

## **Fisheries Development Policy In Bengkalis District**

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### **ABSTRAK**

Tujuan penelitian ini adalah 1. menganalisis kebijakan pembangunan perikanan di kabupaten Bengkalis, 2. Menganalisis faktor-faktor yang mempengaruhi kebijakan pembangunan perikanan di Kabupaten Bengkalis. Metode penelitian kualitatif digunakan sebagai metode penelitian. Hasil penelitian ini dimasukkan ke dalam Kebijakan Pembangunan dan Pembangunan Perikanan Kabupaten Bengkalis. Hal ini terdiri dari transparansi, perlunya transparansi organisasi khususnya terkait APBN, dan program pengembangan budidaya perikanan tidak lepas dari partisipasi. Komponen partisipasi masyarakat dalam kebijakan pembangunan perikanan pada masa pemerintahan Bengkalis. Faktor-faktor yang mempengaruhi pembangunan perikanan di Bengkalis terdiri dari tujuan yang saling bertentangan, dan Pemerintah Kabupaten khususnya Dinas Perikanan Kabupaten Bengkalis telah berupaya untuk mengkoordinasikan tujuan pembangunan perikanan dengan pengelola perikanan kabupaten tersebut.

Kata Kunci : Politik, Pembangunan Perikanan, Kabupaten Bengkalis

### **ABSTRACT**

*The purpose of this research is 1. analysis of fisheries development policy in Bengkalis district, 2. It analyzes the factors influencing fisheries development policies in Bengkalis district. A qualitative research method was used as the research method. The results of this study are included in the Fisheries Development and Development Policy of Bengkalis District. This consists of transparency, the need for transparency in the organization, especially in relation to the state budget, and the aquaculture development program cannot be separated from participation. Community participation component of fisheries development policy during Bengkalis's reign. The factors affecting fisheries development in Bengkalis consist of conflicting goals, and the Regency government, especially the Bengkalis District Fisheries Department, has attempted to coordinate the goals of fisheries development with the district's fisheries management.*

**Keyword** : Politics, Fisheries Development, Bengkalis District

## **INTRODUCTION**

Indonesia as the largest archipelagic country in the world, has control over vast (fish-rich) seas and fisheries. Thus, this country already has a position among the largest aquaculture producers in the world. However, as in other sectors of the economy, the country has not fully exploited the potential of the fisheries sector and optimized profits. Increasing efficiency is very important to

boost the quantity and quality of Indonesian marine products. Most of the local fishermen still use traditional (inefficient) techniques and equipment. In addition to increasing quantity, improving product quality in this sector is also expected to increase foreign demand for Indonesian fishery products (such as fish, shrimp and crabs). Projected growth for this sector contributes 3.88% yoy, or 12.36% in terms of GDP.

Regions have the authority to make regional policies to provide services, increase participation, initiatives and community empowerment aimed at increasing people's welfare. Bengkalis Regency, Riau, has been designated by the Ministry of Maritime Affairs and Fisheries. In the second quarter of 2020, Riau's economic growth recorded a contraction of -3.22% Year Over Year (YOY) / "It is a way to compare company financial statistics between certain periods (months or quarters) this year and the previous year", which decreased compared to the first quarter of 2020 which grew by 2.24% From a usage standpoint.

the slowdown in Riau's economic growth in the second quarter of 2020 stemmed from a decline in household consumption and Gross Fixed Capital Formation (PMTB). In addition, the processing industry sector became the second contributor with an average contribution over the last 3 years of 12.61 percent, followed by the agriculture, forestry and fisheries sectors with an average of 8.93 percent. Bengkalis Regency's revenue, which so far has relied on the oil and gas sector, has continued to decline in line with the drop in world oil prices. In 2015 the realization of Bengkalis Regency retribution revenue was 87.95% and in 2016 only 79.42% of the target set in terms of revenue was realized. The fishery potential that is owned is an economic potential that can be utilized for the future of the nation, as the backbone of national development. Optimum utilization is directed at utilizing fish resources by taking into account the existing carrying capacity and its sustainability to improve people's welfare, improve the standard of living of small fishermen and fish cultivators, increase income from foreign exchange, provide expansion and employment opportunities, increase productivity, added value and potential competitiveness of fishery products as well as ensuring the sustainability of fish resources, fish farming land and spatial

planning. This means that the utilization of fishery resources must be balanced with their carrying capacity, so that it is expected to provide continuous benefits. One way to do this is by controlling the fishery business through fisheries management arrangements. In Article 6 of law number 31 of 2004 concerning sound fisheries including:

1. The management of fisheries within the fishery management area of the Republic of Indonesia is carried out in order to achieve optimal and sustainable benefits, as well as ensure the preservation of fish resources.
2. Fishery management for the purpose of fishing and fish farming must take into account customary law and/or local wisdom and pay attention to community participation.

In line with the principle of Regional Autonomy, the implementation of Regional Autonomy must always be oriented towards improving people's welfare by always paying attention to the interests and aspirations that grow in society. Regions have the authority to make regional policies to provide services, increase participation, initiatives and community empowerment aimed at increasing people's welfare. In addition, the implementation of regional autonomy must also guarantee harmonious relations between regions and other regions, meaning that they are able to build inter-regional cooperation to improve shared welfare and prevent inequality between regions. Bengkalis Regency, Riau, has been designated by the Ministry of Maritime Affairs and Fisheries as a center for catfish (*Pangasius nasutus*) in Indonesia with a production of 500,000 tons per year. Riau Province has 3,214 large and small islands with four major rivers namely the Rokan River, Siak River, Kampar River and Indragiri Hilir River. The area of Riau Province is 329,867.61 km<sup>2</sup> consisting of 94,561.61 km of land and 235,306 km of sea waters with an estimated fishery resource potential of 446,357.6 tons/year. In Regional Regulation Number 1 of 2022 Bengkalis Regency RTRW 2022-2042. In Paragraph 3 Fisheries Area Article 37 it is explained that:

1. The fishery area as referred to in Article 34 letter c, is in the form of a cultured fishery area.

2. The aquaculture area as referred to in paragraph (1) covers an area of approximately 2,246 (two thousand two hundred and forty six) hectares located in:
- Bengkalis district
  - District of Banten
  - Rupat District; and
  - North Rupat District.

The Head of the Regional Revenue Agency for Bengkalis Regency, increasing regional income is still possible, especially from the regional taxes and levies sector which so far have not been managed properly Until 2020, Bengkalis has only issued permits for four shrimp ponds. Shrimp ponds in the framework of increasing Regional Original Revenue (PAD) including certain types of Licensing Retribution as stipulated in Law Number 28 of 2009 which is a levy for certain licensing services by the local government to individuals or entities intended to regulate and supervise space utilization activities , the use of certain natural resources, goods, facilities or facilities in the context of protecting public interests and preserving the environment. The following is fisheries production data by sub-district and sub-sector in Bengkalis Regency, 2020 (tonnes), including:

Table 1. Fishery Production by District and Sub-Sector in Bengkalis Regency 2020 year (tonnes)

No.	Kecamatan <i>Subdistrict</i>	<i>Perikanan Laut Sea Fishery</i>			<i>Perikanan Air Tawar Fresh Water Fishery</i>	
		Tangkap <i>Fishing</i>	Tambak <i>Fishpond</i>	Keramba <i>Karamba</i>	Tangkap <i>Fishing</i>	Budidaya <i>Aquaculture</i>
1.	Mandau	-	-	-	16,5	219,0
2.	Pinggir	-	-	-	37,8	35,1
3.	Bukit Batu	424,0	0,6	-	8,6	-
4.	Siak Kecil	38,0	-	-	40,5	17,7
5.	Rupat	1.396,0	3,2	1,1	2,6	5,9
6.	Rupat Utara	2.772,0	0,2	-	-	-
7.	Bengkalis	1.280,0	3,7	-	-	29,5
8.	Bantan	1.670,0	73,0	-	-	12,5
	<b>Kab. Bengkalis</b>	<b>7.580,0</b>	<b>80,7</b>	<b>1,1</b>	<b>105,9</b>	<b>319,7</b>

Source: Maritime Affairs and Fisheries Service of Bengkalis Regency in 2021

Fishery has an important and strategic role in the development of the national economy, especially in increasing the expansion of employment opportunities, equal distribution of income, and increasing the standard of living of the nation in general, small fishermen, small fish breeders, and business actors in the fishery sector. maintain the environment, sustainability, and availability of fish resources. Weaknesses in the management aspect of fisheries management include the absence of a coordination mechanism between agencies related to fisheries management in the district and in the bureaucratic aspect, including the occurrence of conflicts of interest in fisheries management in Bengkalis Regency. Based on the description above, the researcher is interested in conducting research with the title "Fisheries Development Policy in Bengkalis Regency" 1. How is the Fisheries Development Policy in Bengkalis Regency? 2. What factors influence Fisheries Development Policy in Bengkalis Regency?

The objectives of this research are:

- a. Analyzing Fisheries Development Policy in Bengkalis Regency.
- b. Analyze the factors influencing Fisheries Development Policy in Bengkalis Regency.

## **LITERATURE REVIEW**

### **Public policy**

Policy is a series of concepts and principles that form the outline and basis of a plan in carrying out a job, leadership in government or organization: a statement of ideals, goals, principles or intentions as guidelines in achieving goals. Policy is a permanent decision that is characterized by the consistency and repeatability of the behavior of those who make and of those who comply with the decision. Policy as a series of activities that are more or less related, along with their consequences for those concerned rather than as a separate decision.

Policy is a direction of action that has a purpose set by an actor or a number of actors in overcoming a problem or a change. The definition of policy according to Friedrich (Agustino, 2008) is as follows: Public policy is a series of actions/activities proposed by a person, group or government in a certain

environment where there are obstacles (difficulties) and possibilities (opportunities). where the policy is proposed to be useful in overcoming it to achieve the intended goal.

According to Budi Winarno (Winarno, 2007) the term policy (policy term) may be used broadly as in "Indonesian foreign policy", "Japan's economic policy", and or may also be used to be something more specific, as for example if we say government policy on de-bureaucratization and deregulation. Budi Winarno agrees that the term policy is often used interchangeably with other terms such as program goals, decisions, laws, provisions, standards, proposals and grand design. The scope of the study of public policy is very broad because it covers various fields and sectors such as economics, politics, social, culture, law, and so on. In addition, judging from the hierarchy of public policies, they can be national, regional or local, such as laws, government regulations, presidential regulations, ministerial regulations, Regional/Provincial Government Regulations, Governor Decrees, Regency/City Regional Regulations, and Regent/Mayor Decrees.

### **Organizational development**

Organizational development is a long-term effort to improve an organization's ability to solve problems and renewal processes, especially through more effective management and collaboration as a culture is developed within the organization. It is stated that the organizational culture that should be developed formally is a culture of working in groups/teams (time work) assisted by change agents as catalysts, by using various theories and technologies as the application of behavioral science (behavioral science). , including through applied research (action research) (Friedrich, 1963).

Therefore organizational development must be realized as a long-term effort through management activities that are carried out continuously, in fostering and developing effective cooperation, which will increase the ability of the organization to solve problems and carry out the renewal process. This long-term effort must be carried out by using relevant theory and technology in

accordance with the rapid progress and development from time to time and also in accordance with the theory and its application based on the science of behavior.

Every organization, whether private, public or community, is basically always in a state of constant change. Organizations face various challenges both from within the organization and from the environment which are the causes for the organization to be changed (Sutarto, 2000). These changes occur in various social lives, both in the fields of politics, economics, socio-culture, science and technology, even social and organizational values. For this reason, an organization as a series of comprehensive systems is expected to be able to adapt to various changes that occur in its environment. With such changing conditions, it is hoped that the organization will make this a challenge to be able to increase its capacity in order to be efficient and effective in the various existing subsystems. It aims to achieve goals in an efficient and effective way. Organizational development as a process and also as a method, is useful in directing efforts to adapt the conditions of organizational capability in a planned manner according to the needs and demands of various changes in the organizational environment concerned.

As for what is meant by organizational development according to Herbert J. Chruden and Arthur W. Sherman, J' (Chruden, 1976), in the book *Personnel Management*. *OD (Organization Development) means different things to different specialist in this area, but basically it is a method for fadliting change and development in people (e.g., styles, values, skills), in technology (e.g., greater simplicity, complexity,) and in organizational processes and structures (e.g., relationships, roles).* he explanation regarding organizational development or known as OD (Organization Development) above, that organizational development is a method for making changes and developments in people (for example in style, values, skills), in technology (for example in greater simplicity, in complexity) and in organizational processes and structures (eg in relationships, roles).

### **Organizational Development Goals**

The goal of organizational development is Organizational development it does just that relating to the organization, but also related to humans or

employees. Organizations can develop if the employee develops it. So that the purpose of developing the organization is to make sure that the organization through people or employees can solve the problems that arise in it. The operational objectives of organizational development activities are as follows:

- a. To develop a flexible, self-renewing system that can manage several different ways depending on the task at hand.
- b. To create or improve feedback mechanisms to let organizational members know how good a stable system is.
- c. To encourage high cooperation and low competition among interdependent parts of the organization.
- d. To create ideal conditions where conflicts among members are expressed openly and controlled. So conflict must be accepted as unavoidable but handled openly.

Organizational Development Goals According to Miftah Toha (Miftah, 2002) suggests the following:

To increase trust and support among members of the organization. This goal is reflected in the notion of collaboration above which wants to create mutual trust between superiors and superiors, superiors and subordinates, and between subordinates and subordinates.

- a. To increase awareness of confronting organizational problems, both within groups and among group members. This goal means that whenever there is an organizational problem, then the problem should not be ignored. With PO, all problems will be solved, and PO solves the problem thoroughly, not half and half, in other words, PO sweeps the problem under a blanket that makes no sweeping under the rug.
- b. Promote an environment of “task authority” based on knowledge and skills. This means that every task and role in which the authority is attached to carry out the task and role, should be based on the knowledge and skills of the task. Not based on favoritism, and feelings of likes and dislikes. POs are always based on science, common sense, and are supported by certain skills. Not based on emotion.



- c. To increase the degree of openness in communication either vertically, horizontally or diagonally. Thus this goal knows no secrecy, meaning that the activities of building the organization are not mysterious and completely secret.
- d. To increase the level of enthusiasm and satisfaction of the people in the organization. The existing work morale and the satisfaction that everyone gets in the organization, through PO can be leveled. Thus PO is more oriented to the personal aspect compared to the non-personal aspect.
- e. To get a synergistic solution to problems that have a high frequency. This synergistic problem solving can be interpreted as a controllable amount of energy from a group.
- f. To increase the level of personal and group accountability both in solving problems and in implementing them.

### **Organization Development Strategy**

According to organizational development techniques, it is essentially an intervention strategy that can be used to overcome and solve problems faced by organizations or in making changes. Based on the target group, according to (Chruden and Arthur W. Sherman, J', 1976), organizational development techniques can be summarized as follows:

1. Organizational development for individuals. With sensitivity training techniques. Increase sensitivity and skills in handling interpersonal relationships.
2. Organization Development for two or three people. Transactional Analysis Techniques, teach people to post clear and responsible messages and provide reasonable and reasoned responses.
3. Organization Development for teams or groups. Process consulting Consultants help group members change the way they work together and develop the diagnostic and problem-solving skills needed for more effective solutions.

4. Organizational development for inter-group relations. Confrontational meetings, to allow the organization to assess its own health and to define plans for corrective action.
5. Organization Development for the whole organization. Feedback survey techniques are used to improve the overall operations of an organization. Survey results (feedback) are used to solve problems and take advantage of existing opportunities.

## **RESEARCH METHODS**

The research method used is qualitative research methods, namely efforts to collect, compile and interpret existing data then analyze the data, research it, describe and examine more clearly the various factors related to the conditions, situations and phenomena investigated (Lexi J. Meleong, 1991:30). This research method can certainly describe the journey of an idea or thought related to the problems that are limited in this research.

This research requires limitations regarding the phenomenon being discussed so that the problem being studied becomes focused and directed. This limitation is also intended to assist researchers in completing this research. The limitations that become the scope of this research are as follows: Penelitian ini membahas Kebijakan Pengembangan Perikanan di Kabupaten Bengkalis.

1. This study analyzes the factors that influence Fisheries Development Policy in Bengkalis Regency.
2. The location of this research is the Department of Maritime Affairs and Fisheries of Bengkalis Regency
3. The time period under discussion in this research is 2020-2021 where the Fisheries Development policy in Bengkalis Regency takes place.

Based on the measurement, research data can be divided into quantitative data and qualitative data. In this study, researchers used qualitative data types. Qualitative data refers to data on the quality of research objects or a series of verbal and nonverbal information to describe events that are the focus of research. Various information or data used as material for analysis by researchers for this

study came from various informants, books, journals, articles.

Data collection technique

Data collection in this study was carried out in several ways, namely:

a. Interview Interview is a data collection technique that is carried out by communicating with informants on the object of research. Interviews were conducted in depth to gather information from informants or people who were considered to know about the issues being discussed in the study.

b. Observation

Observation or direct observation to the field. This technique was carried out to support the data that the writer got from the data that the writer had previously obtained.

c. Documentation

Documentation techniques are carried out by collecting written data that already exists. Written data retrieval techniques originate from notes, archives, pictures or photos at certain events at the research location which are related to research and aim to clarify and support the research process.

Because this research is a qualitative research, technical data analysis is presented in the form of an explanation or description of field findings (both in the form of data and information from interviews, field notes, documentation, etc.) which will then be analyzed in the following steps. :

1. Data reduction, by classifying data and determining the categories of data obtained and placing them in their respective categories.
2. The next step is to organize the data into certain groups so as to make it easier to read and understand it.
3. Then the data is interpreted in depth and sharp with various sources, including field findings.

## RESULTS AND DISCUSSION

The process of openness to convey the activities carried out so that outsiders (including local/indigenous communities, business actors, and other government agencies) can monitor and pay attention to these activities. Facilitating access to information is paramount to informing and encouraging community participation in forest resource management. Components of transparency include comprehensive information, timely information services, availability of information for the public, and efforts to ensure the delivery of information to vulnerable groups. In the context of transparency, it can be seen from the extent to which the Bengkalis Regency Government has provided information regarding the openness of the budget allocated for the fisheries sector in Bengkalis Regency.

Table 2: Achievements, targets and Realization of the Fisheries Budget by the Bengkalis District Fisheries Service

Target	Achievements	Budget		
		Target	Realisasi	%
Increased productivity and quality of fishery business				
- <b>Fishery productivity of fishermen group &lt;5 GT (tons/year)</b>	84,65%	2.083.324.000	1.937.591.373	93,00%
- <b>Productivity of aquaculture (tonnes/year)</b>	371,39%	2.802.971.100	2.449.957.486	87,41%
Increasing the welfare of fishermen.				
- <b>Average annual income of fishermen (Rp..million).</b>	113,98%	579.144.000	496.016.400	85,65%
Increased level of fish consumption.				
- <b>Number of fish consumption levels (kg/cap/year).</b>	99,50%	504.645.500	432.458.500	85,70%
Total		<b>5.970.084.600</b>	<b>5.316.023.759</b>	<b>89,04</b>

Source: Bengkalis District Fisheries Service LAKIP 2021

**Table 3. Analysis of Fisheries Budget Efficiency by the Fisheries Office of Bengkalis**

No.	Target	Indicator	Performance Achievement	Realization Budget	Efficiency Level
1.	Increased productivity and quality of fishery business	Productivity of fishery group of fishermen <5 GT (tons/year)	84,65%	93,00%	-8,35%
		Productivity of aquaculture (tonnes/year)	371,39%	87,41%	283,98%
2.	Increasing the welfare of fishermen	Average annual income of fishermen (Rp..million).	113,98%	85,65%	28,33%
3.	Increased level of fish consumption	Total fish consumption rate (kg/cap/year)	99,50%	85,70%	13,80%

Source: Bengkalis District Fisheries Service LAKIP 2021

Based on the description of the table above, it is known that the budget realization for the Bengkalis Regency Fisheries Service for 2021 is Rp. 16,858,102,488, - or 85.06% of the ceiling of Rp. 19,819,377,635, - with details of operating expenses Rp. 15,297,339,988, - and capital expenditure of Rp. 1,560,762,500 . Meanwhile, the largest absorption of the budget is found in the target of increasing the productivity and quality of the fishery business with the fishery productivity indicator for fishermen groups <5 GT (tons/year), which is 93.00%. Meanwhile, the smallest absorption of the budget is aimed at increasing the welfare of fishermen with the indicator of average income per year for fishermen, namely 85.65%.

According to Ir. Herliawan, M.Sc, who is the Head of the Bengkalis Regency Fisheries Service, transparency of ease of access and provision of information is an important point that must be carried out by the Fisheries Service in creating the principle of transparency. Empowerment of various information media both print and electronic media is an effort that needs to be done to facilitate the provision of information. Transparency in Fisheries Development Policy in Bengkalis Regency is important to determine the extent to which the Fisheries Biological Resources Protection Program has been implemented. The

principle of transparency creates mutual trust between the Department of Fisheries and the public through the provision of information and ensures ease of obtaining accurate and adequate information regarding Fisheries Development in Bengkalis Regency.

### **Participation**

The process of involving the widest possible range of stakeholders in policy making. Diverse input from various parties in the policy-making process can help policy makers to consider various issues, perspectives and alternative options in solving a problem. Participation in fisheries development activities can be seen from the extent to which fishermen in Bengkalis Regency are involved in the policy and how much income they get.

Analysis of performance achievements is carried out by comparing the actual performance that is planned or targeted in 2021. The Bengkalis Regency Fisheries Service has set strategic targets that will be achieved through the implementation of 5 (five) Programs, 18 (eighteen) Activities and 40 (forty) Sub-Activities. All of these Programs, Activities and Sub-Activities have been budgeted for in the 2021 Bengkalis Regency Revenue and Expenditure Budget, and are the commitment of the Bengkalis Regency Fisheries Service in implementing the 2016-2021 Strategic Plan and RPJMD. In general, the targets have been achieved well, although not all of the target performance indicators have been fully realized, where the physical realization of sub-activities that can be achieved by the Fisheries Service is 99.96%, while for financial realization in 2021 it is 85.06%. The Aquaculture Development Program is inseparable from the element of community participation in the Fisheries Development Policy in Bengkalis Regency, where the participation held by the Bengkalis Regency Fisheries Service has not fully run optimally. This can be seen from the targets that have not been realized in the Fisheries Development Policy in Bengkalis Regency. The participatory process opens opportunities for policy makers to gain new knowledge, integrate public expectations into the policy-making process, as well as anticipate social conflicts that may arise. Components that guarantee access to participation include, the availability of formal space through relevant

forums, the existence of mechanisms to ensure public participation, an inclusive and open process, and the certainty that input from the public will be accommodated in policy formulation.

### **Accountability**

Mechanism of accountability between policy makers and the stakeholders served. The existence of an accountability mechanism provides an opportunity for stakeholders to ask for explanations and accountability if there are things that are not in accordance with the consensus in the implementation of the Development Policy in the Fisheries sector. In the Development Policy indicator document, access to justice is categorized as part of the accountability mechanism. The Regional Government, especially the Fisheries Service of Bengkalis Regency, has a responsibility in improving the Fisheries Development Policy in Bengkalis Regency. The Fisheries Production Management and Marketing Optimization Program is the responsibility of the Regional Government, especially the Bengkalis District Fisheries Service. Accountability is how much the policies and activities of public organizations are subject to the interests of the people. According to Darmawita, S.Pi, who is the Head of the Business Development and Partnership Section of the Bengkalis Regency Fisheries Service, believes that the Bengkalis Regency Fisheries Service has responsibility in the Fisheries Development Policy in Bengkalis Regency. However, the current phenomenon that is visible is where the policy issued by the Bengkalis Regency Fisheries Service has not touched all Fishermen Groups in Bengkalis Regency.

The purpose of Regional Government Accountability is to act as a medium for accountability for the implementation of the main tasks and functions of the Regional Government in administering government for 1 (one) year. The benefits of making Accountability for Financial Management of the Fisheries Service for the administration of Bengkalis Regency Government are:

Increasing the accountability of regional government administration.

1. Increase credibility and increase the level of public trust in the Regional Government.

2. Knowing and assessing (evaluating) the success or failure in carrying out the duties and responsibilities of the Regional Government.
3. As a source of information to make improvements and improvements to the implementation of programs and activities in the context of continuously improving the performance of Regional Governments.
4. As a basis for improving planning documents for the following year.
5. Encouraging Regional Governments to carry out their duties, responsibilities and functions properly and transparently, and can be accountable to the public

### **Coordination**

Coordination is a mechanism that ensures the extent to which other parties (particularly government institutions) who have an interest in the forestry sector have the same goals as reflected in their work programs. Not yet optimal utilization of the potential of existing land and aquaculture to increase fishery production. According to Dr. Agusnelly. S, M.Sc, who is the Secretary of the Fisheries Service of Bengkalis Regency, believes that the implementation of coordination with relevant agencies and units in order to improve the Fisheries Development Policy in Bengkalis Regency has been carried out by the Bengkalis Regency Fisheries Service.

### **Factors Influencing Fisheries Development Policy in Bengkalis Regency**

#### **Goal Conflict Factor**

Managerial goals now may have little to do with today's realities. The goals may be based on past practices or with goals that don't make sense for a person's area of responsibility. The aim of the Fisheries Development Policy in Bengkalis Regency is to empower the people of Bengkalis Regency in exploring fishery potential. Bengkalis Regency is required to be able to collect and manage regional funds as optimally as possible for sustainable fisheries development.

The Fisheries Service of Bengkalis Regency should seriously activate the UPTD of Fisheries in the sub-districts and increase the number of UPTDs in other sub-districts located in the Pesisir of Bengkalis Regency which may be prospects for fisheries development. So that in this case there will be adjustments to the



objectives to be achieved in the Fisheries Development Policy in Bengkalis Regency. The compatibility of these goals is important so that the targets for improvement in the Fisheries Development Policy in Bengkalis Regency can be implemented properly and in accordance with the planned programs, so that fishermen in Bengkalis Regency become more prosperous. For this reason, in resolving conflicting goals between organizational groups, organizational development seeks to eliminate factors within the organization that hinder development and prevent people from contributing to achieving organizational goals.

### **Communication Factor**

Communication in Fisheries Development Policy in Bengkalis Regency is the delivery of policy information including programs implementing policies and programs, namely the Bengkalis Regency Fisheries Service to the technical implementers of the Fisheries Service and conveying it to policy target groups and other interested parties, namely Fish cultivating farmer groups in Bengkalis Regency . The communication that exists between the policy implementers is internal and external.

Ir. Herliawan, M.Si believes that internal communication between officials in the Fisheries Development Policy in Bengkalis Regency has not been carried out effectively, this coordination should have involved structural officials at the Bengkalis Regency Fisheries Service with officials from the Service Technical Implementation Unit (UPTD) in each sub-district spread across Bengkalis Regency. This communication is conveyed in formal forms such as meetings and non-formal forms such as direct orders from superiors to subordinates. External communication occurs between officials of the Fisheries Service and Fishermen of the Bengkalis District who are members of the Fishermen and Fish Farmers community association, however, it does not rule out the possibility of communication occurring between personal farmers and officials of the Bengkalis District Fisheries Service directly. The following are performance indicators, targets and realization of the Bengkalis Regency Fisheries Service for 2020-2021:Tabel 4

Performance indicators, targets and realization of the Bengkalis Regency Fisheries  
 Service for 2020-2021

Performance Indicator	2020		2021	
	Achievements	Target	Realization	Achievement
1. Productivity of fishery group of fishermen < 5 GT (tons/year)	5.947,97	6.895	5.896,16	84,65%
2. Productivity of aquaculture (tonnes/year)	1.065,91	495	1.838,73	371,39%
<b>Average Achievement</b>				<b>228,02%</b>

**Data Source: Bengkalis District Fisheries Service LAKIP 2021**

Achievements in the performance indicators of fishery productivity for fishermen groups < 5 GT each year have decreased, the decline in fisherman group production is closely related to the availability of fish resources, the number and condition of capture fisheries facilities and infrastructure, seasons and weather conditions. The decline in the production of fishermen groups was dominated by a decrease in the number of fishing fleets and equipment as well as the number and quality of fishing facilities and infrastructure.

**Silent Contradictory Factor**

Silenced conflict is the failure to confront conflict within the organization by denying its existence, or hiding it. With the conflicting objectives that occur between fisheries managers at the district and sub-district levels, fishery production in Bengkalis Regency has not been able to make a high contribution, both to the sub-district and to Regional Original Income.

According to Supian who is a fisherman in Bengkalis District, he believes that conflicts that are not resolved have resulted in the Fisheries Development Policy in Bengkalis Regency not working effectively, which is important to solve by finding solutions that can solve problems that occur in fisheries development. At this time it can be seen that the contribution of fisheries to local revenue (PAD)

is still very low, namely <50%. The small realization of fishery product receipts can be seen from the calculation of the difference between the target and the realization of the harvest that is included in the sub-district and regional original income posts.

The Fisheries Development Policy in Bengkalis Regency also provides opportunities to increase income for the community so that its development will contribute to the dynamics of the community's economy and increase the income of the Regional Government of Bengkalis Regency.

#### **Cooperation Factor**

Groups may work with a competitive philosophy; "everyone for himself". Individuals in a work group have not yet developed mutual trust. Organizations related to the Fisheries Development Policy in Bengkalis Regency that implement Organizational development must assume that everyone can be accepted and recognized for their role by the working group. In an organization it is necessary to cultivate openness so that its members can freely express their feelings and thoughts. In openness, people will get higher job satisfaction, so that thus group performance will be more effective.

Input for feed costs in an aquaculture activity is intended both in the form of natural feed and artificial feed. The greater the input cost of fish feed, the greater the cost of producing the fish. So we need an effort to get the type of feed that can efficiently increase productivity and be economically profitable. The bureaucratic structure of the Fisheries Service in Bengkalis Regency includes aspects such as organizational structure, division of authority and relationships between existing organizational units. In this structure there is a separation of activities between one part and another and how the relationship between activities and functions is limited. This resulted in poor cooperation between fisheries agencies in Bengkalis Regency and administrators at the sub-district level as well as in the sub-district fisheries technical implementation units in Bengkalis regency. The importance of good cooperation in increasing the income of fish farmers in the District, apart from providing economic benefits for the community, this is also useful for providing the welfare of fish farmers in

Bengkalis Regency. The importance of good cooperation between the fisheries service, especially with efforts to conduct direct visits to fishermen's ponds in Bengkalis Regency, so that programs to increase fishery production can be carried out with the aim of accelerating the growth of welfare for the community, especially fish cultivating farmers. cooperation between related agencies will improve the welfare of fish cultivator groups in Bengkalis Regency. Therefore, the existence of this group of fishermen has a positive influence on the development of the sub-district area. The pattern of coordination that exists places the head of the service as the highest official where every part of the organization is connected by a direct chain of command to the head of the service. Meanwhile, implementing technical operational policies and/or certain supporting technical activities is handed over to the Service Technical Implementation Unit (UPTD) in each sub-district in Bengkalis Regency.

### **Competition Factor**

Interdependent groups (those who need each other to function effectively) develop distrust, lack of coordination, conflicting goals, and so on. The Fisheries Development Policy in Bengkalis Regency is one of the economic means to provide convenience to the community in carrying out Fisheries Development Development Policies in Bengkalis Regency.

Competition in the marketing of fishery products in Bengkalis Regency can be seen from the limited diversification of processed fishery products and an integrated marketing system. This is not comparable with the increase in fishery production in Bengkalis Regency. Diversification of processed fishery products aims to provide higher added value when compared to the sale of fishery products in the form of raw fish/fresh fish.

The Fisheries Development Policy in Bengkalis Regency is inseparable from the competition factor, this will certainly have positive and negative impacts, maintaining the stability of fish prices in the market is important to do. For this reason, the Bengkalis Regency Fisheries Service continues to promote policies and program activities to maintain fish price stability in Bengkalis Regency. Supervision in maintaining competition between small fishermen and big

fishermen is carried out to find out and assess the actual reality regarding the implementation of tasks or activities, whether they are appropriate or not.

Destructive competition occurs due to low supervision from the local government of Bengkalis Regency, especially the Department of Fisheries in supervising fishery development. Supervision is carried out only focused on increasing production, supervision of price competition should include coaching fish farmers in the sub-districts of Bengkalis Regency so that the performance of the market manager itself can be improved.

### **Decision Making Factors**

Decisions are based on role or status authority, not knowledge or ability. Decision making is not close to the source of information. For this reason, in solving problems within a Market Management Organization, it is necessary to have a strategy in realizing organizational change, especially in decision making which must have clear objectives and be based on an appropriate diagnosis of the problems faced by the organization.

According to Ir. Herliawan, M.Si, the importance of involving the community/fish cultivating farmer groups in the decision-making process is carried out to minimize intervention from political elites in Bengkalis Regency in determining priorities for fisheries development which will be carried out at the expense of the Bengkalis Regency APBD.

The Bengkalis Regency Government, which is a special organization that handles Fisheries Development Policy in Bengkalis Regency, and as the party most responsible for Fisheries Development, should provide intensive guidance to Fishermen groups. Faktor Tanggapan terhadap Perubahan

The organization is rigid and finds it difficult to make changes to meet the constantly changing corporate and social environment. Changes in the organization are forced, poorly planned, unrelated to goals, and so on. The slow response to changes in the organization of the Department of Fisheries in Bengkalis Regency, can be overcome by intensifying, especially in supervising, guiding and fostering the movement of employees and work units to work according to a predetermined plan, guided by standard instructions and achieving

goals effectively and efficient. Efforts made by the Bengkalis Regency Fisheries Service include evaluating the results of the work that has been done. If actions or activities are found that deviate from the standards or standard guidelines that have been set, then a corrective action is required in accordance with the procedures and measures that have been determined.

According to Dr. Agusnelly.S, M.Si to anticipate the changes that are taking place, an evaluation of the Fisheries Development Policy in Bengkalis Regency is not only oriented towards increasing Bengkalis Regency's PAD but also improving the welfare of the community, especially Fishermen and Fish Farmers Groups in Bengkalis district. Fisheries development needs to involve relevant stakeholders. In this process, evaluation of changes in organizational performance is important, because without evaluation it will not be known to what extent the organization has been effective in making changes towards a high-performing organization

### **Motivational Factors**

The success of policy implementation is due to the fact that policy implementation requires the support of human resources who have high motivation for market progress. Apart from budgeting, market management also requires employee motivation to implement the fisheries management policy. The number of employees at the Bengkalis Regency Fisheries Service is still insufficient at this time considering that the duties and functions carried out by this Service are quite large in order to advance Fisheries in Bengkalis Regency.

According to Purnomo Widodo S, Pi, Head of Sub-Section for General Programming and Staffing of the Bengkalis Regency Fisheries Service, the placement of employees at the Bengkalis Regency Fisheries Service does not match the skills and competence of employees, this is what causes a lack of employee motivation in the Fisheries Development Development Policy in Bengkalis Regency. So that some of the tasks carried out are not running optimally. In addition, the lack of education and training carried out within the Bengkalis Regency Fisheries Office is also a problem related to efforts to increase employee professionalism.

The quality of human resources should be improved, especially by providing rewards to be able to further motivate the employees of the Bengkalis District Fisheries Office. Other resources besides human resources are budgetary resources. The budget is very important to support the success of the fisheries management and development program in Bengkalis Regency. The budget or costs for market management and development programs are sourced from the APBN, Regional Revenue and Expenditure Budget (APBD) and fish farmers' self-help.

## **CONCLUSIONS**

The Fisheries Development Policy in Bengkalis Regency consists of Transparency where transparency is needed in an organization, especially those related to the Government Budget, in Participation, the Aquaculture Development Program is inseparable from the element of community participation in Fisheries Development Policy in Bengkalis Regency, Accountability within the organization The Bengkalis Regency Fisheries Service has responsibility for Fisheries Development Policy in Bengkalis Regency including responsibility for the performance of fisheries organizations at the sub-district level, namely the UPTD Fisheries, as well as coordination carried out by related agencies and units in order to improve the Fisheries Development Policy in Bengkalis Regency which has been carried out by the Bengkalis Regency Fisheries Service .

Factors influencing Fisheries Development in Bengkalis Regency consist of Conflicting Objectives where the Regency Government, especially the Bengkalis Regency Fisheries Service, has tried to align the objectives of developing fisheries with fisheries management in the District. Decision-Making Factors for Fisheries Development Policy in Bengkalis Regency proposed by the Fish Farmers Group to be involved in Regional Musrenbang activities. Response Factors to Changes in the Bengkalis District Fisheries Service organization have been actively evaluating to keep up with the changes that have occurred. As well as in an effort to increase motivation that can be done is to optimize the

performance of staff in completing the tasks carried out. Another problem related to the Human Resources (HR) employees of the Fisheries Service of Bengkalis Regency is the competency of the staff.

#### Suggestion

- a. The local government of Bengkalis Regency through the Fisheries Service in carrying out existing programs should improve the Fisheries Development Policy by increasing the procurement of quality seeds, providing capital assistance to fish cultivating farmers and increasing fishery investment
- b. Adding facilities and infrastructure, as well as coaching for fishermen and fish cultivators in Bengkalis Regency.
- c. . Explaining land ownership for fish fishermen, as well as improving the quality of fish feed.

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