

THE IMPLEMENTATION OF STRATEGIC MANAGEMENT IN CULTIVATED FISHERIES MANAGEMENT PROGRAM AT THE MARINE AND FISHERIES OFFICE OF PANGKEP REGENCY

Andi novita samsir¹, Sangkala², Gita susanti³

¹²³Public Administration, Hasanuddin University, Indonesia

Abstract

This research investigates the implementation of strategic management in the Cultivated Fisheries Management Program at the Marine and Fisheries Office of Pangkep Regency. Grounded in the strategic management framework proposed by Wheelen et al. (2018), the study focuses on program activities, budget allocation, and procedural aspects to assess their impact on the program's success in increasing aquaculture productivity. The analysis reveals that while the department exhibits comprehensive program activities, challenges arise in the distribution of aid for aquaculture infrastructure. The influence of basic aspiration funds (pokir) by members of the DPR contributes to mismanagement, deviating from established procedures. Budget constraints further hinder program success, with cuts initiated by the DPR affecting crucial training and outreach activities. In addressing procedural aspects, the study finds that the Marine and Fisheries Office of Pangkep Regency adheres to Standard Operating Procedures (SOP) in implementing strategy elements. Data collection through field surveys, input via the One Data application, and validation processes follow SOPs, ensuring the integrity of information until the next collection period. While procedural aspects demonstrate optimal implementation, challenges in aid distribution and budget constraints emerge as critical barriers to the Cultivated Fisheries Management Program's success. The findings underscore the importance of addressing these specific issues to enhance the effectiveness of strategic management in achieving aquaculture productivity targets in Pangkep Regency. The research contributes valuable insights to the discourse on strategic management in public sector organizations, emphasizing the need for targeted interventions in aid distribution and budget planning to realize sustainable development goals.

Keywords: Implementation, Marine, Strategic Management

INTRODUCTION

In the dynamic landscape of public sector organizations, the significance of strategic management cannot be overstated. As societal expectations evolve, organizations must continuously adapt to meet community needs, emphasizing the pivotal role of public administrators in integrating public interests (Denhardt & Denhardt, 2003). The complexity of the modern environment, marked by rapid changes and internationalization trends, necessitates strategic foresight and adept management skills (Joyce, 2015; Rosenberg Hansen and Ferlie, 2016). Public sector organizations, representing the public interest, face challenges in balancing diverse interests and require holistic, long-term strategies for sustained development (Ferlie and Ongaro, 2015).

This study delves into the strategic management practices of the Maritime and Fisheries Service of Pangkep Regency, examining their role in community empowerment and the

challenges faced in achieving program objectives. The imperative for community involvement is underscored by the legal framework, such as Law Number 32 of 2004, emphasizing the community as a cornerstone in regional government (Denhardt & Denhardt, 2003). Despite the efforts of the Pangkep Regency Maritime and Fisheries Service, the persistently high poverty rates in the region question the effectiveness of regional government management in program implementation (Central Statistics Agency, 2022).

In particular, this research scrutinizes the implementation of the Cultivated Fisheries Management Program, aiming to enhance aquaculture productivity in Pangkep Regency through strategic management. The program's performance falls short of expectations, with a notable gap between the targeted and realized aquaculture production. Two primary issues emerge: declining productivity and insufficient community participation. These challenges suggest a potential deficiency in the strategic management aspect of the Maritime and Fisheries Service of Pangkep Regency.

As defined by David (2011) and Thompson et al. (2020), strategic management involves a systematic process of formulating, implementing, and evaluating organizational strategies. This encompasses assessing internal resources, analyzing external environments, and aligning actions with the overall mission and vision (Wheelen et al., 2018). Wheelen et al. (2018) further outline the strategic management process, emphasizing the implementation phase as translating formulated strategies into action through program development and execution.

This research concentrates on the implementation aspect of strategic management, exploring the challenges faced by the Maritime and Fisheries Service of Pangkep Regency in realizing their aquaculture management program objectives. By addressing the gaps in strategic management practices, this study aims to contribute valuable insights to the discourse on enhancing the effectiveness of public sector organizations in achieving sustainable development goals.

RESEARCH METHOD

This research employs a qualitative research methodology utilizing a descriptive approach. According to Moleong (2008), qualitative research aims to comprehend phenomena experienced by research subjects, such as behavior, perceptions, motivations, and actions. The study gathers data from both primary and secondary sources. Primary data is derived from in-depth interviews conducted with various stakeholders within the Pangkep Regency Maritime and Fisheries Service, including the head of the service, secretary, head of the aquaculture management sector, head of the planning and reporting sub-division, and extension workers. Additionally, interviews were conducted with the aquaculture community to assess program evaluation efforts undertaken by the department. Secondary data, obtained through library research, includes reports, documents, and textbooks from government agencies and libraries relevant to the research problem. Qualitative data analysis techniques, encompassing data reduction, data presentation, and drawing conclusions, were employed. Data reduction involves summarizing collected data and categorizing it based on the research problem. Following data reduction, presentation occurs, where the data is analyzed in-depth in relation to the problem at hand. Subsequently, conclusions are drawn based on the initial problem

formulation. The research's unit of analysis encompasses the Maritime Affairs and Fisheries Service of Pangkep Regency and the fish farming community.

RESULT AND DISCUSSION

The analysis of strategy implementation for the Cultivated Fisheries Management Program at the Maritime and Fisheries Service of Pangkep Regency reveals several key findings. Wheelen et al. (2018) identify four indicators for strategy formulation: programs, objectives, strategies, and policies. In the context of the aquaculture management program, programs represent the specific activities undertaken by the department to support the program's objectives. These activities include coaching and mentoring, assistance with cultivation infrastructure, provision of data and information on fish cultivation, and the management of fish welfare.

However, challenges emerged during the implementation of these activities. Notably, concerns arose regarding the distribution of aid for aquaculture infrastructure and facilities. The researchers found that the formation of groups, specifically for receiving assistance, led to mismanagement of resources, deviating from established procedures. This phenomenon was linked to the influence of basic aspiration funds (pokir) by members of the DPR, contributing to a lack of adherence to program guidelines.

Budgetary considerations played a crucial role in supporting program implementation. According to Wheelen et al. (2018), a budget is a financial expression of a program used for planning and control. The detailed budget for the aquaculture management program in Pangkep Regency was structured in the Strategic Plan (RKPD). However, challenges arose when attempting to fulfill the budget for training and outreach activities. Members of the DPR, deeming these activities non-priority, initiated budget cuts, redirecting funds towards aid distribution. This budgetary limitation was identified as a contributing factor to the program's failure to achieve the targeted increase in fisheries production.

Wheelen et al. (2018) stress the importance of Standard Operating Procedures (SOP) in the strategy implementation process. The extension workers, responsible for supporting cultivators, follow SOPs in carrying out various activities. Data collected through field surveys is input via the One Data application, validated by a central validator, and reviewed by technical Echelon 1. Once validated, the data is closed, ensuring its integrity until the next data collection period.

The implementation of SOPs by the Maritime and Fisheries Service of Pangkep Regency indicates an optimal execution of strategy implementation procedures. This suggests that the procedural aspects were not the primary cause of the program's failure to achieve its objectives in increasing aquaculture productivity rates. Instead, challenges were identified in the mismanagement of aid distribution and budgetary constraints, highlighting the need for addressing these specific issues to enhance the effectiveness of the Cultivated Fisheries Management Program.

CONCLUSION

This study delves into the implementation of strategic management within the Cultivated Fisheries Management Program at the Marine and Fisheries Office of Pangkep Regency. Drawing on the strategic management framework outlined by Wheelen et al. (2018), the

research examined program activities, budget allocation, and procedural adherence to uncover factors influencing the program's effectiveness in enhancing aquaculture productivity. While the Marine and Fisheries Office exhibits a comprehensive range of program activities, challenges emerge in aid distribution for aquaculture infrastructure. The influence of basic aspiration funds (pokir) by members of the DPR introduces mismanagement issues, deviating from established procedures. Budgetary constraints further compound the challenges, with cuts impacting essential training and outreach initiatives. Procedurally, the office follows Standard Operating Procedures (SOP) in strategy implementation, ensuring the integrity of data collected through field surveys and input into the One Data application. However, despite optimal procedural adherence, the study identifies aid distribution and budget constraints as critical barriers hindering the success of the Cultivated Fisheries Management Program. This research underscores the imperative for targeted interventions in aid distribution and budget planning to optimize the effectiveness of strategic management in achieving aquaculture productivity targets in Pangkep Regency. The findings contribute valuable insights to the broader discourse on strategic management in public sector organizations, emphasizing the need for a nuanced approach to overcome specific challenges hindering program success. Addressing these challenges is vital for the Marine and Fisheries Office to realize sustainable development goals and foster positive outcomes for the Cultivated Fisheries Management Program in Pangkep Regency.

REFERENCES

1. Denhardt, Janet Vinzant and Robert B. Denhardt. (2003). *The New Public Service: Serving, Not Steering*. New York: M.E. Sharpe
2. David, F. R. (2011). *Strategic Management: Concepts and Cases*. Pearson.
3. Thompson, A. A., Peteraf, M. A., Gamble, J. E., & Strickland III, A. J. (2020). *Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases*. McGraw-Hill Education.
4. Joyce, P. (2015). *Strategic Management in The Public Sector*. Routledge.
5. Moleong, L. (2008). *Qualitative Research Methodology*. Bandung: PT Juvenile Rosdakarya.
6. Rosenberg Hansen, J., and Ferlie, E. (2016). *Applying strategic management theories in public sector organizations: Developing a Typology*. *Public Management Review*, 18 (1), 1-19.
7. Ferlie, E., and Ongaro, E. (2015). *Strategic management in public services organizations: Concepts, schools and contemporary issues*, Routledge.
8. Wheelen, T., Hunger, J.D., Hoffman, AN., and Bamford, CE. (2018). *Strategic Management and Business Policy, 15th ed, Global Edition*. New York, Pearson Education Limited.