

## The System of Supervision of the Management of the Fish Market in Lappa Sinjai Regency

Fitrawati<sup>1</sup>

Muhammad Ramli<sup>2</sup>

Syamsul Rijal<sup>3</sup>

Andi Ihsan<sup>4</sup>

<sup>1</sup>Doctoral Student of Public Administration, the Graduate State University of Makassar

<sup>2</sup>Professor of Public Administration, state Islam University of Makassar

<sup>3</sup>Professor of Public Administration State Economic Management of Makassar

<sup>4</sup>Professor of Public Administration State University of Makassar

Email: fitrahfjr01@gmail.com, mramli@gmail.com, syridjal@gmail.com, andihsan@gmail.com

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### Abstract

*The aims of research were to review the supervisory management system, the determinant factors in the system of supervision of the management of fish market, as well as management strategies in improving supervision of fish market in Sinjai Regency. This study used a qualitative approach to techniques of data collection through interviews and in-depth study of the documentation. Formulation of the problem in this study were (i) How the system of supervision of the management of the fish market in Lappa Sinjai Regency? (ii) What is the determinant factor against the supervision management of fish market in Lappa Regency Sinjai? (iii) How the strategy of increased oversight of employee administration fish market in Sinjai Regency? The results of this study indicate that (i) the supervisory management system of fish market in Sinjai Regency, yet effective, this occurs because the implementation of the fish market service does not yet have an integrated surveillance system and its management do not involve private parties such as Village Units Economic Activities. The scrutiny has not shown optimal results due to the surveillance system management is not yet a professional, transparent and accountable so that efforts increased own-source revenue do not meet the expectations of the public. (ii) Factor determinants include the factor of human resources, the commitment of the apparatus, competence and leadership style. Salary/incentive factors, security, infrastructure and ecology as a factor in increasing the income supporting the own-source revenue through the levy management of fish market in Sinjai Regency. (iii) Improved Surveillance Strategies include implementation of Policies (Socialization), b. improving the quality of Implementing Retribution for example through education, c. Improve Infrastructure of Fish Market in Lappa Sinjai, and d. increased scrutiny by unit of fish market in Lappa and Dispenda Regency Sinjai.*

**Keywords:** Supervisory management system and the management of public services.

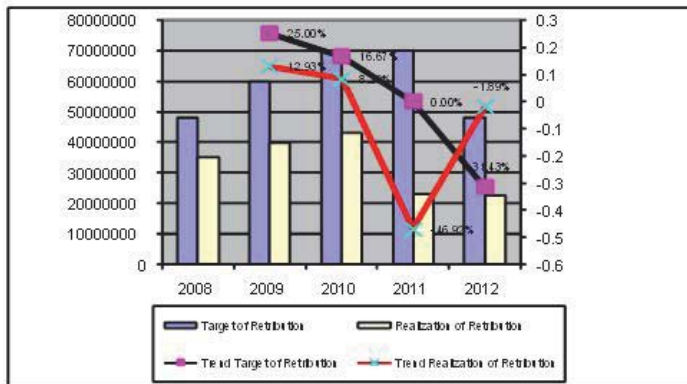
### 1. Introduction

The implementation of regional autonomy at the Regency Sinjai currently must be seen from the local government financial capabilities sufficient area is urgently needed to support the Organization of the basic tasks of Government, namely: development, services and empowerment community.

In an effort to increase the ability of local Government to manage, grow and improve the own-source revenue, then local governments must maximize the entire potential of resources owned, certainly no exception the own-source revenue from tax and retribution.

Levies are sourced from the fish market in Lappa, is a promising source and even a sizeable source, because in terms of volume and how much fish market in Lappa, it is the largest fish market in South Sulawesi, even in eastern Indonesia.

In accordance with the Sinjai District Regulation No. 8 of 2010. In Chapter 1 Article 1 paragraph 11 states that retribution of fish market, retribution collected for the use of infrastructure and facilities to conduct a market as well as for the use of infrastructure and other facilities in fish market provided by the Government of Sinjai.



**Figure 1.** Trend Target and Actual Receipts Levy Fish Market Sites Lappa Sinjai in 2010-2014

**Source:** Data compiled from Dispenda 2015

Figure 1. shows the trend of targets and achievements of admission revenue (PAD) from the levy management of the fish market (Tempat Pelelangan Ikan/TPI) Lappa for five (5) years, which shows that the effectiveness of the management system of retribution of TPI Lappa not run in accordance with the expectations of local government in Sinjai. So as to measure the effectiveness of the system of management of regional income retribution by the Department of Sinjai on the management of TPI Lappa.

The conditions were not effective system of management of TPI Lappa, requires special attention from the government for achieving target acquisition area are sourced from the levy may increase significantly, because the contribution of TPI Lappa to PAD Sinjai enormous, if it managed well.

The decline in revenue levy of TPI lappa, indicated by the ineffectiveness of the management functions are carried out by the manager, especially the supervisory function, so that the model of management is not optimal, it is characterized by the many reports of the various elements of society, about the inefficient management of TPI Lappa, ranging from the market system is not transparent, a system for recording and reporting dishonest billing system and tariff system that are not carried out under the provisions set out in Sinjai District Regulation No. 8 of 2010, on the Management of Fish Market Sites.

In the research analyzed the effectiveness of the management of TPI Lappa with some of the following focus: Systems Management Levy, Strategy Oversight and determinants of the effectiveness of the management of TPI Lappa, therefore formulated the following problems are 1) How the System Management Supervision TPI Lappa Sinjai? 2) What are the determinants of the Management Supervision of TPI Lappa Sinjai? And 3) How Increased Control Strategy management of TPI Sinjai?

### 1.1 New Public Management Theory and New Public Service and the Public Service

NPM model is a combination of the ideas contained in the management of private and public management, a good experience in the private sector in order to be transformed into the public sector. In other words, take the ideas of the management of public sector organizations and implemented in the public sector. As an illustration Ferlie (et.al, 1996, p. 15) the following:

*Alongside a proclamation of difference, however, lie attempt to adapt ideas generated in the private sector to public sector context organization. The criteria for deciding the ideas can diffuse across, and should not, are rarely made explicit and may be largely normative in nature.*

Culture is a culture that is built with the values of an efficient, professional, and focused on good service quality and satisfactory user is not just a customer (customer). Value quality good waitress is a vision that is manifested further missions are the basis for giving the waitress with good quality. The structure of public bureaucracy becomes leaner and more horizontal (flat), with specialization increasingly blurred and very decentralized and rapidly respond to the changing environment. Regional Revenue Office of Sinjai, especially the manager of TPI Lappa, should apply the principles of

management of NPM, so that in addition to being a public servant can also increase revenue through maximization of the management of the management system of retribution TPI Lappa, so TPI Lappa than as a public servant may also function as money seekers for the region through a levy on governance.

## 1.2 New Model of Public Service

Study and practice of public administration in many countries continues to grow. Various changes occurred along with the development complexity of problems faced by the public administrator. Discourse of their new innovations to the public service seems to continue to grow over time. It is evidenced from their dynamic changes related system problems in the implementation of public services.

Perspective requires new public service role of public administrators to engage citizens in governance and the duty to serve the community. When viewed from principle, the theory of new public service is very condensed breath of democratic government services to its citizens. Public Servants do not deliver customer service; they deliver democracy (The bureaucrats do not work to serve the customer, but to embody democratic values of Denhardt and Denhardt, (2003).

The service is closely related to human life, in connection with the formation of the government aims to create order, justice, prosperity and peace to the community. Rachmat (2005), explains that in creating the atmosphere of government activity to public services, which basically concerns the fulfillment of the rights inherent in every person, both individually and in groups and made universal.

Public service is one manifestation of the state apparatus functions as a servant of the state and public servant. Changes governance paradigm has shifted from "rule government" to "good governance" requires the involvement of all elements of the bureaucracy, private and community in the whole process and the management of the development and public service. As noted Osborne and Gaebler (1992, p. 25) that: "The job of government is to steer not to row the boat delivering services is rowing".

Aspects of institutional, management and personnel resources, the principles of public service management as follows:

1. Organizational Restructuring, include: decentralization and Rationalize
2. Budgeting Reform, include: financial management reform, and reform of financial performance auditing.
3. The customer-oriented management include: strategic planning, management flexibility, and performance measurement.
4. HR personnel, include: leadership and professionalism.
5. Democratization and participation in the needs analysis and evaluation

Service management in the public sector is the overall management activities of services performed by the government which is operationally implemented by government agencies or other legal entity owned by the government in accordance with its authority, both services that are delivered directly to the public or indirectly through policies certain. Public service products are used collectively by individuals who want to use an individual and may not prevent other people using it. Providing products that are purely public services, such as judicial services, diplomacy and defense carried out by the government. Public Service Management can be understood as all activities in order to improve performance in meeting basic needs in accordance with the fundamental rights of every citizen and resident on goods, services or administrative services provided by service providers relating to the public interest. Public Service Management is the responsibility of government, both central and local levels. In the era of decentralization and the growing democratization of the moment, then the charges will be the responsibility of public service and improving the performance of public service management is also getting stronger and open. At this time the performance of public service management has become the size of local government performance, particularly the head region. On many occasions, public dissatisfaction over the performance of public service management is more and more openly expressed by the community. To respond to the challenges and the problems it is in order to support service improvement will be focused effort to, 1) Increasing the effectiveness of the organization of services 2) Development of service procedures simple, fast and transparent. 3) Improving the quality and capability of personnel service providers 4). Development of supportive policy measures Service Improvement Scheme.

## 2. Research Methods

This research uses qualitative research methods with a focus on 1) System Management Supervision fish market (TPI) Lappa Sinjai; 2) Factor Surveillance System Management determinant of the fish market (TPI) Lappa Sinjai; and 3) Strategy Management Supervision fish market (TPI) Lappa Sinjai, through detailed reports of the views of informants,

conducted a study on the situation experienced researchers is a key instrument. Data collection was carried triangulation (combined), the resulting data is descriptive. Qualitative research results further emphasize the significance of the generalization. This study uses a case study approach to determine informant ratings or feedback on the activities undertaken by bureaucrats at the fish market Lappa Sinjai.

### 3. Result and Discussion

#### 3.1 Dimensional Control Management System.

Supervision in the implementation of the levy charged TPI Lappa in Sinjai is very urgent. It is undeniable that the monitoring plays an important role as an effort to minimize the inequalities in the management of the fish market are included in the fee collection.

In retribution collection TPI Lappa in Sinjai undertaken by the Regional government. With good supervision, it can reduce the incidence of errors that support the success of market fee collection. Under the supervision of retribution TPI Lappa in Sinjai do have 2 forms of supervision that direct supervision and indirect supervision. Direct supervision conducted by the Head UPTD (technical and operational units) and indirect supervision carried out by the Head of the Department of Revenue.

Monitoring carried out by the Department of Revenue has been according to plan, but not optimal, but the one hand indirect supervision only relying on reports alone, it is necessary to conduct routine surveillance to TPI Lappa, to see firsthand the implementation of the levy charged TPI Lappa and assess whether for collection of the levy TPI Lappa is in accordance with what is planned and not just focus on the supervision of existing reports into the Office of the Department of Revenue.

Policy formulation in support of the Regional revenue budget management will be focused on efforts to mobilize revenue of Regions, the balance funds and other Regional revenues. Incomes policy regencies / cities in Indonesia in 2010-2016 is estimated to have an average growth of approximately less than 10% and the growth is due to a growth in revenues and the component parts Balance Fund.

As for alternative revenue sources Sinjai regency for the future, among other from:

1. Intensification and intensification PAD  
In the next five years, the financial capacity of the Regency / Regency in Indonesia can be improved by relying on policy intensification and extension of fee collection and Local Tax.
2. Development Cooperation in Digging PAD  
In order to maintain and improve financing ability of the Government and development in the Region, will develop a new strategy that is not oriented to intensification and extension of the levy and Local Tax.
3. Establishment of Local Company  
The third strategy is the development of regional financial capability conducted by formulating new economic regulations mainly leads to the formation of various Regional bank and revitalize enterprises existing Regions.
4. Issuance and Regional Loan  
Besides the conventional strategy of fee collection and Local Tax, Regional financial capabilities will be developed through a bond exchange Regional (Municipal Bond).
5. Public Policy Budget  
General policy of Regional Government declared budgeting for the next five years aimed at improving the transparency and accountability of the Regional budgeting system in accordance with the mandate of Law Number 17 Year 2003 on State Finance.

#### 3.2 The determinant factor of the Management Control System TPI Lappa Sinjai

1. Human Resources (HR)  
Human resources play an important role in regional development in the district of Sinjai. The interview with the Head of the Department of Revenue Sinjai that: Employees TPI Lappa has not been given special training, but the procedures for doing the recording and collection of socialized according to local regulations and the prevailing system. Head of the Sinjai District Revenue Service stating that there is no standard operating procedures in written work, but management is based on the way that has been implemented and accepted by employers.  
In terms of quantity, the overall number of HR UPTD TPI Lappa more than enough, it is supported by the opinion of the Coordinator of Administration TPI Lappa that the conditions of the amount of resources an

employee owned by TPI Lappa too much is not worth the burden of work, supervision is carried out at TPI Lappa not adequate because inspectors assigned all non-civil servant status, while employees were civil servants assigned none in either control when recording the fish in the boat or at the time of the fish market. Thus it can be stated that there is a low quality of education the implementing agency in the management of TPI Lappa Sinjai.

## 2. Financial (Salary)

Based on the observations of researchers and interviews with several employees TPI Lappa, as long as there is no incentive on the collector or collector levy despite a good performance. Collectors are only given the same food allowance based on attendance. Results of employee financial data documentation TPI Lappa note that:

- a. 23 non-civil servants were given a daily meal allowance drink 20,000, - / day which is paid monthly.
- b. 9 people with salaries of civil servants
- c. 1 person with SK Region receive honors a Rp 350.000, - / month
- d. 19 non-civil servants receive a salary of Rp. 220.000, - / month paid quarterly

Business TPI Lappa stated that the amount of salary received is not adequate to the needs of employees with the status of major non-civil servant whose salary is only Rp. 220,000 received quarterly. Employees who are civil servants receive a base salary in addition to also receive a food allowance Rp. 300.000, - / quarter, while non-civil servants did not receive.

## 3. Infrastructure (Facilities)

Fishery facilities and infrastructure needs for the development of fisheries based leading commodity carried, ideally based on the calculation of the needs of each facility. The allocation of the principal means which counted among other requirements fishing ports, fish markets, ice plants, fish freezing and cooling SPBN. The allocation of the proper tools will optimize the utilization of fish resources in the district of Sinjai However, some users have complained TPI Lappa availability of toilet facilities are still inadequate because only one unit, as well as the availability of sanitary facilities like garbage bins as well as parking facilities not well ordered (chaotic).

Infrastructure conditions TPI Lappa based Response Management and User TPI Lappa Sinjai can be seen in Table 1. the following.

| No | Infrastructure                       | TPI response business generally                | User response BUT generally  |
|----|--------------------------------------|--|--|
| 1  | Building                             | Not well maintained                            | Adequate and good  |
| 2  | Dock                                 | The condition of the building is still good    | Good but there silting so that the incoming ships queuing to unload fish.                                    |
| 3  | MCK                                  | There are just less clean                      | Adequate but not well maintained and dirty, and the availability of water is sometimes no                    |
| 4  | Parking lot                          | a. Not well organized<br>b. Hardly any parking | No because most of the land switching function so that it looks chaotic.                                     |
| 5  | Lods or commercial                   | Still used by the seller                       | Placement lods / store old things are appropriate while new buildings are dealing with a very disturbing TPI |
| 6  | Ice Factory and Ice breaking machine | No function / Damaged                          | Not functioning and only took place in the court so that disrupt user activity TPI                           |
| 7  | Clean Water                          | Available with Drilling                        | There is a water purification but does not function  |
| 8  | Fuel Supply Means                    | not yet implemented                            | not yet implemented  |
| 9  | Fishing workshop                     | -  | There is a garage fishing but does not function  |
| 10 | Hall meetings                        | There is                                       | There is but leased  |

## 4. Security (Security)

Security is one important factor in supporting the management of TPI Lappa effectiveness supervision. But according to an employee of TPI Lappa that there is no monitoring when the revenue. It concurred with one Ponggawa ship, which states that security conditions TPI Lappa not assured because of the chaotic conditions at this time a great opportunity to a loss of fish when the demolition until the time of the market.

## 5. Ecology (Environment)

The existence of TPI lappas able to increase incomes around TPI because they can perform activities of economic value to meet their basic needs. It is therefore necessary that spatial planning businesses

(entrepreneurs fish) in the transaction of buying and selling the fish so that they can feel comfortable in the TPI Lappa. Based on community feedback about TPI Lappa, generally they complain about the problem of cleanliness and less clean environment around TPI Lappa less attention from the Government.

### 3.3 Improvement Strategy Management Supervision TPI Lappa Sinjai

The strategy as a plan or program is a planned step (a directed course of action) to achieve a series of goals or future goals that have been determined; as well as the concept of strategic planning. Strategy as pattern (pattern) is a pattern of past behavior that is consistent with the strategy which is awareness rather than using a well-planned.

To overcome the obstacles mentioned above, it is necessary the following strategies:

a. Policy Implementation (Socialization)

To raise public awareness or compulsory levy TPI Lappa about the importance of paying the levy, then the sub department has conducted socialization TPI Lappa Local Regulation on levies TPI Lappa. Namely through counseling counseling directly and indirectly to the compulsory levy. With this extension are expected people to understand the rights and obligations as a compulsory levy.

b. Improving Quality Executive Levy

The executor or biller levy must be made to understand that they are the frontline in improving local revenue through levies withdrawal. Meaning if there is no executor, will finance the construction halted. On the other hand, if development is stalled, then withdrawals levy did not exist or they will lose their jobs. Quality of implementing the levy be increased through education and training (Training).

c. Fixing and Improving Infrastructure TPI Lappa Sinjai

So that the users feel comfortable TPI Lappa needed adequate facilities and infrastructure. Against TPI Lappa who have the means and inadequate infrastructure, manager of TPI has been trying to improve the facilities and infrastructure of the TPI Lappa to improve and maintain the facilities and existing infrastructure and to build and organize the facilities and infrastructure that does not exist and it takes TPI Lappa. With facilities and infrastructure availability TPI Lappa users expect to feel comfortable and to pay the levy TPI Lappa corresponding obligations.

d. Enhanced oversight

In order to implement the levy TPI Lappa run properly Head of Section levy must increase supervision, be it direct or indirect supervision of the implementation of the levy in TPI Lappa. It is expected the collection officers carry out their duties properly and there is no leakage in the implementation of the levy TPI Lappa.

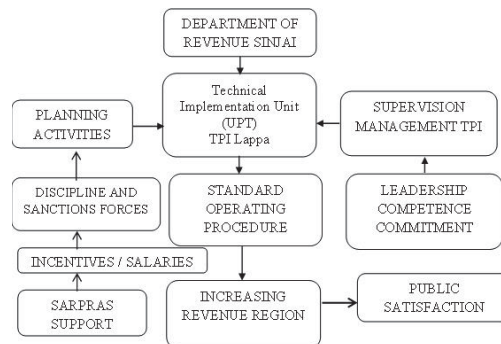


Figure 2. Strategy Management Supervision TIP Lappa

To achieve the target of retribution TPI Lappa, supervision is absolutely necessary, from the recording of the fish to the imposition of sanctions against officials who violate the lack of discipline and standard operating procedures. Sinjai District Government has sought to maintain its oversight function to the fullest, but still the results are not maximized. Some of the obstacles found in the oversight conducted as: Lack of written data regarding service monitoring results TPI management and distribution. The evaluation process is not going well because it is only done by internal of the Department of Revenue, so that the shortcomings in the implementation of the service is only known by a few people.

System monitoring conducted so far has not been effective. Supervisory approach focuses on how much retribution obtained without performance analysis approaches, humanistic and professionalism. The tendency of technical implementation activities in TPI Lappa only oriented transactional and ignore the aspect of the analysis of the problems faced. Similarly, regulatory authorities in performing their duties, tend to be oriented on how much value the results of TPI revenue retribution and ignoring the coaching aspect and dissemination functions of each task implementing agency in a professional and responsible.

Explanation of empirical data showed that the surveillance system is implemented not optimal in increasing revenue. By him that strategy management supervision TPI Lappa Sinjai required new control strategies to boost local revenue. This strategy works to increase the quality of the performance of supervision, so that transactional-based approach turned into a transformational approach. The strategy begins with strategic planning and efforts to improve the quality of the performance of the apparatus with the advanced aspects of the analysis of the obstacles and challenges faced by the implementing agency and committed technical transparency and emphasis on excellent public service efforts.

Their standard operating procedures conducted by the technical implementation provides certainty in an effort to organize the main tasks and functions of each apparatus in activating the commitment, competence and strong leadership apparatus that can produce morale and togetherness manage TPI Lappa in Sinjai.

#### 4. Conclusion

Based on these results it can be concluded as follows: 1) System Management Supervision fish market(TPI) Lappa Sinjai done by not optimal, because the surveillance systems management has not professionals, transparent and accountable so that efforts to increase the retribution of local revenue has not met public expectations , 2) Factor Surveillance System Management determinant of the fish market(TPI) Lappa Sinjai regency consists of a) Human Resources (HR), includes competence, transparency, commitment and leadership b). Financial (salary), c). Infrastructure (Facilities), d) Security (Security), dane Ecology (Environment). Successful management of surveillance systems in service management at TPI Lappa determined by the quality of human resources factors include commitment apparatus, competence and leadership style Factors incentives / salaries, security, infrastructure and ecology as an additional factor in increasing revenue through retribution management TPI and satisfaction of public service in TPI Lappa Sinjai district. 3). Increased Control Strategy Management of Fish market(TPI) Lappa Sinjai is a. Policy Implementation (socialization), b. Improving the Quality of Implementation for example with training levies, c. Repairing and Improving Infrastructure TPI Lappa Sinjai, and d. Increased supervision of either the direct supervision UPTD TPI Lappa or indirect supervision by Dispenda Sinjai.

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