regency, the National Land Agency of Minahasa Regency, and the Civil Service Police Unit of Minahasa Regency.

The informants are the Head of the Village, the Head of the Neighbourhood, the Community of Agricultural Landowners, the Head of the Agricultural Facilities and Infrastructure Division of the Agriculture Office of Minahasa Regency, the Head of the Economic Division of the

Regional Development Planning, Research and Development Agency of Minahasa Regency, the Head of the Irrigation, River and Beach Development Section of the Public Works and Spatial Planning Office of Minahasa Regency, the Head of the Integrated Licensing Services Division of the Investment and One-Stop Integrated Services Agency of Minahasa Regency, the Head of the Regional Law Enforcement Division of the Civil Service Police Unit of Minahasa Regency.

The data collection process includes observation, interview, and documentation. Then through the data analysis process starting from data reduction, data presentation, and finally conclusion drawing (Sugiyono, 2019).

Results and Discussion

As mandated in the 1945 Constitution of the Republic of Indonesia, food agricultural land is part of the earth as a gift from God Almighty that is controlled by the state and used for the greatest prosperity and welfare of the people. Therefore, its utilisation cannot be arbitrary, there must be a law that regulates it. Therefore, the government enacted Law No. 41 Year 2009 on the Protection of Sustainable Food Agricultural Land.

In Minahasa Regency itself, especially agricultural land in the Districts of South Tondano, East Tondano, West Tondano and North Tondano is decreasing due to the conversion of agricultural land into non-agricultural functions, so it is feared that it will hamper the Minahasa Regency Government in striving for the realisation of food independence, security and sovereignty in the region in order to support national food needs. Based on these considerations, the Government of Minahasa Regency deems it necessary to stipulate regulations that support Law No. 41 of 2009 on the Protection of Sustainable Food Agricultural Land. Based on this law, Regulation of the Regent of Minahasa No. 5/2017 on the Direction of Sustainable Food Agricultural Land and Protection of Sustainable Food Agricultural Land in the Districts of South Tondano, East Tondano, West Tondano and North Tondano is stipulated. This regulation aims to protect food agricultural land in a sustainable manner; guarantee the availability of food agricultural land in a sustainable manner; realise food independence, security and sovereignty; increase the prosperity and welfare of farmers and the community; increase the protection and financing of farmers; maintain ecological balance; and realise agricultural revitalization (Larios-Francia & Ferasso, 2023).

Article 106 of Minahasa Regent Regulation No. 5/2017 on the Direction of Sustainable Food Agricultural Land and Protection of Sustainable Food Agricultural Land in the Districts of South Tondano, East Tondano, West Tondano and North Tondano paragraphs 1, 2 and 3 reads as follows: (1) Land that has been designated as Sustainable Food Agricultural Land is protected and

prohibited from being converted; (2) In the case of public interest, Sustainable Food Agricultural Land as referred to in paragraph (1) may be converted, and shall be carried out in accordance with the provisions of laws and regulations; (3) The conversion of land that has been designated as Sustainable Food Agricultural Land for public interest as referred to in paragraph (2) may only be carried out under the following conditions: a. a strategic feasibility study is conducted; b. a land conversion plan is prepared; c. the ownership rights are released from the owner; d. replacement land for the converted Sustainable Food Agricultural Land is provided. Although this is regulated in the Law and Regent Regulation, in reality, researchers found different things. Some agricultural land in Kelurahan Tataaran 1 has been converted into private residences and boarding houses. It was found that these buildings did not have permits (IMB) (*Peraturan Bupati Minahasa Nomor 5 Tahun 2017 Tentang Arahana Lahan Pertanian Pangan Berkelanjutan Dan Perlindungan Lahan Pertanian Pangan Berkelanjutan Pada Kecamatan Tondano Selatan, Tondano Timur, Tondano Barat Dan Tondano Utara*, n.d.).

The increasing phenomenon of conversion of agricultural land to non-agricultural land indicates that the implementation of the policy on the protection of Sustainable Food Agricultural Land is not going well. Various negative impacts can arise from this, ranging from the disruption of natural ecosystems that can cause natural disasters such as floods, to impacts that can be felt on a national scale, namely threatening food security. There are several things that affect the conversion of agricultural land into non-agricultural land, including the rapid increase in population growth which is in line with the need for land, economic needs that make people convert their agricultural land into a place of business that is more profitable than farming, public ignorance about the policy of protecting Sustainable Food Agricultural Land, and so on.

Seeing the various problems that exist related to Sustainable Food Agricultural Land, it is fitting that the government as a policy implementor pays special attention, and even the community has the awareness to be able to work together with the government to realise the objectives of this policy which in the end is intended for the common good.

Based on the research focus, the following are the findings of researchers in the field:

a. Knowledge of Policy

Knowledge about the policy referred to in this indicator, namely how this policy is socialised to the community and the extent to which the community understands this policy. The socialisation in question, namely the extension activities carried out by the implementor in order to provide information to the public about the sustainable food agricultural land protection policy.

Public Policy is made by government officials for predetermined goals. Goals will be achieved if decision makers understand exactly what they have to do through accurate communication and are understood by policy implementers. Not only by implementors, but implementors must also be able to provide an understanding of the objectives and content of the policy itself to the community as a policy target so that the policy can be implemented in accordance with what is expected. Therefore, efforts are needed to make people know and even understand a policy, and what the government can do is to provide socialisation to the community as a policy target. Policy socialisation needs to be conveyed to policy actors, so that policy actors can know, understand what is the purpose, objectives, and targets as well as the substance of the public policy. The socialisation referred to here is an extension activity carried out by officers in order to provide information to the community about the protection of sustainable food agricultural land (Dilapanga et al., 2019).

Based on the findings obtained, it can be concluded that the socialisation carried out by the government is not optimal, it only reaches the Kelurahan to the Kelurahan officials and is not forwarded to the community so that the community does not know about this policy. So it is actually the duty and responsibility of the Kelurahan, including Kelurahan officials, as part of the policy implementers closest to the community to continue socialising this policy to the community. As a result of non-optimal socialisation, in the field researchers found that the community did not know about the sustainable food agricultural land protection policy. When asked whether there had been any socialisation related to this policy, the community informants answered that they did not know and that it was the first time the informants had heard about the policy on sustainable food agricultural land. This led the community to assume that it was not a problem to construct buildings on agricultural land, especially if the agricultural land belonged to them. People who do not know think that because the land belongs to them, the right to use the land for whatever purpose is in their hands as landowners. However, living in a country of law, every aspect of life in this country is regulated by laws and their derivatives.

Then when researchers interviewed the Kelurahan government by asking whether there was any socialisation about this policy, researchers received uncertain answers. The informant of the Tataaran I Village government answered that he did not know for sure whether and when the socialisation of the sustainable food agricultural land protection policy had been carried out.

Ignorance of this policy is one of the causes of people converting the function of sustainable food agricultural land in Tataaran 1 Village, causing the Minahasa Regent Regulation No. 5/2017 on the Direction of Sustainable Food Agricultural Land and Protection of Sustainable Food Agricultural Land in the Districts of South Tondano, East Tondano, West Tondano and North

Tondano to not be well realised and not running effectively. Non-optimal policy implementation is the result of communication that does not go well (*Peraturan Bupati Minahasa Nomor 5 Tahun 2017 Tentang Arahan Lahan Pertanian Pangan Berkelanjutan Dan Perlindungan Lahan Pertanian Pangan Berkelanjutan Pada Kecamatan Tondano Selatan, Tondano Timur, Tondano Barat Dan Tondano Utara*, n.d.).

It is very important for the community, even the government to understand the policy. If policy targets and policy implementers understand existing policies, then the policy implementation will be successful.

b. Economic and Demographic Conditions

The next indicator that encourages the conversion of sustainable food agricultural land is economic and demographic conditions. Ongoing development affects every aspect of human life. Population growth runs parallel to the need for land as a place for settlement. This is one of the causes of the community to change the function of sustainable food agricultural land.

Based on the results of research conducted by researchers through interviews, it was found that people who erect buildings on sustainable food agricultural land make the buildings not only as private residences, but also business places in the form of boarding houses for rent. This is because Kelurahan Tataaran 1 is close to the Universitas Negeri Manado area, resulting in population transmigration to Kelurahan Tataaran 1 where many students are looking for temporary housing or boarding houses while they complete their studies at Universitas Negeri Manado. Seeing this opportunity, the community took the opportunity to open a boarding house business. The community argues that the converted agricultural land is agricultural land that is no longer productive and has been used as plots for settlements. In fact, based on observations made by researchers in the field, other agricultural land around agricultural land that has been converted is still productive, there are no obstacles at all as evidenced by the land that is still planted with rice. Based on an interview with informant "FP" as the Section Head of Irrigation, River and Beach Development of the Public Works and Spatial Planning Office of Minahasa Regency, he stated that as an effort to protect sustainable food agricultural land, the government, in this case the PUPR Office, has facilitated agricultural land including in Tataaran 1 Village with a good irrigation system with the hope that it can be developed to maintain the availability of agricultural land. However, in reality this was not done (Purwanto & Sulistyastuti, 2012).

Furthermore, what researchers found in the research process was that along with the development of increasingly modern times, people began to leave traditional jobs such as farming. When interviewed about the reasons for selling their farmland, one informant from Kelurahan Tataaran I who owns farmland replied that it is difficult to farm nowadays. The income

received from harvesting rice is not much and you have to wait months to get the results. One of the reasons is that rice is mostly eaten by bird pests because the planting season is no longer simultaneous. In the past, farmers planted and harvested rice in close proximity, so that when the harvest period was approaching, many farmers would work together to protect their rice fields from bird pests.

Based on an interview with informant "DL", the Head of Tataaran 1 Village, the informant stated that although many people in Tataaran 1 Village are registered as farmers, most of these people own motorised vehicles and work as conventional ojek and online ojek drivers, not as farmers. This is due to the rapid development of the times and the fact that working as an online motorbike taxi driver is a bigger and faster income than working as a farmer who has to wait a long time and only gets results after the harvest period. It turns out that the reported employment data does not match the existing facts. And in this day and age, there are only a few people who work as farmers, especially in Tataaran 1 Kelurahan. There is no regeneration, young people prefer office jobs. That's why agricultural land is starting to be abandoned, making it unproductive.

The next finding related to the second indicator is that the converted agricultural land is land that has been passed down from parents to their children. As stated by informant "MT" as the Head of Neighbourhood in Kelurahan Tataaran 1 during the interview, the informant stated that people build on sustainable food agricultural land because there is no other choice of place for them to build a house. Their parents only left them agricultural land and they could not manage the land, so they converted the agricultural land into houses to live in. It is also because land in urban areas costs much more than the cost of building on existing farmland.

c. Attitude of Officials

If the implementation of a policy is to be effective, the policy implementers must not only know what to do, but also have the ability to carry it out, what is the attitude of the government, is it committed, and must be communicative about existing problems. What researchers found in the research process related to the disposition/attitude of policy implementers is that the government does not act firmly against violations of this policy. From the results of interviews conducted by researchers with informant "MT" as the Head of the Neighbourhood in Tataaran 1 Village, the informant stated that in Tataaran 1 Village there had never been any supervision, let alone prosecution of the conversion of sustainable food agricultural land. That is why the phenomenon of conversion of sustainable food agricultural land in Tataaran 1 Village continues, because the community considers that it is not a problem to build buildings on agricultural land as long as the agricultural land belongs to them. And still from the statement of informant "MT",

it was found that on the path between the lorong roads in one of the Neighbourhoods in Tataaran 1, there is an access road that connects the main road with the agricultural land area that has begun to be converted. This is a green light or a sign that the government supports the expansion of community settlements to agricultural land areas, so that the community is more encouraged to carry out development in agricultural land areas because they feel facilitated by the government with the construction of roads (*IMPLEMENTASI KEBIJAKAN PUBLIK & EVIDENCE-BASE POLICY - Google Books*, n.d.).

Furthermore, in relation to the first finding, based on the statement made by informant "DL" as the Head of Tataaran 1, the informant said in the interview that the expansion of development has a good impact on the Kelurahan. The informant also confirmed that agricultural land in Tataaran 1 that is no longer productive has been used as plots for housing. Based on this statement, it appears that informant "DL" supports development in Kelurahan Tataaran 1, including on sustainable food agricultural land. It is true that the expansion of development in areas directed according to the RTRW for housing is good, and even provides a good income for the Kelurahan. But it would be different if the target of development expansion was sustainable food agricultural land. There will be many negative impacts. Starting from flooding, damage to agricultural ecosystems, and even threatening regional food security which will affect national food security.

The Kelurahan government as part of the policy implementer should carry out its duties in conveying or socialising the policy, supervising and reporting if there are violations of the policy, instead of allowing violations to occur on the pretext that the expansion of development is good for the Kelurahan.

In carrying out its responsibilities as a policy implementer, the government should have commitment and integrity. If implementers do not carry out their duties properly, then policy implementation will not be successful.

d. Policy Compliance

Compliance is an attitude or value that exists within each individual. Obedient means obeying what is ordered or obeying something that is ordered not to be done. Compliance is an attitude that usually arises in response to a law or regulation that applies. To create order, compliance must be owned by every individual. It can be said that community compliance is an indicator that determines the success of a policy implementation.

Regarding the fourth indicator, namely compliance with policies, researchers found that with the conversion of agricultural land, it can be concluded that this is an act of community non-compliance with the policy of protecting sustainable food agricultural land. This non-compliance

stems from the lack of public knowledge about the sustainable food agricultural land protection policy. The lack of public knowledge related to the policy is also the result of non-optimal socialisation by the government. Based on the interview conducted with informant "JT" as the Head of the Economic Division of the Regional Development Planning, Research and Development Agency of Minahasa Regency, he stated that for the successful implementation of this policy, the government must also think of solutions for people who have no other land other than agricultural land to be used as a place to build a house or a place of business. If in the future the government will take firm action against this policy, for example normalising sustainable food agricultural land areas in accordance with their original functions, then the government must prepare land as a relocation site for people who have already built buildings in sustainable food agricultural land areas.

To realise compliance with this policy, the government must also provide regulations with strict sanctions. Fines should be imposed for violations, for example, so that people are encouraged to comply with this policy. It is not only the community that is expected to comply with this policy. But the government as the policy implementer must also comply. The obedience in question is to do its job optimally, both when planning, socialising, implementing, supervising, taking action against violations, and evaluating this policy (Abdal, 2015).

The final conclusion in this focus shows that the Implementation of Sustainable Food Agricultural Land Protection Policy in Minahasa Regency is influenced by indicators of knowledge about policies, economic and demographic conditions, apparatus attitudes, and compliance with policies. If these four indicators support and are carried out properly, it can be said that the Implementation of Sustainable Food Agricultural Land Protection Policy in Minahasa Regency can run well and can handle public problems that occur, especially specifically regarding the conversion of food agricultural land in South Tondano District.

Conclusion

Based on the discussion above, it can be concluded that the Sustainable Food Agricultural Land Protection Policy in the South Tondano District of Minahasa Regency has not been implemented properly due to the following matters:

1. Non-optimal socialisation has caused the community to be unaware of the Minahasa Regent Regulation No. 5/2017 on the Direction of Sustainable Food Agricultural Land and Protection of Sustainable Food Agricultural Land in the Districts of South Tondano, East Tondano, West Tondano and North Tondano.

2. Economic needs and high population growth increase the need for residential land which causes people to build buildings in LP2B direction areas, especially in Tataaran 1 Village.
3. The Kelurahan Government does not act decisively and support the expansion of settlements in Kelurahan Tataaran 1.
4. Violation of the conversion of sustainable food agricultural land is the community's non-compliance with regulations as a result of a lack of knowledge of the policy.

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Implementation of Smoke Free Area Policy in Banda Aceh City: Analysis of the Concept of Collaborative Governance

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Abstract

This study aims to examine the implementation of the No Smoking Area policy as stipulated in Qanun Kota Banda Aceh Number 5 of 2016. In an effort to improve the degree of public health, the government controls the dangers of cigarette smoke, of course through collaboration with various parties in the enforcement and implementation of the Smoke Free Area in Banda Aceh City. The purpose of this research is to find out the implementation of the Smoke Free Area policy through the concept in Banda Aceh City. This research uses a qualitative descriptive approach by analyzing Ansell and Gash's collaborative governance theory which includes face-to-face dialogue, trust between stakeholders, mutual commitment, sharing understanding and interim results. The results showed that the implementation of the No Smoking Area has not been running optimally, marked by low public awareness, sanctions that are not firm and socialization that has not been comprehensive. For this reason, it is expected from various parties, including the government, non-governmental organizations, the media, to intensify socialization and guidance to all levels of society in order to increase awareness of the importance of healthy living and smoke-free, community involvement in every activity and the need for strict sanctions so that policies run effectively

Keywords:

implementation; collaborative governance; smoke free area

Pendahuluan

Kebiasaan merokok merupakan tabiat yang sudah meluas pada semua kelompok masyarakat di Indonesia dan cenderung meningkat, terutama di kalangan anak dan remaja sebagai akibat gencarnya promosi rokok di berbagai media massa (Marchel 2019). World Health Organization (WHO) yang diterbitkan pada 26 Juli 2021 bahwa lebih dari 8 juta orang pertahun di seluruh dunia mati akibat rokok. Dari angka itu, lebih dari 7 juta merupakan perokok, sementara sekitar 1,2 juta adalah perokok pasif, yakni mereka yang terpapar asap rokok. WHO juga menyebut jumlah perokok di seluruh dunia mencapai 1,3 miliar orang, dengan lebih 80% berada di negara dengan penghasilan rendah dan menengah.

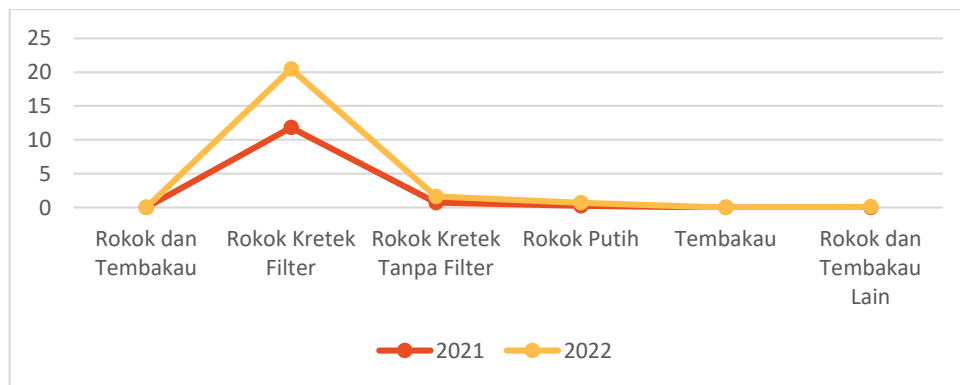
Global Adult Tobacco Survey (GATS) 2021 yang diluncurkan Kementerian Kesehatan (Kemenkes 2022), terjadi penambahan jumlah perokok dewasa sebanyak 8,8 juta orang, yaitu dari 60,3 juta pada 2011 menjadi 69,1 juta perokok pada tahun. Dalam rangka mengurangi paparan asap rokok dan hak untuk menghirup udara segar, Pemerintah Kota Banda Aceh mengeluarkan Qanun No. 5 Tahun 2016 tentang Kawasan Tanpa Rokok. Dalam hal ini terdapat beberapa kawasan yang dilarang untuk merokok sesuai dengan isi Qanun tersebut, yaitu:

perkantoran pemerintahan, perkantoran swasta, sarana pelayanan kesehatan, sarana pendidikan formal dan informal, arena permainan anak, tempat ibadah, tempat kerja yang tertutup, sarana olahraga yang sifatnya tertutup, SPBU, halte, angkutan umum dan tempat umum yang tertutup lainnya.

Namun hingga tahun 2021, Provinsi Aceh menduduki peringkat 15 nasional dalam hal presentase jumlah perokok. Di kalangan remaja jenjang SMA presentase jumlah siswa perokok juga cukup tinggi. Hasil survey yang dilakukan di Kota Banda Aceh, lebih 50 persen siswa merupakan perokok meskipun Pemerintah Kota Banda Aceh telah mengeluarkan Qanun tentang Kawasan Tanpa Rokok pada tahun 2016 (Statistik 2023).

Grafik 1.

Rata-Rata Konsumsi Perkapita Seminggu Kota Banda Aceh Tahun 2021-2022



Sumber: BPS Kota Banda Aceh, 2022

Dari data diatas dapat dilihat bahwa rata-rata konsumsi perkapita seminggu menurut kelompok rokok dan tembakau di Kota Banda Aceh pada tahun 2021-2022 masih terus meningkat kecuali pada rokok kretek filter. Pada bagian rokok kretek filter mengalami penurunan dari 11,809 pada tahun 2021 menjadi 8,652 pada tahun 2022.

Kebijakan Kawasan Tanpa Rokok di Kota Banda Aceh membutuhkan dukungan yang melibatkan berbagai aktor, individu, organisasi atau lembaga yang bersama-sama berusaha mewujudkan Kota Banda Aceh bebas dari asap rokok. Proses kerjasama ini biasa dikenal dengan istilah collaborative governance atau penyelenggaraan pemerintahan yang kolaboratif. Menurut pendapat Ansell dan Gash collaborative governance adalah serangkaian pengaturan dimana satu atau lebih lembaga publik yang melibatkan secara langsung stakeholders non-state di dalam proses pembuatan kebijakan yang bersifat formal, berorientasi konsensus dan deliberative yang bertujuan untuk membuat atau mengimplementasikan kebijakan publik atau mengatur program publik atau asset (Ansell, C. and Gash 2008).

Berbagai literatur menunjukan bahwa rokok menyebabkan seseorang menjadi ketergantungan karena memiliki nikotin didalamnya. Sebagaimana dalam kajian Salsabila,

Indraswari, and Sujatmiko (2022) berdasarkan laporan National Institute of Health Research and Development Ministry of Health of Indonesia. Seseorang yang sudah memiliki ketergantungan akan langsung merokok setelah bangun tidur. Hal ini menunjukkan bahwa kebanyakan orang mulai merokok dalam waktu >60 menit setelah bangun tidur.

Dalam kajian Hammado (2011) kebiasaan merokok telah terbukti merupakan penyebab terhadap kurang lebih 25 jenis penyakit yang menyerang berbagai organ tubuh manusia. Penyakit- penyakit tersebut antara lain adalah kanker mulut, esophagus, faring, laring, paru, pankreas, dan kandung kemih. Juga ditemukan penyakit paru obstruktif kronis dan berbagai penyakit paru lainnya, yaitu penyakit pembuluh darah. Kebijakan Kawasan Tanpa Rokok merupakan salah satu upaya yang dilakukan pemerintah untuk menekan prevalensi perokok. Adapun upaya supaya implementasi KTR lebih efektif maka dilakukan berbagai kegiatan termasuk dengan aturan adat (hukum adat) (Putra et al. 2019).

Begitu juga implementasi Kawasan Tanpa Rokok di Kota Banda Aceh yang masih perlu dukungan meluas dari lapisan masyarakat -agar bisa berjalan secara sinergis antar para stakeholder. Landasan ini sekaligus menjadi jawaban terhadap pertanyaan mengapa perlu adanya proses kerjasama dalam penerapan Kawasan Tanpa Rokok, karena mengupayakan KTR bukan hanya tanggungjawab individu ataupun pemerintah saja melainkan upaya kolaboratif bersama dalam menekan dampak buruk dari rokok tersebut. Pelaksanaan penerapan Kawasan Tanpa Rokok ini pada hakikatnya juga untuk mempersempit area bagi perokok sehingga generasi sekarang maupun akan datang dapat terlindungi dari bahaya asap rokok.

Metode

Jenis penelitian ini bertujuan untuk mengukur implementasi kebijakan kawasan tanpa rokok melalui konsep *collaborative governance* dan tantangan penerapan Kawasan Tanpa Rokok di Kota Banda Aceh. Penelitian ini menggunakan dua komponen utama, yaitu data sekunder dan data primer. Data sekunder diperoleh dari sumber resmi seperti Badan Pusat Statistik (BPS), kementerian, dan lembaga lain yang menyediakan data tingkat rata-rata konsumsi rokok pada masyarakat. Sementara itu, data primer dikumpulkan secara khusus oleh tim peneliti melalui wawancara langsung dengan informan pemangku kebijakan terkait implementasi kebijakan Kawasan tanpa rokok dan tantangan implementasi kebijakan tersebut.

Hasil dan Diskusi

Collaborative Governance dalam Penerapan Kawasan Tanpa Rokok di Kota Banda Aceh Rokok merupakan salah satu penyebab kematian terbesar di dunia (Universitas Gajah Mada,

2008). Masalah merokok sampai saat ini masih menjadi masalah nasional yang perlu secara terus menerus diupayakan penangulangannya, karena menyangkut berbagai aspek permasalahan dalam kehidupan, yaitu aspek ekonomi, sosial, politik, terutama aspek kesehatan. Oleh karena itu, Penerapan Kawasan Tanpa Rokok ini menjadi upaya perlindungan untuk masyarakat terhadap resiko ancaman gangguan kesehatan karena lingkungan tercemar asap rokok (Satriawan, 2022).

Kebijakan Kawasan Tanpa Rokok di Kota Banda Aceh ditetapkan pada tahun 2016 melalui Qanun Kota Banda Aceh Nomor 5 Tahun 2016 tentang Kawasan Tanpa Rokok. Shirley, Wahyati y., and Siarif (2017), penetapan kebijakan Kawasan Tanpa Rokok menunjukkan keseriusan pemerintah daerah dalam mendorong pengurangan konsumsi rokok di masyarakat. Kebijakan ini juga diarahkan untuk melindungi kelompok tertentu dari bahaya asap dan konsumsi rokok.

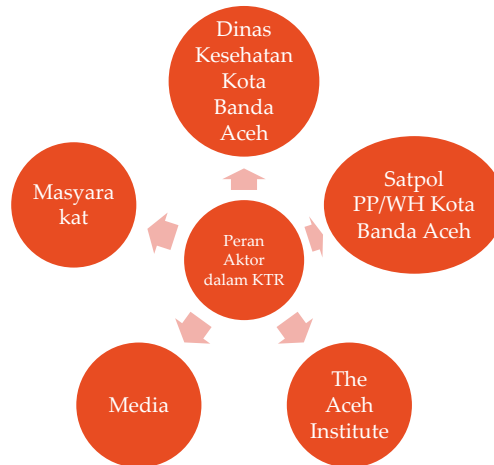
Phonna and Purnama (2018) pemerintah Kota Banda Aceh telah berupaya meningkatkan derajat kesehatan masyarakat hingga saat ini. Salah satu upaya yang dilakukan yaitu perlindungan terhadap hak asasi manusia dalam mencapai derajat kesehatan setinggi-tingginya melalui pengendalian terhadap bahaya asap rokok. Tentunya melalui kolaborasi dengan berbagai pihak dalam penegakan dan penerapan Kawasan Tanpa Rokok di Kota Banda Aceh.

Peningkatan komitmen KTR di Kota Banda Aceh sudah dijalankan oleh stakeholder terkait seperti Dinas Kesehatan Kota Banda Aceh, Satpol PP/WH Kota Banda Aceh, dan instansi pemerintah yang berkaitan. Salah satu lembaga non pemerintah yang berkolaborasi dengan pemerintah Kota Banda Aceh ialah lembaga The Aceh Institute. Lembaga Aceh Institute ini mendorong terkait regulasi Penerapan Kawasan Tanpa Rokok. Aceh Institute, sejak tahun 2017 mendapatkan dana dari The Union terkait penerapan Kawasan Tanpa Rokok di seluruh Aceh. Kemudian mendistribusikan atau bekerjasama dengan Dinas Kesehatan Kota Banda Aceh dan Satpol PP/WH Kota Banda Aceh untuk menjalankan kegiatan-kegiatan pengimplementasian dan penegakan Kawasan Tanpa Rokok di wilayah KTR.

Namun tidak berhenti sampai disitu, peran jurnalis juga tidak kalah penting untuk menyebar dan mengkampanyekan berita tentang penerapan Kawasan Tanpa Rokok di Kota Banda Aceh agar semua masyarakat mendapatkan informasi yang benar terkait penerapan Kawasan Tanpa Rokok ini. Dalam hal ini juga turut didukung oleh seluruh masyarakat Kota Banda Aceh agar penerapan Kawasan Tanpa Rokok dapat berjalan secara efektif dan menyeluruh.

Gambar 2.

Skema Kolaborasi Penerapan Kawasan Tanpa Rokok di Kota Banda Aceh

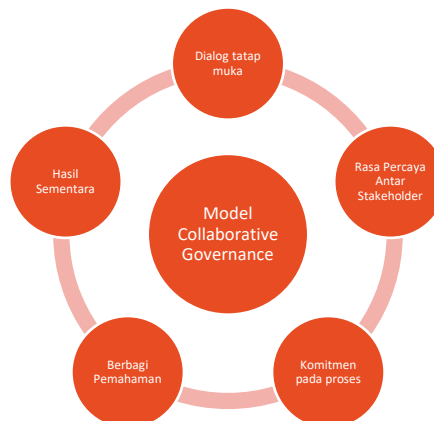


Sumber: Olahan data peneliti, 2023

Untuk menjawab rumusan masalah pertama dalam penelitian ini yaitu bagaimana penyelenggaraan *collaborative governance* yang dilakukan oleh Pemerintah Kota Banda Aceh dalam penerapan Kawasan Tanpa Rokok, maka indikator yang digunakan sebagai pengukuran merujuk pada teori dari Ansell dan Gash, sebagai berikut:

Gambar 3.

Model Collaborative Governance



Sumber: Ansell dan Gash, 2008

Danastry and Kurniawan (2021) *collaborative governance* terbangun dari dialog tatap muka, rasa percaya antar stakeholder, komitmen pada proses, berbagi pemahaman, dan output hasil yang dicapai. Sebagai sebuah proses yang berorientasi pada konsensus, memunculkan

kesempatan bagi setiap aktor untuk mengidentifikasi peluang keuntungan bersama.

Model Collaborative Governance melalui Dialog Tatap Muka

Ansell, C. and Gash (2008) dialog tatap muka merupakan sebuah cara untuk memecah kecurigaan antar aktor dalam membangun sebuah kolaborasi dan mencegah eksplorasi keuntungan bersama di tahap awal sebuah kolaborasi. Karena yang ditekankan pada tahap awal adalah bagaimana membangun konsensus bukan untuk mengatur keuntungan setiap aktor. Dialog tatap muka merupakan proses membangun kepercayaan, sikap saling menghormati, sikap saling memahami, dan komitmen pada proses (Nopriyono and Suswanta, 2019).

Tabel 1.

Collaborative Governance berdasarkan Tahapan Dialog Tatap Muka

TAHAPAN DIALOG TATAP MUKA			
1	2	3	4
Membahas perjanjian kerjasama ditingkat pemerintah Kota Banda Aceh. Menghadirkan unsur Forum Komunikasi Pemerintah Daerah (Forkopimda). Membuat kesepakatan kesepakatan mengenai hak dan kewajiban antara pihak pemerintah dan swasta yang kemudian dijelaskan dalam perjanjian kerjasama	Pihak LSM (Aceh Institute) berupaya menegakkan peraturan KTR di Kota Banda Aceh dengan meminta kolaborasi dari Satpol PP/WH. Melaksanakan koordinasi bersama-sama lintas sektor (Dinkes, Satpol PP/WH, Media dan Masyarakat Memasang stiker larangan merokok di berbagai tempat seperti pertokoan dan lembaga pemerintah dari tingkat bawah hingga atas, melibatkan seluruh elemen.	Menjelaskan program bahwa ada dana bantuan dari The Union terkait penegakan KTR Melaksanakan dialog dengan pihak yang terlibat bekerja sama yaitu Dinas Kesehatan dan Satpol PP untuk menjalankan kegiatan implementasi dan penegakan Kawasan Tanpa Rokok. Menjelaskan Kawasan KTR ini mencakup tempat-tempat seperti unit usaha, taman bermain anak, dan wilayah Kawasan Tanpa Rokok. Memberikan pemahaman terkait rencana penindakan terhadap iklan rokok dengan Satpol PP bekerjasama juga dengan Dinas Kesehatan di wilayah KTR.	Mendiskusikan bahwa program kolaborasi ini bukan sekadar kerjasama, melainkan kolaborasi aktif. penegakan KTR, terdapat kegiatan yang harus disusun secara bersama oleh Dinas Kesehatan dan Satpol PP. Aktif melaksanakan dialog antar stakeholder. Melibatkan media untuk diskusi dan mensosialisasikan penerapan Kawasan Tanpa Rokok di Kota Banda Aceh agar diketahui publik

Sumber: Diolah oleh Peneliti berdasarkan Hasil Wawancara dengan Informan, 2023

Berdasarkan data diatas, proses kolaborasi yang dibangun melalui dialog maupun komunikasi secara tatap muka antar pemangku kepentingan. Proses tatap muka ini menjadi inti dari proses membangun kepercayaan, saling menghormati dan komitmen terhadap proses. Dalam pengimplementasian Kawasan Tanpa Rokok di Kota Banda Aceh, para stakeholder secara

rutin melakukan pertemuan yang terdiri atas Dinas Kesehatan Kota Banda Aceh, Satpol PP/WH Kota Banda Aceh, Lembaga The Aceh Institute, wartawan serta tokoh masyarakat.

Gambar 4.

Rapat Bersama Para Stakeholder



Sumber: Dinas Kesehatan Kota Banda Aceh, 2022

Pertemuan ini dilaksanakan untuk membahas persiapan serta keperluan maupun komitmen bersama dalam menerapkan Kawasan Tanpa Rokok di Kota Banda Aceh. Dalam pertemuan ini dibahas mengenai apa saja program yang akan dilakukan oleh pihak pemerintah dan besaran kontribusi yang bisa diberikan dan dilakukan oleh pihak swasta maupun masyarakat dalam Penerapan Kawasan Tanpa Rokok di Kota Banda Aceh. Pertemuan ini rutin dilakukan setiap bulan oleh Pemerintah Kota Banda Aceh yang berkolaborasi dengan Aceh Institute dalam menyelenggarakan penerapan Kawasan Tanpa Rokok di Kota Banda Aceh

Model Collaborative Governance melalui Komitmen pada Proses

Komitmen merupakan salah satu indikator penting dalam keberhasilan kolaborasi. Komitmen harus ada disetiap stakeholder yang terlibat. Danastry and Kurniawan (2021) komitmen dibangun atas dasar kesadaran saling ketergantungan antar masing-masing instansi yang terlibat dan atas dasar kesadaran bahwa tujuan akan mudah tercapai apabila dilakukannya kolaborasi ketimbang dilakukan hanya oleh masing-masing instansi saja.

Tabel 2.

Komitmen terhadap Penerapan KTR

KOMITMEN BERSAMA TERHADAP PENERAPAN KTR		
1	2	3
Pegawai Dinas Kesehatan Kota Banda Aceh berkomitmen untuk tidak merokok di lingkungan kerja. Pegawai saling memberi nasihat dan mengingatkan jika ada yang melanggar kebijakan tidak merokok di Kawasan Tanpa Rokok. Pemerintah Kota Banda Aceh telah mengembangkan aplikasi pemantauan KTR untuk mengurangi jumlah perokok di kota.	Pimpinan memastikan anggota Satpol PP, khususnya laki-laki yang jumlahnya banyak, tidak merokok. Tauladan dari pimpinan memberikan contoh bahwa anggota Satpol PP, terutama laki-laki, tidak lagi merokok sembarangan selama penerapan Kawasan Tanpa Rokok	Media berfungsi sebagai kontrol dengan terus melakukan sosialisasi terkait penerapan KTR. Media juga memperhatikan tindakan atau pelanggaran di lapangan, contohnya, terkait spanduk rokok yang terpampang di beberapa tempat umum dan razia rokok ilegal

Sumber: Diolah oleh Peneliti berdasarkan Hasil Wawancara dengan Informan, 2023

Berdasarkan hasil penelitian melalui teknik wawancara tersebut, maka dapat disimpulkan bahwa komitmen masing-masing stakeholder mengacu pada kontrak kerjasama dan surat rekomendasi yang disepakati bersama. Untuk membangun komitmen dalam kolaborasi ini pemerintah Kota Banda Aceh bersama Aceh Institute telah melakukan berbagai kegiatan dalam menerapkan Kawasan Tanpa Rokok di Kota Banda Aceh. Mereka telah melakukan penindakan terhadap iklan rokok, seperti menurunkan iklan rokok pada pertokoan di Kota Banda Aceh maupun sektor bisnis lainnya. The Aceh Institute (2023) dalam penindakan ini, Satpol PP/WH berhasil menemukan 27 pemilik bisnis yang terlibat dalam iklan dan sponsorship rokok tanpa izin. Lebih dari 45 spanduk iklan dan sponsorship rokok juga berhasil diamankan selama operasi penindakan.

Dalam hal ini Aceh Institute bersama Satpol PP/WH Kota Banda Aceh tentunya juga bekerjasama dengan Dinas Kesehatan Kota Banda Aceh sudah melaunching aplikasi KTR monitor, dimana aplikasi ini dapat digunakan untuk melaporkan pelanggaran KTR yang ditemukan oleh masyarakat seperti dalam bentuk foto maupun video. Aplikasi ini diharapkan dapat membatasi masyarakat untuk merokok di wilayah KTR. Tercatat adanya 161 total laporan dari aplikasi tersebut yang terdiri dari 68 laporan iklan rokok, 36 perokok, 39 promosi dan 18 sponsor. Pemerintah juga telah menempelkan stiker himbauan kepada seluruh masyarakat Kota Banda Aceh terkait adanya Kawasan Tanpa Rokok agar dapat diketahui oleh publik.

Gambar 5.
Penempelan Stiker KTR pada Sektor Bisnis



Sumber: Satpol PP/WH Kota Banda Aceh, 2023

Gambar 6.
Pencopotan Iklan Rokok



Sumber: Aceh Institute, 2023

Berdasarkan hasil observasi peneliti diakui bahwa kontribusi masyarakat masih kurang maksimal baik dalam hal komitmennya maupun kepatuhan masyarakat terhadap peraturan yang berlaku. Masih banyak ditemui masyarakat yang melanggar peraturan tersebut di area KTR di Kota Banda Aceh. Hal ini dibuktikan dengan masih ditemukannya asbak maupun puntung rokok di area KTR ini. Namun didapati tingkat kepatuhan masyarakat untuk kategori dalam gedung lebih tinggi dibandingkan diluar gedung sehingga pelanggaran lebih banyak didapati di luar

gedung KTR.

Model Collaborative Governance melalui Berbagi Pemahaman

Danastry and Kurniawan (2021) juga menjelaskan pada point yang sama dalam proses kolaborasi, stakeholder yang terlibat harus saling berbagi pemahaman mengenai apa yang dapat mereka (stakeholders) capai melalui kolaborasi yang dilakukan. Saling berbagi pemahaman ini dapat digambarkan sebagai misi bersama, tujuan bersama, objektivitas umum, visi bersama, ideologi yang sama, dan lain-lain. Saling berbagi pemahaman dapat berimplikasi terhadap kesepakatan bersama untuk memaknai dan mengartikan suatu masalah. Pada indikator ini, penting bagi para stakeholder yang terlibat dalam proses kolaborasi berbagi pemahaman terkait dengan tujuan dan masalah yang dihadapi serta mengidentifikasi nilai-nilai umum dalam kolaborasi.

Gambar 7.

Bentuk Sosialisasi Penerapan Kawasan Tanpa Rokok di Kota Banda Aceh



Sumber: Diolah oleh Peneliti Berdasarkan Hasil Wawancara dengan Informan, 2023

Berdasarkan hasil penelitian tersebut, dapat dijelaskan bahwa dalam hal ini, kemudahan akses dan pengelolaan informasi dibentuk oleh pemerintah Kota Banda Aceh melalui kolaborasi dengan Aceh Institute, media massa, dan tokoh masyarakat. Indikator berbagi pemahaman dapat berjalan dengan baik apabila pada masing-masing sektor yang terlibat dalam proses kolaborasi ini memiliki rasa tanggungjawab dan tujuan yang sama dalam penerapan Kawasan Tanpa Rokok. Kebijakan Kawasan Tanpa Rokok ini tidak dapat berjalan sebagaimana mestinya apabila masing-masing sektor merasa bahwa tidak membutuhkan bantuan dari sektor lain untuk menyukseskan kebijakan ini sehingga masing-masing sektor tidak terbuka terhadap segala informasi dan pemahaman yang dimiliki dalam forum dialog tatap muka.

Gambar 8.

Sosialisasi KTR di SD Negeri 68 Kota Banda Aceh



Sumber: Dians Kesehatan Kota Banda Aceh, 2022

Adapun beberapa kegiatan yang telah dilakukan dalam upaya penyampaian dan berbagi informasi ialah mengundang masyarakat, media, maupun instansi dan lembaga terkait untuk mengkampanyekan penerapan Kawasan Tanpa Rokok, membuat pertemuan tatap muka dengan para stakeholder untuk membahas lebih lanjut persoalan maupun permasalahan yang terjadi, membuat Focus Group Discussion (FGD), melakukan media breafing dengan pihak media agar informasi KTR dapat digencarkan di berbagai media massa, melakukan sosialisasi pada kawasan KTR tentang bahaya rokok baik pada remaja maupun perokok pemula, menulis di website agar informasi dapat tersampaikan secara menyeluruh.

Berdasarkan hasil observasi dan wawancara dengan masyarakat Kota Banda Aceh yang telah peneliti lakukan, masih banyak ditemukan masyarakat yang belum mengetahui adanya kebijakan KTR ini, adanya pelanggaran ini juga dikaitkan dengan kurangnya partisipasi masyarakat dalam penyelenggaraan Kawasan Tanpa Rokok sehingga masih ditemukan beberapa pelangara dalam wilayah KTR.

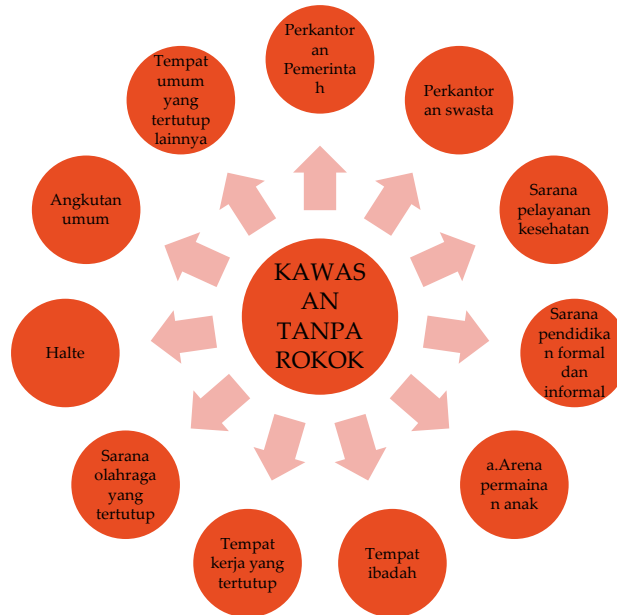
Model Collaborative Governance melalui Output yang Dihasilkan

Hasil sementara merupakan output dari proses kolaborasi yang dapat dilihat dari kesuksesan awal, bentuk perencanaan yang strategis. Adanya kebijakan Kawasan Tanpa Rokok melalui implementasi Qanun Kota Banda Aceh Nomor 5 Tahun 2016. Telah membuat kesadaran

masyarakat agar tidak merokok ditempat yang dilarang.

Gambar 9.

Kawasan Tanpa Rokok di Kota Banda Aceh



Sumber: Qanun Kota Banda Aceh Nomor 5 Tahun 2016 tentang Kawasan Tanpa Rokok

Gambar 10.

Output Penerapan Kawasan Tanpa Rokok di Kota Banda Aceh



Sumber: Diolah oleh Peneliti berdasarkan Hasil Wawancara dengan Informan, 2023

Dari hasil penelitian dapat disimpulkan bahwa collaborative governance dalam penerapan Kawasan Tanpa Rokok ini bertujuan untuk meningkatkan derajat kesehatan

masyarakat, mengurangi paparan asap rokok dan hak untuk menghirup udara segar. Adapun hasil sementara yang didapatkan dari kolaborasi ini ialah adanya dampak dari pihak wanita yang sudah bisa menghirup udara tanpa gangguan dari asap rokok. Masyarakat melihat dan membaca adanya larangan dari merokok itu sendiri sehingga menimbulkan kepekaan terhadap aturan tersebut dan memungkinkan untuk beberapa masyarakat tidak merokok di wilayah KTR.

Dalam kolaborasi ini telah mewujudkan hasil sementara dari progressnya namun belum maksimal, karena masih ditemukannya beberapa pelanggar yang tidak taat terhadap kebijakan KTR ini. Beberapa masyarakat masih merokok di beberapa wilayah KTR namun pelanggaran tersebut banyak ditemukan di luar gedung dibandingkan di dalam gedung.

Meskipun pemerintah telah memberlakukan area KTR di Kota Banda Aceh, tetapi masih banyak ditemukan pelanggar bahkan di area KTR itu sendiri. Hal ini dapat dilihat dari masih banyaknya perokok yang merokok di tempat umum, ditemukannya puntung rokok dan asbak di area Kawasan Tanpa Rokok meskipun kebijakan Kawasan Tanpa Rokok ini telah dikeluarkan sejak tahun 2016. Kurangnya kepekaan sosial ini juga menjadi salah satu tantangan dalam penerapan Kawasan Tanpa Rokok akibat banyaknya masyarakat yang menentang terkait kebijakan KTR ini.

Dalam Qanun Kota Banda Aceh Nomor 5 Tahun 2016 Tentang Kawasan Tanpa Rokok dijelaskan bahwa setiap orang dilarang merokok, mempromosikan, menjual dan mengiklankan rokok di tempat atau area yang dinyatakan sebagai KTR dan jika melanggarnya maka dapat dipidana dengan kurungan paling lama 3 (tiga) hari dan/atau denda paling banyak Rp. 200.000,00 (dua ratus ribu rupiah). Sedangkan bagi penjual rokok di tempat atau area yang dinyatakan sebagai KTR dipidana kurungan paling lama 5 (lima) hari dan/atau denda paling banyak Rp. 500.000,00 (lima ratus ribu).

Hal serupa juga berlaku bagi badan usaha yang mempromosikan dan mengiklankan rokok di tempat atau area yang dinyatakan sebagai KTR yaitu dengan pidana kurungan paling lama 14 (empat belas) hari dan/atau denda paling banyak Rp. 10.000.000,00 (sepuluh juta rupiah). Dan bagi badan usaha yang memperjualbelikan rokok di tempat atau area yang dinyatakan sebagai KTR dapat dipidana kurungan paling lama 10 (sepuluh) hari dan/atau denda paling banyak Rp. 5.000.000,00 (lima juta rupiah).

Menurut Pratiwi and Yuliwati (2022) kebiasaan merokok merupakan tabiat yang sudah meluas pada semua kelompok masyarakat di Indonesia, terutama di kalangan anak dan remaja sebagai akibat gencarnya promosi rokok di berbagai media massa. Berdasarkan kajian Almaidah et al., (2020) alasan pertama kali merokok yang paling dominan adalah karena coba-coba, ingin terlihat gagah, dan dipaksa teman, faktor lingkungan keluarga dan masyarakat.

Kesadaran akan kesehatan merupakan pondasi awal dari terbentuknya pola hidup sehat.

Hidup sehat pada dasarnya merupakan pola perilaku manusia yang perubahannya dapat diajarkan secara dini, dengan melakukan perilaku hidup sehat ini diharapkan manusia dapat terhindar dari berbagai macam jenis penyakit. Salah satu pola hidup sehat ialah menghindari rokok (Handayani, Nurmawaty, and Muda, 2022).

Kebijakan yang efektif tentunya harus tersosialisasi dengan baik (Waluyo and Syarifudin 2022). Sosialisasi merupakan proses paling penting dalam menyampaikan informasi baik berupa peraturan, program maupun keputusan. Dimana informasi yang didapatkan dapat menumbuhkan perubahan sikap, perilaku masyarakat dan menumbuhkan kesadaran kritis. Terkait implementasi KTR di Kota Banda Aceh, banyaknya masyarakat yang belum mengetahui adanya Qanun tentang Kawasan Tanpa Rokok di Kota Banda Aceh. ini pun menjadi salah satu indikator tidak terlaksananya penerapan KTR dengan baik sehingga masih banyak yang menghisap rokok di area atau Kawasan Tanpa Rokok di Kota Banda Aceh.

Mahardhani, Sulton, and Sunarto, (2020) menjelaskan bahwa dukungan dan peran masyarakat menjadi bagian terpenting setiap agenda kebijakan pemerintah yang akan diimplemetasikan. Amaliah (2018) Kebijakan KTR di Indonesia masih belum maksimal terutama di desa-desa. Kebijakan mengurangi prevelensi perokok selain KTR, sebaiknya ditambah penjualan rokok di warung-warung dan sales penjual rokok. Yang tidak kalah penting juga, budaya mengurangi merokok harus menjadi tanggung jawab seluruh komponen bangsa, baik individu, masyarakat, lembaga-lembaga pemerintah dan non-pemerintah, untuk melindungi hak-hak generasi sekarang maupun yang akan datang atas kesehatan diri dan lingkungan hidup yang sehat. Menurut kajian yang dilakukan N. Handayani et al. (2020) komitmen bersama dari lintas sektor dan berbagai elemen akan sangat berpengaruh terhadap keberhasilan Kawasan Tanpa Rokok.

Kurangnya pemahaman tentang bahaya merokok serta dampak buruk bagi kesehatan akan berdampak fatal jika terus dibiarkan begitu saja. Pemerintah harus melakukan pembinaan maupun sosialisasi kepada seluruh lapisan masyarakat agar dapat meningkatkan kesadaran akan pentingnya hidup sehat dan bebas asap rokok. Sementara itu, pemerintah juga mengembangkan promosi Perilaku Hidup Bersih dan Sehat (PHBS) yang salah satu indikatornya adalah tidak merokok.

Kesimpulan

Berdasarkan hasil penelitian yang peneliti lakukan terkait dengan *Collaborative Governance* dalam Penerapan Kawasan Tanpa Rokok di Kota Banda Aceh, maka dapat disimpulkan bahwa *Collaborative governance* dalam penerapan Kawasan Tanpa Rokok memakai konsep

Ansell dan Gash yang dimulai dari dialog tatap muka dimana diadakannya pertemuan antar stakeholder yang terlibat untuk membahas lebih lanjut mengenai kolaborasi dalam penerapan Kawasan Tanpa Rokok. Untuk membangun rasa percaya antar stakeholder yang terlibat, mereka rutin melakukan komunikasi dan koordinasi dalam pelaksanaannya. Adapun bentuk komitmen dalam kolaborasi ini ialah dengan melakukan kegiatan secara bersama, penindakan secara bersama, melakukan diskusi, kemudian membicarakan kendala dan solusi dalam penerapan Kawasan Tanpa Rokok. Pada tahap berbagi pemahaman ini *stakeholders* yang terlibat saling berbagi pemahaman mengenai kebijakan Kawasan Tanpa Rokok agar nantinya mencapai tujuan yang telah dibuat bersama. Hasil sementara atau keuntungan kecil yang didapati dari proses kolaborasi ini dapat mengurangi perokok di tempat umum setelah ditempelnya stiker di beberapa area KTR meskipun belum didapati hasil yang maksimal dalam penerapannya

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Network Governance: Participatory Approach to Contribute at Singkawang Tourism Policy (Case on Cap Go Meh Event)

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Abstract

This paper tells about Singkawang city which embraces a harmonious multicultural society with three major ethnicities, namely TIDAYU (Chinese, Dayak and Malay) and other entities existing besides government. This area has rich cultural diversities give positive advantages for tourism development and bode well for significant local economic growth. Among others, the Cap Go Meh (Chinese religious tradition) is considered to the biggest and international scale event that involves the all of ethnics participatori through networking resources. This event has unique features that attract Chinese diasporas from other regions in Indonesia and neighboring countries. For that reason, the actors involved in this event constitute various social, economic, and political backgrounds. This paper focused on how Singkawang local government can develop a distinctive tourism policy to address the specific multi stakeholder interactions using a qualitative approach. It found that in the context of Singkawang tourism policy, the interaction and dynamic patterns among policy actors are developed through linear individual cooperation. Within this pattern, the interaction amongst policy actors tend to involve certain individuals who have authority in controlling resources regardless of their origin or organizations. In fact, this pattern is very strongly based on family relationships or friendships found in both public and private domains. It has shown that developing Singkawang tourism policy should be developed based on network governance (participatory from resources) and good stakeholder engagement.

Keywords:

participatory; interaction actors; Singkawang tourism policy

Introduction

Setting the discussion in this research is the development of tourism policy in Singkawang City based on several considerations. Singkawang is the capital of West Kalimantan and the second largest city in the province that borders the State of Sarawak, Malaysia. Firstly, this sector has special characteristics that can describe the networks and dynamics between actors (stakeholders), also government domains, private domains and community domains. These show very high interdependence in terms of tourism development efforts. Secondly, the problem of tourism is also related to other public problems such as infrastructure, quality service, ethical trading, services, transportation, employment and others (Nicolaidis, 2015a). Thirdly,

Singkawang has a multicultural population consisting of three ethnic groups, TIDAYU (Tionghoa, Dayaknese and Malay) and other entities besides Government participatory. This can encourage and build the tourism sector because of the visitors that are likely to come (Kalbar, 2010) and the network phenomenon also manifests itself there. Secondly, there is great potential and uniqueness in Singkawang City's tourism sector based upon its natural relief and from ethnic pluralism which is thick with cultural preservation ideas. Thirdly, the inseparability of national tourism development with the development of regional tourism is clear. Under such conditions, it is clear that there is a certain interdependence of resources between the Department of Tourism and related actors such as knowledge, information, financing, expertise or support, the use of network tourism agencies with such actors should be optimized not only in the level of participation in the implementation of certain programs or activities, but also, and mainly be related to the planning of development activities in unison with others (Nicolaidis & de Witt, 2015b). One of the tourism policy development aspects focused on events like Cap Go Meh. The case of the development of tourism objects both religious and cultural, and symbols of ethnicity slightly show high intention and attention, where the interaction of various actors gives birth to the complexity and dynamics, wherein the development of these attractions there are differences in perceptions and interests that are quite pronounced between the actors involved. This is specifically between government and local communities and private businesses and communities. The government is interested in developing and increasing the income of older regions and also wants to introduce the tourism object, the society and religious institutions and at times religious culture or even certain symbols, whereas the private party (hotel entrepreneurs) only prioritize profit maximization. Thus they follow a policy of providing nightlife facilities to allow tourists or guests to stay longer in their hotels without involving other network actors who also have an important role in the network of tourism development actors, i.e. local communities. With good networking, stakeholder involvement and gains can be realised for all.

Singkawang has a diverse oriental atmosphere with hundreds of Chinese temples. The majority of Singkawang's population is of Chinese descent, principally people emanating from the Hakka tribe with some Teochew as well. The remainder of the population comprises Malays, Dayaks and supplementary Indonesian ethnic groups. There are many pagodas and some are very old such as Tri Dharma Bumi Raya temple that was established in 1878 and which is dedicated to the God of the forest, or Tua Peh Kong. Singkawang is very busy during the Chinese New Year. The area is also famous for its old style Chinese ceramics. From a culinary tourism perspective, the large variety of food, including its famous porridge, nasi lemak, Rujak Ju Hie (hot fruit salad

with dried squid) are all favourite specialties. The Pasir Panjang Beach in close proximity offers beach events including boat rental, water biking, go-karting, souvenir shops and a large variety of food stalls (Wonderful Indonesia, 2019). Indonesians have been celebrating the end of Chinese New Year. It's one of the largest festivals in the country. Hundreds of thousands gather to watch the parade that blends Indonesian and Chinese cultures. CGTN's Silkina Ahluwalia has more Indonesia. This is one of Indonesia's most vibrant festivals. Hundreds of thousands of people gather each year in Singkawang, West Kalimantan to welcome the 15th day of the Chinese New Year. Globally, the celebration is known as Cap Go Meh. And in Singkawang, they do it bigger and better than anywhere else in Indonesia. The ritual begins the day before the festival. Participants of the parade become a part of an important ceremony of clearing the streets. (CGTN, 2018). Clearly such an event must target specific groups of stakeholders so more tourists can come so as to encourage supplementary business opportunities and revenue for the local population, but networking is a vital issue that needs management. Network governance should be the spirit as well as strategy of the parties or actors involved - in this case as a manifest of the application of a network approach, where theoretically the basic principle in problem solving or certain public affairs, involves cooperative efforts of many actors or stakeholders, who have the capability to act and have the necessary resources (Nicolaidis, 2015a). Without a network governance, the similarities of actors perceptions, interests, and actions are far from reality, which in itself may lead to the development of the tourism sector failing or, unfortunately the common goal to be achieved from development becomes far from being aspired to and finally fails.

Methods

Descriptive qualitative-research method using with the application of actors analysis which according to Burgoyne (in Casell and Symon 1994, 187) is described as an approach in qualitative research based on a discussion of various phenomena of interest which are psychologically grown within the organization as a result of their experience and their conceptualization of particular phenomena. This was preceded by a review of several stakeholders while collecting data on their actions, their interests, perceptions, experience behavior, thoughts in relation to a particular phenomenon, namely in the development of tourism. Analyses conducted related to the collection of writings and texts or observations directly from a behavior or event that occurred, or through indepth interviews with these actors. In such a context the qualitative method refers to data collecting including in- depth interviews, observations and documentation gathering. The use of the three techniques by Nachmias (1987: 208), Cassel and Symon (1994:110) is called the technique / method of triangulation by cross-

checking the three methods of data collection, with the aim of improving validity and reliability (trust) of the qualitative data. This was so as to avoid wrong information collection. Data resources and informants of the research, needed to comprehend the relevancy and know the purpose of the research. These parties were key informants in the relevant agencies such as Head of Tourism and Culture, Youth and Sports, Head of Industry, Cooperatives and UMKM, Head of Education Office, Head of Bappeda, DPRD Members, Private Sector Chairman PHRI Singkawang, Chairman Dekranasda, travel agency owners, restaurant / culinary owners, UMKM, professional groups or organizations in the tourism sector, religious parties, intellectuals and community leaders who understand the development of this sector and what is required. Besides, the data and the direct observation of the situation and condition of this sector through media such as seminars, dialogue between agencies and so forth was very useful. Other data was also obtained from papers, seminars, research reports, books, and other documents related to the purpose of this study. Researchers in this case must go directly to the field. The questions in the form of interview guides prepared by researchers only served as a way to start a dialogue with researchers describing the subject. Through reciprocal dialogue it was possible to exchange ideas and words relatively freely so that researchers asked for clarification and confirmation of the subject's answers at the same time thereby reducing misunderstandings or differences in perceptions and also getting governance or some documents and reading these and then observing issues in the situation on the field and make it be truth by triangulation sources.

Results and Discussion

The objectives of establishing and managing the policy network, one of them is to market tourism packages owned by the region by involving all tourism stakeholders which is a critical aspect as stated by Nicolaides, (2015a) and Nicolaides and de Witt (2015b). Network governance or management is after all intended to produce solid outputs, which in this context comprise of more tourist visits. Input is in the form of all components forming a network that includes tour packages and network cooperation. Between inputs and outputs, these must be at least balanced so that the government is not faced with the conditions and criticisms that complicate the government's role in developing tourism and tourism growth sector in general. Efficiency and effectiveness of management into benchmarks in determining whether or not networks are successfully built is very important. Networks basically do not need financing or large budgeting because each party needs to finance and have the same resources and interests, that is, to market tourism products and play a role in determining policies to jointly obtain tourist visits and tourism sector to grow. The actors or parties are government supported by ODTW owners and

managers, owners and management of hotels, travel agents, airlines, agro-tourism communities, art communities, tourism event donors and others. The perception or view or pattern of thinking in this network is also the same: the arrival of tourists will bring in profits in the form of income distribution so that they are united by the same interest which is to attract as many visits as possible with various great benefits gained, including income enhancement, community empowerment (Zigiariadis & Nicolaides, 2014) making new friends, and having new business opportunities and experiences.

Singkawang deserves to be a good example in multicultural harmony as it has three ethnic groups, namely the Dayak, Chinese and Malay. One of the symbols of cultural harmony, can be seen in the holding of the Go Go Meh Festival. Singkawang is one place where we can see the Cap Go Meh Festival with the Tatung Parade, an area that has a good mix of ethnicity and diverse cultures. Several years ago, Singkawang won the Real Wonder Indonesia award and tolerance city as well as the Heritage. It also received an award as a creative city based on arts and culture and it has natural and cultural attractions, such as a pagoda and ceramics production. Both cultures are from a Chinese cultural heritage base. In addition, harmonious inter-ethnic community life is one of the unique advantages for this city. The moment of this new year's celebration can also be used to revive the city of Singkawang, so that tourists are increasingly interested in coming to visit other places during the Cap Go Meh celebration. The potential for tourism visits is extraordinary. Last year there were 8.8 million foreign tourists visiting Indonesia with a 10% growth when compared to the previous year, and there were around 250 million trips made by foreign tourists. Meanwhile, the potential for developing attraction this city is extraordinary, which is the task of all of us. The important thing is to create good memories for tourists. So, it's good if the locals behave well and very politely towards tourists who come to spend their foreign currency.

Based on data, the Cap Go Meh Festival of singkawang to date has been the largest contributor to tourist visits to West Kalimantan's tourist destinations. The economic impact can be felt by the wider community, especially businesses related to tourism. In contrast to the holding of the Cap Go Meh Festival last year, this time it was witnessed by fifty Regents and Mayors who were members of the Indonesian Heritage City Network who deliberately attend the National Working Meeting. Cap Go Meh is a forum in which the three ethnic groups and other entities beside government (permasis, diaspora, private sector, community, and civil society) participate there can contribute, cooperate, coordinate efforts and work as a team on tourism policy development.

Conclusion

System tourism policy is a very complex one. The production of its components is obviously handled by a variety of institutions, both private and government. The phenomenon that appears in Singkawang is the involvement of stakeholders outside the government of Singkawang itself, including the actors or parties in question which is the government supported by the owner and manager of ODTW, the owners and management of hotels, travel agencies, airlines, agro tourism communities, the art community, tourism event donors and others. It is recommended that there be an implementation of a regulated and intensive network strategy by managing the tourism policy network among others and many resources from other element at governance. First, there must be a strategy that aims to manage the perception so that the creation of similar views or intentions between actors to the problems encountered is not repeated. Second, a strategy that aims at managing the interaction between actors / parties to build joint action is needed, because this strategy delivers resources for the parties or actors to be independent and become part of the system which then affects the network widening and resource capacity growth especially on their participatory. If there is an excess of funds or financing obtained from the remaining funds of the network governance, these can be used for community empowerment in tourist destinations and for sustainability, as they are vital resources.

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An Analysis of Employee's Work Motivation at TK. IV 02.07.01 Zainul Arifin Hospital in Bengkulu City

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Abstract

This study aims to determine the work motivation of employees at TK IV 02.07.01 Zainul Arifin Hospital in Bengkulu City. This study used descriptive qualitative method. Data collection used interview and documentation techniques by using the Classical Theory of Motivation Hierarchy of Needs by Abraham Maslow (1943). There were five assessment indicators used, namely: (1) Physiological, (2) Sense of Security, (3) Social, (4) Awards, and (5) Self-Actualization. The results of the study showed that employees at the hospital works with high motivation, fulfills rights in the form of salary and work holidays, provides employees' needs both at work and personal needs, creates a sense of security with existing protection, awards are given for every job done, availability training aimed at employees for self-development and additional knowledge of employees. Social relations between the employees and self-actualization are good enough, but there are still employees who are not able to socialize at work.

Keywords:

work motivation; employee

Introduction

Work motivation is the fundamental driving force behind an organization's efforts to cultivate and enhance its people resources, encompassing both government agencies. Work motivation can be defined as a catalyst or incentive that can elicit a feeling of enthusiasm and induce positive changes in individual behaviour. Work motivation encompasses strategies aimed at stimulating and inspiring individuals to engage in their tasks. Employee work motivation can be categorized into two types: internal motivation, which originates from within an individual, and external motivation, which is influenced by external factors to prompt someone to act in alignment with predetermined objectives. According to Benowitz (2001, p. 43), work motivation refers to the internal drive that compels individuals to behave in a specific manner.

To enhance employee work motivation, one effective strategy is to provide training opportunities aimed at improving job performance. Additionally, rewarding exceptional employees with bonuses can serve as a motivational incentive. Employing an approach that focuses on optimizing employee performance can also contribute to increased motivation. Furthermore, organizing special activities to foster camaraderie between employees and leaders can further enhance motivation levels. Work motivation is the process of guiding and energizing

employees in order to minimize impediments, errors, and failures in their work. Work motivation is an indicator of the presence of discipline in the workplace, leading to increased diligence, attentiveness, and enthusiasm among employees in fulfilling their job responsibilities. Employees adhere to the work program and abide by the workplace regulations while doing their jobs. In order to generate work of appropriate caliber and quantity. Nevertheless, in this particular scenario, there exist phenomena during the provision of work motivation that give rise to numerous challenges. These challenges include the absence of motivation between leaders and employees, as well as among employees themselves. Consequently, the lack of employee response in the motivation process significantly affects work outcomes and organizational objectives. Employees have not effectively utilized job motivation, leading to multiple issues and challenges in the work environment. Insufficient work motivation among certain employees results in a decline in their overall performance. A small proportion of employees exhibit strong motivation. It is imperative to inspire colleagues who have the potential to help employees overcome work-related challenges or impediments, hence facilitating performance enhancement and achievement of organizational objectives. Thus, in the context of organizational behaviour, motivation is defined as the inclination to exert effort or endeavour towards attaining organizational objectives, while ensuring that it does not disregard the capacity to attain fulfillment.

The hospital must prioritize motivation in order to ensure that every employee can make a positive contribution towards achieving the hospital's goals. Motivation is crucial as it fosters high levels of passion among employees, enabling them to effectively fulfill their duties and obligations. The significance of motivation lies in its ability to stimulate, direct, and sustain human behaviour, fostering a strong desire to exert diligent effort and enthusiasm in order to attain ideal outcomes.

Work motivation is a crucial aspect that propels workers to work in a firm. Work motivation can serve as a catalyst for employees to exert significant effort, so enhancing employee productivity and ultimately impacting the attainment of company objectives.

In her book "Human Resource Management" (2013, p. 106), T. Nuraini suggests several strategies that hospitals can implement to enhance employee motivation. These strategies encompass offering competitive salaries that exceed the minimum wage, addressing spiritual needs, fostering a relaxed work environment, prioritizing self-esteem, and ensuring employees are placed in suitable positions.

The significance of employee motivation in the workplace is paramount, as it is intricately linked to performance. When motivation is elevated, employee performance likewise experiences

a corresponding increase. In contrast, when motivation is lacking, employee performance is correspondingly diminished. Generally, motivation pertains to the underlying reasons and mechanisms behind an individual's behaviour. Motivation is an ever-changing and active process. Salary and promotion can serve as strong incentives for individuals to be motivated to work. Highly driven people find professional happiness in the pursuit of achieving productive outcomes, rather than deriving it solely from social standing.

The 02.07.01 Zainul Arifin Hospital, designated as a Level IV healthcare facility according to the classification, was built in the year 1990. Situated in the province of Bengkulu, this hospital serves as a crucial medical institution in the region. The Level IV hospital offers healthcare assistance to the units stationed in the Korem/041 Gamas area. Additionally, it coordinates healthcare services for military personnel, civilian government officials, families, and the general public residing in the Province of Bengkulu. Moreover, the hospital serves as a point of reference for healthcare facilities within the Line of Denkesyah 02.04.01 Province of Bengkulu. Level IV Hospital 02.07.01 Zainul Arifin has the ability to provide general treatment and health care services, the ability to provide guidance or medical technical assistance in the context of referral to Polyclinics or Outpatient Service Agencies. Service facilities include examination and treatment by general practitioners and specialists.

The range of services offered encompasses both inpatient and outpatient care, emergency units, and supplementary support services. In addition to providing medical care, the hospital also engages in promotive and preventive health service initiatives, as well as endeavours to cultivate hospitals as entities that prioritize wellness. The aforementioned activities are being consistently executed and enhanced at Level IV Hospital 02.07.01 Zainul Arifin. The provision of all current services is executed by a proficient medical team and bolstered by radiology and laboratory departments, so ensuring the provision of exact and correct health information.

Hospital 02.07.01 Zainul Arifin is classified as a Level IV facility. As per the regulations outlined in Minister of Health Regulation No. 3/2020, it is mandated that type D hospitals possess a minimum staffing requirement consisting of 4 (four) general practitioners, 1 (one) dentist, 1 (one) surgeon, 1 (one) pediatrician, 1 (one) internal medicine specialist, and 1 (one) obstetrician and gynecologist. These medical professionals must hold a valid license to practice within the hospital. Additionally, type D hospitals are required to maintain a minimum of 10 (ten) beds, all of which must be classified as class III patient care beds. If the total number of beds possessed by a Class D Primary Hospital exceeds 30, it is obligatory to allocate an additional General Practitioner for every set of 10 beds. The allocation of nursing personnel to beds in the Hospital is maintained at a ratio of 2:3, which is determined by the specific services provided by the

institution. Similarly, the number of supporting staff is determined based on the specific needs of the hospital. Hospital Level IV 02.7.01 Zainul Arifin is equipped with ancillary diagnostic services, including laboratory and radiology facilities. The hospital's facilities meet the necessary requirements for designation as a type D hospital.

Additionally, this hospital now lacks certain additional specialized services. Hence, in cases when a patient's condition is diagnosed but cannot be treated due to the unavailability of a specialized physician capable of managing it, the patient will be directed to a more suitable and modern healthcare facility, such as RSUD M. Yunus Bengkulu. An illustration of diseases that are outside the scope of Level IV Hospitals. Zainul Arifin is currently experiencing both a stroke and a heart attack, two medical conditions that are currently unmanageable due to the lack of availability of a neurologist and a cardiologist. Hospital 02.07.01 Zainul Arifin, classified as a Level IV facility, lacks the necessary infrastructure to provide Intensive Care Unit (ICU) services. Consequently, this hospital is ill-equipped to accommodate patients requiring specialized medical equipment for their treatment. The personnel count at Level IV Hospital 02.07.01 Zainul Arifin is as stated below:

- | | |
|-------------------------|---|
| a. Military Member | : 17 People (Doctors, Para-medics, and Non-Medics) |
| b. Civil Servant Member | : 13 People (Paramedic and Non-Medical) |
| c. Employees | : 143 People (Doctors, Para-medics, and Non-Medics) |
| Totally | : 173 People |

Hospitals must prioritize strategies that foster employee motivation and job satisfaction in order to promote productivity and retain their workforce. By cultivating a positive work environment, hospitals can establish strong partnerships with their employees, who play a crucial role in supporting the organization's success. Employee motivation and job satisfaction are recognized as significant factors in achieving these objectives.

The Level IV Hospital 02.07.01 Zainul Arifin is a vital health facility that serves the community's medical needs. The employees of Level IV Hospital 02.07.01 Zainul Arifin play a crucial role in delivering high-quality service to patients. Hence, it is imperative to acknowledge and enhance the work motivation of staff at Level IV Hospital 02.07.01 Zainul Arifin, in order to facilitate their optimal performance and provision of high-quality service to patients.

The enhancement of employee productivity is significantly influenced by work motivation. The impact of work motivation on several aspects of the workplace, such as job happiness, employee loyalty, and employee performance, has been widely recognized. Employees that are highly driven are more likely to have a greater level of job satisfaction, leading to enhanced productivity and performance.

The Covid-19 pandemic, which has transpired in recent years, has led to a decline in employee motivation at Level IV Hospital 02.07.01 Zainul Arifin. This decline can be attributed to substantial alterations in long-standing activities, which have generated a multitude of uncertainties. These uncertainties encompass feelings of personal security, fear, and worry among the employees. The management has made multiple attempts to enhance employee motivation; nevertheless, the endeavours undertaken by the hospital administration have failed to meet employee satisfaction, hence rendering the efforts to improve employee motivation suboptimal. Hence, it is imperative for management to possess knowledge regarding the various aspects that can potentially impact employee motivation. However, so far not many studies have been conducted to determine employee motivation in hospitals. Therefore, while the objective of this study is to offer valuable insights for Level IV Hospital 02.07.01 Zainul Arifin, specifically in enhancing staff engagement within the hospital setting. The study aims to yield insights into the determinants of employee work motivation and propose solutions to enhance employee work motivation at Level IV Hospital 02.07.01 Zainul Arifin Bengkulu. The authors express their interest in doing research titled "An Analysis of Employee's Work Motivation at Tk. Iv02.07.01Zainul Arifin Hospital In Bengkulu City" In Relation To The Aforementioned Issues.

Methods

This study employs a descriptive qualitative research methodology. This research methodology is employed to provide a comprehensive and thorough description of the phenomenon being investigated, specifically the motivation of employees at Level IV 02.07.01 Zainul Arifin hospital in their efforts to enhance staff morale. The research employs various data collection techniques, including observation, interviews, and document analysis.

The participants included in this study were chosen by the purposive sample technique, with the intention of obtaining reliable and credible data to address the research questions. The individuals providing information in this study are:

- a. The Head of Administrative Staff as the main informant who will be interviewed to find out work motivation in improving employee morale.
- b. Medical and non-medical employees as the main informants who will be interviewed to find out their perceptions and how about work motivation in improving employee morale.

The author's selection of informants is predicated on predetermined criteria established by the researcher, wherein the informants are deemed to be representative of various segments of personnel inside Level IV Hospital 02.07.01 Zainul Arifin.

Results and Discussion

This research paper examines the factors influencing the job motivation of employees at Level IV Hospital 02.07.01 Zainul Arifin in Bengkulu City. In the present investigation, the investigators employed Abraham Maslow's renowned Classic Theory of Hierarchy of Needs Motivation. According to Abraham Maslow, motivation may be classified into five distinct types, which are as follows: Physiological Needs, Security Needs, Social Needs, Rewards, and Self-Actualization. The subsequent section presents an examination of the research findings in accordance with the employed theoretical framework, which is as follows:

Physiological Needs

Physiological needs encompass the fundamental requirements for sustenance, such as the need for nourishment and hydration to alleviate hunger and thirst, as well as the need for shelter. These needs are unique in that they can be entirely fulfilled or, at the very least, mitigated.

1. Fulfillment of Rights

The provision of rights might be considered as an indicative factor of fulfilling the physiological demands of employees. Based on the findings of the research, it has been determined that Level IV Hospital 02.07.01 Zainul Arifin has effectively met the rights of its employees. The satisfaction of entitlements experienced by employees, including regular monthly remuneration, various forms of leave (such as marriage leave, maternity leave, and annual leave), sick leave, and additional benefits. Naturally, the realization of rights is congruent with the responsibilities that employees are required to fulfill.

2. Provide Needs

The provision of needs is considered to be a significant indicator of physiological needs for employees. Based on the findings of the research, it has been determined that Level IV Hospital 02.07.01 Zainul Arifin has effectively addressed the demands of its employees. The aforementioned demands encompass the essential requirements of employees in a work environment, including office supplies (ATK), designated workspaces, tables, seats, places of worship, sports facilities, parking areas, and multipurpose halls. In addition to this, the hospital also offers support for employees' personal requirements through cooperatives situated within the hospital premises, encompassing essential food provisions, uniform fits, and several other amenities. Employees are provided with accommodations based on their position within the organization, with the Head and Deputy Head of the Hospital being allocated official housing. For employees who have not secured housing, temporary accommodations in the form of an employee mess are made available until suitable housing is obtained.

Security Needs

Security needs encompass various aspects, including safeguarding against physical and emotional threats, as well as addressing psychological demands that may jeopardize one's mental well-being, such as avoiding ridicule, humiliation, and excessive stress, among others.

According to the study findings, Level IV Hospital 02.07.01 Zainul Arifin effectively ensures the safety of its employees by implementing various measures. These include the presence of picket guards and security guards who conduct regular patrols every three hours, as well as being readily available via cellphone in case of emergencies. Additionally, the hospital employs a 24-hour active closed-circuit television (CCTV) system to monitor and enhance security within the premises. At Level IV Hospital 02.07.01 Zainul Arifin, employee attendance is consistently monitored by conducting roll call sessions in the morning, afternoon, evening, and night. In instances pertaining to patients and medical interventions, staff members have the option to report such matters to the overseeing nurse who assumes responsibility during non-working hours and is the most senior in rank. However, if the supervising nurse is unable to address the situation at that time, the hospital's chief of staff or deputy head will intervene to assist in resolving the issues that arise.

Social Needs

Social requirements encompass various aspects such as emotional engagement, a sense of belonging, acceptance, and the formation of friendships. Various manifestations of these wants encompass companionship, the need for a significant other and progeny, the necessity for proximity to kin, and interpersonal requisites such as the inclination to bestow and receive affection.

1. Partnership

The study findings indicate that Level IV Hospital 02.07.01 Zainul Arifin Bengkulu City engages in active collaboration with its employees through the implementation of a 5S slogan (Smile, Greeting, Greeting, Polite, and Santun). This slogan is expected to be adhered to by both employees and visitors of the hospital, emphasizing the importance of respectful behaviour towards employees holding higher ranks or positions. Nevertheless, there exist disparities among employees stemming from a dearth of collaboration and disparities in comprehension, resulting in a lack of interpersonal greetings and indifference towards one another. One of the challenges frequently encountered by Level IV Hospital 02.07.01 Zainul Arifin during operational hours is the presence of impediments or issues.

2. Acceptance

According to the findings of the study, it has been observed that Level IV Hospital 02.07.01 demonstrates a significant level of cooperation in enhancing staff motivation and capability. In addition to fulfilling their job responsibilities, employees have the opportunity to showcase their skills through internal inter-employee training and external training programs that are financially supported by the hospital. The head office arranges external training sessions, which are then communicated to staff through written correspondence or an introduction in the Level IV Hospital 02.07.01 Zainul Arifin chat group. The employees who have completed the program will communicate the outcomes of their training to their supervisors.

Award

Rewards encompass both internal elements, such as self-esteem, autonomy, and success, as well as external factors, such as status, acknowledgment, and attention.

1. Praise/Reward

The findings indicate that Zainul Arifin Hospital, classified as a Level IV healthcare facility according to the Hospital Classification System 02.07.01, implements a recognition system to acknowledge and reward personnel who demonstrate exceptional performance. This system encompasses the bestowal of rewards and direct verbal commendation to deserving individuals. The evaluation of top-performing employees is conducted by considering their workplace performance, proficiency, work discipline, interpersonal skills, professionalism, tidiness, and other relevant factors. The assessment is conducted through direct observation of employees' work performance and gathering feedback from colleagues and unit leaders. This ensures that the assessment is subject to annual evaluation, in accordance with the capabilities and criteria specified at Level IV Hospital 02.07.01 Zainul Arifin.

2. Promotion

According to the findings of the research, it has been established that Level IV Hospital 02.07.01 Zainul Arifin employs a reward system consisting of certificates, monetary incentives, and training opportunities for its employees. Additionally, the hospital offers promotional opportunities based on performance evaluations, including recognition as the best employee. Promotions for military personnel and civil servants are granted based on their rank and adherence to particular ability criteria. By granting promotions to employees, such as appointing them as heads of departments, team leaders are anticipated to engage in healthy competition and so push staff to continuously improve their performance.

Self-Actualization

Self-Actualization, the drive to become someone meaningful and capable of doing something such as professional growth, achieving certain potential, and achieving self-satisfaction.

1. Access to Training and Education

The results showed that Level IV Hospital 02.07.01 provided training according to the abilities and desires submitted either by the employees themselves or through the team that had been formed. However, there are still employees who are indifferent and do not keep up with existing developments so that they are less able to work properly so that there are problems such as the work done is hampered and burdens other employees in working. The Level IV Hospital 02.07.01 Zainul Arifin applies a work environment rotation in the hope of finding the problems of employees doing work and finding a position or position that suits the employee's abilities. For employees who make fatal mistakes, Level IV Hospital 02.07.01 Zainul Arifin imposes sanctions and applies Warning Letters I, II, and III in the hope that employees realize their mistakes and change for the better. Level IV Hospital 02.07.01 Zainul Arifin also provides guidance to these employees with Mental Development, Unit Development, the existence of Internal Supervisors and internal trainings in the hope that mistakes will not occur during work.

Discussion

The significance of work motivation within the work environment for the purpose of enhancing morale. Work motivation serves as the fundamental driving force behind the development of both government agencies and private organizations, as it fuels the desire to achieve goals through collaborative, systematic, and planned efforts. Work motivation may be described as a catalyst or incentive that elicits a sense of enthusiasm and has the potential to positively influence individual behaviour. The researchers in this study employed Abraham Maslow's Classic Theory Indicator of Hierarchy of Needs Motivation.

Hence, a study was conducted at Level IV Hospital 02.07.01 Zainul Arifin to investigate the alignment between employee motivation and Abraham Maslow's theory. This theory encompasses five variables for assessment, namely Physiological Needs, Security Needs, Social Needs, Awards, and Self-Actualization.

The forthcoming discourse will revolve around the examination of indicators employed and the data acquired by researchers throughout the course of their investigation. The veracity

of the data supplied can be substantiated through the inclusion of physical evidence in the form of attachments (see attached data).

1. Physiological Needs

Hospital Level IV 02.07.01 Zainul Arifin has effectively addressed the physiological demands of its personnel. According to Mrs. Mesi Hartati, Amd, Level IV Hospital 02.07.01 Zainul Arifin ensures the fulfillment of employee rights by granting monthly payments that are commensurate with their respective positions and responsibilities. Employees are entitled to various leave entitlements, such as those pertaining to marriage, maternity, annual leave, and other permissions, which can be utilized by the employees. Level IV Hospital 02.07.01 Zainul Arifin has also fulfilled the requirement of addressing the needs of its employees. According to Mr. La Ode Sujana, S.Farm, the provisions encompass the requirements essential for employees during their work, including office stationery, desks, chairs, rooms, places of worship, sports fields, and halls. Additionally, as mentioned by Mrs. Mesi Hartati, Amd, personal necessities for employees are facilitated through cooperatives situated within the hospital setting, such as basic food provisions, uniform fittings, and other related items. The provision of special accommodations for employees is contingent upon their position within the organization. For instance, the Head and Deputy Head of the Hospital are provided with an Office House. In cases where employees have not secured permanent housing, they are offered temporary accommodations in an employee mess until suitable living arrangements can be made.

2. Sense of Security

The employees of Level IV Hospital 02.07.01 Zainul Arifin have experienced a sense of security, which holds significant value for them. This is primarily due to the hospital's affiliation with the Indonesian National Army (TNI), which ensures the safety of the employees and encourages them to seek protection when needed. Furthermore, the Level IV Hospital 02.07.01 Zainul Arifin consistently remains prepared to address and offer remedies for any grievances and issues encountered by its employees, both within the workplace and beyond the premises of the Level IV Hospital 02.07.01 Zainul Arifin. In order to secure the safety of employees and visitors from potential dangers such as disruption, theft, loss, and violence, each workstation is equipped with active closed-circuit television (CCTV) surveillance. Additionally, a 24-hour guard is stationed on site, conducting security pickets and rounds every three hours. These measures are used to monitor and safeguard the movements of individuals within the premises. In the medical domain, there exist supervisory nurses who assume the responsibility of overseeing and monitoring the performance and well-being of employees outside their designated working

hours. The authorities at Level IV Hospital 02.07.01, namely Zainul Arifin, demonstrate a proactive approach in assisting employees to resolve any challenges they encounter.

3. Social (Relationships between People)

There are still communication gaps between coworkers because of both professional and private issues. Researchers discovered that disagreements amongst staff members at Level IV Hospital 02.07.01 Zainul Arifin were a result of miscommunications about responsibilities and differences in opinion among the staff. Mr. La Ode Sujana Ramadhan, S. Farm, also remarked that disputes among coworkers are unavoidable and that these disputes stem from remarks or delivery styles of coworkers that cause affront to one another. Level IV Hospital 02.07.01 Zainul Arifin keeps researching this topic and makes an effort to mediate the conflict between the opposing parties by identifying the source of contention and offering a balanced perspective. Additionally, the Level IV Hospital 02.07.01 Zainul Arifin holds a morning report every morning in order to receive and address grievances that arise at work. It also organises cooperative sporting events, offers group spiritual counselling, and offers mental coaching to its staff in an effort to foster a sense of camaraderie among its current workforce.

4. Awards

Employees at Level IV Hospital 02.07.01 Zainul Arifin exhibit a high degree of professionalism in adhering to the established Standard Operating Procedures (SOPs). As a result, numerous employees have been recognised by the hospital with titles such as "best employee" and "exemplary employee," among others. As to Ms. Nurdiana, Amd. Kep, Level IV Hospital 02.07.01, Zainul Arifin also consistently recognises and rewards its top performers with annual awards and commendations. In an effort to get staff members interested and motivated at work, Level IV Hospital 02.07.01 Zainul Arifin is awarding promotions as well as presents like pocket money and award certificates.

5. Self-Actualization

Internal and external training is provided to personnel at Level IV Hospital 02.07.01 Zainul Arifin so they can stay up to date on any developments. For the benefit of Level IV Hospital 02.07.01 Zainul Arifin as well as the employees' own personal well-being, training is provided to enable staff members to stay current with educational advancements. Nevertheless, some employees continue to perform subpar or monotonously, which prevents them from experiencing personal growth and development, according to Mrs. Tara Dian Angraeni, Amd. Level IV Hospital 02.07.01 Zainul Arifin rotates employees based on performance scores. There is a system of rewards and punishments; employees who are deemed to be subpar at work will receive punishment as a form of discipline to help them perform better. According to Ms. Erni

Juwita, S.Hum, Level IV Hospital 02.07.01 Zainul Arifin also regularly assesses staff performance through meetings conducted in their respective departments, followed by job rotations, which serve as a guide for staff members to grow and optimise their work. Nonetheless, rotation is also implemented for reasons other than errors or staff issues. If rotation is required, it will be done. When an employee makes a mistake, they may receive a Warning Letter (SP) as punishment.

Conclusion

The researchers have provided a detailed analysis of the work motivation of Level IV hospital employees in Zainul Arifin Bengkulu City, based on the results of their thesis research. The variables that influence motivation in this study are based on the Classic Theory of Motivation, namely Abraham Maslow's Hierarchy of Needs Theory. These variables include:

1. Physiological Needs

Level IV Hospital 02.07.01 Zainul Arifin has fulfilled the physiological needs of employees by providing employee rights and needs so that employees feel satisfied and fulfilled.

2. Sense of Security

Fulfillment of a sense of security has been felt by employees of Level IV Hospital 02.07.01 Zainul Arifin. The guarding and protection carried out by Level IV Hospital 02.07.01 Zainul Arifin makes employees not worry about working.

3. Social (Relationships Among People)

In the relationship between employees, there are still differences in understanding due to work and personal. The Level IV Hospital 02.07.01 Zainul Arifin is still trying to mediate between the disputing parties with methods that are considered capable of being a solution to existing problems.

4. Award

Level IV Hospital 02.07.01 Zainul Arifin appreciates employees by giving gifts, praise, and promotions that make employees feel valued and motivated to do better at work.

5. Self-Actualization

Employees of Level IV Hospital 02.07.01 have not fully developed and innovated at work. Training and job rotation are carried out so that there is a renewal of the work environment in order to know the tasks and accuracy of employee placement at work.

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Principal's Strategies in Improving Employee's Performance (Study at SMA Negeri South Bengkulu)

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Abstract

This study aims to determine the Principal's Strategy in Improving Employee Performance (Study at SMA Negeri 1 Bengkulu Selatan). This research is qualitative research which is presented descriptively. There were 6 informants in this study consisting of: 2 key informants and 4 key informants. Methods of data collection through interviews, observation, and documentation. The data analysis techniques used are data reduction, data presentation, and drawing conclusions. Based on the results of the research and discussion, it is known that employee performance (a study at SMA Negeri 1 Bengkulu Selatan has been carried out). This can be seen from the indicators discussed earlier, namely: (1) Positive Encouragement: there is an award given by the school principal to TU employees and the teacher council who have achieved achievements assessed by the school principal, in the form of a charter. (2) Perform a Performance Audit: Every year the principal conducts an audit both in terms of finance and performance checks of employees, both the teacher council and TU staff to assess performance results. (3) Set Performance Standards and Goals: The principal assigns duties and responsibilities to the teacher council and TU staff in accordance with their respective duties in carrying out their duties. (4) Give Feedback: To Employees Regarding Their Performance The principal can see from the absence of teachers and TU staff to check the attendance of early or late employees whether or not the tasks assigned are carried out. (5) Give Employees Compliments or Other Rewards Related to Performance. The existence of praise given or carried out by the principal to the staff of the teacher council, TU and students who excel by giving some kind of reward can be in the form of money that has been budgeted by the school committee.

Keywords:

strategy; principal; performance; employees

Introduction

General secondary education aims to build upon and enhance foundational education, equipping students with the skills necessary to actively engage with the natural, social, and cultural aspects of their surroundings. It also seeks to develop their capacity for further growth in either the professional realm or higher education. The government's commitment to education is seen in the National Education System Law number 20 of 2003, specifically in Chapter II article 3: *"National Education aims to develop the potential of students to become human beings who are faithful and devoted to God Almighty, have noble character, are healthy, knowledgeable, capable, creative, independent and become democratic and responsible citizens."* Umbara (2009, p. 64)

states that to effectively implement the goals of the National Education System, it is necessary to follow a structured, purposeful, and enduring approach in various settings, including formal, informal, and non-formal contexts. Through this, the government can assume all accountability for executing and enhancing both facilities and infrastructure. The subsequent undertaking is executed by an institution or group as a governmental extension.

Considering the growing weight of responsibility placed on educational institutions, it is imperative that schools are administered in a professional manner to ensure the attainment of educational objectives as desired. The principle serves as an educational leader with a crucial responsibility and function in the development of educational institutions, namely as the authority figure in charge of overseeing and managing them. The principal serves as a key executive who significantly influences the advancement or regression of a school. They are responsible for overseeing the teaching and learning process and providing comprehensive guidance and direction to the school staff, with the aim of fostering a pleasant and harmonious environment.

As a result, possessing proficient leadership abilities is crucial for being a competent manager. Leadership is fundamentally based on followership, which refers to the willingness of others or subordinates to comply with the leader's desires. One of the principal's primary endeavours to enhance the school's performance is by providing guidance and support to teachers and administrative staff through coaching. The coaching is used to ensure that instructors and administrative staff fulfill their tasks with integrity, accountability, effectiveness, and efficiency. Diverse initiatives are undertaken to enhance teacher performance, primarily through the Subject Teacher Consultation Forum (MGMP), Teacher Working Group (KKG), favourable environmental arrangements, conducive work atmosphere, discipline, effective rewards and punishments, and the provision of diverse learning resources and comprehensive training in their respective fields of expertise and other relevant areas. These measures aim to enable teachers to enhance their professional performance. This strategy represents a methodical endeavour by the principal to consistently enhance the caliber of services, with a specific emphasis on teachers and other educational staff, in order to ensure the efficient functioning of the educational institutions under their leadership.

According to Raihani (2010, p. 184), "*principals set strategies or develop programs that include: preconditional strategies, excellent service, academic, non-academic, support, and evaluative*" are some of the strategies that can be used by principals to improve the performance of teachers. In the meanwhile, principals can employ at least three different tactics, namely hierarchical, transformational, and facilitative, according to Syafaruddin (2010, pp. 97–100). Every tactic offers significant benefits as well as drawbacks.

Based on the aforementioned idea, it can be claimed that the principal uses a variety of strategies in the planning and policies he creates to improve the performance of teachers and administrative staff in developing human resources in the school environment. Some of the strategies the principal will employ include encouraging the performance of teachers and staff, supervising the performance of teachers, and assessing the method and outcomes of their work (performance).

These characteristics are demonstrated by the excellent work that administrative and teaching personnel do. This is crucial to achieving academic objectives. Therefore, excellent performance indicates that staff members and teachers will actually be able to carry out their roles as educators in a way that is suitable, helpful, and successful in line with the objectives of the organization. Taking into consideration the aforementioned advice, educators and support personnel are among the school's constituents that have a significant part in determining how well educational institutions execute their mandates. Professionalism and requisite abilities are essential for teachers and administrative staff to perform their jobs well. Therefore, in order for teachers and administrative staff to perform their jobs with standard skills and professionalism, the principal must coach them in order to increase their level of professionalism.

There are 322 new arriving students in the 2022 academic year, out of the 891 total students in Classes X, XI, and XII, according to data collected from the number of students, teachers, administrative staff, and security. 47 individuals work as civil servant teachers, 12 as non-permanent teachers (GTT), 5 as civil servant administrative staff, 13 as non-permanent administrative staff (PTT), and 2 as school security personnel. The accompanying table, which displays the numerous accomplishments made by students at the Regency, Provincial, and National levels, demonstrates the school's excellent growth under the direction of Principal Drs. H. Sudisman, M.Pd.

Table 1.
Student Achievement Data of SMAN 1 Bengkulu Selatan in 2021 – 2022

No	Activity / Competition	Year	Level			Champion To
			Regency	Province	National	
1	Digital Comics Competition	2021		✓		1
2	Poster design	2021				3
3	Solo Song Regional Song for Princess	2021		✓		2
4	Traditional Dance Creation	2021		✓		1
5	Kontama Cup Female	2022	✓			1
6	Men's Basketball	2022	✓			1
7	Women's Basketball	2022	✓			1
8	Men's Egrang	2022	✓			1

No	Activity / Competition	Year	Level			Champion To
			Regency	Province	National	
9	Men's Futsal	2022	✓			3
10	Men's Qur'an	2022	✓			3
11	Women's Qur'an	2022	✓			2
12	Tenis Meja	2022	✓			3
13	Women's Table Tennis	2022	✓			1
14	Men's Table Tennis	2022	✓			1
15	Indonesian Female Gendre Ambassador	2022	✓			1
16	Indonesian Gendre Ambassador Male	2022	✓			1
17	Women's Table Technique	2022	✓			1
18	National Jamboree	2022		✓		2
19	Earth	2022		✓		2
20	Earth	2022		✓		3
21	Physics	2022	✓			1
22	Scrabble	2022	✓			2
23	Scrabble	2022	✓			3

Source: Internal Data of SMAN 1 Bengkulu Selatan Year 2023

Table 2.

Achievements of Teachers And Staff Of SMAN 1 Bengkulu Selatan

No.	Teacher Name		Position	Achievement
1	Dian Sari, M.Pd.		Teacher	Developing educational inventions and advances. Educators generate innovative approaches to address challenges in the realm of education, shown by the utilization of card and board games as instructional tools, including renowned games such as Monopoly and Snakes and Ladders.
2	Trimo S.Pd.	Ponendri,	Teacher	Perform duties with a high level of commitment and diligence.
3	Enderawati, M.Pd.		Teacher	Writing in Scientific Journals
4	Fenty M.Pd.	Sufyerny,	Teacher	Won a competition in the field of education. As LCC Biology supervising teacher at the provincial level.
5	Dwi S.Pd.	Putriyanti,	Teacher	Received a Certificate of Appreciation as a Supervising Teacher for the Provincial Mathematics Olympiad.
6	Novian Heryanto		STAFF Administra tion	Received a Charter Award for Exemplary Employees in the Field of Work Discipline

Source: Internal Data of SMAN 1 Bengkulu Selatan Year 2023

Based on preliminary observations about teacher coaching, it is evident that school leaders encounter numerous barriers, one of which is to the frequent violation of work discipline by teachers and staff members. The presence of various infractions can be observed through the presence of teachers who frequently arrive late to commence their teaching duties and depart early, fail to provide prior notice to their superiors when absent from work, neglect to utilize lesson plans (RPP) during the teaching and learning process, exhibit a lack of adherence to

assessment references during the evaluation of student learning, demonstrate a lack of commitment to training activities designated by the principal, and display a lack of seriousness towards professional development opportunities. In this particular circumstance, the proficiency of the principle in managing educational institutions is crucial, as the role of the principal as the highest-ranking leader necessitates the demonstration of optimal competence. The principal's approach to enhancing the efficacy of educators and personnel at SMA Negeri 1 Bengkulu Selatan has not yielded the anticipated outcomes.

The presence of weak work discipline among teachers is evident in various aspects. Firstly, there are instances where teachers are absent during the teaching and learning process. Additionally, some teachers do not adhere to punctuality when conducting these sessions. Furthermore, it is not uncommon to find teachers who neglect their responsibilities, such as leaving books behind in the classroom or displaying a lack of concern for their students. Moreover, there are teachers who fail to utilize lesson plans (RPP) when conducting their classes. It is worth noting that not all teachers have the opportunity to participate in training activities and overlapping task programs provided by the school principal. Lastly, the absence of rewards and recognition for teachers further exacerbates the situation.

In an optimal scenario, the utilization of internal coaching by principals towards teachers can be enhanced to enhance teacher performance. This coaching can encompass various aspects, including the enforcement of work discipline, the enhancement and development of lesson planning, the utilization of effective learning techniques, the incorporation of appropriate learning media, and the implementation and evaluation of learning processes.

From the background of the problems that have been described, to find out how the principal's attention and guidance on the performance of teachers and employees at SMA Negeri 1 Bengkulu Selatan, research will be conducted with the aim of knowing the Principal's Strategy in Improving Employee Performance at SMA Negeri 1 Bengkulu Selatan.

Methods

This type of research is descriptive qualitative research, namely data collected in the form of words, pictures, not numbers according to Sudarwan Danim (2002, p. 51). The purpose of descriptive research is to make a systematic, factual, and accurate description of the facts and characteristics of a particular population or area.

The focus of this qualitative research contains subject matter that is still general in nature. In this study, the focus of the research is the principal's strategy in improving employee

performance at SMA Negeri 1 Bengkulu Selatan can be measured through the indicators (measuring instruments) used.

Table 3.
Research Focus and Indicators

Research Focus	Research Indicators	Research Sub Indicators
Performance Improvement Strategies by Ronald S. Secular E. Jackson (1999, pp. 64-66)	1. Positive encouragement	1. Rewarding 2. Provide incentives 3. Promotion for Position
	2. Conduct a performance audit	1. Time 2. Place 3. Implementation 4. Hasil
	3. Set performance standards and objectives	1. Tupoksi / SOP 2. Policy
	4. Provide feedback to employees on their performance	1. Performance assessment 2. Feedback results
	5. Giving employees praise or other rewards related to performance	1. Praise 2. Rewards

The selection of informants in this study is accomplished through the utilization of the Accident Cluster Sampling (ACS) method. This method involves the systematic selection of samples (informants) from a larger population (objects) that are encountered by researchers over the course of their investigation. Researchers commonly utilize two types of informants in their studies: key informants and those who possess a comprehensive understanding of the specific issue being investigated. The study had a total of four research informants, comprising:

1. In this study, two key informants were identified, specifically the Head of SMA Negeri 1 Bengkulu Selatan. These informants played a direct role in the social interactions that were examined.
2. The principal informants in this study are four employees of SMA Negeri 1 Bengkulu Selatan who are directly engaged in the social interactions under investigation.

When it comes to data collection, researchers immerse themselves directly in the research object to obtain valid data. Therefore, researchers employ data collection methods such as observation, interviews, and documentation.

Results and Discussion

The present study investigates the efficacy of the Principal's strategy in enhancing employee performance at SMA Negeri 1 Bengkulu Selatan. The research draws upon Ronald S. Secular E. Jackson's Performance Improvement Strategies theory (1999: 64-66), which

encompasses various approaches such as Positive Encouragement, Conducting Performance Audits, Establishing Performance Standards and Goals, Providing Feedback to Employees on their Performance, and Granting Performance-related Rewards or Praise to employees.

Positive Encouragement

a. Giving Awards

The act of providing prizes is a type of recognition bestowed by the principal upon teachers and staff who have demonstrated exceptional achievements and exemplary performance. Based on the findings of the investigation, it has been determined that the principal bestows a commendation in the form of a charter upon the Administration staff and teachers who demonstrate exceptional performance, as evaluated by the principal. The principal expresses commendation and gratitude towards the instructors and administrative personnel, as well as the student council, who demonstrate exceptional performance and the ability to inspire others in fulfilling their assigned tasks and duties.

b. Providing Incentives

Incentivization involves the provision of direct rewards to teachers and employees who demonstrate exemplary performance and surpass predetermined benchmarks, operating under the premise that monetary incentives can effectively enhance the performance of those individuals. The type of incentives provided by the principle to employees who demonstrate exceptional performance. The study findings indicate that the principal bestows awards upon members of the Administrative staff, Teacher council, and student council as a means of providing incentives. These rewards, which are determined by the school, take the form of award certificates and are presented to individuals who demonstrate exceptional performance.

c. Promotion of Rank / Position

Promotion holds significant importance within the realm of education as it serves to enhance the professional standing of teachers and staff members at SMA Negeri 1 Bengkulu Selatan. In relation to commendable employee performance, the principle grants promotions to deserving employees. Based on empirical data gathered through interviews and field observations, it has been established that the principal offers opportunities for professional advancement to the board of teachers and administrative staff. This is achieved through the provision of certificates or awards to recognize outstanding performance among teachers and administrative staff, thereby bolstering their candidacy for promotion. The school grants incentives to teachers and staff members based on their performance, as determined through deliberations with the school committee. The specific amount of the incentive is contingent

upon the outcome of these deliberations, with the nominal value being adjusted in accordance with the individual's performance.

Conduct Performance Audit

An audit is a methodical procedure that involves the verification, investigation, and evaluation of an organization, program, function, or activity in order to collect objective facts and evidence on its performance. A performance audit can be viewed as an expansion of a financial statement audit, with regards to the methodologies and goals employed.

a. Time

The allocation of time dedicated to conducting performance audits of teachers and personnel at the conclusion of the academic term, with the objective of ensuring optimal performance at SMA Negeri 1 Bengkulu Selatan. When the principal carries out personnel performance audits. The study findings indicate that the principal of SMA Negeri 1 Bengkulu Selatan performs an audit at the commencement or conclusion of each semester. This practice serves as a point of reference for executing tasks, ultimately leading to enhanced performance.

b. Place

Typically, principals employ the teachers' room, tuition room, and principal's room as customary venues for conducting performance audits of teachers and staff. The location where the principal carries out evaluations of staff performance. Based on the findings derived from informant interviews, it has been ascertained that the primary location for performing audits, encompassing both financial and non-financial activities, is the principal's office as well as the Administration room. Audits are done within designated spaces, namely the teacher's room and principal's room, serving as venues for teacher debates and work pertaining to audits overseen by the principal. The purpose of these audits is to provide an opportunity for the full board of teachers and staff to bear testimony to the auditing process. Educators develop work programs to be executed, whereas the principal assumes the responsibility of guiding the implementation of those programs, ensuring that they are effectively executed in accordance with their designated responsibilities.

c. Implementation

The purpose of performance implementation is to gather adequate, proficient, and pertinent evidence in order for the evaluator to evaluate if the performance of the individual, unit, or organization under examination aligns with the established criteria. The individual in question is an employee. In the context of school audits, the principle will convene a meeting with teachers and administrative personnel to solicit information and ensure accountability for

their contributions towards the collective welfare while fulfilling their individual roles and responsibilities.

d. Result

The outcomes of the performance audit conducted on teachers and personnel at SMA Negeri 1 Bengkulu Selatan can be presented through many means of documentation or communication media. These mediums serve to effectively communicate the conclusions and recommendations derived from the performance audit results. The principal's implementation of the audit serves as a valuable tool for ensuring responsibility among the board of teachers and administrative personnel in the execution of their separate duties.

Based on the findings derived from observations and informant interviews in the field of auditing, it is customary for the principal to engage in a specific practice. This practice entails summoning the committee and relevant individuals involved in the activity to individually provide information within the principal's office. The purpose of this interaction is to gather insights regarding the challenges encountered and achievements attained during the event. Typically, the principal initiates this process approximately one week subsequent to the conclusion of the activity.

Set Performance Standards and Objectives

Performance standards are a number of criteria that are used as benchmarks or comparisons to determine the success or failure of a teacher/employee in carrying out their duties.

a. Tupoksi/SOP

Tupoksi refers to the primary objective or assigned tasks of an organization that are intended to be accomplished and executed. The Standard Operating Procedure (SOP) is a comprehensive system that is specifically developed to effectively organize, implement, and facilitate various job-related tasks and processes. The principal delegates duties and obligations to the instructors and administrative staff based on their individual workloads in order to fulfill their assigned tasks.

The study findings indicate that the primary responsibilities and job performance of administrative staff and teachers are functioning effectively. The principal emphasizes the importance of collaboration and mutual support among teachers in effectively delivering the curriculum within their respective subject areas through the implementation of the performance program.

b. Policy

The policy implemented by the principal is a product of judicious decision-making, leveraging the full range of resources at the school's disposal and optimizing their utilization.

The principal, in conjunction with the curriculum division, has established workload criteria for staff to ensure their focus on assigned tasks and their successful completion.

According to the findings derived from interviews and observations conducted with informants, it is asserted that the principal establishes predetermined work standards in order to foster collaboration with the curriculum section. This approach enables employees to concentrate on their given tasks and effectively execute them. The principal distributes work standards and workloads to the teachers and administrative personnel in a collaborative manner, taking into account the execution of the 8 education standards. This is done with the aim of prioritizing dependable performance in order to achieve the anticipated goals and objectives of the school.

Give Feedback to Employees on Their Performance

Principals provide feedback to instructors and staff members who demonstrate exceptional performance and exhibit commendable professional conduct. Consequently, those who receive favourable feedback from principals often have heightened motivation to enhance their future performance.

a. Performance Assessment

Performance appraisal is a methodical assessment of the performance of teachers and employees with the purpose of strategizing career growth for the individuals in question. The research findings indicate that the principal is able to see and evaluate the absences of teachers and administrative personnel in order to monitor employee attendance during the commencement or conclusion of the attendance period.

According to the findings of the study, it has been established that the principal conducts an annual evaluation of teacher performance. Based on the provided resources, all software applications have been successfully executed. This was achieved by examining the programs developed and approved within a one-year timeframe, and documenting the programs that remain unimplemented as well as potential enhancements for future iterations.

b. Feedback Results

The principle provides instructions to employees for the execution of duties in the event of a specified task performance. The principal assigns tasks to both teachers and administrative staff, requiring their participation in workshops or training sessions organized by the regional authorities. This is facilitated through the issuance of assignment letters, which outline the responsibilities and expectations for the successful completion of these activities.

According to the findings of the study, it is indicated that the principal plays a crucial role in offering guidance to the board of teachers and administrative staff. This guidance aims to

enhance their professional development, facilitate productive meetings, act as a representative in various engagements, provide motivation and advice, and foster enthusiasm within the organization. These efforts are aimed at cultivating a professional work environment and promoting effective performance among both teachers and administrative personnel in fulfilling their respective responsibilities. Under the guidance and inspiration of the principal, teachers and administrative staff will be motivated to fulfill their duties with enthusiasm. This will enhance their self-assurance and enable them to carry out their responsibilities with a heightened sense of accountability, as they are provided with adequate resources and facilities.

Give employees praise or other rewards related to performance

a. Praise

Praise is a form of positive feedback that elicits feelings of flattery in the recipient, so serving as a potential source of motivation for exceptional teachers and employees who get such commendation. The principal bestows commendation onto personnel who demonstrate exceptional performance within the teachers' council, administration, and student body. This recognition is accompanied by a reward in the form of a budgeted monetary incentive, provided by the school committee.

According to the findings of the research, it is indicated that the principal utilizes verbal commendation or tangible rewards, such as congratulations and motivation, as a means of expressing appreciation. Additionally, the school bestows certificates of recognition upon teachers or administrative staff who demonstrate exceptional performance both within and beyond the school setting, particularly for activities conducted on behalf of the institution. This practice aims to foster positive collaboration and encourage continued excellence among the aforementioned individuals.

b. Rewards

A reward is a form of compensation that employees receive in exchange for the completion of their work tasks. The term "reward" is sometimes used interchangeably with "wages," although it can encompass both financial and non-financial forms. The findings indicated that the principle provided monetary incentives to staff who demonstrated high performance, as determined by the assessment administered and approved by the school committee.

Moreover, the study findings indicate that the principal bestows incentives to teachers, administrative personnel, and students who demonstrate exceptional performance on a monthly basis, as per the school's agreed-upon deliberations with the committee. The implementation of a reward system has been found to enhance employee motivation and engagement in fulfilling their assigned responsibilities. These rewards may take the form of

certificates of appreciation, which serve as an additional criterion for promotion and recognition, thereby motivating others to strive for excellence. Furthermore, gifts may be presented to outstanding teachers, administrative staff, and students who bring pride to SMA Negeri 1 through notable achievements in specific events. Additionally, rewards in the form of transportation arrangements to attend the annual budget meeting of the SMA Negeri 1 South Bengkulu committee can be provided.

Discussion

Based on the results of research conducted by researchers, in accordance with the theory of Performance Improvement Strategies by Ronald S. Secular E. Jackson (1999: 64-66), trying to pour into questions for informants who researchers interviewed in the field. From the results of these interviews, the researcher hopes that a clear picture of how the Principal's Strategy in Improving Employee Performance (Study at SMA Negeri 1 Bengkulu Selatan) will be taken into consideration or a guide to be used as a source of thesis data to conduct a research that is almost similar or the same in further research even though it is different from the research place including the time and year of future research.

Among the plethora of research ideas, the author expresses a particular interest in Ronald S. Secular E. Jackson's theory (1999, pp. 64-66). However, it is worth noting that there are several alternative theories pertaining to performance that offer a more expedient comprehension and acquisition.

1. Positive Encouragement

In order to inspire others to fulfill their own tasks and responsibilities, the principal commends the teachers, support staff, and student council members who demonstrate exceptional ability to represent the school with pride in sharing their involvement in activities at the local, state, federal, and international levels. Here, the principle is rewarding administrative staff members, instructors, and student councils with incentives like exceptional rewards decided upon by the school in the form of award certificates, which serve as a tangible representation of the rewards given to the achievers. Employees at the school, particularly those at SMA Negeri I Bengkulu Selatan, will ideally receive additional rewards from the school in the form of coaching money, with the amount adjusted to the school treasury, if they are able to make the school proud. Employees at the school, or other organizations that carry out these activities with direct permission from the principal, can participate directly in these activities. By attaching certificates or awarding certificates to teachers or administrative staff who excel as support for the position to be requested, the

principal offers opportunities for teachers and staff members to be given promotions. Because the principal is concerned about the long-term viability of the employee, in this instance, he offers possibilities for all current employees to be actively involved and extremely committed, without regard to this promotion. The employee's ability to complete all administrative requirements for advancement is what matters most. The principal never forbids staff members from delaying promotions; in fact, the principal frequently contacts staff members to inquire directly about rank and position. If teachers or other administrative staff members have not proposed a promotion, they are summoned to the principal's office and asked directly why they haven't done so, if they are financially pressed. Typically, the principal asks the school cooperative treasurer for money to be given to the staff members according to their needs, but this is usually a term loan, and the principal has never interfered with this.

When it comes to rewards in the form of incentives from the school, they are only given out when staff members and teachers demonstrate exceptional performance through discussions with the committee. The value of the incentive is determined by the agreement reached during the deliberations, and the nominal amount is adjusted based on performance.

2. Conduct a Performance Audit

Every semester, either at the start or end, the principal performs an audit to serve as a guide for tasks that would eventually enhance SMA Negeri 1 Bengkulu Selatan's performance. In this instance, the teachers' council frequently raises concerns about ongoing issues, therefore the principal audits the activities. When a principal learns enough about a problem to be concerned about, he or she will usually contact the activity committee chairman and treasurer to find out if the issue is genuine. If it is, he or she will then circulate the word among current teachers and staff. Eventually, everyone will be personally called to a joint meeting forum where the issue will be opened, explained, and given the chance for teachers and staff to air any grievances they may have before forgiving one another. Based on the findings of informant interviews, it is claimed that the principal's and teachers' rooms serve as spaces for teacher discussions and work on audits that the principal conducts in order for the full board of teachers and staff to see. The teacher creates a work schedule that will be followed, and the administrator gives instructions on how to carry out the schedule so that everyone can do their assigned responsibilities. Teachers and administrative staff were called one by one during a principal audit to provide information about the activities that were carried out, particularly the amount of money spent from the budget and the honorarium for activities that were in line with the budget that the school committee had set. Principals in charge of auditing frequently carry out this action. They call each member of the committee and all participants

individually to inquire about any obstacles and the event's success in the principal's room. Typically, the principal contacts the organizing committee one week following the event.

3. Set Performance Standards and Objectives

Teachers' and administrative staff's primary responsibilities and performance are proceeding smoothly. By putting the created performance program into practice, the principle urges teachers to collaborate and support one another in finishing the learning of the subject areas covered. To ensure that there is a reference when carrying out subject matter learning held by all teachers, the principal in this case always offers input to the board of teachers and employees through joint meetings, usually at the beginning of the semester. The principal asks about the readiness of the tools for teaching according to their respective duties. The principle offers work standards that align with the curriculum part so that staff members can concentrate on their assigned tasks and complete them. The curriculum section with the standards that have been decided to be implemented by teachers and administrative staff is therefore always questioned by the principal. If there are any obstacles, the principal usually gets together to assess whether the standard can be changed or implemented. Furthermore, by encouraging dependable performance to realize the anticipated goals and mission of the school, the administrator gives the board of teachers and staff work standards and workloads that have been collaboratively prepared in accordance with the application of eight educational standards.

4. Give feedback to employees on their performance

At the end of each semester, the principal in each school assesses the performance of the teachers using the resources provided. All programs are examined, including those that were created and approved in a year, and notes are made regarding those that were not implemented and potential improvements are made. The work schedules submitted by administrative staff and the attendance of other staff members are also reviewed. In order to create a professional performance of employees in carrying out their respective duties, both teachers and administration, the school principal gives guidance to the board of teachers and TU employees. This includes hosting meetings, replacing as representatives of invitations, and improving work and professionalism. Teachers, administrative staff, and student council members will be inspired to perform their duties with enthusiasm under the principal's guidance and motivation. This will boost their confidence in their ability to carry out their respective responsibilities with full responsibility because they are supported by the facilities that are already in place.

5. Giving Employees Praise or Other Rewards Related to Their Performance

Teachers and administrative staff who excel in the classroom and outside the school for school-related activities receive recognition from the principal in the form of a certificate of appreciation, which the school will keep for future use. Teachers and administrative staff who excel also receive congratulations, motivation, and good cooperation. The school has decided on awards for teachers, administrative staff, and students who excel each month. These rewards are always awarded by the principal based on the outcomes of discussions with the committee. An award certificate as an extra promotion value and reward as motivation for others, gifts to teachers or administrative staff who excel, including students who make SMA Negeri 1 proud in specific events, or rewards in the form of transportation attendance at the annual budget meeting of the SMA Negeri 1 South Bengkulu committee are some examples of the amount of the reward that has been determined to increase the enthusiasm of employees in carrying out their respective duties.

Conclusion

Based on the findings of the investigation, analysis, and debate of the SMA Negeri 1 Bengkulu Selatan study on the Principal's Strategy for Enhancing Employee Performance. It is possible to infer from the study's findings that:

1. Positive Motivation

A charter that the principal uses to recognize and honour the administrative team and the board of teachers who meet high standards.

2. Conduct a Performance Audit

Every year, the principal audits the finances and evaluates the work performance of all staff members, including teachers and administrative personnel.

3. Set Performance Standards and Objectives

Depending on how busy each member of the administrative and teaching staff is with their daily jobs, the principal allocates them tasks and obligations.

4. Give Feedback to Employees The principal can determine whether or not given tasks are completed promptly by reviewing the attendance records of teachers and administrative personnel.

5. Give Employees Praise or Other Rewards Related to Performance The practice of the principal praising members of the teachers' council, the administration, and pupils who have performed by providing a financial incentive, as decided upon by the school committee.

The principal gives awards, conducts work audits, assigns tasks and responsibilities to the board of teachers and administrative staff based on their workload in terms of finance and performance checks on administrative employees and the board of teachers, and uses employee absences to monitor attendance. The principal also provides money budgeted by the school committee to the board of teachers, administrative staff, and students who excel. These are the conclusions drawn from the five points.

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Proactive Participation: Assessing Village Community Involvement in Stunting Prevention Program (Case Study: Tonasa Village)

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Abstract

Participation is an effort that must continue to be encouraged, in addition to focusing on the democratic right to be involved in the public policy process, it also focuses on the effectiveness of policy delivery. Participation can be contextualized in various problems that occur in society, one of which is the issue of stunting. A problem that attacks toddlers and certainly has an impact on future generations in Indonesia. Therefore, this research focuses on the participation efforts made in the planning and implementation process of the Stunting Program in Tonasa Village, Takalar Regency, which is expected to contribute knowledge related to this issue. This location was chosen because it is one of the villages that has a high percentage of stunting prevalence. This research uses a Qualitative approach with a case study model. First, the participant selection indicator in the planning stage is at the professional stakeholder level, while the implementation stage shows that the level of participation is at the open recruitment targeted level. Second, the communication and decision indicator in the program planning stage shows that the level of participation is at the level of express preferences, then in the program implementation stage shows that the level of participation is at the level of listen as spectator. Third, the authority and power indicator in the program planning stage shows that the level of community participation is at the advice and consult level, while the implementation stage shows that the level of participation is at the co-governance level.

Keywords:

participation; community involvement; stunting

Introduction

Reforms in Administrative Science lead to a shift in the Paradigm of Public Administration, which influences the governance of service delivery and Public Policy. Both Reinventing Governance and Westminster-style reforms emphasize community participation to be increasingly encouraged in a policy (Kettl, 2005). As a result, the community is expected to participate and be actively involved in all stages starting from policy formulation to the evaluation stage.

The concept of Governance according to Chhotray & Stoker (2009) is defined as, about the rules of collective decision-making in settings where there are a plurality of actors or organizations and where no formal control system can dictate the terms of relationship between

these actors and organizations. In the statement, they focus on four important parts, namely: rules, collective, decision-making, and no formal control system can dictate. The "Collective" part is closely related to Community Participation, because Chhotray and Stoker (2009) interpret Collective as joint decision-making starting from a common understanding and agreement on issues and solutions as well as shared responsibility for implementation and monitoring.

Governance must be based on the principles of good governance, one of the principles that must be implemented is community participation in government administration and development. The community participation in question is a condition where the government needs to work together with the private sector, Non-Government Organizations (NGOs), and the community in implementing programs based on public services and policies (Alwi, 2022). Not only in terms of planning, community involvement includes participation in the development and implementation of public services, utilization of development results and services, as well as monitoring and evaluating performance.

This paper focuses on Participation, which is considered an effort to encourage a group of people to work together and contribute as a team. Aim to improve public services and increase their use, scholars suggest developing public services (Brüggemeier, 2010; Linders, Liao, & Wang, 2018; Pawlowski & Scholta, 2023; Scholta, Mertens, Kowalkiewicz, & Becker, 2019), where public organizations approach their clients, the people, rather than the other way around (Linders et al., 2018). Proactive participation in public policy and services is not new (Brinckmann, Grimmer, Lenk, & Rave, 1974) although the percentage would be greater if public organizations utilized the development of digital technology as a tool.

In Indonesia, increased participation is possible with the autonomous authority of village governments to manage their own government, but still connected to other government units. Also on the issue of Sustainable Development Goals (SDGs) which is a global and national commitment implemented in the framework of Development to maintain the improvement of economic welfare, sustainability of social life, environmental quality, and ensure justice and the implementation of governance in improving the quality of life of one generation to the next generation. As a program that has been regulated based on Presidential Regulation Number 59 of 2017 concerning Sustainable Development Goals or SDGs, village development is directed at Village SDGs which are a form of total development by focusing on 17 sustainable development goals in the village.

The bureaucratic conditions in Indonesia are still very rule-based so that Presidential Regulation number 72 of 2021 concerning the acceleration of stunting reduction becomes a pillar containing activities to accelerate stunting reduction. These pillars include increasing the

commitment and vision of leadership in ministries/agencies, Provincial, Regency or city governments, to Village Governments in increasing seriousness related to stunting issues. This seriousness is in the form of intensive communication on behaviour change and increasing Specific and Sensitive Interventions to improve food security and nutrition at the individual, family and community levels.

In terms of conditions, stunting is a condition when toddlers have below average height due to nutritional intake that is not in accordance with the needs. Stunting is believed to have the potential to slow down brain development, with long-term impacts in the form of mental retardation, low learning ability, and the risk of chronic diseases such as diabetes, hypertension, and obesity. In Indonesia, the stunting prevalence rate in 2023 decreased by 21.6% from the previous year (Indonesian Ministry of Health, 2023). Although it is decreasing, the rate is still above the percentage targeted by the World Health Organization (WHO) which is 14%. So this is certainly a target that should be of concern to the central, provincial and Regency / city governments in Indonesia.

The South Sulawesi Provincial Government's efforts to reduce the stunting rate show less than optimal results because the achievement is in accordance with the target set in 2021, namely 24.59%. One of the Regency s/cities that shows similar performance within the scope of South Sulawesi Province is Takalar Regency (Indonesian Ministry of Health, 2022). This assessment is not unreasonable because Takalar Regency is in the top 10 of 21 Regency s/cities in South Sulawesi Province that have the highest stunting rates. In the release of the Ministry of Health of the Republic of Indonesia in 2021, it shows that Takalar Regency is in third position in the prevalence of stunting toddlers with 34.7%, first position in the prevalence of wasting toddlers with 10.7%, and first position in the prevalence of underweight toddlers with 27.4%. Based on the results of the Indonesian Nutrition Status Study (Indonesian Ministry of Health, 2021).

Takalar Regency has 9 sub-Regency, one of which is Sanrobone Sub-Regency which is then used as the location of this research. This is because the percentage of Integrated Service Post (read: Posyandu) data shows that Sanrobone Sub-Regency in 2022 is the village with the most stunting problems. So it requires support in the form of community participation in various processes and efforts to reduce the number of stunting. This is in line with the opinion of Sintiawati et. al, (2021) that Community Participation can be in the form of coming to participate in various routine and scheduled activities at the Integrated Service Post (Posyandu).

Based on several empirical and theoretical problems above, the research focuses on Proactive Participation: Assessing Village Community Involvement in Stunting Prevention

Program (Case Study: Tonasa Village). The author wants to know about community participation in responding to the problem of stunting in the village and the form of efforts in solving it.

The Theoretical Background of Participation

Community Participation

According to Gaventa & Valderrama (1999), participation has changed from a traditional micro understanding to a macro understanding, while Rydin and Pennington (2000) outline two different approaches to public participation: one that focuses on the democratic right to engage in public policy processes, and one that focuses on the effectiveness of policy delivery. Furthermore, Fung (2006) argues that decision-making in general institutional design is often the result of the interaction of various "arenas", such as institutional planning, stakeholder negotiations, boardroom and public hearings. The interaction of arenas includes the existence of areas of public office that operate in isolation from the public. This is an important consideration because it means that there are arenas that operate without any public input or participation at all. Due to the institutional design that requires "Governance Choices", where the government interacts or does not interact with various elements including the public. Furthermore, Fung (2006) poses three important questions: who participates? How do they communicate and make decisions? What is the relationship between their conclusions and opinions and the implementation or resulting public policy? These three questions led Fung (2006) to introduce his theory of "Participatory Design: Democracy Cube". The core of this theory is to measure three important dimensions to understand the potential and limits of a participatory design, namely participation selection, communication and decision, and authority and power.

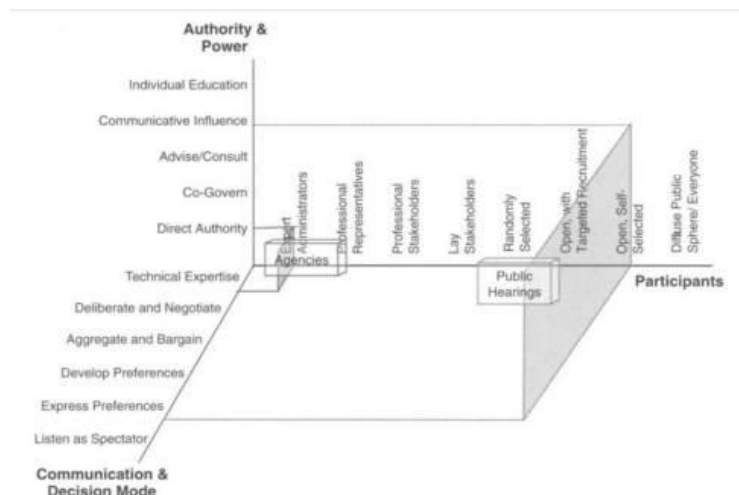


Figure 1. Design Participatory: Democracy Cube

Source: Fung (2006, p. 71)

a. Participant selection

The reason for increasing public participation in every field is that officials or representatives of the people may have limitations, such as lack of knowledge, competence, common goals, and resources. To overcome these shortcomings, in public participation it is important to determine who is participating. Moreover, do they appropriately represent the relevant population or the general public? Are any important interests or perspectives excluded? Do they have the information and competence to make sound judgments and decisions? Are those who participate responsive and accountable to those who do not?

Fung's (2006) participant selection is structured and described using a scale from more inclusive to more exclusive, and then categorized into three parts: public, mini-public, and state.

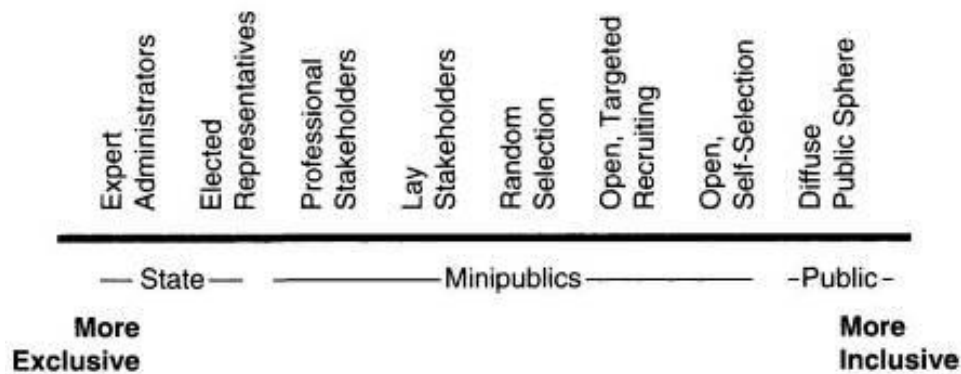


Figure 2. Participant Selection Methods

Source: Fung (2006, p. 68)

Public is the most inclusive or unrestricted category using mechanisms of participation that are fully diffuse public sphere, such as mass media, secondary associations, and other informal discussion spaces.

Mini-publics are an intermediate category that deliberately bring citizens together in separate bodies to discuss or decide on matters of public concern.

Meanwhile, the State is the most limited or exclusive category, where the selection of participants is limited to individuals who occupy positions in the state.

b. Communication and decision

The second important dimension of institutional design determines how participants interact in a venue for public discussion or decision. Fung describes this dimension on a scale

of intensity, ranging from least intense to most intense, where intensity indicates the level of investment, knowledge, and commitment required of participation.

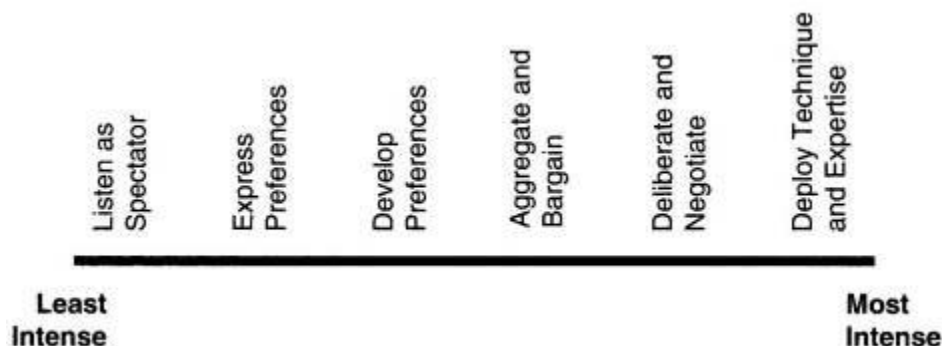


Figure 3. Modes of Communication and Decision

Source: Fung (2006, p. 69)

c. Authority and power

The third important dimension for understanding public participation is authority and influence. This relates to the impact of public participation (the relationship between participants' involvement or opinions and the resulting policy). Fung further describes a scale of authority to determine the extent to which a space for participation is used, ranging from the strongest authority to the weakest.

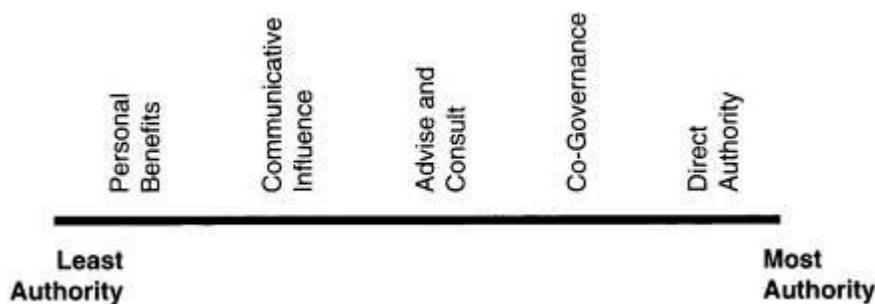


Figure 4. Extent of Authority and Power

Source: Fung (2006:70)

Methods

This research uses a qualitative approach with a case study model. This research was conducted in Tonasa Village, Sanrobone Sub Regency, Takalar Regency, with the consideration that the percentage of Community Health Centers (Read: Puskesmas) data showing that Sanrobone Sub Regency in 2022 is the village with the most stunting problems.

Primary data was sourced from purposively traced Key Informants, consisting of local stakeholders such as communities/community leaders, village governments, sub-Regency governments, and regional apparatus organizations, which were developed based on the snowball method. Secondary data were in the form of documents that could be obtained from relevant stakeholders. Data were collected through interviews, limited observation, and documentation review.

Data analysis refers to Creswell (2018) which provides detailed stages divided into: Processing and preparing data for analysis; Reading the whole data; Analyzing in more detail by coding data; Applying the coding process to describe settings, people, categories, and themes; Redetermining how descriptions and themes will be presented; and Interpreting or interpreting data.

Results and Discussion

Participation in Stunting Reduction Efforts

1. Community Participation in Stunting Reduction Planning in Tonasa Village

Community participation is an important element in planning and implementing a program. Participation is the key to the success of a program that has been made. Research on community participation in stunting reduction in Tonasa Village refers to Fung's theory (2006) The theory of community participation put forward refers to 3 indicators that become a reference in seeing the extent of community participation in planning, First, participant selection Second, communication and decision. Third, authority and power.

A. Participant Selection

Planning a program within the village government requires community participation, because community involvement has a crucial role in various forms of program planning and village government activities, one of which is stunting reduction. In this study, interviews with several informants were conducted as a reference in determining the level of community participation in the participant selection indicator.

One of them is an interview with the secretary of Tonasa Village who basically said that the planning of the program was carried out in a village meeting attended by several community leaders, village cadres, hamlet heads, and village officials. In the planning process, several problems are discussed, followed by the preparation of programs that will be made in the future. This is not in line with the results of an interview with informant J, who represents the community. He argued that program planning through the village

deliberation did not involve the community as a whole but only involved one element of the community, namely community leaders.

This finding is certainly not in accordance with the regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia Number 21 of 2020 concerning General Guidelines for Village Development and Village Community Empowerment, which explains that the elements of the community involved in village deliberations are as follows:

- a. Traditional leaders, religious leaders, community leaders, educational leaders, arts and cultural leaders, and regional representation
- b. Farmer organizations or groups and/or farm workers
- c. Organizations or groups of fishermen and/or fishermen workers
- d. Organization or group of artisans
- e. Women's organizations or groups, children's forums, child observers and protectors
- f. Representatives of poor community groups;
- g. Groups with special needs or disabilities;
- h. Health cadres;
- i. Environmental activists and observers;
- j. Youth or student groups; and/or
- k. Social organizations and/or other community institutions according to the village situation.

Based on this regulation, it can be seen that not all elements of the community are involved in the planning of village meetings in the village, including Tonasa Village. The parties involved are interested elements in the health sector such as health cadres, other elements of the community will be involved in general deliberations and fields related to the interests of their respective community elements. The level of community participation is at the professional stakeholder, this is because the elements of the community who participate in the village deliberation for planning are health cadres, cleaning cadres and security cadres. They are professional stakeholders who are also part of the general community but are paid to carry out certain responsibilities. It is hoped that these findings will serve as a reference in the community participation process. Those who are not represented should consult and give their views to those who are represented in the screening of aspirations.

B. Communication and Decision

In planning to reduce stunting, deliberations are needed to create a program plan, of course in this deliberation there will be communication and decision-making. Based on the statement of the Head of BPD related to communication in the village deliberation, the planning to reduce stunting was carried out in the village deliberation and determined in the Development Planning Meeting (read: Musrenbang). Community representatives who participated in the village deliberation were given the opportunity to provide input. Regarding stunting reduction, health cadres, village midwives will provide more input because they know better.

The Head of Tonasa Village explained that the village deliberation was held to discuss the problems in the village, especially for stunting issues. At the village meeting, community representatives are given the opportunity to provide suggestions which will then be used as a reference for determining village work programs.

The findings provide information that the level of participation in the village deliberation is at the level of express preferences. Deliberation participants are given the opportunity to provide input and suggestions to the village government. The suggestions given by community representatives, health cadres, and village midwives then become preferences for the village government in determining programs and policies.

C. Authority and Power

In planning to reduce stunting in the village, the government will hold village meetings in the context of program planning and program preparation. Based on the results of interviews with the Head of BPD related to the authority given in the formulation of work programs to be implemented depends on the village government. The Tonasa Village Government only receives input and suggestions from the deliberation participants, and then will be reviewed according to their needs.

The same thing was also found by the researcher, through the statement above by the Tonasa Village Secretary that the preparation of programs carried out in the village deliberation, community representatives cannot make decisions for programs to be implemented but only in the form of suggestions. These two findings show that the level of community participation is at the advice and consult level, which can be seen from the attitudes and interviews given from village government officials who said that the village government still received input and suggestions from the deliberation participants and the authority remained with the village government.

2. Community Participation in the Implementation of Tonasa Village Stunting Reduction Program
The implementation of work programs certainly requires community participation and support to be able to achieve the goals that the government wants to achieve in the village. Especially for the stunting problem that occurs, this is a priority that must be achieved because it is related to public health.

A. Participant Selection

The research indicators aim to determine the level of participation in program implementation, especially in terms of who is more involved in program implementation. Based on the research objectives, based on information from the Tonasa village midwife, the implementation of the stunting reduction work program will certainly be followed by the village community. As for some work programs, namely the Integrated Service Post (Posyandu) is carried out every month, but those who participate in the Integrated Service Post (Posyandu) activities are certainly only mothers who have children under five and live in Tonasa Village. Another activity is the distribution of additional food for toddlers aimed at preventing stunting.

In line with the above, researchers found a similar statement through one of the people of Lebbae Hamlet (one of the hamlets in Tonasa Village), that people like him who have toddlers who are indicated to be stunted will always participate in the Integrated Service Post (Posyandu) activities. This is done so that their children can be healthy, in the the Integrated Service Post (Posyandu) usually get additional food for toddlers from the village. In addition, the Tonasa village government has also made a decree on the acceleration of stunting reduction, this letter contains the Stunting Reduction Acceleration Team (TPPS) in Tonasa village. The Stunting Reduction Acceleration Team (TPPS) consists of various elements, such as: Family Assistance Team (TPK), Human Development Cadres (KPM) and Family Welfare Empowerment (PKK) mothers who have attended training in the Regency. Based on the results of these findings, it shows that program implementation, especially the Integrated Service Post (Posyandu) activities, is at the open, targeted, recruiting level of community participation.

B. Communication and Decision

In the implementation of the work program, it can be seen that there will be a communication process between work program implementers and work program participants. In this indicator, researchers want to see how the communication process between implementers and work program participants. Based on interviews with health cadres, researchers found that the implementation of work programs, especially the

Integrated Service Post (Posyandu) activities, usually officers provide information to the community regarding forms of stunting prevention including food for children affected by stunting.

In implementing work programs, especially the Integrated Service Post (Posyandu), health cadres are active in providing information to the community regarding stunting and how to prevent it. This is in line with confirmation by the community, that the Integrated Service Post (Posyandu) is a space for the community to listen to directions from health cadres, so that the community knows how to prevent stunting.

At this level of communication, the directions given to the community are not well absorbed. This finding is supported by an interview with one of the Tonasa Village community members who stated that the Integrated Service Post (Posyandu) activities every month, there is provision of additional food but the essence of stunting has not been well understood. The community only seems to listen to directions and information from health cadres without any reciprocity, causing directions and information not to be well absorbed. This can be an obstacle for the Tonasa Village Government in reducing stunting rates.

Based on the results of interviews with the two informants above, researchers can conclude that the level of community participation is at the listen as spectator level. This is seen based on the explanation of health cadres with the community which shows that in the implementation of the program the community listens to the explanation of health cadres.

C. Authority and Power

In this indicator, researchers want to see how the level of participation in terms of authority in all elements of the community involved in the implementation of work programs related to reducing stunting rates in Tonasa Village. In this section, researchers found that the stunting prevention training program and the provision of supplementary food by the village government collaborated with BKKBN, as well as the Sanrobone sub- Regency health center. The form of cooperation with BKKBN is in terms of providing additional food, while the Community Health Centers (Puskesmas) of Sanrobone Sub- Regency is in the aspect of stunting prevention training.

Furthermore, the findings based on interviews that the level of participation in authority and power in the implementation of work programs is at the co-governance level. This can be seen based on the position of the village government, which collaborates with other parties in the implementation of the stunting prevention training program and the distribution of additional food for mothers and toddlers. In addition, Integrated Service Post (Posyandu) activities every month are attended by nutritionists and employees from

the Community Health Centers (Puskesmas). Thus, it can be seen that the parties working with the Tonasa Village Government in the implementation of the stunting reduction program are BKKBN and Community Health Centers (Puskesmas) of Sanrobone Sub-Regency. This cooperation gives positive results in reducing stunting in Tonasa Village.

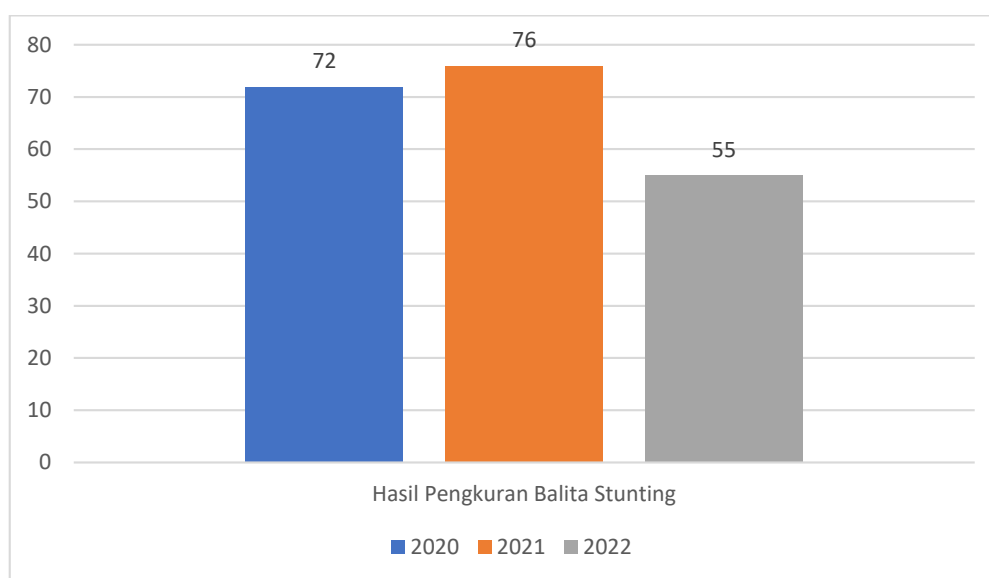


Figure 5. Results of Stunting Reduction Program 2020-2022

Source: Researcher processed results

Based on the data above, it shows that the stunting rate in 2020 and 2021 has increased. The finding in this study is that the increase was due to the moment Tonasa Village was led by the Acting Task Force (PLT). This condition continues which has an impact on the stunting program not running for several months. The 2020-2021 stunting program at the Integrated Service Post (Posyandu), which is ideally carried out every month, is not optimal because the acting village head always changes and has implications for health cadres as well.

This shows that irregular government officials cause the implementation of existing stunting programs to not be implemented optimally in Tonasa village in 2020-2021. This is what causes the stunting rate in 2020-2021 to be higher than the stunting rate in 2022. Different things are in 2022 where the stunting rate shows the results of stunting prevention training and Integrated Service Post (Posyandu) activities in 2022 show positive results. The number of stunting toddlers has decreased to 55.

Conclusion

Community participation in reducing stunting in Tonasa village includes several indicators of the quality of community participation, namely participant selection, communication and decision, and authority and power. From the analysis of the quality of community participation in reducing stunting in Tonasa village, the following conclusions can be obtained:

First, in the participant selection indicator at the planning stage of the stunting reduction program, general public participation is not much involved, those involved in the planning stage are community representatives such as health cadres who have responsibilities in the health sector in Tonasa village, this shows that community participation is at the level of professional stakeholders. Then at the implementation stage, the general public is more involved, especially for parents who have toddlers, this shows that the level of participation is at the level of open recruitment targeted.

Second, in the communication and decision indicator at the planning stage of the stunting reduction program, at this stage community representatives are present to provide their suggestions in the village deliberation, this shows that the level of participation is at the level of express preferences. Then at the stage of implementing the work program, the community is given more direction regarding the handling of stunting reduction, this shows that the level of participation is at the listen as spectator level.

Third, in the authority and power indicator at the program planning stage, at this stage only the village government is able to decide what policies or programs will be raised in solving problems in Tonasa village, especially in stunting problems, this shows that the level of community participation is at the advice and consult level. Then in the implementation stage, it shows that the village government partners with other parties in the implementation of stunting reduction in Tonasa village, this shows that the level of participation is at the co-governance level.

Suggestion

Based on the research results and conclusions above, there are several suggestions that can be an alternative to increase community participation in stunting reduction, namely:

1. Involving a more representative and active community in the implementation of village meetings. This is so that the planning, decision-making, implementation and evaluation processes can run more optimally so that the impact is more significant.

2. Improve the quality of communication and information that is more interactive between the central, Regency and village governments so as to facilitate the delivery of information about programs to overcome stunting in Tonasa Village, Takalar Regency.
3. Strengthen the synergy between related organizations responsible for reducing stunting at the Regency and village levels.

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Dynamics of Local Government Policy in Waste Management in Indonesia

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Abstract

This article is written on the basis of the current condition of waste management problems in Indonesia, where problems in major cities in Indonesia have experienced a position in the waste emergency phase. Various forms of waste management that have been carried out by regions in Indonesia do not necessarily reduce the volume of accumulated waste generation and have become a common daily sight. This paper uses case studies from various major waste management cities in Indonesia. In general, the findings found that waste problems in various major cities in Indonesia are not spared from the dynamics that develop in their respective regions. It takes not only the ability but also the ability of local governments to commit to waste control in their respective cities through local government policies that are oriented towards clean, environmentally friendly, and innovative cities.

Keywords:

dynamics; policy; management; waste

Introduction

Waste has become a serious problem in people's lives, especially regarding environmental problems. Law Number 18 of 2008 concerning waste explains that waste, as a consequence of human activities, therefore becomes the joint duty and responsibility of the government and the people in current waste handling efforts. The current mountain of garbage generation has become a big issue and has received careful attention from the world community. As quoted from the IPSOS research institute, in collaboration with the French multinational electricity company, EDF produced research data from 2021–2022, showing that as many as 41% of respondents, involving 24,001 people from 30 countries through the use of online methods from August 30, 2021–September 26, 2022, stated that piles of garbage, packaging, and plastics are important environmental issues by placing positions 3 and 4 as shown in Figure 1 below:



Source: IPSOS

Various efforts made by governments in the world, both from issuing policy tools to concrete actions in managing existing landfills, have been carried out, without exception, in Indonesia as one of the countries that is in a "waste emergency" position in various regions, striving for policies based on local wisdom to modernization policies and the use of adequate infrastructure facilities in waste problems that are still a routine activity faced from time to time. Not only related to the intensity of transportation of waste or resources in its implementation, but also related to waste management policies managed by each region have different commitments that cause classic problems regarding the authority and distribution of results from waste management, which is the border of its territory.

Based on data from the Ministry of Environment and Forestry in 2022, Indonesia has 10 (10) regencies and cities as areas with the most waste producers in Indonesia, as listed in Figure 2 below:



East Jakarta Administration City became the first city with 844,252 tons of waste generation, followed by Tangerang Regency with 841,497 tons, Bekasi Regency with 821,379

tons, West Jakarta Administration City with 738,547 tons, South Jakarta Administration City with 713,300 tons, Bekasi City with 668,179 tons, Surabaya City with 651,043 tons, Medan City with 628,749 tons, Bandung City with 581,876 tons, and Tangerang City with 504,258 tons. Still in the same source, data released by the Ministry of Environment and Forestry found that 41.55% of the waste generated was dominated by food waste that was not used up and wasted into landfills, followed by plastic, wood/twigs, paper/cardboard, metal, cloth, glass, rubber/leather, and other types of waste, as seen from Figure 3 below:



Law Number 32 of 2004 concerning Regional Government emphasizes that government management in regions can face problems in their respective regions without exception, including the problem of waste. Although waste is the same problem in several regions in Indonesia, in reality, handling waste between one region and another certainly requires the local wisdom of the government in the region to solve it. This refers to the dynamics that occur in the region when solving problems in the area. Quoted from explaining the dynamics of public policy is the ability of the state or region to improve itself in solving existing problems through political, economic, social, and cultural interactions where the policy is made. There are three dimensions in forming the dimensions of public policy, namely: (a) the political dimension; the results of public policy processes in democracy; and (b) the legal dimension; legal policies are binding on all people, from organizers to communities. (c) management dimensions: policy implementation is controlled by management functions in planning, organizing, leadership, and controlling (Nugroho, 2017).

Methods

The method in this paper uses a literature study in the form of a literature review of contextual theories, previous research, and supporting documents such as regulations on waste

handling, as well as several references to books and journals that have been published that discuss existing issues by linking to available secondary data using a qualitative approach with systematics related to the dynamics of local government policies in waste management.

Results and Discussion

The dynamics of public policy are intended as the ability of the government to interact with certain conditions, especially economic, social, political, and cultural problems faced by a country, to improve through solutions in the form of alternative solution options. Political dynamics are characterized by the democratization process that exists in a country, where the success of a country in managing its public policies is due to the democratic process built on fulfilling the interests of many people, as well as the dynamics of the economic development of a country, starting with efforts to improve the country's economy and fulfilling the lives of others. The government's alignment with social society is marked by changes in attitudes and actions in the fulfillment of public services and community culture that require awareness as well as joint work to realize maximum service governance. In other words, public policies are made to solve problems faced by society through a series of actions that can be carried out by the government, and this is dynamic, following the needs of the moment.

Case studies on waste management in Indonesia are currently faced with many waste problems that occur in their respective regions with different problems, and regions are expected to be able to solve waste problems in their regions through various joint actions from the government, community, and private parties as a form of joint attention as researched by showing a phenomenon in waste management policies in Yogyakarta in particular regarding waste service programs, waste management incentives, changes in environmental quality, and community attitudes in waste management in Yogyakarta City. Limited waste storage capacity and less area of final waste disposal due to the volume of waste that exceeds capacity as well as the absence of adequate facilities and infrastructure support and public awareness in managing their own household waste properly. The quick response from the government through several agencies such as the Environment Agency of Yogyakarta City and Bantul Regency, the Environmental Coordinator of Sleman, Kulon Progo, supported by the Public Works Office of Bantul and Kulon Progo, and the Technical Implementation Unit of Cleanliness and Landscaping of Gunung Kidul with assistance from the community as a form of empowerment as carried out by the people of Sukunan Sleman Village, Bener Badekan Bantul Village, as well as the people of Kulon Progo and Gunung Kidul Waste management in Yogyakarta City can run smoothly through cooperation between local governments. Yogyakarta, as one of the regions in Indonesia, occupies the first

position with the title of area with waste generation, which also makes inspiration for the people of Panggungharjo Village. Bantul is able to process waste by making waste as an additional source of savings. Efforts made by the local community by pioneering the Waste Management Business Group (Kupas), where there are neat waste sorting activities through the operation of various waste sorting devices using conveyor machines, shredders, presses, incinerators, organic drying machines, sieve machines, and waste transport vehicles (Mulasari, 2014) (Wahono, 2023)

Another Yogyakarta, Blora, emphasized in his research that the implementation of waste management policies in Blora Regency has been running well based on existing regulatory provisions; however, social problems regarding the development of population growth at the same time cause new problems with the increase in the volume of residential waste that must be disposed of in the final landfill. The middle way that must be taken is through waste reduction efforts by sorting waste to be able to reduce waste use in order to gradually overcome the waste problem in Blora City (Yudianto, 2021).

Another waste dynamic explained that public awareness that is still lacking causes waste management problems in landfills (TPA) is still an active activity carried out by the Tuban Regency Government itself using the approach of collecting, transporting, and fully disposing of waste due to the still a lot of mixing of existing waste and the reluctance of the community to sort waste based on their respective categories. The most feasible solution to be done by the Tuban Regency Government is through the concept of community empowerment in sorting waste properly and correctly so that in the process of disposal, finally, personnel from the Hygiene and Landscaping Sector at the Tuban Regency Public Works Office do not work extra to sort back waste that enters the landfill (TPA). (Mayangkara, 2016)

(Suyanto, 2015) in his research in Purwokerto City produced a public policy model that puts strategies into *Green Community* As a government solution for carrying out waste management based on local wisdom through waste bank management, involves local communities through ecoliteracy and management revitalization while still paying attention to environmental aspects.

In another study, Yulistia examined the implementation of the Semarang City Waste Management Policy. According to Regional Regulation Number 6 of 2012 concerning Waste Management, the concept of George Edward III policy implementation is placed in 4 measures, which include indicators: (1) communication; (2) resources; (3) disposition; (4) the bureaucratic structure conditions; the implementation of waste management policies in Semarang City has not fully run optimally because waste management information has not been maximized for the community. Meanwhile, in terms of waste management resources, there are weaknesses in the

management of existing facilities and infrastructure to support the success of waste management. For the disposition of government executive employees in the field, there are still obstacles for officers who are negligent in carrying out their duties and even ignore public complaints about waste. In the waste management bureaucratic structure, there is a reduction in personnel in positions, which has an impact on the non-facilitation of the implementation of existing waste management.

Waste management problems in Manado City are also faced by the local government. With the same conditions in the form of the accumulation of waste volume, even though it has been supported by Manado City Regional Regulation Number 07 of 2006 concerning Waste Management and Retribution for Hygiene Services, the implementation of the Van Meter and Van Horn policies through the determination of targets, resources, communication, characteristics, socio-economic-political environment, and implementor attitudes is known together. Waste management policies have received great support from local governments, but awareness The community is still low in terms of waste disposal and lack of education on good and correct waste management, even though the coordinator in waste management is at the sub-district level, which should be very adaptive to existing waste issues.

The last case study discusses the implementation of policies taken from the waste management case in Soreang, Bandung Regency. The ineffectiveness of waste management in Soreang, Bandung Regency, is caused by the imbalance of waste management managed by the Soreang Government. Bandung Regency has not been qualified enough to overcome existing waste problems. The lack of strong commitment of implementors is also one of the reasons for the unavailability of landfills (TPA). In this condition, of course, accommodating landfills is needed as a form of completion of the cooperation period between institutions in the city of Bandung by placing leadership elements in their respective regions as control functions in socializing waste management in the future (Nurlina, 2021).

The last case study discusses the implementation of policies taken from the waste management case in Soreang, Bandung Regency. The ineffectiveness of waste management in Soreang, Bandung Regency, is caused by the imbalance of waste management managed by the Soreang Government. Bandung Regency has not been qualified enough to overcome existing waste problems. The lack of strong commitment of implementors is also one of the reasons for the unavailability of landfills (TPA). In this condition, of course, accommodating landfills is needed as a form of completion of the cooperation period between institutions in the city of Bandung by placing leadership elements in their respective regions as control functions in socializing waste management in the future (Wadrianto, 2023). Even strictly speaking, the Acting

(Pj) Governor of West Java, Bey Triadi Machmudin, said that he always gets community reports related to the accumulation of waste at a number of points in the city. The Chairman of the Bandung City Waste Management Daily, Ema Sumarna, said Bandung residents must be forced to manage their own waste in order to overcome waste emergencies that cannot be ignored anymore (Syahrial, 2023).

Conclusion

The dynamics in public policy become one of the stages in the process of growth and development of public policy where the public policy process can be said to be successful, while the stages in public policy, starting from formulating public policy, implementing public policy, and evaluating public policy, become stages that must be passed by organizers in public services.

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Social Philanthropy Institutions in Indonesia: Review of Strategic Management Studies of Public Organizations in Social Philanthropy Institutions

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Abstract

This study aims to analyze the strategic management system implemented by social philanthropic institutions in Indonesia. The type of research used in this study is a literature study, library research (library research), and SWOT analysis. The results of the study show that there are three discussions: the philanthropic paradigm, funding or finance, and building an image or branding. The results of the SWOT analysis show that social philanthropic institutions in Indonesia are in quadrant 4, or ST. This quadrant describes the condition of philanthropic institutions that must reduce threats and take advantage of the strengths they have. The recommended strategy is a diversification strategy, in which social philanthropic institutions must develop strategies that can expand community outreach through various programs. Overall, philanthropic institutions in Indonesia, based on Hunger's theory (2009), are still in the early stages of basic financial planning, namely organizational and company planning based on financial planning.

Keywords:

social philanthropy; strategic management; SWOT analysis

Introduction

Indonesia, as a democratic country, has the main goal of improving the welfare of its citizens, as stated in the Preamble to the 1945 Constitution. To achieve this goal, active community participation is a must. Apart from that, the Constitution also guarantees freedom for citizens to associate, assemble, and express opinions. In this context, organizations, both formal and informal, play an important role.

The long history of non-profit organizations, such as non-government Organizations (NGOs), in Indonesia includes various essential stages. They began to be active in philanthropic activities in 1945 and continued to grow, including the emergence of multiple NGOs in the New Order era. The Reform Era that began after the fall of the New Order also brought significant developments in this sector, with an emphasis on utilizing domestic resources.

Over time, the Reformation era strengthened the need for freedom of expression and assembly, which encouraged the growth of NGOs and non-profit organizations. Data from the Directorate of Politics and Communications records the existence of 470 NGOs in Indonesia

spread across 26 provinces.

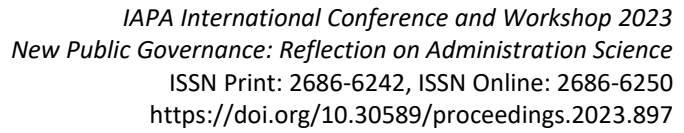
Formal and informal organizations, including NGOs, play an important role in organizing state power and structures. They contribute to the development and improvement of the welfare of Indonesian society (Bahar Elfudllatsani, Isharyanto, 2019; Wan & Condit, 2008; Irawan, 2019; Alan Feinstein in Sripana, 2012).

In the context of national development, the role of non-governmental organizations (NGOs) is very important because they act as a key sector together with the government and the private sector. NGOs have a significant role in overseeing development policies and programs aimed at the public interest (Herdiansah, 2016).

Non-profit organizations, including philanthropic institutions, have a crucial role in this ecosystem with various functions, such as mobilizing interests, monitoring, providing advice, providing community services, and supporting social welfare (Feulner in Alawiyah, 2013). Indonesia has experienced rapid development in the realm of philanthropy. Every year, more and more institutions are working in this field. This development involves various aspects, including the development of philanthropy in urban communities, with the existence of committees and increases in transparency and accountability (Asili, 2018).

However, many philanthropic institutions in Indonesia also face challenges. Some of them have difficulties in operational management, which can cause stagnation or even a halt in the programs being implemented. Therefore, strategic management is a key element in ensuring the continuity of philanthropic institutions (Sutomo, 2007).

Recognizing that this phenomenon is occurring in philanthropic institutions in Indonesia, philanthropic institutions are required to have long-term strategic planning to overcome and anticipate existing problems. Researchers then looked at the mapping trend research on strategic management of philanthropic institutions, literature study research (literature review), using tools support software VOSviewer. Metadata or database used from search results in software or applications Publish or Perish with the keyword "strategic management of philanthropic institutions in Indonesia" and got 1000 papers maximum number. Visualization results on VOSviewer can be seen in Figure 1 with visualization mapping "create by co-occurrence (title and abstract fields)" and overlay Visualization.



Perish with the keyword "strategic management of philanthropic institutions in Indonesia" and got 1000 papers maximum number. Data on articles, authors, journals, and characteristics of documents regarding the strategic management of philanthropic institutions in Indonesia were analyzed using the VOSviewer application and Harzing Publish or Perish (PoP). The VOSviewer application is used as a supporting basis for research and literature mapping which is used based on search results from software or applications Publish or Perish (PoP).

Results

Article Search Process

As a step in presenting data, the researcher at this stage describes the research results obtained from reviewing 55 articles. The search process begins with a review based on keywords borrowed from published papers on social philanthropy in Indonesia. The following groups of keywords are used in the literature:

Table 1.
Keyword groups used in literature searches

Keyword group 1	Keyword group 2	Keyword group 3
Social Philanthropy Institute	Strategic Management	Philanthropy
	Finance	Philanthropy in Indonesia
	Leadership	
	Human Resources	
	Information Access	
	Public Organizations	
	Non-Profit Organizations	

Source: processed by researcher, 2022

Groups of keywords used in the application publish or perish by placing the words "strategic management" as the initial words that researchers pay attention to. Then proceed with the second group of keywords as the next important keywords in categorizing articles related to the strategic management research focus of philanthropic institutions. Following the initial data related to the initial strengthening data for this research, the search process shows that there are still very few studies related to the strategic management of social philanthropic institutions and for this researcher, it would be very inadequate if the basis was only to search for articles using the word term strategic management of social philanthropy institutions in Indonesia due to its scope term. The researchers only found 34 articles. Therefore, researchers expanded in searching for articles by adding several expansions of the scope of criteria as shown in the table, namely, public organizations, nonprofit organizations, non-governmental organizations, and foundations. Apart from that, the researcher also created a third group of keywords using the website Science

Direct to look for international literature that discusses philanthropy as a whole and narrows it back down to regional Indonesia.

Practical Screening

When screening documents, titles, and descriptors are used to understand the basic idea of what the article source can provide. If the document seems relevant to the strategic management of philanthropic institutions, in this case, an electronic document, the document will be downloaded. The table of contents and summary of the article/abstract are searched to find out how the document is discussed and for a brief description of what is discussed. If the abstract is ambiguous, the researcher applies 'quick find' in a PDF reader for electronic documents. The word criteria used to make it easier to find the relevance of articles are as follows:

Table 2.

Criteria for words in articles

Criteria for words in articles
Written in Indonesian and English
Focus on: paradigm, leadership, Funding or finance, and Branding at social philanthropy institutions

Source: processed by researcher, 2022

The researcher determined that the articles to be researched had special criteria in writing certain languages, namely Indonesian and English. The theory used in this research is strategic management with SWOT analysis as a benchmark for discussion and as a comparison regarding disparities in previous research to become a reference for future research.

Four discussions are the focus of researchers apart from writing in Indonesian and English, where these four focuses are indirectly related to strategic management mechanisms using SWOT analysis. Next, the researcher manually extracted data from the articles by quickly reading the articles obtained and separating related and unrelated articles. This extraction process was carried out manually using guidelines that the researchers had previously written. So the researchers obtained the 55 articles mentioned previously. After that, the researcher mapped the articles. This was done to look at the development, type, and discussion of the articles obtained as well as to map the years. This mapping can also help find gaps in discussion that can become a reference for future researchers.

Article mapping

Mapping or characterizing articles obtained by researchers from the procedures created begins with categorizing the year of publication, as follows :



Figure 2. Frequency of year of publication of articles

Source: processed by researcher, 2022

Regarding the research approach of the 55 articles obtained, there are two approaches with a very significant percentage comparison, this is shown in the diagram below:



Figure 3. Percentage of research approaches

Source: Processed by researcher, 2022

According to the diagram, it shows that the majority of articles obtained by researchers used a qualitative research approach. In terms of percentage, qualitative research was 95 percent or around 52 articles, while articles using a quantitative approach were three articles or five percent. Next, the researchers classified the types and sources of articles, from 55 articles the results were as follows:

Table 3.
Classification of articles

Article Type	Amount	Source
National	45	Google Scholar/Google Scholar
International	10	Elsevier/ Science Direct

Source: processed by researcher, 2022

Of the 55 articles obtained, there were 45 national articles. In the process of searching for these articles, researchers used tools, namely publish or perish. Meanwhile, there were 10 international articles obtained, the search mechanism used by researchers was manually using keywords "Philanthropy" and "Philanthropy in Indonesia" then the abstracts of the articles obtained were read. If any had potential relevance to the research, the researcher quickly read the contents of the article.

In the next mapping stage, the researcher carried out a relevance analysis of the 55 articles obtained, with the mapping scheme increasingly to the right (very), which means the stronger the relevance of the article to this research. This analysis was carried out by researchers manually.

From the results of the manual analysis and mapping carried out above, the results of the 55 articles obtained by the author were 34 articles which according to the researcher had great relevance and contribution to the writing of this research. This can be seen from the marking with an "x" in the strongly agree column.

Meanwhile, according to the researchers, 21 other articles contributed to this research, but were not very significant, because the researchers considered the general content of the articles. However, it still has a contribution for researchers as a comparison of the state of strategic management of social philanthropic institutions in Indonesia as public sector organizations and non-profit organizations. Furthermore, from the results above, the researcher concluded that of the 55 articles studied, none were categorized as neutral, disagree, or strongly disagree because previously the researcher had carried out an initial selection method, namely using the 'quick find' so the literature of no relevance is excluded.

There are three important points related to strategic management at social philanthropic institutions in Indonesia in the articles obtained. These three points are the paradigm of philanthropy, funding or finance, and building an image rebranding. This description can be seen in the following table:

Table 4.

Summary of article discussions obtained by researchers

An overview of the discussion in the articles obtained :	
Philanthropic paradigm	Paradigms greatly influence philanthropic activities in their development. Including those that influence strategic management. Globally, funding activities are influenced by developing paradigms, in the last decade philanthropic activities have shifted closer to business activities. This is in line with the concept or paradigm of the term philanthrocapitalist, where philanthropic institutions are required to follow a business scheme to carry out their activities.
Funding/Finance	The activities of philanthropic institutions as institutions outside of government must have a sustainable funding scheme. There are many funding methods adopted by philanthropic institutions, one of the largest is funding through donors both from abroad and domestically. However, this donor scheme is increasingly difficult for philanthropic institutions to obtain due to changes in the paradigm adopted by donors from both private and public companies. This requires philanthropic institutions to change funding schemes to survive and exist.
Building an image rebranding	One of the factors that social philanthropic institutions must pay attention to in formulating strategic management is legitimacy or public trust. So social philanthropy institutions need to build a positive image not only to donor institutions but also to the general public. This will be very necessary for social philanthropic institutions which in carrying out their programs rely heavily on funding sources from collecting funds directly from the community.

Source: Processed by researcher, 2022

Paradigm Change Strategy

According to the articles that researchers found, the paradigm has quite a significant influence on strategic management. Therefore, researchers include paradigm studies in this discussion section. Historical understanding related to the development of philanthropic activities, before it became an institution, is very important, starting from the classical philosophical meaning to the modern philosophical meaning that is currently being developed. Philanthropy is a voluntary act that involves giving, serving, and efforts to improve the quality of life of others (Cheek, Kramarek & Rooney, 2015). This act has been around since ancient times, and over time, the concept of philanthropy has evolved from a variety of paradigms. These paradigms include egoistic giving, compassionate giving, scientific giving, and philanthrocapitalism.

Historically, philanthropy has received motivation from various sources, such as religion,

education, health, social welfare, arts, civil society, and many others (Ames, 1981). Religion, especially Islam, has a big role in encouraging philanthropic actions. In Indonesia, various sources have become potential for philanthropy, including the important role of mosques as the main basis for supporting philanthropic activities (Abidin, 2016).

Funding/financial strategy

The philanthrocapitalism paradigm influences the funding climate in social philanthropic institutions in Indonesia, especially in philanthropic institutions which depend entirely on funding from foreign donors. Moreover, philanthropic institutions are generally classified as non-governmental organizations, where institutions operate outside the government of civil society and must have strong independence for their sustainability. Therefore, NGOs need to build financial sustainability and take steps to diversify funding so that the impact of the institution's work can be maintained in the long term. To maintain its eternal life, philanthropic institutions need to implement sustainable financial management practices, which involve various funding sources following international best practices. Philanthropic funding institutions can be divided into two mechanisms, namely limited or unlimited funds (which indicate the initial level) and short-term or long-term funds (which indicate the level of sustainability) (Davis, 2020). In addition, there are several types of funding which include grants, donations, self-help funds, and in-kind contributions.

Each type of funding has its advantages and disadvantages. NGOs and philanthropic institutions that do not diversify their funding sources may experience problems in carrying out their duties. The funding sources received will also influence the institution's ability to be independent, improve performance, and collaborate with the government and private sector. Therefore, building sustainable funding is very important for the sustainability of philanthropic institutions.

However, philanthropic institutions face many challenges in achieving financial poverty. One is dependence on international donors, who often provide funding for specific projects. This can make philanthropic institutions not independent in determining their agenda and continue to depend on donors. In addition, sometimes the lack of diversification of funding sources and the short funding cycles of short projects are also problems.

The operational environment of philanthropic institutions, such as their ability to provide services, relationships with funders and other stakeholders, and connections with similar institutions, also greatly influences their financial suicide. The NGO funding environment in Indonesia has experienced significant changes in the last 15 years, including a decline in funding from international donors and difficulties for small NGOs in building relationships with national and regional NGOs.

On the other hand, alternative funding sources for NGOs in Indonesia are still not very developed, and there are no tax incentives that encourage a culture of generosity in society. In this context, religious-based social philanthropy institutions can rely on funding from individual and institutional donations using the zakat, infaq, sadaqah, and waqf (ZISWAF) approach. However, for advocacy philanthropic institutions, dependence on international donors remains a major challenge.

Image Building or Branding Strategy

The funding process and program implementation of social philanthropy institutions are greatly influenced by the level of public trust in the institution (Rahmawan & Yafiz, 2021). A high level of trust can produce positive outcomes in the implementation of social philanthropic institutional programs. Apart from that, social philanthropic institutions also have the potential to build trust in the business world in Indonesia. Although receiving funding from the corporate world is often difficult due to political considerations or anti-government views, some companies compete for visibility by sponsoring fundraising activities supported by the government or well-known figures.

Social philanthropic institutions generally receive support, especially in the fields of social services, religious activities, and education. However, the business world's support for religious activities tends to be more focused on activities that have become local traditions, such as celebrating religious holidays with arts, sports, and social promotion activities. Collaboration with the government can provide a positive image that social philanthropic institutions are trustworthy partners, although, in the field, this relationship is sometimes lost.

In today's information era, social media plays a key role in building and maintaining the image of social philanthropic institutions. The ability to manage social media and maintain consistent good relationships with all parties involved is important. This effort will influence fundraising practices and donation management, including collecting ZISWAF in the community (Hafizd, 2019).

Another challenge faced by social philanthropic institutions is that people tend to trust individuals more when donating than social philanthropic institutions. Therefore, efforts need to be made to make philanthropy programs a more common behavior in society (Umam, 2022). Strategies for creating a good image and gaining public trust can involve testimonials on social media, publications through various channels, presenting donation reports to donors, and maintaining relationships through social media.

This research uses theory from Hunger (2009) which describes the stages of change in the development of management strategy, as well as SWOT as an analysis tool. By considering information from the articles that have been identified, this research will find similarities

between these theories to analyze the management strategies of social philanthropic institutions in Indonesia.

Discussion

Philanthropy Paradigm

Concerning the changing conditions in the orientation of philanthropic activities globally and the potential that Indonesia has as a country that has a strong encouragement for religiously based philanthropic activities, philanthropic institutions in Indonesia must make adjustments and align the programs and activities they carry out. This potential is supported by a study of Indonesia in 2021 which shows that Indonesia is the most generous country in the world.

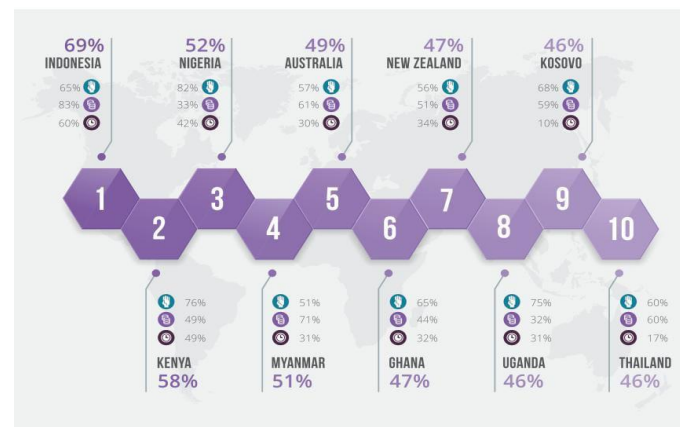


Figure 4. Index of Generous Countries in the World

Source: Charities Aid Foundation (CAF) Juni, 2021

Based on the picture above, Indonesia ranks at the top in terms of high levels of generosity, which is reflected in participation in social actions, cooperation, and contributions both directly and through aid agencies (Rahmawan & Yafiz, 2021). However, to optimize this potential well, philanthropic institutions need to manage it effectively and wisely.

Funds can be obtained from domestic sources, returning the essence of philanthropy as an activity that is purely driven by concern for fellow humans and has a positive impact on society without the motive of personal profit (Yunus, 2016).

The approaches and paradigms applied by international donor agencies also have a significant impact on the management strategies of philanthropic institutions. More often than not, international donor agencies tend to prioritize short-term programs that are oriented toward economic mechanisms. This has resulted in the emergence of the concept of philanthrocapitalism, where philanthropic institutions are encouraged to adopt a more business-like orientation. The impact is that management strategies are more focused on fundraising rather than long-term

strategies (Rahmawan & Yafiz, 2021).

As a result, most social philanthropy institutions in Indonesia are currently still at the basic financial planning stage, which focuses more on annual budgets and short-term programs (Yunus, 2016). They may have to adopt a more long-term approach to achieve sustainable social impact.

Funding Strategy

In facing changes in donor orientation, philanthropic institutions must develop more creative programs and carry out innovative outreach campaigns to encourage the public, especially entrepreneurs, to contribute zakat or donations to social philanthropic institutions (Muhammad & Rini, 20XX). It is also important for social philanthropy institutions, both religious and advocacy-based, to shift from consumptive programs to productive programs. This will enable philanthropic institutions to maximize the turnover of their funds and spread benefits more widely (Widiastuti, 2022).

The articles studied by researchers discuss the importance of financial reporting systems in social philanthropic institutions. The financial reporting system must consider the principles of openness and accountability towards the public (Atufah, 2018). Therefore, management institutions must improve the administration and publication of financial reports every year. Good financial reports must be free from important information errors, easy to understand, and comply with Financial Accounting Standards (SAK No 1) (Amin & Hamid, 2022). This applies not only to profit-oriented organizations but also to non-profit organizations, which need to prepare financial reports to maintain organizational activities for a period and assess the organization's ability to provide services, allocate funds, and carry out social activities for those in need.

Social philanthropy institutions as non-profit organizations must comply with PSAK No. 45 and, if the majority of their income comes from ZISWAF funds, must also follow PSAK No. 109 in preparing financial reports (Amin & Hamid, 2022). The financial reporting system carried out by social philanthropic institutions in Indonesia still relies heavily on human resources and institutional professionalism. The size of the institution also plays a role, with larger institutions having greater pressure to have transparency and accountability in their financial reports (Widiastuti, 2022).

In facing challenges that require social philanthropic institutions to optimize the potential and management of social finance and accounting, it is necessary to implement social finance integration instruments sustainably (Widiastuti, 2022). This integration refers to combining various aspects such as fund management, institutions, governance, functions, and others into one unit in sharia social finance to achieve an optimal level of management.

Thus, the implementation of funding strategies by social philanthropic institutions in

Indonesia can be divided into two types, namely those based on religious values and those based on advocacy. Religion-based philanthropic institutions tend to be more stable in their funding mechanisms, especially if they operate nationally have a strong network, and are supported by religious principles such as alms. On the other hand, social philanthropic institutions operating in the advocacy sector still face big challenges because they are very dependent on donors, especially foreign donors. This creates significant independence from outside donors.

Building an image rebranding

The process of building an image or branding related to the image of social philanthropic institutions in the eyes of the public. Imaging cannot be done quickly or instantly because it takes a long time to influence public opinion so that they see the organization as a trustworthy partner. In addition, efforts to create a good image cannot be carried out by the institution itself but also require comprehensive planning involving the government, media, community, and organizational members simultaneously. All these relationships need to be maintained well. Image for social philanthropic institutions is very important because it can provide a general overview of the programs or services they produce. A good image can have a positive impact on the development of an institution. To build a good image, institutions can make various efforts such as developing programs or activities that follow the institution's vision and mission. Reflection of efforts to build a good image can take the form of collaboration with parties that enable it to have an impact on the institution (Fajri, 2015).

In general, if you look at the points above, social philanthropic institutions in Indonesia have implemented strategies for well branding or building a special image for an institution that is in a large category. Meanwhile, social philanthropy institutions are still categorized as small, many of which are implemented through relationships and programs. Maintaining donor trust is very important for the long-term sustainability of philanthropic institution funding. So data transparency is very necessary for individual donors and institutional donors.

Referring to the results of the discussion above, the strategy for building an image rebranding social philanthropy institution in Indonesia has made progress because they have entered the empowerment and safeguarding stage that pays attention to the surrounding environment through the use of technological media. If linked to Hunger theory (2009), the strategic management conditions are categorized as Stage 3 strategy planning, namely the development of forecast-based planning which involves considering market conditions and competition. In strategy planning, a company or institution considers ways or strategies to win the market by identifying opportunities and challenges that exist in the market. The purpose of strategy planning is to develop an effective and efficient action plan to achieve company or institutional goals.

SWOT Analysis

Researchers try to analyze strategic management with SWOT theory. SWOT analysis is an analytical instrument that is commonly used to identify various systematic factors in formulating an organization's strategy. According to Higgin in G. Liansie (2006), to achieve organizational goals, it is necessary to master information about various problems, both in the internal and external environment, which is commonly known as SWOT analysis.

The researcher's paradigm is considered to be the influence of the external environment in general in Indonesia because it is in line with Alan Feinstein's findings in 2012, revealing a change in the orientation of international philanthropic institutions. There is a strong trend in Indonesia and the Philippines of a change in approach towards local NGOs. Now, they tend to only want to fund programs that can be proven to be measurably and realistically successful in a short time this is called philanthrocapitalism. Meanwhile, for the internal environment, researchers assume that article data that discusses finance and image or branding has provided a general overview of the factors that influence the internal environment of philanthropic institutions. Based on the definition above, it can be stated that strategy in an organization is a series of steps taken by an organization by carrying out a SWOT analysis. Thus, from this focus, the discussion of the research will be explained through mapping with the following table:

Table. 5
SWOT Analysis

Internal factors External factors	STRENGTHS (S)	WEAKNESSES (W)
	Membership loyalty is so strong Good organizational tools Good HR	The leadership qualification system is not good, and access to information is still lacking
OPPORTUNITIES (O)	condition	condition
a caring and generous society community religiosity (for religious philanthropic institutions	S-O	W-O
THREATS (T)	condition	condition
public trust depending on the donor	S-T	W-T

Source: processed by researcher, 2022

Based on the results of the SWOT analysis, social philanthropy institutions in Indonesia need to implement a diversification strategy with an emphasis on understanding the needs and welfare of the wider community as the main target. Not only that, it is also necessary to increase

program promotion efforts so that they can be better known by the general public (Al Farizi et al., 2023).

A diversification strategy is the right option to help philanthropic institutions expand the scope of their services through various new programs (Al Farizi et al., 2023). Although there is potential in the human resources and tools possessed by philanthropic institutions, there needs to be an increase in leadership qualifications and the ability to communicate effectively with formal institutions such as the government (Miharja, K. 2018).

Meanwhile, in facing opportunities, it is important to note that Indonesian people's awareness of social issues and social care is very high, which can be utilized by philanthropic institutions through fundraising by the community (Miharja, K. 2018). However, philanthropic institutions that focus on advocacy still face challenges in building trust in the social issues they fight for.

Therefore, to face challenges and take advantage of existing opportunities, philanthropic institutions need to consider diversifying strategies and increasing program promotion more aggressively. This aims to maximize potential and overcome existing obstacles (Al Farizi et al., 2023).

Conclusion

Based on the results and discussion that have been presented as well as the researcher's analysis of the theory used, the following conclusions can be drawn:

A paradigm Shift

The paradigm of social philanthropy institutions continues to develop and the most recent is the term philanthrocapitalism paradigm. This paradigm has an approach where donors no longer look for institutions that have long-term programs, however, donors will look more at programs that are measurable and short-term. So the process of philanthropic institutions in implementing their programs is very dependent on funding.

Funding/Finance

Philanthropic institutions in Indonesia, looking at the theory from Hunger (2009), are still categorized at the initial stage, namely basic financial planning, namely organizational/company planning based on financial planning. This is proven by the majority of philanthropic institutions still having difficulty in overcoming institutional financial problems, not in solving social problems.

Building an Image or Branding

institutions that rely on funds through raising or collecting funds from the public will

need legitimacy/trust from the public. The current condition of the image or branding of philanthropic institutions is getting better, supported by technological assistance which makes it easier to safeguard donors from the community.

SWOT

The results of the SWOT analysis show that social philanthropy institutions in Indonesia are in quadrant 4 or ST. This quadrant explains the situation where philanthropic institutions must reduce threats and take advantage of the strengths they have. The recommended strategy is a diversification strategy, where social philanthropic institutions must develop strategies that can expand community reach through various programs. This diversification strategy involves the dissemination of new programs for new markets and can affect the institution's operational activities and program development.

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The Role of Public Management Information System in The Organization of *Nagari* Government III Koto Aur Malintang Government

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Abstract

A management information system is an absolute necessity in every organizational body. Having a management information system is very helpful in carrying out the work processes of the organization or agency itself so that in the end it can work effectively, efficiently and as expected. The purpose of this research is to determine the role and efforts made by *nagari* in implementing digital *nagari*, this is done to increase the capability of *nagari* apparatus in providing services to the community. This research uses a qualitative method where the results obtained are descriptive data written based on sources obtained from books, journals, articles and the *Nagari* website. From the research carried out, it was found that the results of the discussion were that the use of information and communication technology must also be followed by the *nagari* government because the *nagari* is the spearhead of services that directly relate to the community so that work becomes more effective, efficient and able to fulfill the principles of information disclosure that have been mandated by the Openness Law. Public Information Number 14 of 2008. Efforts that can be made by *nagari* are by creating an official *nagari* website and an online *sipena* application which is useful for providing information effectively and efficiently to the public.

Keywords:

innovation; public management information system

Introduction

Undang-undang No 6 tahun 2014 concerning Villages is known as the Village Law. On January 15 2014, the Government has enacted Law no. 6 of 2014 concerning Villages. Juridically, Law no. 6 of 2014 was born based on the mandate of Article 18B (2) of the 1945 Constitution, which contains: "The state recognizes and respects customary law community units and their traditional rights as long as they are still alive and in proportion to the development of society and the principles of the Unitary State of the Republic of Indonesia, which are regulated in law" (Sajangbati, 2015, p. 25)

The cases that are being considered for the ratification of Law Number 6 of 2014 concerning Villages are (1) Villages have original rights and traditional rights in organize and take care of all the needs of the community and play a role in giving birth to the ideals of independence based on the 1945 Constitution of the Republic of Indonesia. (2) in the course of the Republic of

Indonesia, villages have grown in various forms so that they need to be protected and empowered so that they become strong, advanced, independent and democracy so that it can produce a strong basis for implementing governance and development towards a just, prosperous and prosperous country. (3) Villages in the structure and rules for administering government and development need to be specifically regulated using law.

In Law Number 6 In 2014, the goal of regulations was set the village serves to further clarify capable as part of resilience provisions mentioned in Article 18(7) and Article 18B(2) of the 1945 Constitution, namely:

1. Recognize and respect the existing village and its diversity and after the formation of the Unitary State of the Republic of Indonesia;
2. Clarify the position and legal certainty of the Village in the system the constitution of the Republic of Indonesia to realize justice for all Indonesian people;
3. Preserving and advancing the customs, traditions and culture of village communities;
4. Accelerate the initiative, movement and participation of village communities in developing Village potential and resources for shared prosperity;
5. Realizing a village government that is professional, effective and efficient, transparent and accountable;
6. Improving public services for village communities to accelerate the realization of general welfare;
7. Increase the cultural resilience of rural communities social capable as part resilience national
8. Advancing the economy of village communities and overcoming national development gaps; and strengthening village communities as subjects of development

Villages existed before the founding of Indonesia. The description of Article 18 of the 1945 Constitution (before the amendment) states that in the territory of the State of Indonesia there are approximately 250 "Zelfbesturende landschappen" and "Volksgemeenschappen" such as *Nagari* in Minangkabau, villages in Java and Bali, hamlets and clans in Palembang, and so on. The area has an original composition and can therefore be considered a special area. The Republic of Indonesia respects the status of these special regions and all government regulations regarding these regions remind of the rights of origin of these regions. Therefore, the Law Number 6 of 2014 is recognized by state and guarantor of village sustainability in 1) The Leadership Element is the Village Head. territory of the Unitary State of the Republic of Indonesia ((Sajangbati, 2015, p. 25)

Article 1 of Law Number 6 of 2014 states that a village/*nagari* is a legal community unit that has territorial boundaries that has the authority to regulate and manage government affairs,

the interests of local communities based on community initiatives, as well as recognized origins or traditional rights. and respected in the constitutional system of the Unitary State of the Republic of Indonesia.

The word government comes from the English word government and government from French, both of which come from the Latin word *gubernaculum* which means leadership. CF Strong defines government in the narrow sense as all activities of public bodies which only include the executive. Meanwhile, government in a broad sense is a form of organization whose role is to regulate the administrative system and all kinds of well-organized and structured activities based on the basis of the state, people and state territory in order to achieve state goals. The structure of government consists of executive, legislative and judicial bodies (Andriansyah, 2015, p. 15).

The government's challenge going forward is to change the government system. There are four things in the science of transformative government that are important beliefs in the science of transformative government. First, transformative science seeks to shift attention from national-level political elites to local communities. second, transformative science emphasizes ethical learning, the use of power rather than the struggle of political actors. third, transformative science focuses on regional government, fourth, methodologically, transformative science crosses positive-hegemonic themes that limit political science.

Village governance is a process that combines village community actions related to government efforts to improve the community's standard of living. Article 23 of Law Number 6 of 2014 concerning Villages confirms that village officials are managed by village officials. According to Law Number 6 of 2014 Article 1 Paragraph 2, village government is a governing body and manages the interests of local communities in the government system of the unitary state of the Republic of Indonesia. Article 1(3) explains government is the that the village village head or referred to by another name who is supported by village officials as part of the village government. Thus, village government is an organization that manages village government, which consists of:

1. The Leadership Element is the Village Head. territory of the Unitary State of the Republic of Indonesia.
2. Assistant Village Head elements, consisting of from:
 - Village secretariat, namely the staff or service unit led by the village secretary
 - The technical organizing element is an assistant element to the village head who carries out technical field matters such as irrigation, religious affairs, and others.

- Element regional, namely assistant to the head of the inner village field of work as village chief.

Seeing these conditions, of course a professional *Nagari* government is needed that is able to explore and manage various existing opportunities and protect all *Nagari* stakeholders. One of the important functions of the *Nagari* government is the role of the *Nagari* Mayor as part of the leadership of the *Nagari* government. Therefore, *Nagari*'s success as an autonomous region to develop and prosper is largely determined by the quality and expertise of the Guardian Good.

Nagari III Koto Aur Malintang is one of the *Nagari* in District IV Koto Aur Malintang and is the government center of District IV Koto Aur Malintang. In 2011, this *Nagari* was expanded into four *Nagari*, namely *Nagari* III Koto Aur Malintang with the government center in Batu Basa, *Nagari* III Koto Aur Malintang Selatan with the government center in Aur Malintang, *Nagari* III Koto Aur Malintang Utara with the government center in Padang Lariang, and *Nagari* III Koto Aur Malintang Timur with the government center in Durian Heart.

Currently *Nagari* III Koto Aur Malintang is trying to increase innovation for the progress of *Nagari*, including the creation of *Nagari* Pintar according to the program organized by the Padang Pariaman Regency Government, namely Smart City, where in *Nagari* Pintar various forms of services and some information related to *Nagari*, such as activities via video, graphics and in the form of writing. Apart from that, the Smart *Nagari* application also displays the presence of *Nagari* devices and employees.

Picture 1. Sipena online application



Apart from being able to access employee attendance, the *Nagari* Pintar application is called Sipena Online is present in an Android-based service application prepared by the *Nagari* III Koto Aur Malintang government called. Population session service application or Service Application Governance via Android. and this application can be downloaded via the Play Store, which is useful for the community in administering government and as a panic button service because it can overcome community problems in emergency situations such as: when a problem occurs in the tunnel, the community can press the button as needed because this application is

connected to all *nagari* officials such as *nagari* guardian, korong, police chief, babinkathibmas, community health center and fire brigade. Apart from being a complaint service, population administration documents such as population processing can also be managed online with this application.

With the Sipena online application, it really makes it easier for the public to handle correspondence, and at the same time brings *nagari* III Koto Aur Malintang to achieve several achievements such as second place in public information openness in the category of *nagari* villages in West Sumatra in 2020, the KI award in West Sumatra in 2020 as an informative public body in the *nagari*/village category, informative *nagari* award in public information disclosure at the Padang Pariaman district level in 2020 and 2022, second place in the people's market competition managed by *nagari* in 2018 and 2019 at the West Sumatera provincial level, charter awards and rewards for the most orderly reporting of death incidents, and winning the 2nd place award for digital *nagari* Padang Pariaman district in 2022. Therefore, *Nagari* III Koto Aur Malintang government really needs to strengthen the information management system in providing services because this information is very important for the agency. With this in mind, it can be understood the importance of knowing about management information systems in the public sector, especially in the *Nagari* III Koto Aur Malintang government.

In this research, a problem formulation will be raised regarding the role of public management information systems in implementing digital *nagari*.

Methods

This research is a type of descriptive research using qualitative methods. According to Susanti (2016) the descriptive method is a method of researching the status of a group of people, an object, a condition, a system of thought or a class of events in the present. The aim of descriptive research is to create systematic, factual and accurate descriptions, images or paintings regarding the facts, properties and relationships between the phenomena being investigated. The data needed is secondary data in the form of books, journals, articles and *nagari* websites. And the data was collected through the documentation library method.

Results and Discussion

Public Management Information System

System information management is an absolute necessity in every organizational body, the existence of a management information system is very helpful in carrying out the work processes of the organization or agency itself so that in the end it can work effectively, efficiently

and as expected (Baharuddin quoted by Laia et al., 2022, p. 71). Mc. Leod in Rusdiana and Irfan (2014) defines a management information system as a computer-based system that provides information to many users with similar needs. Data describes the company or one of its main systems, what happened in the past, what is happening now and what will happen in the future. This information is available in periodic reports, special reports and mathematical simulation results. Managers or other people use information when making decisions to solve problems.

Information systems and organizations are valuable resources for organizations and must be managed well for the organization to be successful. Information systems play an important role in modern organizations. Information systems that cannot support strategic interests, company culture or employee needs can be detrimental to the company's future. Building an information system is a big challenge for companies, managers and users (Indrajit quoted by Rosyidah, 2020, p. 6). Management information systems are methods of collecting and determining data for decision making by system administrators involving entering data into the database. Management information systems are also used to improve the quality and suitability of information, necessary to improve the quality and efficiency of information (W. McMahon, 2003, p. 11)

William and Saywer argue that information technology is technology that combines data processing with high-speed communication lines that carry data, voice and video. Meanwhile, in his book *Analysis and Design of Information Systems*, Yogiarto states that information is data that is processed into a form that is more useful for the recipient, so it can be concluded that administrative information systems are variable. based systems that provide information to multiple users with different needs. Used to reach together within the organization/agency so that the organization continues to run smoothly. (Tumewu et al., 2022, p. 74)

According to Djahir and Pratita, a management information system is an information system that produces results using input and various processes needed to achieve certain goals in management activities. The system itself is imagined as a collection of components connected by clear boundaries that work together to achieve goals, receive input and produce output in an organized change process. At the same time, information is data that is processed to be meaningful and useful for users. And management coordinates and supervises work tasks carried out by other people so that these activities can be carried out effectively and efficiently. (Rosyidah, 2020, p. 6)

System Information Management in *Nagari* III Kotoo Aur Malintang

Government *Nagari* III Koto Aur Malintang really needs to strengthen its information management system in implementation service because this information is very important for the agency. With this in mind, it can be understood the importance of knowing about management

information systems in the public sector, especially in the *Nagari* III Koto Aur Malintang government. Ultimately, these conditions require the government, including village government officials, to be able to respond to the challenges of these changes. Government officials must be quicker and more responsive in formulating 6 policies, providing services and solving social problems using management information systems.

By using a Management Information System, *nagari* must be able to offer information services that are more effective, efficient and acceptable to all levels of society in all administrative departments (Mindarti et al., 2022, p. 259).

Thereby case with the implementation of the *Nagari* III Koto Aur Malintang Government. *Nagari* III Koto Aur Malintang is one of the *nagari* located in District IV Koto Aur Malintang, Padang Pariaman Regency. In 2018 *nagari* III Koto Aur Malintang faced internal office problems, administration that seemed messy, services that were too complicated, a prot office that did not depict a government office, *nagari* equipment that worked without clear SOPs and seemed to be just carrying out a routine. Entering 2019, *Nagari* III Koto Aur Malintang is undergoing an overhaul, starting with changes in mindset and service patterns. The administration system which was initially manual is moving towards digitalization where everything is moving online. The duration of processing correspondence, which previously could take days, now only takes a maximum of half an hour. And the front office has been renovated according to standards, equipped with a waiting room, reading room, children's playroom and wheelchairs.

Another breakthrough made by *Nagari* III Koto Aur Malintang was by creating an online Sipena application to facilitate community services, which was driven by the PPID (Regional Information Management Officer) in order to realize information openness in the *nagari*. Sipena Online is a digital application system for the *Nagari* Government based on smart phones for the following uses: 1) *Nagari* Digital Mail Service which can be enjoyed via Smart Phone. 2) *Nagari* Emergency Service which the public can use to report emergency conditions. 3) *Nagari* public interaction space to capture reports of public complaints. 4) *Nagari*'s promotional digital window in introducing *Nagari*'s superior products, MSMEs, *Nagari* tourism, *Nagari* work programs, and so on. 5) Public media that can be used by the community to monitor the use of village funds in *Nagari*.

In the Sipena online service feature there is a *nagari* online letter service, this letter service consists of domicile certificate, income letter, disability certificate, travel letter, good behavior letter and others. Then in the online Sipena service there is also a panic button, where this panic button is the *nagari* emergency service. The use of this service for the *nagari* community is to report disaster conditions that occur in the community in one click. Disaster reports will be connected to the *nagari* government server to be responded to by *nagari* alert

officers, apart from that it is also integrated with the nearest security officers, health centers, fire brigade and other BPDB.

Another feature is the Wali *Nagari* reporting service, which is an open public complaint space, connected directly to the Wali *Nagari* III Koto Aur Malintang. In this service, you can report complaints that occur in the *nagari* environment, starting from inappropriate management of village funds government services that are not yet optimal, and information on other complaints related to the *nagari* government bureaucracy. The vision of *Nagari* III Koto Aur Malintang is to build good and clean *Nagari* governance in order to create a just, prosperous, prosperous livelihood for the *Nagari* community and preserve the local wisdom culture based on Basandi Syara', Syara' Basandi Kitabullah customs. And the mission of *nagari* III Koto Aur Malintang is as follows

1. Improving excellent service to the community through improving the performance system of *Nagari* government officials with character
2. Creating a *Nagari* government that is responsive, responsive to public complaints with justice
3. Improving Community Welfare, strengthening human resource capacity through community empowerment programs.
4. Increasing the development of public facilities and infrastructure as accelerated upstream and downstream access to various potential resources for the welfare of the *Nagari* community.
5. Improving religious facilities and infrastructure and enhancing the livelihoods of the religious community Baladatun Thoyibatun Warabun Ghofur (Safe, Peaceful, Prosperous Country).
6. Collaborate with all regional and overseas stakeholders to realize participatory, sustainable *nagari* development, towards an independent and high-achieving *nagari*.
7. Develop the potential of *Nagari* resources with a taste local wisdom to improve the creative welfare of community
8. Opening up access space for the appropriate application realize good f technology to governance (Good Governance), transparency, accountability in accordance with statutory regulations
9. Organizing *Nagari* youth and increasing their role as development cadres and *Nagari* leadership cadres in the future

Since 2010, bureaucratic reform continues to be improved. In 2020-2024, or beginning of the third period of bureaucratic reform, focus improvement is dynamic governance. It is hoped that this focus will be formed world class administration bureaucracy. Responding to this, various

improvements were carried out thoroughly, starting from governance to downsizing structure and strengthening of human resources (HR). Thus, the desire to improving the form of bureaucracy can realized. At the same time, the Agency Ministry of Home Affairs R&D too take several policy steps as a think tank. This step as driving force for strengthening innovation, improvement the capacity of the State Civil Apparatus (ASN), as well as carry out studies and research optimal. It is hoped that these efforts will be successful provide maximum contribution to implementation of bureaucratic reform in Ministry of Internal Affairs (Kurniasih, 2021).

PANRB Minister Abdullah Azwar Anas stated, starting in 2023 and Next, the assessment of bureaucratic reform will be more focused on the impact of presidential directives that can be given to the community. Issue community which is the government's priority namely poverty alleviation, improvement investment, digitalization of services, shopping domestic products and controlling inflation. Tightening bureaucracy through five themes (poverty, investment, digitalization, consumption of domestic products and controlling inflation), creating bureaucracy effective ones which are now gaining attention government. (<https://www.menpan.go.id>)

In addition, the implementation of the form bureaucracy 2020-2024 in the Ministry The PMK Coordinator aims to create for a clean government, be responsible, and speak what you can serve the public quickly, precisely, professional, and free from KKN practices. Form bureaucracy also aims to improve internal bureaucratic capabilities and capacities respond to changing environmental situations quickly, and requires bureaucracy which is adaptive and fast. In the midst of demands increasing society, bureaucratic reform is an opportunity for Coordinating Ministry for Human Development and Culture to further improve quality of public services. Enhancement quality of service and respond to each change requires a change in mindset and a culture that can foster quality higher service, both individually or in the organization.

According to Moeljodihardjo in Sadikin and Wiranda (2022, p. 7) System management information is a way to produce timely information for management of the environment outside the organization, whose purpose is to support the decision making and process of improving the planning process and control. Meanwhile, ES Margianti & Suryadi defines Management Information Systems as computer-based systems that provides relevant information with the manager's needs. And that data can cover all types of period events past, present, and future in organization.

Technology-based public services information is really needed by society nowadays, especially information technology facilities which has undergone development very significant. The use of information and communication technology must also be followed by the *nagari* and *nagari* governments as the spearhead of services that directly relate to the community so that work becomes more effective, efficient and able to fulfill the principles of openness that have been

established. Information which is mandated by the Public Information Openness Law Number 14 of 2008. Implementation of the principle of information transparency also needs to be followed to increase the use of information technology to increase regional potential. By creating a village information system with the web name <http://www.nagari3kotoamal.id/> as the official website for *Nagari* III Koto Aur Malintang, it is hoped that it can maximize efforts to improve *Nagari* community services. Utilization technology in public services is one of the options the current era of digitalization. Through the use of information technology facilities, the government can realize effective, efficient governance and public services and uphold the principle of transparency (Nugraha in Mindarti, 2022, p. 264). Management of information services can be managed and provided by the government or the community itself. Transparency in government administration that has been implemented includes transparency in the management of the *nagari* budget. This commitment has been stated in the creation of a website which includes information on the allocation of *nagari* funds. The website contains information on the amount and allocation of the *Nagari* III Koto Aur Malintang government spending budget. Apart from budget allocation information, the *Nagari* III Koto Aur Malintang government is also working to provide public services by utilizing social media in the form of an application called Sipena Online. In this application there are several features such as 1) *Nagari* Digital Mail Service which can be enjoyed via Smart Phone. 2) *Nagari* Emergency Service which the public can use to report emergency conditions. 3) *Nagari* public interaction space to capture reports of public complaints. 4) *Nagari's* promotional digital window in introducing *Nagari's* superior products, MSMEs, *Nagari* tourism, *Nagari* work programs, and so on. 5) Public media that can be used by the community to monitor the use of village funds in *Nagari*.

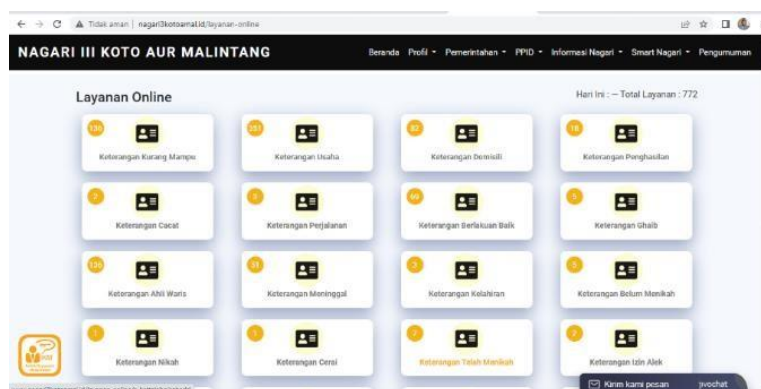
Village information system on the web <http://www.nagari3kotoamal.id/> is projected as a pioneer in public information openness services which can be accessed quickly and easily by the entire community, especially the people of *Nagari* III Koto Aur Malintang. Some of the information that is available includes general information about *nagari* profiles, population data, government activity programs *nagari*, *nagari* institutions and organizations as well as *nagari* statistical data. Service development to support the promotion of *nagari* potential is also continuing to be developed. Through the method of observing, imitating and modifying, services on the village website will be developed into very informative and responsive services. The results of the research conducted show that the use of the web <http://www.nagari3kotoamal.id/> and the Sipena online application in improving public services has gone well as can be seen from the dimensions of public sector web analysis.

This website, which is managed by PPID *Nagari* III Koto Aur Malintang, makes it easy for the public to obtain *Nagari* information and information on public service processes. The creation

of this website has been successfully carried out and training has also been held on *nagari* website management so that *nagari* officials are able to manage the website and update the website content for *nagari* digital promotion purposes.

The *Nagari* III Koto Aur Malintang government is also making efforts to continue developing and integrating the management information system on the *Nagari* website with online services. So that later people who want to take care of correspondence can use a smart phone, just visit <http://www.nagari3kotoamal.id/> or via the online sipena application and enter questions regarding what information and services are needed, so the *nagari* device will be quick and responsive will serve, as shown in picture 2.

Picture 2. *Nagari* III Koto Aur Malintang Online Services



The implementation of public information in *Nagari* III Koto Aur Malintang also received several achievements such as second place in openness of public information in the *Nagari*-Village category in West Sumatra in 2020, the KI Award in West Sumatra in 2020 as an informative public body in the *Nagari*/Village category, the Informative *Nagari* award. in public information disclosure at the Padang Pariaman district level in 2020 and 2022, second place in the people's market competition managed by *Nagari* in 2018 and 2019 at the West Sumatra provincial level, certificate of appreciation and reward for the most orderly reporting of death incidents, and won the second place award in *Nagari* Digital District. Padang Pariaman in 2022.

Conclusion

After going through a series of research processes, the author reviewed and sorted several articles, both journals and websites, and therefore several conclusions can be drawn, firstly, the implementation of digital *nagari* was mostly carried out to increase the capability of *nagari* apparatus in providing services to the community; secondly, implementing digital *nagari* is not only through optimizing the use of the *nagari* website, but can also be done by creating applications for the purposes of managing correspondence, *nagari* emergency services, the

Nagari promotional digital window in introducing *nagari* superior products, MSMEs, *nagari* tourism, *Nagari* work programs, etc. Bureaucratic reform is wrong one of the government's efforts to make it happen good governance and implementing reforms and fundamental changes in the system state administration, especially those related with institutional (organizational) aspects, management and equipment and resources human power. Administrative system efficient and functioning is carried out through bureaucratic reform. Bureaucratic reform is the backbone of change national and state life. Objective bureaucratic reform is to create order manage good governance with an honest, productive and superior device to strengthen public trust. Management Information System is a computer based system that provides information for several users with the same needs. Users usually form a formal organizational entity, organization or sub-unit under it. Information explains an organization or one of its main systems about what happened in the past, what is happening now and what may happen in the future. The government of *Nagari* III Koto Aur Malintang has launched the Sipena online application to improve services in *Nagari* III Koto Aur Malintang. This application can be downloaded via the Android-based Play Store and is expected to motivate other *nagari*/villages to digitalize *nagari*.

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