

The Process of Mental Revolution Control with "Dewi SARTIKA" Model Development Program for Accelerating Village Performance in Indonesia's 122 Underdeveloped Regions: Case Study in Wersawe Village, West Manggarai Regency, Flores

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Abstract: This study aims to implement President Jokowi's mental revolution movement easily but comprehensively at the village level through the "Dewi SARTIKA" model development program, which has an efficient and effective framework to accelerate village performance in 122 underdeveloped regions. The program has a transparency design of village performance assessment and stakeholder participation. The performance of "Dewi SARTIKA" will be a regional innovation incubator, namely all forms of renewal in the implementation of the regional government. The main actors of the program are the government, researchers and local governments. The main stakeholders are village officials, NGOs, Civil Society Organizations (CSOs), community groups, and business organizations. This research is an innovation from the results of the CIPP model evaluation on the Wersawe Village-based ecotourism development program in West Manggarai Regency, Flores in 2016-2018. Data was collected through FGDs, analysis of news content, document studies, field surveys, observations, recordings, and in-depth interviews of three key sources. Analysis and interpretation of data show that the acceleration of the development of 122 disadvantaged areas requires a "Dewi SARTIKA" development program as a role model that needs to be implemented in each sub-district so that it becomes a benchmarking for other villages. This finding leads to the need for regulatory innovations in the region through regent regulations regarding the implementation of the "Dewi SARTIKA" model development program at the village level.

1 INTRODUCTION

President Indonesia, Mr. Joko Widodo (Jokowi) offered a mental revolution movement to position Indonesia as a superpower at the international level. Its implementation requires a certain control system at the village level so that it creates community transformation. Because, mental revolution is a movement of change in Indonesia so that citizens always take the initiative to serve, clean, orderly, independent, and united. Management engineering development program "Dewi SARTIKA" model is an intervention with a systems approach to managing the movement of change. The intervention

also serves to bridge the government's initiative through the third program Nawacita, namely to build Indonesia from the periphery by strengthening regions and villages within the framework of the Unitary State of the Republic of Indonesia. This intervention involves strategic partnerships between stakeholders, namely the government, academics, NGOs, local governments, Civil Society Organizations (CSOs), community groups and business organizations. The main actors of this intervention are the government and local governments because organizationally they play a role in making strategic planning (goals, objectives, strategies and plans) based on the law. Other

stakeholders contributed to creating performance appraisal standards for village development programs with the "DewiSARTIKA" model based on mapping the potential of the village, which of course differed between regions. This intervention is a very important management tool in two ways. First, control strategies in the form of standards, measurements, comparisons, and actions to accelerate village performance. Second, the process strategy between the input and output of the use of village budget funds each year efficiently and effectively. This control strategy and process strategy will create a balance of flows of natural resources and the environment. The balance of flows of natural resources and the environment is a picture of the flow of natural inputs from the environment into the economy and the flow of waste from the economy to the environment (PP 46, 2017).

Wersawe Village has Cunca Wulang (Moon Waterfall) as a favorite destination for domestic and foreign tourists. However, the facilities and infrastructure are very limited and very unorganized. The problem lies in the performance of the local government and the village administration which does not give an example of how citizens should adapt quickly from simple farming habits to small and medium-sized entrepreneurs in the tourism sector who are growing very rapidly. As a result, local communities have not optimally utilized the environment as an economic instrument to increase their income which directly impacts on improving the level of welfare of their daily lives. This is clearly seen in the low level of public hygiene in homes and public spaces. 90% of people's homes do not have bathrooms and toilets. Residents do not build clean public toilet facilities for tourists. Local people are accustomed to disposing of their household waste directly into the Cunca Wulang river flow because residents do not have trash cans in their homes. Local government also has not made a water management system to provide clean water to people's homes, which will usually be occupied by foreign tourists to stay on average 2-3 days. The National Electricity Company (PT-Perusahaan Listrik Negara- PT PLN) has not yet provided an electricity network to Wersawe Village. Even so, residents tried to use solar panels for household lighting at night. Tourist Information Center to serve tourist retribution registration is also like a shack in figure 1. This office does not have a laptop or PC. This office only has stationery, tables, chairs and registration books. Residents also do not have kiosks for the daily needs of tourists. The existing kiosk only provides the basic needs of the local

community.



Figure 1: Tourism Information Center in Warsawe Village.

Wersawe Village is a research sample because it has a Cunca Wulang destination as support for ecotourism in Labuan Bajo and is only about 30 km from Labuan Bajo. The ecotourism of Labuan Bajo and the coastal areas of West Manggarai Regency has the character of marine, forest, mountain and karst ecotourism ecosystems.

The researchers used the Stufflebeam CIPP evaluation model (Context, Input, Process, Product) which aims at continuous improvement in organizational development. The CIPP Evaluation Model is a continuous effort to help leaders and members of their organizations to obtain, regulate, and use feedback systematically to validate program objectives, meet the needs of planning goals, program beneficiaries, and pass accountability tests (Stufflebeam, 2014). Management engineering development program model "Dewi SARTIKA" is an innovation from the evaluation results of the CIPP model on ecotourism-based regional development programs in West Manggarai Regency. Then, the management engineering model "Dewi SARTIKA" has a framework to measure the process of accelerating village performance. In the context of the position of Labuan Bajo, this intervention focuses on developing ecotourism into the leading sectors of the village and/or region.

The main problem found in the evaluation results is the results of general data analysis at each CIPP stage and the results of questionnaire data analysis of 83.00% of respondents, have illustrated that the West Manggarai Regency Government and Wersawe Village Apparatus do not have a mechanism that acts as a control measure and organizing actions to develop the ecosystem of Wersawe Village, especially at the Cunca Wulang destination. Therefore, management engineering development program "Dewi SARTIKA" model

uses the theoretical framework of the control process (Robbins & Coulter, 2016) as shown in figure 2. The control process is a three-step process for measuring actual performance, comparing actual performance with standards, and taking managerial actions to correct deviations or inadequate standards. Step 123 of this theoretical framework must be implemented in each of the "SARTIKA" indicators as a system that controls the process of change in the village. Building awareness of these issues is often a first step to fostering active and effective citizenship and encouraging citizens to engage (Gaventa & Barrett, 2010).



Figure 2: The Control Process. (Source: Robbins & Coulter (2016)).

Goals and objectives nationally and regionally are accelerated regional performance. The acceleration of the performance of Wersawe Village requires engineering management development program model "Dewi SARTIKA". Because, this engineering is a management tool that formulates control strategies and process strategies between input and output of the use of village budget funds in five priority matters. Those five things are (Permendes 19, 2017) : a) Priority in the use of village funds to finance the implementation of programs and activities in the field of village development and empowerment of rural communities; b) Priority in the use of village funds to finance the implementation of programs and activities that are cross-sectoral in nature; c) Programs and activities that are cross-sector in nature include areas of superior product activities in the village or rural areas, Village-Owned Enterprises (Badan Usaha Milik Desa-BUM Desa) or BUM Desa together, embung, and village sports facilities in accordance with the authority of the village; d) The construction of village sports facilities in accordance with village authority is a business unit managed by BUM Desa or BUM Desa together; e) Priority in the use of village funds to finance the implementation of programs and activities in the field of village development and empowerment of rural communities must be published by the village

government to village communities in public spaces that can be accessed by village communities.

2 RESEARCH METHODOLOGY

The method used in this study is content analysis. Content analysis is an analytical technique that assesses and analyzes objectively to assess research factors (Kerlinger, 1973). This content analysis was used to analyze the results of the research factors from the evaluation of the CIPP model that had been carried out on an ecotourism-based regional development program in West Manggarai Regency. Determination of the source of the interview was conducted purposively, namely the Head of the Regional Development Planning Agency, Head of the Culture and Tourism Office, and the Village Head of Wersawe. Researchers conducted observations, interviews and distributed questionnaires to collect primary data. There were 86 respondents who filled out a questionnaire designed for the component Context, Input, Process, Product. The respondents' backgrounds are spread as follows: business organizations (6.7%), local government apparatus (10.12%), village apparatus (10.12%), foreign tourists (20.23%), domestic tourists (10.12 %), community groups (15.17%), and local travel operators (15.17%).

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All national regulations encourage the optimization of the potential of the region to become a superior product and service product through a cross-sectoral strategic partnership. The main problem related to the inability of the community to create regional superior products lies in the lack of competency of the regional government and village government to design a program that can encourage the process of regional superior product innovation. Management engineering development program model "Dewi SARTIKA" at the same time is a system of organizational development and human resources. Because, the process of implementing the "Dewi SARTIKA" model adopts strategic planning processes, utilization strategies, institutional strengthening strategies, and community empowerment strategies in every aspect of "SARTIKA". However, the implementation of the "Dewi SARTIKA" development program in the village depends on the regulations of the village

administration and the regent's regulatory support. Because, the results of data analysis showed that 79% of respondents doubted the District Head of West Manggarai Regency and the Wersawe Village Head to manage their agency to regularly provide guidance, supervision, consultation, monitoring, evaluation, education and training in developing entrepreneurship to the community.

Transformation is the adoption of new technology, massive strategic shifts, the re-establishment of processes, mergers and acquisitions, restructuring into different business units, and various efforts to significantly improve innovation and changes in organizational culture (Kotter & Cohen, 2002). The development management engineering model of "Dewi SARTIKA" requires strategic thinking, innovative thinking and situation management skills from the regents and village heads to create partnerships with ecotourism actors and stakeholders. However, data analysis showed 77% of respondents thought that regents and village heads ignored the participation of stakeholders in ecotourism development, namely community members, community institutions, village consultative bodies, community empowerment cadres, religious leaders, community leaders, and NGOs. In addition, 83% of respondents agreed that the regent and village head had not allocated funds for skills training and entrepreneurship development for the community.

Because the regents and village heads do not involve stakeholders and do not allocate funds for skills training and development of citizen entrepreneurship, currently the residents of Wersawe Village have a number of crucial issues, namely: a) Tourist visits to the Cunca Wulang destination always increase every day, but there are potential conflicts among community groups because there is no business system that regulates equitable distribution of income among the local community; b) The weak process of control and supervision of local governments towards the Cunca Wulang destination has caused some criminal acts against tourists in the Wersawe Village; c) Lack of coordination of partnerships between government, NGOs, local government, Civil Society Organizations (CSO), community groups and business organizations has led to the lack of a standard data management system in the Tourist Information Center office, especially data on tourist character; d) Tourist visits to the Cunca Wulang location are only limited to enjoying the natural panorama, other economic activities according to the needs of tourists do not yet exist because the

community members have not received training and entrepreneurship development that supports tourism activities. Accelerating underdeveloped areas into developed regions requires a system approach. Management engineering development program model "Dewi SARTIKA" is an accelerated intervention with a focus on a systems approach to redesigning organizational structures and human resource strategies. This intervention focuses more on the control strategy and the strategy of the ecotourism development process involving stakeholders. The role of stakeholders focuses on how to make detailed performance appraisals on every aspect of "SARTIKA" so that the process of implementing the "Dewi SARTIKA" model creates multiple impacts on various aspects of people's lives. So, this "Dewi SARTIKA" model development program serves as a mental revolution control system at the village level with a focus on improving ways of thinking, behavior patterns, and improving motivation that drives village performance. Because, a village is a legal community unit that has territorial limits that are authorized to regulate and manage government affairs, the interests of the local community based on community initiatives, origin rights, and/or traditional rights that are recognized and respected in the system of government of the Unitary Republic of Indonesia (UU 6, 2014). Meanwhile, the village government is the administration of government affairs and the interests of the local community in the system of government of the Unitary State of the Republic of Indonesia.

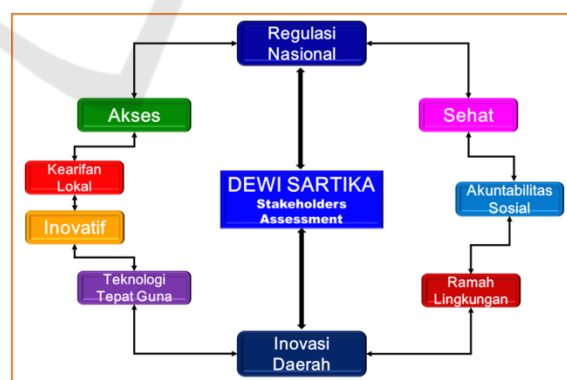


Figure 3: Management Engineering Model Development Program.

The management model of the Dewi SARTIKA model development program is shown in figure 3. The output of the "Dewi SARTIKA" model is regional innovation with a number of fundamental principles (PP 38, 2017), namely: increased

efficiency; improvement in effectiveness; improving service quality; does not cause a conflict of interest; oriented to the public interest; done openly; fulfill propriety value; and can be accounted for the results are not for self-interest.

Healthy is a state of well-being from the body, soul, and social which allows every person to live productively socially and economically (UU 23, 1992). 'Social accountability' refers to a form of civic engagement that builds accountability through the collective efforts of citizens and civil society organizations to hold public officials, service providers, and governments to account for their obligations with responsive efforts (Houtzager and Joshi, 2008). At the same time as strengthening civic engagement and amplifying 'citizen voice', social accountability initiatives aim to increase the transparency of governance in many areas, ranging from local service delivery to national processes of development policy formulation (UNDP, 2013). Environmental friendly criteria cover all aspects of the environment throughout the product life cycle, including among others the selection of raw materials, the selection of types of energy for production, manufacturing, utilization and post-utilization (PP43, 2017). Local wisdom is the noble values that apply in the order of life of the community to protect and manage the environment sustainably (UU 32, 2009). Local wisdom is usually directly related to customary law communities, namely community groups who have traditionally settled in certain geographical areas because of ties to ancestral origins, strong relationships with the environment, and a value system that determines economic, political, social institutions, and law (UU 32, 2009). Appropriate technology is a technology that fits the needs of the community, can answer community problems, does not damage the environment, can be utilized and maintained by the community easily, and produces added value from economic aspects and environmental aspects (Permendagri 10, 2010). Infrastructure is technical, physical, system, hardware, and soft facilities needed to service the community and support the network structure so that the community's economic and social growth can run well (Perpres 38, 2010). A beautiful and sustainable Indonesia is one of the missions of the eight national development missions for 2005-2025. The realization of a beautiful and sustainable Indonesia is characterized by the following (UU 17, 2007): a) Improvement of management and utilization of natural resources and preservation of environmental functions reflected by the continued functioning of its functions, carrying

capacity and recovery capacity in supporting the quality of social and economic life harmonious, balanced and sustainable; b) The maintenance of a wealth of diversity and distinctiveness of natural resources to realize added value, national competitiveness, and national development capital; c) Increased awareness, mental attitude, and behavior of the community in natural resource management and preservation of environmental functions to maintain comfort and quality of life.

Management engineering model development program "Dewi SARTIKA" is a change management strategy, which is specifically for regional government and village government. This engineering will accelerate regional innovation competencies based on village capabilities in aspects of "SARTIKA". Because, this engineering focuses on redesigning the organizational structure and human resource strategy by taking into account the internal environment and the external environment comprehensively on the aspects of "SARTIKA". Therefore, we propose a number of steps for change management for the initiative to form Dewi SARTIKA in villages in various regions, namely: a) Regents and village heads cooperate with stakeholders across sectors to organize education and communication programs; b) Regents and village heads work together with cross-sector stakeholders to build commitment to change through participation and involvement in implementation "Dewi SARTIKA"; c) Regents and village heads work together with stakeholders across sectors to support and provide training needed by the community; and d) Regents and village heads collaborate with cross-sector stakeholders to negotiate an agreement on mutual awards and incentives from the success of Dewi SARTIKA.

Starting from the President initiating a mental revolution movement, then all regions, especially 122 disadvantaged regions, need to develop a comprehensive framework and partnership, which supports the Indonesian change movement that is more serving, clean, orderly, independent, and united in various villages in 122 underdeveloped regions. This can only be achieved if the regional government and village government dare to take total responsibility and determine moral choices to carry out the mental revolution movement by practicing the "Dewi SARTIKA" model development program.

So, the management engineering of Dewi SARTIKA's model development program in this study has a strategic contribution, namely: 1) Creating synchronization of central-regional

development regulations through intervention in village organizational and human resource development systems in each region; 2) Enhancing the capability of the regent and village head leadership in strategic thinking, innovative thinking, and situation management skills in various aspects of community empowerment; 3) Improving the quality of human resources in regional government and village government, especially the management function control skills; 4) Improve the quality of strategic planning through a process of collaboration and cross-sector partnerships with stakeholders; and 5) Improve the quality of innovation of goods and services; and 6) Increase regional superior products that are sustainable.

4 CONCLUSIONS

Management engineering development program "Dewi SARTIKA" model, which focuses on assessing village performance by partnerships between regents, village heads and stakeholders across sectors is a diagnostic tool to examine the correlation between the design of regional or village development organizations through the empowerment of human resources. The diagnosis aims to make the process of change in the system and culture of work in regional government and village government have a dual impact on the citizens of the community. Therefore, the implementation of a system-based intervention approach such as the "Dewi SARTIKA" model focuses on systematizing stakeholder evaluations that create accountability in all aspects of SARTIKA. So, the successful implementation of this model relies on regent regulations and village head regulations and accountability of stakeholders' assessment processes. Regulation on regional or village innovation incubator models through the "Dewi SARTIKA" model development program will illustrate the capabilities of the leadership of the regents and village heads in strategic thinking, innovative thinking, and situation management skills. Whereas, the accountability of the assessment process will describe the process of accelerating performance in the context, inputs, processes and products.

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