

Strategy for Implementation of Transfer of Mayor's Partial Authority to Head District Policy at Bekasi City

¹Andy Frengky, ²Umm Salamah, ³Iwan Satibi
Universitas Pasundan, Bandung, West Java, Indonesia
*e-mail: afrengky@gmail.com

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ABSTRACT

This research is motivated by the phenomenon of public service problems in delegating the authority of the mayor to the sub-district head in Bekasi City. The formulation of the research problem is how the implementation and policy strategy of delegating some of the authority of the Mayor to the Camat in the field of public services in Bekasi City. This research focuses on analyzing the implementation of the policy of delegating some of the mayor's authority to the sub-district head in Bekasi City in the aspect of public services. This study aims to determine the implementation of the policy of delegating part of the authority of the Mayor of Bekasi to the sub-district head in the field of public services and to analyze the strategy that must be carried out by the Bekasi City Government so that the delegation of some of the authority of the Mayor of Bekasi to the sub-district head in the field of public services can be implemented effectively. This study uses the theory of implementation effectiveness proposed by Richard Matland. The researcher used descriptive analysis method with a case study approach. Data collection techniques were carried out through interviews, observations, literature studies and document studies. The strategy analysis carried out in this study uses a SWOT analysis with the final result being to produce a strategy for the implementation of the policy of delegating some of the mayor's authority to the sub-district head in Bekasi City. The results of this study are: 1). The implementation of the policy of delegating some of the mayor's authority to the sub-district head in Bekasi City is carried out according to the goals and objectives of the policy program. The driving factors for success are: policy accuracy, implementation accuracy, target accuracy and environmental accuracy. 2). The results of the SWOT analysis are in Quadrant I so that the strategy implemented is to support an aggressive growth policy (Growth oriented strategy) through: expanding the scope of licensing authority delegated to the sub-district head, optimizing information technology resources and empowering the role of community groups.

Keywords: Policy Implementation, Policy Implementation Strategy, Delegation of Authority

INTRODUCTION

The mandate to delegate part of the authority of the regent/mayor to the sub-district head aims to make the administration of regional government in the sub-district more effective, make the sub-district a community service center and become a service node for integrated service offices/agencies in the regency/city as well as bringing services closer to the community so that they are faster, more accurate and transparent. , cheap and accountable. In Bekasi City, the implementation of the policy of delegating authority from the mayor to subdistrict heads has been carried out since 2008, with the stipulation of Bekasi City Mayor Regulation (Perwal) Number 34 of 2008 concerning Delegation of Part of the Mayor's Authority to Subdistrict Heads and Working Relations Between City, Subdistrict and Village Apparatus.

The implementation of some of the authority of the Mayor of Bekasi to the Subdistrict Head is not as smooth as imagined. The authority delegated by the mayor to the sub-district head has not been fully successful in providing services that can satisfy the community and answer the challenges of complex and dynamic regional problems. Initial identification of inhibiting factors include:

1. The stages of issuing permits which have been delegated to the sub-district head have not yet been fully carried out in the sub-district. Recommendations from technical services are still one of the factors inhibiting timely licensing according to Standard Operating Procedures (SOP);
2. Not all mayoral authorities delegated to sub-district heads are equipped with technical instructions and SOPs;
3. Limited resources for service personnel who have good competence and integrity;
4. Non-compliance by service officers in implementing established technical instructions and standard operating procedures;
5. Service rooms and service counters still do not meet the minimum standards for an ideal service counter.

Departing from these phenomena and problems, the focus of this research is to analyze the implementation of the policy of delegating some of the authority of the mayor to the sub-district head in the field of public services in Bekasi City. Meanwhile, the formulation of this research problem is:

1. How is the implementation of the policy of delegating some of the mayor's authority to the sub-district head in the field of public services in Bekasi City?
2. What strategies can be implemented so that the implementation of the policy of delegating some of the authority of the Mayor of Bekasi to sub-district heads in the field of public services can be effective?

Referring to the problem formulation above, the objectives of this research are:

1. To find out the implementation of the policy of delegating some of the authority of the Mayor of Bekasi to sub-district heads in the field of public services;
2. To analyze the strategies that must be carried out by the Bekasi City Government so that the delegation of some of the authority of the Mayor of Bekasi to the sub-district head in the field of public services can be implemented effectively.

The theory used in analyzing the formulation of this research problem is using the policy implementation model according to Richard Matland (1995), explaining that the effectiveness of implementation is influenced by four main principles, namely:

1. Appropriate policy is described in three aspects of the study, namely: policy standards that are in accordance with conditions and needs, policies that are appropriate to the character of the problem to be solved, policies that are made by institutions that have authority in accordance with the character of the policy.
2. Appropriate implementation is described in two aspects of the study, namely: the level of readiness of actors involved in the policy and its influence and service standards for delegation of authority;
3. The exact target is described in three aspects of the study, namely: the intervention target is in accordance with what was planned and there is no overlap with other interventions, the target is in a condition ready for intervention, it is new or renews the implementation of previous policies.
4. Exactly the environment is described in two aspects of the study, namely: the internal policy environment which is also called endogenous variables and the external policy environment which is also called exogenous variables.

Furthermore, the literature review also explains the concept of strategy using SWOT analysis and the concept of delegation of authority.

METHODS

The method used in this research is qualitative with a case study approach. Qualitative research methods according to Sugiyono (2016: 8) "that qualitative research methods are naturalistic research methods because the research is carried out in natural conditions (natural settings); It is called a qualitative method because the data collected and the analysis is more qualitative in nature. The qualitative approach was chosen with the consideration that this research explores and collects information and facts from informants as they are, according to the informants' own views by collecting data in the form of facts they express, in accordance with the language and views of the informants. Therefore, researchers provide the widest possible opportunities to informants, so that all informant information is revealed completely and holistically.

This research uses a qualitative method with a case study approach. According to Creswell (1998:37), a case study is a research strategy for carefully investigating something by collecting complete information using various data collection procedures, analyzing something more intensively about individuals, groups or situations. Meanwhile, Rahardjo (2017:12) said that case studies were carried out in natural, holistic and in-depth settings. In carrying out studies or case study research, it cannot be separated from the stages in an orderly and continuous manner. Several stages of qualitative research using a case study approach according to Rahardjo (2017: 15) include: Selection of research themes and cases, formulation of research focus and problems, data collection, data processing and analysis, theoretical dialogue, research triangulation to conclusions and research results.

Qualitative research using a case study approach in this research describes the phenomenon of implementation of public services which are currently delegated authority by the Mayor to sub-district heads. In it there is an attempt to describe, record, analyze and interpret the phenomenon of the implementation conditions of the delegation of some of the mayor's authority to the sub-district head which is currently occurring by looking at the success factors and inhibiting factors.

Next, the researcher attempts to describe the procedures or steps in studying the implementation of the policy of delegating some of the authority of the mayor to the sub-district head in Bekasi City in order to obtain a systematic, factual and accurate picture or description of the implementation of this public policy in the specified population and research location, namely in Districts throughout Bekasi City. Empirical facts in the field are collected and then processed and analyzed descriptively according to research questions and presenting data and facts according to research questions, researchers are obliged to develop theories related to research questions.

The data collection techniques used by the author as a researcher include:

- a. Interview Technique: The researcher conducted an in-depth study of the research material using structured interview techniques with key informants, informants and sources.
- b. Documentation Technique, by collecting credible data from existing documents. The data and documents required come from reports, profiles and regulations.
- c. Observation technique (observation), the researcher sees and makes direct observations in the field of the public service process in the sub-district with a focus on services whose authority is delegated by the mayor to the sub-district head.
- d. Triangulation Technique, researchers will also use triangulation data collection techniques, both technical triangulation and source triangulation in data collection.

Determining informants in this study used purposive sampling and Snowball sampling techniques. According to Sugiyono (2016:218-219) "purposive sampling is a technique for sampling data sources with certain considerations". This particular consideration, for example, is the person who is considered to know best about what we expect.

Meanwhile, Snowball sampling is a labeling of an activity when researchers are in the process of collecting data from one respondent to another who meets the criteria, through an in-depth interview process and will stop if no more new information is found, replication or a repetition of variations in information occurs. or also experiencing a saturation point.

The informants in this research consisted of the main actors formulating the policy on delegation of authority, namely: Assistant Government and Head of Governance, policy

implementers, namely the sub-district heads and those who felt the benefits that came from elements of society.

The data analysis technique in this research uses the Miles and Huberman Model (Sugiyono 2016:246) which reveals that activities in qualitative data analysis are carried out interactively and continue continuously until completion, so that the data is saturated. The activities in data analysis used by researchers in analyzing research data include: data reduction, data display, conclusions and verification (conclusion drawing).

RESULTS

The results of research that has been carried out through data collection, observation, data processing and analysis can be presented as follows:

1. **Delegation of Part of the Mayor's Authority to the Subdistrict Head in the Field of Public Services in Bekasi City.**

The policy of delegating the Mayor's authority to the Subdistrict Head in Bekasi City has been implemented since 2008, with the stipulation of the Bekasi Mayor Regulation (Perwal) Number 34 of 2008 concerning the Delegation of Part of the Mayor's Authority to the Subdistrict Head and Working Relations Between City, Subdistrict and Subdistrict Regional Apparatus. Several times the regulations governing the policy of delegating authority from mayors to sub-district heads have undergone changes to adapt to changes in regulations at the central level and changes in the community's needs for dynamic public services. In connection with this, the author presents several policies that regulate the authority delegated by the mayor to sub-district heads as follows:

a. Bekasi Mayor Regulation Number 34 of 2008

The delegation of authority from the mayor to the sub-district head during the implementation of Perwal Number 34 of 2008 was still limited to recommendations and advice which was one of the requirements needed for the issuance of permits which were still issued by the Department or Agency. The sub-district head has not been given the authority to issue permits for public services

b. Mayor Regulation Number 8 of 2010.

At this time, the sub-district head has not only been given the authority to issue licensing recommendations or certificates as complete permits, but the sub-district head has also been given the delegation of some of the Mayor's authority to sign the issuance of 5 (five) types of licensing products.

c. Mayor Regulation Number 15 of 2011.

Additional services delegated authority to sub-districts include population services such as: printing of Identity Cards and Family Cards.

d. Mayor Regulation Number 25.A of 2011

Consideration of expanding the authority of the sub-district head in the field of public works is the main factor in giving authority to the sub-district head in issuing permits to construct non-residential single residential buildings.

e. Mayor Regulation Number 25 of 2012

Changes in the delegation of mayoral authority regarding the implementation of Micro SIUP to follow up on Regulation of the Minister of Trade Number 46 of 2009 concerning Amendments to Regulation of the Minister of Trade of the Republic of Indonesia Number 36/M-Dag/Per/9/2007, that micro trading companies with the criteria of having a net worth of at most Rp. . 50,000,000,- (fifty million rupiah) excluding land and buildings for business premises. As part of the guidance and development of MSMEs in Bekasi City, micro SIUPs are not subject to retribution fees.

f. Mayor Regulation Number 49 of 2013

The changes contained in Perwal Number 49 of 2013 regarding licensing services for land use and site plans for horizontal residential areas were determined by looking at the

development of conditions in the Bekasi City area, namely that the trend in the development of horizontal residential areas is shifting towards the development of cluster housing and town houses. The aim of this delegation of authority is to simplify and speed up the process of issuing permits and create a good investment climate for the development of residential areas in Bekasi City.

2. Conditions of District Services in Bekasi City

a. Types of District Services.

In carrying out public service functions, sub-districts in Bekasi City are given the authority to provide 21 (twenty one) types of community services, both in the form of permits and non-licenses, as well as services that are subject to retribution or non-retribution. The classification of types of services implemented by sub-districts consists of: 5 (five) types of licensing services, 3 (three) types of recommendation services, 4 (four) types of facilitation of population services, 5 (five) types of certificate services, 2 (two) types of services introduction, 1 (one) type of service on the statement letter and 1 (one) type of land service

b. Facilities and infrastructure supporting sub-district services.

Standards for service facilities and infrastructure in the District are based on Bekasi Mayor Regulation Number 33 of 2015. Service counters along with waiting rooms are the main focus for improvement so that they meet the service standards that have been set. There are a minimum of 4 service counters available, however conditions in each sub-district vary, ranging from 3 (three) counters to 5 (five) counters. There are 4 (four) sub-districts which only have 3 (three) service counters and are still below the specified minimum standards. Then all sub-districts have service waiting rooms with varying capacities, have KTP recording devices, have computer equipment and have complaint boxes. However, not all sub-districts have service information monitors.

c. District service data

Population services were most requested in the sub-district from 2017 to 2019, followed by a small or micro trading business permit (SIUP) and a single residence IMB. The most popular population services are services for printing family cards, printing KTPs and birth certificates.

d. Apparatus resources

The composition of sub-district employees in Bekasi City is dominated by Contract Work Workers (TKK) amounting to 1,354 (62 percent) compared to the number of civil servants amounting to 796 (38 percent). The large number of TKK assigned as Pamor Task Forces is one strategy in strengthening the sub-district's function as a public service node in Bekasi City with the aim of bringing services closer to the RW level.

e. Licensing service budget

The budget provided to support sub-district licensing services in 2014 was IDR. 100,000,000, then in 2015 there were changes according to the proposed budget requirements for each sub-district starting from Rp. 50,000,000,- up to 209,317,500. The 2016 and 2017 budgets were increased according to the proposals of each sub-district and the one that received the largest licensing budget was East Bekasi District with a 2016 budget of Rp. 315,000,000 and in 2017 it was IDR. 380,000,000. Budget utilization varies depending on the planning needs of each sub-district.

3. Service Constraints

The results of interviews with several sub-district heads show that several obstacles arise and are felt by the sub-districts in implementing public services, especially those related to licensing services whose authority is delegated by the mayor, including:

- a. Limitations of apparatus resource competency
- b. Limited authority
- c. Brokers
- d. Device and network constraints

- e. Manual service habits

DISCUSSION

The discussion is the researcher's original thoughts to provide an explanation and interpretation of the research results that have been analyzed in order to answer the research questions. The discussion in this research consists of:

A. Implementation of the Policy of Delegating Part of the Mayor's Authority to the District Head.

The theory used to analyze implementation uses the model approach of Richard Matland (1995), who developed a model called the Ambiguity-Conflict Matrix Model. This model explains that administrative implementation is the implementation carried out in the daily operations of the government bureaucracy. The policy here has low ambiguity and low conflict. Symbolic implementation is carried out on policies that have high ambiguity and high conflict. In principle, the Matland matrix has "four points" that need to be fulfilled in terms of the effectiveness of policy implementation, namely:

1. Exact Policy

In the context of measuring the effectiveness of the implementation of the delegation of part of the mayor's authority to the sub-district head within the appropriate policy parameters, Richard Matland sees at least 3 (three) aspects of the study, namely: (1) policy standards that are in accordance with conditions and needs; (2) policies in accordance with the character of the problem to be solved; (3) policies are made by institutions that have authority in accordance with the character of the policy. The study of these three aspects was carried out through document review and interviews with informants relevant to the research and then some data and information from the researchers' interviews with informants was also presented which were related to the focus of the process of formulating policies on the delegation of partial authority.

The results of research regarding the aspect of policy accuracy are that the formulation of the policy for delegating some of the mayor's authority to the sub-district head has been adjusted to the character of the existing problems. Several of these policy programs, especially in the aspect of public services, have been realized, but it turns out that there are still classic problems that have not been resolved so that service delivery is not optimal. So far, the implementation of the policy of delegating authority from the mayor to the sub-district head is considered to have been able to reduce public service problems in the sub-district, although it has not completely resolved all existing problems.

2. Correct Implementation

The accuracy of implementation is closely related to the level of readiness of the actors involved in the policy and their influence and the service standards of the mayor's delegation of authority to the sub-district head. The main actor in implementing the policy is the sub-district head as the leader and coordinator of government administration in the sub-district working area.

The results of the research regarding the aspect of implementation accuracy, namely that the sub-district head as the main policy actor is correct in carrying out the strategic role of providing licensing services to the community in accordance with the regulations and authority given. In implementing licensing services, the sub-district head has developed service standards as guidelines for officers in providing excellent service. However, the weakness is that we still find sub-district service officers who have not mastered the existing service standards in the sub-district so that the SOP has not been fully implemented.

3. Right on target

The accuracy of targets in research relates to three things, namely: First, whether the intervention targets are in accordance with what was planned and there is no overlap with other interventions or does not conflict with other policy interventions. Second, whether the target is ready for intervention or not.

Based on the research results, it is known that the right-target aspect of the implementation of the policy of delegating some of the mayor's authority to the sub-district head in Bekasi City is correct. The target to be achieved is to strengthen the sub-district head's function as a regional coordinator and realize excellent sub-district service through the delegation of seven aspects of authority, which is appropriate and ready for intervention. However, to target the licensing aspect, the scope must be expanded and multiplied so that the sub-district's function as a licensing node can be further strengthened. Then the delegation policy intervention is new and does not overlap with other regulations relating to the authority of other regional apparatus.

4. Right Environment

There are two environments that determine policy implementation, namely: First, the internal policy environment which is also called an endogenous variable, namely the interaction environment between institutions formulating policies and implementing policies with other related institutions. Second, the external policy environment is also an exogenous variable.

The results of research on environmental aspects show that the internal environment of the implementation of the policy of delegating some of the mayor's authority to the sub-district head can be assessed from the interaction of the sub-district head as policy implementer in synergy with the relevant regional apparatus as an element in formulating and supervising the policy. This working relationship pattern is clearly regulated in Mayor Regulation Number 34 of 2008 and is the basis for the division of roles and functions of each based on the authority they have. Meanwhile, the external policy environment consisting of elements of community groups represented by the RW Forum provided positive opinions regarding the implementation of this policy of delegation of authority. This means that the community feels the benefits and increases satisfaction with sub-district services from the implementation of the delegation of licensing authority to the sub-district head. Several obstacles to sub-district services were conveyed that could be improved in order to achieve excellent quality service.

Based on the description and analysis of policy implementation theory according to Richard Matland above, the implementation of the policy of delegating some of the authority of the mayor to the sub-district head was carried out in accordance with the targets and objectives of the policy program. People feel the benefits of closer, easier and cheaper services. However, several weaknesses must be noted for service improvement, including increasing the competency of service officers and monitoring and evaluation of Service SOP compliance.

B. Effective Strategy in Delegating Part of the Mayor's Authority to the District Head

Formulation of a strategy for delegating some of the mayor's authority to sub-district heads using SWOT analysis. According to Fredy Rangkuti (2014:19), SWOT analysis is the systematic identification of various factors to formulate company strategy. This analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats. The strategic decision making process is always related to the development of the company's mission, objectives, strategies and policies. Thus, strategic planners must analyze the company's strategic factors (strengths, weaknesses, opportunities and threats) in the current conditions.

The SWOT analysis stage begins with scanning, which is essentially data collection and identification. Then compile several tables and matrices to make it easier to formulate various strategies, namely: Internal Factor Analysis SWOT (IFAS) Table, External Factor Analysis SWOT (EFAS) Table and SWOT Matrix. The internal aspects that are strategic factors for this research are: Aspects of authority, facilities and infrastructure, human resources, service performance and budget. Results of Internal Factor Analysis SWOT (IFAS). The value of the weighting results for the strategic factors of strength and weakness of the delegation of authority policy is 2.95, with details of the weighting value for the strength factor being 1.69 and the weakness factor being 1.26. The

The results of the IFAS and EFAS calculations then reveal the policy position of delegating authority from some mayors to sub-district heads as per the following SWOT analysis diagram:



1. Expanding the scope of licensing authority to sub-district heads;
2. Optimization of information technology resources;

3. Empowering the role of community groups

C. Research Update (Novelty)

The updated concept obtained based on empirical findings and the results of this research analysis is the need for additional parameters to adapt to rapid technological developments, namely:

1. Appropriate Information and Communication Technology (ICT).

Definition of ICT According to Yohan Waloeyo (2012: 113) states that: "ICT infrastructure is a shared technological resource that provides a platform for detailed corporate or organizational information system applications." ICT infrastructure components consist of seven main components, namely: hardware components, software components, data management and storage components, internet network components, internet platform components, service and consulting service system integration components, and software components. enterprise application (Enterprise Software Application).

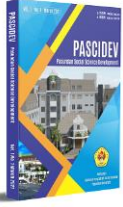
Appropriate Apparatus Resources (SDA), namely accuracy in the placement of apparatus based on qualifications, competencies and job requirements as well as improving the quality of natural resources in the form of knowledge, skills and behavior to create professional apparatus and have a spirit of devotion to serve. public.

CONCLUSION

Based on the results of research and discussions carried out on research objects and observations as well as data analysis strategies obtained in the research process, the following conclusions can be conveyed:

1. The implementation of the policy of delegating some of the mayor's authority to the sub-district head in Bekasi City is carried out in accordance with the targets and objectives of the policy program. People feel the benefits of closer, easier and cheaper services. The driving factors for success are: policy accuracy, namely the formulation of policies on the delegation of authority to sub-district heads that have been adapted to the character of existing problems, several policy programs, especially in the aspect of public services, that have been realized; Then the accuracy of implementation, namely the sub-district head as the main policy actor is correct in carrying out the strategic role of providing licensing services to the community in accordance with the regulations and authority delegated; Furthermore, the accuracy of the target, namely the target to be achieved to strengthen the function of the sub-district head as regional coordinator and realize excellent sub-district service through delegation of aspects of authority is appropriate and ready for intervention; and environmental accuracy, namely the internal environment for implementing the policy of delegating some of the mayor's authority to the sub-district head, which can be assessed from the interaction of the sub-district head as the policy implementer with the relevant regional apparatus as an element of formulating and supervising policies that are in synergy. Meanwhile, from the external environment, we can see positive opinions regarding the implementation of this policy of delegation of authority. This means that the community feels the benefits and increases satisfaction with sub-district services from the implementation of the delegation of licensing authority to the sub-district head.
2. The strategy applied in implementing the policy of delegating some of the authority of the Mayor of Bekasi to subdistrict heads in the field of public services is to support aggressive growth policies (Growth oriented strategy). These results were obtained from IFAS and EFAS calculations, which show that the sub-district's position is in Quadrant I in the SWOT diagram. This means that the sub-district has great opportunities and strengths so that it can take advantage of every available opportunity. The recommended aggressive strategies include: expanding the scope of licensing authority delegated to sub-district heads, optimizing information technology resources and empowering the role of community groups.

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