

Implementation Of Work Culture Through The Online Paud Unit Movement At The Binjai City Education Department

Bambang Lestrika Budimayansah
State Islamic University of North Sumatra Medan

Keywords:

public services, strategy, innovation,
paperless, environmentally friendly.

***Correspondence Address:**

bambangbudimayansah@gmail.com

Abstract: The Binjai City Education Office has received a red zone for public services by the Ombudsman. To support increasing public service innovation, research was carried out in the period 1 September to 27 December 2022. This research has short, medium and long term objectives. The long-term goal is to implement PAUD Unit reporting management where 100% of PAUD Units make monthly reports, no longer manually sending them directly to the Binjai City Education Office but can report online. This research uses a qualitative approach. Data collection techniques were obtained from observation, interviews and documentation. The results of the research show that the innovation carried out by building the Gas Pol application at the Binjai City Education Office helps make it easier for the PAUD Unit in Binjai City to report PAUD data in the form of monthly reports because each institution usually sends it in hardcopy but now it can be done online, where when accessed on December 27 2022, 127 PAUD units in Binjai City had been registered, 136 reports had been sent, and 103 gaspol users. So reporting and searching for data becomes easier, more efficient and environmentally friendly because it minimizes paper use.

INTRODUCTION

Implementing work culture within government agencies is an effective strategy for improving public service performance. The Binjai City Education Office once received a red zone regarding public services by the Ombudsman. To support increasing public service innovation, research was carried out in the period 1 September to 27 December 2022. This research has short, medium and long term objectives. Short-term goal: implementing Early Childhood Education Unit (PAUD) reporting management such as coordination, socialization, forming an effective team, and implementing an action plan to change digital PAUD Unit reporting management. Medium term goal: implement reporting management. PAUD Units have reported monthly reports of more than 50%. PAUD Units are actually no longer based on paper reports but are now paperless or paperless. The long-term goal is to implement PAUD Unit reporting

management where 100% of PAUD Units make monthly reports, no longer manually sending them directly to the Binjai City Education Office but can report online.

The current conditions occurring at the Binjai City Education Office in the Field of Early Childhood Education Development (PAUD) and Community Education (Dikmas) are:

- a. There are so many files in the office that come from the PAUD Unit that they pile up in the PAUD and Dikmas Sectors and are not well organized.
- b. It is difficult to find PAUD Unit data when needed.
- c. There is no digital integration of PAUD Unit data

Some of the causes of this problem are:

- a. The PAUD Unit's monthly report is sent to the Education Office in hardcopy form.
- b. Data search requires unpacking files one by one.
- c. The preparation of monthly reports is only stacked in the empty space in the PAUD and Dikmas Sector

The consequences of these problems if not resolved:

- a. There is a mountain of files
- b. When we suddenly need data, it takes a long time to search for it
- c. The PAUD monthly report must be submitted every month to the Education Office.

With these conditions, it is necessary to build a collaboration between the Binjai City Education Office and other OPDs, PAUD Units, and Partner Organizations both internal and external organizations to jointly organize digital PAUD Unit reports throughout Binjai City.

From the results of problem identification, ideal conditions are obtained which are expected to be realized, namely:

- a. Files in the office are organized using a data bank system
- b. Data search is digital
- c. Availability of data using a data bank system

To obtain these ideal conditions, the initial stage will be to build digital archives management.

RESEARCH METHODS

This research uses a qualitative approach. Qualitative research is research to answer problems that require in-depth understanding in the context of the time and situation concerned, carried out naturally and naturally in accordance with objective conditions in the field without any manipulation, and the type of data collected is mainly qualitative data. (Arifin, 2012, p. 29). Meanwhile (Sugiyono, 2005, p. 2) stated that the application of a qualitative research approach takes into account the possibility that data obtained in the field will be data in the form of facts that require in-depth analysis. So a qualitative approach will encourage more in-depth data, especially with the involvement of researchers themselves in the field. In qualitative research, the researcher is the main instrument in collecting data that can be directly related to the instrument or research object.

In line with this view, during data collection from research subjects in the field the author positioned himself as an instrument as well as collecting data. The primary data source in this research is data directly collected by researchers obtained through interviews/statements from the Head of the Binjai City Education Office, the Head of PAUD Development and Community Education and their stakeholders. Meanwhile, the secondary data source for this research is existing literature in the form of books, journals, documentation and other scientific works related to the research topic and location. Data collection techniques in this research include observation, in-depth interviews and documentation. Then the data analysis process carried out by researchers goes through the stages of data reduction, data presentation, and data conclusions.

Then, at the data validity technique stage, the researcher carries out a triangulation process, which is a data validity activity that uses something other than the data for checking purposes or as a comparison to the data. With this triangulation, researchers can draw solid conclusions not only from one point of view so that the truth of the data can be more accepted. (Tanzeh, 2009, p. 7) Data triangulation was carried out by asking for the veracity of certain data obtained from the Head of the Binjai City Education Office and the Head of Division which was then confirmed with other informants such as the Principal of PAUD Schools and partner organizations and other informants. The triangulation technique is also carried out by comparing the data or informants that have been collected. Next, the researcher compares the data, member checking is carried out

by showing the data or information, including the results of research interpretations which have been neatly written in the form of field notes or interview transcripts to key informants so that they can be commented on, approved or not and other informants can be added if deemed necessary.

RESULTS AND DISCUSSION

Culture is a habit carried out by a person, group or group continuously. Meanwhile, according to Muhammad Fathurrahman, culture is a result of human work, creativity and initiative that is born and realized which can be accepted by society or a certain group or community and implemented in daily life with full awareness without coercion and taught to the next generation together. . (Fathurrohman, 2015, p. 48).

Besides that, management knowledge is very important for the desire to realize change. National development from industry to economic knowledge that encourages the information era that glorifies technology has maximized management knowledge to achieve competitive advantage. (Asrul, 2014, p. 3) World developments are currently experiencing an increase and various kinds of complex problems exist, both in terms of technology and science and other fields. Currently, education is faced with enormous challenges in order to be able to compete to provide innovative and creative work. (Handoko, 2021).

Furthermore (Mesiono, 2023, p. 8363) believes that improving education in Indonesia requires cooperation between the government, educational institutions, society and the private sector to achieve these goals. Information and communication technology has been applied in the management of higher education institutions in various ways and shows that its application can have a positive impact.

From the opinion of the figure above, it can be concluded that culture is a behavior created by a society or group or a certain class as a way of life which is passed down from generation to generation at the level of life which will shape beliefs, habits, the power of language and works of art in that society or group.

Based on the above phenomena, an identification of the initial conditions, the desired conditions and the gap that occurs between the two conditions is produced according to Figure 1 below. To overcome the existing gap, innovation will be carried out by building a digital-based service system that can accommodate the monthly

reporting needs of the PAUD Unit and jointly mobilize stakeholders to respond to these needs so that they can achieve the desired conditions.

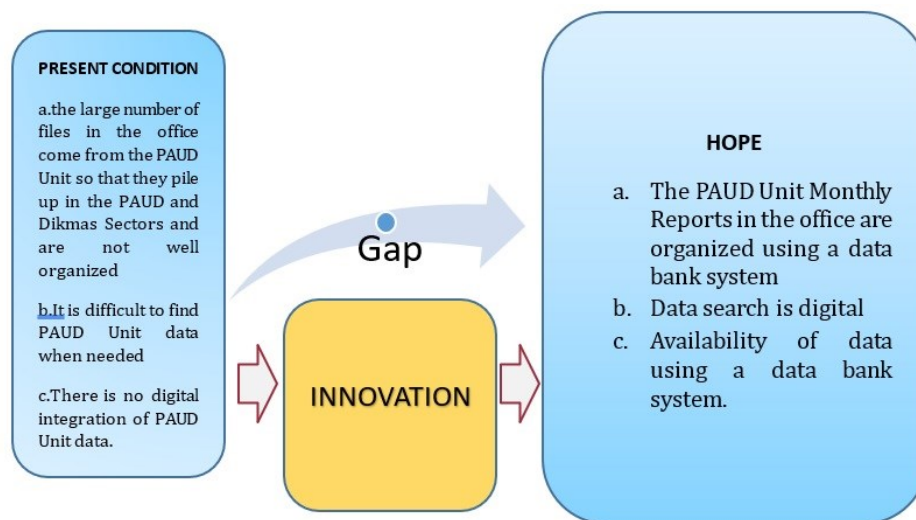


Figure 1. Expected Ideal Conditions

The innovation carried out was building the Gas Pol application (OnLine Early Childhood Education Unit Action Movement). With the construction of this service system, it is hoped that the information needs of PAUD Units in Binjai City will be met, making it easier to send monthly reports to the Binjai City Education Office quickly, efficiently and environmentally friendly. This system is also expected to be a medium for building integrated and integrated coordination and collaboration to jointly provide quality PAUD.

The Gas Pol application service system that will be built has objectives including:

a. Short-term

- Forming an Effective Team
- Establish application systems
- Outreach to PAUD Units
- Test the Gas Pol application

b. Medium Term

- The team provides assistance and monitoring
- Continue up to >50% of PAUD units using the Gas Pol application
- Mobilizing PAUD Units

c. Long-term

The PAUD Unit data and file processing system has been integrated into the Gas Pol application.

To overcome the gap in archival management conditions, researchers assume that archival digitization has become a necessity in archival management. The process of using Information Technology in digitizing archiving requires a simple application that supports the archiving system management process. The digitization process is not just about scanning archives, but must also pay attention to an easy data search process and a fast distribution process. Through the use of applications, open archives can be easily found again by units that need a duplicate of the archive.

Therefore, researchers designed an action for change at the Binjai City Education Office with the action title "Online Early Childhood Education Unit Action Movement (GAS POL)". The Gas Pol service flow can be seen in figure 2, while the analysis of organizational problems and solutions can be seen in the thought flow in figure 3 below.

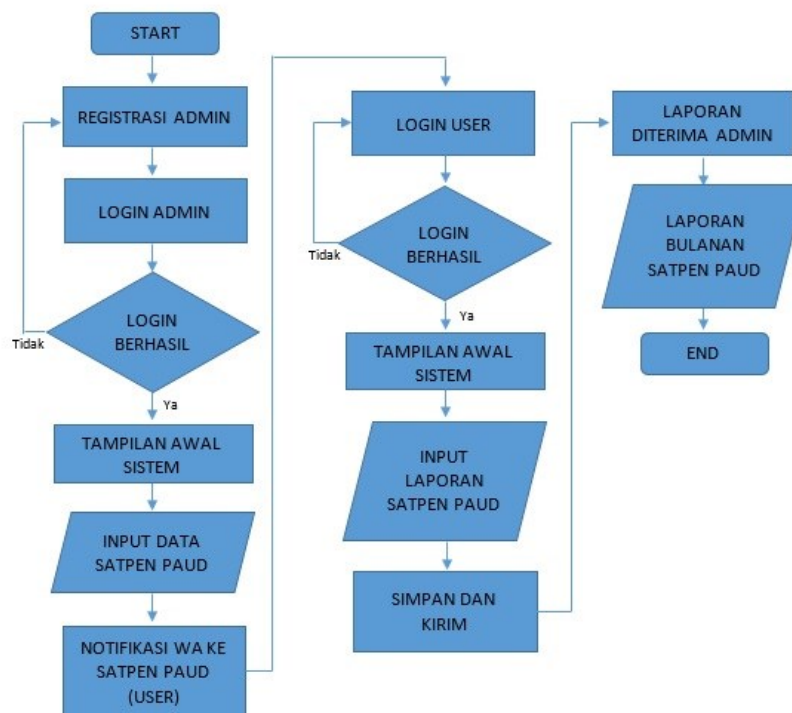


Figure 2 The Gas Pol Service Flow

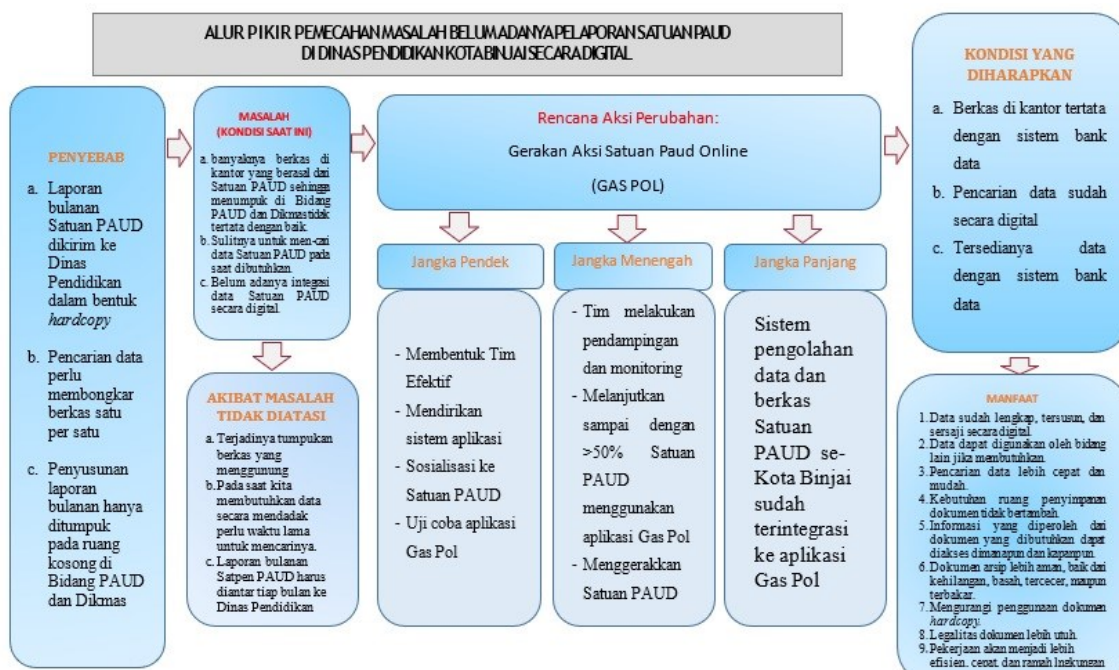


Figure 3 Flow of thought for analyzing organizational problems and solutions

The flow of the Pol Gas Service System can be described as follows:

- Before using the service system, the PAUD Unit (user) must first register into the Gas Pol system via admin.
- After the user has registered, the user is asked to log in to the system using the username and password based on the previously registered WhatsApp.
- User uploads monthly report by saving and sending to admin.
- The system stores and processes input data based on unit name, title and reporting month.
- Admin logs into the system.
- Admin receives monthly reports from users and can use them as needed.

The change action process is carried out with reference to the phasing of main activities (milestones), small stages of milestones (supporting), implementation time, actors involved, and outputs from milestones. The implementation of change actions can be seen in figure 4 Stages of Change Action Plan (Milestones) below.



Figure 4. Stages of Change Action (Milestones)

Meanwhile, the work network scheme for the change action plan to be carried out can be depicted in Figure 5 as follows:

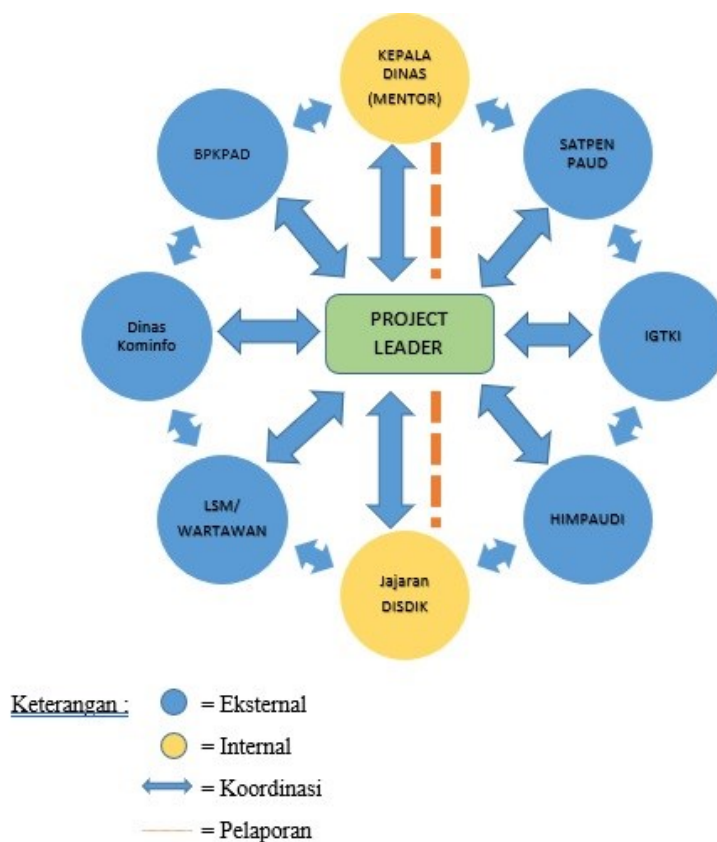


Figure 5. Work Network

Building a work network (partnership) is essentially a process of building communication or relationships, sharing ideas, information and resources on the basis of mutual trust and mutual benefit between the partnering parties which is outlined in the form of a memorandum of understanding or agreement in order to achieve success. with the bigger one.

There are several goals that an organization wants to achieve in building a Work Network (partnership), namely as follows:

- a. Increase community participation; One of the goals of building a Work Network (partnership) is to build public awareness of the existence of the organization, foster interest and increase community participation in organizational development. Community here has a broad meaning, not only customers but also users, related agencies, community organizations, professional organizations, educational institutions, the world of business and industry (dudi), community leaders and other stakeholders.
- b. Improved quality and relevance; the dynamics of change/development in society are very high. For this reason, organizations are required to continue to innovate, improve the quality and relevance of programs created according to market needs. Building work networks (partnerships) is necessary to design innovative programs, improve service quality and program relevance to market needs.

Building work networks and collaboration within an organization can be done by following the steps below:

- a. Mapping. Every organization needs to map out institutions/organizations with which they can collaborate, both in the surrounding area and in a wider area. The mapping is based on the characteristics and needs of each organization. Stakeholders can involve government, private and community institutions.
- b. Digging and gathering information. After mapping, the next step is to dig up information about the organization's goals, scope of work (field of work), vision and mission and so on. This information is useful for exploring possibilities for building networks and partnerships. Information collection can be done with a personal, informal and formal approach.
- c. Analyzing information Based on the data and information collected, we then analyze and determine which parties need to be followed up to explore cooperation that is

relevant to the problems and needs faced.

- d. Exploring collaboration. Following up on the results of data and information analysis, it is necessary to carry out more in-depth and intense exploration with parties who may be invited to collaborate. Exploration can be carried out by holding hearings or presentations about company/organization profiles and program offerings that can be collaborated both formally and informally. Preparation of cooperation plans. If several parties agree to collaborate, the next step is to prepare a cooperation plan. In planning, it must involve the parties who will partner so that all aspirations and interests of each party can be represented.
- e. Making an agreement: Parties who want to partner need to formulate the roles and responsibilities of each party in the activities to be carried out together which are outlined in a memorandum of understanding or often called a Memorandum of Understanding (MOU).
- f. Signing of the MOU cooperation agreement. The memorandum of understanding that has been formulated is then signed by the partnering parties. The implementation of activities at this stage is the implementation stage and the Collaboration plan is prepared together in order to achieve the goals that have been set. Implementation of activities is in accordance with the responsibilities and roles of each partnering party.
- g. Monitoring and evaluation. During the implementation of the collaboration, monitoring and evaluation needs to be carried out. The purpose of monitoring is to monitor the progress of the implementation of activities so that deviations from the objectives to be achieved can be prevented. Apart from that, solutions can be found for all problems that arise in the implementation of activities. Monitoring results can be used as a basis for conducting evaluations. It is necessary to carry out a joint evaluation between the partnering parties to find out which activities have not been able to proceed according to plan and which have, which goals have been achieved and which have not, what problems/weaknesses are hampering the achievement of goals and their causes.

Improvements to the evaluation results by partnering parties will be used as a basis for making improvements and making subsequent decisions whether the collaboration will continue in the following year or not.

Stakeholder mapping is obtained through the process of identifying stakeholders

who are involved and affected by the change project, either directly or indirectly. Stakeholder identification can be seen in Table 1 as follows:

Table 1. Distribution of Stakeholders

<i>STAKEHOLDER INTERNAL</i>	<i>STAKEHOLDER EKSTERNAL</i>
Kepala Dinas Pendidikan Kota Binjai	Sekretaris Daerah Kota Binjai
Sekretaris Dinas Pendidikan Kota Binjai	Kabid Aplikasi dan Telematika Dinas Kominfo Kota Binjai
Kabid dan Kasi lingkup Disdik Kota Binjai	Kabid Anggaran BPKPAD Kota Binjai
Kasubbag Umum dan Kepegawaian, Kasubbag Perencanaan dan Keuangan Disdik Kota Binjai	Kepala Sekolah Satpen PAUD
Staff/Fungsional lingkup Disdik Kota Binjai	Ketua IGTKI Kota Binjai
	Ketua HIMPAUDI
	LSM/Wartawan
	Masyarakat

From the stakeholder identification above, we can analyze the position of each stakeholder based on their role in the change action plan which will be made in the form of a quadrant (Figure 5) diagram below:

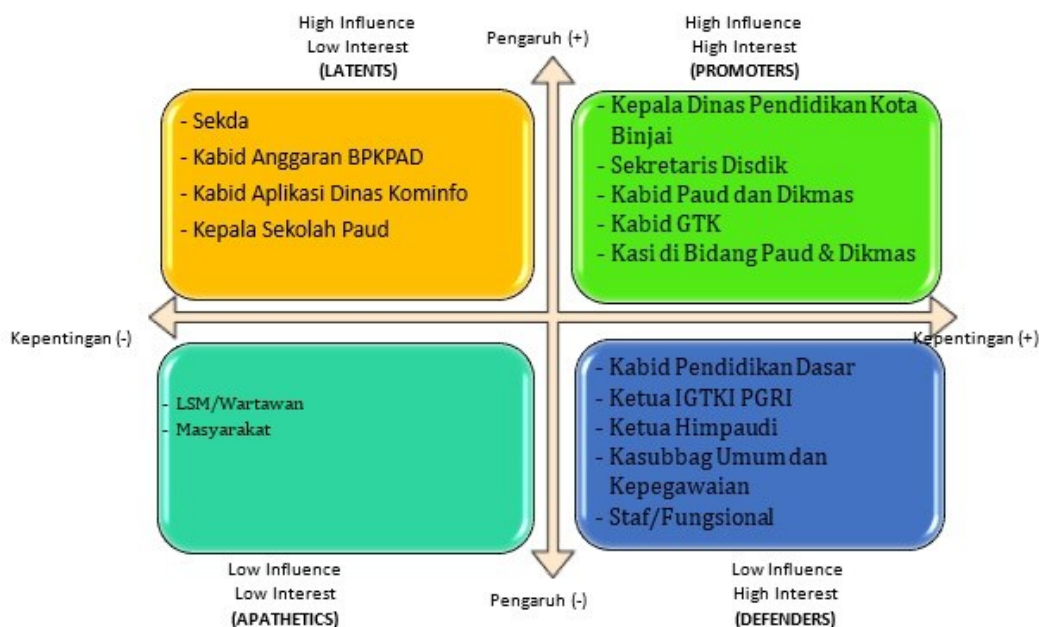


Figure 5. Stakeholder Quadrant

Based on Figure 5 above, it can be explained that the description of the role of each party involved is as follows:

a. Promoter

Promoters are stakeholders who have high influence and high interest in the change action plan, in this case the Head of the Binjai City Education Service, the Department Secretary, the Head of the Early Childhood and Community Education Development Division, the Head of the GTK Division, and the Head of the Early Childhood and Community Education Division who are considered to have sufficient support. positive towards the implementation of change actions due to their roles and responsibilities to carry out their respective main tasks and functions based on applicable regulations.

b. Latent

Latent are stakeholders who have high influence but low interest in the change action plan, in this case the Regional Secretary of Binjai City, the Head of the Budget Division of the Binjai City Regional Income and Asset Financial Management Agency, the Head of the Application Division of the Binjai City Communication and Information Service and the Head of the PAUD Unit throughout Binjai City, they are one of the main supporters regarding the success of the change action but have no direct interest in the change action.

c. Defender

Defenders are stakeholders who have low influence but high interest in the change action plan, in this case the Head of Basic Education, Chair of IGTKI-PGRI Binjai City, Chair of Binjai City Himpaudi and the BPBD Program Analyst are considered to have a positive attitude towards the implementation of change actions because they are part of the most dominant for the success of this activity, however the success of the program is more determined by the role of other units.

d. Apathetics

Apathetics are stakeholders who have low influence and low interest in the change action plan, in this case NGOs/journalists and the public who function as supporters and only play a role in certain things.

Stakeholder management can provide benefits for internal organizational units with the Gas Pol system, including:

- a. In order to make it easier for users in each field within the Binjai City Education Service to re-access documents needed as material for decision/policy making, as evidence or legality and as historical references.
- b. Can increase the effectiveness of the use of archival facilities and infrastructure.
- c. Can increase the value of bureaucratic reform achievements, especially in human resource management performance achievements.

Meanwhile, the perceived benefits for external stakeholders include:

- a. Archives are well managed if needed at any time and do not create waste
- b. For auditors, both internal and external, archives can be documents as evidence of financial accountability at any time if needed in connection with financial accountability audits carried out by auditors.
- c. Community/stakeholders

Make it easier for people who need information, so that they can improve public information disclosure services.

Apart from that, after this change action was implemented, there was a shift in stakeholders compared to the position of stakeholders before the change action took place. The stakeholder grouping after the change action can be seen in Figure 6 as follows:

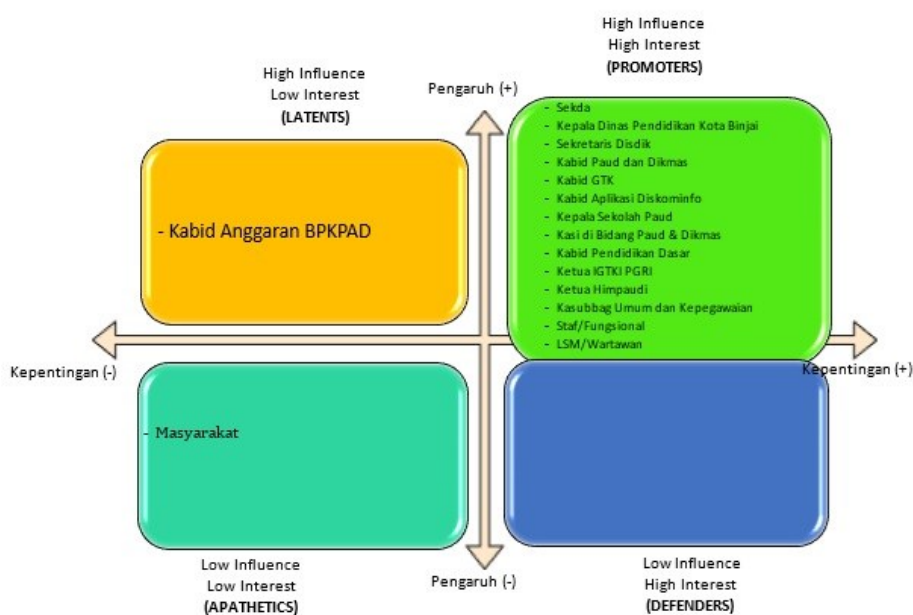


Figure 6. Map Stakeholder After The Change Action

CONCLUSION

The results of the research show that the innovation carried out by establishing the Gas Pol application at the Binjai City Education Office helps make it easier for PAUD Units in Binjai City to report PAUD data in the form of monthly reports because each institution usually sends them in hardcopy but now this can be done online which when accessed on December 27 2022, 127 PAUD units in Binjai City had been registered, 136 reports had been sent, and 103 gaspol users. Reporting and searching for data becomes easier, more efficient and environmentally friendly because it minimizes paper use. Apart from that, this action can have the impact of a clean culture of service for the state civil servants. Further research needs to be carried out so that this program runs sustainably, whoever officials in the region can continue to run this program and consistently implement it at the Binjai City Education Office.

Researchers can collect several recommendations as follows:

1. The implementation and use of the GAS POL application should be continued at the Binjai City Education Office in the future, so that the archive management will be better and more optimal.
2. Local governments should continue to provide support for the implementation and development of this application until this application can truly achieve its goals.
3. It is hoped that every organization or office should think about how to organize archives digitally so that archival documents will be easier, faster, neater and protected from detrimental things if at any time the archive experiences things other than what we expected (for example burnt or wet).
4. Leaders always support and provide space for their subordinates to be creative in channeling ideas and innovations to improve the service performance of public organizations.

REFERENCE

- Arifin, Z. (2012). *Penelitian Pendidikan Metode dan Paradigma Baru*. Bandung: PT. Remaja Rosdakarya.
- Asrul, S. d. (2014). *Manajemen Kepegawaian Pendidikan*. Bandung: Citapustaka Media.
- Fathurrohman, M. (2015). *Budaya Religius dalam Peningkatan Mutu Pendidikan: Tinjauan Teoritik dan Praktik Kontekstualisasi Pendidikan Agama Islam di Sekolah, cet. ke- 1*. Yogyakarta: Kalimedia.

- Gibson, J. L. (2009). *ORGANIZATIONS : BEHAVIOR, STRUCTURE, PROCESSES*. New York: The McGraw-Hill Companies, Inc.
- Handoko. (2021). *Manajemen Mutu Pendidikan Pondok Pesantren di Era 5.0. Universitas Dharmawangsa*.
- Hidayat, R. (2016). *Ilmu Pendidikan Islam "Menuntun Arah Pendidikan Islam Indonesia"*. Medan: LPPPI.
- Ismail, F. (2000). *Paradigma Kebudayaan Islam : Studi Kritis dan Refleksi Historis*. Jogjakarta: Dadang Titian Illahi Press.
- Kahmad, D. (2002). *Sosiologi Agama*. Bandung: PT. Remaja Rosdakarya.
- Mesiono. (2023). Peran Strategis Teknologi Informasi dan Komunikasi di STIT Al-Ittihadiyah Labuhan Batu Utara. *Journal on Education*, 8363.
- Muhaimin. (2001). *Paradigma Pendidikan Islam*. Bandung: Rosdakarya.
- Mulyasana, D. (2012). *Pendidikan Bermutu dan Berdaya Saing*. Bandung: PT. Remaja Rosdakarya.
- Sosiologi, T. (2006). *Sosiologi I Suatu Kajian Kehidupan Masyarakat*. Jakarta: Yudhistira.
- Sugiyono. (2005). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: CV. Alfabeta.
- Sulistiyorini. (2009). *Manajemen Pendidikan Islam : Konsep, Strategi, dan Aplikasi*. Yogyakarta: Teras.
- Suti, M. (2011). Strategi Peningkatan Mutu Di Era Otonomi Pendidikan. *MEDTEK Vol. 3 No. 2*.
- Tanzeh, A. (2009). *Pengantar Metode Penelitian*. Yogyakarta: Sukses Offset.
- Wibowo, S. (2013). *Manajemen Pendidikan Karakter di Sekolah*. Yogyakarta: Pustaka Pelajar.
- Yasin, A. F. (2008). *Dimensi-Dimensi Pendidikan Islam*. Yogyakarta: Offset.
- Zahro, A. (2014). *Total Quality Management Teori & Praktik Manajemen Untuk Mendongkrak Mutu Pendidikan*. Yogyakarta: Ar-Ruzz Media.