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# THE IMPACT OF DISCIPLINE ON EMPLOYEE PERFORMANCE AT CENTRAL MALUKU REGENCY'S PERSONNEL AND HUMAN RESOURCES DEVELOPMENT AGENCY (BKPSDM)

# PENGARUH DISIPLIN TERHADAP KINERJA PEGAWAI DI BADAN KEPEGAWAIAN DAN PENGEMBANGAN SUMBER DAYA MANUSIA (BKPSDM) KABUPATEN MALUKU TENGAH

**Ibrahim Idham Sopamena[1], Normawati[2], Hengky V. R. Pattimukay[3]**

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**Abstract**

This study aims to determine the influence of discipline on employee performance at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency. The research method used is quantitative, with a sample size of 36 people. The types of data used in this study include primary data and secondary data. Data collection was carried out through literature studies and field studies. Data analysis was conducted using regression analysis tools with the help of SPSS version 20 software. The results of the study show that discipline has a significant influence on employee performance at BKPSDM Central Maluku Regency. Good and consistent discipline can improve overall employee performance. These findings emphasize the importance of implementing strict and systematic discipline in the workplace to achieve optimal performance. Based on regression analysis, there is a positive relationship between the level of discipline and the improvement in employee performance. The implications of these research findings are the need to strengthen the influence of discipline on employee performance at BKPSDM Central Maluku Regency. This can be done through the implementation of more effective disciplinary policies, employee training and development, as well as increased supervision and evaluation of the execution of the duties and responsibilities of employees. Thus, it is expected that employee performance at BKPSDM Central Maluku Regency can continue to improve and provide a positive contribution to the achievement of organizational goals.

Keywords: Work Discipline, Employee Performance, BKPSDM, Central Maluku.

**Abstrak**

Penelitian ini bertujuan untuk mengetahui pengaruh disiplin terhadap kinerja pegawai di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia (BKPSDM) Kabupaten Maluku Tengah. Metode penelitian yang digunakan adalah metode kuantitatif dengan jumlah sampel sebanyak 36 orang. Jenis data yang digunakan dalam penelitian ini meliputi data primer dan data sekunder. Pengumpulan data dilakukan melalui studi kepustakaan dan studi lapangan. Analisis data dilakukan dengan

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menggunakan alat analisis regresi dengan bantuan perangkat lunak SPSS versi 20. Hasil penelitian menunjukkan bahwa disiplin memiliki pengaruh yang signifikan terhadap kinerja pegawai di BKPSDM Kabupaten Maluku Tengah. Disiplin yang baik dan konsisten dapat meningkatkan kinerja pegawai secara keseluruhan. Temuan ini menekankan pentingnya penerapan disiplin yang ketat dan sistematis di lingkungan kerja untuk mencapai kinerja yang optimal. Berdasarkan analisis regresi, terdapat hubungan positif antara tingkat disiplin dan peningkatan kinerja pegawai. Implikasi dari hasil penelitian ini adalah perlunya penguatan pengaruh disiplin terhadap kinerja pegawai di BKPSDM Kabupaten Maluku Tengah. Hal ini dapat dilakukan melalui penerapan kebijakan disiplin yang lebih efektif, pelatihan dan pengembangan pegawai, serta peningkatan pengawasan dan evaluasi terhadap pelaksanaan tugas dan tanggung jawab pegawai. Dengan demikian, diharapkan kinerja pegawai di BKPSDM Kabupaten Maluku Tengah dapat terus meningkat dan memberikan kontribusi positif terhadap pencapaian tujuan organisasi.

Kata Kunci: Disiplin Kerja, Kinerja Pegawai, BKPSDM, Maluku Tengah.

## INTRODUCTION

The expectation of every organization, whether governmental, private, or community-based, is to develop capable human resources to achieve organizational goals effectively. The administration and management of organizations continually strive to enhance their existence through the implementation and development of tasks by managing human resources to achieve work results that meet established performance standards and earn recognition as productive organizations with excellent achievements. A productive organization is characterized by the quality of its human resources and high discipline in carrying out organizational tasks according to established procedures and rules, which define the roles, duties, functions, and responsibilities in managing the organization. Consequently, organizational leaders continuously encourage their employees to adhere to all applicable regulations and norms within the organization.

Employee discipline is also related to inherent characteristics such as perception, personality, and needs, which determine their performance in fulfilling organizational duties and responsibilities. A disciplined employee adheres to and implements every work rule, avoiding deviant behavior and inconsistency with work regulations. Therefore, every regulation established in the organization must be followed by all employees as members of the organization. In this context, discipline encompasses criteria based on attitude, norms, and responsibility (Hasibuan, 2013:32).

Discipline is also defined as compliance with or adherence to rules and regulations. It serves as a training method aimed at developing orderly behavior. Discipline can be a procedure that corrects or punishes subordinates for violating organizational rules or work procedures. It is also a tool used by leaders to communicate with their subordinates, encouraging them to change behavior and increasing awareness and willingness to comply with all organizational rules and social norms (Rivai, 2004:23).

A disciplined employee always strives to comply with work rules and regulations, performing their duties and functions in the organization as best as possible, and continually seeks to develop themselves to achieve good work performance within the organization. Conversely, employee performance is also determined by the discipline of the employees within the organization who adhere to the principles and work regulations. High-performing employees are evident in their ability to carry out assigned tasks, the time used to complete tasks, and the results achieved (Sutrisno, 2010:56).

Employees with the necessary capabilities can achieve the organization's vision, mission, main tasks, and functions. As a government organization, the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency pays attention to the vision, mission, main tasks, and functions assigned to its human resources. BKPSDM's primary role is crucial to its performance,

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according to its position in development. Therefore, BKPSDM needs highly disciplined employees to perform their duties and functions effectively to achieve the established goals, reflecting successful employee performance in achieving these goals. However, the reality shows that discipline and employee performance at BKPSDM Central Maluku Regency are not as expected. This is identified from several symptoms related to discipline based on attitude, norms, and responsibility in performing tasks, such as (a) employees generally not being disciplined in coming to work at the specified time, with some arriving on time but leaving early; (b) employees not attending the office, resulting in verbal and written warnings and forfeiture of performance allowances; and (c) employees frequently postponing work, leading to delays.

These indiscipline symptoms affect functional and administrative staff, delaying the processing of incoming letters and the distribution of correspondence. Additionally, personnel management is slow in processing rank proposals and other personnel-related matters, impacting all work areas. Employee performance also shows symptoms such as (a) inability to perform assigned tasks well, (b) inefficient use of time in performing tasks, and (c) unsatisfactory work results.

These realities indicate the importance of proper discipline and employee performance at BKPSDM Central Maluku Regency. This attracted the author's attention to conduct research based on these symptoms, as discipline and employee performance are issues requiring objective examination and validation in the form of a problem statement: "To what extent is the realization of discipline and employee performance at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency?"

This problem statement focuses on discipline with criteria based on attitude, norms, and responsibility, which can manifest in employee performance in the form of the ability to perform assigned tasks, the time used in performing tasks, and the results achieved at BKPSDM Central Maluku Regency. The research aims to analyze and determine the partial and simultaneous influence of discipline based on attitude criteria on employee performance in terms of the ability to perform assigned tasks, the time used in performing tasks, and the results achieved at BKPSDM Central Maluku Regency.

## METHODS

The research design utilizes a descriptive study method aimed at solving problems by presenting the research results as they are. This method is categorized as an explanatory survey research approach, which is a quantitative approach to explaining the causality or influence between variables through regression analysis and hypothesis testing (Singarimbun, 2003:21).

The research location is the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency. The selection of this location is based on: (1) current issues related to discipline and employee performance; (2) the location being within the author's work scope; and (3) efficient use of time, cost, and effort during the research.

The research population consists of the generalization area, comprising objects and subjects with specific quantities and characteristics determined by the researcher for study and conclusion drawing. The research sample is a portion of the population taken as the data source and can represent the entire population (Arikunto, 2003:108; Sugiono, 2007:57; Riduwan, 2007:56). The population in this study includes all employees at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency, totaling 54 people. The sample was determined using non-probability sampling, specifically purposive sampling for 4 leadership elements (Head of BKPSDM, Secretary, Head of Planning Division, Head of Human Resources Development Division) and simple random probability sampling for subordinate elements, with a sample size of 50% (32 people) of the population. Thus, the total sample size is 36 respondents.

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Operational variables are elements of research that indicate how to measure a variable (Singarimbun, 2003:46–47). In other words, the operational definition is an implementation guide on how to measure a variable. The operational variables in this research are divided into two types: discipline as the independent variable (X), with its dimensions as X1, X2, and X3, comprising a set of measurement indicators, and employee performance as the dependent variable (Y), with its dimensions as Y1, Y2, and Y3, also comprising a set of measurement indicators.

**Discipline (X)**

Discipline is a manifestation of behavior in an effort to increase employee awareness and willingness to comply with all regulations and norms within the organization. Discipline criteria are as follows:

1. Discipline based on attitude criteria includes:
   a. Awareness and compliance with regulations
   b. Willingness and readiness to perform duties
   c. Supporting teamwork and group cooperation in performing duties
   d. Properly executing assigned tasks
2. Discipline based on normative criteria includes:
   a. Respecting and obeying superiors' orders in performing duties
   b. Appreciating colleagues for carrying out tasks
   c. Understanding and performing tasks according to provisions
3. Discipline based on responsibility criteria includes:
   a. Having a strong and consistent commitment to performing duties
   b. Being brave and able to face work challenges as a consequence of performing duties
   c. Being responsible for each assigned task in its execution and completion (Hasibuan, 2013).

**Employee Performance (Y)**

Employee performance is the success of an employee in performing tasks, the work results achieved by an individual or group of employees in an organization according to their respective authority and responsibility, as well as the tasks assigned to achieve goals. Employee performance criteria are as follows:

1. Employee performance in terms of the ability to perform assigned tasks includes:
   a. Having adequate technical knowledge when performing tasks
   b. Being able to perform new assigned tasks
   c. Being capable of realizing new ideas related to task execution
   d. Solving problems and achieving task execution goals
2. Employee performance in terms of time used in performing tasks includes:
   a. Utilizing time appropriately in performing tasks
   b. Not being late in completing tasks
   c. Efficiently and effectively managing time when performing tasks
3. Employee performance in terms of work results includes:
   a. Quantity of work results according to standards
   b. Meeting work quality standards
   c. Achieving goals according to expectations from work results (Sutrisno, 2010).

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The operational variables are translated into a statistical model illustrated as follows:

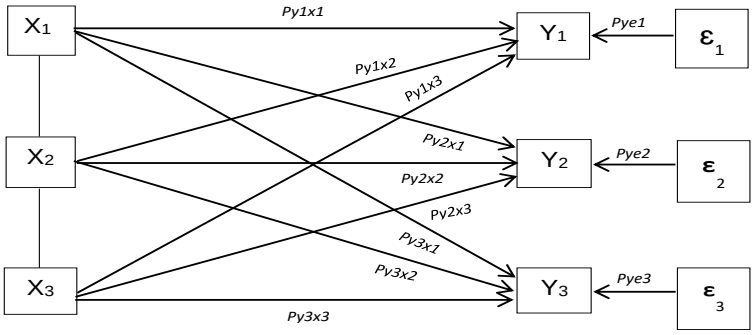



**Figure 1.** Operational Variable Statistical Model Diagram

Explanation:

1. X1 = discipline based on attitude criteria.
2. X2 = discipline based on norm criteria.
3. X3 = discipline based on responsibility criteria.
4. Y1 = employee performance in terms of the ability to perform assigned tasks.
5. Y2 = employee performance in terms of the time used to perform tasks.
6. Y3 = employee performance in terms of achieved work results.
7. P = a parameter indicating the magnitude of the influence between two variables.
8. ε = other factors outside the model influencing employee performance.

The types of data in this study consist of primary and secondary data related to discipline and employee performance at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency. Primary data is obtained directly from the field through questionnaires filled out by respondents regarding discipline and employee performance at BKPSDM Central Maluku Regency. Secondary data are supporting data for primary data obtained from literature sources such as documents, reports, and other literature related to discipline and employee performance at BKPSDM Central Maluku Regency.

Data collection regarding discipline and employee performance at BKPSDM Central Maluku Regency is completed, processed, and analyzed using data collection techniques through literature studies and field studies via observation, interviews, and questionnaires.

In this study, the data collection instrument meets the validity and reliability requirements. The measurement of discipline and employee performance uses a Likert scale, referring to four (four) alternative answers: Strongly Agree (SA) = 4, Agree (A) = 3, Somewhat Agree (SA) = 2, Disagree (D) = 1. A trial and calibration were conducted using Pearson's product-moment correlation and Cronbach's alpha formula (Ridwan, 2009:75).

The t-test statistical values and the test results for 10 items of the discipline variable and 10 items of the employee performance variable show that each item is valid with a probability value of sig. 0.000–0.003 < 0.05. Additionally, the reliability test results for the discipline and employee performance variables indicate reliable data with scores above 0.7, specifically 0.722 for the discipline variable and 0.741 for the employee performance variable, confirming their validity for further analysis.

The data analysis technique uses statistical methods, namely regression analysis with partial and simultaneous testing of the direct influence of the independent variable (X), which is discipline, on the

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dependent variable (Y), measuring the influence of the dimensions of the independent variable (X1, X2, X3) on the dimensions of the dependent variable (Y1, Y2, Y3) through standardized research data. For regression analysis purposes, data transformation from ordinal to interval scale is performed using the Method of Successive Intervals (MSI).

The regression analysis approach used, based on the dimensions of the dependent variable, is as follows:

$$Yi = a + b1x1 + b2x2 + b3x3 + \varepsilon$$

The significance of the partial influence of the independent variables on the dependent variable is tested using the t-test.

Subsequently, the significance of the regression parameters is tested simultaneously using the F-test to determine whether the independent variables collectively have a significant influence on the dependent variable.

The magnitude of the influence of the independent variables on the dependent variable is calculated. For this purpose, both variables are standardized, resulting in the regression equation:

$$Yi^* = P_{YiX1}X1^* + P_{YiX2}X2^* + P_{YiX3}X3^* + \varepsilon$$

The magnitude of PYiXi illustrates the influence of Xi (X1….X3) on Yi (Y1….Y3) according to the operational variable statistical model, explaining the influence of discipline on employee performance at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.

## RESULTS AND DISCUSSION

### Results

#### An Overview of Central Maluku Regency's Personnel and Human Resources Development Agency (BKPSDM)

In line with its duties and functions as a supporting element for the Regent of Central Maluku in government and development tasks, particularly in the field of personnel, the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency is strongly committed to implementing a paradigm shift in personnel resource management. Within the Regional Medium-Term Development Plan (RPJMD) of Central Maluku Regency for 2017–2022, this change focuses on the rights and duties of each employee from a strategic human resources management point of view. It also makes sure that there are enough high-quality civil servants to support the changing goals of the Civil Service and the Regent of Central Maluku.

According to the Regional Regulation of Central Maluku Number: 04 of 2016 about the Formation and Structure of the Regional Apparatus of Central Maluku and the Regent Regulation of Central Maluku Number: 44 of 2016 about the Position, Organizational Structure, and Work Procedures of Regional Agencies of Central Maluku, BKPSDM is responsible for helping the Regent with certain government matters that fall under the regency's control, such as developing people and staff.

One important factor in promoting and realizing ethical and clean governance is improving the quality and capacity of the apparatus resources. Following the Regulation of the Minister of Administrative and Bureaucratic Reform number 26 of 2011 concerning Guidelines for Calculating the Number of Regional Civil Servants Needed, the apparatus resources of Central Maluku are cumulatively

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sufficient. However, the distribution of personnel across regional apparatus organizations (OPD) and work units is relatively uneven, with some OPD and work units still lacking civil servants. Therefore, we need to take and enhance various measures to anticipate and improve bureaucracy, accelerating the quality and performance improvement of the apparatus according to its main tasks and functions.

One of the tasks of the Personnel and Human Resources Development Agency of Central Maluku Regency is technical guidance in the field of personnel. Issues faced include the incomplete filling of structural positions, suboptimal handling of civil servant disciplinary cases, uneven distribution of civil servants across OPD/work units, and the lack of use of information technology in personnel management.

**Respondent Characteristics**

The respondents in this study are 36 employees at Central Maluku Regency's Personnel and Human Resources Development Agency (BKPSDM). Based on the percentage, male respondents make up 53%, which is higher than female respondents at 47%. Meanwhile, respondents in the productive age group make up 74%, which is higher than those in the non-productive age group, who make up 26%. Furthermore, all respondents have higher education, with a dominant percentage having a bachelor's degree (85%), compared to those with a diploma (9%) and a master's degree (6%). Most respondents are in the third rank, with the highest percentage at 94%, and have a long tenure, with the majority having worked for eleven to twenty years (56%) and twenty-one to thirty years (29%).

**Respondent Feedback**

The following is a description of the respondents' positive support for discipline with criteria based on attitude, norms, and responsibility:

1. Criteria Based on Attitude (X1)
   Respondents showed positive support for awareness and compliance with regulations at 83%, awareness and willingness to perform duties at 83%, supporting teamwork and group cooperation in performing duties at 89%, and properly executing assigned tasks at 80%. Thus, respondents' positive support for discipline based on attitude criteria ranges from 80–90%.
2. Criteria Based on Norms (X2)
   Respondents showed positive support for respecting and obeying superiors' orders in performing duties at 86%, appreciating colleagues in carrying out tasks at 91%, and understanding and performing tasks according to provisions at 86%. Thus, respondents' positive support for discipline based on norm criteria ranges from 80–100%.
3. Criteria Based on Responsibility (X3)
   Respondents showed positive support for having a strong and consistent commitment to performing duties at 86%, being brave and able to face work challenges as a consequence of performing duties at 83%, and being responsible for each assigned task in its execution and completion at 80%. Thus, respondents' positive support for discipline based on responsibility criteria ranges from 80–90%.

**Employee Performance**

Respondents' positive support for employee performance in terms of the ability to perform assigned tasks, the time used to perform tasks, and the achieved work results can be described as follows:

1. Ability to Perform Assigned Tasks (Y1)
   Respondents showed positive support for having adequate technical knowledge in performing tasks at 88%, being able to perform new assigned tasks at 80%, being capable of realizing new

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ideas related to task execution at 86%, and solving problems and achieving task execution goals at 83%. Thus, respondents' positive support for employee performance in terms of the ability to perform assigned tasks ranges from 80–90%.

2. Time Used to Perform Tasks (Y2)
   Respondents showed positive support for utilizing time appropriately in performing tasks at 89%, not being late in completing tasks at 86%, and efficiently and effectively managing time in performing tasks at 86%. Thus, respondents' positive support for employee performance in terms of the time used to perform tasks ranges from 80 to 90%.
3. Achieved Work Results (Y3)
   Respondents expressed positive support for the quantity of work results that met standards at 80%, the quality of work results that met standards at 78%, and the achievement of goals that aligned with expectations at 86%. Thus, respondents' positive support for employee performance in terms of achieved work results ranges from 70–90%.

**The Study Examines The Influence of Discipline on Employee Performance at BKPSDM Central Maluku Regency**

This section discusses the influence of discipline, consisting of criteria based on attitude (X1), norms (X2), and responsibility (X3), on employee performance, namely the ability to perform assigned tasks (Y1), the time used to perform tasks (Y2), and the achieved work results (Y3). We examine the relationship between these variables and dimensions using statistical test results, presenting them objectively and rationally based on the obtained test results, and conduct a detailed analysis. Initially, we display a diagram that illustrates the impact of these variables and dimensions. The data processing using the SPSS 20 statistical program produces standardized regression coefficients illustrating the influence of the service quality dimensions on the dimensions of user satisfaction with library services, as shown in the diagram below:

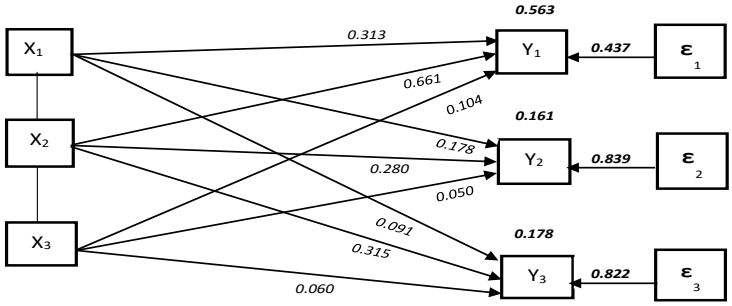



**Figure 2.** Diagram of the Test Results on Discipline's Influence on Employee Performance

**Discussion**

We present and discuss the detailed impact of discipline on employee performance in the following manner:

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**The Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency examines the impact of discipline based on attitude, norms, and responsibility criteria on employee performance and their ability to perform assigned tasks.**

**Partial Influence**

The partial influence of discipline based on attitude criteria (X1), norm criteria (X2), and responsibility criteria (X3) on employee performance in terms of the ability to perform assigned tasks (Y1) is shown in the table below.

**Table 1**

Results of the Partial Influence Test on Y1 (X1, X2, and X3)

| Variable | Magnitude of Influence | Percentage (%) | $t_{statistic}$ | $t_{table}$ | Decision |
|---|---|---|---|---|---|
| $X_1 \rightarrow Y_1$ | $P_{Y1X1} = 0.313$ | 9.80 | 2.502 | 1.988 | Significant |
| $X_2 \rightarrow Y_1$ | $P_{Y1X2} = 0.661$ | 43.69 | 6.290 | 1.988 | Significant |
| $X_3 \rightarrow Y_1$ | $P_{Y1X3} = 0.104$ | 1.08 | 1.072 | 1.988 | Not Significant |

Source: Data Processing Results, 2023.

According to the influence test results in the table above, the explanations are as follows:

1. Influence of Discipline Based on Attitude Criteria on Employee Performance in Terms of the Ability to Perform Assigned Tasks

   According to the standardized regression coefficients, discipline based on attitude criteria has a 0.313 influence on performance in terms of the ability to perform assigned tasks. The influence is significant, with a t-value of 2.502 greater than the t-table value of 1.988. Discipline based on attitude criteria, with a significant influence of 9.80%, supports the ability to perform assigned tasks. Therefore, fulfilling the criteria based on attitude has supported the ability to perform assigned tasks quite well as a reflection of discipline and employee performance. This focus on discipline based on the needed attitude criteria can significantly influence performance in terms of the ability to perform assigned tasks. Thus, with the significant influence of discipline based on attitude criteria on employee performance in terms of the ability to perform assigned tasks, it can be stated that fulfilling attitude-based criteria supports the ability to perform assigned tasks. Consequently, based on this significant influence, discipline based on attitude criteria can bring about changes in the ability to perform assigned tasks. As changes in an employee's ability to do their job show how well they are doing, it can be said that discipline based on attitude criteria works well with employee performance as shown by changes in their ability to do their job at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.
2. Influence of Discipline Based on Norm Criteria on Employee Performance in Terms of the Ability to Perform Assigned Tasks

   According to the standardized regression coefficients, discipline based on norm criteria has a 0.661 influence on performance in terms of the ability to perform assigned tasks. The influence is significant, with a t-value of 6.290 greater than the t-table value of 1.988. With a significant influence of 43.69%, discipline based on norm criteria supports employee performance in terms of the ability to perform assigned tasks. Therefore, fulfilling the criteria based on norms has supported the ability to perform assigned tasks quite well as a reflection of discipline and employee performance, as discipline based on norms is directed towards employee performance in terms of the ability to perform assigned tasks. The discipline realized has included norm-

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based criteria and can support the ability to perform assigned tasks, providing significant influence where the discipline practiced meets established criteria for producing good employee performance from the ability to perform assigned tasks. As a result of this significant influence, discipline based on normative criteria can lead to changes in the ability to perform assigned tasks. It is clear that norm-based criteria support the ability to do assigned tasks at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency. This is because changes in the ability to do assigned tasks show how well an employee is doing their job.

3. Influence of Discipline Based on Responsibility Criteria on Employee Performance in Terms of the Ability to Perform Assigned Tasks

   According to the standardized coefficients, discipline based on responsibility criteria has a 0.104 influence on performance in terms of the ability to perform assigned tasks. The influence is below the decision standard, being insignificant with a t-value of 1.072 smaller than the t-table value of 1.988. With an influence below the decision standard at 1.08%, it indicates that discipline based on responsibility criteria is less specifically directed towards performance in terms of the ability to perform assigned tasks. Responsibility-based criteria that do not support the ability to perform assigned tasks are certainly an obstacle, resulting in an insignificant influence. Therefore, fulfilling responsibility-based criteria is crucial to developing good discipline. As a result, the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency knows how important it is to meet responsibility-based criteria in order to encourage people to be able to do their assigned tasks in a way that is properly adjusted and dealt with in order to get good results. According to the above explanation, discipline based on attitude criteria has a greater influence on the ability to perform assigned tasks, followed by discipline based on norm criteria, compared to discipline based on responsibility criteria. Discipline based on attitude and norm criteria has supported employee performance, displaying the ability to perform assigned tasks. Meanwhile, discipline based on responsibility criteria does not support employee performance in terms of the ability to perform assigned tasks at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.

**Simultaneous Influence**

Discipline based on attitude criteria (X1), norm criteria (X2), and responsibility criteria (X3) will influence employee performance in terms of the ability to perform assigned tasks (Y1). This is evidenced by their simultaneous influence as shown in the following table.

**Table 2**
Simultaneous Influence Test Results X1, X2, X3 on Y1

| Statistic | Magnitude of Influence | Description | Significance |
|---|---|---|---|
| $R^2_{Y1X1X2X3}$ | 0.563 | Simultaneous influence of X1, X2, X3 on Y1 is 56.3% | Significant/Real |
| $R^2_{Y1\varepsilon_1}$ | 0.437 | Influence of other variables on Y1 is 43.7% | |
| F-value | 12.874 | $H_0$ rejected | |
| F-table (0.05;4,85) | 2.479 | | |

Source: Data Processing Results, 2023.

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Based on the results of the simultaneous influence test between the dimensions of the discipline variable (attitude criteria X1, norm criteria X2, and responsibility criteria X3) and the employee performance variable (ability to perform assigned tasks Y1) using the F-test, the calculated F-value (Fhitung) is 12.874, surpassing the F-table value (Ftabel) of 2.479. According to statistical rules, this empirically indicates that the dimensions of the discipline variable (X1X2X3) influence the dimension of employee performance in terms of the ability to perform assigned tasks (Y1). It is proven that discipline based on attitude, norm, and responsibility criteria together significantly influence the ability to perform assigned tasks by 56.3%. This means that the better the discipline that meets the criteria based on attitude, norm, and responsibility, the better the employee performance in terms of the ability to perform assigned tasks at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.

**Influence of Discipline Based on Attitude, Norm, and Responsibility Criteria on Employee Performance in Terms of Time Used to Perform Tasks at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.**

**Partial Influence**

The partial influence of discipline based on attitude, norm, and responsibility criteria on employee performance in terms of time used to perform tasks is shown in the following table.

**Table 3**

Partial Influence Test Results X1, X2, and X3 on Y2

| Variable | Magnitude of Influence | Percentage (%) | $t_{statistic}$ | $t_{table}$ | Decision |
|---|---|---|---|---|---|
| $X_1 \rightarrow Y_2$ | $P_{Y2X1} = 0.178$ | 3.17 | 1.600 | 1.988 | Not Significant |
| $X_2 \rightarrow Y_2$ | $P_{Y2X2} = 0.280$ | 7.84 | 2.256 | 1.988 | Significant |
| $X_3 \rightarrow Y_2$ | $P_{Y2X3} = 0.050$ | 0.25 | 0.437 | 1.988 | Not Significant |

Source: Data Processing Results, 2023.

Based on the partial influence test results in the table above, the explanations are as follows:

1. Influence of Discipline Based on Attitude Criteria on Employee Performance in Terms of Time Used to Perform Tasks

   Standardized regression coefficients show that discipline based on attitude criteria influences employee performance in terms of task completion time by 0.178. The influence, at a t-value of 1.600, is insignificant and falls below the decision standard, significantly smaller than the t-table value of 1.988. With an influence below the decision standard of 3.17%, it indicates that discipline based on attitude criteria has not been able to support employee performance in terms of time used to perform tasks well. It is predicted that the realization of discipline based on attitude criteria will be less focused on the time used to perform tasks, resulting in a lack of influence, reflecting that the time used to perform tasks has not been achieved well. Clearly, the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency should strengthen discipline based on attitude criteria to enhance its influence on task completion time.
2. Influence of Discipline Based on Norm Criteria on Employee Performance in Terms of Time Used to Perform Tasks

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Standardized regression coefficients indicate a 0.280 influence of discipline based on norm criteria on employee performance in terms of task completion time. The influence is significant, with a t-value of 2.256 greater than the t-table value of 1.988. With a significant influence of 7.84%, discipline based on norm criteria supports employee performance in terms of time used to perform tasks well. This indicates that discipline based on normative criteria has directed employee performance in terms of time used to perform tasks, leading to good results. It is clear that discipline based on norm criteria supports employee performance in terms of time spent performing tasks at Central Maluku Regency's Personnel and Human Resources Development Agency (BKPSDM).

3. Influence of Discipline Based on Responsibility Criteria on Employee Performance in Terms of Time Used to Perform Tasks

   Standardized regression coefficients indicate a 0.050 influence of discipline based on responsibility criteria on employee performance in terms of task completion time. The influence is small and below the decision standard, being insignificant with a t-value of 0.437, which is smaller than the t-table value of 1.988. With an influence below the decision standard of 0.25%, it indicates that discipline based on responsibility criteria has not fully targeted employee performance in terms of time used to perform tasks, resulting in a lack of influence. This lack of influence indicates that discipline based on responsibility criteria cannot support employee performance in terms of time spent performing tasks. Therefore, by effectively recognizing and directing responsibility towards task completion time, we can achieve positive results. Therefore, the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency should prioritize and enhance discipline based on responsibility criteria to link employee performance with task completion time.

According to the above explanation, discipline based on norm criteria has a more dominant influence on performance in terms of time spent performing tasks compared to discipline based on attitude and responsibility criteria. When employee performance aligns with task completion time, discipline based on normative criteria supports it. At the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency, discipline based on attitude and responsibility criteria lessens its support for employee performance in terms of task completion time.

**Simultaneous Influence**

Well-implemented discipline based on attitude, norms, and responsibility criteria will influence employee performance in terms of the time used to perform tasks. The simultaneous influence can be observed in the following table.

**Table 4**

Simultaneous Influence Test Results X1, X2, X3 on Y2

| Statistic | Magnitude of Influence | Description | Significance |
|---|---|---|---|
| $R^2_{Y2X1X2X3}$ | 0.161 | Simultaneous influence of X1, X2, X3 on Y2 is 16.1% | Significant/Real |
| $R^2_{Y2\varepsilon_2}$ | 0.839 | Influence of other variables on Y2 is 83.9% | |
| F-value | 3.193 | $H_0$ Rejected | |
| F-table (0.05;4,85) | 2.479 | | |

Source: Data Processing Results, 2023.

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According to the F-test results, the F-value (Fhitung) is 3.193, which is higher than the F-table value (Ftabel) of 2.479. This is because the attitude criteria X1, the norm criteria X2, and the responsibility criteria X3 all had an effect on the employee performance variable (time used to complete tasks, or Y2). According to statistical rules, this empirically indicates that the dimensions of the discipline variable (X1X2X3) influence the dimension of employee performance in terms of the time used to perform tasks (Y2). It is proven that discipline based on attitude, norm, and responsibility criteria together significantly influence the time used to perform tasks by 16.1%. This means that the better the discipline that meets the criteria based on attitude, norm, and responsibility, the better the employee performance in terms of the time used to perform tasks at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.

**Influence of Discipline Based on Attitude, Norm, and Responsibility Criteria on Employee Performance in Terms of Achieved Work Results at the Personnel and Human Resources Development Agency (BKPSDM) of Central Maluku Regency.**

**Partial Influence**

The following table shows the partial influence of discipline based on attitude, norm, and responsibility criteria on employee performance in terms of achieved work results.

**Table 5**

Partial Influence Test Results X1, X2, and X3 on Y3

| Variable | Influence Magnitude | Percentage (%) | $t_{statistic}$ | $t_{table}$ | Decision |
|---|---|---|---|---|---|
| $X_1 \rightarrow Y_3$ | $P_{Y3X1} = 0.091$ | 0.83 | 0.809 | 1.988 | Not Significant |
| $X_2 \rightarrow Y_3$ | $P_{Y3X2} = 0.315$ | 9.92 | 2.317 | 1.988 | Significant |
| $X_3 \rightarrow Y_3$ | $P_{Y3X3} = 0.060$ | 0.36 | 0.518 | 1.988 | Not Significant |

Source: Data Processing Results, 2023.

According to the partial influence test results in the table above, the explanation can be outlined as follows:

1. Influence of Discipline Based on Attitude Criteria on Employee Performance in Terms of Achieved Work Results

   The standardised coefficient of 0.091 reflects the influence of attitude-based discipline on employee performance in terms of achieved work results. The influence is minimal and below the decision standard, thus not significant, as the t-value of 0.809 is less than the t-table value of 1.988. With an influence below the decision standard of 0.83%, it means that discipline based on attitude criteria does not support employee performance in terms of achieved work results. The lack of specific focus on the achieved work results stems from the attitude-based criteria. Therefore, the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency should implement the discipline based on attitude criteria in a more results-oriented manner, ensuring positive support.
2. Influence of Discipline Based on Norm Criteria on Employee Performance in Terms of Achieved Work Results

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The standardised coefficient of 0.315 indicates the influence of normative criteria-based discipline on employee performance in terms of achieved work results. The influence is significant, as the t-value of 2.317 is greater than the t-table value of 1.988. The significant influence of 9.92% indicates a positive correlation between the fulfilment of norm criteria and the achievement of work results, suggesting a positive impact and positive outcomes. The fulfilment of norm criteria supports the achieved work results at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.

3. Influence of Discipline Based on Responsibility Criteria on Employee Performance in Terms of Achieved Work Results

   The standardised coefficient of 0.060 reflects the influence of discipline based on responsibility criteria on employee performance in terms of achieved work results. The influence is minimal and below the decision standard, thus not significant, as the t-value of 0.518 is less than the t-table value of 1.988, with an influence below the decision standard at 0.36%. This means that discipline based on responsibility criteria does not support employee performance in terms of achieved work results. The lack of influence suggests that the implementation of responsibility criteria does not ensure the achievement of work results, as the responsibilities do not match the actual work outcomes. Thus, discipline based on responsibility criteria should be more focused on achieving work results at Central Maluku Regency's Human Resources and Development Agency (BKPSDM).

According to the explanations above, discipline based on norm criteria appears to have a more dominant influence on employee performance in terms of achieved work results than discipline based on attitude and responsibility criteria. Discipline based on normative criteria has supported employee performance, aligning well with the achieved work results. However, discipline based on attitude and responsibility criteria does not sufficiently support employee performance in terms of achieved work results at Central Maluku Regency's Human Resources and Development Agency (BKPSDM).

**Simultaneous Influence**

The simultaneous influence table below illustrates how proper discipline implementation based on attitude, norm, and responsibility criteria will influence employee performance in terms of achieved work results.

**Table 6**

Simultaneous Influence Test Results X1, X2, and X3 on Y3

| Statistik | Besaran Pengaruh | Keterangan | Signifikansi |
|---|---|---|---|
| $R^2_{Y3X1X2X3X4}$ | 0.178 | The simultaneous influence of X1X2X3 on Y3 is 17.8%. | Significant/Real |
| $R^2_{Y3\varepsilon_3}$ | 0.822 | The influence of other variables on Y3 is 82.2%. | |
| F value | 2.851 | $H_0$ rejected | |
| F table (0.05;4,85) | 2.479 | | |

Soure: Data Processing Results, 2023.

The F test yielded an F-value of 2.851, which is greater than the F-table value of 2.479, based on the simultaneous influence test results from the dimensions of discipline variables (attitude criteria X1, norm criteria X2, responsibility criteria X3) on employee performance variable dimensions (achieved

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work results Y3) According to statistical principles, this indicates that empirically, the dimensions of discipline variables (X1X2X3) influence the dimensions of employee performance in terms of achieved work results (Y3). It is evident that discipline based on attitude, norm, and responsibility criteria collectively have a significant influence on the achieved work results by 17.8%. Therefore, this influence indicates a connection between discipline based on attitude, norm, and responsibility criteria and the enhancement of employee performance, as measured by the achieved work results. This means that the better the discipline fulfilling the criteria based on attitude, norm, and responsibility, the better the employee performance in terms of achieved work results at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.

The findings from this study differ from previous studies by Ardansyah and Wasilawati (2014), Galih Aryo Nimpuno (2015), and M.T. Rio Sanjaya (2015), where the percentage of influence varies among them. However, these differences are not fundamentally significant scientifically, as the results of this study complement each other conceptually and practically, providing valuable insights for scientific development.

## CONCLUSION

### Conclusion

Based on the presented research results and discussions, we can draw several conclusions, as follows:

1. Partially, discipline based on attitude criteria has a positive and significant influence on employee performance in terms of the ability to carry out assigned tasks at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.
2. Partially, discipline based on norm criteria has a positive and significant influence on employee performance in terms of the ability to carry out assigned tasks at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.
3. Partially, discipline based on responsibility criteria does not have a positive and significant influence on employee performance in terms of the ability to carry out assigned tasks at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.
4. At the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency, discipline based on attitude criteria partially lacks a positive and significant influence on employee performance in terms of the time required to complete tasks.
5. At the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency, discipline based on norm criteria partially positively and significantly influences employee performance in terms of the time required to complete tasks.
6. At the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency, discipline based on responsibility criteria partially lacks a positive and significant influence on employee performance in terms of the time required to complete tasks.
7. Partially, discipline based on attitude criteria does not have a positive and significant influence on employee performance in terms of the achieved work results at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.
8. Partially, discipline based on norm criteria has a positive and significant influence on employee performance in terms of the achieved work results at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.
9. Partially, discipline based on responsibility criteria does not have a positive and significant influence on employee performance in terms of the achieved work results at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.

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10. Simultaneously, discipline based on attitude, norms, and responsibility criteria has a positive and significant influence on employee performance in terms of the ability to carry out assigned tasks, the time used to carry out tasks, and the achieved work results at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency.

The results and findings of this research have implications for strengthening discipline to enhance employee performance at Central Maluku Regency's Human Resources and Development Agency (BKPSDM).

**Recommendations**

Based on the outlined conclusions, here are some recommendations for strengthening discipline and improving employee performance at the Human Resources and Development Agency (BKPSDM) of Central Maluku Regency:

1. Given that discipline based on norms has a positive and significant influence on employee performance, BKPSDM should emphasise the importance of norms and existing rules through regular training and socialisation. Implementing reward and recognition programs for employees who consistently follow norms will encourage compliance and increase work motivation.
2. Since discipline based on attitude does not significantly affect the time used and the achieved work results, there needs to be a revision in the approach to developing employees' attitudes. This can involve training programmes that focus more on time management and productivity improvement. Integrating attitude evaluation into performance assessments will guarantee that the work results accurately reflect the anticipated positive attitudes.
3. Given that discipline based on responsibility does not show a significant influence, efforts should be made to improve understanding and implementation of responsibility among employees. Mentoring and coaching programs can help employees understand the importance of responsibility in daily tasks and how it contributes to achieved work results.
4. We regularly monitor and evaluate the discipline implementation at BKPSDM to confirm the effectiveness of the adopted approaches and their ability to produce the intended outcomes. We are establishing clear key performance indicators (KPIs) to measure the impact of the implemented discipline programmes.
5. We are intensifying socialization about the significance of norms, attitude, and responsibility in discipline, utilizing various internal communication media. We are holding regular discussion forums and feedback sessions to hear employees' input and adjust discipline policies according to existing needs and challenges.
6. Since discipline based on attitude, norms, and responsibility simultaneously improves performance, we should adopt a holistic strategy that takes into account all three factors. Creating comprehensive training programs that cover all of these aspects of discipline will ensure overall performance improvement.
7. We are promoting additional investigation to delve deeper into the elements impacting employee performance at BKPSDM and evaluate the efficacy of the executed interventions. We are conducting benchmarking with other institutions that have successfully implemented effective discipline programmes.

We anticipate that the implementation of these recommendations will significantly improve employee performance at BKPSDM of Central Maluku Regency, thereby enabling the organization to achieve its goals more effectively.

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# THE QUALITY OF HUMAN RESOURCES OF VILLAGE GOVERNMENT OFFICIALS IN MANAGING VILLAGE FUNDS IN CENTRAL MALUKU REGENCY

# KUALITAS SUMBER DAYA MANUSIA APARATUR PEMERINTAH DESA DALAM PENGELOLAAN DANA DESA DI KABUPATEN MALUKU TENGAH

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**Abstract**

The study focuses on the quality of human resources used by village government officials in managing village funds in Central Maluku Regency. This research uses a quantitative method with a sample size of 60 people. There are two types of data used: primary data and secondary data. Data collection was carried out through questionnaires, observations, and documentation. Sociometric analysis tools were used to analyze the data. The analysis results show that the quality of human resources of village government officials in managing village funds in Central Maluku Regency has not yet met expectations, thus requiring improvement according to priorities, namely: If training and mentoring are conducted properly, village funds will be better managed. If the formation of village fund management groups is carried out well, effective village fund management will take place. If supervision and control are optimally implemented, adequate village fund management will be achieved. If cooperation between the government and the community is well established, the desired village fund management will be created. If the social and cultural aspects of the community are well considered, they will support village fund management. Village fund management can run well if village government officials carry it out transparently, accountably, and participatively, thus supporting the achievement of quality management as a tangible manifestation of the quality of human resources of village government officials in managing village funds. The results and findings of this research have implications for improving the quality of the human resources of village government officials in managing village funds in Central Maluku Regency.

Keywords: Quality of Human Resources, Village Government, Village Funds, Central Maluku Regency.

**Abstrak**

Penelitian ini menggunakan metode kuantitatif dengan jumlah sampel 60 orang. Jenis data yang digunakan adalah data primer dan data sekunder. Pengumpulan data dilakukan melalui angket, observasi, dan dokumentasi, Analisis data dilakukan dengan menggunakan alat analisis sosiometrik. Hasil analisis membuktikan bahwa kualitas sumber daya manusia aparatur pemerintah desa dalam

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pengelolaan dana desa di Kabupaten Maluku Tengah belum tercapai sesuai harapan sehingga membutuhkan peningkatan sesuai dengan proritasnya, yakni: Apabila pelatihan dan pendampingan dilakukan dengan baik maka akan meningkat pengelolaan dana desa. Jika pembentukan kelompok pengelola dana desa berjalan dengan baik maka akan belangsung pengelolaan dana desa yang efektif. Apabila pengawasan dan control diterapkan secara optimal maka akan terlaksana pengelolaan dana desa yang memadai. Jika kerjasama antara pemerintah dan masyarakat terwujudkan dengan baik maka akan tercipta pengelolaan dana desa yang dinginkan. Apabila aspek sosial dan budaya masyarakat diperhatikan dengan baik maka akan menunjang pengelolaan dana desa. Pengelolaan dana desa dapat bejalan dengan baik jika aparat pemerintah desa melakukannya secara transparan, akuntabel, dan partisipatif sehingga menunjang pencapaian pengelolaan yang berkualitas sebagai wujud nyata dari kualitas SDM aparatur pemerintah desa dalam pengelolaan dana desa. Hasil dan temuan penelitian ini berimplikasi bagi peningkatan kualitas SDM aparatur pemerintah desa dalam pengelolaan dana desa di Kabupaten Maluku Tengah.

Kata Kunci: Kualitas SDM, Pemerintah Desa, Dana Desa, Kabupaten Maluku Tengah.

## INTRODUCTION

The government initiated village fund management to improve the welfare of rural communities. Launched in 2015, this programme empowers village communities to manage their natural resources and development through village consultation mechanisms. This approach allows the community to independently decide on the use of village funds.

In Central Maluku Regency, village fund management has been a development priority since 2015, encompassing 188 villages with around 197,000 residents. Despite improvements over the years, a significant challenge remains: the competence and skills of human resources (HR) needed to manage these funds effectively. Not all villages in the region possess adequate HR capabilities, necessitating government-provided training and assistance.

The Regional Representative Council (DPD) has identified HR capabilities as a critical challenge in managing village funds. This is exacerbated by the limited number of professionals who understand the regulations governing these funds. Consequently, the local government is urged to improve HR capabilities promptly. Elviana, Chairperson of Committee IV of the DPD, emphasised the importance of enhancing skills and HR for managing village funds, particularly through the Village Financial System (Siskeudes) 2.0. The implementation of Siskeudes and technical guidance in village financial management is expected to yield superior HR and increase regional competitiveness.

Moreover, Elviana called for the Financial and Development Supervisory Agency (BPKP) to coordinate internal supervision for regional financial accountability. Dadang Kurnia, Deputy Head of BPKP for Regional Financial Supervision, reported stable distribution percentages of village funds from the State General Cash Account (RKUN) to the Regional General Cash Account (RKUD), and then to village cash accounts (RKD). However, issues such as corruption and misappropriation of village funds highlight the need for improved supervision and control.

In this context, the role of the village head is critical, requiring transparency and accountability in fund management. Unfortunately, not all village heads possess the necessary skills and knowledge. Hence, the government must provide targeted training and assistance.

Efforts to improve HR quality in Central Maluku Regency include training village communities and heads in financial management, project management, and information technology. Forming village fund management groups with competent members can also aid villages lacking adequate HR. Enhanced supervision mechanisms, transparency, and community involvement in fund management are essential to prevent misuse and corruption.

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Considering the social and cultural aspects of each community is also vital. Involving local leaders and community members can strengthen the government-community bond. The central theme of this research focuses on examining the quality of human resources in village fund management in Central Maluku Regency, aiming to analyse and reveal their effectiveness.

## METHODS

This research design employs a quantitative descriptive method aimed at analyzing data by depicting it as it is, without necessarily testing relationships between variables or concepts being studied or intending to make general conclusions or generalizations (Zainal, 2017:46). It relates to the quality of human resources in the management of village funds in Central Maluku Regency.

Operationally, the quality of human resources is defined as individuals who act and manage activities related to the organization through cooperation both within and outside the organization to achieve the organization's predetermined goals. Village fund management refers to the activities of organizing, arranging, and managing village finances according to regulations and their intended use for the development and welfare of village communities in Central Maluku Regency.

Therefore, the selection of human resources in village fund management is based on their ability to manage village finances efficiently and effectively, thereby achieving development goals and promoting the welfare of village communities. The focus of human resources in village fund management includes aspects that are measurement indicators, such as training and assistance, the formation of village fund management groups, supervision and control, collaboration between the government and the community, and the social and cultural aspects of the community in Central Maluku Regency.

Therefore, the Central Maluku Regency operationalizes human resources in village fund management based on established measuring indicators. The guidelines for variable measurement through indicator questions in the form of statements use a three-point Likert scale. If there is an answer with a low weight, it is scored 1, and so on, with a high weight answer, it is scored 3. The categories of each answer are: agree (S) = 3, somewhat agree (KS) = 2, disagree (TS) = 1.

The research location is Central Maluku Regency, chosen based on observed issues and symptoms from preliminary observations (pre-research) that became considerations for selecting it as the research site. The researcher's work location facilitates observations and data collection, ensuring efficient and effective use of time, cost, and effort for smooth and well-completed research.

The research population and sample include all the possible values, both quantitative and qualitative, of certain characteristics for a full and clear set of objects so that their properties can be studied (Sudjana, 2002:6). The sample represents the entire population (Ridwan & Suryana 2010:56). The population in this study consists of 188 villages across 18 sub-districts in Central Maluku Regency. We used a non-probability sampling technique, specifically purposive sampling from three sub-districts close to the regency capital: Amahai, Teon Nila Serua, and Teluk Elpa Putih, selecting one village from each as a representative. Thus, we set up three villages from these sub-districts as analysis units, each containing 60 respondents, including village heads, secretaries, budget activity implementers (PKA), activity implementing teams (TPK), and community representatives.

This research utilizes both primary and secondary data. We obtained primary data from respondents through field research, which included observations. Respondents provided data and information based on instruments used to gather details and information about human resources in village fund management in Central Maluku Regency. Literature reviews and documents related to human resources in village fund management in Central Maluku Regency provided secondary data supporting primary research data.

Data collection techniques serve as necessary measuring tools in conducting research. The collected data can be in the form of numbers, written information, oral information, and various facts related to

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the research focus (Nasir, 2003:328). Data collection employed two main techniques: a literature study to obtain scientific information from books, documents, and journals related to the research problem, and a field study through direct observation and structured interviews using questionnaires about human resources in village fund management in Central Maluku Regency.

We conducted quantitative data analysis techniques, employing univariate analysis to summarise measurement data into useful information (Sujarweni, 2014:105). Frequency tables enabled the realization of descriptive univariate analysis through categorical frequency distribution (Purwanto and Sulistyastuti, 2017:111). We calculated the research instruments percentage-wise, resulting in the average percentage score of responses. We interpreted the results to ascertain the strength of the support percentage for each item or question, using percentage standards as guidelines (Riduwan, 2003:41). The analysis was based on indicator cross-tabulation and sociometric cross-conversion to depict the percentage relationship between human resources and village fund management. We described the results rationally and objectively, presenting a clear picture of empirical facts that enhance the quality of village government officials' human resources in managing village funds in Central Maluku Regency.

## RESULTS AND DISCUSSION

### Results

### Assessment and Decision-Making for Priority Improvement

The stage of assessment in the quality evaluation process utilizes the results as a basis for decision-making, drawing from empirical perspectives and facts that serve as tools and factors in setting specific priorities in accordance with established standards. These results form a consistent basis for interpreting research findings.

Based on the outlined percentage results, an assessment and decision-making process establishes priorities for enhancing the quality of human resources (HR) among village government officials responsible for managing village funds. This assessment is based on the percentage of the achievement rate (CRr) and is sociometrically based on the Choice Status Index (ISP), as shown in Table 1.

**Table 1**
Presents The Assessment And Decision-Making Process For Enhancing The Quality Of Village Government HR In Village Fund Management In Central Maluku Regency

| The Quality Of Village Government HR In Village Fund Management In Central Maluku Regency | | | | | |
|---|---|---|---|---|---|
| Area of Improvement | CRr (%) | Assessment | Decision | ISP | Priority |
| Training and Assistance | 75.60 | Strong | To be improved | 0.260 | II |
| Formation of Village Fund Management Groups | 76.50 | Strong | To be improved | 0.275 | I |
| Supervision and Control | 71.00 | Adequate | To be improved | 0.183 | VI |
| Government-Community Cooperation | 76.50 | Strong | To be improved | 0.275 | I |
| Social and Cultural Aspects | 70.00 | Strong | To be improved | 0.166 | VII |
| Transparency | 73.25 | Adequate | To be improved | 0.220 | IV |
| Accountability | 74.00 | Strong | To be improved | 0.233 | III |
| Participatory | 71.50 | Strong | To be improved | 0.191 | V |

Source: Data Processing Results, 2023.

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The assessment results and decision-making for priority improvement show that training and assistance in managing village funds (CRR 75.60) are assessed as strong and prioritized for improvement with ISP 0.260 (priority II). The formation of village fund management groups with CRR 76.50 is also assessed as strong and prioritized for improvement with ISP 0.275 (priority I). Supervision and control in managing village funds with CRR 71.00 are assessed as adequate and prioritized for improvement with ISP 0.183 (priority VI). Government-community cooperation in managing village funds (CRR 76.50) is assessed as strong and prioritized for improvement with ISP 0.275 (priority I). The social and cultural aspects related to village fund management (CRR 70.00) are assessed as strong and considered for improvement with ISP 0.166 (priority VII). Transparency in managing village funds (CRR 73.25) is assessed as adequate and prioritized for improvement with ISP 0.220 (priority IV). Accountability in managing village funds (CRR 74.00) is assessed as strong and prioritized for improvement with ISP 0.233 (priority III). Participatory aspects in managing village funds (CRR 71.50) are assessed as strong and prioritized for improvement with ISP 0.191 (priority V).

These findings ensure that although the quality of village government HR in managing village funds is relatively good based on significant positive support percentages, sociometrically controlled by the Choice Status Index (ISP), it still needs enhancement to reach the maximum percentage according to the established standard.

**Follow-up Representation through a Sociogram**

Referring to the above research findings, they are summarized in a design embodied in the form of a sociogram as a follow-up for improving the HR quality of village government officials in managing village funds in Central Maluku Regency.

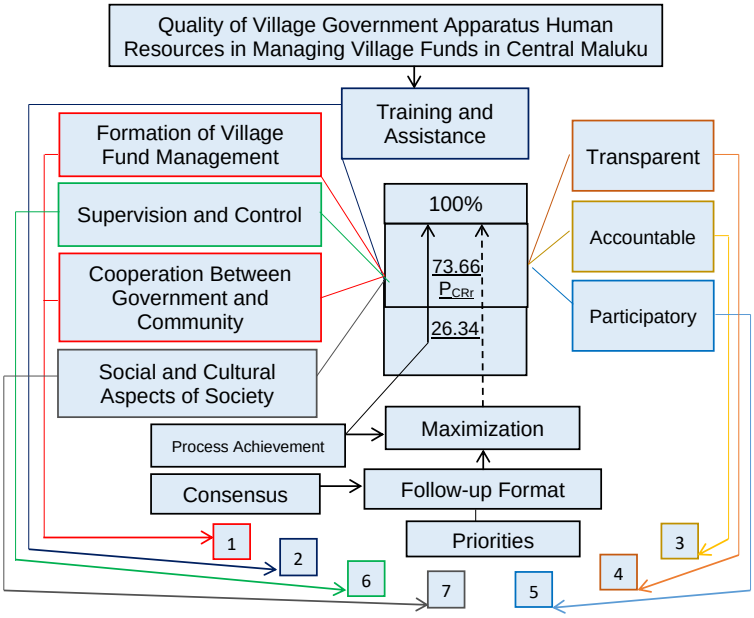



**Figure 1.** Sociogram of Follow-Up for Maximizing Village Government HR Quality in Managing Village Funds in Central Maluku Regency

The sociogram above shows that the current quality of village government HR in managing village funds in Central Maluku Regency has reached a 26.34% level from the PCRr 73.66%, and the follow-up improvement is 26.34% towards the maximum 100%. Therefore, there will be an increase in balance values by 0.153 in each aspect divided from 26.34% towards maximum achievement. This results in a

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balanced distribution of percentages in each quality aspect of village government HR during improvement processes in education and training, the formation of village fund management groups, supervision and control, government-community cooperation, social and cultural aspects, transparency, accountability, and participation in managing village funds in Rutah, Waru, and Tananahu villages within the rural areas of Central Maluku Regency.

Improvements towards maximum achievement are done according to each priority, as seen in the follow-up diagram and decided through internal organizational consensus. The follow-up format is implemented gradually, aiming to reach the highest percentage standard (100%), ensuring that the HR quality of village government officials in Rutah, Waru, and Tananahu villages is maximized. The research results successfully prove and explore the theoretical approaches of Efendi, 2016; Rahayu, 2014; Sari, 2019; Sihombing, 2018; Supriono, 2019 in problem-solving through sociometric analysis in a percentage conversion form, revealing the quality level of village government HR in managing village funds in Rutah, Waru, and Tananahu villages within the rural areas of Central Maluku Regency.

These findings relate to previous studies, contributing to follow-up improvements according to each priority in managing village funds. However, the research findings differ from previous studies, such as Ridha (2019), Supriyadi et al. (2019), Machmud et al. (2020), Nurlailah et al. (2020), Mulyantomo and Widowati (2021). The research results show specific differences from a public administration perspective, resulting in a practical follow-up sociogram model useful for strengthening or improving HR quality. Proper implementation will achieve the goal of maximizing village government HR quality in managing village funds within the rural areas of Central Maluku Regency.

## Discussion

### A Brief Overview of Central Maluku Regency

Central Maluku Regency spans an area of 275,907 km2, with 264,311.43 km2 (95.80%) being ocean and 11,595.57 km2 (4.20%) being land. The coastline stretches for 1,256.230 km. Among its districts, North Seram is the largest, covering 61.86% of the regency, while Masohi City is the smallest, occupying only 0.32%.

The regency consists of 18 districts, comprising 190 villages and 6 urban neighborhoods. The Seram Sea borders it to the north, the Banda Sea to the south, West Seram Regency to the west, and East Seram Regency to the east.

The astronomical location of Central Maluku Regency lies between 2°30' and 7°30' S and between 125° and 132°30' E. The region encompasses 49 islands, of which 14 are inhabited and 35 are uninhabited. Topographically, it features plains, coastal areas, hills, and mountains with varying slopes. The region includes 2 plains, 3 mountains, 2 lakes, and 161 rivers.

High rainfall generally dominates the climate, fostering dense and lush forest vegetation. It features a tropical rainforest and a monsoon climate with high annual rainfall. Like other parts of Indonesia, it experiences two seasons: the rainy season starting in October and the dry season beginning in April, with the rainy season lasting longer. Positioned between the Pacific Ocean and the Banda Sea, the area frequently experiences wind and ocean current vortices, resulting in rainstorms and potential flooding during the rainy season.

In 2021, Central Maluku Regency had a population of 424,730, with 215,597 males and 209,355 females. The land area is 11,599.57 km2, and the population density is 37 people per km2. The most populous districts are Salahutu, Leihitu, and Amahai, while the highest population density is in Masohi City with 979 people per km2.

In 2021, there were 273,234 people of working age in the labor force, with 171,017 employed and 13,809 unemployed. The workforce is predominantly male (94,880), compared to 62,328 females. The

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primary employment sectors are agriculture, forestry, plantations, fisheries, and livestock. The secondary and tertiary sectors include trade, hotels, and restaurants, followed by community services.

**Respondent Characteristics**

Gathering respondent identity data is crucial for characterizing the survey population. The converted data shows that 70% of respondents are male and 30% are female. In terms of age distribution, 34% are aged 21–30 years, 48% are aged 31–40 years, and 18% are aged 41–50 years and above. Regarding education levels, 12% have junior high school education, 62% have high school education, 8% have a diploma (D3), and 18% hold a bachelor's degree (S1). Occupationally, 50% of respondents are farmers, 16% are entrepreneurs, and 34% are civil servants. The data reveals that male participation is higher than female participation, the majority of respondents hold secondary education degrees, and they primarily engage in farming, with entrepreneurship and civil service following closely behind. Nearly all respondents are within the productive age range.

**Respondent Feedback**

The quality of human resources (HR) in the village government apparatus is a crucial instrument in managing village funds through training and assistance, the formation of village fund management groups, supervision and control, cooperation between the government and the community, and attention to social and cultural aspects. Management must be conducted transparently, accountably, and participatively. Respondents' feedback on the quality of village government apparatus HR in managing village funds, presented in percentages, indicates that 78% of respondents recognize the readiness of HR to implement planned programs, with 79% acknowledging that all village apparatus participated in financial management training and assistance. Additionally, 78% of village officials understand the budgeting process, 78% follow the village fund management flow, and 65% are capable of village financial administration. Thus, HR quality in terms of education and assistance ranges from 61% to 80%.

To achieve good management, 80% of respondents agree that groups are formed according to regulations, and 73% confirm that all officials are involved in village fund management groups. HR quality in forming village fund management groups ranges from 61% to 80%. For supervision and control, 73% of respondents acknowledge controlled supervision in village fund management, 75% note BPD and community control, and 65% confirm village financial reports are made according to standards. HR quality in supervision and control ranges from 61% to 80%.

Regarding government-community cooperation, 79% of respondents recognize the cooperation in village fund management, with 64% noting smooth cooperation supporting fund utilization as needed. HR quality in government-community cooperation ranges from 61% to 80%. On social and cultural aspects, 75% of respondents acknowledge high social connotations in fund management, with 65% supporting village fund management. HR quality related to social and cultural aspects ranges from 61% to 80%.

In terms of transparency in village fund management, 64% of respondents recognize access to information for the community, 73% know the village budget structure, 75% receive information on budget activities, 76% are aware of the village budget report, 76% know the realization report, 79% see activities not yet implemented, and 65% get information on remaining funds. HR quality in terms of transparency ranges from 61% to 80%.

For accountability, 73% of respondents agree on the accountability of village financial management, and 75% agree on village fund management accountability. HR quality in accountability ranges from 61% to 80%. In terms of participation, 78% of respondents acknowledge community

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involvement in financial planning and 65% in TPK and monitoring. HR quality in participation ranges from 61% to 80%.

**Interpretation of Village Government Apparatus HR Quality in Managing Village Funds in Central Maluku Regency**

Quality human resources determine the positive direction of an organization. Human resources involve people who manage or participate in the organization, collaborating internally and externally to achieve organizational goals. Every organization is driven by human resources, and none operates without them (Marniati, 2020:3). Hence, HR approaches can serve as important instruments in managing village funds through training and assistance, the formation of village fund management groups, supervision and control, government-community cooperation, attention to social and cultural aspects, and being transparent, accountable, and participatory (Efendi, 2016; Rahayu, 2014; Sari, 2019; Sihombing, 2018; Supriono, 2019). This study provides a foundational model for addressing HR issues in village fund management in Central Maluku Regency.

**Training and Assistance for Village Government Apparatus in Managing Village Funds in Rutah, Waru, and Tananahu**

The training and assistance provided aim to develop competent human resources (HR) among village government apparatuses for effective and efficient village fund management. Research findings indicate that through education and training, the readiness of HR to implement planned programs is enhanced as village officials participate in financial management training and assistance. This enables them to understand budgeting processes and manage village funds effectively. The HR quality, as evidenced by the training and assistance received by the government apparatus in Rutah, Waru, and Tananahu, falls within a fairly good percentage range. These results align with research by Setiadi, Henny Ekawati, and Fadlan Habib (2020), which demonstrated that financial management training and assistance aim to provide village officials with budgeting knowledge and the ability to manage village finances. A recommended policy is to create model villages through extended assistance programs. Consequently, the training and assistance provided to Rutah, Waru, and Tananahu reflect the competence and quality of village government HR in financial management, suggesting that these villages could become model villages in Central Maluku Regency.

**Formation of Village Fund Management Groups in Rutah, Waru, and Tananahu**

The formation of village fund management groups aims to achieve quality management, with groups comprising competent village government officials appointed for village fund management. Research findings suggest that these groups are formed according to regulations, and village officials are directly involved in fund management. The formation of these groups in Rutah, Waru, and Tananahu falls within a fairly good percentage range. These groups include Kaur and Kasi, village officials who technically execute budget activities as Budget Activity Implementers (PKA), assisted by the Activity Implementing Team (TPK). TPK members include village officials, community institution representatives, and village community members, organized into roles such as chair, secretary, and members. Through these groups, fund management related to planning, execution, and supervision supporting village development and community services has been conducted fairly well by the government apparatus in Rutah, Waru, and Tananahu within Central Maluku Regency.

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**Supervision and Control of Village Fund Management in Rutah, Waru, and Tananahu**

Supervision and control by managers ensure proper utilization of village funds according to established processes and regulations. Research findings indicate that supervision is consistently conducted in village fund management, with additional control by the BPD and community. Village officials prepare financial reports according to standards, reflecting fairly good HR quality in Rutah, Waru, and Tananahu. Consistent supervision is crucial as village funds are public assets, requiring transparency and accountability. Effective management involves continuous supervision and control to ensure proper fund utilization for public welfare. Community and BPD involvement in supervision ensures adherence to regulations, enabling effective 'checking and balancing' of budget plans, project durations, and outcomes. The participation of BPD and the community in overseeing village fund activities and reporting ensures compliance with regulations. Thus, while supervision and control in village fund management in Rutah, Waru, and Tananahu have been conducted fairly well, further improvements are needed to support village development within Central Maluku Regency.

**Cooperation between Government and Community in Managing Village Funds in Rutah, Waru, and Tananahu**

Effective village fund management requires good cooperation between the government and the community, ensuring a synergistic process aimed at achieving objectives. The research indicates that village government officials in Rutah, Waru, and Tananahu have built cooperation with the community in managing village funds, demonstrating fairly good and mutually supportive fund utilization according to needs. The quality of HR in these villages, regarding government-community cooperation, falls within a fairly good percentage range. This research aligns with previous studies by Joni Dwi Putro (2019), showing that government-community cooperation involves community participation at every stage of fund management, including planning, implementation, administration, and reporting/accountability, requiring continuous follow-up. Effective cooperation and community participation, supported by relevant agency assistance, from planning to reporting, yield positive outcomes. The fairly good results in Rutah, Waru, and Tananahu indicate that these villages can achieve significant improvements and support village development within Central Maluku Regency.

**Social and Cultural Aspects of Society Related to Village Fund Management in Rutah, Waru, and Tananahu**

The social and cultural aspects of society are integral to village life, necessitating their consideration in village fund management. The research suggests that high social connotations and community support positively impact village fund management. The HR quality of village officials in Rutah, Waru, and Tananahu, concerning social and cultural aspects, falls within a fairly good percentage range. This aligns with studies by Aferiaman Telaumbanua and Noferius Ziliwu (2022), indicating that while education and income improvements are not fully achieved due to limited funding, the programs align with local government plans. Despite funding constraints, community welfare, in terms of education and income, remains unmet. Additionally, Bambang Tjahjadi's (2022) research links cultural aspects to good village governance, noting that high power distance, weak uncertainty avoidance, collectivism, and low masculinity (femininity) can hinder fund management success. Attention to social and cultural aspects is crucial for effective village fund management aimed at community welfare. The fairly good results in Rutah, Waru, and Tananahu highlight the need for village officials to consider these aspects, positively impacting village development within Central Maluku Regency.

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**Transparency in Village Fund Management in Rutah, Waru, and Tananahu**

Transparent village fund management fosters community trust in village officials' accountability and success. The research shows that transparency in village fund management is achieved with open access to village fund information and community awareness of the village budget structure. Communities receive information on budget activities, TPK updates, budget reports, activity realization, unfinished activities, and remaining funds, indicating fairly good HR quality in Rutah, Waru, and Tananahu. These findings are consistent with previous studies by Nurlailah, Syamsul, and Arif Rahman (2020), showing substantial transparency in village financial management. However, they contrast with Yamulia Hulu, R. Hamdani Harahap, and Muhammad Arif Nasutian's (2018) findings, which highlight a lack of transparency, community participation, and dominant village officials in fund planning and execution. The transparent management in Rutah, Waru, and Tananahu ensures community awareness of activities and progress within Central Maluku Regency's village areas.

**Accountability in Village Fund Management in Rutah, Waru, and Tananahu**

Accountable management of village funds is highly expected from the village government officials responsible for its implementation. Research findings clearly indicate that accountability in village fund management is evident, with officials demonstrating responsibility for village financial management and the use of funds to support village development. This is reflected in the HR quality of village government officials in Rutah, Waru, and Tananahu, which falls within a fairly good percentage range. These findings are consistent with previous research by Lilis Ariyanti (2023), which showed that village officials play a significant role in the overall accountability of village fund management. Village officials have generally performed their duties well, although some tasks require improvement due to a lack of understanding among certain officials. Therefore, enhancing the knowledge and skills of village officials is necessary to improve fund management. Improved capabilities and skills will ensure that village fund management is carried out responsibly and can be well-accounted for. While accountability in village fund management in Rutah, Waru, and Tananahu has been fairly good, further improvements are needed to support village development within Central Maluku Regency.

**Participatory Village Fund Management in Rutah, Waru, and Tananahu**

Participatory village fund management involves village government officials engaging the community to address various needs using village funds. Research findings indicate that community involvement in village financial management during the development planning process has been implemented, with community members participating as TPK and monitoring activities effectively. This is demonstrated by the HR quality of village government officials in Rutah, Waru, and Tananahu, which falls within a fairly good percentage range. However, there is still a need to increase community participation directly with village officials in fund management. These findings align with Suryani Arna’s (2019) research, which emphasized the need for intensive socialization about village funds to encourage community participation in financial management. Joni Dwi Putro’s (2019) research also supports this, noting that community involvement with village officials at each stage of fund management is essential. During the planning stage, community input is sought in setting spending priorities, which are discussed in village meetings. In the implementation stage, community members contribute labor through gotong royong (mutual cooperation). During administration, the community monitors village spending and provides feedback on the village budget (APBDes). Active participation continues during accountability and reporting, with community members attending village meetings to discuss financial reports. Challenges to community participation include hesitancy to voice opinions, work commitments, low education levels, and non-attendance at meetings. Solutions include suggestion

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boxes, encouraging discussion within village organizations, imposing fines and penalties, socialization efforts, and using billboards for financial reporting. Enhancing community participation, where community members are directly involved in village fund management with government officials, will support achieving desired outcomes. While community participation in village fund management in Rutah, Waru, and Tananahu has been fairly good, further improvements are needed to support village development within Central Maluku Regency.

## CONCLUSION

### Conclusion

The quality of human resources (HR) of village government apparatus in managing village funds in Central Maluku Regency is directed towards achieving the desired goals and therefore requires improvement according to its priorities, especially in Rutah, Waru, and Tananahu. This may also apply to other villages within the rural areas of Central Maluku Regency.

Consequently, it can be ensured that:

1. If training and assistance are well executed, village fund management in Central Maluku Regency will improve.
2. If the formation of village fund management groups is well implemented, effective village fund management will occur in Central Maluku Regency.
3. If supervision and control are optimally applied, adequate village fund management will be realized in Central Maluku Regency.
4. If cooperation between the government and the community is well established, the desired village fund management will be achieved in Central Maluku Regency.
5. If the social and cultural aspects of the community are well considered, it will support village fund management in Central Maluku Regency.

Village fund management can proceed well if village government officials manage it transparently, accountably, and participatively, thereby supporting quality management as a tangible manifestation of the HR quality of village government apparatus in managing village funds in Central Maluku Regency. The results and findings of this study imply the need for improving the HR quality of village government apparatus in managing village funds in Central Maluku Regency.

### Recommendations

Based on the research findings, the following recommendations can be provided:

1. Implement comprehensive training and mentorship programs for village government officials to improve their skills in managing village funds. This will ensure that they have a thorough understanding of financial management processes, leading to more effective and efficient fund management.
2. Establish and support the development of competent village fund management groups. Ensure these groups are formed in compliance with regulations and include well-trained officials who can effectively oversee the allocation and utilization of village funds.
3. Develop and enforce robust supervision and control mechanisms to monitor village fund management. Regular audits and evaluations should be conducted to ensure transparency and accountability, prevent mismanagement, and promote proper use of funds.
4. Encourage and facilitate active cooperation between the government and the community in village fund management. Involving community members in planning, implementation, and monitoring processes will enhance transparency, accountability, and community trust.

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5. Pay attention to the social and cultural aspects of the community when managing village funds. Understanding and integrating these aspects into the management process will help in designing programs that are more aligned with community needs and promote broader acceptance and support.

These recommendations aim to improve the overall management of village funds in Central Maluku Regency, ensuring that they are used effectively for community development and welfare.

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# IMPLEMENTATION OF PHARMACIST PRACTICE PERMIT SERVICE POLICY AT THE HEALTH DEPARTMENT OF CENTRAL MALUKU REGENCY

# IMPLEMENTASI KEBIJAKAN PELAYANAN IZIN PRAKTIK APOTEKER DI DINAS KESEHATAN KABUPATEN MALUKU TENGAH

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**Abstract**

This study uses a quantitative method with a sample size of 60 people, utilizing primary and secondary data. Data collection was conducted through questionnaires, observations, and documentation, with data analysis performed using sociometric analysis tools. The results reveal that the implementation of the pharmacist practice permit service policy at the Health Department of Central Maluku Regency is evident through dimensions of consistency, transparency, accountability, fairness, participation, effectiveness, and efficiency, all showing high percentage levels. However, maximization is still needed to achieve the highest standard percentages. The implementation of this policy is influenced by factors such as communication, resources, disposition, and bureaucratic structure. These factors cumulatively contribute significantly to the implementation process. The remaining percentage for improvement can be targeted for follow-up maximization while prioritizing these influencing factors. The findings successfully explore and synergize theoretical and practical approaches, revealing the quantitative achievement levels of policy implementation. This has implications for strengthening and maximizing the implementation of the pharmacist practice permit service policy at the Health Department of Central Maluku Regency. In summary, the research demonstrates that the pharmacist practice permit service policy's implementation at the Health Department of Central Maluku Regency is highly effective in key dimensions but requires further optimization. Influencing factors such as communication, resources, disposition, and bureaucratic structure play a significant role in the successful implementation. The study's findings provide valuable insights for improving policy implementation, ensuring a more effective and efficient service delivery in the future.

Keywords: Implementation Policy, Pharmacist Practice, Permit Service, Health Department.

**Abstrak**

Studi ini menggunakan metode kuantitatif dengan sampel berjumlah 60 orang, menggunakan data primer dan sekunder. Pengumpulan data dilakukan melalui angket, observasi, dan dokumentasi, dengan analisis data menggunakan alat analisis sosiometrik. Hasilnya mengungkap bahwa implementasi

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kebijakan pelayanan izin praktik apoteker di Dinas Kesehatan Kabupaten Maluku Tengah terlihat melalui dimensi konsistensi, transparansi, akuntabilitas, keadilan, partisipasi, efektivitas, dan efisiensi, yang semuanya menunjukkan tingkat persentase tinggi. Namun, masih diperlukan maksimalisasi untuk mencapai standar persentase tertinggi. Implementasi kebijakan ini dipengaruhi oleh faktor-faktor seperti komunikasi, sumber daya, disposisi, dan struktur birokrasi. Faktor-faktor ini secara kumulatif memberikan kontribusi signifikan terhadap proses implementasi. Persentase yang tersisa untuk perbaikan dapat ditargetkan untuk maksimalisasi tindak lanjut dengan tetap memprioritaskan faktor-faktor yang mempengaruhi ini. Temuan penelitian ini berhasil mengeksplorasi dan menyinergikan pendekatan teoritis dan praktis, mengungkap tingkat capaian kuantitatif dari implementasi kebijakan. Hal ini berdampak pada penguatan dan maksimalisasi implementasi kebijakan pelayanan izin praktik apoteker di Dinas Kesehatan Kabupaten Maluku Tengah. Secara ringkas, penelitian ini menunjukkan bahwa implementasi kebijakan pelayanan izin praktik apoteker di Dinas Kesehatan Kabupaten Maluku Tengah sangat efektif dalam dimensi-dimensi utama tetapi memerlukan optimalisasi lebih lanjut. Faktor-faktor seperti komunikasi, sumber daya, disposisi, dan struktur birokrasi memainkan peran penting dalam implementasi yang sukses. Temuan studi ini memberikan wawasan berharga untuk meningkatkan implementasi kebijakan, memastikan penyampaian layanan yang lebih efektif dan efisien di masa depan.

Kata Kunci: Implementasi Kebijakan, Praktek Apoteker, Pelayanan Izin, Dinas Kesehatan.

## INTRODUCTION

Service in various organizations is the collective responsibility of all members to consistently strive to provide the best service for those in need in various fields. In this context, health services, particularly pharmaceutical services led by pharmacists, play a crucial role in human survival, particularly when it comes to medications essential for maintaining, caring for, and ensuring health.

Therefore, pharmacists must practice according to existing pharmaceutical service standards to avoid medication errors. Pharmacists should also communicate effectively with other healthcare professionals to support rational drug use (Depkes RI, 2004; Wijiyanti, 2008:2). In healthcare services, pharmacists play a vital role as professionals responsible for providing pharmaceutical services, including the procurement, storage, and distribution of safe and quality medicines. However, issues such as drug misuse, expired drug sales, and lack of supervision over pharmacists in specific areas persist, requiring serious government attention.

To improve health service quality in Central Maluku Regency, the government has implemented a policy for pharmacist practice permits to improve health service quality in the area. This policy aims to ensure that pharmacists operating in Central Maluku Regency meet established qualification standards and provide safe and quality health services to the community. Unfortunately, the policy's implementation faces challenges such as inadequate law enforcement for unqualified pharmacists, a lack of supervision over licensed pharmacists, and insufficient public awareness about the policy.

Central Maluku Regency, with a population of approximately 170,000 (Central Maluku Statistics Agency, 2021), consists of 17 districts and 202 villages. In 2021, around 100 pharmacies and drugstores operated in Central Maluku Regency (Health Department of Central Maluku Regency, 2021). However, some pharmacists lack licenses and do not meet the required qualifications, posing health risks to the community.

To address these issues, the Central Maluku Regency government has enacted and adhered to the Ministry of Health Regulation No. 889/MENKES/PER/V/2011 and No. 31/2016 regarding the registration, practice permits, and work permits for pharmaceutical personnel to enhance health service quality. This policy aims to ensure qualified pharmacists operate in the area, providing safe and quality health services. Nonetheless, implementation faces various challenges:

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1. Law enforcement for unqualified pharmacists and supervision of licensed pharmacists, along with policy socialization to the public.
2. Consistent and transparent implementation, prioritizing the issuance of practice permits for qualified pharmacists.
3. Firm, fair, and participatory service for pharmacists needing practice permits.
4. Emphasizing effectiveness and efficiency in meeting the demands for timely and accurate practice permit services for pharmacists.

Challenges in policy implementation include:

1. Coordinated communication between relevant institutions for credible pharmacist practice permit services.
2. Availability of human resources and public understanding of the importance of safe and quality pharmacist practice permits.
3. Commitment to ensuring the process of issuing pharmacist practice permits.
4. Structured service that does not impede the permit issuance process.

These challenges highlight the importance of further studying the implementation of Pharmacist Practice Permit Service Policy at the Health Department of Central Maluku Regency, recognizing that policy represents a declaration of intent followed by regulatory and/or enforcement elements to achieve desired goals. Edward III's policy implementation model lists four factors that affect policy implementation. Ramdhani and Ramdhani (2017) describe seven aspects of policy implementation in public services: consistency, transparency, accountability, fairness, participation, effectiveness, and efficiency. These aspects can be used to measure how well pharmacist practice permit services are being implemented in Central Maluku Regency.

## METHODS

The research design utilizes policy research methods. Policy research methods are scientific approaches to obtaining data to be considered in policymaking, ensuring that policies are effective and efficient. A scientific approach means using rational or reasonable research methods, observing the process, and systematically following logical steps. The data obtained from policy research are valid, reliable, and objective. Processing this data yields several alternative action recommendations for policy formulation. Additionally, policy research data can include information on policy implementation, policy outcomes, policy monitoring, and policy evaluation (Sugiyono, 2017:23). At the Health Department of Central Maluku Regency, we use a quantitative approach to analyze and uncover the implementation of the pharmacist practice permit service policy.

The implementation of the pharmacist practice permit service policy involves operationalizing variables, where implementers take actions to achieve pre-determined goals. This policy focuses on dimensions of consistency, transparency, accountability, fairness, participation, effectiveness, and efficiency. Communication, resources, disposition, and bureaucratic structure are all influences. Measurement guidelines for variable operations involve questions using a three-point Likert scale: low weight answers scored 1, medium weight answers scored 2, and high weight answers scored 3. Categories are: agree (A) = 3, less agree (LA) = 2, and disagree (D) = 1.

The research population encompasses objects or subjects with specific quantities and characteristics studied by researchers to draw conclusions. Researchers choose the sample, a portion of the population, based on constraints such as funding, manpower, and time (Sugiyono, 2012). The population unit includes all civil servants at the Health Department and pharmacists dealing with practice permits in Central Maluku Regency. Random sampling selects 50% of civil servants and 50% of pharmacists as samples. The detailed sample is outlined below.

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**Table 1**
Population and Sample

| Population Unit | Person | Technique | Sample |
|---|---|---|---|
| Health Department of Central Maluku Regency | 90 | 50% | 45 |
| Pharmacists in the Central Maluku Regency | 30 | 50% | 15 |
| Total | 120 | Random Sampling | 60 |

This study employs two types of data according to their classification and sources:

1. Primary data is obtained directly by distributing questionnaires to respondents about the implementation of the pharmacist practice permit service policy at the Health Department of Central Maluku Regency.
2. Secondary data refers to information that is indirectly gathered from respondents, including tables, research reports, documentation, and other relevant data related to the implementation of the pharmacist practice permit service policy.

Data collection techniques include the following:

1. Questionnaires
   To gather information on the implementation of the pharmacist practice permit service policy, we distribute written question formats to respondents. The model's selection is based on reasons like giving respondents time to answer, providing a uniform format for all respondents, allowing freedom in responses, and collecting timely data from many respondents. This technique gathers written responses scored on a scale of 1–3.
2. Observation
   Observing phenomena in the field during the research process, correlating information with context. Observation includes behavioral and non-behavioral observations to understand situations and verify existing data (Guba and Lincoln; Moleong, 2013).
3. Documentation
   Searching for data in records, transcripts, books, newspapers, magazines, meeting minutes, ledgers, agendas, etc. (Arikunto, 2012). Documentation collects data from official research records.

Data analysis consists of steps that focus on quantitative data processing using frequency tables, distribution, and interpretation. To make final decisions based on sociometric calculations, we convert and interpret data (Nazir, 2013). Sociometric analysis aims to create a clear sociogram for strengthening the implementation of the pharmacist practice permit service policy at the Health Department of Central Maluku Regency.

## RESULTS AND DISCUSSION

### Results

The implementation of the pharmacist practice permit service policy at the Health Department of Central Maluku Regency, concerning consistency, transparency, accountability, fairness, participation, effectiveness, and efficiency, aims to achieve the legitimacy and ownership of pharmacist practice permits. The implementation of this policy involves factors such as communication, resources, disposition, and bureaucratic structure.

The following matrix provides detailed information on the implementation of the pharmacist practice permit service policy and its influencing factors.

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**Table 2**

Synthesis and Interpretation

| Implementation of the Pharmacist Practice Permit Service Policy at the Health Department of Central Maluku Regency | | |
|---|---|---|
| Consistency | $P_{Sa}$% | Interpretation |
| P1 | 84 | Very Strong |
| P2 | 91 | Very Strong |
| P3 | 86 | Very Strong |
| P4 | 82 | Very Strong |
| P5 | 64 | Strong |
| $P_{Sa}$: $C_{Rr}$ | $C_{Rr}$ 81.40 | Very Strong |
| Transparency | $P_{Sa}$ % | Interpretation |
| P6 | 83 | Very Strong |
| P7 | 85 | Very Strong |
| P8 | 84 | Very Strong |
| P9 | 85 | Very Strong |
| P10 | 87 | Very Strong |
| $P_{Sa}$: $C_{Rr}$ | $C_{Rr}$ 84.80 | Very Strong |
| Accountability | $P_{Sa}$ % | Interpretation |
| P11 | 81 | Very Strong |
| P12 | 83 | Very Strong |
| P13 | 78 | Strong |
| P14 | 64 | Strong |
| $P_{Sa}$ : $C_{Rr}$ | $C_{Rr}$ 76.50 | Strong |
| Fairness | $P_{Sa}$ % | Interpretation |
| P15 | 79 | Strong |
| P16 | 86 | Very Strong |
| P17 | 82 | Very Strong |
| $P_{Sa}$ : $C_{Rr}$ | $C_{Rr}$ 82.33 | Very Strong |
| Participation | $P_{Sa}$ % | Interpretation |
| P18 | 73 | Strong |
| P19 | 75 | Strong |
| P20 | 85 | Very Strong |
| $P_{Sa}$ : $C_{Rr}$ | $C_{Rr}$ 76.66 | Strong |
| Effectiveness | $P_{Sa}$ % | Interpretation |
| P21 | 87 | Very Strong |
| P22 | 86 | Very Strong |
| P23 | 83 | Very Strong |
| P24 | 81 | Very Strong |
| P25 | 83 | Very Strong |
| P26 | 78 | Strong |
| $P_{Sa}$ : $C_{Rr}$ | $C_{Rr}$ 83.00 | Very Strong |
| Efficiency | $P_{Sa}$ % | Interpretation |
| P27 | 65 | Strong |
| P28 | 73 | Strong |
| P29 | 78 | Strong |
| $P_{Sa}$ : $C_{Rr}$ | $C_{Rr}$ 72.00 | Strong |
| Communication Factor | $P_{Sa}$% | Interpretation |
| P30 | 65 | Strong |
| P31 | 75 | Strong |
| P32 | 83 | Very Strong |
| P33 | 85 | Very Strong |

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| | | |
|---|---|---|
| $P_{Sa}$ : $C_{Rr}$ | $C_{Rr}$ 77.00 | Strong |
| Resource Factor | $P_{Sa}$% | Interpretation |
| P34 | 84 | Very Strong |
| P35 | 90 | Very Strong |
| P36 | 86 | Very Strong |
| $P_{Sa}$ : $C_{Rr}$ | $C_{Rr}$ 86.66 | Very Strong |
| Disposition Factor | $P_{Sa}$% | Interpretation |
| P37 | 83 | Very Strong |
| P38 | 80 | Very Strong |
| P39 | 79 | Strong |
| $P_{Sa}$ : $C_{Rr}$ | $C_{Rr}$ 80.66 | Strong |
| Bureaucratic Structure Factor | $P_{Sa}$ % | Interpretation |
| P40 | 84 | Very Strong |
| P41 | 91 | Very Strong |
| P42 | 86 | Very Strong |
| P43 | 82 | Very Strong |
| $P_{Sa}$ : $C_{Rr}$ | $C_{Rr}$ 85.75 | Very Strong |
| Accumulated $P_{SA}$ : $C_{RR}$ | 80.61 | Strong |

Sources: Data Processing Results, 2023.

The synthesis and interpretation results indicate that the Health Department of Central Maluku Regency has successfully implemented the pharmacist practice permit service policy.

1. Consistency:
   Implementers apply procedures and requirements in pharmacist practice permit services, adhere to the implementation structure aligned with operational service needs, organize human resources structurally, manage and provide necessary facilities, and complete supporting facilities for pharmacist practice permits, achieving an average final score percentage (PSa: CRr 81.40%) categorized as very strong.
2. Transparency:
   Implementers proportionally distribute tasks, display complete procedures and requirements for pharmacist practice permits, show proof of validity and completeness of documents, demonstrate administrative fulfillment, and establish credibility in pharmacist practice permit services, achieving an average final score percentage (PSa: CRr 84.80%) categorized as very strong.
3. Accountability:
   Implementers report all activities, check the progress of pharmacist practice permit services, control and assess the success rate, and coordinate all activities, achieving an average final score percentage (PSa: CRr 76.50%) categorized as strong.
4. Fairness:
   Implementers meet the criteria for completeness in pharmacist practice permit services, balance resources, and are non-discriminatory, achieving an average final score percentage (PSa: CRr 82.33%) categorized as very strong.
5. Participation:
   Implementers support each other, collaborate, and contribute to overcoming obstacles in pharmacist practice permit services, achieving an average final score percentage (PSa: CRr 76.66%) categorized as strong.
6. Effectiveness:

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Implementers refer to service competencies, understand rules and structures, follow guidelines, drive service processes, facilitate service flow, and focus on service goals, achieving an average final score percentage (PSa: CRr 83.00%) categorized as very strong.

7. Efficiency:
   Implementers accurately allocate costs, complete services on time, and successfully issue practice permits as required, achieving an average final score percentage (PSa: CRr 72.00%) categorized as strong.
8. Communication Factor:
   Policies, programs, and activities are communicated to pharmacists, who understand, respond, and comply. Implementers coordinate and guide pharmacists, achieving an average final score percentage (PSa: CRr 77.00%) categorized as strong.
9. Resource Factor:
   Human resources meet service capacity, facilities are adequate, and costs are rationalized and utilized efficiently, achieving an average final score percentage (PSa: CRr 86.66%) categorized as very strong.
10. Disposition Factor:
    Implementers instruct and drive services according to implementation flow, support and expedite services as directed, and mobilize capabilities to achieve service goals, achieving an average final score percentage (PSa: CRr 80.66%) categorized as strong.
11. Bureaucratic Structure Factor:
    The structure accelerates service processes, is flexible and meets service demands, systematically controls services, and is adaptive and supportive according to SOPs, achieving an average final score percentage (PSa: CRr 85.75%) categorized as very strong.

Overall, the policy implementation at the Health Department of Central Maluku Regency is effective, with an accumulated average score (PSa).

The Central Maluku Regency Health Department, based on the adaptation and interpretation of the results, is directing the overall implementation of the pharmacist practice permit service policy towards achieving the expected goals or outcomes, with an accumulated final score percentage of 80.61%, classified as strong or rated good (B).

**Analyzing and Uncovering Factors Influencing the Implementation of the Pharmacist Practice Permit Service Policy**

Theoretically and practically, the percentage of influencing factors, including communication, resources, disposition, and bureaucratic structure, is above the median percentage of the final average score. To determine the extent of their contribution or influence on the implementation of the pharmacist practice permit service policy, which includes consistency, transparency, accountability, fairness, participation, effectiveness, and efficiency, the results can be observed in the cross-sectional sociometric diagram as follows:

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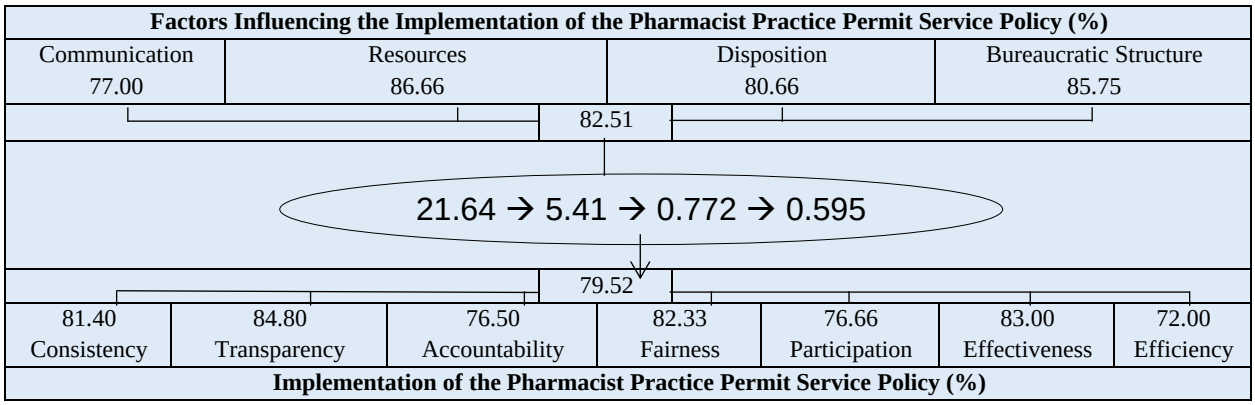



**Figure 1.** Cross-sociometric Diagram

The analysis results show that cumulatively, the factors of communication, resources, disposition, and bureaucratic structure contribute to or influence the implementation of the pharmacist practice permit service policy by 21.64%, with each factor contributing 5.41%, fully divided into consistency, transparency, accountability, fairness, participation, effectiveness, and efficiency, with a value of 0.772, or 77.2%. Meanwhile, the overall factors influencing the implementation of the pharmacist practice permit service policy contribute 0.595, or 59.5%.

This research successfully demonstrates the implementation of the pharmacist practice permit service policy and the influencing factors in the Health Department of Central Maluku Regency, utilizing a theoretical approach based on the Edward III and Ramdhani (2017) policy implementation model for problem-solving and quantitative cross-sociometric analysis in the form of percentage data conversion.

The results of this research show a correlation with previous studies conducted by Wijayanti (2008), Ikasari (2008), Pojoh et al. (2010), Satibi (2012), Faizah Alvin (2017), Pratiwi et al. (2020), and Larasanty et al. (2020), all of which have made significant contributions. However, from the perspective of public administration, this research makes a specific difference by producing a form or model of a cross-sociogram for practical follow-up, which is beneficial for strengthening or improving the system. If executed effectively, the pharmacist practice permit service policy's objectives will reach their full potential and make a significant impact on the Health Department of Central Maluku Regency.

**Discussion**

The implementation of the Pharmacist Practice Permit Service Policy at the Health Department of Central Maluku Regency is a process examined and analyzed based on dimensions and indicators oriented towards the achievement of established goals and targets. These dimensions and indicators include consistency, transparency, accountability, fairness, participation, effectiveness, and efficiency, which serve as measurements for the operational analysis of policy implementation. The focus is also on the influencing factors, namely communication, resources, disposition, and bureaucratic structure. To gather responses as data, the questionnaire consists of 43 items addressing these dimensions or indicators. We describe the respondents' feedback, converted into percentages, on the implementation of the Pharmacist Practice Permit Service Policy at the Health Department of Central Maluku Regency.

1. Consistency in the policy implementation received positive support from respondents: 84% for applying procedures and requirements, 91% for adhering to the implementation structure, 86% for organizing human resources, 82% for managing facilities, and 64% for providing supporting facilities. Overall, the consistency in policy implementation falls within two percentage ranges: 61–80% and 81–100%.

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2. Transparency received positive support: 83% for proportional task distribution, 85% for displaying complete procedures and requirements, 84% for showing document validity, 85% for administrative fulfillment, and 87% for establishing credibility. Overall, transparency in policy implementation falls within the 81–100% range.
3. Accountability received positive support: 81% for reporting activities, 83% for checking service progress, 78% for controlling and assessing success, and 64% for coordinating activities. Overall, accountability in policy implementation falls within two ranges: 61–80% and 81–100%.
4. Fairness received positive support: 79% for meeting service completeness criteria, 86% for balanced resource utilization, and 82% for non-discriminatory service. Overall, fairness in policy implementation falls within two ranges: 61–80% and 81–100%.
5. Participation received positive support: 73% for mutual support, 75% for collaboration, and 85% for contributing to problem-solving. Overall, participation in policy implementation falls within two ranges: 61–80% and 81–100%.
6. Effectiveness received positive support: 87% for referring to service competencies, 86% for understanding rules and structures, 83% for following guidelines, 81% for driving service processes, 83% for facilitating service flow, and 78% for focusing on goals. Overall, effectiveness in policy implementation falls within two ranges: 61–80% and 81–100%.
7. Efficiency received positive support: 65% for accurate cost allocation, 73% for timely service completion, and 78% for issuing permits as needed. Overall, efficiency in policy implementation falls within the 61–80% range.
8. Communication factor received positive support: 65% for communicating policies, 75% for pharmacist understanding and compliance, 83% for coordinating service processes, and 85% for guiding pharmacists. Overall, communication in policy implementation falls within two ranges: 61–80% and 81–100%.
9. Resources factor received positive support: 84% for meeting service capacity, 90% for adequate facilities, and 86% for efficient cost utilization. Overall, resources for policy implementation fall within the 81–100% range.
10. Disposition factor received positive support: 83% for instructing and driving services, 80% for supporting and expediting services, and 79% for mobilizing capabilities. Overall, disposition in policy implementation falls within two ranges: 61–80% and 81–100%.
11. Bureaucratic structure factor received positive support: 84% for accelerating service processes, 91% for flexibility and meeting service demands, 86% for systematic control, and 82% for being adaptive and supportive according to SOPs. Overall, bureaucratic structure in policy implementation falls within the 81–100% range.

## CONCLUSION

### Conclusion

The implementation of the Pharmacist Practice Permit Service Policy at the Health Department of Central Maluku Regency is revealed through the dimensions of consistency, transparency, accountability, fairness, participatory approach, effectiveness, and efficiency with a high percentage level of 72.00 – 84.80%. However, it still requires maximization to achieve the highest standard percentage of 100%.

The implementation of the pharmacist practice permit service policy at the Health Department of Central Maluku Regency is influenced by factors of communication, resources, disposition, and bureaucratic structure. These factors cumulatively contribute 59.5% to the policy implementation. The

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remaining 40.5% can be a focus for follow-up maximization while prioritizing the factors influencing the implementation of the pharmacist practice permit service policy at the Health Department of Central Maluku Regency.

The findings of this study synergize theoretical and practical approaches in revealing the level of policy implementation quantitatively and have implications for the strengthening and maximization of the pharmacist practice permit service policy implementation at the Health Department of Central Maluku Regency.

**Recommendations**

Based on the conclusions of this study, the following recommendations are provided:

1. To achieve the highest standard of 100%, the Health Department of Central Maluku Regency should enhance the available resources, including workforce, technology, and facilities. Continuous training for staff on the latest procedures and best practices in pharmacist practice permit services is also essential to improve effectiveness and efficiency.
2. Strengthen communication both within the bureaucracy and with the public and external stakeholders. This can be done through more intensive socialization about the procedures and benefits of pharmacist practice permit services, and by establishing open and responsive communication channels to address any barriers or complaints that may arise.
3. Increase transparency and accountability in the pharmacist practice permit service process by providing easy and open access to information regarding procedures, costs, and processing times. Implement strict monitoring and evaluation systems to ensure that every step in the permit process is carried out according to the established standards.
4. Conduct a review and improvement of the existing bureaucratic structure to ensure that each part functions optimally and there is no overlap of duties. This adjustment can include reorganizing functions and responsibilities as well as simplifying procedures to expedite the pharmacist practice permit service process.

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# IMPLEMENTATION OF GREEN OPEN SPACE PROGRAM: CASE STUDY IN CIRUAS CITY PARK, SERANG REGENCY

# IMPLEMENTASI PROGRAM RUANG TERBUKA HIJAU: STUDI KASUS PADA TAMAN KOTA CIRUAS KABUPATEN SERANG

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**Abstract**

One important component of a city is green open space, which serves to balance the ecological conditions of an area so that the development of modern development can be balanced with the ecosystem. The Ciruas City Park Green Open Space Program in Serang Regency is needed because several sub-districts in Serang Regency are industrial areas, which cause a lot of air pollution and the need for greening. This research method uses a qualitative approach and a literature review approach. In this study, the theory used, the policy implementation model proposed by G. Shabbir Cheema and Dennis A. Rondinelli, includes four factors: environmental conditions, inter-organizational relationships, resources, and the characteristics and abilities of implementing agents. The objectives to be achieved in this study are: (i) To find out how the implementation of the Ciruas City Park Green Open Space Program in Serang Regency is carried out, and (ii) What factors influence the implementation of the Ciruas City Park Green Open Space Planning Program in Serang Regency. Based on the studies that have been conducted, the research concludes that the Ciruas City Park Green Open Space Program in Serang Regency has not been maximized. This is due to many influencing factors such as the bad habits of the community and the lack of government attention to facilities.

Keywords: Policy Implementation, Green Open Space, City Park, Serang Regency.

**Abstrak**

Salah satu komponen penting dari sebuah kota adalah ruang terbuka hijau, yang berfungsi untuk menyeimbangkan kondisi ekologis suatu area sehingga perkembangan pembangunan modern dapat seimbang dengan ekosistem. Program Ruang Terbuka Hijau Taman Kota Ciruas di Kabupaten Serang diperlukan karena beberapa kecamatan di Kabupaten Serang adalah kawasan industri yang menyebabkan banyak polusi udara dan kebutuhan akan penghijauan. Metode penelitian ini menggunakan pendekatan kualitatif dan pendekatan tinjauan pustaka. Dalam penelitian ini, model implementasi kebijakan yang digunakan adalah model yang diusulkan oleh G. Shabbir Cheema dan Dennis A. Rondinelli yang mencakup empat faktor: kondisi lingkungan, hubungan antar organisasi,

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sumber daya, serta karakteristik dan kemampuan agen pelaksana. Tujuan yang ingin dicapai dalam penelitian ini adalah: (i) Mengetahui bagaimana implementasi Program Ruang Terbuka Hijau Taman Kota Ciruas di Kabupaten Serang, dan (ii) Faktor-faktor apa saja yang mempengaruhi implementasi Program Perencanaan Ruang Terbuka Hijau Taman Kota Ciruas di Kabupaten Serang. Berdasarkan studi yang telah dilakukan, penelitian ini menyimpulkan bahwa Program Ruang Terbuka Hijau Taman Kota Ciruas di Kabupaten Serang belum maksimal. Hal ini disebabkan oleh banyak faktor yang mempengaruhi seperti kebiasaan buruk masyarakat dan kurangnya perhatian pemerintah terhadap fasilitas.

Kata Kunci: Implementasi Kebijakan, Ruang Terbuka Hijau, Taman Kota, Kabupaten Serang.

## INTRODUCTION

Implementation, according to Mulyasa (2010) (in Magdalena et al., 2021:120), is the process of applying ideas, concepts, policies, or innovations into real life with the impact of changing knowledge, skills, values, and attitudes. Meanwhile, according to Nurdin & Basyirudin (in Magdalena et al., 2021:120), implementation simply means application or execution. Implementation involves mutually adjusting actions. The implementation system uses engineering. Based on this understanding, it appears that the word "implementation" refers to activities, actions, or the mechanisms of a system. The term "mechanism" refers to the earnest implementation of certain standards to achieve the objectives of the activity.

According to Dixon & Wolf (2007, as cited in Annisa et al., 2020:91), green open space refers to an area within a city that is home to endemic or introduced plants or vegetation, providing both direct and indirect benefits. Green open space plays a crucial role in balancing the ecological conditions of a city, enabling modern development to harmonize with the ecosystem. Although the demand for land continues to rise, cities have a limited amount of land available. Urban development, driven by the community's increased financial capabilities, tends to alter the landscape and its natural configuration. Additionally, the construction of new roads and the modernization of equipment, facilities, and infrastructure have made the urban environment uncomfortable. Providing sufficient green open space can help address the above problems. It is hoped that the presence of green open space through the use of bioengineering and biofilters will create a safe and healthy environment, which in turn will provide comfort for the community (Annisa et al., 2020:91).

One way to control development and reduce the negative impacts of human activities on the environment is to organize green open space in urban areas. The existence of green open space can keep the environment harmonious, which will benefit all parties involved in development. Due to the numerous buildings and settlements in increasingly narrow urban areas, green open spaces can serve as water catchment areas (Purnamaselfi & Widyasamratri, 2021:30). Purnomohadi (in Syukri, 2019:66) asserts that green open spaces serve the following fundamental functions:

1. The ecological function plays a crucial role in maintaining the equilibrium of air circulation and microclimate regulation. It does this by providing shade, producing oxygen, facilitating ainwater infiltration, providing habitat for wildlife, and absorbing various pollutants from the air, water, and soil.
2. Social function, which is used as a place for various social activities and may also develop into productive activities such as a means for residents to communicate, a place for people to recreate, and a medium for gaining knowledge.
3. Supporting urban ecosystem function, which plays a role in maintaining the balance of the urban ecosystem, starting from being an oxygen producer and having various types of beautiful plants and flowers, can be an area for agricultural or forestry businesses.

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4. From a micro scale (home gardens, residential areas) to a macro scale (overall city landscape), the aesthetic function enhances comfort and beautifies the city environment.

According to Law Number 26 of 2007, Spatial Planning should cover 30% of the city's total area. The district or city local government will manage 20% of public green open space for public purposes, including city forests, parks, nature tourism parks, and recreation parks. According to Yusuf and Kurniawan (2023) (in Purnama, 2023:4), private organizations, communities, or individuals with permits to utilize the space will manage 10% of private green open space. Each local regulation governs the district's or city's regional spatial plan. In urban development, the amount of open space must be considered.

Serang Regency is one of Banten Province's regencies, with 29 districts and 326 villages in 2021, making it a development hub. Serang Regency is also an industrial area, with each area having industrial sectors, both large-scale and small-scale industries.

**Table 1**
Population and Area of Serang Regency in 2021-2022

| No. | Year | Population | Area ($Km^2$) | Percentage (%) |
|---|---|---|---|---|
| 1 | 2021 | 1,668.093 | 1,734.28 | 17.95 |
| 2 | 2022 | 1.684.566 | 1,469.91 | 15.72 |

Source: Serang Regency Central Bureau of Statistics, 2024.

According to the table above, the population in Serang Regency experienced a significant increase from 2021 to 2022. This has resulted in an increased demand for land, while the limited availability of land in Serang Regency has led to an imbalance between the development of the population's environment and green open spaces. Several related aspects, such as population size and density, air and water conservation, and urban activities, highlight the need for green open spaces in Serang Regency.

Population growth increases the infrastructure required to meet and facilitate daily activities. For instance, the urban population, which continues to grow each year, replaces vegetated land with housing, buildings, and industries. The increased construction activity in Serang Regency has led to increased land use. Although the land area remains relatively constant, the continuously increasing land demand has caused the conversion of green open spaces in Serang Regency.

**Table 2**
Existing Green Open Space Availability Data in Serang Regency in 2014 and 2019

| No | Type of Green Open Space | Area of Green Open Space ($M^2$) | |
|---|---|---|---|
| | | 2014 | 2019 |
| 1 | Riverbank | 187,729,800 | 190,634,873 |
| 2 | City Park | 14,371 | 14,771 |
| 3 | Lake Edge | 360,000 | 356,704 |
| 4 | Marsh Edge | 420,000 | 422,330 |
| 5 | Cemetery Park | 999,800 | 1,033,286 |

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| | | | |
|---|---|---|---|
| 6 | Residential Park | 59,199 | 71,097 |
| | Total | 189,583,170 | 192,533,061 |

Source: Serang Regency Environmental Service, 2024.

The table above displays the existing green open spaces in Serang Regency. The area of several types of green open spaces has increased, but the area of lake edges has decreased, from 360,000 in 2014 to 356,704 in 2019, due to the expansion of residential areas. The Environmental Service does not manage all green open spaces in Serang Regency; it primarily oversees Ciruas City Park, Kramatwatu City Park, and Petir City Park. This suggests that other agencies or parties manage other green open spaces, necessitating a well-regulated division of responsibilities to ensure optimal maintenance and maximum community benefits. Serang Regency urgently requires green open spaces due to the presence of industrial areas in several sub-districts, leading to significant air pollution and necessitating their greening.

## METHODS

The methods used in this research are the qualitative research method and the literature study method. According to Moleong (2014), qualitative research is a procedure in research that produces descriptive data in the form of written or spoken words from observable subjects. The qualitative method can describe the conditions or state of the government in an agency, institution, or state body. This type of research is known as descriptive research, and the written data contained includes the observed behavior of the subjects and descriptions from informants. In qualitative research, data collection techniques generally involve observation, interviews, and documentation.

The research was conducted at the Environmental Service Office of Serang Regency and at Ciruas City Park. The informants in this study are the head of the waste management division of the Environmental Service Office of Serang Regency and the residents around the Ciruas City Park area. This approach allows researchers to gain in-depth insights into policy implementation and community perceptions regarding green open spaces in the area.

In addition to using qualitative research methods, this study also involves a literature study (literature review) method. According to Sugiyono (2016) in Ansori (2019:112), a literature study relates to theoretical studies and other references related to values, culture, and norms that develop in the social situations being studied. Literature study is very important in conducting research because it provides a strong theoretical foundation and supports data interpretation. The literature reviewed in this study includes various scientific sources relevant to the topic of green open spaces and government policies.

The implementation of this research aims to achieve two main objectives. First, to understand how the policy on green open spaces is implemented in Serang Regency, Second, to identify the factors that influence the implementation of green open space planning policies in Serang Regency. By achieving these two objectives, the research is expected to provide useful recommendations for improving green open space policies in the future.

Overall, the combination of qualitative methods and literature study provides a comprehensive approach to evaluating and understanding green open space policies and the factors that influence their success in Serang Regency. This method allows researchers to obtain rich and in-depth empirical data and enrich the analysis with strong theoretical references.

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## RESULTS AND DISCUSSION

### Results

Green Open Space (Ruang Terbuka Hijau) is an open area, usually in the form of strips or grouped areas, where plants grow either naturally or intentionally. Green open spaces aim to keep land available for water catchment areas. We expect them to maintain a balance between the natural and built environments, thereby benefiting society. The presence of green open spaces promotes urban environmental harmony by ensuring a safe, comfortable, fresh, beautiful, and clean urban environment (Dwihatmojo, 2016). The existence of open spaces is important for society's dynamics because it allows people to use these spaces to support their activities when interacting with fellow residents (Lestari et al., 2023).

The policy implementation model proposed by G. Shabbir Cheema and Dennis A. Rondinelli (in Subarsono, 2015) includes four indicators: environmental conditions, inter-organizational relationships, resources, and the characteristics and capabilities of implementing agents.

### Environmental Conditions

Environmental conditions greatly influence policy implementation, including socio-cultural environments and the involvement of program recipients (Subarsono, 2015). Based on research findings, Ciruas City Park is a Green Open Space located in Citerep Village, Ciruas District, Serang Regency, and is one of the city parks managed by the Environmental Service Office of Serang Regency, covering an area of 2,271 m² from 2014 to 2019. During this period, Ciruas City Park did not change due to limited available space or land. The park's strategic location attracts many street vendors, resulting in scattered trash from visitors and piles of dry leaves, making the park appear dirty and unkempt. Based on interviews with local residents about the Green Open Space in Ciruas City Park, it was revealed that the community responded well and accepted the park positively.

### Inter-organizational Relationships

According to Hartati et al. (2024), implementation requires effective interaction and coordination at various government levels, as well as integrated actions between local, regional, and national institutions. Additionally, cooperation between non-governmental organizations and beneficiary groups is essential. Success in linking implementing agencies with other institutions into a supportive network is crucial to achieving the established policy goals (Subarsono, 2015). Inter-organizational relationships consist of the clarity and consistency of program targets, appropriate distribution of functions among agencies, the accuracy, and quality of communication, and coordination between organizations.

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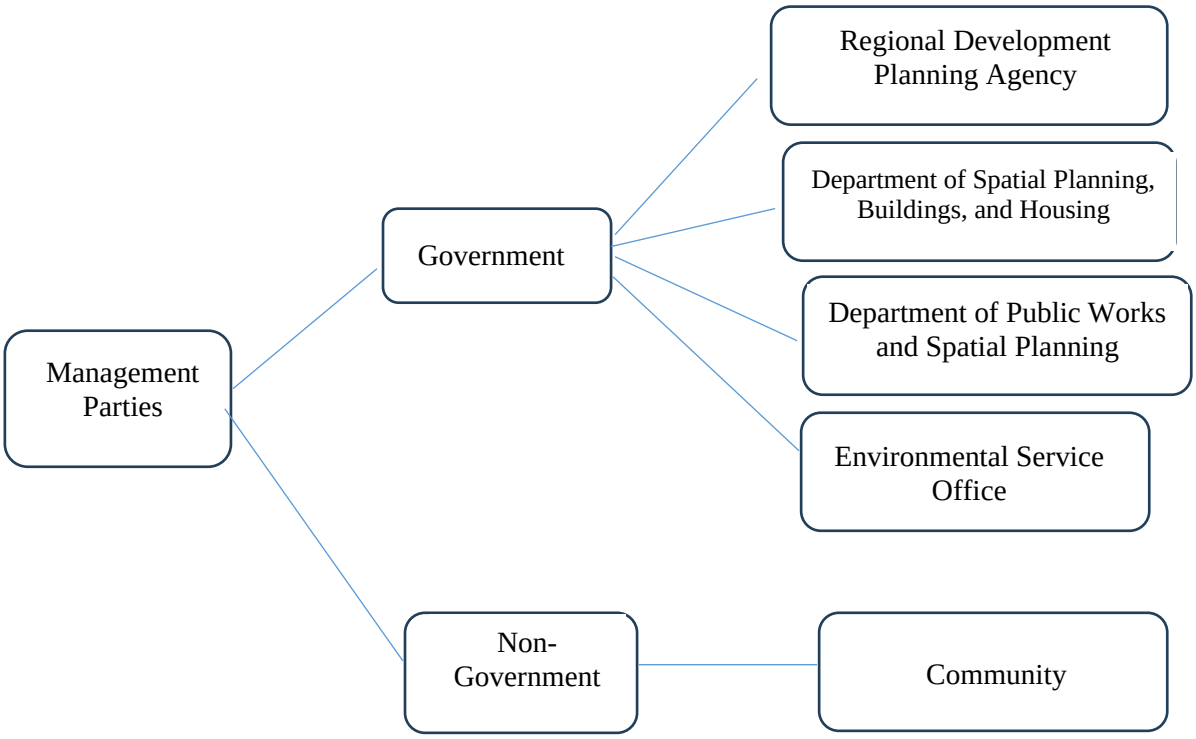



**Figure 1.** Organizational Structure in the Management of Ciruas City Park.
Source: Data Processing Results, 2024.

Based on the figure, the organizational structure in managing Ciruas City Park has been fairly well-realized, with each party in the structure performing their respective duties and responsibilities. From the interviews with staff in the waste management division of the Environmental Service Office, it can be concluded that inter-organizational relationships regarding policy implementation in the Green Open Space program have been running according to the regulations. The Environmental Service Office has been performing its tasks and functions well and in a structured manner with the Public Works and Spatial Planning Department. As part of the performance improvement efforts, they routinely conduct monitoring and evaluation (monev) of the programs every three months in a year. This step is taken to ensure that each program runs according to plan and achieves the expected results.

**Organizational Resources**

Resources are the most crucial aspect of the success of a program or policy. In this context, resources can be divided into several variables, including human resources directly involved in the Green Open Space program, financial resources, and supporting resources for policy implementation of the Green Open Space program, which includes facilities and infrastructure. From the interviews with staff in the waste management division of the Environmental Service Office, it has been found that there are adequate human resources to carry out their duties and responsibilities. However, this contrasts with the behavior of the community around Ciruas City Park, who often damage the provided facilities and infrastructure.

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**Table 3**
Facilities and Infrastructure at Ciruas City Park

| No. | Facilities and Infrastructure | Description |
|---|---|---|
| 1 | Trash Bin | None |
| 2 | Toilet | Not functioning |
| 3 | Lamp | Not functioning |
| 4 | Fountain Pond | Not functioning |
| 5 | Seating | Available |
| 6 | Fence | Damaged |
| 7 | Parking Area | None |
| 8 | Plants | Poorly maintained |

Source: Data Processing Results, 2024.

Based on the table above, it shows that the availability of facilities in Ciruas City Park is still inadequate, as seen from the lack of supporting facilities such as the absence of trash bins, resulting in visitors littering, the non-functioning public toilets due to the cut-off water supply to the park area, damaged fences, non-functioning fountain ponds, and lamps due to theft and the cut-off electricity supply, the absence of a park parking area, and poorly maintained plants leading to wilting and drying. The financial or material resources provided by the government each year have been well-implemented, but the Environmental Service Office, as the managing and providing party of facilities and infrastructure, has not executed it well, as evidenced by the still inadequate facilities. The main challenge lies in maintenance and community awareness to preserve the existing facilities. It is hoped that by improving community behavior and the cleanliness staff, as well as enhancing the facilities, the sustainability of Green Open Space can be supported.

**Characteristics and Capabilities of Implementing Agents**

The characteristics and capabilities of implementing agents, as mentioned by Cheema and Rondinelli, include the technical skills possessed by the implementers in implementation, the ability to coordinate and communicate internally, thereby creating good relationships between institutions and target groups. When implementing a program, implementing agents play a primary role. In the process of implementing the Green Open Space program, many implementing agents are involved. Based on the available data, six agencies are involved in this program. This indicates that the program is well-planned and carefully considered. The involved agencies range from the Regional Development Planning Agency (BAPPEDA) to the departments implementing the policies related to Green Open Spaces in Serang Regency, as detailed in the table below.

**Table 4**
Roles of Related Agencies in the Green Open Space Program in Serang Regency

| No. | Agency | Role |
|---|---|---|
| 1 | Regional Development Planning Agency (BAPPEDA) | Planning Green Open Spaces in the regional spatial plan of Serang Regency and coordinating between departments |
| 2 | Department of Spatial Planning, Buildings, and Housing (DTRBP) | Regulating spatial planning and land use, including land allocation for Green Open Spaces in the regional spatial plan |

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| | | |
|---|---|---|
| 3 | Department of Public Works and Spatial Planning (PUPR) | Planning and building Green Open Spaces, ensuring that related policies are implemented according to applicable regulations |
| 4 | Environmental Service Office (DLH) | Responsible for the maintenance and supervision of infrastructure supporting Green Open Spaces |
| 5 | Non-Governmental Organizations (NGOs) | Participating in Green Open Space maintenance activities |
| 6 | Local Community | Participating and being responsible for maintaining cleanliness and beauty of Green Open Spaces |

Source: Environmental Service Office of Serang Regency, 2024.

From the table above, it can be seen that all agencies have been given the authority for the assigned tasks, proving that the Serang Regency government has meticulously planned this program. This is evidenced by the division of tasks and authorities among the agencies to perform their duties according to the main tasks assigned. However, it cannot be denied that problems within each agency are one of the causes of the program's implementation not running optimally.

Based on interviews with a local resident regarding the Green Open Space in Ciruas City Park, it was revealed that park cleanliness is only managed once a week. So, every day, he is the one who cleans because if not cleaned, trash will pile up around the park area. This differs from the information we received from the Environmental Service Office of Serang Regency, which stated that the cleanliness management by the Environmental Service Office at Ciruas City Park is conducted daily. Given this discrepancy, the ability to coordinate field officers by the Environmental Service Office still needs to be evaluated to ensure that the expectations for Green Open Space can be maximally achieved. This is not entirely the responsibility of the Environmental Service Office; the community is also a source of problems regarding the implementation of Green Open Spaces.

Therefore, there needs to be coordination between the Environmental Service Office and the local community to participate in the success of Green Open Space implementation by educating the community not to litter. Trash remains one of the obstacles in managing the cleanliness of Green Open Spaces. The Environmental Service Office of Serang Regency still needs to evaluate internal communication regarding the monitoring of field workers to minimize failures in the implementation of Green Open Spaces in Serang Regency.

**Discussion**

Based on the research conducted on the implementation of the Green Open Space (GOS) Program in Ciruas City Park, Serang Regency, it can be concluded that there are still discrepancies between the implementation and the duties of the executing parties and the beneficiaries. The discrepancies encompass:

1. Poor management of Ciruas City Park, exemplified by numerous inadequate facilities endangering visitors.
2. Inconsistent cleanliness management with the Environmental Service Office of Serang Regency's information.
3. Vendor groups violating park area rules.
4. Beneficiaries failing to maintain the environment and littering.

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Several factors, including environmental conditions, inter-organizational relationships, organizational resources, and the characteristics and capabilities of the implementing agents, influence the implementation of the Green Open Space (GOS) program in Ciruas City Park, Serang Regency, in addition to the behavior of the developers.

**Environmental Conditions**

Environmental conditions play a crucial role in the implementation of a program, particularly involving the engagement of program recipients and the socio-cultural environment. Ciruas City Park, strategically located in a bustling area across from Ciruas Market, near the Community Health Center (Puskesmas) and Jami' Baitul Mu'min Mosque, and along the main Serang-Jakarta road, has benefited greatly from its prime location. This strategic positioning has led to positive acceptance and enthusiasm from the local community.

The community's enthusiasm for the park has, however, brought both opportunities and challenges. On the positive side, the park has become a popular destination for various activities such as exercising, playing, shopping, and leisure. This high level of visitation underscores the success of the Green Open Space Program in attracting and engaging the community.

Nevertheless, this enthusiasm has also led to unauthorized commercial activities within the park. Despite clear prohibitions and frequent enforcement efforts by the Civil Service Police Unit (Satpol PP), vendors continue to set up trading stalls in the park. These vendors not only violate the park's regulations but also contribute to littering, which undermines the park's cleanliness and overall environment.

This situation presents a dual-faceted impact. While the unauthorized vendors reflect the community's economic activity and engagement with the park, they also highlight the challenges in maintaining the park's intended purpose as a clean and orderly public space. The persistent issue of littering, despite the park's positive usage, indicates a need for better management and stricter enforcement of rules.

In summary, the implementation of the Green Open Space Program in Ciruas City Park can be considered quite effective in terms of community engagement and usage. However, the challenges presented by unauthorized vending and littering require ongoing attention. Addressing these issues through improved enforcement, community education, and enhanced management practices will be essential to fully realize the benefits of the park as a green open space. This balanced approach will help maintain the park's appeal and functionality, ensuring it remains a valuable asset to the community.

**Inter-Organizational Relationships**

Effective implementation of a program heavily relies on the clarity and consistency of its targets, the appropriate distribution of functions among involved agencies, and the accuracy, consistency, and quality of communication and coordination between organizations. In the case of the Green Open Space Program at Ciruas City Park, inter-organizational relationships have generally been positive. This is evident in the performance of the Environmental Service Office, which conducts monitoring and evaluation (monev) sessions every three to six months each year. This regular evaluation ensures that the program remains on track and meets its objectives.

Good coordination between departments has also contributed to the program's success. The Environmental Service Office and other relevant departments have managed to maintain effective communication channels, which is crucial for the smooth execution of the program. This coordination ensures that any issues are promptly addressed, and adjustments can be made as necessary to improve the program's effectiveness.

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The community greatly benefits from the green open space provided by the program. These benefits align well with the program's targets, indicating that the goals set are appropriate and relevant to the community's needs. Green open spaces contribute to the well-being of residents by providing areas for recreation, relaxation, and social interaction, which enhances the quality of life in the community.

However, there are still areas that need improvement, particularly in the distribution of functions among the agencies involved. Not all agencies have performed their roles and responsibilities to the expected standard. This uneven distribution of effort can hinder the overall effectiveness of the program. For example, if one agency fails to fulfill its duties, it can create gaps in service delivery and undermine the program's objectives.

To address this issue, it is essential to review and possibly restructure the roles and responsibilities of each agency. Ensuring that all agencies are equally committed and capable of performing their tasks will enhance the program's efficiency and effectiveness. Additionally, strengthening inter-agency communication and collaboration will help in addressing any discrepancies and ensuring that all parts of the program work harmoniously towards the common goal.

In conclusion, while the Green Open Space Program at Ciruas City Park has shown positive results due to good inter-organizational relationships and community benefits, improving the distribution of functions among agencies is crucial for its long-term success. By addressing these challenges, the program can achieve its full potential and continue to provide valuable benefits to the community.

**Organizational Resources**

In evaluating the resources required for the Ciruas City Park Green Open Space program, we can categorize them into several variables: human resources directly involved in the program, financial resources, and supporting resources for the policy implementation of the Green Open Space program, which includes facilities and infrastructure. The human resources provided by the Environmental Service Office are insufficient to meet the demands of the program. This shortfall is compounded by the behavior of the local community, who often damage the facilities and infrastructure within Ciruas City Park. This problematic behavior poses significant challenges to the effective management and implementation of the program.

Additionally, there are issues related to the misallocation of financial and material resources. This mismanagement is evident in the park’s inadequate facilities. For instance, the absence of trash bins leads to littering, insufficient lighting makes the park unsafe at night, non-functional toilets reduce the park’s usability, and the poor maintenance of other facilities detracts from the overall experience for visitors. These deficiencies highlight the need for a better allocation and utilization of resources to ensure that the park can meet its intended purposes effectively.

The main challenge, however, remains in the maintenance of the park and raising awareness among the community about the importance of preserving these facilities. The local community's involvement and responsibility in maintaining the park are crucial for the program's success. Without a cooperative community, efforts from the Environmental Service Office alone will not be sufficient to keep the park in good condition.

To address these issues, it is essential to enhance community engagement and education on the importance of maintaining public facilities. Initiatives such as community clean-up days, educational campaigns about the impact of littering, and involving local residents in the park's upkeep can foster a sense of ownership and responsibility. Additionally, increasing the number of staff dedicated to maintaining the park and ensuring proper allocation of financial resources can help address the current inadequacies.

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In conclusion, while the Green Open Space program in Ciruas City Park faces significant challenges related to resource allocation and community behavior, addressing these issues through improved management, community engagement, and proper resource allocation can enhance the program's effectiveness and sustainability.

**Characteristics and Capabilities of Implementing Agents**

The effective implementation of the Green Open Space program hinges significantly on the technical skills of the implementers and their ability to coordinate and communicate internally. This coordination fosters good relationships between institutions and target groups. The technical skills of each agency have been performing well according to their main duties and functions, which is evident from the successful addition of City Parks in Serang Regency in 2018. These technical skills are crucial for planning, executing, and maintaining green open spaces effectively.

However, a significant issue remains with the coordination and communication among the field officers of the Environmental Service Office. This lack of effective internal communication and coordination is evident in the failure of the officers to perform their daily tasks of managing and cleaning the park, which results in scattered trash and general untidiness. The inadequate performance of these daily maintenance tasks highlights a critical gap in the operational aspects of park management.

For the Green Open Space program to be successful, it is imperative that the Environmental Service Office and the local community coordinate effectively. This coordination involves not only performing maintenance tasks but also engaging in educational activities to raise community awareness about the importance of not littering. Educating the community is vital, as trash continues to be a major obstacle to maintaining park cleanliness. Without community participation and responsibility, efforts to keep the park clean and well-maintained are likely to fall short.

To address these challenges, the Environmental Service Office needs to implement a structured approach to improve internal communication and coordination among field officers. Regular meetings, clear task assignments, and accountability measures can help ensure that daily maintenance tasks are carried out efficiently. Additionally, involving the local community through educational campaigns, clean-up drives, and workshops on environmental stewardship can foster a sense of ownership and responsibility towards the park.

In conclusion, while the technical skills of the implementers are a strong foundation for the Green Open Space program, improving internal coordination and fostering community participation are essential for overcoming the challenges of park maintenance. By addressing these areas, the Environmental Service Office can enhance the effectiveness of the program and ensure that green open spaces remain clean, attractive, and beneficial for all residents.

## CONCLUSION

**Conclusion**

Based on the research conducted, it can be concluded that the implementation of the Green Open Space (RTH) in Ciruas City Park has not been fully maximized. The financial and material resources have not been properly allocated, as evidenced by the inadequate facilities such as the absence of trash bins, insufficient lighting, non-functional toilets, and poor maintenance of other infrastructure. However, the main challenge lies in the maintenance and awareness of the community in preserving the facilities at Ciruas City Park. This is demonstrated by several obstacles that hinder the implementation of the green open space program in Serang Regency.

One significant issue is the community's short-term thinking and lack of a sense of ownership or stewardship towards the park as a Green Open Space (RTH). This is manifested in behaviors such as

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littering, vandalizing facilities, which leads to the park becoming dirty and unkempt, and rule violations by vendors who sell goods around the park area. These problems are exacerbated by the lack of government attention towards green open spaces. The facilities in Ciruas City Park are inadequate, cleanliness is poor, and the designated and deployed personnel do not perform their primary duties effectively. This combination of factors has resulted in the suboptimal implementation of the green open space program.

To address these issues, a multifaceted approach is necessary. First, there must be a better allocation and utilization of financial and material resources to ensure that the park is adequately equipped with necessary facilities such as trash bins, proper lighting, and functional toilets. Second, there needs to be an increase in community engagement and education to foster a sense of responsibility and care for the park. This can include community clean-up events, educational campaigns about the importance of maintaining green open spaces, and stricter enforcement of rules to prevent vandalism and unauthorized vending.

Moreover, the government must play a more active role in overseeing and maintaining these spaces. Regular inspections, effective deployment of maintenance staff, and ensuring that these staff members perform their duties properly are essential. By addressing these challenges and improving resource allocation, community awareness, and government oversight, the implementation of the Green Open Space program can be significantly enhanced, ensuring that Ciruas City Park remains a valuable and well-maintained public space for the community.

**Recommendations**

Based on the research findings, the following recommendations are proposed to enhance the implementation and effectiveness of the Green Open Space (RTH) program at Ciruas City Park:

1. Improved Resource Allocation:
    a. Financial Resources: Ensure that financial resources are allocated efficiently and transparently to improve park facilities. This includes installing adequate trash bins, sufficient lighting, and ensuring that toilets are functional.
    b. Material Resources: Regularly maintain and upgrade park infrastructure to prevent deterioration and ensure that the park remains a clean and inviting space.
2. Community Engagement and Education:
    a. Educational Campaigns: Launch educational campaigns to raise awareness about the importance of maintaining green open spaces. Educate the community about the negative impacts of littering and vandalism.
    b. Community Involvement: Organize community clean-up events and encourage local residents to take part in maintaining the park. Foster a sense of ownership and responsibility towards the park.
3. Enhanced Government Oversight:
    a. Regular Inspections: Conduct regular inspections to ensure that park facilities are maintained properly and that any issues are promptly addressed.
    b. Effective Deployment of Staff: Ensure that maintenance staff are effectively deployed and perform their duties consistently. Implement a monitoring system to track staff performance and accountability.

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4. Stricter Enforcement of Regulations:
    a. Enforce Rules on Vending: Implement stricter regulations and enforcement to prevent unauthorized vending within the park. This can help reduce litter and preserve the park's intended purpose.
    b. Anti-Vandalism Measures: Increase security measures to prevent vandalism and ensure that park facilities are respected and preserved.
5. Collaborative Efforts:
    a. Inter-Agency Coordination: Improve coordination between different government agencies to ensure that responsibilities are clearly defined and efficiently executed.
    b. Public-Private Partnerships: Explore partnerships with private organizations and NGOs to support the maintenance and improvement of the park.
6. Long-Term Planning:
    a. Sustainable Practices: Incorporate sustainable practices in park management to ensure the long-term viability of green open spaces. This includes using environmentally friendly materials and practices in park maintenance.
    b. Future Expansion: Plan for the expansion of green open spaces in other areas to provide more recreational spaces for the community and enhance urban green coverage.

By implementing these recommendations, the Green Open Space program at Ciruas City Park can be significantly improved, ensuring that it serves the community effectively and remains a valuable public asset.

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# IMPLEMENTATION OF THE WASTE BANK PROGRAM IN HANDLING WASTE IN THE CITY OF SERANG

# IMPLEMENTASI PROGRAM BANK SAMPAH DALAM MENANGANI SAMPAH DI KOTA SERANG

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**Abstract**

Waste management in Serang City remains a significant challenge for the local government. With a population of 735,651 in 2023 and a density of 2,700 people/km², the volume of waste produced continues to increase. To address this, the Serang City Government has implemented a waste bank program aimed at reducing the amount of waste ending up in the Final Processing Site (TPA). This program seeks to raise public awareness about waste management through sorting, recycling, and utilizing waste. This study employs a qualitative approach to examine the implementation of the waste bank program in Serang City. Smith's model is utilized to analyze the policy implementation process, focusing on four variables: idealized policy, target groups, implementing organization, and environmental factors. The findings indicate that, despite the efforts of the Environmental Agency and waste bank organizations, the program's implementation has not been optimal. Contributing factors include a lack of community participation, an insufficient number of personnel, and inadequate facility support. However, some sub-districts exhibit high levels of community participation, with residents utilizing waste banks as a source of economic value. This demonstrates the potential for the program to succeed if these issues are addressed. Recommendations for improving the waste bank program include enhancing community engagement through education and outreach, increasing the number of personnel dedicated to the program, and providing better facilities and resources to support waste management efforts. By addressing these challenges, the Serang City Government can make significant strides in improving waste management and reducing the environmental impact of waste.

Keywords: Waste Bank, Policy Implementation, Waste Management, Smith Mode.

**Abstrak**

Pengelolaan sampah di Kota Serang tetap menjadi tantangan besar bagi pemerintah daerah. Dengan populasi sebanyak 735.651 jiwa pada tahun 2023 dan kepadatan 2.700 orang/km², volume sampah yang dihasilkan terus meningkat. Untuk mengatasi masalah ini, Pemerintah Kota Serang telah menerapkan

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program bank sampah yang bertujuan untuk mengurangi jumlah sampah yang berakhir di Tempat Pemrosesan Akhir (TPA). Program ini bertujuan untuk meningkatkan kesadaran masyarakat tentang pengelolaan sampah melalui pemilahan, daur ulang, dan pemanfaatan sampah. Penelitian ini menggunakan pendekatan kualitatif untuk meneliti pelaksanaan program bank sampah di Kota Serang. Model Smith digunakan untuk menganalisis proses implementasi kebijakan dengan fokus pada empat variabel: kebijakan ideal, kelompok sasaran, organisasi pelaksana, dan faktor lingkungan. Hasil penelitian menunjukkan bahwa meskipun ada upaya dari Dinas Lingkungan Hidup dan organisasi bank sampah, implementasi program belum optimal. Faktor-faktor yang berkontribusi termasuk kurangnya partisipasi masyarakat, jumlah personel yang tidak memadai, serta kurangnya dukungan fasilitas. Namun, beberapa kecamatan menunjukkan tingkat partisipasi masyarakat yang tinggi, dengan warga memanfaatkan bank sampah sebagai sumber nilai ekonomi. Hal ini menunjukkan potensi keberhasilan program jika masalah-masalah ini diatasi. Rekomendasi untuk meningkatkan program bank sampah meliputi peningkatan keterlibatan masyarakat melalui pendidikan dan sosialisasi, menambah jumlah personel yang didedikasikan untuk program ini, serta menyediakan fasilitas dan sumber daya yang lebih baik untuk mendukung upaya pengelolaan sampah. Dengan mengatasi tantangan-tantangan ini, Pemerintah Kota Serang dapat membuat kemajuan signifikan dalam meningkatkan pengelolaan sampah dan mengurangi dampak lingkungan dari sampah.

Kata Kunci: Bank Sampah, Implementasi Kebijakan, Pengelolaan Sampah, Smith Mode.

## INTRODUCTION

Waste is a common problem in various countries, especially in developing countries like Indonesia. The waste issue can be caused by increasing population density and decreasing availability of land for waste disposal. As a result, this situation leads to an increase in waste production. This condition contrasts with the availability of waste management facilities, ultimately causing environmental disruption. Waste is solid material discarded from household activities, markets, offices, lodgings, hotels, restaurants, industries, construction, and scrap metal (Abdussamad et al., 2022). According to the World Health Organization (WHO) (Sania Nur Haulia et al., 2021), waste refers to items that are unused, not consumed, unwanted, or discarded, originating from human activities and not occurring naturally. Meanwhile, according to Law Number 18 of 2008 on Waste Management, waste is the residue from daily human activities and/or solid forms resulting from natural processes. Therefore, it can be concluded that waste is material or objects that are no longer used or unwanted residues. Waste includes objects no longer used by living organisms and discarded items from daily community activities, industrial operations, or household chores.

According to data from the National Waste Management Information System (SIPSN) of the Ministry of Environment and Forestry (KLHK), input from 202 regencies/cities across Indonesia in 2023 shows that the national waste volume reached 21.1 million tons. Waste management remains an issue that must be addressed by various provinces in Indonesia, including Banten Province. According to SIPSN data, the waste volume in Banten Province reaches 2.62 million tons, making it the fifth-largest in Indonesia. Serang City, the capital of Banten Province, has become a focal point regarding waste issues. The waste problem in Serang City has reached an alarming stage. The population of Serang City in 2023 was 735,651 people, with a density of 2,700 people/km². This makes Serang City a busy area with various activities affecting the amount of waste produced. Currently, the waste managed by the Serang City government is disposed of at the Cilowong Final Processing Site (TPAS).

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**Table 1**
Waste Volume in 2022-2023 in Serang City

| District | SEMESTER 1 | | | SEMESTER 2 | | |
|---|---|---|---|---|---|---|
| | Amount of Handled Waste | Total Waste Production | Percentage (%) | Amount of Handled Waste | Total Waste Production | Percentage (%) |
| Cipocok Jaya | 5.629,32 | 15.652,94 | 35,96 | 16.729,62 | 31.305,87 | 53.44 |
| Curug | 2.695,73 | 9.361,05 | 28,80 | 9.705,73 | 18.722,11 | 51,84 |
| Kesemen | 6.683,35 | 16.789,17 | 39,1 | 20.471,35 | 33.578,35 | 60,97 |
| Serang | 4.071,58 | 35.532,72 | 65,08 | 73.573,75 | 71.065,44 | 103,53 |
| Takatakan | 4.435,36 | 15.968,47 | 25,50 | 14.672,01 | 31.936,95 | 45,94 |
| Walantaka | 4.435,36 | 16.085,03 | 27,57 | 15.256,26 | 32.170,05 | 47,42 |
| Total | 46.638,91 | 109.389,39 | 222,72 | 150.408,72 | 218.778,78 | 68,75 |

Source: Environmental Service Office of Serang City, 2023.

The data above demonstrates that Serang City does not collect all waste in each district. The uncollected waste is due to a lack of public awareness about proper disposal practices. Residents dispose of some uncollected waste by burying it, throwing it into rivers, burning it, and other methods. Additionally, the number of available sanitation workers is insufficient compared to the city's area. In densely populated districts, the difficulty in finding land for waste disposal is also a problem. The low community involvement in solid waste management is due to the perception that waste is solely the government's responsibility, while the community feels obliged only to pay for the waste they dispose of.

**Table 2**
Rasio of Waste Disposal Sites to the Population per 1000,000 People in 2022-2023

| No. | Uraian | 2022 | 2023 | |
|---|---|---|---|---|
| | | | Semester I | Semester II |
| 1 | Jumlah TPS | 130 | 130 | 130 |
| 2 | Jumlah Daya Tampung TPS (m3) | 1.780 | 1.780 | 1.780 |
| 3 | Jumlah Penduduk (Jiwa) | 712.166 | 724.553 | 724.553 |
| 4 | Rasio TPS Terhadap Jumlah Penduduk | 0,225 | 2,457 | 2,457 |

Source: Environmental Service Office of Serang City, 2023.

The data above shows that the capacity of waste disposal sites is very minimal. The TPS ratio in 2022 was only 0.225, and in 2023 it was only 2.457 per 100,000 people. This is due to the insufficient number of operational cleaning units available to manage waste relative to the city's area. Additionally, it is challenging to find land for waste disposal sites in densely populated districts.

Environmentally friendly waste management can have positive impacts on society and the environment. Effective waste management requires legal certainty, clear responsibilities and authorities of the government, and active community involvement. The Serang City Government continues to make various efforts to manage waste, including the waste bank program. The Waste Bank program is regulated under the Minister of Environment and Forestry Regulation Number 14 of 2021 on Waste Management in Waste Banks. This program follows the 3R principle (reduce, reuse, and recycle).

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Reduce refers to efforts to decrease waste production in daily activities. Reuse refers to using old items without processing them first. Recycle refers to processing waste into other useful materials.

The Waste Bank program (Nurikah & Furqon, 2022) is a social engineering activity that teaches the community to sort waste and raises awareness about wise waste management. Waste Banks serve as a solution to reduce the amount of waste taken to the Final Processing Site (TPA). Building Waste Banks should be the initial momentum to foster collective awareness among the community to sort, recycle, and utilize waste, as waste has considerable economic value (Novianty, 2013). The waste management program through Waste Banks is one solution to improve the effectiveness of waste management and create collaboration in every waste management program implementation (Salsabila et al., 2021). In the Waste Bank Program, reduction efforts are carried out through reuse activities, while handling actions are taken through sorting, transporting, and/or processing waste. The type of reduction and handling activities is adjusted to the type of waste managed by the Waste Bank. Waste Bank managers have the freedom to determine waste management methods that match the capabilities and resources of the Waste Bank.

**Table 3**
Active Waste Banks in Serang City

| No. | Waste Bank | Location | Amount of Waste (Kg/Month) | Number of Depositors |
|---|---|---|---|---|
| 1 | Alam Lestari | Lontar Baru | 54 | 50 |
| 2 | CIJE GREEN | Cikulur Jelawe, Serang Sub-district | 200 | 30 |
| 3 | CIS GREEN | Perumnas Ciracas, Serang Sub-district | 50 | 35 |
| 4 | BSB Berseri | KSB Complex, Kaligandu Sub-district | 100 | 40 |
| 5 | Karya Lestari 1 | Kaliwadas Neighborhood RT 01/06, Lopang Sub-district | 50 | 35 |
| 6 | Karya Lestari 2 | Kaliwadas Neighborhood RT 03/02, Lopang Sub-district | 50 | 35 |
| 7 | Karya Lestari 3 | Kaliwadas Neighborhood RT 02/04, Lopang Sub-district | 50 | 35 |
| 8 | Barokah | RSS Pemda Complex, Cipocok | 50 | 30 |
| 9 | ANISA | Puri Serang Hijau Complex, Cipocok | 50 | 30 |
| 10 | Nusa Indah | Perempatan Village RT 01/01, Curug Sub-district, Curug District | 50 | 30 |
| 11 | Andalan | RT 02/06, Curug Sub-district, Curug District | 50 | 30 |
| 12 | Permata Mandiri | Safira Regency Complex, Sepang Sub-district, Taktakan District | 80 | 30 |
| 13 | MCI (Menuju Cimoyan Indah) | Cimoyan Neighborhood RW 04, Sepang Sub-district, Taktakan District | 60 | 30 |
| 14 | Basaki | Legok Dalam Neighborhood, Drangong Sub-district, Taktakan District | 60 | 30 |
| 15 | Insan Peduli | Karodangan Neighborhood RW 03 | 70 | 30 |
| 16 | My Gold | Gelok RS Puri Gracia Neighborhood | 150 | 40 |
| 17 | Unyur Makmur | Unyur Neighborhood, Unyur Sub-district | 400 | 67 |

Source: Environmental Service Office of Serang City, 2023.

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The data in the table above shows the number of active waste banks in Serang City. This figure indicates the minimal community participation in the waste bank program. The low number of participants is due to the difficulty in changing the community's mindset to utilize waste as something with economic value. The low community participation as waste bank customers results in the waste bank's goals not being fully achieved. The goal of the Reduce, Reuse, Recycle (3R) program through waste banks is to reduce the volume of waste entering the Final Processing Site (TPA).

Several reasons for the lack of community participation include their preference for using the services of the Environmental Sanitation Operational Unit (Sokli). This is due to the limited time available to sort waste. When the community uses the Environmental Sanitation Operational Unit (Sokli), the waste is not sorted to become economically valuable but is directly transported by Sokli and disposed of at the TPA. Consequently, the amount of waste transported to the TPA does not decrease. Thus, without adequate participation in the waste bank program, efforts to reduce the volume of waste entering the TPA become less effective.

The community targeted by the waste bank program, which plays an important role, still tends to be indifferent towards waste management based on the 3R principles. This is due to the mindset that waste is something to be discarded and has no value. The heterogeneity and diverse social statuses in Serang City affect community participation in the waste bank, as seen from their low involvement. Many view collecting and sorting waste as akin to scavenging, leading to embarrassment about taking waste to the waste bank.

## METHODS

The research approach is a series of methods or activities in a study that begins with problem formulation and ends with the conclusion. There are three types of research approaches: qualitative, quantitative, and mixed methods (Muhajirin et al., 2024).

The qualitative research method (Sugiyono, 2013) is based on post-positivism philosophy and is used to observe objects in their natural state, in contrast to experimental methods. In this approach, the researcher acts as the primary instrument, meaning that their observations, interpretations, and analysis play a central role in the data collection process. Data is gathered through triangulation techniques, which involve using multiple data sources, methods, or investigators to enhance the accuracy and reliability of the findings.

Data analysis in qualitative research is conducted inductively or qualitatively. This means that the researcher builds patterns, categories, and themes from the bottom up, allowing the data to guide the formation of broader insights and understanding. This approach contrasts with the deductive methods often used in quantitative research, where hypotheses are tested through statistical analysis.

The results of qualitative research focus more on meaning than generalization. Instead of aiming to apply findings broadly to larger populations, qualitative research seeks to provide deep, contextual insights into specific phenomena. This emphasis on meaning allows researchers to explore complex interactions and social processes in detail, capturing the richness and diversity of human experiences.

In practical terms, the qualitative research method involves various data collection techniques such as interviews, observations, and document analysis. The researcher immerses themselves in the field to gather detailed, nuanced information. Through careful analysis, they interpret and describe the underlying patterns and themes that emerge from the data, providing a comprehensive understanding of the studied subject.

Overall, the qualitative approach is particularly well-suited for exploring new or complex research areas where little is known, understanding social processes, and capturing the perspectives and experiences of participants. It offers a flexible and adaptive framework that allows researchers to delve

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deeply into their topics, producing rich, detailed findings that contribute to a deeper understanding of the studied phenomena.

## RESULTS AND DISCUSSION

### Results

Policy implementation is essentially a way to ensure that the policy achieves its intended goals accurately. There are two general steps in implementing public policy: directly executing programs or formulating derivative policies from the main policy. Public policies manifested in the form of laws or regional regulations often require further elaboration or implementing regulations to be effectively enforced.

In the policy implementation process, four factors must be considered, according to Smith (Tachjan, 2006). These four factors interact and influence each other, creating tensions that can lead to protests or physical actions. To achieve policy goals, the formation of new organizations is often necessary. These tensions can result in changes in existing organizations. Consequently, discrepancies, conflicts, and pressures can arise from the interaction of the four policy implementation variables. It is possible that these patterns lead to the formation of specific institutions and serve as feedback to reduce tension. These patterns are then reintegrated into institutional and transactional patterns.

Smith's model in examining the policy implementation process focuses on the perspective of social and political change. This model considers that policies made by the government aim to bring about improvement or change in society as the target group. Regarding Public Policy Implementation, Smith (Pramono, 2020) explains four essential elements: idealized policy, target groups, implementing organization, and environmental factors.

These four components are crucial and interdependent in achieving policy goals. This four-component model can be used to understand how public policy implementation works.

1. Idealized policy: Intended to encourage, influence, and motivate the target group to implement it.
2. Target groups: These are stakeholders expected to adopt the desired interaction patterns by the policymakers. As the target of policy implementation, they are expected to adjust their behavior to the formulated policy.
3. Implementing organization: The executing body responsible for implementing the policy.
4. Environmental factors: These are the cultural, social, economic, and political elements that influence policy implementation.

These factors affect how the target group and implementing organization receive and implement the policy. According to Smith's model, the success of policy implementation heavily depends on how these four factors interact and influence each other. The likelihood of achieving the established policy goals increases with a good relationship between the idealized policy, target group, implementing organization, and environmental factors.

### Idealized Policy

According to Smith (Tololiu et al., 2018), the main factor influencing public policy implementation is the idealized policy. This factor includes the interaction patterns desired or planned by policymakers to encourage, influence, and motivate the target group to implement the policy. The goal of these interaction patterns is to encourage, influence, and stimulate the target group to carry out the policy. There are two main aspects included in this factor:

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1. Communication:
   This aspect involves effective communication between policymakers and policy implementers. Good communication ensures that the goals, benefits, and implementation methods of the policy are clearly understood by all involved parties (Cyrious & Adriana, 2023). The research results show that this dimension of idealized policy has been attempted by the Environmental Service and the Waste Bank Organization in Serang City in implementing the waste bank policy, but its implementation has not been optimal. This is evident from the socialization and training activities conducted by the waste bank organization for the surrounding community. However, the training and counseling implementation has not been optimal due to the insufficient number of Waste Bank employees, so the existing field officers cannot reach the entire community. This is reinforced by Mr. Agus, the manager of Unyur Makmur Waste Bank, who stated that communication between the Environmental Service implementers and Waste Bank managers is still not optimal, with a lack of support and needed tools such as plastic shredders and scales for waste.
2. Coordination:
   This aspect includes coordination between parties involved in policy implementation. Good coordination helps ensure that all parties work synergistically and efficiently so that policy goals can be optimally achieved (Shofiyah et al., 2023). Waste Bank managers in Serang City interact with related parties, such as the Environmental Service, sub-district government, and village government, to encourage, influence, and stimulate waste bank customers in implementing the waste bank program policy. This interaction includes coordination in guidance, counseling, data collection, registration, and waste processing. The collaboration has proven effective with the existence of the Waste Bank Program in Serang Sub-district as the Main Waste Bank and the Waste Bank in Taktakan Sub-district, providing benefits to local residents.

This research is supported by the findings (Sunyata & Patriani, 2019), which show that the success factors in implementing the waste bank program can be seen from the aspect of Idealized Policy. This concept states that successful implementation is marked by the presence of an ideal interaction pattern, a form or way of interaction considered suitable or appropriate, then represented in a policy for further implementation.

**Target Groups**

According to Smith (Tololiu et al., 2018), the second dimension in the policy implementation model is the target group. The target group is part of the policy stakeholders expected to adopt the desired interaction patterns by the policymakers. They are the focus of policy implementation and are expected to adjust their behavior patterns according to the formulated policy. The success of policy implementation heavily depends on the response or responsibility of the target group. If the target group can accept and implement the policy without protest, the policy is considered successful. In other words, the success of policy implementation is measured by how well the target group can adapt to the imposed policy.

**Table 4**
Comparison of Population and Number of Waste Bank Customers

| No. | Village | Population | Number of Waste Bank Customers |
|---|---|---|---|
| 1. | Serang | 29.173 | 65 |

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| | | | |
|---|---|---|---|
| 2. | Lopang | 16.028 | 105 |
| 3. | Unyur | 39.284 | 67 |
| 4. | Kaligandu | 20.876 | 40 |
| 5. | Drangong | 29.873 | 40 |

Source: Environmental Service Office, 2024.

The data in the table above shows the population of villages and the number of waste bank customers in Serang City. This figure highlights the minimal community participation in the waste bank program. The low number of customers is due to the difficulty in changing the community's mindset to utilize waste as something with economic value. The low community participation as waste bank customers results in the waste bank's goals not being fully achieved. The low participation is also due to the lack of community awareness in sorting waste into useful value.

In this case, the My Gold Waste Bank program in Drangong Village has consistently implemented the established waste bank policy. However, there are still people who do not contribute to the program because they are ashamed or unaware of the value of waste.

In contrast, the Unyur Makmur Waste Bank has a considerable number of customers, reaching 67. The Unyur Makmur Waste Bank has also applied for certification to increase the sale value of waste. Additionally, Unyur Makmur provides business capital and educational funds for its customers. Meanwhile, the Digital Waste Bank Program, the main waste bank in Serang City, has expanded significantly and increased its customer base, even reaching Cilegon City.

The diversity of social and economic backgrounds among the community results in varied understanding and awareness of the waste bank program. Some residents in Taktakan sub-district have not been involved because they feel ashamed or do not recognize the economic value of waste. Different levels of education and environmental awareness also affect the response of the target groups. The Unyur Makmur Waste Bank, with 67 customers, has worked to increase the sale value of waste through certification and offers business and educational capital. Accessibility and ease of participation are also important factors. The Digital Waste Bank in Serang City has reached customers in Cilegon, demonstrating that ease of access and a broad network influence community participation.

Key success factors include acceptance and adaptation of the target groups to the policy. The Unyur Makmur Waste Bank shows good acceptance with a significant number of customers and additional initiatives. Active community involvement and participation are crucial. The lack of involvement in Taktakan sub-district shows that barriers still need to be overcome through education and outreach. Providing incentives or rewards can increase motivation and involvement, as seen in Unyur Makmur Waste Bank's offering of business capital and education. The ease of process and access to information also affects participation, as evidenced by the Digital Waste Bank's reach beyond the city.

Strategies to increase participation include enhancing education and outreach to raise knowledge and awareness. Developing more attractive incentives, such as awards, business capital, and educational scholarships. Collaborating with local institutions to expand program reach and increase community involvement. Utilizing technology to facilitate access and community participation.

This research is supported by findings (Sunyata & Patriani, 2019) showing that the success factors of the waste bank program implementation can be seen from the target group aspect. The target groups in policy implementation have a significant influence on achieving the policy's goals because they can accept or reject the applied policy.

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**Implementing Organization**

The Implementing Organization refers to the bodies or organizational units responsible for policy implementation. This is the third dimension that influences the success of policy implementation. These implementing organizations play a crucial role in executing the formulated policy. The success of implementation heavily relies on the effectiveness and efficiency of these organizations in carrying out their tasks.

**Table 5**

Number of Waste Bank Implementers

| Waste Bank | Number of Implementers |
|---|---|
| My Gold | 4 |
| Unyur Makmur | 6 |
| Digital (Bank Sampah Induk) | 50 |

Source: Data Processing Results, 2024.

The table above shows the number of implementers in each waste bank, highlighting the insufficient number of implementers at the three waste banks, resulting in suboptimal implementation due to limited human resources. This issue should be addressed by the local government and the Environmental Service Office to increase the number of implementers at each waste bank location.

In implementing the waste bank program, the Environmental Service Office is responsible for data collection, registration, and the establishment of waste banks in each district. This research evaluates the Implementing Organization dimension based on the organizational unit's capability to implement policies and the consistency and discipline of the unit in executing the waste bank policies. The results show that the organizational units handling the waste bank program in Serang City are not optimal due to a lack of personnel and field officers, as well as inadequate facilities and resources. Although the consistency and discipline of employees in implementing waste bank policies are good, the shortage of personnel hinders the full implementation of the policies. This indicates that the suboptimal success of the waste bank policy implementation in Minahasa is partly due to the inefficiency of the organizational units responsible for executing the policies.

This research is supported by findings (Sunyata & Patriani, 2019), which show that the success factors of the waste bank program implementation can be seen from the aspect of the Implementing Organization. Public policies that have been formulated require administrators or bureaucrats who are responsible for carrying out their duties and functions. These policies will not be meaningful without concrete actions from the implementers. Therefore, the role of administrators in policy implementation has a significant impact on achieving the goals of the waste bank program.

**Environmental Factors**

In Smith's policy implementation model, the last dimension to be considered is external environmental factors, which include cultural, social, economic, and political aspects. An unsupportive or non-conducive environment can be a source of problems that potentially lead to policy implementation failure. Therefore, the success of policy implementation is greatly influenced by supportive external environmental conditions. External environmental factors significantly affect how policies are accepted, implemented, and sustained by various stakeholders. Cultural, social, economic, and political aspects can influence the dynamics of policy implementation and the desired outcomes. Therefore, it is crucial for implementers to consider these factors.

Research indicates that the cultural and social environment has not fully supported the implementation of the waste bank program policy. Waste management culture has not been entirely

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adopted by the community, resulting in unmanaged waste. The level of community awareness in managing waste is still low, reflecting social conditions that do not fully support the success of the waste bank program. However, the economic condition of the community is a supporting factor for the implementation of this policy, as many people view the waste bank program as a source of additional income and daily earnings. This is evidenced by the savings for educational and business capital accumulated through waste management by the Unyur Makmur and My Gold waste banks.

On the other hand, the research shows that the economic condition of the community plays an important role in supporting the success of the waste bank program. Many people see the waste bank program as an added value and a source of daily income. Concrete examples from the Unyur Makmur and My Gold waste banks, which have successfully accumulated savings for educational and business capital through waste management, demonstrate the positive impact of the economic aspect on the implementation of the waste bank program policy.

This research is supported by findings (Sunyata & Patriani, 2019), which show that the success factors of the waste bank program implementation can be seen from the aspect of Environmental Factors. This concept states that social factors are among the factors influencing the success of a policy. In policy implementation, environmental elements also play a crucial role as support from the environment is needed to achieve the policy implementation goals.

**Discussion**

The implementation of the waste bank program in Serang City presents a multifaceted challenge that involves both structural and cultural dimensions. The data indicates a significant disparity between the number of waste bank customers and the total population in various districts, underscoring a critical issue in community participation and engagement. This disparity can be attributed to several underlying factors, including the community's mindset towards waste management, the adequacy of resources allocated for the program, and the effectiveness of the implementing organizations.

**Community Mindset and Participation**

One of the primary challenges identified in the implementation of the waste bank program is the community's mindset towards waste and waste management. Despite the potential economic benefits of sorting and recycling waste, there remains a pervasive cultural perception of waste as something to be discarded rather than a resource to be utilized. This cultural barrier is compounded by social stigma, where activities related to waste management are often viewed as low-status jobs, akin to scavenging. Consequently, many community members feel embarrassed or disinterested in participating in the waste bank program, leading to low enrollment numbers as highlighted by the population-to-customer ratios in Table 4.

Efforts to shift this mindset are evident in the initiatives taken by waste banks like Unyur Makmur and My Gold, which have introduced certification to increase the sale value of sorted waste and have provided business and educational capital from waste management activities. These measures aim to demonstrate the tangible benefits of waste sorting and recycling, thereby encouraging broader participation. However, these initiatives have not yet reached a critical mass of acceptance across all districts, indicating the need for more robust community engagement and educational programs.

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### Resources Allocation and Implementing Organization

The success of the waste bank program is also closely tied to the adequacy of resources allocated to the program. As Table 5 indicates, the number of implementers in each waste bank is insufficient, with only 4 to 6 implementers in some banks and 50 in the main waste bank. This shortage of human resources hampers the effectiveness of the program's implementation. The Environmental Service Office, responsible for overseeing the waste bank program, faces significant challenges in scaling its operations to meet the needs of Serang City's diverse and growing population.

The lack of personnel and inadequate facilities further complicate efforts to manage waste efficiently. While the dedication and consistency of existing staff are commendable, the scale of the task requires a larger workforce and better logistical support. The Environmental Service Office must address these gaps by hiring more staff, enhancing training programs, and improving the infrastructure necessary for effective waste management.

### Environmental Factors

External environmental factors, including cultural, social, economic, and political elements, play a critical role in the successful implementation of the waste bank program. The current cultural and social environment in Serang City does not fully support the principles of waste sorting and recycling. As noted, there is a need for a cultural shift that redefines waste management activities as valuable and respectable.

Economic conditions, however, provide a more supportive backdrop for the program. Many community members see the economic potential in participating in the waste bank program, as evidenced by the success stories from Unyur Makmur and My Gold waste banks. These banks have successfully utilized the economic incentives of waste management to gather savings for educational and business purposes, showcasing the program's potential to contribute to financial wellbeing.

### Strategic Recommendations

To enhance the implementation and effectiveness of the waste bank program in Serang City, several strategic recommendations can be made. Firstly, there needs to be a concerted effort to increase community education and outreach programs to shift cultural perceptions and increase participation. Educational campaigns should emphasize the economic benefits and environmental importance of waste sorting and recycling.

Secondly, improving the resource allocation to the waste bank program is crucial. This involves hiring more staff, providing adequate training, and investing in the necessary infrastructure to support waste management activities. Enhanced coordination between the Environmental Service Office and waste banks can ensure that resources are utilized efficiently and effectively.

Finally, leveraging technology to facilitate community engagement and streamline operations can significantly enhance the program's reach and efficiency. Digital platforms can be used to register participants, track waste contributions, and provide real-time updates on the program's impact. By addressing these strategic areas, Serang City can make substantial progress in achieving its waste management goals, contributing to a cleaner and more sustainable urban environment.

## CONCLUSION

### Conclusion

Based on the research on the implementation of the Waste Bank program in Serang City, it can be concluded that despite the efforts made, several challenges need to be addressed to enhance the program's effectiveness. One of the main obstacles is the low level of community participation in the

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Waste Bank program. Although various socialization and training activities have been conducted, community participation in sorting and recycling waste remains very minimal. This indicates that there is still a need for increased awareness and education about the importance of proper waste management.

Additionally, the insufficient number of personnel or field officers poses a barrier to the implementation of the Waste Bank program. With an inadequate number of personnel, efforts to reach all community layers and areas in Serang City are limited. Therefore, there is a need for an adequate increase in personnel to ensure the program runs efficiently and effectively.

In the context of policy implementation for the waste bank program, the research highlights that the current cultural and social environment does not fully support these efforts. The culture of waste management has not been fully adopted by the community, which remains one of the main barriers, leading to unmanaged waste being left untreated. The low level of awareness among some community members also indicates social conditions that do not fully support the successful implementation of the waste bank program policy.

The lack of facilities is also one of the issues in the implementation of the Waste Bank program. Inadequate facilities, such as storage and waste processing areas, can hinder the smooth operation of the program and reduce its effectiveness. Therefore, there is a need for improved infrastructure and supporting facilities to ensure the smooth implementation of the Waste Bank program.

**Recommendations**

Based on the findings of this research, the author recommends several strategies to enhance the effectiveness of the Waste Bank program:

1. Intensify educational campaigns to raise awareness about waste management through the Waste Bank program. Collaboration with local communities and educational institutions can help boost community participation.
2. Increase the number of personnel involved in the Waste Bank program and provide adequate training. Training on waste management, waste bank operations, and marketing of recycled products can improve service quality.
3. Invest in upgrading facilities and infrastructure that support the Waste Bank program. Providing adequate waste storage areas, processing facilities, and transportation means can enhance the program's efficiency.

Furthermore, it is essential to expand the reach of the Waste Bank program to various community layers and regions. With broader inclusion, the program can offer more equitable and significant benefits to the community, especially in waste management, environmental education, and economic empowerment. Education plays a crucial role in increasing understanding and awareness of the importance of proper waste management. Structured and sustainable educational programs can shape positive attitudes and behaviors towards the environment, motivating the community to actively participate in the Waste Bank program.

Additionally, the utilization of technology and innovation in waste management can expedite the success of the Waste Bank program. The development of mobile applications, information systems, and environmentally friendly waste processing technologies can enhance the overall efficiency and effectiveness of the program. With strong commitment, synergistic cooperation, targeted education, and appropriate use of technology, the implementation of the Waste Bank program can achieve more optimal and sustainable results in maintaining environmental cleanliness, improving social welfare, and supporting the economic growth of the community.

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# THE IMPACT OF OCCUPATIONAL HEALTH AND SAFETY (OHS) POLICIES ON EMPLOYEES' PSYCHOLOGICAL WELL-BEING IN SOPPENG CITY

# DAMPAK KEBIJAKAN KESEHATAN DAN KESELAMATAN KERJA (K3) TERHADAP KESEJAHTERAAN PSIKOLOGIS KARYAWAN DI KOTA SOPPENG

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**Abstract**

This study aims to evaluate the impact of Occupational Health and Safety (OHS) policies on the psychological well-being of employees in Soppeng City. Utilizing a comprehensive literature review method, data were gathered from a variety of sources including journal articles, books, and research reports. The primary objective was to analyze the relationship between OHS policies and the psychological well-being of employees. The findings from the review suggest that the effective implementation of OHS policies can significantly enhance employees' psychological well-being. This enhancement is achieved by increasing job security, reducing stress, and improving job satisfaction. Effective OHS policies have been shown to positively impact employees' mental well-being, which in turn contributes to increased productivity and loyalty to the company. Therefore, this study provides valuable recommendations for companies in Soppeng City. It suggests that these companies should strengthen their OHS policies to foster better employee well-being and cultivate a healthier work environment. The research underscores the importance of continuous support and regular training in maintaining optimal health and safety standards at the workplace. Furthermore, it emphasizes the need for ongoing evaluation and adaptation of OHS policies to address emerging challenges in the work environment. By doing so, companies can ensure sustained employee well-being and overall organizational health. The study highlights that such proactive measures are not only beneficial for employees but also advantageous for the companies, as they lead to a more motivated and committed workforce. In conclusion, well-implemented OHS policies are essential for promoting psychological well-being among employees, thereby enhancing both individual and organizational performance.

Keywords: Occupational Health and Safety, Psychological Well-being, OHS Policies, Soppeng City.

**Abstrak**

Penelitian ini bertujuan untuk mengevaluasi dampak kebijakan Keselamatan dan Kesehatan Kerja (K3) terhadap kesejahteraan psikologis karyawan di Kota Soppeng. Dengan menggunakan metode tinjauan

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pustaka yang komprehensif, data dikumpulkan dari berbagai sumber termasuk artikel jurnal, buku, dan laporan penelitian. Tujuan utamanya adalah untuk menganalisis hubungan antara kebijakan K3 dan kesejahteraan psikologis karyawan. Temuan dari tinjauan ini menunjukkan bahwa implementasi efektif kebijakan K3 dapat secara signifikan meningkatkan kesejahteraan psikologis karyawan. Peningkatan ini dicapai dengan meningkatkan keamanan kerja, mengurangi stres, dan meningkatkan kepuasan kerja. Kebijakan K3 yang efektif telah terbukti berdampak positif pada kesejahteraan mental karyawan, yang pada gilirannya berkontribusi pada peningkatan produktivitas dan loyalitas terhadap perusahaan. Oleh karena itu, penelitian ini memberikan rekomendasi yang berharga bagi perusahaan-perusahaan di Kota Soppeng. Disarankan agar perusahaan-perusahaan ini memperkuat kebijakan K3 mereka untuk mendorong kesejahteraan karyawan yang lebih baik dan menciptakan lingkungan kerja yang lebih sehat. Penelitian ini menekankan pentingnya dukungan berkelanjutan dan pelatihan rutin dalam menjaga standar kesehatan dan keselamatan yang optimal di tempat kerja. Selain itu, penelitian ini menekankan perlunya evaluasi dan adaptasi kebijakan K3 secara berkelanjutan untuk mengatasi tantangan yang muncul di lingkungan kerja. Dengan demikian, perusahaan dapat memastikan kesejahteraan karyawan yang berkelanjutan dan kesehatan organisasi secara keseluruhan. Penelitian ini menyoroti bahwa langkah-langkah proaktif semacam itu tidak hanya bermanfaat bagi karyawan tetapi juga menguntungkan bagi perusahaan, karena menghasilkan tenaga kerja yang lebih termotivasi dan berdedikasi. Kesimpulannya, kebijakan K3 yang diterapkan dengan baik sangat penting untuk mempromosikan kesejahteraan psikologis di kalangan karyawan, sehingga meningkatkan kinerja individu dan organisasi.

Kata Kunci**:** Kesehatan dan Keselamatan Kerja, Kesejahteraan Psikologis, Kebijakan K3, Kota Soppeng.

## INTRODUCTION

Occupational Health and Safety (OHS) is a crucial aspect in the working environment, aiming to protect both the physical and psychological well-being of employees. OHS policies are not solely focused on preventing workplace accidents and occupational diseases; they also have a significant impact on employees' psychological well-being. In Indonesia, the attention towards OHS has been increasing alongside the growing awareness of the importance of a safe and healthy working environment. Soppeng City, located in South Sulawesi, is one of the developing areas with a rising number of companies and industries. Therefore, the effective implementation of OHS policies is highly relevant to ensure employee well-being and promote productivity as well as the economic growth of the region.

The background of this study is based on the observation that although many companies have adopted OHS policies, not all employees feel the positive impact of these policies on their psychological well-being. Some employees in Soppeng City reportedly still experience stress, anxiety, and dissatisfaction, which may be related to a work environment that does not comprehensively address OHS aspects. This phenomenon indicates that the existing OHS policies may not be optimally implemented, or there are gaps that need to be addressed. Hence, this study aims to evaluate the extent to which OHS policies implemented in various companies in Soppeng City contribute to their employees' psychological well-being.

The main objective of this research is to identify the impact of OHS policies on the psychological well-being of employees in Soppeng City. This study aims to provide a comprehensive overview of how OHS policies can influence various aspects of psychological well-being, such as job satisfaction, stress levels, and work-life balance. Through an extensive literature review, this research also aims to identify best practices in the implementation of OHS policies that companies in Soppeng City can adopt to enhance their employees' well-being.

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The research problem focuses on whether the existing OHS policies are effective in improving employees' psychological well-being. Some companies might have implemented OHS policies well, yet there are still reports of unsatisfactory psychological conditions among employees. The research questions underpinning this study are: Are the OHS policies implemented in Soppeng City effective in improving employees' psychological well-being? What factors influence the effectiveness of these OHS policies? By understanding the impact of OHS policies on psychological well-being, this research hopes to identify areas that require improvement and provide recommendations for more effective policies in the future.

The importance of this research lies in its potential to provide deeper insights into the relationship between OHS policies and employees' psychological well-being. The results of this study are expected to serve as a basis for companies to improve their OHS policies, thereby creating a safer, healthier work environment that supports employees' psychological well-being. Moreover, this research is also anticipated to encourage local governments and related institutions to pay attention to and oversee the implementation of OHS policies in Soppeng City, aiming for better well-being for the entire workforce in the region.

Therefore, this research will not only contribute academically through an in-depth literature review but also offer practical solutions to improve employees' psychological well-being through better and more effective OHS policy implementation. This dual approach underscores the significance of the study in both academic and practical contexts, ensuring that its findings are relevant and beneficial to a wide range of stakeholders.

In conclusion, by evaluating the current state of OHS policies and their impact on psychological well-being, this study aims to bridge the gap between policy and practice. It seeks to provide actionable insights and recommendations that can be utilized by companies and policymakers alike to foster a work environment that is not only physically safe but also psychologically supportive. This holistic approach to workplace health and safety is essential for the sustainable growth and development of Soppeng City and its workforce.

## METHODS

This study employs a literature review method to evaluate the impact of Occupational Health and Safety (OHS) policies on the psychological well-being of employees in Soppeng City. A literature review is a research method that focuses on collecting and analyzing information from various relevant literature sources, such as journal articles, books, research reports, and other published documents. This method was chosen because it allows the researcher to gain a deep understanding of the topic based on previous studies and to identify trends and gaps in the existing literature.

The first step in this literature review is to determine the research topic and formulate specific research questions, namely how OHS policies affect employees' psychological well-being. Next, a literature search is conducted using relevant keywords, such as "OHS policies," "employee psychological well-being," and "OHS impact." Literature sources are sought through academic databases like Google Scholar, PubMed, and ResearchGate, as well as university digital libraries.

After gathering the relevant literature, the next step is to screen the literature based on established inclusion and exclusion criteria. The inclusion criteria include literature that discusses OHS policies and psychological well-being, is in Indonesian or English, and has been published in the last five years to ensure relevance and currency. The exclusion criteria include literature that is not directly related to the topic, is of low quality, or originates from unreliable sources.

The selected literature is then critically analyzed to understand the methodologies, findings, and conclusions presented. This analysis is conducted by identifying main themes, patterns, and differences

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among the existing studies. The results of the analysis are used to synthesize information and draw conclusions about the impact of OHS policies on employees' psychological well-being.

This literature review also includes identifying gaps in the existing research and providing recommendations for further research. By using this method, it is hoped that significant contributions can be made to the understanding of OHS policies and the psychological well-being of employees in Soppeng City, as well as helping companies improve their OHS policies.

## RESULTS AND DISCUSSION

### Results

### Impact of OHS Policies on Employees' Psychological Well-being

Based on the analysis of the literature, it was found that Occupational Health and Safety (OHS) policies have a significant impact on the psychological well-being of employees. Studies show that well-implemented OHS policies can create a safe and healthy work environment, which in turn enhances employees' psychological well-being. This is reflected in several aspects as follows:

1. Reduction of Work Stress

   Effective Occupational Health and Safety (OHS) policies play a crucial role in reducing work stress among employees by minimizing the risk of accidents and hazards in the workplace. Research conducted by A. Rahayu et al. (2022) indicates that companies with high OHS standards tend to have lower employee stress levels compared to companies that do not comprehensively implement OHS policies.

   Effective OHS policies encompass various aspects, such as safety training, the provision of personal protective equipment (PPE), and the implementation of safe work procedures. Good safety training helps employees understand potential workplace hazards and how to avoid them, thereby reducing anxiety caused by uncertainty about personal safety. The provision of adequate PPE ensures that employees are protected from physical injuries, which can reduce mental tension related to accident risks.

   Moreover, safe and structured work procedures help create a more organized and predictable work environment, which in turn reduces stress. When employees feel safe and protected, they can focus better on their work without being distracted by safety concerns. A study by Ahmed and Kamal also found that employees in companies with stringent OHS policies feel more valued and supported by management, which contributes to their enhanced psychological well-being.

   The implementation of good OHS policies benefits not only employees but also companies. Lower stress levels can increase productivity, reduce absenteeism, and lower costs associated with workplace accidents and occupational diseases. Therefore, investing in comprehensive OHS policies is a strategic step that can yield long-term benefits for companies.

2. Increased Job Satisfaction

   A safe work environment has a significant impact on employees' job satisfaction. Employees who feel safe at work tend to be more satisfied with their jobs, which ultimately contributes to improved psychological well-being. According to research conducted by Irzal (2016), employees working in companies with strong Occupational Health and Safety (OHS) policies report higher job satisfaction levels compared to those working in companies without adequate OHS policies.

   A safe work environment provides comfort and confidence to employees that they will not experience injuries or hazards while working. Strong OHS policies typically include safety training, the provision of protective equipment, and clear emergency response procedures.

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When employees feel protected by these policies, they are more likely to feel valued and cared for by management, which enhances their loyalty and motivation.

Furthermore, high job satisfaction is closely related to psychological well-being. Employees who are satisfied with their work environment tend to have lower stress levels and better mental health. They are also more motivated to work productively and contribute positively to organizational goals. Irzal (2016) shows that investing in OHS policies not only improves physical safety but also impacts psychological aspects, creating a more harmonious and productive work environment.

Therefore, ensuring a safe workplace through effective OHS policies is an important strategy for companies to enhance job satisfaction and overall employee well-being.

3. Increased Productivity

   Effective Occupational Health and Safety (OHS) policies not only improve workplace safety but also contribute to increased employee productivity. Employees who feel safe and comfortable at work are more capable of working efficiently and have lower absenteeism rates. According to a study conducted by Tualeka (2020), companies that implement comprehensive OHS policies experience a 15% increase in employee productivity compared to companies that do not implement such policies.

   When employees work in a safe environment, they can fully focus on their tasks without worrying about potential hazards or accidents. This reduces distractions and enhances concentration, thereby improving work efficiency. Additionally, with strong OHS policies in place, employees tend to be more motivated because they feel valued and cared for by the company. This motivation often translates into increased quality and quantity of work output.

   Moreover, effective OHS policies also play a role in reducing absenteeism. Employees who work in safe and healthy conditions are less likely to suffer from work-related injuries or illnesses, thus they take fewer sick leaves. Lower absenteeism rates mean fewer disruptions in the daily operations of the company, allowing for a smoother workflow and higher productivity. Tualeka (2020) also indicates that companies with comprehensive OHS policies not only see increased productivity but also reduced costs associated with workplace accidents and insurance claims. Therefore, good OHS policies provide dual benefits: enhancing employee well-being and providing economic advantages for the company.

4. Reduced Absenteeism

   Effective Occupational Health and Safety (OHS) policies have a significant impact on reducing absenteeism among employees. Employees working in a safe and healthy environment are less likely to experience work-related injuries or illnesses, thus they take fewer sick leaves. Research by E. P. Rahayu et al. (2022) found that companies with strong OHS policies have a 10% lower absenteeism rate compared to companies without adequate OHS policies.

   A safe work environment reduces the risk of workplace accidents and occupational diseases, which are major factors causing employee absenteeism. Strong OHS policies include various preventive measures such as regular safety training, provision of personal protective equipment, and the implementation of safe work procedures. With these measures in place, employees feel more protected and less vulnerable to accidents or poor health conditions at work.

   Additionally, good OHS policies also include health promotion programs that encourage healthy lifestyles among employees. These programs can include regular health check-ups, fitness programs, and health education, all of which contribute to overall employee health improvement.

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With lower absenteeism rates, companies can enjoy various benefits, including increased productivity and operational efficiency. When employees are consistently present, workflows become more stable and planned, reducing disruptions that can affect work output.

**Factors Influencing the Effectiveness of OHS Policies**

In addition to direct impacts, this research also identifies several factors that influence the effectiveness of Occupational Health and Safety (OHS) policies in enhancing the psychological well-being of employees:

1. Management Commitment

   The effectiveness of Occupational Health and Safety (OHS) policies largely depends on management commitment. Companies with management that strongly commits to implementing OHS policies tend to be more successful in creating a safe and healthy work environment. Research by Wijaya et al. (2015) shows that proactive management support for OHS policies can improve employees' psychological well-being by up to 20%.

   Strong management commitment to OHS is reflected in various actions, including adequate resource allocation for OHS programs, continuous training, and strict enforcement of safety procedures. Active and engaged management in OHS activities demonstrates to employees that their safety is a top priority. This can enhance employees' trust and loyalty towards the company.

   Additionally, management commitment to OHS plays a crucial role in shaping a safety culture in the workplace. By setting a good example and integrating safety practices into every operational aspect, management can encourage employees to be more aware and compliant with safety rules. This not only reduces the risk of workplace accidents and occupational diseases but also enhances employees' psychological well-being.

   Nguyen (Wijaya et al., 2015) notes that when management actively supports OHS policies, employees feel more valued and secure, contributing to their improved psychological well-being. Thus, management commitment is key to ensuring the successful implementation of OHS policies and creating a better work environment for all employees.

2. Training and Education

   Training and education on Occupational Health and Safety (OHS) are essential to ensure employees understand workplace safety and health procedures. Good training provides the knowledge and skills necessary for employees to recognize, avoid, and handle potential hazards in their work environment. A study by Soputan et al. (2014) found that effective OHS training can enhance employees' knowledge of safety and health, contributing to improved psychological well-being.

   OHS training covers various topics, including hazard identification, the use of personal protective equipment (PPE), emergency response procedures, and safe work practices (Haedir et al., 2022). With this knowledge, employees feel more prepared and confident in performing their tasks, reducing anxiety and stress related to accident risks. The knowledge gained from OHS training also enables employees to actively participate in creating a safer work environment through involvement in safety programs and health initiatives.

   Moreover, effective OHS training helps build a safety culture in the workplace. When employees understand the importance of safety and health at work, they are more likely to adhere to safety procedures and protocols and support their colleagues in maintaining a safe work environment. This not only reduces accident incidents but also enhances solidarity and psychological well-being among employees.

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Soputan et al. (2014) indicate that increased safety and health knowledge through OHS training is closely related to improved psychological well-being of employees. Feeling safer and equipped with adequate knowledge, employees can work more calmly and productively.

3. Employee Involvement

   Employee involvement in the planning and implementation of Occupational Health and Safety (OHS) policies is crucial to ensuring these policies are effective and accepted by the entire workforce. When employees are involved in this process, they tend to better understand and support OHS policies, ultimately increasing compliance and the overall effectiveness of these policies. Research by Wangi et al. (2020) shows that employee involvement in OHS policies can increase job satisfaction and psychological well-being by 25%.

   Involving employees in OHS planning means engaging them in risk identification, developing safety procedures, and evaluating the effectiveness of existing policies. This creates a sense of ownership and responsibility among employees towards workplace safety. Employees who feel their voices are heard and opinions valued are more motivated to comply with and support OHS policies (Shabrina, 2022).

   Additionally, employee involvement helps identify problems and solutions that may not be apparent to management. Employees working directly in the field have unique insights into potential hazards and practical ways to address them. Therefore, their participation can result in more effective OHS policies tailored to the actual needs of the workplace.

   Research by Wangi et al. (2020) confirms that employees involved in OHS policies experience increased job satisfaction and psychological well-being. When employees feel they contribute to the safety and health of their work environment, they tend to feel more valued and motivated, contributing to a more positive and productive work environment.

**Discussion**

The results of the study indicate that Occupational Health and Safety (OHS) policies have a significant positive impact on the psychological well-being of employees in Soppeng City. These findings are consistent with previous research, which has shown that a safe and healthy work environment can enhance employees' psychological well-being.

1. Influence of OHS Policies on Reducing Work Stress

   The reduction of work stress is one of the main impacts of the effective implementation of OHS policies. Work stress is often caused by unsafe working conditions and high risks of accidents. By mitigating these risks through effective OHS policies, employees can feel safer and better manage their stress. This result aligns with the findings of A. Rahayu et al. (2022), who demonstrated that employees in safe work environments have lower stress levels.

   Effective OHS policies include various measures such as regular safety training, provision of personal protective equipment (PPE), and implementation of safe work procedures. These measures not only reduce physical risks but also alleviate the mental burden on employees, making them feel more secure and less anxious about potential hazards. When employees perceive their work environment as safe, it significantly lowers their stress levels, allowing them to perform their tasks more efficiently and with greater focus.

2. Job Satisfaction and Psychological Well-being

   Increased job satisfaction is another crucial outcome of effective OHS policies. Job satisfaction not only reflects physical safety conditions but also encompasses psychological well-being. Employees who are satisfied with their jobs tend to have better psychological well-being, which positively affects their productivity and loyalty to the company. This finding supports the

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research of Irzal (2016), which found that employees working in companies with strong OHS policies report higher job satisfaction levels.

A safe work environment fosters a sense of security and confidence among employees. When employees know they are protected from injuries and health hazards, they are more likely to experience job satisfaction. Additionally, the presence of strong OHS policies signals that the company values its employees' well-being, further enhancing their sense of being appreciated and respected. This positive perception of the workplace contributes to higher morale, motivation, and overall job satisfaction.

3. Productivity and Effectiveness of OHS Policies

   The observed increase in employee productivity in this study also indicates that effective OHS policies can enhance employee performance. Employees who feel safe and comfortable at work are more capable of working efficiently and focusing on their tasks. This is consistent with the research of Tualeka (2020), which showed that companies with comprehensive OHS policies experience increased employee productivity.

   When employees do not have to worry about safety issues, they can concentrate more on their work, leading to higher efficiency and output. Moreover, a secure work environment minimizes disruptions caused by accidents or health issues, allowing for a smoother workflow. The sense of security provided by robust OHS policies also enhances employees' engagement and commitment, further driving productivity improvements.

4. Reduction of Absenteeism and Employee Well-being

   The reduction in absenteeism rates is another indicator of the effectiveness of OHS policies. Employees who feel safe and protected at work are generally healthier and less likely to experience workplace accidents, thus reducing their absenteeism. Research by E. P. Rahayu et al. (2022) supports this finding, showing that companies with strong OHS policies have lower absenteeism rates.

   Effective OHS policies contribute to a healthier workforce by preventing accidents and occupational diseases. Regular safety training, provision of adequate PPE, and emergency preparedness reduce the likelihood of injuries and health issues. Additionally, promoting health and safety within the workplace encourages employees to adopt healthier lifestyles, further reducing absenteeism. Fewer absences translate to more consistent work performance and fewer operational disruptions.

5. Factors Influencing the Effectiveness of OHS Policies

   Several key factors influence the effectiveness of OHS policies in enhancing employee psychological well-being. These include management commitment, training and education, and employee involvement.

   a. Management Commitment:

      The effectiveness of OHS policies largely depends on the commitment of management. Companies with management that strongly commits to implementing OHS policies tend to be more successful in creating a safe and healthy work environment. Research by Wijaya et al. (2015) shows that proactive management support for OHS policies can improve employees' psychological well-being by up to 20%.

      Strong management commitment to OHS is reflected in various actions, including adequate resource allocation for OHS programs, continuous training, and strict enforcement of safety procedures. Active and engaged management in OHS activities demonstrates to employees that their safety is a top priority. This can enhance employees' trust and loyalty towards the company.

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Additionally, management commitment to OHS plays a crucial role in shaping a safety culture in the workplace. By setting a good example and integrating safety practices into every operational aspect, management can encourage employees to be more aware and compliant with safety rules. This not only reduces the risk of workplace accidents and occupational diseases but also enhances employees' psychological well-being.

b. Training and Education:

Training and education on OHS are essential to ensure employees understand workplace safety and health procedures. Good training provides the knowledge and skills necessary for employees to recognize, avoid, and handle potential hazards in their work environment. A study by Soputan et al. (2014) found that effective OHS training can enhance employees' knowledge of safety and health, contributing to improved psychological well-being.

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Effective OHS training helps build a safety culture in the workplace. When employees understand the importance of safety and health at work, they are more likely to adhere to safety procedures and protocols and support their colleagues in maintaining a safe work environment. This not only reduces accident incidents but also enhances solidarity and psychological well-being among employees.

c. Employee Involvement:

Employee involvement in the planning and implementation of OHS policies is crucial to ensuring these policies are effective and accepted by the entire workforce. When employees are involved in this process, they tend to better understand and support OHS policies, ultimately increasing compliance and the overall effectiveness of these policies. Research by Wangi et al. (2020) shows that employee involvement in OHS policies can increase job satisfaction and psychological well-being by 25%.

Involving employees in OHS planning means engaging them in risk identification, developing safety procedures, and evaluating the effectiveness of existing policies. This creates a sense of ownership and responsibility among employees towards workplace safety. Employees who feel their voices are heard and opinions valued are more motivated to comply with and support OHS policies (Shabrina, 2022).

Employee involvement helps identify problems and solutions that may not be apparent to management. Employees working directly in the field have unique insights into potential hazards and practical ways to address them. Therefore, their participation can result in more effective OHS policies tailored to the actual needs of the workplace.

Research by Wangi et al. (2020) confirms that employees involved in OHS policies experience increased job satisfaction and psychological well-being. When employees feel they contribute to the safety and health of their work environment, they tend to feel more valued and motivated, contributing to a more positive and productive work environment.

## CONCLUSION

### Conclusion

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Based on the results and discussion presented, it can be concluded that Occupational Health and Safety (OHS) policies have a significantly positive impact on the psychological well-being of employees in Soppeng City. Effective implementation of OHS policies can reduce work stress, enhance job satisfaction, improve productivity, and decrease employee absenteeism.

One of the main factors influencing the effectiveness of OHS policies is management commitment. Management that is committed to consistently implementing OHS policies creates a safe and healthy work environment, which in turn enhances employees' psychological well-being. Proactive management support for OHS policies can improve employees' psychological well-being by up to 20%. This demonstrates the critical role of leadership in fostering a culture of safety and health within the organization. When employees see that management prioritizes their safety, it boosts their confidence and morale, leading to a more positive work atmosphere.

Training and education regarding OHS also play a crucial role. Through effective training, employees acquire the knowledge and skills needed to recognize and handle potential hazards, making them feel safer and more prepared to perform their duties. This contributes to reduced anxiety levels and improved psychological well-being. Regular training sessions ensure that employees are updated on the latest safety practices and protocols, which helps in maintaining a high level of awareness and preparedness in the workplace. This, in turn, reduces the likelihood of accidents and health issues, thereby promoting a healthier and more secure work environment.

Employee involvement in the planning and implementation of OHS policies is also important. Employees who are involved in this process are more likely to understand and support OHS policies, which increases job satisfaction and psychological well-being by up to 25%. Involvement in safety planning gives employees a sense of ownership and responsibility towards maintaining a safe work environment. This participatory approach not only enhances compliance with safety regulations but also fosters a collaborative culture where employees feel valued and heard.

Overall, effective OHS policies provide significant benefits to the psychological well-being of employees in Soppeng City, which in turn enhances productivity and reduces absenteeism in the workplace. A safe and healthy work environment is fundamental to employee satisfaction and efficiency. By reducing work-related stress and fostering a sense of security, OHS policies help in creating a positive and productive workplace. This highlights the importance of continuous improvement and commitment to safety standards as a means to support the overall well-being of employees and the success of the organization.

**Recommendations**

Based on the above conclusions, this study provides several recommendations for companies in Soppeng City and for further research:

1. Companies need to strengthen their OHS policies by adopting best practices in the industry and ensuring strong management commitment to the implementation of these policies.
2. Companies should provide adequate training to employees on occupational health and safety to enhance their knowledge and skills in dealing with workplace risks.
3. Companies need to involve employees in the planning and implementation of OHS policies to increase support and compliance with these policies.
4. Further research can be conducted to explore other factors that influence the effectiveness of OHS policies and to identify more effective strategies for enhancing employees' psychological well-being.

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By implementing these recommendations, it is expected that companies in Soppeng City can create a safer, healthier work environment that supports employees' psychological well-being, ultimately improving productivity and overall company performance.

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# THE ROLE OF THE SUB-DISTRICT HEAD'S LEADERSHIP IN PUBLIC SERVICES AT THE LEIHITU SUB-DISTRICT OFFICE, CENTRAL MALUKU REGENCY

# PERAN KEPEMIMPINAN CAMAT TERHADAP PELAYANAN PUBLIK DI KANTOR KECAMATAN LEIHITU KABUPATEN MALUKU TENGAH

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**Abstract**

This research was conducted at the Leihitu Sub-District Office, Central Maluku Regency, with the aim of understanding how the leadership role of the Sub-District Head affects public services at the office. To achieve this objective, data analysis was carried out quantitatively using the Spearman Rank correlation formula as the measurement tool. The results of the analysis using Spearman Rho or Spearman Rank correlation showed a positive correlation between the Sub-District Head's leadership role and the quality of public services, with a correlation coefficient of 0.601. This figure indicates that the relationship between these two variables is strong, as it falls within the coefficient value range of 0.60-0.799. The strength of this relationship suggests that the better the leadership role performed by the Sub-District Head, the higher the quality of public services at the Leihitu Sub-District Office. Furthermore, the hypothesis test on the correlation coefficient revealed that the ρ-calculated value of 0.601 is greater than the ρ-table value of 0.388. This result indicates that the null hypothesis (Ho), which states that there is no relationship between the Sub-District Head's leadership role and public services, is rejected, while the alternative hypothesis (Ha), which asserts that there is a relationship between the two variables, is accepted. Thus, this study concludes that there is a significant and meaningful relationship between the Sub-District Head's leadership role and public services at the Leihitu Sub-District Office, Central Maluku Regency. This highlights the importance of effective leadership in improving the quality of public services at the sub-district government level.

Keywords: Sub-District Head’s Leadership, Public Services, Spearman Rank Correlation, Significant Relationship, Leihitu Sub-District.

Abstrak

Penelitian ini dilaksanakan di Kantor Kecamatan Leihitu, Kabupaten Maluku Tengah, dengan tujuan untuk mengetahui bagaimana peran kepemimpinan Camat berpengaruh terhadap pelayanan publik di kantor tersebut. Untuk mencapai tujuan ini, analisis data dilakukan secara kuantitatif dengan menggunakan rumus korelasi Rank Spearman sebagai alat ukur. Dari hasil analisis menggunakan

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korelasi Spearman Rho atau Spearman Rank, ditemukan bahwa terdapat korelasi positif antara peran kepemimpinan Camat dan kualitas pelayanan publik sebesar 0,601. Angka ini menunjukkan bahwa hubungan antara kedua variabel tersebut tergolong kuat, karena berada dalam rentang nilai koefisien 0,60-0,799. Kekuatan hubungan ini menunjukkan bahwa semakin baik peran kepemimpinan yang dilakukan oleh Camat, maka semakin meningkat pula kualitas pelayanan publik di Kantor Kecamatan Leihitu. Lebih lanjut, uji hipotesis terhadap koefisien korelasi menunjukkan bahwa nilai ρ-hitung sebesar 0,601 lebih besar dibandingkan dengan ρ-tabel sebesar 0,388. Hasil ini mengindikasikan bahwa hipotesis nol (Ho) yang menyatakan tidak adanya hubungan antara peran kepemimpinan Camat dan pelayanan publik ditolak, sedangkan hipotesis alternatif (Ha) yang menyatakan adanya hubungan antara kedua variabel diterima. Dengan demikian, penelitian ini menyimpulkan bahwa terdapat hubungan yang signifikan dan berarti antara peran kepemimpinan Camat dan pelayanan publik di Kantor Kecamatan Leihitu, Kabupaten Maluku Tengah. Hal ini menunjukkan pentingnya peran kepemimpinan yang efektif dalam meningkatkan kualitas pelayanan publik di lingkungan pemerintahan tingkat kecamatan.

Kata Kunci: Kepemimpinan Camat, Pelayanan Publik, Korelasi Rank Spearman, Hubungan Signifikan, Kecamatan Leihitu.

## INTRODUCTION

In an organization or institution, there is a fundamental aspect that must be considered to ensure its development, which is the presence of a leader. Whether leading a country or an organization, leadership plays a critical role. Therefore, it is essential to have the ability and capacity to influence the opinions, attitudes, and behaviors of others to perform tasks professionally. An organization needs a good leader to guide it towards its primary objectives, including leadership at the sub-district level (Prayudi, 2022).

As stated in Government Regulation Number 17 of 2018 regarding Sub-Districts, a sub-district is a regional apparatus of a district or city and also serves as the general administrative implementer of the district or city. The Sub-District Head (Camat) exercises some of the authority delegated by the district head or mayor and carries out central government tasks within the sub-district. Given this position, sub-districts play a strategic role in districts and cities, encompassing organizational duties and functions, human resources, and funding sources. Therefore, specific regulations are necessary to govern the administration of sub-districts through government regulations. One form of leadership in the public sector at the sub-district level is the leadership of the Sub-District Head, who leads a portion of the district or city (Tamin, 2003).

The Sub-District Head is a symbol of leadership at the sub-district level. Considering the significant duties and responsibilities of a Sub-District Head in running the government, it is not wrong to assert that the Sub-District Head needs to develop their role as a leader in the sub-district office. Therefore, the leadership role of the Sub-District Head is crucial. The Sub-District Head, as a regional apparatus, has specific duties compared to other regional apparatus in carrying out their primary functions and supporting the implementation of the decentralization principle, which involves delegating authority from the district or city government to manage and administer governance within the framework of the Unitary State of the Republic of Indonesia (Azizah, 2020).

According to (Syamsir et al., 2023), leadership is the process by which an individual influences others, encourages, directs their activities towards achieving the goals of an organization, and motivates them. Leadership is one of the determining factors for an organization's success in achieving its goals. Therefore, it is not an exaggeration to say that experts place leadership at the core of an organization. This means that the life of an organization is determined by how well its leader can plan, organize, mobilize, direct, and control the organization's resources. In carrying out their duties and functions, a leader is required to understand the goals and objectives to be achieved through the performance of the employees within the organization they lead.

For this reason, a leader's ability to make careful and wise decisions is essential, considering that they are often faced with numerous options requiring them to choose the best alternative as the basis for policy-making in running the organization. This aligns with Mintzberg's view (Thoha, 2006) that there are three main roles every leader must play, regardless of their hierarchical position: interpersonal roles, informational roles, and decision-making roles. Mintzberg concludes that most of a leader's tasks are fundamentally focused on thinking about their organization's strategy-making system. This involvement is due to the leader's formal position, which allows them to be the only one involved in making critical or new actions within the organization, serving as the center of information, ensuring that the best decisions reflect the latest knowledge and organizational values, and making strategic decisions that are integrated with one person having control over everything (Hardiansyah et al., 2020).



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Given that every decision carries risks for the organization, a leader's ability to assess these risks becomes a critical strength, determining the organization's existence and future. The Sub-District Head is the leadership symbol at the sub-district level (Sellang et al., 2022). Considering the significant duties and responsibilities of a Sub-District Head in running the sub-district government, it is not wrong to assert that the Sub-District Head needs to develop their role as a leader in the sub-district office. Therefore, the leadership role of the Sub-District Head is crucial. The Sub-District Head, as a regional apparatus, has specific duties compared to other regional apparatus in carrying out their primary functions.

In supporting the decentralization principle, where authority from the district or city government is delegated to manage and administer governance within the framework of the Unitary State of the Republic of Indonesia, as stipulated in Government Regulation Number 17 of 2018 regarding Sub-Districts (Pratama, 2018), the Sub-District Head is tasked with: organizing general government affairs at the sub-district level in accordance with the regulations governing general government affairs, coordinating community empowerment activities, coordinating efforts to maintain public order and security, coordinating the enforcement of regional regulations, coordinating the maintenance of public service infrastructure and facilities, coordinating the implementation of government activities at the sub-district level, supervising village governance, and carrying out other duties in accordance with the applicable regulations (Gunawan & Azhar, 2020).

Based on the core duties of the Sub-District Head, they can perform their primary responsibilities effectively, providing good service to the community and ensuring public satisfaction. According to the Decree of the Minister of State Apparatus Utilization Number 63 of 2003, the principles of public service delivery include ease of access, discipline, courtesy, friendliness, and comfort.

Furthermore, Law Number 25 of 2009 concerning Public Services states that public service is an activity or series of activities aimed at fulfilling services in accordance with the laws and regulations for every citizen and resident in terms of goods, services, and administrative services provided by public service providers (Indonesia, 2009). According to (Mukarom & Laksana, 2015), public service is a matter of public trust. Public services must be carried out responsibly and in accordance with existing regulations, where the accountability of the services provided can build public trust.

Public trust is the foundation for achieving good governance (Nugroho, 2017). In this context, the public also evaluates the services they receive, and if the service provided is substandard, it will result in poor evaluations, and vice versa. The best public service, often referred to as prime service, is the one that meets service standards. Standards are benchmarks used as guidelines for service delivery and references for the best service as an obligation and promise of service providers to the community (Soekanto, 2012).

However, based on the author's initial observations at the Leihitu Sub-District Office in Central Maluku Regency, it was found that the services provided often did not align with the core duties of the Sub-District Head. This issue arises due to a lack of supervision over employee discipline, uncertainty in service delivery times, illegal fees, unfair treatment by employees, and complaints from the community about inadequate facilities and infrastructure.

## METHODS

This research employs a quantitative methodology, aiming to test the hypothesis proposed as a provisional answer to the main research problem. According to (Moleong, 2014), quantitative research methods are grounded in the philosophy of positivism and are used to study specific populations or samples. The sampling technique is generally conducted randomly, data collection utilizes research instruments, and data analysis is quantitative or statistical, with the purpose of testing the established hypotheses (Moleong, 2014).Quantitative methods are also known as traditional, positivistic, scientific, or discovery methods. This method is termed traditional because it has been in use for a long time and has become a conventional approach in research. It is called positivistic because it is based on the philosophy of positivism, and it is scientific because it adheres to scientific principles—concrete, empirical, objective, measurable, rational, and systematic.

The research was conducted at the Leihitu Sub-District Office in Central Maluku Regency. The population in this study comprises all 26 employees at the Leihitu Sub-District Office.

Primary data collected during the research will be statistically analyzed using the Spearman Rank Correlation technique. According to (Syamsir et al., 2023), the Spearman correlation is a non-parametric statistical analysis technique used to determine the correlation coefficient between two variables where the data has been paired. This research measures the relationship between variable X (leadership role)

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and variable Y (public service). A frequency tabulation table is used to assist in summarizing this primary data.

The formula for the Spearman Rank Correlation is:

$$\rho = 1 - 6 \sum_{i=1}^{N} d_i^2 n(n^2 - 1)$$

Where:

- ρ (Rho) = Spearman rank correlation coefficient
- N = Number of samples
- d_i^2 = Squared difference in rankings between X and Y

To determine whether the relationship is significant, the result from this formula is compared against the critical value in the correlation table at a 95% confidence level or a significance level of 0.05%.

## RESULTS AND DISCUSSION

### Result

### Overview of Respondent Profiles

### Description of Respondents by Gender

The characteristics of respondents based on gender can be seen in Table 1 below:

**Table 1**
Respondent Characteristics by Gender

| Gender | Number of Respondents | Percentage (%) |
|---|---|---|
| Male | 11 | 42.31 |
| Female | 15 | 57.69 |
| Total | 26 | 100 |

Source: Processed Primary Data, 2024.

From the collected data, the number of male respondents is 11, representing 42.31% or approximately 43%, while the number of female respondents is 15, representing 57.69% or approximately 58%. Based on the table and pie chart above, it can be concluded that the majority of respondents are female.

### Description of Respondents by Age

The characteristics of respondents based on age, as found during the study, can be seen in more detail in Table 2 below:

**Table 2**
Respondent Characteristics by Age

| Age (Years) | Number of Respondents | Percentage (%) |
|---|---|---|
| 17-25 | 3 | 11.54 |
| 26-35 | 4 | 15.38 |
| 36-45 | 11 | 42.31 |
| 46-60 | 8 | 30.77 |
| Total | 26 | 100 |

Source: Processed Primary Data, 2024.

From the data collected, 11.54% or approximately 12% of respondents (3 people) are aged 17-25 years, 15.38% or approximately 15% of respondents (4 people) are aged 25-35 years, 42.31% or approximately 42% of respondents (11 people) are aged 35-45 years, and 30.77% or approximately 31% of respondents (8 people) are aged 45-60 years. Therefore, it can be concluded that the largest group of

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respondents falls within the 35-45 years age range, totaling 11 people, with a percentage of 42.31% or approximately 42%.

**Description of Respondents by Occupation**

The characteristics of respondents based on occupation can be seen in more detail in Table 3 below:

**Table 3**
Respondent Characteristics by Occupation

| Occupation | Number of Respondents | Percentage (%) |
|---|---|---|
| Civil Servant | 19 | 73.08 |
| Others | 7 | 26.92 |
| Total | 26 | 100 |

Source: Processed Primary Data, 2024.

From the data collected, 73.08% or approximately 73% of respondents (19 people) are civil servants, while 26.92% or approximately 27% of respondents (7 people) are either honorary staff or hold other types of employment.

**Data Analysis**

The indicators used to measure Variable X (Independent Variable), which is the leadership role of the Sub-District Head (Camat), are as follows:

a. Interpersonal Role
b. Informational Role
c. Decision-Making Role

In line with these indicators, statements were formulated and presented to all respondents concerning Variable X. The responses from the respondents are summarized in the following tabulation table:

**Table 4**
Respondent Answers Tabulation for Variable X

| No. | Indicator and Answer Variation | Frequency (F) | Percentage (%) |
|---|---|---|---|
| 1a | According to you, does the Camat always make time to listen to the complaints of employees? | | |
| | a. Yes, always makes time | 9 | 34.62 |
| | b. Rarely makes time | 12 | 46.15 |
| | c. Never makes time | 5 | 19.23 |
| 1b | According to you, does the Camat always appreciate employees with good performance? | | |
| | a. Yes, always appreciates | 8 | 33.33 |
| | b. Rarely appreciates | 11 | 42.31 |
| | c. Never appreciates | 7 | 26.92 |
| 2a | According to you, does the Camat always communicate with employees about fulfilling service needs? | | |
| | a. Yes, always communicates | 9 | 34.62 |
| | b. Rarely communicates | 12 | 46.15 |
| | c. Never communicates | 5 | 19.23 |
| 2b | According to you, does the Camat always provide guidance to subordinates in carrying out tasks? | | |

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| | | | |
|---|---|---|---|
| | a. Yes, always provides guidance | 6 | 23.08 |
| | b. Rarely provides guidance | 16 | 61.54 |
| | c. Never provides guidance | 4 | 15.38 |
| 3 | According to you, does the Camat always enforce rules strictly against undisciplined employees? | | |
| | a. Yes, always enforces rules strictly | 16 | 61.54 |
| | b. Rarely enforces rules strictly | 9 | 34.62 |
| | c. Never enforces rules strictly | 1 | 3.85 |

Source: Processed Primary Data, 2024.

From the table above, it can be explained that 9 respondents (34.62%) answered that the Camat always makes time to listen to the complaints of employees, while 12 respondents (46.15%) said that the Camat rarely makes time to listen to the complaints, and 5 respondents (19.23%) said that the Camat never makes time to listen to the complaints of employees.

Additionally, 8 respondents (33.33%) stated that the Camat always appreciates employees with good performance, 11 respondents (42.31%) said that the Camat rarely appreciates employees with good performance, and 7 respondents (26.92%) said that the Camat never appreciates employees with good performance.

Regarding communication, 9 respondents (34.62%) stated that the Camat always communicates with employees about fulfilling service needs, 12 respondents (46.15%) said that the Camat rarely communicates, and 5 respondents (19.23%) said that the Camat never communicates with employees regarding service needs.

Furthermore, 6 respondents (23.08%) answered that the Camat always provides guidance to employees in carrying out services, 16 respondents (61.54%) said that the Camat rarely provides guidance, and 4 respondents (15.38%) said that the Camat never provides guidance to employees.

Lastly, 16 respondents (61.54%) stated that the Camat always strictly enforces rules against undisciplined employees, 9 respondents (34.62%) said that the Camat rarely enforces rules strictly, and 1 respondent (3.85%) said that the Camat never strictly enforces rules.

Regarding Variable Y (Dependent Variable), which is Public Service, the following indicators will be used for measurement:

a. Reliability: employees provide consistent and timely service
b. Physical appearance: all service needs are fulfilled
c. Empathy: good communication

Next, the respondents' feedback on Variable Y will be presented based on their responses.

**Table 5**
Respondent Answers Tabulation for Variable Y

| No. | Indicator and Answer Variation | Frequency (F) | Percentage (%) |
|---|---|---|---|
| 1a | Do you believe that by the Camat always taking time to listen to employees' complaints, employees can provide good service? | | |
| | a. Yes, it greatly helps employees provide good service | 7 | 26.92 |
| | b. It helps employees provide good service | 16 | 61.54 |
| | c. It does not help employees provide good service | 3 | 11.54 |
| 1b | Do you believe that by the Camat always appreciating employees with good performance, employees can provide better service? | | |
| | a. Yes, it greatly improves public service | 10 | 38.46 |
| | b. It improves public service | 10 | 38.46 |
| | c. It does not improve public service | 6 | 23.08 |
| 2a | Do you believe that guidance from the Camat can help employees provide consistent service? | | |

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| | | | |
|---|---|---|---|
| | a. Yes, it greatly helps employees provide consistent service | 7 | 26.92 |
| | b. It helps employees provide consistent service | 12 | 46.15 |
| | c. It does not help employees provide consistent service | 7 | 26.92 |
| 2b | Do you believe that by the Camat always communicating service needs with employees, public service can be more effective? | | |
| | a. Yes, it greatly improves the effectiveness of public service | 21 | 80.77 |
| | b. It improves the effectiveness of public service | 5 | 19.23 |
| | c. It does not improve the effectiveness of public service | - | - |
| 3 | Do you believe that by the Camat strictly enforcing rules, employees become more disciplined? | | |
| | a. Yes, it greatly improves employee discipline | 22 | 84.62 |
| | b. It improves employee discipline | 4 | 15.38 |
| | c. It does not improve employee discipline | - | - |

Source: Processed Primary Data, 2024.

Based on the table above, it can be explained that 7 respondents (26.93%) answered that the Camat taking time to listen to employees' complaints greatly helps employees provide good service, while 16 respondents (61.54%) believe it helps, and 3 respondents (11.54%) believe it does not help.

Additionally, 10 respondents (38.46%) believe that appreciation from the Camat greatly helps employees provide better service, 10 respondents (38.46%) believe it helps, and 6 respondents (23.08%) believe it does not help.

Regarding guidance from the Camat, 7 respondents (26.92%) believe it greatly helps employees provide consistent service, 12 respondents (46.15%) believe it helps, and 7 respondents (26.92%) believe it does not help.

Furthermore, 21 respondents (80.77%) believe that communication from the Camat regarding service needs greatly improves the effectiveness of public service, while 5 respondents (19.23%) believe it helps but not significantly.

Lastly, 22 respondents (84.62%) believe that the Camat strictly enforcing rules greatly improves employee discipline, and 4 respondents (15.38%) believe it helps, but not significantly.

**Discussion**

Based on the frequency table or respondent answer tabulation table provided earlier, if distributed into a score table for Variable X, it can be seen in more detail as follows:

**Table 6**
Distribution of Respondents Answers in Variable X

| No. | Respondent Answers in Variable X | | | | | Total |
|---|---|---|---|---|---|---|
| | X1.a | X1.b | X2.a | X2.b | X3 | |
| 1 | 3 | 3 | 3 | 2 | 2 | 13 |
| 2 | 3 | 3 | 3 | 1 | 2 | 12 |
| 3 | 2 | 2 | 1 | 3 | 3 | 11 |
| 4 | 2 | 2 | 1 | 3 | 3 | 11 |
| 5 | 3 | 2 | 1 | 2 | 2 | 10 |
| 6 | 2 | 2 | 3 | 2 | 2 | 11 |
| 7 | 3 | 2 | 2 | 2 | 1 | 10 |
| 8 | 1 | 3 | 3 | 3 | 2 | 12 |

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| | | | | | | |
|---|---|---|---|---|---|---|
| 9 | 2 | 2 | 2 | 2 | 3 | 11 |
| 10 | 3 | 1 | 1 | 2 | 2 | 9 |
| 11 | 3 | 1 | 1 | 2 | 2 | 9 |
| 12 | 2 | 3 | 3 | 2 | 3 | 13 |
| 13 | 3 | 3 | 3 | 1 | 3 | 13 |
| 14 | 2 | 2 | 2 | 2 | 3 | 11 |
| 15 | 2 | 2 | 2 | 2 | 3 | 11 |
| 16 | 1 | 2 | 2 | 2 | 3 | 10 |
| 17 | 3 | 3 | 3 | 2 | 2 | 13 |
| 18 | 1 | 1 | 2 | 2 | 3 | 9 |
| 19 | 2 | 1 | 2 | 3 | 3 | 11 |
| 20 | 1 | 2 | 2 | 3 | 3 | 11 |
| 21 | 2 | 1 | 2 | 1 | 3 | 9 |
| 22 | 3 | 3 | 3 | 1 | 3 | 13 |
| 23 | 2 | 3 | 3 | 3 | 2 | 13 |
| 24 | 2 | 2 | 2 | 2 | 3 | 11 |
| 25 | 2 | 1 | 2 | 1 | 3 | 10 |
| 26 | 1 | 2 | 2 | 2 | 3 | 10 |
| Total | | | | | | 287 |

Source: Processed Primary Data, 2024.

Next, to determine the distribution of respondents' answers in Variable Y, refer to the following table:

**Table 7**
Distribution of Respondent Answers in Variable Y

| No. | Respondent Answers in Variable Y | | | | | Total |
|---|---|---|---|---|---|---|
| | Y1.a | Y1.b | Y2.a | Y2.b | Y3 | |
| 1 | 2 | 3 | 1 | 3 | 3 | 12 |
| 2 | 3 | 2 | 2 | 3 | 3 | 12 |
| 3 | 2 | 3 | 1 | 3 | 3 | 12 |
| 4 | 1 | 1 | 1 | 3 | 2 | 9 |
| 5 | 2 | 2 | 2 | 3 | 3 | 12 |
| 6 | 3 | 2 | 2 | 3 | 3 | 13 |
| 7 | 2 | 1 | 3 | 2 | 3 | 11 |
| 8 | 2 | 3 | 2 | 3 | 3 | 13 |
| 9 | 2 | 2 | 2 | 3 | 3 | 12 |
| 10 | 2 | 1 | 3 | 2 | 3 | 11 |
| 11 | 1 | 2 | 2 | 2 | 3 | 10 |
| 12 | 3 | 3 | 3 | 3 | 3 | 15 |
| 13 | 2 | 3 | 2 | 3 | 3 | 13 |
| 14 | 2 | 2 | 1 | 3 | 3 | 11 |
| 15 | 3 | 2 | 2 | 3 | 3 | 13 |
| 16 | 3 | 2 | 2 | 3 | 3 | 13 |
| 17 | 2 | 1 | 3 | 3 | 2 | 11 |
| 18 | 2 | 1 | 3 | 2 | 3 | 11 |
| 19 | 2 | 3 | 1 | 3 | 3 | 12 |
| 20 | 3 | 3 | 2 | 3 | 2 | 13 |

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| | | | | | | |
|---|---|---|---|---|---|---|
| 21 | 1 | 2 | 1 | 2 | 3 | 9 |
| 22 | 3 | 3 | 3 | 3 | 3 | 15 |
| 23 | 2 | 3 | 2 | 3 | 3 | 13 |
| 24 | 2 | 2 | 2 | 3 | 3 | 12 |
| 25 | 2 | 1 | 3 | 3 | 2 | 11 |
| 26 | 2 | 3 | 1 | 3 | 3 | 12 |
| | | | Total | | | 311 |

Source: Processed Primary Data, 2024.

Next, to determine the distribution of respondents' answers for both key variables, the data is calculated using the Spearman Rank Correlation formula:

**Table 8**
Auxiliary Table of Spearman Rank Correlation Calculation

| No. | Variable (X) | Variable (Y) | Rank (X) | Rank (Y) | di | di2 |
|---|---|---|---|---|---|---|
| 1 | 13 | 12 | 1 | 10 | 9 | 81 |
| 2 | 12 | 12 | 7 | 11 | 4 | 16 |
| 3 | 11 | 12 | 9 | 12 | 3 | 9 |
| 4 | 11 | 9 | 10 | 25 | 15 | 225 |
| 5 | 10 | 12 | 18 | 13 | 5 | 25 |
| 6 | 11 | 13 | 11 | 3 | 9 | 81 |
| 7 | 10 | 11 | 19 | 18 | 1 | 1 |
| 8 | 12 | 13 | 8 | 4 | 4 | 16 |
| 9 | 11 | 12 | 12 | 14 | 2 | 2 |
| 10 | 9 | 11 | 23 | 19 | 4 | 16 |
| 11 | 9 | 10 | 24 | 24 | 0 | 0 |
| 12 | 13 | 15 | 2 | 1 | 1 | 1 |
| 13 | 13 | 13 | 3 | 5 | 2 | 4 |
| 14 | 11 | 11 | 13 | 20 | 7 | 49 |
| 15 | 11 | 13 | 14 | 6 | 8 | 64 |
| 16 | 10 | 13 | 20 | 7 | 13 | 169 |
| 17 | 13 | 11 | 4 | 21 | 17 | 289 |
| 18 | 9 | 11 | 25 | 22 | 3 | 9 |
| 19 | 11 | 12 | 15 | 15 | 0 | 0 |
| 20 | 11 | 13 | 16 | 8 | 8 | 64 |
| 21 | 9 | 9 | 26 | 26 | 0 | 0 |
| 22 | 13 | 15 | 5 | 2 | 3 | 9 |
| 23 | 13 | 13 | 6 | 9 | 3 | 9 |
| 24 | 11 | 12 | 17 | 16 | 1 | 1 |
| 25 | 10 | 11 | 21 | 23 | 2 | 4 |
| 26 | 10 | 12 | 22 | 17 | 5 | 25 |
| | | | | | | di2=1169 |

Source: Processed Primary Data, 2024.

Based on the data above, the Spearman Rank Correlation is calculated as follows:

$$\rho = 1 - 6i=1Ndi2n(n2-1)$$

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**ρ=1-6*116926(262-1) ρ =1 – 701417550**

**ρ= 1- 0,399**

**ρ = 0,601**

Based on the calculation above, the correlation coefficient between the independent variable (X) and the dependent variable (Y) is 0.601 or 0.60. This correlation value indicates a strong relationship between the Sub-District Head's leadership role and public service in the Leihitu Sub-District Office, Central Maluku Regency. The value of 0.601 in the Sub-District Head's leadership role variable implies a corresponding change in the public service variable, assuming other variables remain constant.

Next, this correlation coefficient (ρ) is compared with the critical value (ρ table) at a 95% confidence level or a significance level of 0.05 to determine the strength of the relationship or to perform a significance test between the two key variables under study.

Based on the results of the comparison with the ρ table at a 95% confidence level (0.05), it is evident that there is a significant relationship between the Sub-District Head's leadership role and public service in the Leihitu Sub-District Office, Central Maluku Regency. This is indicated by the high calculated ρ value of 0.601 compared to the ρ table value of 0.388. Therefore, the alternative hypothesis (Ha) proposed as a provisional answer to the main research problem is supported, while the null hypothesis (H0) is rejected and not validated.

## CONCLUSION

### Conclusion

This research was conducted to address the main problem: "Is there a positive and significant relationship between the Sub-District Head's leadership and public service at the Leihitu Sub-District Office, Central Maluku Regency?"

To answer this main problem, two hypotheses were formulated as follows:

1. Null Hypothesis (Ho): "There is no positive and significant relationship between the Sub-District Head's leadership and public service at the Leihitu Sub-District Office, Central Maluku Regency."
2. Alternative Hypothesis (Ha): "There is a positive and significant relationship between the Sub-District Head's leadership and public service at the Leihitu Sub-District Office, Central Maluku Regency."

Based on the analysis presented in the data analysis chapter, it can be concluded that the Spearman Rho or Spearman Rank analysis has successfully demonstrated that there is a significant and positive relationship between the two variables, with a strong/high correlation value of 0.601.

The significance test between these two key variables, by comparing the calculated ρ value with the ρ table value at a significance level of 0.05, proved that the calculated ρ value of 0.601 is greater than the ρ table value of 0.388 (ρ-calculated 0.601 > ρ-table 0.388).

The result of this test indicates that the alternative hypothesis (Ha) is proven true and valid, while the null hypothesis (Ho) is not supported and is rejected as an explanation for the main problem in this research. Thus, it can be said that the effective implementation of the Sub-District Head's leadership role, if carried out properly, will positively influence the implementation of public service at the Leihitu Sub-District Office, Central Maluku Regency, meeting the expectations and needs of the community and providing meaningful satisfaction to all parties involved in public service delivery.

### Recommendations

Based on the results of this research, the author offers the following suggestions, which may be beneficial for improving public service at the Leihitu Sub-District Office, Central Maluku Regency:

1. As a leader, the Sub-District Head should allocate more time to listen to employees' complaints to identify issues that may cause inconsistency in service delivery.
2. The Sub-District Head should also provide recognition and appreciation to employees with good performance to encourage greater enthusiasm in delivering services.
3. As a leader, the Sub-District Head should more frequently communicate with employees regarding all aspects of service delivery needs to ensure smooth operations.
4. The Sub-District Head should consistently provide guidance to employees to maintain the efficiency of services provided.

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5. The Sub-District Head should be stricter with undisciplined employees to ensure better discipline and service quality.

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# WASTE MANAGEMENT BY THE DEPARTEMENT OF ENVIRONMENT AND SANITATION OF AMBON CITY

# PENANGANAN SAMPAH OLEH DINAS LINGKUNGAN HIDUP DAN PERSAMPAHAN KOTA AMBON

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**Abstract**

This research is a qualitative descriptive study aimed at understanding how the Department of Environment and Sanitation of Ambon City manages waste. The research was conducted at the Department of Environment and Sanitation of Ambon City by collecting primary data through interviews with key informants directly involved in waste management activities in Ambon City. The results of the study revealed that waste management in Ambon City is still carried out conventionally through a series of activities, including the collection, transportation, and disposal of waste. The study also identified seven major challenges faced by the Department of Environment and Sanitation of Ambon City. These challenges include population growth, which continuously produces waste, limited infrastructure, low public awareness about the importance of waste management, issues with border waste between Ambon City and three sub-districts in Central Maluku Regency, and marine waste with 141 potential sources of waste entering the sea, particularly in Ambon Bay. Additionally, the enforcement of waste regulations and management of levies also pose significant challenges. In addressing these various challenges, the Department of Environment and Sanitation of Ambon City collaborates with the private sector through partnership programs.

Keywords: Waste Management, Waste Management Challenges, Private Sector Partnership, Ambon City.

**Abstrak**

Penelitian ini merupakan penelitian deskriptif kualitatif yang bertujuan untuk memahami bagaimana Dinas Lingkungan Hidup dan Persampahan Kota Ambon menangani masalah sampah di wilayahnya. Penelitian dilakukan di Dinas Lingkungan Hidup dan Persampahan Kota Ambon dengan mengumpulkan data primer melalui wawancara dengan informan kunci yang terlibat langsung dalam kegiatan penanganan sampah di Kota Ambon. Hasil penelitian mengungkapkan bahwa penanganan sampah di Kota Ambon masih dilakukan secara konvensional melalui serangkaian kegiatan yang meliputi pengumpulan, pengangkutan, dan pembuangan sampah. Penelitian ini juga menemukan tujuh kendala utama yang dihadapi oleh Dinas Lingkungan Hidup dan Persampahan Kota Ambon.

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Kendala-kendala tersebut meliputi pertumbuhan penduduk yang terus memproduksi sampah, keterbatasan sarana dan prasarana, rendahnya kesadaran masyarakat tentang pentingnya pengelolaan sampah, masalah sampah perbatasan antara wilayah Kota Ambon dan tiga kecamatan di Kabupaten Maluku Tengah, serta masalah sampah laut dengan 141 titik potensial sumber sampah yang masuk ke laut, khususnya di Teluk Ambon. Selain itu, penegakan regulasi persampahan dan pengelolaan retribusi juga menjadi tantangan tersendiri. Dalam menghadapi berbagai kendala tersebut, Dinas Lingkungan Hidup dan Persampahan Kota Ambon bekerja sama dengan pihak swasta melalui program kemitraan.

Kata Kunci: Penanganan Sampah, Kendala Persampahan, Kemitraan Swasta, Kota Ambon.

## INTRODUCTION

Every region in Indonesia faces challenges in handling waste, particularly in urban areas where the increasing volume of waste is not matched by optimal management, leaving waste problems unresolved. Population growth and urbanization are key factors in the rise of waste generated by society, where every activity produces waste but is not accompanied by environmentally friendly waste processing (Darmawati, 2019). This aligns with the World Health Organization's (WHO) definition of waste, which is something unused, unwanted, or discarded that originates from human activities and does not occur naturally. It can be concluded that the increase in waste volume is closely related to human activities. The National Standardization Agency, in the Indonesian National Standard (SNI) 19-2454-2002 on Technical Guidelines for Urban Waste Management, explains that waste is solid waste from organic and inorganic materials considered no longer useful and must be managed to avoid harming the environment and protect development investments (Riswan et al., 2011). From this definition, it is emphasized that waste is essentially discarded material but must go through environmentally friendly management processes to prevent harm to the environment, humans, and other biodiversity.

The amount of waste generated by the community per capita per day, measured in volume or weight, is referred to as waste generation (Farfar, 2018). Therefore, waste management issues require sustainable management and the involvement of all parties, including the government, community, and private sector, to address these issues. Sustainable waste management requires policies that provide legal certainty binding individuals and groups to be responsible for the waste they produce (Orbawati & Ahsani, 2019). Policy formulation is the government's responsibility as the administrator of a region and as the entity with the authority to regulate all civic activities (Cahyani et al., 2021). According to Dunn (Riswan et al., 2011), public policy is essentially the government's choice of actions allocated to the entire community, making the policy binding, with specific goals and always oriented towards fulfilling public interests.

The legal foundation for waste management in Indonesia is regulated under Law No. 18 of 2008 on Waste Management. It explains that household waste management activities and similar waste include waste reduction and waste handling activities (Indonesia, 2008). Waste reduction efforts aim to reduce excessive waste production through activities such as limiting waste production, recycling waste, and reusing waste. Meanwhile, waste handling involves managing waste to minimize its negative impacts through activities that include waste collection, sorting, transportation, processing, and final disposal (Subekti, 2010).

As the capital of Maluku Province, Ambon City is surrounded by the sea and mountains, making waste management a challenge currently being addressed. The dynamics of waste management in Ambon City are significantly influenced by economic growth, consumption patterns, limited infrastructure, and public awareness(Umar, 2018). The Department of Environment and Sanitation of Ambon City, as a government organization responsible for waste management activities, is tasked with formulating

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policies, overseeing implementation, and executing technical policies in the field of environmental and waste management, as well as administering the department according to the Mayor of Ambon's directives. The Department plays a crucial role in sustainable waste management through effective waste handling, not only in policy formulation but also in the provision of infrastructure and encouraging public involvement in waste management.

Ambon City is one of the major cities that undoubtedly faces complex waste management issues. Amid urban development, serious problems have arisen related to the increasing amount of waste generated. Waste generation refers to the amount of waste produced by the community per capita per day, measured in volume or weight, as defined in SNI 19-2454-2002. This phenomenon is increasingly evident with the rising volume of waste from daily activities, both from households and industries. According to data from the Ambon City Central Statistics Agency, through the publication of "Ambon City in Figures 2023," it is estimated that in 2022, Ambon City produced 196m³ of waste per day, while the volume of waste transported to the Final Disposal Site (TPA) was 179.1m³ per day (Umar, 2018).

The waste problem has extended to the marine areas, threatening the sustainability of marine ecosystems and marine life. Based on a survey conducted by the Department of Environment and Sanitation of Ambon City, 141 potential waste sources (such as drains, rivers, and streams) contribute to waste in Ambon Bay. This situation is exacerbated by the low level of public participation, habitual littering, and lack of education about recycling and waste management. Inadequate infrastructure to support optimal waste management remains a challenge for the Department in handling waste (Runtunuwu, 2020). Many areas lack adequate waste facilities, such as Temporary Disposal Sites (TPS), and waste collection services do not reach some areas due to the absence of access roads, leading to waste accumulation in open spaces or illegal dumping, creating unpleasant and unhealthy conditions.

Another waste issue is border waste. Administratively, Ambon City borders three sub-districts in Central Maluku Regency that are not yet served by waste facilities, leading to illegal dumping sites worsening the waste situation in those areas. Controlled waste management requires the enforcement of regulations, which is a crucial factor often overlooked. The lack of law enforcement for violations related to improper waste disposal continues to perpetuate behaviors that violate waste management rules. Currently, regulation enforcement has not been maximized, and this is one of the problems faced by Ambon City in tackling waste issues. Inadequate regulation enforcement also affects the collection of waste levies to increase Regional Original Revenue (PAD). Waste management requires significant funding, reducing the budget allocation for other waste-related development programs and public services.

The Department of Environment and Sanitation of Ambon City, in implementing effective waste management, strives through routine waste collection by officers at each TPS according to the Standard Operating Procedures (SOP) set by the Department. This effort aims to prevent waste accumulation outside the waste collection schedule, thereby not disrupting community activities. Facilities supporting the waste management process in Ambon City include communal TPS in the community, although limited, available waste transport that operates daily, and a landfill located in Toisapu Village as the final processing site. Despite the efforts made by the Department and the availability of regulations and facilities, waste remains a social issue requiring continuous management by the Ambon City Government and the Department of Environment and Sanitation.

In this context, research on "Waste Management by the Department of Environment and Sanitation of Ambon City" becomes crucial. This research will provide insights into the challenges, policies, programs, and practices undertaken by the Department. The

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findings of this research are expected to offer recommendations to stakeholders in optimizing waste management efforts.

## METHODS

This research is a qualitative study with a descriptive approach, meaning that it describes the condition of the subjects and objects of the research, including individuals, institutions, communities, and others, based on the results of observations and in-depth interviews. It provides opinions on the findings in the field and relates them to the conceptual framework and relevant laws associated with the issues being studied.

The research subjects are the scope that serves as the source of information and data observed in this study. The subject of this research is the Department of Environment and Sanitation of Ambon City. The research object is the issue to be studied by the author, which is the waste management conducted by the Department of Environment and Sanitation of Ambon City.

The instrument for this research is the researcher themselves, who sets the research focus, selects informants, collects data, and assesses the quality of the research object by analyzing data, interpreting it, and drawing conclusions. Data collection techniques include direct interviews, observation, and documentation. According to (Pasolong, 2020), direct interviews involve a two-way conversation conducted by the interviewer with respondents or informants to gather information relevant to the research objectives. (Pasolong, 2020) also stated that observation is a systematic direct observation of the phenomena to be studied. Observation is used to collect information by directly observing the research subjects and objects to obtain valid data corresponding to field conditions. Documentation can take the form of photos, books, or other important documents containing information about the research object. In qualitative research, documentation is very useful for providing information on events that occurred in the past.

In qualitative research, the determination of informants is key to the success of the interview process. According to Moleong, research informants are people used to provide information about the research background's situation and conditions. In this study, the author categorized the research informants into seven groups: the Head of the Department of Environment and Sanitation of Ambon City as the key informant. The supporting informants include the Head of the Environmental Management Division of the Department, Staff of the Integrated Waste Management Installation (IPST), Waste Collection Officers, the Community, Third-Party Waste Management (Waste Banks), and Waste Collectors.

The data sources in this research are divided into two categories: Primary Data and Secondary Data. According to (Pasolong, 2020), Primary Data is data obtained directly by the data collector (researcher). In contrast, Secondary Data refers to all data obtained indirectly from the research object.

In conducting data analysis, the author follows a concurrent activity flow. According to Miles and Huberman, there are three techniques for data analysis in qualitative research, as follows:

1. Data Reduction
   This form of analysis involves sorting, categorizing, directing, discarding unnecessary information, and organizing the data in such a way that final conclusions can be drawn.
2. Data Display
   This activity involves organizing a collection of information in a way that allows for conclusion drawing. Forms of qualitative data presentation include narrative texts (in the form of field notes), matrices, graphs, networks, and charts.
3. Conclusion Drawing
   This is the result of the analysis that can be used to take action.

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## RESULTS AND DISCUSSION

### Results

### Waste Management by the Department of Environment and Sanitation of Ambon City

Based on data collected through interviews, observations, and documentation, the following is a summary of the research findings on waste management by the Department of Environment and Sanitation of Ambon City. Waste management aims to handle waste starting from its generation at the source until it ends up in the final processing site, which must be done properly. Proper waste disposal and efficient waste processing are achieved through a series of activities that include systematic, planned, and organized aspects of waste collection, transfer, processing, recycling, and final disposal, thereby creating a clean, healthy, and sustainable environment. These aspects of waste management will be the focus of this research.

Waste management in Ambon City is directly managed (self-managed) by the Department of Environment and Sanitation of Ambon City using a conventional waste management system, which involves the activities of collecting, transporting, and disposing of waste. For optimal waste management, the Department of Environment and Sanitation of Ambon City requires support from various parties; therefore, the department involves partnerships in tackling waste issues.

#### Collection

Waste collection is carried out by waste producers, whether from the community or industrial sectors. In terms of collection, the Department of Environment and Sanitation of Ambon City provides facilities such as communal TPS (Temporary Disposal Sites) scattered throughout residential areas. However, based on research findings through interviews and field observations, waste collection is hampered by the limited capacity of communal containers, which are insufficient to accommodate the amount of waste generated by the community. The limited capacity of communal containers is exacerbated by the low participation of the community in adhering to the rules regarding the timing of waste disposal at communal TPS. It was also found that the waste collection process by waste producers is assisted by waste carts, due to the absence of TPS in the community. The waste cart service is not directed by the Department of Environment and Sanitation of Ambon City. However, the presence of these waste carts can help the department in the aspect of waste collection, especially for residential areas that do not have communal TPS and waste transportation services. The challenge is that the timing of waste disposal from the carts to the communal TPS does not align with government guidelines, which stipulate waste disposal times between 22:00 WIT and 05:00 WIT. This mismatch affects the amount of waste transported to the TPA (Final Disposal Site) and leads to waste accumulation outside the designated disposal hours.

#### Sorting

Sorting waste is the responsibility of all waste producers, as different types of waste require different handling methods based on their characteristics. However, the research findings indicate that most waste in Ambon City does not undergo any sorting process. This issue primarily stems from limited infrastructure for waste sorting, which hinders effective waste management. Additionally, there is a low level of public awareness and participation in waste sorting, further exacerbating the problem. Without adequate facilities and proper education on the importance of waste sorting, many residents are not engaged in this crucial step of waste management. Consequently, waste that could potentially be recycled or processed is instead mixed with other waste types, making it more difficult to manage and increasing the burden on disposal sites. Improving infrastructure and raising public awareness are essential steps to address this issue, ensuring that waste is sorted effectively to facilitate better waste management and environmental sustainability in Ambon City.

#### Transportation

Waste transportation from communal collection points is carried out in accordance with the SOP established by the Department of Environment and Sanitation of Ambon City

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to organize field officers in task distribution and waste transportation routes. This research also found that the department provides waste transportation services based on an MoU (Memorandum of Understanding). The MoU-based waste transportation is a collaboration between the department and private parties that produce large amounts of waste, which cannot be accommodated at the TPS. MoU-based transportation is also one of the department's efforts to increase regional income from waste management.

**Processing**

Waste processing aims to reduce the volume of waste ending up in the final processing site by altering the characteristics of the waste, utilizing it as raw material for composting or recycling.

Waste processing from communal TPS to the TPA is currently managed by partner companies in collaboration with the Department of Environment and Sanitation of Ambon City, namely PT. Million Limbah Ambon and MVO Nederland Sweep Smart, under the Plastic in Circle (PiCi) program. These partner companies are facilitated by the department with land in the TPA zone located in Toisapu. The volume of waste managed by these partner companies is reported to the department through the Integrated Waste Management Installation (IPST) as the manager of the final processing site. According to data and information obtained through interviews, waste management was previously conducted by IPST, where waste was processed into compost. However, starting in 2023, waste processing has been taken over by partner companies.




Figure 1. Map of the Zoning of the Toisapu Final Processing Site (IPST)

The partnership established by the Department of Environment and Sanitation of Ambon City is one of the efforts to achieve optimal waste management. Through PT. Million Limbah Ambon, a plastic waste recycling plant that converts plastic waste into raw materials, specifically plastic pellets. The Plastic in Circle (PiCi) initiative is a realization of the collaboration between the Ambon City Government and MVO Netherlands. This partnership has also provided the Department of Environment and Sanitation of Ambon City with various facilities, including 1 TPS3R unit, 5 waste collection points, and 1 compactor truck.

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Figure 2. Waste Processing Location by Partner Companies



Figure 3. Waste Collection Point

**Final Processing**

The final processing site is the last stage in waste management. The final processing site in Ambon City is located in Toisapu Village, covering an area of 7 hectares and equipped with a weighbridge. The weighbridge is used to measure the volume of waste entering the final processing site daily. The waste amount is recorded by IPST staff and then reported to the Department of Environment and Sanitation of Ambon City.

Currently, the final processing site uses an open dumping system. According to interviews with the Head of the Department of Environment and Sanitation of Ambon City, the Toisapu TPA was previously managed using a controlled landfill system, but it was changed to an open dumping system due to the spread of the COVID-19 pandemic in Ambon City. Field observations reveal that the Toisapu TPA is currently facing challenges due to a lack of heavy equipment needed to process the waste accumulated on the site. As a result, the waste is simply piled up. According to information from IPST staff, a request for heavy equipment is being processed.



Figure 4. Waste Piles at Toisapu TPA

The perception of the TPA is often misunderstood. A TPA is not merely a final disposal site but a final processing site, meaning the waste dumped at the TPA needs further processing to avoid environmental contamination. Therefore, the Department of

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Environment and Sanitation of Ambon City must urgently address the issue of the open dumping system by procuring heavy equipment to manage the waste at the TPA. The open dumping system is no longer recommended for waste management at final processing sites due to its environmental risks.

According to data obtained from the archives of the Department of Environment and Sanitation of Ambon City on the amount of waste entering the TPA, as recorded by the weighbridge, the amount of waste entering the final processing site up to September 2023 reached 50,897 tons. The management of inorganic waste is also noted, with PT. MLA processing 165 tons of waste and 62 tons managed through the PiCi program at TPS3R from July to September 2023. This data indicates that the waste management by partner companies successfully reduced plastic waste by 1.36%, as detailed in the following table:

**Table 1**
Waste Data Entering the TPA in 2023

| Month | Amount of Waste Weighed at the Weighbridge (TON) | Waste Sorted by Private Sector (TON) | | Total Waste Entering TPA (TON) |
|---|---|---|---|---|
| | | PT. MLA | PiCi TPS3R | |
| January | 5.698,0 | 0 | 0 | 5.698,0 |
| February | 5.176,0 | 0 | 0 | 5.176,0 |
| March | 5.754,0 | 0 | 0 | 5.754,0 |
| April | 6.165,0 | 0 | 0 | 6.165,0 |
| May | 5.863,0 | 0 | 0 | 5.863,0 |
| June | 5.747,0 | 0 | 0 | 5.747,0 |
| July | 5.629,0 | 76,93 | 25,273 | 5.526,0 |
| August | 5.655,0 | 55,161 | 24,378 | 5.576,0 |
| September | 5.438,0 | 33,18 | 13,084 | 5.392,0 |

Source: Archives of the Department of Environment and Sanitation of Ambon City, 2024.

At the final processing site, waste pickers often use the waste dumped by waste transport vehicles at the TPA as a source of livelihood. These waste pickers collect waste with economic value, such as plastic, cardboard, and aluminum. Additionally, they gather organic waste to use as animal feed. On average, they collect about 20 kilograms of plastic waste daily. To obtain higher prices, the collected waste is sorted by type before being sold to recyclers. The residual waste from the sorting process is returned to the TPA.

**Challenges in Waste Management by the Department of Environment and Sanitation of Ambon City**

The unresolved waste issues in Ambon City remain a significant challenge that the Department of Environment and Sanitation of Ambon City continues to address. Interviews with the department's head reveal that waste management in Ambon City is highly complex, involving regulatory, financial, and community participation aspects. This complexity contributes to the increasing volume of waste generated annually. The growing waste volume is largely driven by population growth and the activities associated with it. The waste volume will continue to rise as Ambon's population grows, further exacerbated by high population migration due to Ambon's status as the center of activities in Maluku Province, along with low public awareness and limited infrastructure. Low public awareness of proper waste disposal times hampers optimal waste collection.

Another challenge faced by the Department of Environment and Sanitation of Ambon City is related to waste collection fees. These fees are crucial for funding waste management optimization in Ambon City. However, waste management in Ambon City remains a social issue requiring the involvement of all stakeholders, including the government, community, and private sector, and the need for binding regulations to govern all aspects of waste management. It has been found that the enforcement of waste management regulations in Ambon City is still ineffective, posing another challenge for

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the department. This is further evidenced by the waste ending up in the sea, particularly in Ambon Bay. According to a survey conducted by the department, 141 locations have been identified as potential sources of waste flowing into the sea, particularly in Ambon Bay, and at the borders between Ambon City and three sub-districts in Central Maluku Regency.

### Discussion

Based on the analysis of data and information obtained through the research, it is evident that waste management by the Department of Environment and Sanitation of Ambon City has not been carried out optimally. This is apparent across various activities, including waste collection, sorting, transportation, processing, and final disposal.

In the dimensions of waste collection and sorting, the process is hindered by the limited infrastructure and facilities necessary to support effective waste sorting. This issue is compounded by the conventional waste management system currently in place. The suboptimal nature of waste collection and sorting is further influenced by the low level of public awareness and participation in waste management. Despite these challenges, waste transportation is carried out according to the Standard Operating Procedures (SOP) established by the Department of Environment and Sanitation of Ambon City.

Waste processing, aimed at reducing the volume of waste entering the TPA (Final Disposal Site), is managed by partner companies in collaboration with the Department, particularly in the area of plastic waste processing. However, the final waste processing at the Toisapu TPA currently operates under an open dumping system. This open dumping system represents a significant issue in Ambon's waste management that has not yet been adequately addressed by the Department. The final processing at the Toisapu TPA faces challenges due to the lack of heavy equipment, necessitating the procurement of such equipment to properly process the waste accumulated at the site, thereby preventing environmental contamination.

The suboptimal waste management by the Department of Environment and Sanitation of Ambon City is further evidenced by the complexity of waste-related issues, including regulatory, financial, and community participation aspects. The regulatory framework for waste management in Ambon City is still not effectively enforced, which contributes to the ongoing challenges in waste management. Financial constraints also play a significant role, as adequate funding is crucial for the successful implementation of waste management programs.

Additionally, the low level of community involvement exacerbates the problem, as public participation is essential for effective waste management. Without sufficient public awareness and engagement, efforts to improve waste management practices are likely to be less effective. To address these challenges, it is critical for the Department to enhance its regulatory enforcement, secure the necessary financial resources, and foster greater community participation in waste management efforts. This comprehensive approach is essential for improving waste management in Ambon City and ensuring a cleaner, healthier environment for its residents.

## CONCLUSION

### Conclusion

Based on the research findings from the discussion on waste management by the Department of Environment and Sanitation of Ambon City, it is evident that waste management has not been maximized. The following are some key conclusions:

1. Waste management is directly handled by the Department of Environment and Sanitation of Ambon City, with support from partnerships with governmental agencies, private sectors, and community involvement. The waste management system in Ambon City is conducted conventionally through a series of activities involving collection, transportation, and disposal.

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2. According to Law No. 18 of 2008 on Waste Management, as detailed in Ambon City Regulation No. 11 of 2015 on Waste Management, waste handling must include a series of activities such as collection, sorting, transportation, processing, and final disposal.
3. Based on interviews with community members involved in waste collection from sources to TPS (Temporary Disposal Sites), two collection patterns were identified: indirect transportation and communal indirect transportation.
4. Sorting at the source is not conducted, which contributes to the continued use of conventional waste management methods. The lack of sorting at the source is due to conventional containment, limited facilities, and low public awareness about waste sorting.
5. Waste transportation is carried out by personnel assigned by the Department of Environment and Sanitation of Ambon City, following the SOP for waste transportation set by the department. Waste is weighed at a weighbridge located in one of the TPA zones before being dumped at the final disposal site, and the weighbridge data is recorded by IPST staff for reporting to the department.
6. Waste management at the TPA is handled by partner companies (PT. MLA and TPS3R Landfill) and supervised by IPST. The managed waste is reported to the Department of Environment and Sanitation of Ambon City. According to the research, approximately 227 tons of waste were managed in the first three months.
7. The final processing site currently uses an open dumping system. Previously, the Toisapu TPA was managed using a controlled landfill system but switched to open dumping due to the COVID-19 outbreak in Ambon City. The lack of heavy equipment hinders the processing of waste at the TPA, resulting in waste being simply piled up.
8. Ambon City faces complex waste management challenges, including regulatory, financial, and community participation issues. These complexities contribute to the increasing waste volume each year. Seven major challenges were identified, including population growth, inadequate infrastructure, low public awareness, border waste between Ambon City and three sub-districts in Central Maluku Regency, marine waste with 141 potential sources of waste entering the sea, particularly Ambon Bay, waste regulation enforcement, and collection fees.
9. Support from the private sector through partnerships must be optimized to tackle waste issues, especially plastic waste. The private sector's role in addressing plastic waste should be leveraged to motivate the community to manage waste effectively.
10. The Department of Environment and Sanitation of Ambon City also receives support from environmentally conscious community groups, which can be utilized as an extension to educate the public on waste management.

**Recommendations**

The recommendations that the researcher can provide based on the findings of the study on Waste Management by the Department of Environment and Sanitation of Ambon City are as follows:

1. Waste management in Ambon City should begin with sorting at the source to reduce the burden on the TPA. Changing public habits requires consistent education and socialization through various media to encourage waste sorting. Educating the public on sorting waste into three types—organic, non-organic, and residual—is essential. The Department of Environment and Sanitation of Ambon City can collaborate with waste management communities to influence public behavior.
2. There needs to be a firm regulation that governs waste management activities in Ambon City, followed by strict enforcement of these regulations.

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3. Address the TPA system issues by procuring the necessary heavy equipment to ensure that waste entering the final processing site is properly managed.
4. Collaborate with villages or local governments to tackle marine, border, and roadside waste, aiming for 100% waste management. This collaboration could involve policy formulation or practical actions like regular and consistent environmental cleanups, supported by the Department of Environment and Sanitation of Ambon City with the necessary infrastructure and facilities.

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# COMMUNITY PARTICIPATION IN THE IMPLEMENTATION OF DEVELOPMENT IN MORELA VILLAGE, LEIHITU DISTRICT, CENTRAL MALUKU REGENCY

# PARTISIPASI MASYARAKAT DALAM PELAKSANAAN PEMBANGUNAN DI NEGERI MORELA KECAMATAN LEIHITU KABUPATEN MALUKU TENGAH

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**Abstract**

This research was conducted in Negeri Morella Village, Leihitu District, Central Maluku Regency, with the aim of identifying and describing community participation in the implementation of development in the area. The main focus of the research is to determine the extent of community participation in the development process and to identify the factors that support and hinder such participation. Data collection was carried out using a natural setting approach, utilizing primary data sources. The methods used included observation, interviews, and documentation. The results of the study indicate that community participation in development in Negeri Morella Village is still relatively low, particularly in the planning stages of development programs and activities. Nevertheless, the local government continues to involve the community in the implementation process. Interviews revealed that some community members are less active in participating, due to personal interests and social conditions. However, there are also community members who are quite active in contributing, especially in terms of labor. Despite this, some community members are less informed about the procedures for overseeing development. The factors influencing community participation include age, gender, education level, occupation, income, and environmental conditions. This research provides important insights into community participation in development in Negeri Morella Village, as well as the factors that influence it.

Keywords: Community Participation, Village Development, Supporting Factors, Leihitu District.

**Abstrak**

Penelitian ini dilakukan di Desa Negeri Morella, Kecamatan Leihitu, Kabupaten Maluku Tengah, dengan tujuan untuk mengidentifikasi dan mendeskripsikan partisipasi masyarakat dalam pelaksanaan pembangunan di wilayah tersebut. Fokus utama penelitian adalah untuk mengetahui sejauh mana masyarakat berpartisipasi dalam proses pembangunan, serta mengidentifikasi faktor-faktor yang mendukung dan menghambat partisipasi tersebut. Pengumpulan data dilakukan melalui pendekatan natural setting dengan menggunakan sumber data primer. Metode yang digunakan meliputi observasi,

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wawancara, dan dokumentasi. Hasil penelitian menunjukkan bahwa partisipasi masyarakat dalam pembangunan di Desa Negeri Morella masih tergolong minim, terutama dalam tahap perencanaan program dan kegiatan pembangunan. Meskipun demikian, pemerintah setempat tetap melibatkan masyarakat dalam proses pelaksanaan pembangunan. Dari hasil wawancara, ditemukan bahwa sebagian masyarakat kurang aktif dalam berpartisipasi, disebabkan oleh kepentingan pribadi dan kondisi sosial. Namun, ada juga masyarakat yang cukup aktif dalam memberikan kontribusi, terutama dalam bentuk tenaga. Meski begitu, beberapa masyarakat kurang memahami prosedur pengawasan pembangunan. Faktor-faktor yang mempengaruhi partisipasi masyarakat meliputi usia, jenis kelamin, tingkat pendidikan, pekerjaan, penghasilan, dan kondisi lingkungan.

Kata Kunci: Partisipasi Masyarakat, Pembangunan Desa, Faktor Pendukung, Kecamatan Leihitu.

## INTRODUCTION

The concept of development, particularly in Indonesia, is deeply intertwined with the country's political and administrative systems. Development administration, which is a part of state administration, plays a crucial role as an agent of change aimed at achieving development across various sectors (Ibrahim, 2008). This relationship can be observed in the evolution of the old public administration paradigm in Indonesia, where the government dominated the development process, especially during President Soeharto's era. In this period, the government was the primary actor in monopolizing development, while the society was merely an object of the development process. This led to a centralized development approach, known as production-centered development (Nasdian, 2014). However, (Tjokroamidjojo, 1974) argued that development can only succeed if it involves the entire population of a country.

The development model that treated society as an object eventually led to the multi-crisis of 1997, which had systemic impacts, particularly on strategic issues such as poverty, unemployment, and monetary instability (Harun & Ardianto, 2011). The focus on economic achievement in development also proved unsuccessful, particularly in developing countries (Theresia et al., 2014). This situation called for a reform that strengthened the roles of the government, private sector, and society. The role of the government began to be limited, no longer monopolizing development but acting as a regulator and facilitator using entrepreneurial principles (reinventing government/privatization). This paradigm encouraged the government to adopt private sector principles, including entrepreneurship and streamlining bureaucracy (Santosa, 2008). However, this principle was misunderstood during Megawati's administration, where it was interpreted as selling state assets like Indosat, rather than transferring service functions from the public to the private sector (Korten, 1993).

On the other hand, the privatization principle, which focused on efficient output and treating society as customers, faced fundamental issues. The lower layers of society did not enjoy the expected benefits of development due to the limited role of the government and the continued treatment of society as development objects. Furthermore, social disparities widened because government investments, driven by the goal of efficient output, were directed towards purchasing production machinery, reducing the need for labor (Kuncoro, 2004).

A new paradigm is therefore needed, one that balances the roles of all stakeholders in development to achieve the ultimate goal of societal welfare. Welfare is not just about meeting basic needs such as food, clothing, and housing, but also about achieving self-reliance, dignity, and the freedom to improve quality of life without external pressure (Koentjaraningrat, 2009).

This new paradigm, known as people-centered development (Hardjasoemantri, 1986), emphasizes decentralized, participatory, empowering, sustainable, and socially networked development, aligning with the shift from government to governance. Governance (or good governance) emphasizes collaboration and balance between government, the private sector, and civil society (Asy'ari, 1993).

According to (Adisasmita, 2006), this development paradigm requires a balance between government, the private sector, and civil society. Good governance, as Laksana further notes, emphasizes the need for the government to interact constructively with society in various fields.

In Indonesia, this paradigm shift became significant post-reform, particularly after the enactment of Law No. 22 of 1999 on Regional Government, which was later replaced by Law No. 32 of 2004. This

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change granted broader authority to local governments to optimize development based on local potential. This marked a significant shift from a state-centered development approach to a community-centered development approach.

However, the 2004 law did not provide detailed provisions regarding villages, leaving rural communities, who are the frontline of development, unable to proactively participate in shaping development. The success of a region, according to (Sunarto, 2005), can be measured by how well development in villages improves community welfare. Therefore, the Indonesian government introduced more detailed regulations through Government Regulation No. 72 of 2005, which addressed village authority, village government institutions, village planning, and village finances.

Based on the above discussion, it can be assumed that the success of development is due to the increasing balance in the roles of the three pillars of development: government, the private sector, and society. As explained earlier, government-dominated development leads to centralized, unequal development, while private-sector-dominated development may result in efficiency gains but also increases social disparity by reducing labor needs. Therefore, a balance between these three pillars is essential.

This research aims to explore whether society actively participates in development, particularly in the case of Negeri Morela. The selection of Negeri Morela is based on initial observations showing that physical development, such as public service facilities, is relatively well-established. However, the level of community involvement in planning seems limited, as indicated by low participation in meetings. The research will further investigate the community's role in the implementation and supervision of development activities, aiming to understand the factors affecting their participation and how it can be improved.

## METHODS

The research conducted is qualitative in nature, focusing on studying phenomena within a natural setting where the researcher serves as the primary instrument. According to (Sugiyono, 2005), qualitative research involves the researcher directly interacting with the study environment. As (Moleong, 2007) notes, this approach is aimed at understanding phenomena such as behaviors, perceptions, motivations, and actions of the research subjects in a holistic manner. The data collected are described in words and language, within a specific natural context, utilizing various natural methods.

The location for this research is Negeri Morela, situated in Leihitu District, Central Maluku Regency. The research is scheduled to commence one month after the proposal seminar. The informants for this study include key figures such as the Raja (Chief) of Negeri Morela, four employees from the Negeri Morela Office, and prominent community leaders. These informants will provide critical insights related to the research issues through in-depth interviews.

In qualitative research, the researcher themselves is the main instrument, responsible for determining the research focus, selecting informants, collecting data, evaluating data quality, analyzing the data, interpreting it, and drawing conclusions. Data collection is carried out in a natural setting, relying on primary data sources. The techniques used include participant observation, where the researcher observes respondents directly, structured interviews that involve asking open-ended questions, and documentation that involves collecting and analyzing various forms of documents.

The data analysis in this qualitative study involves processing empirical data that is predominantly in the form of words rather than numbers. The analysis is done using methods that include data reduction, where field information is summarized and organized systematically. This process helps in highlighting the key points, making the data more manageable. Data presentation follows, where the data is classified and presented in tables according to the research issues, making it easier to interpret.

Finally, the process of data verification involves drawing conclusions by identifying relationships, similarities, or differences in the data. This is done by comparing the statements from the research subjects with the underlying concepts in the study. The conclusions drawn help in providing a deeper understanding of the phenomena being studied, ensuring that the findings are meaningful and relevant to the research objectives.

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## RESULTS AND DISCUSSION

### Results

Based on the detailed findings from the study conducted in Negeri Morella, Kecamatan Leihitu, Kabupaten Maluku Tengah, the following is a comprehensive analysis that encapsulates the key outcomes and implications of the research, structured into five key sections:

### Community Participation in Development Planning

The research revealed that community participation in development planning in Negeri Morella remains significantly limited. Despite the concerted efforts by local leaders, such as the Raja of Morella, to engage the community through various meetings and discussions, the overall attendance and active involvement were notably low. This lack of engagement is a concerning issue, particularly in a context where inclusive and participatory planning is crucial for effective development.

The study emphasized that while certain groups, particularly some youth factions, demonstrated enthusiasm and actively contributed ideas during these meetings, a substantial portion of the community, including some of the elder members, chose not to participate. This disengagement is often rooted in personal interests or a prevailing perception that the development initiatives being proposed or discussed do not have a direct impact on their lives. Consequently, these individuals see little value in dedicating their time and energy to such processes.

This limited engagement has significant implications for the planning phase of development projects in Negeri Morella. The lack of broad-based community input means that the development plans may not fully capture the diverse needs and priorities of the entire community. When key segments of the population are underrepresented in these discussions, there is a risk that the decisions made will not adequately reflect the community's collective interests or address the specific challenges that different groups within the community face.

Moreover, this situation potentially undermines the effectiveness of the development projects themselves. Projects that do not account for the varied perspectives and needs of the community are more likely to encounter resistance or fail to achieve their intended outcomes. The absence of comprehensive community input can lead to a misalignment between what is planned and what is actually needed on the ground, resulting in development initiatives that are less sustainable or less impactful.

The research suggests that for development planning in Negeri Morella to be more effective, there must be a concerted effort to enhance community engagement. This could involve strategies to better communicate the relevance and potential benefits of the development projects to all segments of the community, thereby encouraging broader participation. Additionally, creating more inclusive forums for discussion where all community members feel their voices are heard and valued could help in ensuring that development plans are more representative and responsive to the community's needs.

In conclusion, while efforts have been made to involve the community in development planning in Negeri Morella, the current level of participation is insufficient. Addressing the barriers to engagement and fostering a more inclusive planning process are essential steps towards ensuring that development projects truly serve the interests of the entire community.

### Community Involvement in the Implememtation Phase

During the implementation phase of development projects in Negeri Morella, community participation was notably more robust compared to the planning phase. The study revealed that traditional practices, particularly gotong royong (community self-help), played a pivotal role in mobilizing community members to contribute their labor towards public works. This cultural practice, deeply embedded in the social fabric of the community, fostered a collective spirit that encouraged individuals to work together for the common good.

However, while participation in these physical activities was relatively high, the research also highlighted that it was often sporadic and lacked consistency. Not all community members were equally engaged in the implementation phase. Some individuals participated actively, motivated by a strong sense of duty, cultural obligation, and the desire to uphold traditions. For these participants, involvement

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in gotong royong was not just about contributing to a development project but also about maintaining a connection to their cultural heritage and community values.

On the other hand, a significant portion of the community was less involved. The study identified personal and economic reasons as primary factors contributing to this irregular participation. Some community members were unable to participate consistently due to work commitments or economic pressures that demanded their time and energy elsewhere. Others may have felt disconnected from the development initiatives, perceiving them as less relevant to their immediate needs or daily lives, which led to a lower level of engagement.

This irregular and inconsistent participation during the implementation phase suggests that while traditional practices like gotong royong are effective in mobilizing the community, they alone may not be sufficient to ensure sustained and widespread involvement. The study underscores the need for more structured and inclusive approaches to community engagement that can complement these traditional practices.

To achieve more consistent participation, it may be necessary to introduce mechanisms that accommodate the diverse needs and constraints of different community members. For instance, offering flexible participation options, providing incentives, or aligning project schedules with the availability of community members could help increase and stabilize participation levels. Additionally, clear communication about the relevance and benefits of the projects might encourage broader and more consistent engagement across the community.

In conclusion, while the implementation phase of development projects in Negeri Morella benefited from a higher level of community participation, this involvement was uneven and lacked continuity. Addressing these challenges through more inclusive and structured approaches could enhance the effectiveness of community engagement, ensuring that development projects are more successful and better aligned with the needs and capabilities of all community members.

**Challenges in Community Supervision and Monitoring**

One of the critical findings of the study was the minimal role played by the community in supervising and monitoring development projects in Negeri Morella. The research revealed that the community had very limited involvement in overseeing the financial management of these projects or in ensuring that the development outcomes aligned with the intended objectives. This lack of oversight has had significant consequences, including several instances of financial mismanagement by the local government. Without the community exercising adequate control or holding the authorities accountable, opportunities for corruption and inefficiency increased, undermining the effectiveness and sustainability of the development efforts.

The study identified a key barrier to effective community supervision: the absence of established communication channels that would allow residents to engage directly with government officials and voice their concerns. In Negeri Morella, the lack of formal structures for dialogue and feedback between the community and local authorities has created a significant gap. This gap not only limits the community's ability to monitor the progress and integrity of development projects but also contributes to a sense of disconnection and disenfranchisement among residents.

The absence of these communication channels means that many community members are unaware of the details of the projects, including the financial aspects, and are thus unable to provide meaningful input or oversight. Additionally, without a clear platform to express concerns or report irregularities, residents may feel powerless to influence the outcome of the projects, further reducing their willingness to engage in monitoring activities.

This situation highlights the urgent need for the creation of formal mechanisms for community involvement in the monitoring processes of development projects. Such mechanisms would not only provide the necessary channels for communication between the community and local government but also empower residents to play a more active role in ensuring that development initiatives are carried out transparently and efficiently.

Implementing these mechanisms could involve establishing regular community meetings where project updates are provided, creating advisory committees that include community representatives, or setting up transparent reporting systems that allow for real-time monitoring of project finances and

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progress. Additionally, training programs for community members on how to effectively oversee and audit development projects could enhance their capacity to hold authorities accountable.

In conclusion, the study underscores the importance of community involvement in the supervision and monitoring of development projects. Without it, there is a higher risk of financial mismanagement and project failures. By establishing formal communication and oversight mechanisms, the community in Negeri Morella can ensure greater transparency and accountability, leading to more successful and sustainable development outcomes.

**Factors Influencing Community Participation**

The study identified several key factors that influence the level of community participation in development activities in Negeri Morella. These factors include age, gender, education level, occupation, and income, all of which play significant roles in determining how actively individuals engage in development initiatives.

For instance, the research found that younger and more educated individuals were generally more likely to participate actively in development activities. This demographic tends to be more aware of the benefits of community involvement and is often more motivated to contribute to local development efforts. In contrast, older and less educated members of the community were observed to be less involved. This disparity could be attributed to various reasons, including a lack of awareness, traditional views that may not prioritize community engagement, or physical limitations that prevent older individuals from participating as actively as their younger counterparts.

Economic factors also emerged as a significant determinant of participation. Individuals with stable incomes were more likely to contribute both their time and resources to development activities. This can be explained by the fact that those who are financially secure have the capacity to engage in voluntary activities without the immediate pressure of financial survival. Conversely, individuals with unstable or lower incomes may prioritize economic survival over participation in community development, leading to lower engagement levels among this group.

The study further highlighted the impact of environmental factors, such as the availability of infrastructure and social networks, on community participation. In areas where infrastructure is well-developed and social networks are strong, participation tends to be higher. Good infrastructure facilitates easier access to meeting venues and project sites, while robust social networks encourage collective action and support. On the other hand, in areas where infrastructure is lacking or social ties are weak, participation is often hindered. Residents in these areas may face logistical challenges in getting involved, or they may feel disconnected from the broader community, reducing their motivation to participate.

Understanding these factors is crucial for designing effective interventions that can enhance community involvement across different demographic groups. For example, targeted outreach and education campaigns can be implemented to raise awareness among older and less educated community members about the importance of their participation. Economic incentives or support programs could be introduced to help lower-income individuals engage more fully in community activities. Moreover, investing in infrastructure improvements and fostering stronger social networks can create an environment that is more conducive to active participation.

In conclusion, the study underscores the importance of considering a wide range of demographic, economic, and environmental factors when seeking to increase community participation in development activities. By addressing the specific needs and barriers faced by different groups, it is possible to design interventions that foster more inclusive and widespread community involvement, ultimately leading to more successful and sustainable development outcomes in Negeri Morella.

**Discussion**

To provide an in-depth and comprehensive discussion of this research, we will cover several key aspects that were the focus of the study. This discussion will include an understanding of community participation, the role of the government, challenges in implementing development, and the implications of the research findings on policies and development practices in Negeri Morella.

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**Concept of Community Participation in Development**

Community participation is a fundamental component of inclusive and sustainable development. It involves not only the physical engagement of community members in development activities but also their active involvement in planning, decision-making, and oversight processes. In Negeri Morella, however, community participation remains at a level that requires significant improvement, particularly in the areas of planning and oversight.

According to the supporting literature, community participation is defined as a process where citizens actively engage in making decisions and executing activities that directly impact their lives. This engagement can take various forms, including direct participation in community meetings, contributing labor to communal projects, and overseeing the implementation of development initiatives. The active involvement of community members in these processes is crucial for ensuring that development efforts are aligned with the actual needs and priorities of the community, thereby enhancing the effectiveness and sustainability of such initiatives.

In the context of Negeri Morella, while there have been efforts by local leaders and government officials to involve the community in development processes, the research findings suggest that this participation has not reached its full potential. Specifically, in the planning phase of development projects, the community's involvement is often limited. Many community members report feeling marginalized or excluded from decision-making processes, largely due to a lack of sufficient information and transparency. This disconnect can lead to a sense of disengagement and apathy among community members, which further hinders their participation.

The planning process is particularly critical because it sets the direction for development projects and determines how resources are allocated. When community members are not adequately involved in this process, there is a risk that the resulting plans will not fully reflect the diverse needs and priorities of the entire community. This can lead to the implementation of projects that are less effective or less relevant to the people they are intended to benefit.

Furthermore, the oversight of development projects is another area where community participation in Negeri Morella needs to be strengthened. Effective oversight requires that community members have the knowledge and tools to monitor the progress of development initiatives and hold those in charge accountable. Without this level of engagement, there is a greater risk of mismanagement, inefficiency, and the potential for resources to be misused.

In conclusion, while there have been efforts to involve the community in development activities in Negeri Morella, more needs to be done to enhance participation, especially in the critical areas of planning and oversight. By addressing the barriers that currently limit community involvement, such as lack of information and perceived marginalization, it is possible to foster a more inclusive and participatory approach to development that better meets the needs of all community members.

**The Role of Government in Encouraging Community Participation**

The government, particularly the village government and traditional leaders in Negeri Morella, plays a vital role in encouraging and facilitating community participation in development activities. However, this role is frequently challenged by various factors, including limited resources, a lack of capacity, and ineffective communication between the government and the community. These challenges have significant implications for the level of community involvement in development processes, which is critical for ensuring that development initiatives are successful and sustainable.

This research revealed that despite the government's efforts to engage the community through initiatives such as regular meetings and gotong royong (mutual aid) activities, community involvement remains disappointingly low. One of the primary reasons for this low level of engagement is the lack of transparency and openness from the government when it comes to communicating development plans. Many community members feel that their voices are not heard and that their opinions are not adequately considered during the planning process. This sense of exclusion can lead to apathy and a lack of motivation to participate in community activities, further reducing the overall level of engagement.

The issue of transparency is crucial because it directly affects the trust between the government and the community. When community members perceive that the government is not open about its plans or does not seek their input, they are less likely to feel invested in the outcomes of development projects.

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This can result in a disconnect between the government's objectives and the community's needs, ultimately leading to projects that are less effective or less aligned with the community's priorities.

Additionally, the village government in Negeri Morella often struggles with the allocation of sufficient resources to promote active community participation. This is particularly evident in the areas of education and outreach, where there is a significant need to raise awareness about the importance of community involvement in development processes. Without adequate resources, the government is unable to conduct effective outreach or provide the necessary support to encourage broader participation.

The lack of resources also impacts the government's ability to build the capacity needed to manage and facilitate community participation effectively. This includes everything from organizing meetings and workshops to training community members on how to engage in the planning and monitoring of development projects. Without these capabilities, the government's efforts to involve the community are likely to remain superficial and inadequate.

In conclusion, while the village government and traditional leaders in Negeri Morella play a critical role in fostering community participation, their efforts are often undermined by challenges related to transparency, resource allocation, and capacity building. Addressing these issues is essential for enhancing community engagement and ensuring that development projects are more responsive to the needs and aspirations of the community. By improving communication, increasing transparency, and investing in capacity building, the government can create a more inclusive environment that encourages greater community participation in development activities.

**Challenges in Implementing and Monitoring Development**

The implementation of development projects in Negeri Morella faces several significant challenges, particularly in the areas of monitoring and social control. This research highlights that one of the primary weaknesses in the development process is the minimal level of community participation in overseeing these projects. This lack of involvement has resulted in issues such as fund mismanagement and substandard development outcomes, which ultimately undermine the effectiveness and sustainability of the development initiatives.

Community oversight is a critical component in ensuring that development projects are executed in alignment with the plans and objectives established during the planning phase. Effective oversight by the community can help identify and rectify issues early on, ensuring that resources are used efficiently and that the outcomes meet the community's needs and expectations. However, in Negeri Morella, the level of community participation in oversight activities remains very low, which poses a significant barrier to achieving these goals.

One of the key reasons for this limited participation is the community's lack of understanding and knowledge about how to effectively conduct oversight. Many community members are not familiar with the processes involved in monitoring development projects, including financial oversight, quality control, and accountability measures. This lack of expertise makes it difficult for them to contribute meaningfully to the oversight process, leading to a situation where critical issues go unnoticed or unaddressed.

Additionally, the absence of formal mechanisms or adequate public communication channels further exacerbates the problem. In Negeri Morella, there are few established platforms where community members can express their concerns, provide feedback, or participate in the oversight of development projects. Without these channels, the community's ability to hold project managers and local authorities accountable is severely limited. This gap not only diminishes the potential for effective community oversight but also fosters a sense of disengagement and powerlessness among the residents.

The research suggests that addressing these challenges requires a multi-faceted approach. Firstly, there needs to be a concerted effort to educate and empower the community on how to effectively monitor and oversee development projects. This could involve training programs, workshops, and the dissemination of easy-to-understand information on the oversight process. By building the community's capacity in this area, it is possible to enhance their role in ensuring that development projects are managed properly and deliver the intended benefits.

Secondly, the establishment of formal mechanisms and communication channels is crucial. Creating platforms for regular community meetings, feedback sessions, and transparent reporting

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systems would allow residents to engage more actively in the oversight process. These mechanisms would provide the necessary structure for community members to voice their concerns, monitor progress, and ensure that development projects are conducted with accountability and transparency.

In conclusion, while the implementation of development in Negeri Morella faces challenges related to monitoring and social control, these can be addressed by improving community education and establishing formal oversight mechanisms. Strengthening community participation in these areas is essential for ensuring that development projects are successful, sustainable, and truly beneficial to the people of Negeri Morella.

**Factors Influencing Community Participation**

Community participation in development is significantly influenced by a variety of demographic and socio-economic factors. This research identified several key determinants that affect the level of community involvement, including age, education level, gender, occupation, and income. Each of these factors plays a crucial role in shaping how individuals engage with development activities in their communities.

For instance, the research found that younger and more educated individuals tend to be more active in participating in development initiatives compared to older and less educated groups. This trend suggests that education, which increases awareness and understanding of the importance of community involvement, is a critical driver of participation. Younger people, often more exposed to modern educational practices and civic engagement, are typically more motivated to contribute to the development of their communities. In contrast, older and less educated individuals may feel less confident in their ability to participate effectively, or they may not fully appreciate the potential impact of their involvement.

Economic factors also play a significant role in determining the level of community participation. Individuals with stable and higher incomes are generally more likely to engage in development activities, both by contributing their time and through financial means. This is likely because those who are financially secure have the resources and flexibility to participate in community projects without the immediate pressure of meeting basic economic needs. In contrast, individuals with lower or unstable incomes might prioritize their efforts on securing their livelihood, leaving less time and energy for community involvement.

Environmental factors, such as the availability of infrastructure and accessibility, also have a considerable impact on community participation. The research showed that communities residing in areas with better infrastructure and easier access to development activities are more likely to be actively involved. Infrastructure such as roads, transportation, and communication networks facilitate easier access to meeting locations, project sites, and information, enabling more consistent and widespread participation. Conversely, those living in remote or underserved areas often face logistical challenges that hinder their ability to engage in development processes. These challenges can include long travel distances, poor communication networks, and a lack of awareness about ongoing projects.

In summary, community participation in development is shaped by a complex interplay of demographic, socio-economic, and environmental factors. Understanding these factors is essential for designing effective strategies to enhance community involvement. By addressing the barriers that specific groups face, such as providing education and outreach to less engaged demographics, improving infrastructure in underserved areas, and creating opportunities for financial stability, development initiatives can become more inclusive and better aligned with the needs of the entire community.

**Implications of the Research for Policy and Development Practice**

The findings of this research have significant implications for policies and development practices in Negeri Morella and similar areas. One of the primary implications is the need to enhance the capacity of village governments in managing and facilitating community participation. To achieve this, the government must adopt a more inclusive and transparent approach in both the planning and implementation stages of development projects. This means providing clearer, more accessible information to the community about ongoing and upcoming development initiatives. By doing so, the

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government can foster a greater sense of ownership and involvement among community members, which is crucial for the success of these projects.

Moreover, this research underscores the importance of education and outreach efforts aimed at increasing community awareness about the role and significance of their participation in development. Education and outreach programs are essential tools for empowering community members with the knowledge and skills they need to actively engage in development processes. By improving the community's understanding of how their involvement can influence the outcomes of development projects, it is hoped that active participation will increase. This, in turn, is likely to have a positive impact on the overall success and sustainability of development initiatives in the area.

The research also highlights the need for the establishment of formal mechanisms for participatory oversight. To ensure that development projects are carried out effectively and transparently, the village government, in collaboration with the community, should establish institutions or forums dedicated to the oversight of these projects. Such forums can serve as platforms where community members can provide input, monitor the implementation of projects, and hold authorities accountable to ensure that the projects are executed according to plan.

These forums would not only facilitate better communication between the government and the community but also empower residents to take an active role in the governance and management of local development initiatives. This kind of participatory oversight is critical for preventing issues such as mismanagement or misallocation of resources, which can derail development efforts.

In conclusion, the research emphasizes the importance of strengthening the role of village governments in managing community participation and promoting transparency in development practices. Additionally, it calls for more focused efforts on education and the creation of formal oversight mechanisms. By implementing these strategies, village governments can create a more engaged and empowered community, leading to more effective and equitable development outcomes in Negeri Morella and similar regions.

## CONCLUSION

### Conclusion

Based on the research findings regarding community participation in development in Negeri Morella Village, Leihitu District, Central Maluku Regency, the following conclusions can be drawn:

1. Community participation in development planning in Negeri Morella Village, Leihitu District, Central Maluku Regency is generally low, with some members of the community participating actively while others do not. Some youth leaders have proposed positive ideas and suggestions for the village's development, while some community leaders are not interested in participating in development and village activities due to personal interests.
2. In terms of participation during the implementation phase of development in Negeri Morella Village, Leihitu District, Central Maluku Regency, the active involvement of the community is crucial, alongside the role of the government in guiding, supervising, and providing the necessary budget as part of its commitment to rural development. The Raja of Negeri Morella and his officials have been quite active and successful in fulfilling their roles in encouraging and directing community participation, resulting in the successful completion of activities and development projects as expected by the village community. The government involves the community in the process of implementing development projects. However, some community members were found to be less active in participating due to personal interests and certain conditions within the community.
3. According to interviews, community participation in development in Negeri Morella Village, Leihitu District, Central Maluku Regency is fairly active. This is evident as community members often contribute labor during development activities. However, some interviewees were found to be less knowledgeable about the supervision procedures.
4. The factors influencing community participation in development in Negeri Morella Village, Leihitu District, Central Maluku Regency include age, gender, education, occupation, income, and the environment.

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**Recommendations**

The following recommendations are offered based on the results of this research for the community of Negeri Morella Village:

1. The Village Government of Negeri Morella and the community should establish good relationships and cooperation to ensure that planned development programs can be realized effectively.
2. Participation in the implementation of development should be carried out with strong cooperation between the community and the village government of Negeri Morella.
3. Supervision of development requires collaboration between the community, youth, and the village government to achieve positive outcomes for the development or activities undertaken.
4. The village government and all village officials work to include all community components, ensuring that the community is always involved in village development, fostering broad social relationships, and promoting good humanitarian attitudes.

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# ANALYSIS OF SCHOOL-BASED MANAGEMENT AT MTS OF BALPETU VILLAGE, KEPALA MADAN DISTRICT, SOUTH BURU REGENCY

# ANALISIS MANAJEMEN BERBASIS SEKOLAH DI MTS DESA BALPETU KECAMATAN KEPALA MADAN KABUPATEN BURU SELATAN

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**Abstract**

This study aims to analyze the implementation of School-Based Management (SBM) at Madrasah Tsanawiyah (Mts) in Balpetu Village, Kepala Madan District, South Buru Regency. Although the SBM concept is designed to provide autonomy to schools in resource management, this study identifies significant challenges in its implementation. The main challenges faced include financial limitations, a lack of qualified human resources, inadequate infrastructure, and minimal support from the local community and government. The limited educational facilities, such as buildings still using basic construction materials, as well as restricted electricity and internet access, further hinder the learning process. Additionally, operational funds sourced from the BOS program remain insufficient to meet the school's needs. This research employs a qualitative method, with data collected through interviews, observations, and document studies. Based on the findings, it is recommended that the local government and the Ministry of Religious Affairs pay more attention to the educational conditions in this area and provide adequate support to address the issues faced. This is essential to ensure optimal learning quality and achieve the desired educational goals. This research is expected to serve as a reference for developing school-based education policies in remote areas.

**Keywords:** School-Based Management, Infrastructure Limitations, Human Resources, Government Support, Learning in Remote Areas.

**Abstrak**

Penelitian ini bertujuan untuk menganalisis implementasi Manajemen Berbasis Sekolah (MBS) di Madrasah Tsanawiyah (Mts) Desa Balpetu, Kecamatan Kepala Madan, Kabupaten Buru Selatan. Meskipun konsep MBS dirancang untuk memberikan otonomi kepada sekolah dalam pengelolaan sumber daya, penelitian ini menemukan berbagai kendala yang signifikan dalam penerapannya. Kendala utama yang dihadapi meliputi keterbatasan keuangan, kurangnya sumber daya manusia berkualitas, minimnya sarana dan prasarana, serta rendahnya dukungan masyarakat dan pemerintah setempat. Keterbatasan fasilitas pendidikan, seperti gedung yang masih menggunakan bahan bangunan sederhana, serta ketersediaan listrik dan akses internet yang terbatas, turut menghambat proses pembelajaran. Selain

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itu, dana operasional yang bersumber dari program BOS masih belum cukup untuk memenuhi kebutuhan sekolah. Penelitian ini menggunakan metode kualitatif dengan teknik pengumpulan data melalui wawancara, observasi, dan studi dokumen. Dari hasil penelitian, direkomendasikan agar pihak pemerintah daerah dan Kementerian Agama memberikan perhatian lebih terhadap kondisi pendidikan di wilayah ini, serta menyediakan bantuan yang memadai untuk mengatasi masalah-masalah yang dihadapi. Hal ini penting guna memastikan kualitas pembelajaran yang optimal dan mencapai tujuan pendidikan yang diharapkan. Penelitian ini diharapkan dapat menjadi rujukan dalam pengembangan kebijakan pendidikan berbasis sekolah di wilayah terpencil.

**Kata Kunci:** Manajemen Berbasis Sekolah (MBS), Keterbatasan Sarana dan Prasarana, Sumber Daya Manusia, Dukungan Pemerintah, Pembelajaran di Wilayah Terpencil.

## INTRODUCTION

Education is one of the main pillars in the development of a nation. Through education, individuals are expected to adapt, contribute, and face future life challenges. Education also serves as an important tool in improving the quality of human resources (HR), which ultimately impacts the social and economic welfare of a nation (Manshur, 2017). However, a common issue faced by various regions in Indonesia, particularly in remote areas, is the low quality of education, caused by various factors including limited infrastructure, human resources, and support from the government and local communities (Wijoyo, 2021).

In this context, the concept of School-Based Management (SBM) emerged as an approach to educational management aimed at providing schools with greater autonomy in managing their resources (Kuntoro, 2019). The Indonesian government, through its policy of educational decentralization, encourages the implementation of SBM in hopes of increasing community participation in education, improving educational quality, and creating an educational environment that is more responsive to local needs. SBM also requires schools to be more independent in planning, implementing, and evaluating their educational programs (Siagian, 2002).

However, in practice, not all schools can implement SBM effectively. Schools located in remote areas, such as in Balpetu Village, Kepala Madan District, South Buru Regency, still face various challenges that hinder the optimal implementation of SBM. One of the main challenges is the lack of infrastructure. Schools in the area, especially Madrasah Tsanawiyah (Mts) in Balpetu Village, still operate with very minimal facilities. The school buildings are made of basic materials, there are limited classrooms, and essential facilities such as electricity and internet access are lacking. This situation frequently disrupts the learning process and prevents it from running effectively.

In addition to infrastructure limitations, schools in this area also face issues related to human resources (HR). Most of the teachers at these schools are still under contract (non-permanent status), with a limited number of educators. There is also a scarcity of teachers with the educational background required to meet the school’s curriculum needs. This situation is further exacerbated by the lack of support from the local community and government. Although the School Operational Assistance (BOS) program has been provided, the funds are still insufficient to meet the school's operational needs, including improving infrastructure and enhancing the quality of education.

This reality indicates that the implementation of SBM at Madrasah Tsanawiyah in Balpetu Village has not yet been effective or efficient. The school has not been able to fully utilize the autonomy granted by SBM to optimally manage its resources. Limited infrastructure, inadequate human resources, and minimal support from the government and community are the main obstacles in achieving the desired educational goals.

The crucial role of education in shaping high-quality young generations necessitates immediate solutions to these challenges. Without significant improvements in infrastructure, human resources, and support from various stakeholders, schools in remote areas like Balpetu Village will continue to struggle to provide quality education to their students. This situation is contrary to the national objective of ensuring equitable access to quality education across all regions of Indonesia.



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Previous studies have often highlighted issues related to the implementation of SBM in various regions in Indonesia. Most of these studies show that the success of SBM is highly dependent on the school's readiness, particularly in terms of infrastructure and adequate human resources (Allah et al., 2024). Schools with good infrastructure, qualified teachers, and strong support from the community and government tend to implement SBM more effectively and achieve significant improvements in educational quality (Baharudin et al., 2022; Mulyasa, 2002). On the other hand, schools in remote or underdeveloped areas often face difficulties in implementing SBM, resulting in lower educational quality (Nasional, 2001a, 2001b).

Considering the importance of education as a foundation for national development, as well as the challenges faced by schools in remote areas, this research aims to analyze the implementation of School-Based Management at Madrasah Tsanawiyah in Balpetu Village, Kepala Madan District, South Buru Regency. This study will delve deeper into the factors that influence the success or failure of SBM implementation in the school and provide policy recommendations that the government and other stakeholders can adopt to improve education in the area.

Specifically, this research will focus on several key aspects of SBM implementation at Madrasah Tsanawiyah in Balpetu Village, including: school infrastructure, availability of human resources (teachers and staff), financial and non-financial support from the government and local community, and strategies the school has implemented to overcome existing challenges. By employing a qualitative approach, the study will gather data through interviews with the school principal, teachers, and other relevant parties, as well as direct observations of the school's conditions.

This research is expected to provide a tangible contribution to efforts to improve the quality of education in remote areas, particularly in South Buru Regency. Additionally, the findings of this study are expected to serve as a reference for policymakers in designing more effective education programs, especially those related to SBM implementation in areas that still lag behind in terms of infrastructure and human resources.

Therefore, this study not only has academic significance by providing an in-depth analysis of SBM implementation but also has practical relevance in assisting the government and local communities in addressing the educational challenges they face. Efforts to improve the quality of education through SBM will depend heavily on collaboration between schools, the government, and the community. As such, this research will also highlight the importance of active participation from various parties in supporting education in remote areas.

In conclusion, quality education is the right of every Indonesian child, regardless of social, economic, or geographical background. The challenges faced by schools in remote areas like Balpetu Village reflect broader issues in the national education system. With greater attention from various stakeholders, it is hoped that schools in these areas can improve and provide better education for future generations, equipping them to face the challenges ahead.

## METHODS

This research aims to analyze the implementation of School-Based Management (SBM) at Madrasah Tsanawiyah (Mts) in Balpetu Village, Kepala Madan District, South Buru Regency. To achieve this objective, a qualitative research method was employed, which allows for a deeper understanding of the issues and dynamics related to SBM implementation within the context of a specific school environment. The qualitative approach was chosen because it enables the researcher to explore the various social, cultural, and organizational factors influencing SBM implementation, as well as the challenges and opportunities faced by the school (Rose et al., 2014).

The research follows a case study design, focusing on a single school, Madrasah Tsanawiyah in Balpetu Village. The case study approach allows for an in-depth analysis of the school's specific context and the various factors that influence the effectiveness of SBM. By focusing on one school, the research can uncover detailed insights into the school's management practices, the challenges it faces, and how SBM has been implemented over time. This approach is suitable for examining complex educational phenomena within a real-life setting.

To gather comprehensive data, several qualitative data collection methods were employed, including:

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1. Interviews: Semi-structured interviews were conducted with key stakeholders, including the school principal, teachers, and local community members. The interviews focused on understanding their perspectives on SBM implementation, the challenges they face, and the support (or lack thereof) they receive from local authorities. The interviews allowed for open-ended responses, providing rich, detailed data on the issues under investigation.
2. Observation: Direct observation was conducted at the school to gain a better understanding of the actual conditions of the school infrastructure, classroom activities, and the learning environment. This method provided first-hand information on how SBM is being implemented on a day-to-day basis and allowed the researcher to identify specific issues related to school management, teacher-student interactions, and the use of school resources.
3. Document Analysis: Relevant documents, such as school records, government reports, and SBM-related guidelines, were analyzed to complement the interview and observation data. This method helped provide a clearer understanding of the formal processes and structures in place for SBM implementation, as well as the official support received from the local government and the Ministry of Religious Affairs.

The sampling technique used in this study was purposive sampling. Participants were selected based on their direct involvement in the SBM implementation process and their ability to provide relevant information about the challenges and successes of the program. The primary participants included the school principal, teachers, and members of the local community, including parents and local government representatives. The purposive sampling method ensured that the data collected were rich and directly related to the research questions.

Data analysis in this study followed a thematic analysis approach. Thematic analysis was chosen because it allows for the identification of key patterns and themes within the qualitative data collected. The process involved coding the data from interviews, observations, and documents, grouping similar codes into themes, and interpreting these themes to answer the research questions. This method provided a systematic way to understand the challenges faced by the school and how these challenges impact the effectiveness of SBM implementation.

To ensure the validity and reliability of the findings, triangulation was used. Triangulation involves cross-verifying data from multiple sources (interviews, observations, and documents) to ensure consistency and accuracy. Additionally, member checking was conducted by sharing the findings with participants to confirm that their views and experiences were accurately represented. This helped increase the credibility of the research and ensured that the conclusions drawn were based on robust and reliable data.

Throughout the research process, ethical considerations were strictly adhered to. Informed consent was obtained from all participants before the interviews and observations took place. Participants were informed about the purpose of the study, how the data would be used, and their right to withdraw from the study at any time. The confidentiality and anonymity of all participants were maintained to protect their privacy and ensure that the information they provided was used responsibly.

This methodology provides a comprehensive approach to analyzing the implementation of School-Based Management at Madrasah Tsanawiyah in Balpetu Village, highlighting both the challenges and opportunities faced by the school in improving the quality of education in a remote area.

## RESULTS AND DISCUSSION

### Results

The data collected from interviews, observations, and document analysis reveal several key findings regarding the implementation of School-Based Management (SBM) at Madrasah Tsanawiyah (Mts) Balpetu. These findings focus on three major areas: infrastructure and resources, human resources, and community involvement.

### Infrastructure and Resources

One of the most pressing challenges faced by Madrasah Tsanawiyah Balpetu is the severe lack of adequate infrastructure. The school's physical facilities, including classrooms and basic learning materials, are insufficient to support effective teaching and learning. Observations revealed that the

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Ruang Kelas Belajar (RKB), or classrooms, are still constructed from basic materials such as wooden planks, which is far below the standard required for a conducive learning environment. The poor condition of these classrooms, characterized by inadequate ventilation, limited natural and artificial lighting, and old, worn-out furniture, creates an uncomfortable and distracting environment for both students and teachers.

Several respondents, including both students and teachers, confirmed the detrimental impact of these conditions on the learning process. They emphasized that the classrooms are often too hot, poorly lit, and cramped, making it difficult for students to focus and for teachers to effectively conduct lessons. The lack of comfortable and well-maintained classroom spaces hinders students' motivation and overall engagement in their studies.

In addition to physical infrastructure challenges, the school also faces a significant shortage of digital resources. The limited availability of computers and printers, provided by the provincial Ministry of Religious Affairs, does not meet the demands of modern educational practices. Students have also voiced frustration over the lack of a functioning library and stable internet access, both of which are critical for accessing additional learning materials and fostering independent research. Without these digital tools and resources, students are unable to fully participate in the technological advancements of education, putting them at a disadvantage compared to students in better-equipped schools. Overall, the inadequate infrastructure severely hampers the quality of education at Madrasah Tsanawiyah Balpetu.

**Human Resources**

The second major challenge faced by Madrasah Tsanawiyah Balpetu is the shortage of qualified human resources. A significant number of teachers at the school are honorary staff, many of whom have not received formal training in the School-Based Management (SBM) framework. This lack of training has resulted in a limited understanding of SBM among the teachers, and they report feeling inadequately supported by the local government in terms of professional development opportunities. Several teachers have expressed frustration with this situation, as they are expected to implement SBM principles without having the necessary knowledge or resources to do so effectively. This gap in training and support has led to inconsistencies in how lessons are delivered, with some teachers struggling to manage their dual roles as educators and administrators.

Moreover, the school faces a critical staffing issue. With only a small number of teachers available to cover the entire curriculum, many are forced to teach multiple subjects, often outside their areas of expertise. This situation not only places an additional burden on the teachers but also impacts the quality of education the students receive. Teachers who are spread too thin may find it difficult to dedicate sufficient time to preparing lessons, resulting in less effective teaching. The shortage of qualified teachers, combined with the lack of professional development and support, hinders the school’s ability to implement SBM effectively and raises concerns about the long-term sustainability of educational improvements at the school. Addressing these challenges will require a focused effort to improve teacher training, increase staff numbers, and provide more substantial support from the local government.

**Community and Government Support**

Another major finding is the limited involvement of the local community and government in supporting the school. School-Based Management (SBM) is designed to promote greater community participation in school management, encouraging collaboration between parents, community leaders, and the school in decision-making processes. However, in the case of Madrasah Tsanawiyah Balpetu, this has not been the reality. Parents and local leaders are largely disengaged from school activities, with little to no participation in key decisions affecting the school's operations. Several respondents noted that education is not a top priority for many members of the community, which has severely hindered the school’s ability to implement SBM effectively. The lack of involvement has left the school administration to operate in isolation, without the broader support network that SBM envisions.

Furthermore, the financial support provided by the local government is inadequate. While the school does receive some funding through the Bantuan Operasional Sekolah (BOS) program, these funds are insufficient to meet the full range of the school's operational needs. Essential areas such as facility maintenance and the procurement of teaching materials are underfunded, forcing the school to

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operate with limited resources. This financial strain has led to difficulties in maintaining an optimal learning environment for students, as the school is unable to invest in necessary upgrades or purchase adequate educational tools.

The combination of minimal community engagement and insufficient government funding highlights significant barriers to effective SBM implementation at Madrasah Tsanawiyah Balpetu. For SBM to succeed, it is essential that both the local community and government actively participate in the process, providing not only financial support but also a shared commitment to improving the quality of education.

**Discussion**

The challenges identified in the results section point to several key areas that hinder the successful implementation of School-Based Management (SBM) at Madrasah Tsanawiyah Balpetu. These challenges are not unique to this school, as they reflect broader issues in remote and underdeveloped regions of Indonesia.

**Infrastructure and Resources**

The lack of infrastructure at Madrasah Tsanawiyah Balpetu highlights the critical role that adequate facilities play in the successful implementation of School-Based Management (SBM). Schools that are tasked with managing their own resources under the SBM framework require a baseline level of infrastructure to operate efficiently. In the case of Balpetu, the absence of proper classrooms, digital learning tools, and other essential facilities severely undermines the school's ability to offer a conducive learning environment for students. Research has consistently demonstrated that well-maintained school facilities have a positive effect on both teacher performance and student outcomes, as they create an environment that fosters focus, engagement, and effective teaching.

The school's reliance on outdated infrastructure further complicates its efforts to adopt modern teaching methodologies. Without access to proper digital tools, such as computers, projectors, or internet connections, teachers are unable to integrate technology into their lessons, a key component of contemporary education. This not only hinders the overall quality of teaching but also limits students' exposure to the kinds of digital literacy that are increasingly important in today’s world. Furthermore, the lack of internet access prevents teachers from tapping into online educational resources, which could be valuable for their professional development and for enhancing classroom instruction.

This situation underscores the urgent need for more robust government intervention. Schools in remote areas like Balpetu require significant investment in infrastructure to meet modern educational standards. Providing these schools with adequate tools, including digital resources and internet access, is essential to leveling the playing field and ensuring that students in remote regions have equal opportunities to succeed academically. For SBM to be effective, basic infrastructure must be prioritized as a foundational element of school improvement.

**Human Resources and Teacher Training**

Another critical factor in the successful implementation of School-Based Management (SBM) is the availability of qualified and well-trained teachers. The findings reveal that Madrasah Tsanawiyah Balpetu is facing a shortage of adequately trained teaching staff. This issue is common in rural schools, where teachers are often required to take on multiple roles due to staff shortages and have limited access to professional development opportunities. These conditions put significant strain on teachers, preventing them from focusing on improving their teaching methods and overall classroom management.

The lack of professional training in SBM further complicates the situation. SBM requires teachers and school staff to have a strong understanding of various aspects of school management, including financial planning, curriculum development, and community involvement. However, many of the teachers at Madrasah Tsanawiyah Balpetu reported that they had not received any formal training in these areas. As a result, they are not fully equipped to implement SBM effectively, leading to inconsistencies in both school management and instructional delivery in the classroom. This gap in knowledge and skills significantly hinders the overall effectiveness of SBM at the school.

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To overcome these challenges, a concerted effort from both local governments and the Ministry of Religious Affairs is necessary. These institutions need to prioritize targeted professional development programs for teachers in remote areas like Balpetu. This could involve providing workshops on SBM principles, as well as training in modern teaching techniques and the use of digital tools in the classroom. By offering teachers the resources and training they need, it is possible to enhance their capacity to manage their classrooms effectively and improve the overall implementation of SBM, ultimately benefiting both teachers and students alike.

**Community and Government Support**

The limited involvement of the community in school management is another significant challenge to the implementation of School-Based Management (SBM). In theory, SBM aims to decentralize control, granting more authority to schools and their communities to make decisions. However, this model requires active participation from parents, local leaders, and other stakeholders. In Balpetu, the local community has shown minimal interest in school affairs, which has weakened the school's ability to implement SBM effectively. Without the engagement and collaboration of the community, many of the potential benefits of SBM, such as increased accountability and tailored decision-making, remain unrealized.

Additionally, financial support from the local government is inadequate. Although the Bantuan Operasional Sekolah (BOS) program provides some funding, it is not enough to meet the full operational needs of Madrasah Tsanawiyah Balpetu. This lack of funds makes it difficult for the school to maintain its facilities, purchase educational materials, and implement SBM effectively. The situation is further compounded by the absence of additional resources from the local government to support SBM implementation. This shortfall in both financial and administrative support from the government undermines the core principle of SBM, which is to empower schools to manage their resources and make decisions independently.

For SBM to succeed in Balpetu, it is crucial to enhance both community and government involvement. Efforts must be made to raise awareness about the importance of education among community members, possibly through local outreach initiatives or collaboration with religious institutions. Furthermore, the local government must provide more substantial financial and logistical support to schools in remote areas, ensuring that they have the necessary resources to implement SBM effectively and improve educational outcomes.

## CONCLUSION

**Conclusion**

The research on the implementation of School-Based Management (SBM) at Madrasah Tsanawiyah Balpetu reveals several key challenges that hinder its success. The first and most prominent issue is the inadequate infrastructure, which includes poorly constructed classrooms, limited learning materials, and a lack of digital resources such as computers and internet access. These factors create an environment that is not conducive to effective learning and teaching. The second challenge is the shortage of qualified and well-trained teachers. Most of the teaching staff are honorary workers with minimal formal training in SBM, resulting in inconsistencies in lesson delivery and school management. Additionally, the teachers are overburdened, often required to teach multiple subjects outside their areas of expertise.

Another significant finding is the limited involvement of the community and local government. Although SBM encourages greater community participation in school management, in reality, the local community shows little interest in engaging with the school. Financial support from the government is also insufficient, with funds from the Bantuan Operasional Sekolah (BOS) program unable to cover the school's full operational needs. These challenges collectively hinder the successful implementation of SBM at Madrasah Tsanawiyah Balpetu.

**Recommendations**

To address the issues identified, several recommendations are proposed:

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1. The government, in collaboration with local authorities, should prioritize upgrading the school's physical infrastructure. This includes building proper classrooms, providing adequate learning materials, and ensuring that digital tools such as computers and internet access are available. Such improvements are essential for creating a conducive learning environment and supporting modern teaching methodologies.
2. There needs to be a concerted effort to provide targeted professional development for teachers. Workshops on SBM principles, modern teaching methods, and the use of digital tools should be conducted to equip teachers with the skills and knowledge they need to implement SBM effectively. Additionally, increasing the number of qualified teachers would help reduce the burden on the existing staff and improve the quality of education.
3. It is essential to raise awareness among community members about the importance of their participation in school management. Local outreach programs and collaborations with religious institutions could help foster a stronger connection between the community and the school. Furthermore, the local government should provide more substantial financial and administrative support to ensure that the school can meet its operational needs and implement SBM effectively.

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