STRATEGIC MANAGEMENT IN REALIZING EARLY PREVENTION AND MANAGEMENT PROGRAMS FOR SOLOK NATURAL DISASTER VICTIMS

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INTRODUCTION

To realize an activity so that it can reach the target, a strategy is needed. Strategic management is needed by various organizations so that the planned program can be achieved according to the desired target (Birgili & Kırkıç, 2021; Steiss, 2019), including the Solok district disaster management agency (BPBD) which implements strategic management to realize the programs planned. One of the programs is early prevention and response to disaster victims. In 2019, the budget for this activity amounted to IDR 28,830,000 and was realized IDR 26,464,000 or with a percentage of 91.90% with the actual percentage of activity performance being 72%, in 2020 the allocated budget was IDR 10,324,217,750 and realized IDR 7,605,458,558 with a percentage value of 73.67% but for the program activities themselves they were not carried out or with a percentage of 0% due to the Covid-19 pandemic which caused all group activities to be abolished and limited, and in 2021 the allocated funds amount to IDR 85,982,000 with a realization of 51.8% or as much as IDR 44,536,000 with a percentage of activity realization of 150% or exceeding the target. Based on data on the realization of the budget for the early prevention program and the response to
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victims of natural disasters, it has been illustrated how BPBD realizes activities by maximizing the budget and making realized targets that fluctuate from 2019 to 2020, and in 2020 performance realization exceeds the target but the allocated budget is not achieve the target or can be said to be excessive, of course to realize the activity a strategy is needed so that it can exceed the predetermined target, in this case the BPBD Solok district has a management strategy that helps in realizing the program.

Strategic management according to David (2017) is an art and science to formulate, implement, and evaluate cross-functional decisions that justify organizations can achieve goals. Management theory is put forward as "Modern management theory takes into account the contemporary complexities of business including the effects and potential of globalization and technology. It also takes a modernized approach to employee management and recognizes that employees are motivated by more than just money. Modern Management Theory was developed with the power of mathematical analysis and present-day access to data in mind" (Bratton et al., 2021; DeCenzo et al., 2016). In this theory, modern management theory takes into account the complexities of contemporary business, including the impact and potential of globalization and technology. It also takes a modern approach to employee management and recognizes that employees are motivated by more than money (Aleksić-Glišović et al., 2019; Ali & Anwar, 2021).

Modern management theory was developed using today's strong mathematical analysis and data access capabilities (Axelsson et al., 2002). This modern management theory was formed from other theories including: 1) Quantitative Theory: Developed to support the effectiveness of managers and decision makers during World War II (Jaiswal, 2012). This theory was developed by scientists experts from various disciplines. It is based on calculating the risks, benefits and costs of each activity by applying statistics, computer simulations, information modeling and other quantitative methods to real situations. 2) Systems Theory: This modern management theory encourages cooperation and integration (Charreaux, 2011). This shows that the organization is supported by a healthcare organization that avoids silos and encourages cross-office processes so that the business runs effectively as a unit. 3) Contingency theory: Developed by sociologist Joan Woodward, this theory states that strategic plans are most effective when managers use technology in certain situations (George & Bock, 2010). In other words, the effectiveness of a manager depends on his ability to adapt using available information to find solutions in different situations. BPBD Solok district in realizing the programs designed has a strategy that can help the realization of the program so that the goals and targets can be met and on target.

Research conducted by Elvina et al. (2021) "Strategic management of waste management at the Manado city environmental service at the Sumompo final disposal site" the purpose of this research is to provide information about strategic management in waste management at the Manado city environmental service, from the results of the research it is explained that the city of Manado uses as much 11 which were formulated and proposed from the results of the SWOT matrix analysis, based on the level of strategic testing with the Litmus Test, by determining the highest score on strategic issues including the problem of using a Waste Bank and TPS 3R Being a profitable place for the community and also as a source of electrical energy with the acquisition of 31 points, Perda Kota Manado No. 1 in waste management as a policy. The government system has facilitated the community in efforts to
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manage and reduce waste with the acquisition of 32 points. Utilization of facilities and infrastructure in minimizing leachate so that leachate is not too dirty by making filtering tanks with a value of 33 points, with the involvement of the Environment Agency in Utilizing waste for crafts as well as managing eco enzymes to increase the economic value of the community by conducting value creativity training activities on this issue 32 points, finally Increasing waste banks and TPS 3R so that jobs are created with community participation in waste management. The value of this issue is 32 points.

The research by Pongantung et al. (2021) found 6 strategies formed from the SWOT matrix analysis carried out, namely based on the level of strategy tests using the litmus test. There are 4 strategic categories that have a maximum score. The first is the problem of improving the quality of government human resources. Periodic training for problem solving in public services (Score 38), problems using IT and information media Efforts to improve the quality of public services in accordance with community expectations (Score 36), problems with clear guidelines and rules for Improving the quality of public services and increasing apparatus loyalty in providing services using technology optimally (Score 33) improve facilities and infrastructure based on high and comfortable public service needs (Score 32). There are 2 of the quite strategic issues that get the highest score in the sense that the proposed strategy is feasible with the potential to improve the quality of public services in the village of Motoling Dua Village, Motoling District, South Minahasa Regency.

Research conducted by Anggraini (2022) explains the strategy used, namely Program Plans, Activities and Performance Indicators, this is done from the beginning of program planning to the stage of program realization by utilizing existing facilities and infrastructure. Apart from that, there are also setting targets and performance achievements in each program including the Tourism HR and Institutional Improvement Program, the vision and mission are the benchmarks for each activity carried out, the strategic management carried out by the DIY Tourism Office has had a positive impact on existing tourism development.

The early prevention program and victims of natural disasters are activities carried out in the form of seminars and field practices provided by the BPBD to the people in Solok Regency. This activity is carried out to provide education to the community about disaster management both when the disaster is happening and after the disaster, this program is an annual program or long-term program that is held every year. The initial target in this program is the entire community, but with a limited budget, this program is targeted to bring in only 3-4 representatives from each sub-district in Solok district. With a limited budget, of course the implementation of this training program does not meet the target of the entire community, this makes BPBD carry out strategies so that the planned program can still fulfill disaster education for all people in Solok district.

This study aims to determine the strategies and strategic management processes carried out by BPBD Solok district so that early prevention programs and relief for victims of natural disasters can be realized. The study hopes to provide insight into how BPBD Solok district can improve its early prevention programs and relief for victims of natural disasters by analyzing whether their work on this issue is significant based on SWOT criteria.
METHOD

In this study the research approach used was a qualitative approach with a deep-interview method conducted in the sub-sector of planning and sub-sector of finance at BPBD Solok district. Qualitative methods, namely methods aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts of individuals or groups of people. Qualitative methods emphasize process rather than end results. Therefore, the sequence of activities can vary depending on the condition and the number of symptoms found. Therefore, in qualitative research, exploring answers to social reality that occurs must not only explore the reasons why that reality occurs, but also explore the meaning behind it (Miles et al., 2014). interviews with Solok district BPBD employees, field observations by looking directly at them.

RESULTS AND DISCUSSION

Vision and Mission

Vision is the first step in strategic planning. The vision itself is a picture of the future and the ideals that the organization wants to achieve (Fazey et al., 2020). The BPBD vision of solok district is "Realization of Disaster Risk Reduction Through Community Preparedness with the Government in Solok Regency". The district BPBD has the goal of realizing disaster risk reduction, because basically the Solok district is a disaster-prone area. Meanwhile, the mission of the BPBD in Solok Regency is "Creating community and stakeholder preparedness in disaster risk reduction. Realizing community and stakeholder concern in carrying out early prevention of disaster events. Realizing the implementation of disaster management in a planned, coordinated, integrated and comprehensive manner. Realizing physical and social recovery due to disasters through rehabilitation and reconstruction. There are four cores in the Solok district BPBD mission, with the mission being able to provide certainty regarding the initial objectives of the Solok district BPBD.

Environmental Analysis

From the Solok district BPBD report and interviews conducted with the head of the planning division, it was explained that the Solok district BPBD environment has strengths, weaknesses, opportunities and threats.

Strength analysis, namely BPBD Solok district has human resources who are equipped and given training in disaster preparedness and respond to any disasters that occur. Provision of debriefing is carried out to educate families and people around in quick response to disaster emergencies, in addition to that human resources are also given directions regarding 24-hour preparedness in dealing with disasters, thus BPBD has trained human resources. In addition, BPBD Solok district is also facilitated with various facilities and infrastructure that can be used when a disaster occurs. Apart from that, with the existence of a legal basis regarding natural disaster management, including "Law Number 24 of 2007 concerning Disaster Management, Government Regulation Number 21 of 2008 concerning Implementation of Disaster Management, Presidential Regulation Number 8 of 2008 concerning the National Agency for Disaster Management, Regulation of the Minister of Home Affairs Number 46 of 2008 concerning Organizational Guidelines and Working Procedures of the Regional Disaster Management Agency (BPBD) Regional Regulation..."
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Number 2 of 2010 concerning the Establishment of the Working Organization of the Regional Disaster Management Agency and Agricultural, Fishery and Forestry Extension Agency (BP4K), Solok Regency Regional Regulation Number 6 of 2013 concerning the Organizational Guidelines and Work Procedures of the Regional Disaster Management Agency, Regional Regulation Number 8 of 2016 concerning the Solok Regency Regional Apparatus Organization "in addition to the issuance of PERBUP solok district no 33 of 2020 concerning the Regional Disaster Management plan of Solok 2020-2025.

Weakness analysis, education regarding rapid emergency response regarding natural disasters has not been socialized thoroughly to the people in Solok Regency, in fact the Solok Regency area is a disaster-prone area. In addition, there are budget constraints in implementing the program, so that the program activities for the Early Prevention and Management of Natural Disaster Victims Program at BPBD Solok Regency are only obtained as a group of people.

Threat analysis, Geographically Solok District is located at 01o 20' 27" South Latitude and 1000 25' 00" East Longitude. Passing through the Sumatra Fault Zone (Segment 19) which consists of 19 fault segments that cross the West Sumatra Zone, 7 segments through Solok Regency. First, the Sumani segment (+90 km long), the northern end of this section is on the north side of Lake Singkarak, extending along the southwestern side of the lake, passing through the district towns of Solok, Sumani and Selayo and ending between the upper and southeastern parts of the lake on Mount Talang. Second, the baruti segment (length + 85 km), the northern edge of this section is located in the upper and lower lakes of the lake, an area of 4 km, the Sumatran fault in this section is formed by the streams of the Liki River lake to the northwest of Mount Kerinci. This makes Solok district one of the areas in West Sumatra that has a high potential for natural disasters. Unpredictable natural disasters certainly have a high risk to public safety.

Opportunity analysis, Solok district BPBD is a social agency that has been given training on alertness and picket duty on shifts/turns for 24 hours by Solok district BPBD employees.

Program Plans, Programs, and Performance Indicators

One of the programs in the Solok Regency BPBD is the Early Prevention and Victim Management Program for Natural Disasters, basically there are 12 programs in the Solok Regency BPBD. The early prevention and relief program for victims of natural disasters is one of the programs that was formed with the direct target of the community, this program is a long-term program of the Solok district BPBD, basically this program is targeted at the entire community, but due to limitations this program is only held for a group of people , to realize this program the Solok district BPBD facilitates activities with 100% or all coming from the BPBD both accommodation and necessary things coming from the district BPBD so that every activity of the early prevention program and handling of victims of natural disasters can run smoothly. Activities in this program consist of training in fast disaster emergency response, both during a disaster and after a disaster, this training begins with the provision of material by resource persons who come directly from the Solok district BPBD and direct simulations in quick action in emergency response to natural disasters. This program is carried out for about 2-5 days where each participant comes from a representative of the sub-district in Solok district, after completing the activity they are given the task of
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socializing this activity to the people in the sub-district of each representative, in a way such as education about quick response action disaster can be disseminated indirectly to all people in Solok district. So far the activities are going well.

Performance Targets and Achievements

in accordance with the accountability report published by BPBD solok district implementation of the program of activities for the Early Prevention and Victim Management of Natural Disasters Program from 2019 to 2021. In 2019 the target percentage is 72%, in 2020 the target percentage is 0%, while in 2021 the target percentage exceeds the target, namely the percentage of 150% where the budget allocated for this program is also excessive. Measuring the effectiveness of BPBD Solok Regency in the Disaster Prevention and Early Management Program includes the process of assessing the success and failure of the implementation of activities in a systematic and continuous manner in accordance with the programs, policies, goals and objectives that have been set during implementation. Vision, mission and strategy. The purpose of this process is to evaluate the achievement of each performance indicator to provide an overview of the successes and failures in achieving the goals and objectives of the previous program implementation in 2019 to 2021 across all performance indicators. Performance targets at the strategic target level serve as benchmarks to measure the success of the organization in implementing the vision of the early warning program and natural disaster management in the coming years.

CONCLUSION

From research that has been carried out at BPBD Solok district, it can be concluded that strategic management carried out by BPBD Solok district has a positive impact on the implementation of early prevention programs and relief for victims of natural disasters. The vision and mission used as a reference for the Solok Regency BPBD have succeeded in realizing early prevention programs and relief for victims of natural disasters. With the analysis that has been carried out the Solok Regency BPBD is able to carry out every program and activity that has been planned by implementing strategic management, with performance targets and achievements in carrying out the program the Solok Regency BPBD has a strong urge to become an institution that is responsible for carrying out every responsibility.

Based on the results of the research that has been done, the researcher wants to provide advice and input to BPBD Solok district. First, the Solok Regency BPBD is a social institution that has direct duties and responsibilities to the community, therefore it is necessary to socialize the Solok Regency BPBD and programs that you want to carry out to the community, so that the community can participate in activities or socialization voluntarily by looking at the Solok Regency has a high potential for natural disasters. Second, with an analysis of external and internal factors in the implementation of strategic management, a special analysis team is formed to work on the strategic management process that is sensitive to current developments and issues, so that the strategic management process can be carried out periodically.
REFERENCES


