

Poverty Reduction Through Uptpk (The Integrated Service Unit Of Poverty Alleviation) In Sragen Regency Central Java Province

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Abstract

The existence of UPTPK in Sragen Regency is an effort of the regional government in Sragen Regency to tackle the poverty with a systematic and integrated concept. The success of Sragen Regency in the establishment of UPTPK to the poverty tackling program can encourage the Social Ministry to give an appreciation through a program named GEMPITA (Regency/City Concerned Community Movement). The purpose of this writing is to explain the leadership of Agus Fatchur Rahman in maintaining the poverty through UPTPK (The Integrated Service Unit of Poverty Tackling) in Sragen Regency. democratic leadership and gives his staff the freedom to develop in providing services to the society. Through UPTPK, Agus Fatchur Rahman seeks to provide and improve the welfare of the society through special services in the education, health, and social and economic. The establishment of UPTPK is a step by Regent Agus Fatchur Rahman to articulate the needs and interests of the poor society to improve their welfare. Viewed from each dashboard, the leader of Sragen Regency needs to make efforts to encourage better management of UPTPK, including increasing accountability

through reporting on the performance of UPTPK in print so that reporting is not only electronic reporting but also print reporting to facilitate the society who come to the office obtain the performance information.

Keywords : Poverty Reduction; UPTPK; GEMPITA.

1. INTRODUCTION

The government always endeavor to decrease the number of poverty in Indonesia. Based on the Social Ministry data in 2017, there are 26.58 millions of poor people or approximately 10.12 percent in Indonesia or decrease 1.2 millions of inhabitants(0.5%). (Idrus Marham in Dialog Nasional Indonesia Maju in Sragen, Central Java, Saturday (March 31, 2018). The government targeted the number of poverty in 2019 becomes decrease 9 percent.Sragen Regency in the implementation of region government has tried to create the welfare of Sragen people fairly by establishment UPTPK (The Integrated Service Unit of Poverty Tackling) as a commitment in the poverty tackling in Sragen Regency. In this case, it is performed due to the poverty of Sragen Regency

is still in the red zone, number of poverty in Sragen Regency up to 13.8 percent, which is above the National number of 10.12 percent and above the Central Java number of 11 percent. The existence of UPTPK in Sragen Regency is an effort of the regional government in Sragen Regency to tackle the poverty with a systematic and integrated concept. UPTPK unite the poverty tackling services that have performed separately in each OPD (Region Device Organization). This is intended in order that the services become more focus, efficiently, and to the point. (Sragen Regent Rules Number 2 the Year 2012 about The Establishment of UPTPK Sragen Regency).

Since the establishment of UPTPK in 2012, the percentage of poverty always decrease in every year although the decrease is not drastically. However, when compared with 2010 and 2011 after the establishment of UPTPK which the number of poverty increases, meanwhile after the existence of UPTPK the number of poverty in Sragen Regency always decrease significantly. UPTPK is one of concerns of Regent Government in Sragen Regency in serving the poor people and a commitment from the government, particularly the Regent, to tackle and overcome the poverty. The proper leadership also support the process of development in a government, in which the accuracy in composing the institutional, especially the division process of duty and authority precisely and directly will help the process of achieving goals in poverty tackling that has been set. The success or failure of a government is determined by many factors, one of them is the run of leadership in the organization. A successful leader is a person who can be a creator and supporter of the staffs by creating the situation and work culture that can spur the growth and development of the employee performance. The leader has the skill to give a positive effect for the employee to do the work according to the direction in order to achieve the set goals.

The success of Sragen Regency in the establishment of UPTPK to the poverty tackling

program can encourage the Social Ministry to give an appreciation through a program named GEMPITA (Regency/City Concerned Community Movement), by synergizing the poverty tackling program that is launched by Sragen Regency. In 2014, the UPTPK of Sragen Regency entered in the Top 99 of Indonesian Public Service Innovation Ministry of the Administrative and Bureaucratic Reform and is called by the institution as a poor office. In 2015, it entered in the Big 70 of Public Service Innovation Competition (Sinovik) held by KemenPAN-RB. UPTPK will be adopted nationally in 2018 in 550 regencies/cities in Indonesia. Sragen Regency also gets an appreciation in world level as the best five and represent Indonesia to the world's best public service award (United Nations Public Services Award, UNPSA) 2015 in Bahrain.

This situation is very interesting when the Regent Agus Fathurahman can run the government well particularly related to the poverty tackling according to the demands of Regional Autonomy. Absolutely, it cannot be separated from the leadership style used in local government practices. Considering that the environment the leader entered is a government structure that prioritized the welfare of people at large. The effect of leadership style is very important due to the leadership of a regent can give an effect to organize the next government. Seeing how important the leadership of a regional head in the government organization, then it is used as a rationale for the writer to examine and analyze about "The Leadership of Agus Fatchur Rahman in Maintaining The Poverty through UPTPK (The Integrated Service Unit of Poverty Tackling) In Sragen Regency Central Java Province".

2. METHODS

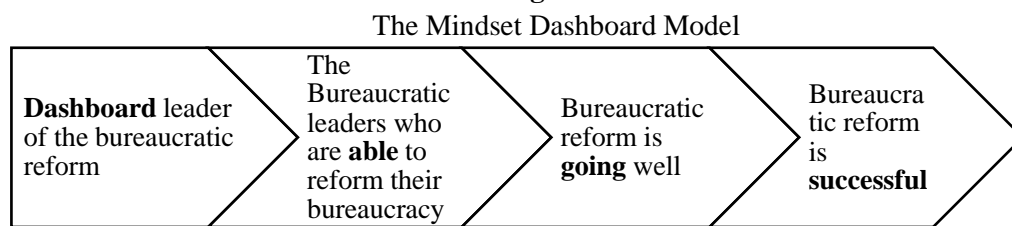
The research problem in this writing is how the leadership of Agus Fatchur Rahman in maintaining the poverty through UPTPK (The Integrated Service Unit of Poverty Tackling) in Sragen Regency. The purpose of this writing is to

explain the leadership of Agus Fatchur Rahman in maintaining the poverty through UPTPK (The Integrated Service Unit of Poverty Tackling) in Sragen Regency. Theoretical framework in these article used leadership theory. According to Terry in Sulistyani, leadership is an activity to influence people to work sincerely to achieve common goals. This definition is also uttered by Davis (1977), Stogdill (1977), H. Knootz and O'Donnel (1982), and Rost (1993). The definition of leadership is more explicitly explained by Hyot in Tangkilisan (2007), leadership is an art to influence the human behavior, including the guiding ability. The leadership is explained as an art because besides to influence the staffs, every leader has an own strategy. Leadership and the leader has a clear difference. Leadership is the process of activity, meanwhile, leader refers to someone. In addition, leadership focuses more on creating vision ahead

for an organization and develop the strategy with the staffs to reach the goal. On the other hand, the manager focuses more on management function and allocate available resources. Based on Tangkilisan, there are three concepts: 1. The leader as a person who runs the leadership function; 2. The staff as a group of people who follow the leader; 3. The situation as a condition which surrounds the leadership. These 3 variables are the requirement for leadership.

Riant Nugroho in *Buku Pemimpin dan Reformasi Birokrasi* published by Ministry of the Administrative and Bureaucratic Reform (2013: 62) initiate a dashboard thinking model of leadership in bureaucratic reform. The leadership dashboard is measures and values used to see the leader performance in leading an organization. The leadership dashboard has a mindset like this.

Figure 1



Source: Riant Nugroho (*Ministry of the Administrative and Bureaucratic Reform* (2013: 62))

This research is a qualitative descriptive research, with data in the form of sentence descriptions obtained through interviews with relevant stakeholders to obtain information related to the leadership of Agus Fatchur Rahman, field observations to obtain facts related to the leadership of Agus Fatchur Rahman, and the documentation of secondary data related to leadership Agus Fatchur Rahman.

3. RESULTS

Agus Fatchur Rahman's leadership is a democratic leadership and gives his staff the freedom to develop in providing services to the society. Through UPTPK, Agus Fatchur Rahman seeks to provide and improve the welfare of the

society through special services in the education, health, and social and economic. The establishment of UPTPK is a step by Regent Agus Fatchur Rahman to articulate the needs and interests of the poor society to improve their welfare. Aside from being a necessity for the poor society to improve their welfare, UPTPK is also a manifestation of the UUD 1945 articulation to protect the poor society and the articulation of good teaching in every religion. Furthermore, the leadership of Agus Fatchur Rahman is seen through the leadership dashboard initiated by Riant Nugroho.

3.1. The Dashboard in Control for Planning and Implementation

The establishment of UTPK as a service the underprivileged society in Sragen Regency is carried out through various discussions with both the society and their staff. The establishment of UTPK is realized in the vision and mission of Regent Agus Fatchur Rahman, which is *mbelawong cilik* elaborated with RPJMD. Planning related to the formation of UTPK as a service for underprivileged society is not only limited in the vision and mission of the leader but also contained in the form of UTPJ planning documents. In planning documents, Regent Agus Fatchur Rahman did not personally lead the formation of RPJMD at that time, so that in the preparation of planning documents was still carried out by the designated special team by giving mandates related to poverty alleviation through UTPK. This means that the planning in the commanding part is not perfect, and it is still in level 4, which is formulating the strategic plan by delegating through the special team. Furthermore, in the planning stage, the sub dashboard deciding Regent Agus Fatchur Rahman as the leader in deciding the planning document still involves his staff. This means that in the sub dashboard deciding the leadership of Agus Fatchur Rahman, To further explain Agus Fatchur Rahman's leadership seen from the dashboard in control for planning.

The implementation of UTPK viewed in terms of its allocation has already conducted by the leader himself. In allocating, the leader really knows about the resources needed by UTPK, both human resources and finance. This is proved by the direct appointment of UTPK's HR by Regent Agus Fatchur Rahman through the Regent's Decree. From this, it can be seen that in the allocating sub-dashboard, it has reached level 5, in which the leader really knows the available resources to make changes and allocate them appropriately. The implementation of UTPK is also seen from the energizing sub-dashboard. So far in implementing the UTPK as the poverty

alleviation, Regent Agus Fatchur Rahman has done this by leading the change team in his own service and continuing to encourage his staff to work sincerely in the poverty alleviation in Sragen Regency. Regent Agus Fatchur Rahman as the leader also gives the encouragement and motivation to his staff through various efforts, one of which is to give his staff the freedom to provide input in the management of UTPK. This means that so far in the controlling sub-dashboard, Regent Agus Fatchur Rahman has reached level 5.

The implementation of UTPK is also viewed from the controlling sub-dashboard. So far, the supervision carried out by Agus Fatchur Rahman as the leader is still through the head of the appointed UTPK, meaning that in controlling the monitoring and evaluating system is carried out by service people who can be trusted and relied upon to monitor the progress of the UTPK development. So, in the controlling phase, it is still in stage 3 because the leader has not done the evaluation directly and on his own, but he still does it through his staff, the head of the appointed UTPK. For more details, the dashboard in control for controlling can be seen in the following figure.

3.2 Fulfill the Demands of the "Owner" (President) and "Customer" (Community)

A dashboard in control to meet the demands of the owner or president is viewed efficiency. The sub-dashboard of efficiency is seen from the form of reporting to the president. So far, the report on efficiency improvements is given only to the regent as the superior reported every 1 semester or every 6 months. So, in the sub-dashboard, the efficiency is still at level 3. The sub-dashboard to meet the owner's demands is also seen from the effectiveness. So far the effectiveness of UTPK is done through teamwork. In other words, in running UTPK, regent Agus Fatchur Rahman entrusts the appointed teamwork and entrusts the team to ensure the achievement of bureaucratic reform. In this sub-dashboard is still at level 4 because the

leader has not yet ascertained the success of UTPK itself but still through teamwork.

The sub-dashboard creating the value as the part of the owner's demands are still in the bureaucratic performance condition that has been able to attract society's sympathy or make society happy. By the existence of this UTPK, the society, especially the poor society, feel more cared for, and the performance of UTPK is also able to reduce the poverty rate in Sragen Regency. This condition has also been able to bring new things in the government bureaucracy to reduce poverty. So, the sub-dashboard creates the value that has reached level 5. More clearly, the dashboard in control to meet the demands of the owner in the following figure.

Then, the dashboard in control to meet customer demands is seen from the responsive sub-dashboard. Regent Agus Fatchur Rahman's leadership always checks the management of UTPK in accommodating the needs of the society through *Srwaung Warga* activities, which are activities to meet and hear the society's aspirations directly. So, in the responsive sub-dashboard, the Regent Agus Fatchur Rahman's leadership has reached level 5 because the leader checks whether the management is in accordance with the needs of the society personally and directly. Furthermore, in the accountability sub-dashboard, reporting to the service recipient society. So far, the accountability is still carried out at the end of the year which is reported through the UTPK website. This condition causes the accountability sub-dashboard to still be at level 1 because the reporting period is still within the period of 1 year, not yet routine every month.

After the accountability sub-dashboard, on the dashboard in control to meet customer/society demands is also viewed from the transparency sub-dashboard. So far the transparency in UTPK in serving the poor society can be said to be quite transparent. UTPK is open to the public to provide the information about performance in the office, but the transparency has not been installed

in the office or printed so that it can be seen immediately. Reporting is only the target and is only reported through the UTPK website. This condition causes the sub-dashboard transparency to still be at level 4 because there are no reports printed directly. For more details regarding the sub-dashboard in control to meet customer demands can be seen in the following figure.

UTPK management has been able to provide good changes in changing the mindset of the society who think that the service is only for the rich society, as well as changing the poverty conditions of the society of Sragen Regency gradually. Judging from the change in the leadership of Regent Agus Fatchur Rahman in UTPK, it has reached level 3 because it has been able to provide change, but from the institutional perspective of UTPK, it has so far not been an independent institution. UTPK is still under the auspices of the government given the mandate. The UTPK institution is still based on the Sragen Regent Decree, and there are no Regional Regulations or Regent Regulations that confirm the UTPK, so the institution is still in the first stage. Overall in a dashboard in control in the process of bureaucratic reform is still in level 4. In more details, it can be seen in the following figure.

3.3. Control Internally and Externally

A dashboard in control internally and externally is divided into two categories: capacity and influence. The capacity is seen from the honest sub-dashboard. Regent Agus Fatchur Rahman has the principle to be honest because honesty is an absolute value. Regent Agus Fatchur Rahman also always instills the honesty in carrying out his work. In this condition, the honesty of Regent Agus Fatchur Rahman has reached the peak level of level 5 because as the leader, Regent Agus Fatchur Rahman has upheld the honesty.

The capacity is also seen from clear or not in giving orders. In giving the order, Regent Agus Fatchur Rahman gives a good explanation because Regent Agus Fatchur Rahman considered that his

staff has the right to clear orders. The effort to give orders is clearly reflected in the efforts of Regent Agus Fatchur Rahman to provide instructions in managing UPTPK in detail and ensure that staff understands to reduce errors. With the effort to provide clarity, the leadership of Regent Agus Fatchur Rahman in the capacity sub-dashboard has clearly existed at level 5. Furthermore, in the firm sub-dashboard, judging from how to make decisions in managing UPTPK, Regent Agus Fatchur Rahman still has discussions with his subordinates so that his firmness is still in level 3 since he has not prioritized full speed in making decisions,

A dashboard in control internally and externally can also be viewed through the influence of leaders with 3 sub-dashboards: trustworthy, obeyed, and followed. The trustworthy sub-dashboard has reached level 5, where the leader loves his work and trusts the people who are their subordinates in managing UPTPK. Furthermore, in the obeyed sub-dashboard, in practice, the leadership of Agus Fatchur Rahman has reached level 5, where his subordinates work on orders given properly. The leader also loves his subordinates so that his subordinates are obedient and willing to work sincerely. The last sub-dashboard is the leading example. So far the leader has been able to give examples by giving examples of working sincerely so that his attitude is imitated by the employees of UPTPK who also work sincerely in providing services. This means that seen from the exemplary sub-dashboard, the attitude of the leader has been at level 5. For more details, it can be seen in the following figure.

4. CONCLUSION

Judging from the 4 dashboards, the leadership of Regent Agus Fatchur Rahman in the poverty alleviation through Sragen Regency UPTPK has reached a fairly high level. The dashboard in control for sub visioning planning and implementation has reached level 5; commanding level 4; deciding level 4; allocating level 4;

energizing level 5; but the controlling sub-dashboard is still at level 3 so it needs to be upgraded. Then the dashboard in control to meet the demands of the owner and the customer, the efficient sub-dashboard is still at level 3; effectiveness level 4; creating values level 5; responsiveness level 5; transparency level 4 but accountability still at level 1. For the dashboard in control in the process of bureaucratic reform, it has been able to bring change, but the institution is still not independent so that it is still at level 4. Finally, in the dashboard in control internally and externally, viewed from capacity and influence, each sub dashboard reaches a fairly high level. The honest sub-dashboard has reached level 5; clarity level 5; firmness level 3; trusted, obeyed and followed up to level 5.

Viewed from each dashboard, the leader of Sragen Regency needs to make efforts to encourage better management of UPTPK, including increasing accountability through reporting on the performance of UPTPK in print so that reporting is not only electronic reporting but also print reporting to facilitate the society who come to the office obtain the performance information. In addition, it is also necessary to change the status of the UPTPK as the independent institution to encourage better the management.

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